www.thinkhauora.nz



Te Pürongo ā-Tau 2024-25 Annual Report 2024-25





Unuhia te rito o te harakeke Kei hea te korimako e kō? Whakatairangitia, rere ki uta, rere ki tai.

Kī mai koe ki ahau, He aha te mea nui o te ao? Māku e kī atu, he tangata, he tangata, he tangata.

Remove the centre of the flaxbush Where then will the bellbird sing? It will fly inland and seawards aimlessly.

You enquire of me, What is the greatest thing in this world? I reply, it is people, it is people, it is people.

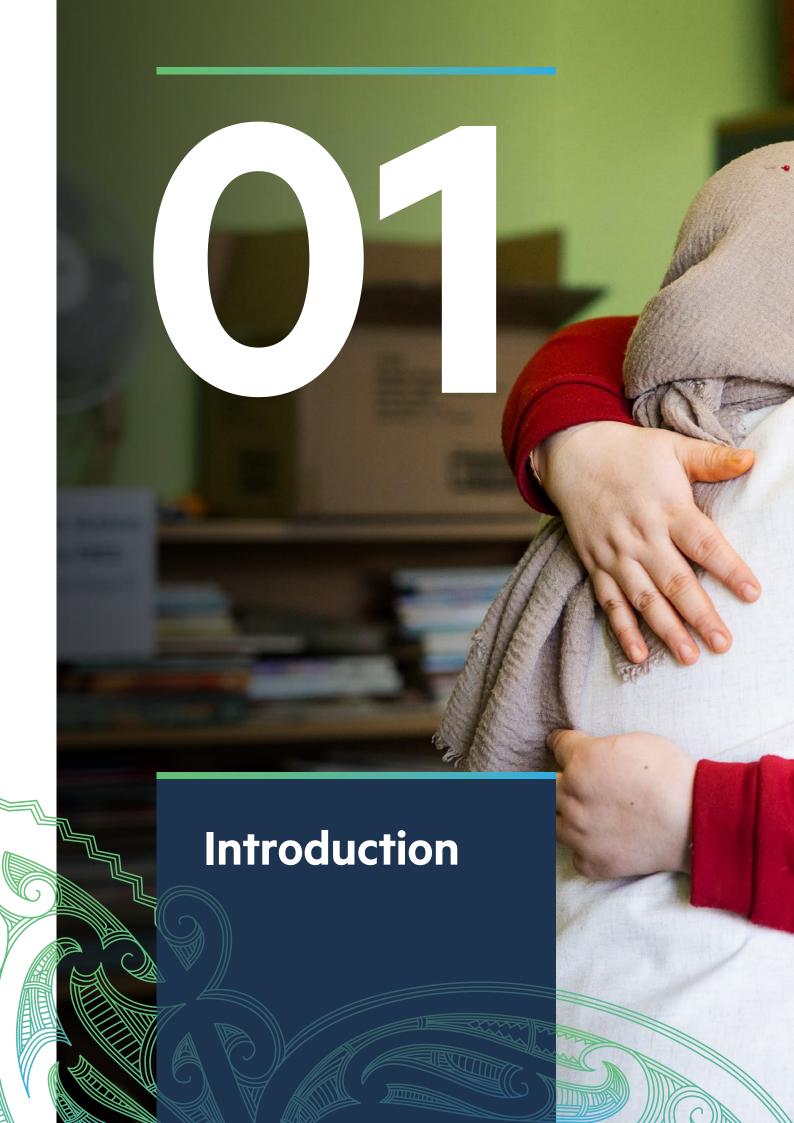


Nau mai, haere mai and welcome to our THINK Haoura Te Pūrongo ā-Tau 2024-25 – Annual Report for 2024-25. This Report brings together the year's highlights and challenges, and celebrates the unwavering commitment and passion of our kaimahi.

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He tirohanga whānui ki tō tātou rohe

Our rohe at a glance

THINK Hauora is a charitable trust and the Primary Health Organisation (PHO) for the MidCentral rohe, serving a population of more than 197,000 people.

Our network of 33 general practices and healthcare providers delivers healthcare services to over 173,000 enrolled people across a diverse region, spanning urban centres and remote rural areas, where many travel significant distances to access care.

lwi within our provider network

Muaūpoko

Ngāti Kahungunu

Ngāti Kauwhata

Ngāti Raukawa

Rangitāne





Patients and population



Total enrolled patients

2025 FYE

173,054

2024 FYE

171,157

1.10% INCREASE



Total population of the MidCentral rohe

2025 FYE

197,925

2024 FYE

195,620

1.18% INCREASE

Enrolment by locality



2025 FYE

81,476

2024 FYE

80,665

1.01% INCREASE



2025 FYE

32,344

2024 FYE

31,851

1.55% INCREASE

Tararua District

2025 FYE

16,387

2024 FYE

16,330

0.35% INCREASE



Manawatū District

2025 FYE

29,581

2024 FYE

29,230

1.20% INCREASE

Ōtaki Ward

2025 FYE

5,902

2024 FYE

5,717

3.24% INCREASE





Enrolment by ethnicity



Māori

2025 FYE

34,647 33,252 4.20% INCREASE

2024 FYE



Pasifika

2025 FYE

6,022 5,763

2024 FYE

4.49% INCREASE

Enrolment by age group



0-4 years old

2025 FYE

10,554 10,553 0.01% INCREASE

2024 FYE



5-14 years old

2025 FYE

2024 FYE

23,067 22,944 0.54% INCREASE



65+ years old

2025 FYE

2024 FYE

35,619 34,738 2.54% INCREASE

Enrolment by needs



Community Service Card (CSC) holders

55,055 52,664 4.54% INCREASE



Living in High Deprivation

2025 FYE

2024 FYE

44,258 43,652 1.39% INCREASE

Pictured: The re-dedication of the Pou Whakairo (carvings) at 200 Broadway in December.





Snapshot of our Network



General practice facilities

2024 FYE

39

35

11.43% INCREASE



Low-cost providers

2025 FYE

2024 FYE

75.00% INCREASE



Total GP consultations

2025 FYE

2024 FYE

553,125 549,982 0.60% INCREASE



Consultations with Māori, Pasifika, deprivation quintile 5, and Community Services Cardholders

2025 FYE

2024 FYE

218,560 212,941 2.60% INCREASE

Tō tātou whatunga kaiwhakarato

Our Provider Network

General Practice Teams

merston i	

169 Medical Centre

Best Care (Whakapai Hauora) Charitable Trust

Broadway Medical Centre

City Doctors

Cook Street Health Centre

Dr Parry's Surgery

Health Hub Project NZ

Hokowhitu Medical Centre

Kauri HealthCare

Living Waters Medical Roslyn

Massey Medical Centre

Orbit Medical

Palmerston North Health Care

The Palms Medical

Sydney Street Health Centre

The Palms Medical

Third Age Health

Victoria Medical

Village Medical

West End Medical Centre

WW Clinic on Grey

Manawatū

Feilding Health Care

Tararua

Dannevirke Family Health

Short Surgery Dannevirke

Tararua Health Group Ltd

Te Kahu Hauora Practice

Horowhenua

Horowhenua Community Practice

Levin Family Health

Masonic Medical Centre

Queen Street Surgery

Tararua Medical Centre

Te Waiora Community Health Service

Ōtaki

Ōtaki Medical Centre

Te Puna Oranga o Ōtaki



Community Contracted Providers

lwi Māor	i & Pasii	fika Prov	iders
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Best Care (Whakapai Hauora) Charitable Trust

He Puna Hauora

Mana o te Tangata

Muaūpoko Tribal Authority

Ngā Kaitiaki o Ngāti Kauwhata

Ngāti Kahungunu ki Tāmaki-nui-a-Rua Trust

Raukawa Whānau Ora Ltd

Te Aroha Noa Community Services Trust

Te Kete Hauora o Rangitane Ltd

Te Tihi Whānau Ora Alliance Charitable Trust

Whaioro Trust

Youth Providers

Authentically U

Equine-N-Mind

Snapback Gym

Tararua Community Youth Services Incorporated

YOSS - Youth One Stop Shop

Podiatry

JC Podiatry

P & P Health Ltd

Raukawa Whanau Ora Limited

Rimutaka Podiatry Ltd

Sanz Podiatry

Radiology

Canopy Imaging

Kapiti Coast Ultrasound

Pacific Radiology Ltd

Tararua Health Group Ltd

The Palms Medical

Pharmacy

MidCentral City Pharmacy Group

Retinal Screening

Eyes on Broadway

Feilding Optometry Clinic Limited

Horowhenua Vision Centre

See Hear Ltd

Visique Dannevirke Optometrist

Visique Eye Spy

Visique Feilding Optometry

Visique Naylor & Palmer

Physiotherapy

Physio + Rehab

Acute Care

Homecare Medical (NZ) Limited Partnership

St John (Training)

