



**HEALTH
HAWKE'S BAY**
Te Oranga o Te Matau-a-Māui
Māhere ā-tau
Annual Plan

2025-26



Rārangi Take

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He mihi

**Mānawatia te kāhui whetū o Matariki
Mānawatia te ahikāroa o Te Matau
Mānawatia ngā rāngai kaiao o Ngāti Kahungunu
Tēnei te reo aumihi ki a koutou katoa ngā whānau me te hapori whānui o Te Matau a
Māui, tēnā tātou katoa.**

*We welcome the star cluster Matariki
We acknowledge those who keep the home fires burning on the coast
We acknowledge the tribal collective of Kahungunu
Health Hawke's Bay send esteem greetings and acknowledgements to all families and
community members of Hawke's Bay.*

**Mātai atu te titiro ki ngā whare hauora o Te Matau a Māui. Mā rātou e ārahi te tangata ki
tōna toiora pai, mā mātou e hāpai ana i ngā whare tākuta ki Ngāti Kahungunu kia tutuki ai
i ō rātou whāinga mō te tau me ngā hiahia e titia ki te ngākau hei oranga mō te iwi.**

*We direct our attention to our primary care providers in Hawke's Bay. For they will be the
ones who will aid our people towards good health, and we will support them to achieve their
annual goals and their intrinsic desires to uplift the health and wellbeing of our people.*

Mā pango, mā whero ka oti ai te mahi
The people, in partnership with leadership will get the job done



He Whakakitenga | OUR VISION

Whānau ora, Hapori ora

Family wellbeing, Community wellbeing

He Whāinga | OUR PURPOSE

To support providers, communities and whānau to achieve sustainable health gains and equitable health outcomes with Māori

Ngā Mātāpono | OUR VALUES



WHAKAMANA
Empowerment

“We empower each other to reach their highest potential”



AROHA
Compassion

“We care and provide a cloak of support”



KOTAHITANGA
Collaboration

“We work together towards shared goals and visions”



AUAHA
Innovation

“We are inquisitive and seek improvement”



Te Māhere paetae-ā-tau me ngā hua e puta

Our Strategic Priorities and Outcomes

To achieve our long-term goals, our priority objectives and outcomes in 2025/26 will be:

Support for our contracted providers

- Proactive, empowering and stable support for providers
- Enhance digital enablement with our providers

Improve access to Primary Healthcare

- Closing the gap: embedding Manu Taupua
- Embed and support providers with Wider Primary Care Teams and Models of Care

Ongoing development of cultural responsiveness

- Improve provider cultural responsiveness support
- Strengthen relationships with Māori Providers and develop relationships with Pacific Providers

Strong collaboration for whānau enablement

- Embed Long Term Condition Management Strategy
- System-wide collaboration and integrated care



Ngā Horopaki 2025–26

Our 2025–26 Context

Our Ka Hikitia Strategy

The four pou of our Ka Hikitia Strategy drive Health Hawke’s Bays mahi. As the region’s only PHO, we ensure that everyone in the community has access to essential primary and community health care services through our providers.

Our providers include general practice teams, pharmacies and other health and social care services; these services need to be designed and integrated to improve and maintain the health of our population, particularly for Māori.

Our Ka Hikitia Strategy was developed to support our primary and community care provider network to achieve equitable health outcomes for Māori, we:

- Recognise and embed commitment to Te Tiriti o Waitangi.
- Prioritise achieving equity for Māori.
- Embrace hauora and wellbeing as a broader concept than health.
- Partner with Iwi, Tīhei Takitimu (IMPB) and other organisations to amplify our inputs on wellbeing for Māori.



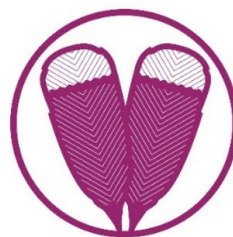
PROVIDERS ARE WELL-EQUIPPED TO SERVE MĀORI

Kei ngā kaiwhakarato ngā āheinga katoa hei tautoko tika i te iwi Māori.



SERVICES ARE ACCESSIBLE WHERE AND WHEN MĀORI NEED THEM

E wātea ana ngā ratonga ki a Ngāi Māori ā mea wā, ki mea wāhi.



CARE PROVIDED TO MĀORI IS OF HIGH QUALITY

He kounga te manaakitia o te iwi Māori.



RESOURCES ARE AVAILABLE FOR MĀORI TO MANAGE THEIR HEALTH AND WELLBEING

E wātea ana ngā rauemi ki te iwi Māori e taea ai tōna anō hauora me tōna anō oranga te whakahaere.

Our Pacific Strategy

The Board of Directors have endorsed the first Pacific Strategy for Health Hawke’s Bay. This is a significant step in ensuring our services reflect the diversity of our region, committing to ensuring Pacific people in Hawke's Bay are well cared for in primary and community health services. The Pacific Strategy highlights the importance of cultural safety, engagement, and responsiveness in alignment with Ka Hikitia and Pae Ora Healthy Futures.



Our PHO Services Agreement with Te Whatu Ora | Health New Zealand

Our mandate and operational guidelines come from this agreement. Key components of this nationally consistent agreement under which we currently operate include the following functions and outcomes:

FUNCTIONS

- ✔ Provide the services (commissioning and managing primary care/urgent care, health promotion/ providing local services).
- ✔ Ensure accountability for the delivery of the services.
- ✔ Facilitate and promote service development, coordination, and integration.
- ✔ Promote continuous quality improvement in the delivery of the services.
- ✔ Provide infrastructure, administrative and support services in respect of the service.