Andrea Nicholls Ann-Marie Stapp Authentically U Be Well Naturally Dave Dawber Emma Thompson Gill Stacey Ha Healing through the Breath Joanne Te Paiho Michael Jackson Mikari Therapy Mothers Helpers Nadine Richardson Reachout Counselling Rose Allan Counselling

Te Ara Rau Access & Choice (Mental Health)

Mental Health Specialist Providers

Talk to Me Counselling

Whakarongorau Aotearoa

Unique Beginning

VP Psychology Whaioro Trust

Youthline

Te Aroha Noa Community Services Trust

Interpreting Services

Connecting Now

Interpreting Services Ltd

Sexual & Reproductive Health and LARC

Eketahuna Health Centre

The Women's Clinic

Youth One Stop Shop (YOSS)



Te kupu a te Toihau

From the Chair

Having stepped into the role of Board Chair in early June, I've been struck by the sense of purpose and the commitment to community that defines THINK Hauora. It is evident that the organisation as a whole is driven by a strong and unwavering focus on supporting whānau across our rohe to flourish.

The past year has brought considerable challenges across the health sector, with a changing landscape and ongoing pressure on primary care and workforce capacity. Despite this, or perhaps because of this, the role of Primary Health Organisations (PHOs) in population health remains essential, supporting general practice and primary care which continue to serve as the cornerstone of our health system.

Place-based care is central to our approach as a PHO in responding to local pressures and delivering accessible care close to home. PHOs embedded in their communities are best placed to understand local needs, coordinate population health services, and support providers to deliver care that is connected, culturally grounded, and responsive.

Pictured: Farewell for Bruce Stewart, former THINK Hauora Chair.

The Board continues to remain focused on strong governance, upholding our responsibilities under Te Tiriti o Waitangi and the Pae Ora (Healthy Futures) Act. As we look ahead, our strategic direction will build on the foundations laid before us, while recognising the need for adaptability, resilience, purpose and hope. With a refresh of our strategy planned for the coming year, we're committed to evolving in ways that reflect the needs, strengths, and aspirations of our communities.

I'd like to acknowledge those Board members whose terms ended this year: Robyn Richardson, Stephen Paewai, Fiona Bradley, Dr. Nader Fattah, Geraldine Gray, and of course, Dr. Bruce Stewart, who stepped down as Chair after 12 years of service. Thank you to you all for your commitment to delivering better health outcomes for whānau in our rohe.

On behalf of the Board, I also extend my thanks to our Chief Executive, the Senior Leadership Team, our THINK Hauora kaimahi, and our network of providers, without whom none of this would be possible. Your dedication and mahi continue to make an impact, and I look forward to working with you all in the year ahead.



John PetersBoard Chair
THINK Hauora



Te kupu a te Tumuaki From the Chief Executive

I'm pleased to present our annual report, sharing and reflecting on the challenges and achievements that have shaped our journey across the past year. It celebrates the stories, services, and mahi of THINK Hauora and demonstrates our ongoing commitment to building a strong, connected primary care system - one that recognises that wellbeing begins where people live, work, and connect.

System-wide pressures, including workforce shortages and funding constraints, have continued to impact the health sector this year, demanding agility and resilience across our network. In MidCentral, where rurality and diversity intersect, these challenges are felt deeply. They affect access, consistency, and equity, and contribute to increased demand for secondary care services. Yet, they also present opportunities: to rethink how care is delivered, strengthen local partnerships, and improve outcomes for whānau.

This year, THINK Hauora began preparations for significant organisational transformation, focused on evolving how we deliver the best outcomes for our network and communities, now and into the future. This transformation will help us to strengthen our ability to respond to system pressures and deliver on both Government health targets and our own strategic priorities.

A key part of this mahi included changes to our Flexible Funding Pool, enabling more funding to flow directly to general practice, which remains the foundation of primary and community care.

More broadly, this change reflects our intent to build a more agile, collaborative, and future-focused organisation - one that is equipped to support general practice, strengthen place-based, integrated care, and contribute meaningfully to a more equitable health system. Above all, it is about improving hauora outcomes for our communities, with whānau voice at the centre.

Naturally, this level of change has also brought structural shifts, and I want to acknowledge the impact this has had on our kaimahi. These changes have required adaptability and resilience across the organisation, and the continued dedication, professionalism, and care that our people have shown throughout have been vital to our progress.

Looking ahead, our commitment to Pae Ora remains steadfast. This journey calls for collective impact: bold action, strong partnerships, and shared accountability across our five tākiwā. By working alongside general practices, secondary care, the Iwi Māori Partnership Board, iwi, regional partners, and community organisations, we can co-design solutions that reflect local needs and priorities, ensuring services are responsive, culturally grounded, and effective.

We continue to be led by our kaupapa of Connecting Communities for Wellbeing, and our aspiration to be an honourable Treaty partner is an ongoing journey – one we remain deeply committed to.

Finally, I want to acknowledge the important contributions of our valued Board members, governance groups, partners, provider network and our kaimahi for their ongoing contribution and dedication to serving our whānau. Together, we're writing the next chapter of THINK Hauora, and our collective vision and mahi will shape the future of health for our communities.



Amarjit Maxwell Chief Executive THINK Hauora





Te Rautaki o THINK Hauora THINK Hauora Strategy

Our WEAVING Strategy (2019-2025) was refreshed during the 2023/24 year to reflect the evolving health sector landscape and the growing need for integrated, equity-focused care.

This refreshed approach continues to emphasise the foundational role of general practice, while embracing a multidisciplinary, community-centred framework that strengthens local responsiveness and improves outcomes for whanau.

Looking ahead, a full strategic review is planned for 2025/26, as we consider our role within a dynamic and interconnected health ecosystem. Guided by our vision of Connecting Communities for Wellbeing and our enduring aspiration to be an honourable Te Tiriti partner, this review will ensure THINK Hauora remains responsive, futurefocused, and equipped to meet the challenges and opportunities of a changing sector.

STRATEGY REFRESH AT A GL

STRATEGIC AIMS

Whānau Ora

Achievina wellbeing

Equity

People,

Access

Value

Teams,

technology.

performance

Easy, available,

cross-sectors

COMMITMENT TO TE TIRITI O WAITANGI

HEALTHY FUTURES

PAE ORA

community voice and data-driven

accurately

KEY AREAS OF FOCUS

Positively support and influence cross Align activities and effort to the Wha outcomes framework

Continue to drive the uptake and uti Incorporate whānau voice into the de

Demonstrate a commitment to Te Ti

Connect information and people to it Health and social intelligence provid Effective data stewardship and syste

Provide leadership for quality health Develop a strong affinity between ge

specialist services THINK Hauora will give effect to a ro

THINK Hauora will be aware of and a community, that improve consumer a Sustain and enhance place-based tea

Develop and sustain proactive relation Place-based teams will be supported Recognise the value in a wider and d

THINK Hauora Outcomes Framework communities Recognise and celebrate our provide

Innovation

Quality improvement, excellence, engagement



Relationships. partnerships. collective impact





Growth

Sustainability, system and alignment focus



Drive the implementation of the dist Develop capacity and simplify proces Partner with people, community and Strive to become a trusted backbone Partner with local, national and inter Utilise trusted channels to share our Support the realisation of aspirations Develop change management experi Achieve primary health care clinical a

Cultivate innovative approaches to p

HOROWHENUA

COMMUNITIES

ANCE 2019-2025

Tühonotia te Hapori te Ora Connecting Communities for Wellbeing



WHĀNAU ORA OUTCOMES

Rangatiratanga Self-Managing



Kötahitanga



Whānau Cohesion



eni

QUADRUPLE AIM

Excellent experience for those we serve

Exce

Hauoranga Living Healthy Lifestyles



Tuakiritanga Participating in Te Ao Māori



Tiaki Taiao Responsible Stewards of Living & Natural **Environments**



Pāporitanga Participating in Society



Pukenga Rawa **Economic Security** & Wealth Creation



TARARUA

s-sector Whānau Ora and Wellbeing policy setting and direction

nau Ora outcomes-based framework and the Stats NZ Wellbeing indicators and HQSC national quality

isation of Ka Ao, Ka Awatea Māori Health Strategic Framework

esign, delivery and evaluation of our plans and programmes

riti principles, the implementation of Pae Ora, and a drive towards equity

form and transfer knowledge to develop innovative ways to improve equity

es quality and context-based insights to support decision-making to improve equitable health outcomes

m interoperability will improve the access and flow of information and ensure we measure the right things

services across the sector

neral practices (model of care), lwi and Māori providers and other community-based health, social and

bust Digital Strategy, in line with the agreed national strategy, by continuing to drive digital connections in

igile to implement new health opportunities, including supporting the devolution of services into the

ams across the district to support whanau to meet their health and wellbeing needs

onship and a presence within practices – no door is the wrong door

by technology that enables mobility, productivity, knowledge and safety

iversified team approach including linking with Iwi

cwill focus expectations on equity of outcomes and any related consumer and practice incentives across our

r network achieving excellence every day in improving health outcomes

rict's 'Quality Agenda Shared Clinical Governance'

ses to drive a nimble and innovative culture across the network

providers to collectively determine relevant projects and support our communities' aspirations

organisation that supports cross-sector alliances within a collective impact methodology

national organisations to improve our approach to research and development

stories of success and lessons learned from the work we do across our network

in Locality Plan(s)

rise to support a co-ordinated response across our rohe

and financial sustainability

rimary health care workforce development to improve the experience of providing care

MANAWATŪ

ŌTAKI

PALMERSTON NORTH

SC

Te Pae Whakahaere Matua me te Poari Senior Leadership Team & Board

Our Senior Leadership Team



Amarjit Maxwell
Chief Executive



Dr Paul CooperAcute Care and
System Integration
Medical Advisor



Dr Nader Fattah Principal Medical Advisor



Adam Holloway GM Connecting Communities



Michael Howard GM Network Services and National Advisory



Janice McDougall
GM Corporate
Services



Perrin Sakamoto-AishGM Clinical Services



Our Board



Jane Ayling



Dr Nader Fattah



Gaye Fell



Geraldine Gray



Dr Wayne Hayter



Danielle Harris



Dr Stephan Lombard



John Morrison



Oriana Paewai



Stephen Paewai



John Peters Incoming Board Chair



Adele Small



Bruce Stewart
Departing
Board Chair

Te Mana Arataki

Governance

The Alliance
Jane Ayling
Kelvin Billinghurst
Dr Nader Fattah
Gaye Fell
Sarah Fenwick
Geraldine Gray
Danielle Harris
Nicky Hart
Dr Wayne Hayter
Sheryll Hoera
David Jermey
Craig Johnston
Dr Stephan Lombard
John Morrison
Oriana Paewai
Stephen Paewai
John Peters
Darlene Rastrick
Alison Russell
Adele Small
Dr Bruce Stewart
Denise White
Anton Woollams

Clinical and Digital Governance Committee Members
Jane Ayling
Bridget Bellhouse
Dr Nader Fattah – Chair
Gaye Fell
Dr Wayne Hayter
Materoa Mar
Trissel Mayor
Stephen Paewai
Gabrielle Scott
Dr Anna Skinner
Leonie Wellwood

Finance, Audit and Risk and Health & Safety Committee Members

Jane Ayling
Stuart Campbell
Dr Bruce Stewart
Ewen Kirkcaldie

Colin McJannett - Chair











Ngā pāpātanga ki ngā whānau Impact on whānau

A snapshot of the year



Childhood immunisation rates at 24 months old

All enrolled infants

2025 FYE

77.6%

2024 FYE

74.6%

All enrolled Māori infants

2025 FYE

67.2%

2024 FYE

61.7%



Women up to date with cervical screening

Eligible women

2025 FYE

68.3%

2024 FYE

65.4%

Eligible Māori women

2025 FYE

61.1%

2024 FYE

56.8%



Podiatry appointments

2025 FYE

2,477



Bowel screening checks

2025 FYE

224



Patients seen through diabetes screening

2025 FYE

8,982



Referals to Move To Improve programme

2025 FYE

485



Patients treated through
Primary Options For Acute Care

2025 FYE

4,759



Whānau supported by dietitians

2025 FYE

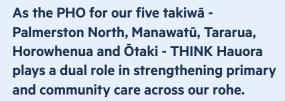
356







Our mahi to achieve Pae Ora



We provide backbone support to general practice teams, recognising their central role in delivering continuity, clinical leadership, and trusted relationships within communities. General practice remains the cornerstone of care, and our mahi is focused on enabling teams to meet the needs of their populations through essential, high-quality primary healthcare where and when it is needed.

Alongside this, we also deliver services both directly and through our wider network of contracted providers. Together, we support and enable place-based care that responds to the distinct needs of each community. Our contracted providers offer a broad spectrum of health and wellbeing support that complements and connects with general practice, and helps to build a seamless, integrated ecosystem - one that strengthens access for both enrolled and unenrolled populations, prioritises equity, and reflects the voices and values of the places we serve.

THINK Hauora supports the health and hauora of our communities by:

- Developing primary healthcare capacity and capability across the MidCentral District.
- Supporting the delivery of high-quality care through our contracted general practices.
- Working alongside local communities and enrolled populations to shape responsive services.
- Identifying and removing barriers that contribute to health inequities.
- Providing access to comprehensive services that improve, maintain, and restore health.
- Coordinating care across service areas to ensure seamless support for individuals and whānau.
- Continuously improving programme quality through data-informed decision-making.

"General practice remains the cornerstone of care, and our mahi is focused on enabling teams to meet the needs of their populations through essential, high-quality primary healthcare where and when it is needed."





Te whakaū me te tautoko i ngā whatunga mahi Enabling and supporting our network of practices

General practice is the foundation of community health, and the core role of THINK Hauora is to enable and support this vital network.

Our support includes clinical guidance, workforce development, funding coordination, and digital tools that help practices deliver consistent, high-quality care to their enrolled populations, underpinned by the Models of Care.

As PHO, we coordinate, advocate, and innovate across the health system to ensure our network of practices have what they need to respond to the needs of their communities, now and into the future.



Transforming for a stronger primary care network

This year, THINK Hauora embarked on a significant Change and Transformation Programme to ensure we're well-positioned to meet the evolving needs of our general practice network, whānau and communities, and the wider health system.

In part a proactive response to the shifting health landscape and sector pressures, the programme supports our long-term financial sustainability as a PHO and strengthens our ability to lead a strong, connected, and responsive primary care network.

Guided by our vision of *Connecting Communities for Wellbeing* and our ongoing journey to be an honourable Te Tiriti partner, our Change and Transformation programme will shape how we work and deliver equitable, place-based, whānau-centred care.

Refocusing funding to strengthen general practice

A key part of this transformation is the refocusing of the Flexible Funding Pool (FFP) funding to better align with its original intent of supporting priority populations through increased access to care, better health promotion, and supporting people with long-term conditions. This involves the evolution of how we manage and distribute FFP funds, set to take effect in the next financial year.

The new FFP model represents a significant shift in how our general practice network is supported. It moves towards a clinical model

that channels increased funding directly to general practices, aligning with national direction from Health New Zealand – Te Whatu Ora and other regions.

Our approach is underpinned by an outcomes framework that is being codeveloped with input from general practices. Its aim is to strengthen the link between funding and impact by enhancing transparency and clearly defining objectives. Practices will be supported to create project plans that demonstrate how they'll deliver outcomes, particularly around improving access to care and support for people living with long-term conditions.

Conversations with iwi and general practices across our localities have provided valuable opportunities to share details of the new model and explore how it can meet local health needs and support primary and community care.

This shift in funding strengthens equity and access, ensuring resources reach the frontline where they can have the greatest impact. However, more broadly, the effects of our transformation are reshaping how we work, collaborate, and support our network, reflecting our commitment to a health system that is sustainable, responsive, and grounded in the needs of whānau, particularly in rural, high-needs, and underserved communities.



Welcoming new practices to the THINK Hauora network

THINK Hauora welcomed five new general practices into our PHO network this year:

- Third Age Health Horowhenua
- Living Waters Medical Palmerston North
- Te Puna Oranga Ōtaki Ōtaki
- Te Kahu Hauora Dannevirke
- Dannevirke Family Health Dannevirke

Grounded in local relationships, each new practice strengthens our place-based approach, expanding the connected network of care across MidCentral. It ensures patients can enrol in practices within their own communities, and enhances our collective ability to deliver integrated, equitable, and culturally responsive services when and where it's needed most.

Two of these practices – Te Puna Oranga Ōtaki and Living Waters Medical – are Very Low Cost Access (VLCA) practices, helping to reduce financial barriers and improve access to care for whānau in high-needs communities.