OUTCOMES

- ✔ Support its enrolled population and other eligible persons to stay well.
- ✔ Contribute to ensuring the clinical and financial sustainability of the health system.
- ✔ Ensure that its enrolled population and other eligible persons receive quality, coordinated care delivered by multi-disciplinary teams, that is easy to access and is provided close to home.
- ✔ Support all population groups to achieve optimum health outcomes and reduced disparities.

Designing an integrated health system with and for our people

Health Hawke's Bay plays a leading role in improving and growing our health system through quality Primary and Community Care. Although there are some changes coming in the 'Meso' level of the primary health care system, we will continue to ensure that our providers across the Hawke's Bay are supported and engaged.

In partnership, we must ensure our priority populations with a focus on Māori, Pacific, Tāngata Whaikaha (Disability), Rainbow communities and those who live rurally in our region, can access appropriate, quality care when needed. In considering what the primary health experience is for all whānau and community who live in our region we work with our partners and providers to support them to deliver an integrated health system with and for our people.

We acknowledge the growing pressures and challenges for Primary and Community Care providers. The following have been identified as key issues which are facing Primary and Community Care providers.

- Constrained workforce.
- Increasing demands and complexities for whānau.
- Funding not increasing commensurate with demand.



Pacific people

Health disparities are significant for our Pacific people who experience lower life expectancy, higher rates of preventable illnesses, lower GP enrolment rates, and delayed interpreter access. The Pacific Strategy defines a tailored approach to Pacific targeted objectives and outcomes to address and reduce health inequities for Pacific people in Hawke's Bay. A critical element is connecting our GP provider networks to Pacific communities and local Pacific providers.

National Health Targets

The national health targets are intended to improve health care provision across the health system. The opportunity we have in primary care is to contribute to the following key health outcomes:

Improved immunisation for children

95% of children fully immunised at 24 months of age.

Faster access to primary mental health and addiction services

80% of people accessing primary mental health and addiction services through the Access and Choice programme are seen within one week.

Increased mental health and addiction workforce development

Train 500 mental health and addiction professionals each year¹.

The opportunity we have as a Primary Health Organisation is to support these targets being met as well as supporting and empowering the work of our primary care providers through:

Quality, responsive services focused on equity and what works for whānau for improved health outcomes for priority populations.

Digitally enabled, data driven services such as telehealth, AI, modern secure interoperable systems that create access and efficiency for providers and people, and the use of people, place, and population data to inform service delivery.

The key functions of the future of our organisation will need to focus on ensuring equitable access to clinically sound, responsive, and appropriate care for our whānau and communities.

¹ Refer national health targets: [Health targets – Health New Zealand | Te Whatu Ora](#)



Ngā Aronui Angitu

Our Measures of Success

Our high-level measures of success directly relating to Health Hawke’s Bay mahi will be reported through the Ka Hikitia reporting framework using both qualitative and quantitative data.



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KA HIKITIA MEASURES

Advancing Primary Care Teams

Provider engagement, education and development

Support access to digital innovation to alleviate workforce pressures

Manu Taupua utilisation

Enrolment rates
Access to Primary Mental Health Service.

Engagement in Rongoā services

Te Kura Nui Engagement

Long Term Conditions Strategy

Health Promotion Engagement

Kia Ora Programme Engagement

PRIORITY POPULATION PARTNERSHIP (PPP) MEASURES

Māori who report they were treated with respect

Māori participation rates in whānau voice

Māori who report care was available when they needed it

Practice open to enrolment for priority population

Māori who report receiving the right care for their needs

Māori with diabetes and acceptable glycaemic control

Māori with risk of cardiovascular disease(CVD)/known CVD on appropriate management

Māori who report being involved in decisions about their care and treatment

Tamariki fully immunised at 2 years

Eligible Māori women with cervical smear or HPV screening completed

* Our PPP Programme is in partnership with General Practices to enable them to target care for Priority Populations



Ngā Āheinga Angitu

Our Enablers of Success

In developing and delivering our Annual Plan there are some key aspects of the organisation that will refocus to enable our organisation and kaimahi to achieve our Strategic Objectives.

We are pragmatic and will ensure that our plan is challenging, as well as being realistic and achievable.

Strategic improvement projects will be developed and aligned with the Annual Plan for the following areas:



COMMUNICATIONS &
PROVIDER
ENGAGEMENT



PEOPLE & CULTURE



RESOURCING &
CONTRACTING



DATA & DIGITAL



INNOVATION & CHANGE
CLINICAL QUALITY
IMPROVEMENT

Te Tahua Pūtea 2025–26

2025–26 Budget

Total Income	\$74,865,529
Total Expenses	\$74,834,483
Net Profit	\$22,046



Hei whakakapi

He mihi nui tēnei ki a koutou te hunga e kaha nei te whai i ēnei āhuatanga kua whārikihia mai e ō tātou whare, e mihi nei i tō koutou māia me tō koutou hiakai ki te whai i ngā mātauranga oranga, tēnā koutou.

We want to acknowledge those who displayed tenacity and strength for our organisation, in addition to showcasing your desire and courageousness in pursuit towards understanding health, esteemed greetings to all.

E mihi ana ki te Pōari Matua, ko te Kāhui Pou Tāhū, rātou hoki te hunga whaipānga o Te Matau a Māui. I āhei te mahi pokohiwi ki te pokohiwi kia tutuki i te whakakitenga ngātahi. He mihi ki a koutou i tā koutou tautoko mai.

In conclusion, we wish to acknowledge our Health Hawke’s Bay Board of Directors, Te Matau-a-Maui Trust, the Executive Leadership Team, and all our partners and stakeholders of Health Hawke’s Bay for the opportunity to collaborate and support towards our collective vision. We acknowledge and thank you for your support.

Whakamanahia te tangata ki te iti kahurangi.

Empower one another to reach our highest potential.