Welcoming new practices into our PHO network means that we can ensure they have access to the tools, resources, and advocacy needed to thrive within a broader system of care.

Pictured: Living Waters Medical Open Day.



Living Waters Medical

Living Waters Medical Solutions, a Whanganui-based, family-owned provider, has expanded its reach to Roslyn, Palmerston North – a community with a high number of Māori, Pasifika, and immigrant whānau. As a VLCA clinic, Living Waters is helping to address long-standing gaps in access by offering affordable, high-quality healthcare in an area previously underserved by general practice.

Their Open Day event welcomed whānau with a sausage sizzle, opportunities to meet the team, and information about the services now available in their neighbourhood, and was a fun celebration of local care.

Te Puna Ōranga Ōtaki

When Te Puna Ōranga Ōtaki opened its doors, it became the 32nd general practice within the THINK Hauora network, and the second in Ōtaki.

Oranga Ōtaki plays a vital role in improving access to affordable, high-quality care in a growing and diverse community. The clinic operates under the principles of Te Puna Ōranga, embedding tikanga Māori values into everyday practice to ensure culturally responsive care.

Ōtaki's population is projected to grow by nearly 50% in the coming decades, driven by new housing and infrastructure. With Māori making up almost 30% of the local population (2023 Census), the establishment of a hauora provider grounded in tikanga Māori is a step toward improving equity and encouraging greater engagement with primary care. Oranga Ōtaki strengthens the local health network and complements the work of existing providers who share a vision for community wellbeing.



"Ōtaki's population is projected to grow by nearly 50% in the coming decades, driven by new housing and infrastructure."



Improving patient outcomes with HealthPathways

The national HealthPathways programme is run by Health NZ – Te Whatu Ora and implemented by regional teams across the motu. THINK Hauora is one of only three PHOs in Aotearoa leading a HealthPathways programme, delivered in partnership with Whanganui Regional Health Network.

HealthPathways is a clinical tool that provides clinicians with easy access to evidence-based, best practice clinical guidance at the point of care. Clinical editors and subject matter experts work together to ensure each pathway is locally relevant. It is especially helpful for locums, new GPs, nurse practitioners, and overseas-trained doctors, supporting navigation of local systems.

"HealthPathways keeps patients out of hospital – I've been following the Cellulitis in Adults pathway since it was published five years ago and haven't admitted one patient to hospital."

- Local clinician and HealthPathways user





Total localised pages published

399



New pages localised over the year

66



Increase in user engagement

23.8%

Expanding reach and recognition

Over the past year, the Whanganui and MidCentral HealthPathways programme has continued to expand its reach and impact, with nearly 400 localised pages now published to support safe, equitable care in our rohe. Engagement across both districts remains strong, with user sessions increasing by 23.8% – a clear indicator of HealthPathways adding value to our primary care providers.

A key highlight was the feature of the haematuria pathway on the international HealthPathways website, reaching audiences in Australia, Wales, the UK, and Canada.

The pathway helps GPs identify high-risk patients and speeds up access to specialist care, reducing wait times from 3–4 months to just two weeks.

In October, the national HealthPathways programme received formal endorsement from the Royal New Zealand College of General Practitioners (RNZCGP), recognising its value in supporting general practice and clinical consistency. This milestone reflects the hard mahi being done by teams nationwide and locally in the development and localisation of each pathway.







Expanding access through Practice Plus

Practice Plus is a collaborative telehealth service offering online GP consultations, developed by Tū Ora Compass Health and Pinnacle Health, in partnership with THINK Hauora, Pegasus Health, Western Bay of Plenty PHO, and Te Awakairangi Health Network.

In our rohe, where general practice teams are under significant pressure, uptake of online consultations has been strong. A total of 3,913 appointments have been resolved with advice and prescriptions, helping to ease demand on the wider health system and improve access to care, particularly for unenrolled patients, those unable to get timely appointments, or needing care outside regular hours.

Because Practice Plus works alongside patients' regular medical teams, it also supports continuity of care. The service has proven especially valuable for underserved communities, with positive feedback highlighting its convenience, shorter wait times, and quality of care.





Appointments supported across MidCentral

8,114



Appointments for CSC holders

2,946



Appointments for Māori

2,234

Free consultations for under 14s

To further improve access, THINK Hauora funded Practice Plus appointments for MidCentral tamariki aged 14 and under throughout winter and into early 2025. This initiative enabled 2,044 appointments, reducing barriers to care and providing reassurance for families by allowing sameday access from home.

"Thank you for the lovely option of me accessing online support. With being unwell, I struggle to go out to attend the doctors. I was not able to get in for another week, and with my health declining, that wasn't an option, and neither is travelling to Palmerston North."

- Practice Plus patient

Reducing barriers through the Practice Plus voucher scheme

Since July 2023, THINK Hauora has also funded the Practice Plus Voucher Scheme across MidCentral to increase acute care capacity, manage patient demand, and improve equitable access to high-quality care. Over the past year, 3,044 appointments have been funded through the voucher scheme.

The scheme reduces cost barriers and encourages priority populations to access health services. Vouchers are available for Māori, Pasifika, Community Services Card holders, and anyone for whom cost is a barrier. They are distributed through general practices, Māori and iwi health providers, pharmacies, Whakarongorau, and St John, and can be used for both in-hours and afterhours care.





Working together for safer, smarter medicine use

The Primary Care Support Pharmacist (PCSP) team plays a vital role in improving the quality use of medicines across the MidCentral primary healthcare sector.

The team consists of clinical pharmacists from THINK Hauora and Te Pae Hauora o Ruahine o Tararua – MidCentral, working with general practices in high-needs and high-deprivation areas to optimise prescribing decisions that are safer, more effective, and better suited to patients' needs.

Working within general practice also enables the PCSP team to connect directly with whānau, particularly those living with long-term conditions. Their presence in practices allows for more time with each patient, supporting whānau-centred care that is responsive to individual and local needs.

The team's work is particularly impactful for priority populations and older patients who are managing multiple long-term conditions and complex medication regimens. This has included 290 consultations involving high levels of medicine use (11 or more long-term medications), with 59 of those patients identifying as Māori.

Diabetes remains a key focus, given its disproportionate impact on Māori and Pacific peoples. The team has prioritised access to appropriate diabetes medications and managing medicine shortages, to support continuity of care for whānau. Asthma and gout also remain areas of focus, where timely and effective medication management can significantly improve quality of life.





Patients engaged with the PCSP team

4,040



Māori patients engaged with the PCSP team

1,024



Medication Therapy
Assessments completed

2,342



Consultations with patients aged over 75

24%

EVENT HIGHLIGHT

Central Districts Field Days

Over three days, more than 27,000 people gathered in Feilding to connect, discover, and experience Aotearoa's primary industries at one of the region's fastest-growing rural events.

This showcase of rural life provided THINK Hauora with a platform to engage directly with whānau and community members from across the rohe.

Our presence at the event was designed to increase visibility, promote health education, and strengthen rural health access. Through engagement and on-the-ground korero, community events like this provide us with opportunities to better understand the unique health needs of our rural communities, improve access and build meaningful connections.

Pictured: THINK Hauora kaimahi connecting with the community at the Central Districts Field Days.



Health checks delivered onsite

606



Visitor feedback gathered to inform future outreach

76



Media interviews amplifying our mahi and message

8







Regional collaboration for innovation & equity

In September 2024, THINK Hauora signed a Heads of Agreement with Whanganui Regional Health Network and Health Hawke's Bay, marking a step forward in regional collaboration across Te Ikaroa Central.

This partnership reflects a shared commitment to improving community health outcomes through innovation, equity, and connected care.

The agreement establishes a framework for joint development and delivery of health and wellbeing services, with a strong focus on rural and provincial communities – a common thread across all three PHOs.

By combining strengths and resources, the three PHOs aim to reduce duplication, accelerate innovation, and support general practices and providers with tools that enhance patient care.

One example of this collaborative innovation is the development of the Collab Coach app, led by Collaborative Aotearoa. Designed to support people living with long-term conditions such as diabetes and chronic pain, the app is being trialled with Health Improvement Practitioners (HIPs) and mental health coaches as part of the regional innovation agreement.

Collaborating to expand the Registered Nurse Prescriber in Community Health workforce

In response to resource constraints across MidCentral in late 2024, THINK Hauora, Health New Zealand – Te Whatu Ora, and National Public Health collaborated to ensure continued delivery of the Registered Nurse Prescriber in Community Health (RNPCH) Programme.

With approval from the Nursing Council of New Zealand, a joint working group oversaw and facilitated the programme.

35 nurses were accepted into the programme, including 12 Māori, 1 Pasifika, and 22 European nurses, each with at least three years of clinical experience. This marks the highest number of Māori nurses in a single cohort over the past three years.

By 30 June, 31 participants had submitted their portfolios for grading, with four granted extensions due to supervisor leave. All 35 are on track to qualify as Registered Nurse Prescribers, strengthening access to high-quality, community-based care across our rohe.

The course equips nurses with the skills and confidence to safely prescribe a limited range of medications, supported by robust clinical governance and a strong emphasis on safety. Their success reflects a commitment to equity, professional growth, and the vital role of nurses in leading care decisions within our communities. For many, this marks the first step toward becoming Nurse Practitioners.



Lifting immunisation rates across the rohe

In line with the Government's Health
Target to improve immunisation coverage,
our Immunisation Team has sharpened its
focus on increasing rates for children under
24 months, with particular emphasis on
Māori and Pasifika tamariki.

This includes supporting general practice to lift immunisation rates of their enrolled populations, as well as working in the community.

Across our rohe, rising cost-of-living pressures and housing instability have contributed to a growing number of transient and hard-to-reach whānau, especially in rural areas such as Horowhenua. In response, we've identified several key areas for action, including opportunities for early identification, improving access, and timely, culturally-responsive engagement.

Smarter tools for better coordination

A key improvement was the creation of an interactive dashboard on Te Kete Kōrero (the THINK Hauora data warehouse and insights platform) enabling efficient communication between Immunisation Coordinators and general practices. Initially focused on overdue 24-month immunisations, the dashboard now includes 6-week events and newborn enrolments, helping practices identify gaps and update AIR more efficiently.





Vaccinations for children 0-4 years

33,856



Flu vaccines

41,119



Childhood and antenatal dropin clinics across MidCentral

17

"Across our rohe, rising cost-of-living pressures and housing instability have contributed to a growing number of transient and hard-to-reach whānau."

Supporting community providers

The THINK Hauora Immunisation Team offers weekly clinics in Levin and Palmerston North, as well as supporting our providers such as Plunket, Te Wakahuia, Muaūpoko Tribal Authority Inc., and local pharmacies with cold chain management, nurse assessments, training, and responses to immunisation-related queries.

In 2025, support also included assisting the Levin resettlement team to deliver seasonal catch-up clinics for former refugees, helping ensure both adults and tamariki are up to date with the New Zealand Immunisation Schedule.

These community-based clinics continue to offer accessible options for unenrolled or hard-to-reach whānau, and are especially important during winter, when general

practice appointments may be harder to access or when whānau are hesitant to attend due to circulating illness. Overall, this has the effect of strengthening the wider immunisation ecosystem and enabling locally-led response to community immunisation needs.

Free whooping cough vaccines for THINK Hauora kaimahi

In response to the national whooping cough epidemic, THINK Hauora hosted free walk-in vaccination clinics for kaimahi, supporting wellbeing and reducing pressure on general practices.

The team remains focused on early engagement and equitable immunisation delivery across MidCentral.







Strengthening partnerships – stronger outcomes wānanga

In March 2025, Te Pae Oranga o Ruahine o Tararua Iwi Māori Partnership Board and THINK Hauora co-hosted a wānanga that brought together over 90 general practice kaimahi, iwi, Māori, hauora, and community providers from across the rohe.

The day was focused on how the primary health sector can strengthen relationships within the MidCentral region to ensure better health outcomes for whānau through collaboration and collective action.

The wānanga explored key kaupapa, including Te Pae Anamata (Community Health Plan), pathways to engage future Māori kaimahi, and the importance of elevating lived experience in our mahi. It was an opportunity to come together, share knowledge, and spark meaningful conversations.

THINK Hauora CE, Amarjit Maxwell, says the day offered a powerful platform for fostering partnership and collaboration, and strengthening our collective efforts to support and uplift our communities, ensuring they thrive and flourish.

"Doing this mahi together is so important, and hosting it alongside Te Pae Oranga Ruahine O Tararua was particularly special. Relationships matter. Strengthening these connections across the primary health sector creates the foundation for improved hauora in our communities. The better we can connect our network of people – who know and understand the needs of their whānau and have them at the heart of what they do – the better it is for all of us."

- Amariit Maxwell, Chief Executive

i bata



Pictured right above: Amarjit Maxwell, THINK Hauora Chief Executive, with Naomi Manu, Te Pae Oranga o Ruahine o Tararua Iwi Māori Partnership Board (IMPB) Chief Executive

Pictured right: Dr Nader Fattah, THINK Hauora Principal Medical Advisor, with Dr Janine Bycroft, Executive Director Health Navigator NZ.

EVENT HIGHLIGHT

Ki Te Āpōpō – Rangatahi Expo

THINK Hauora was proud to be part of a rangatahi-led event in Ōtaki that brought together young people from across the motu to explore pathways in education, training, and employment, while promoting wellbeing through the Te Whare Tapa Whā model.

Designed by rangatahi, for rangatahi, the event featured interactive activities, workshops, entertainment, and expo displays from health providers, trades, and education organisations. It created a space for connection, inspiration, and informed choices.

Our focus was on real, in-person engagement around mental health and wellbeing. Through our 'Rangatahi Voice' survey, 165 rangatahi shared their experiences, with 39% identifying their stress levels as medium to high. These insights help highlight the importance of meeting people where they are and creating spaces and opportunities to connect with our communities.

Pictured: Ki Te Āpōpō – Rangatahi Expo.





Te whakarato tautiaki matawhāiti hei whakapiki i te whai wāhi Delivering targeted care to improve access

Where services in our rohe are unavailable or under-resourced, THINK Hauora steps in to directly provide care, bridging gaps and improving access for our local priority populations. This includes grassroots initiatives and national programmes that respond to unmet needs and reduce inequities.

As part of our commitment to place-based, integrated care, these efforts are grounded in local context and shaped by the voices of whānau to ensure care reaches those who need it most.



Te Ara Rau: Supporting mental health, wellbeing and addictions across our rohe

Te Ara Rau is now in its fifth year of delivering mental health and addiction services to whānau across the rohe.

Originally established as the MidCentral expression of the national Integrated Primary Mental Health and Addiction (IPMHA) initiative - known as Access and Choice -Te Ara Rau has continued to grow and evolve, adapting to meet the needs of our communities.

Services now include The Tūturu Service, providing gender-affirming care; Youth Groups that support rangatahi wellbeing; and a range of Packages of Care tailored for specific populations and needs, including maternal mental health, Māori, virtual brief therapy, and consent assessments for gender-affirming care.



People seen in 2024/2025

> 6,011

4,523 PEOPLE SEEN IN 2023/24



Appointments delivered

18,561

65 ENCOUNTERS PER DAY



Most common presenting issue

Anxiety







Improved data set to drive continuous improvement

This year, Te Ara Rau launched a data quality improvement project aimed at enhancing the consistency and reliability of service data. This initiative introduced a streamlined data entry system using PowerPages, providing a single point of entry for all TARAC services.

The implementation of this tool has significantly improved the accuracy of data collection and reduced the administrative burden associated with reporting on outcomes and experience measures. As a result, the team is now better positioned to understand service trends and emerging needs across our rohe, strengthening the ability to respond effectively to whānau.

Group programmes supporting whanau and tangata whaiora

Over the past year, the Access and Choice programme has delivered a diverse range of group programmes designed to support the wellbeing of whānau and tāngata whaiora. These include:

- Calm Minds: A six-week programme offering practical tools to manage stress and anxiety, while building self-awareness.
- Bouncing Brains: A six-week ADHDfocused group that combines education with strategies to reduce stigma and build confidence.

• 'Fun'damentals of Wellbeing:

A therapeutic, LEGO-based group that helps adults reconnect with wellbeing in a safe, strengths-based environment.

 Neurodiversity Support Group: A free, fortnightly drop-in session for parents and carers of neurodiverse tamariki and rangatahi, providing advice, strategies, and peer support.

The impact of these programmes is reflected in a notable rise in group-related encounters - from 3% in 2023/2024 to 13.8% in 2024/2025. This increase highlights both the growing demand for group-based support and the effectiveness of these services in meeting the needs of our communities.

Māori Packages of Care

Funding for Māori Packages of Care (POC) increased this year, expanding access from 45 to 120 packages, each offering four sessions of individual or whānau therapy, including Rongoā Māori.

Te Ara Rau also strengthened its Māori Provider network, which delivers kaupapa Māori mental health support grounded in tikanga Māori. Services include wairualed counselling, holistic assessments, and community initiatives. This uplift has significantly boosted service capacity, improving access, choice, and availability of culturally responsive care for whānau Māori.

Here Toitū: Empowering whānau though holistic support

Here Toitū, delivered in partnership with the Ministry of Social Development, supports whānau living with health conditions or disabilities to improve wellbeing and pursue their goals.

Through tailored, wraparound support from a multidisciplinary team – including 13 Kaimanaaki, GP teams, Kaitohutohu, and a Work Retention Specialist - participants are guided toward learning, earning, caring, or volunteering.

"[Here Toitū Kaimanaaki] helped me significantly... made me feel very calm and collected and like my life wasn't completely out of control. We slowly rebuilt things together, set goals and reflected on the past to see the progress I had made. I felt very safe knowing I could turn to her, and I am very thankful for her help. She had a very good structure and long-term plan to help me... She and this service are part of the reason I am still here today."

- Here Toitū Programme participant



Whānau participated in the programme

154



Whānau achieved employment or work readiness outcomes

68



Percentage of referrals that are for Māori whānau

31.71%







Digital innovation with Flax

In August 2024, our bespoke case management system Flax, developed by our Data and Digital team, went live. The system integrates with Indici, streamlining the administration and management of the whānau journey through Here Toitū, from referral to exit.

Building work readiness with the Super Six Series and Job Club

A key milestone was the development of our Super Six Series – a six-session employment workshop designed to support work-readiness, delivered in both Levin and Palmerston North. Since its launch, our Kaimanaaki have continued to refine the series and deliver it to whānau, adapting it to meet evolving needs.

To support whānau with online job applications, the team launched a group session called Job Club, focused on building confidence with platforms like Seek and Trade Me. The initiative began with participants from the Super Six Series, and we partnered with English Teaching College, who generously provided free access to their computer suite. This enabled Here Toitū whānau to strengthen their digital skills and navigate online job searches with greater ease.

In May 2025, Job Club relocated to THINK Hauora, now equipped with five refurbished laptops. The first session in the new space was held in early June, continuing the commitment to practical, empowering support for whānau.

Creating lasting change

Programme impact is measured using the Wellbeing Outcomes Star, which assesses eight areas of life based on a scoring system. At intake, the majority of participants (60.8%) scored between 19 and 29. By the end of the programme, the majority of participants (55.2%) scored between 30 and 40 – a sign of progress and the value of the programme.

Beyond the numbers, Here Toitū is creating lasting change. As whānau gain confidence and stability, they contribute to stronger, more connected communities.

Originally scheduled to conclude on 30 June 2025, the programme received a two-month extension while awaiting the Government's budget announcement. We've continued to advocate for its renewal, recognising its vital role in supporting whānau and relieving pressure on primary and secondary care.

"As whānau gain confidence and stability, they contribute to stronger, more connected communities."

CELEBRATING SUCCESS

Marcus's journey to greater independence

Here Toitū Kaimanaaki, Mara Whitten, supported a major milestone for one of her clients, Marcus.

In April 2024, Mara helped Marcus apply for a National Lottery Grant to fund a mobility tricycle. After months of waiting, the application was successful – Marcus was awarded \$9,700, a life-changing contribution that will support his independence, mobility, and overall wellbeing. Marcus lives with Börjeson-Forssman-Lehmann syndrome (BFLS), a rare genetic disorder that presents daily challenges. He is excited about the new opportunities this tricycle will bring, including working towards his career goals.

"This is a huge deal for Marcus," says Mara. "It's not just about mobility – it's about confidence, independence, and opening doors to new possibilities."









Connecting Kaumatua for Wellbeing in Shannon

Shannon is a small, tight-knit community nestled between Palmerston North and Levin, and has historically been underserved by health services.

As a low socio-economic area, self-management – engaging in self-care activities that protect and promote health – is especially important for supporting the wellbeing of individuals and whānau.

Across September and October 2024, THINK Hauora delivered the Connecting Kaumātua for Wellbeing initiative, a fiveweek self-management and health education programme tailored for the Shannon Kaumātua group. This long-standing group of older, mostly Māori community members meet weekly to connect over tea, kai, housie, and music.

The programme, developed by our wider Clinical Services team, focused on key topics essential to managing long-term conditions: understanding self-management, physical activity, nutrition, medication management, and accessing community-based support. Each session began with a karakia, shared kai, music, light exercise, and korero before transitioning into the health topic of the week.



Average number of participants attending each week

12



Average age of participants

71

Our Clinical team design the programme to make sessions interactive and relatable, with health literacy at the forefront. Each topic was distilled into short key messages, supported by practical tools such as videos, exercise bands, and real food examples.

Sessions were co-facilitated by one of our Physical Activity Educators and our Māori Health Liaison Officer, ensuring cultural safety and personal connection.

Following the success of the Shannon programme, THINK Hauora has been approached by other community groups interested in similar health education initiatives. Discussions are underway to identify the next locality best suited for the replication of this mahi.

New spirometry clinic in Horowhenua & Ōtaki

The THINK Hauora Spirometry Clinic in Horowhenua and Ōtaki is a free, fortnightly service held at 20 Power Street, Levin.

It provides timely access to essential diagnostic testing for whānau with respiratory conditions, helping to reduce long wait times in secondary care.

Since its launch in October 2024, the clinic has received 83 referrals, with patients referred directly from general practice.

By offering spirometry locally, the service supports early diagnosis and better management of respiratory conditions, particularly for those who may otherwise face delays or barriers to care.

This initiative continues to run fortnightly, as part of our ongoing commitment to improving access for underserved communities, ensuring whānau receive the right care, in the right place, at the right time.

Better heart care for Tararua

In February 2025, THINK Hauora launched a weekly cardiac support programme in Tararua, designed to improve access for rural and priority populations that have faced longstanding barriers to care.

Delivered locally, the programme removes obstacles such as cost and travel, meaning whānau no longer need to make a 45-minute journey to access vital support services.

Referrals come from secondary and primary care, and the programme utilises nurses, exercise physiologists, dietitians, pharmacists, and psychologists to provide holistic care.

"The programme was extremely informative and valuable. I really appreciated being able to attend the sessions more than once — I picked up new information each time and learned so much. It's had a truly positive impact on my heart health."

- Programme participant

Te Kete Kōrero, our data platform, has enabled the team to proactively reach Māori, Pasifika, and whānau living in high deprivation with cardiac conditions, many of whom have not previously accessed support. This data-driven approach has significantly boosted engagement and impact, connecting more whānau to support services, encouraging participation, and strengthening heart health and overall hauora.

Partnerships with local iwi and general practices have also been key to promoting the service and encouraging referrals.



Number of participants

52



Number of sessions

20





Celebrating 50 Levin Better Breathing Programmes

In March 2025, our Physical Activity
Service celebrated the delivery of its 50th
Better Breathing Programme in Levin
- a significant milestone in long-term
respiratory support for the community.

Delivered by THINK Hauora Clinical Exercise Physiologist Grant Hansen and Levin physiotherapist Ingrid Bats, the programme supports people living with chronic respiratory conditions such as COPD and chronic asthma, combining education, exercise, and peer support to help participants manage symptoms and improve their quality of life.

Grant says the programme's success lies in its person-centred approach and strong sense of connection. "Reaching 50 programmes is a remarkable achievement, and testament to the positive and encouraging environment. People are the focus – participants can feel comfortable to exercise and share their journey with the group. That connection has been key to its success."

Self-management and education are built into the programme, and Ingrid and Grant help to enhance the participants' knowledge, skills, and confidence in managing their long-term respiratory conditions.

Ingrid, who has supported the programme since its inception in 2011, says that many participants, especially older people, often feel isolated and disconnected due to their health conditions. Ingrid explains, "They tend to stay at home and do less, which only worsens their condition. The social aspect of the programme – meeting others with similar conditions – has been a game-changer."

"Reaching 50 programmes is a remarkable achievement, and testament to the positive and encouraging environment."

- Grant Hansen, THINK Hauora Clinical Exercise Physiologist Participants often speak to the value of the programme not just for their physical health, but for the social connection and confidence it builds. Fleur O'Sullivan, diagnosed with COPD, said, "I didn't feel so alone. By the end of the first session, I thought 'I'm home'."

The Levin Better Breathing Programme remains a vital part of our commitment to long-term condition support, community connection, and improving health outcomes across the rohe.

"By week three, I was cruising around like there's no tomorrow. Now I can walk the dog – something I couldn't do before."

- Stuart McCarthy, Participant









THINK Hauora (Group) Summary Consolidated Annual Report June 2025

THINK Hauora (Group)
Summary Consolidated Statement of Service Performance
For the year ended 30 June 2025

This report has been prepared in accordance with PBE FRS 48 Service Performance Reporting. The Board of Trustees of THINK Hauora believes that the statements contained in this report accurately reflect the overall performance of THINK Hauora for the year ended 30 June 2025.

Our GP Network and enrolled population

THINK Hauora is the Primary Health Organisation (PHO) for the MidCentral District, providing backbone services to 34 general practices which serve the people of Palmerston North, Feilding, Dannevirke, Levin, Ōtaki and the surrounding communities. We ensure everyone across our communities has access to essential primary health care services.

A PHO provides primary health services either directly or through its contracted providers. The services seek to improve and maintain the health of the enrolled PHO population, ensuring that general practice services are connected with other health services to ensure a seamless continuum of care.

As a PHO, THINK Hauora supports the community by:

- Developing Primary Healthcare capacity and capability in the MidCentral District
- Supporting the delivery of high-quality Primary Healthcare through our contracted General Practices
- Working with local communities and enrolled populations
- Identifying and removing health inequities
- · Offering access to comprehensive services to improve, maintain and restore people's health
- Coordinating care across service areas
- Continuously improving programme quality using data driven decision-making

As a membership-based organisation, ensuring that the work of our GP network is acknowledged and supported is important to us. Ours is a diverse region, with both urban centres and sparsely populated rural areas where people sometimes travel significant distances for primary health services.

Our enrolled population

Measure	2025 FYE	2024 FYE	% Change between 2024 and 2025
Total number of enrolled patients and as a percent of total population	173,054	171,157	1.1%
Number of Māori, Pasifika, Deprivation Quintile 5 and CSC-holders patients enrolled	92,939	90,419	2.8%
Total number of GP consultations	553,125	549,982	0.6%
Number of Māori, Pasifika, Deprivation quintile 5, and CSC-holders consultations	218,560	212,941	2.6%

Data source: THINK Hauora Te Kete Kōrero

THINK Hauora (Group) Summary Consolidated Statement of Service Performance For the year ended 30 June 2025, continued.

The tables below reflect a sample of health outcome measures from across the continuum of health services that THINK Hauora supports and provides. Broadly, they cover early childhood, screening and prevention, mental health, and use of patient portal systems.

First 2000 days

Objective	Key Performance Indicator	2025 FYE	2024 FYE
Improve immunisation rates for Māori infants and children ¹	≥95% of infants fully immunised at 12 months old	84.0% all infants 75.6% Māori infants	83% all infants 73% Māori infants
	≥95% of children fully immunised at 24 months old	77.6% all infants 67.2% Māori infants	75% all infants 71% Māori infants

Early Detection and Prevention

Objective	Key Performance Indicators	2025 FYE	2024 FYE
Identify and provide access to people who need heart checks, diabetes annual reviews, cervical and bowel screening, with a focus on priority populations	≥80% of eligible women are up to date and less than 2 years overdue with their cervical screening ²	81.0% eligible women 74.1% eligible Māori women	79.7% eligible women 71.9% eligible Māori women
	≥60% of eligible population (60 – 74) screened for bowel cancer every two years ³	62.6%	61.7%
	≥80% of Māori men, 30 – 44, have had a cardiovascular risk assessment (CVRA) ⁴	46%	48%
Support general practices to achieve smoking brief advice targets	≥ 90% of current smokers aged 15-74 years have been provided with smoking brief advice or cessation support in the last 15 months ⁵	57%	58%

 $^{^{1}\,\}underline{\text{https://www.tewhatuora.govt.nz/health-services-and-programmes/vaccine-information/immunisation-coverage}$

² https://tewhatuora.shinyapps.io/nsu-ncsp-coverage/

³ Jan 2025 is the most recent data point for the <u>National Bowel Screening Programme</u>

⁴ Source: Te Kete Kōrero ⁵ Source: Te Kete Kōrero

THINK Hauora (Group) Summary Consolidated Statement of Service Performance For the year ended 30 June 2025, continued.

Te Ara Rau Access and Choice

Strategic Objective	Key Performance Indicator	2025 FYE	2024 FYE
Meet expectations on	% People accessing services	Māori 25.4%	Māori 28.3%
equity of outcomes and	by ethnicity against	Pasifika 1.9%	Pasifika 2.7%
any related consumer and	population distribution	Asian 2.6%	Asian 3.3%
practice incentives across	(Māori 20%, Pasifika 3%,	Other 70.1%	Other 65.7%
our communities	Asian 9%, Other 68% and		
	Youth) ⁶		

A potential contributor to the reduction in reach to these ethnic groups may be the recent shift to align all roles within the Access and Choice programme to generalist positions, in order to better reflect the programme's intent and contract. As we work towards improving the reach, we are implementing several strategies.

- 1. Strengthen culturally specific engagement initiatives including partnerships with trusted local organisations.
- Refresher training for generalist roles, with a particular focus on engaging with Pasifika communities.
- 3. Actively seek input from Pasifika and Asian service users to identify barriers and co-design solutions.

Initial trends for the 2025/2026 FY show upward trend – particularly among Asian communities.

Patient Portal/Open Notes

Strategic Objective	Key Performance Indicator	2025 FYE	2024 FYE
Support practices to offer a broader range of activities via patient portal to increase the efficiency and benefits from offering a patient portal	≥70% of the enrolled population is with a general practice that offers patient portal	91.70%	90.5%

In preparing this Statement of Service Performance, THINK Hauora applied judgment in selecting measures that reflect key strategic priorities and national health targets. Measures were chosen based on relevance to equity outcomes and materiality to enrolled populations. Data is sourced from Te Kete Kōrero and validated through practice reporting; however, limitations exist where data is incomplete or delayed. Aggregation across practices is based on enrolled population counts without regional weighting. Presentation groups measured under service areas aligned to Ministry of Health frameworks.

THINK Hauora (Group) Summary Consolidated Statement of Comprehensive Revenue and Expense For the year ended 30 June 2025

		Group	
	Note	2025	2024
	3		
		\$	\$
Revenue from Non-Exchange Transactions			
Capitation		44,419,476	41,547,972
Other ESU funded revenue		6,884,799	6,722,979
Other contract revenue		22,463,058	21,945,212
Share in Surplus/ (Deficit) of Joint Venture		25,027	(11,767)
Revenue from Exchange Transactions			
Management Services		1,302,856	1,284,666
Other income		668,654	186,059
		333,33	200,033
Direct Project Expenditure		(68,760,153)	(62,820,106)
Operating Expenditure		(8,258,763)	(7,503,772)
Loss on Disposal of Assets		(415,082)	(3,835)
(Deficit) / Surplus for the year before not financing		•	
(Deficit)/ Surplus for the year before net financing costs		(1,670,128)	1,347,408
COSES			
Interest Revenue		54,511	307,215
(Deficit)/ Surplus for the year from continuing		(1,615,617)	1,654,623
operations		, , , ,	, ,
(Deficit)/ Surplus for the year from discontinuing	12	(0.607.075)	(1.006.400)
operations	12	(2,637,275)	(1,086,490)
operations			
Total Comprehensive Revenue and Expense for		(4,252,893)	568,133
the Year			

THINK Hauora (Group)

Trustee

Summary Consolidated Statement of Changes in Net Assets/ Equity

For the year ended 30 June 2025

	Accumulated Revenue and Expenses	
	Group	
	\$	
Balance as at 30 June 2023	8,762,893	
Surplus for the year	568,131	
Balance as at 30 June 2024	9,331,023	
Deficit for the year	(4,252,893)	
Balance as at 30 June 2025	5,078.131	

The summary consolidated financial statements were authorised for issue for and on behalf of the Trustees on 11 December 2025.

The notes on pages 6, 7, and 8 are an important part of and should be read in conjunction with these summary consolidated financial statements and the independent auditor's report.



THINK Hauora (Group) Summary Consolidated Statement of Financial Position As at 30 June 2025

As at 30 Julie 2023		Group	
	Note	2025 \$	2024 \$
Equity		·	·
Accumulated Revenue and Expenses		5,078,131	9,331,023
Current Assets			
Cash and cash equivalents		2,768,250	5,506,613
Receivables from Non-exchange transactions		1,851,592	3,192,403
Receivables from Exchange transactions		689,055 745,420	500,395
Prepayments GST Receivable		745,420	1,152,871 60,035
Land and Buildings pending sale		2,832,000	-
Discontinued operating group assets	12	298,950	_
Total Current Assets		9,185,267	10,412,317
Non-current Assets			
Investment in Joint Venture/s		25,516	463,383
Property, plant, and equipment		331,634	4,209,162
Total Non-current assets		357,150	4,672,545
Total Assets		9,542,417	15,084,862
Current Liabilities			
Trade and other payables		2,271,880	3,834,140
Goods and Services Tax		109,341	-
Deferred revenue Employee entitlements		167,001 1,212,673	698,310 1,221,386
Discontinued operating group liabilities	12	703,391	1,221,300
Total Current Liabilities	12	4,464,286	5,753,836
Net Assets		5,078,131	9,331,027
THINK Hauora (Group) Summary Consolidated Statement of Cash Flows For the year ended 30 June 2025			
		Group	
		2025 \$	2024 \$
Net cash flows from operating activities		3 207,642	1,342,062
Net cash flows used in investing activities		(258,831)	(4,047,321)
Net cash flows used in discontinuing operations		(2,687,174)	(633,927)
Net increase/ (decrease) in cash and cash equivalents		(2,738,363)	(3,339,186)
Cash and cash equivalents at the beginning of the year		5,506,613	8,845,799
Cash and cash equivalents at the end of the year		2,768,250	5,506,613
Comprising: Cash on hand, current accounts and call accounts		2,768,250	5,506,613
Total cash and cash equivalents		2,768,250	5,506,613

The notes on pages 6, 7, and 8 are an important part of and should be read in conjunction with these summary consolidated financial statements and the independent auditor's report.

THINK Hauora (Group) Notes to the Summary Consolidated Financial Statements For the year ended 30 June 2025

1. Statement of Compliance

The group is THINK Hauora ("the Trust") and its controlled entities. The Trust is domiciled in Aotearoa New Zealand and is a charitable organisation registered under the Charities Act 2005. The consolidated financial statements comprising of the Trust and its controlled entities THINK Hauora Limited and Central Primary Health Organisation Limited, together the "Group' are presented for the year ended 30 June 2024.

The Group provides health services to people living in the Ōtaki, Tararua, Manawatū, and Horowhenua regions. THINK Hauora also operate a general practice in Levin providing primary health services as Horowhenua Community Practice.

2. Basis for Preparation

The summary consolidated financial statements have been extracted from the full financial statements of the Group and have been prepared in accordance with PBE FRS 43 Summary Financial Statements. The summary consolidated financial statements do not include all disclosures provided in the full financial statements and cannot be expected to provide as complete an understanding as provided by the full financial statements. Information extracted from the full financial statements has not been restated or reclassified

The full consolidated financial statements are available on request by contacting the Financial Controller, PO Box 2075, 200 Broadway Avenue, Palmerston North or email accounts@thinkhauora.nz.

The full consolidated financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand ("NZ GAAP"). They comply with Tier 1 Not-For-Profit Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) and other applicable financial reporting standards as appropriate that have been authorised for use by the External Reporting Board for Not-For-Profit entities. For the purposes of complying with NZ GAAP, the Group is a public benefit not-for-profit entity and is applying Tier 1 Not-For-Profit PBE IPSAS as it has expenditure of more than \$30 million. The Board of Trustees has elected to report and is in compliance with Tier 1 Not-For-Profit PBE Accounting Standards.

The full consolidated financial statements have been audited and an unmodified opinion was given on the financial statements for the year ended 30 June 2025. The full financial statements were authorised for issue on 11 December 2025. These summary consolidated financial statements are in respect of the Group's full financial statements that comply with Tier 1 Not-For-Profit PBE Accounting Standards.

The summary consolidated financial statements are presented in NZ dollars and all values are rounded to the nearest dollar. The Group's functional currency is NZ dollars.

3. Comparatives

The comparative financial period is 12 months. Comparatives have been reclassified from that reported in the 30 June 2024 financial statements where appropriate to ensure consistency with the presentation of the current year's position and performance. Such restatement does not compromise the interpretation or comparability of the accounts.

4. Capital Commitments

THINK Hauora has no capital commitments as at 30 June 2025. (2024: Nil).

THINK Hauora (Group) Notes to the Summary Consolidated Financial Statements For the year ended 30 June 2025, continued

5. Contingent Assets or Liabilities

THINK Hauora has no unquantifiable contingent assets or liabilities as at 30 June 2025. The Holiday's Act compliance was quantified at \$308,000 split across current and former staff and recognised in the 2024/2025 financial accounts.

(2024: THINK Hauora is currently undergoing a process to review its compliance with the Holidays Act 2003. At the reporting date the amount of the contingent liability cannot be measured reliably and it has not been recognised as a provision within the financial statements.)

6 Discontinued Operations

The Board has resolved to divest ownership in the controlled entity, Horowhenua Community Practice and its share in the joint venture, Te Waiora. The proposed divestments will have a future financial impact on the trading revenue, expenses, and cashflows as a discontinued operation. In accordance with PBE IFRS 5, transactions and balances relating to these operations have been classified as discontinued operations.

Horowhenua Community Practice

Negotiations were entered into with a preferred purchaser in May 2025. While negotiations are ongoing, an agreement has been reached that the purchase price will include an agreed value for the fixed assets at Horowhenua Community Practice. On this basis the fixed assets were recorded at the carrying amount of \$100,000 on the basis that this was the agreed purchase value. This write-down resulted in an impairment of \$495,035.

	2025	2024
	\$	\$
(i) Gain (or loss) from discontinued operations		
Revenue	3,576,888	3,926,240
Expenses	(5,390,954)	(4,853,534)
Other gains/ (losses)	(495,035)	-
Net Gain/ (Loss)	(2,309,101)	(927,294)
(ii) Cashflows from/ (used in) discontinued operations		
Net cash flows (used in) operating activities	(2,599,668)	(23,408)
Net cash flows (used in) investing activities	(87,506)	(610,519)
Net cash flow for the period	(2,687,174)	(633,927)
(iii) The effect of disposal on the financial position of the group		
Receivables from non-exchange transactions	59,625	118,179
Assets held for sale	104,606	-
Property, Plant, and Equipment	-	617,280
Total assets - discontinued operations	164,231	735,459
Employee Entitlements	(300,216)	(241,959)
Trade Payables	(403,175)	(408,053)
Other Payables	-	(4,627)
Total Liabilities - discontinued operations	(703,391)	(654,639)

THINK Hauora (Group) Notes to the Summary Consolidated Financial Statements For the year ended 30 June 2025, continued

6 Discontinued Operations, continued

Te Waiora Partnership

Equity

The Group has a 50% (2024: 50%) interest in Te Waiora Partnership. The interests is accounted for using the equity method on the consolidated Group financial statements. Te Waiora is a general practice with sites located in Foxton and Shannon. The entity is a joint venture and is not fully consolidated into the Group's financial statements as THINK Hauora Ltd does not have control.

Summarised financial information of the joint venture and a reconciliation of the carrying amount of the investment in the consolidated Group financial statements are outlined below. These balances and movements have been classified as discontinued operations.

Summarised Statements of Financial Performance	Te Waiora Part	tnership
	2025	2024
	\$	\$
Revenue	1,992,624	1,961,789
Interest Revenue	26,346	38,456
Expenses	(2,662,196)	(2,300,789)
Depreciation and Amortisation	(13,122)	(17,847)
Interest Expense	-	-
Surplus/(Loss) for the year	(656,348)	(318,391)
Portion of the Group's ownership	50%	50%
Group's share of (Loss) – Discontinuing Operations	(328,174)	(159,196)
Summarised Statements of Financial Position	Te Waiora Par	tnership
	2025	2024
	\$	\$
Cash and cash equivalents	837,077	1,188,578
Current assets	72,933	30,833
Non-current assets	55,441	68,563
Current liabilities	(751,203)	(415,077)
Non-current liabilities	-	-

The joint venture had no significant restrictions or risks associated with them as at 30 June 2025. The joint venture had no contingent liabilities or capital commitments as at 30 June 2025.

Carrying amount of the investment in the Joint	Te Waiora Part	nership
Venture (Discontinuing Operations) is made up of:	2025	2024
	\$	\$
Initial and Subsequent Contributions	178,563	178,563
Group's share of surplus/(deficit) – prior years	284,330	443,526
Group's share of surplus/(deficit) – current year	(328,174)	(159,196)
Carrying amount of investment in Joint Venture	134,719	462,893

214,248

872,897



