



**Hato Hone
St John**

Manaaki Ora

**Tā Tātou Rautaki | Our Strategy
2025–2035**



Our journey to enhanced health and wellbeing for all

For more than 140 years, Hato Hone St John has walked alongside the people of Aotearoa New Zealand. Every day we're out in the community, delivering life-saving care in an emergency, nurturing healthier futures and being there for people in moments that matter.

At the heart of everything we do is a simple but powerful vision: enhanced health and wellbeing for all. Our strategy, *Manaaki Ora*, brings that vision to life by uniting every part of our organisation – from frontline ambulance care to community health and everything in between.

Our Ambulance and Community Health services are different but deeply complementary. From prevention, wellness and resilience, through to urgent and emergency response, our work is all connected – and so are we. We're part of a wider health system, and our impact is only made stronger by the partnerships we deepen with iwi Māori, government, healthcare providers, local communities, like-minded organisations and the global St John whānau | family.

Of course, none of this would be possible without our incredible kaimahi | people. Our staff and volunteers bring aroha | compassion and professionalism to every call-out, every conversation, and every connection.

We know that not all New Zealanders have the same access to care, or the same chance at good health. We're committed to doing our part to change that, guided by our responsibilities under Te Tiriti o Waitangi and a deep belief in fairness and equity.

The world is shifting quickly – people's needs are changing, the health system is evolving, and our services are in higher demand than ever. *Manaaki Ora* is our 10-year strategy to rise to that challenge. It helps us think long-term, invest where it matters most, and keep showing up in ways that count for generations to come.

We're proud to be part of the fabric of this country. Side by side with the people of Aotearoa New Zealand, we're building on generations of service – creating healthier futures, where everyone has the opportunity to live well, for longer.



Manaaki Ora

To care for others by uplifting their mana, respecting their dignity and honouring their place in the world

A holistic state of health and wellbeing – where mind, body and wairua | spirit are in balance

Together, *Manaaki Ora* calls us to care deeply, connect meaningfully, and make a lasting difference.



Tā tātou moemoeā | Our vision

Ko te mana ora ōrite

Enhanced health and wellbeing for all

Tā tātou whāinga | Our purpose

Ka whai tātou i te pikinga o te ora

To make life-changing differences
with our communities

Whanonga pono | Our values

WE HAVE
OPEN
WHAKAARO NUI
MINDS

DO THE
RIGHT
MAHI TIKA
THING

WE MAKE
WHAKAPAI AKE
IT BETTER

WE STAND
SIDE
PIRITAHA
BY SIDE

WE ARE
STRAIGHT
MAHI PONO
UP



Bringing our strategic aims to life

To successfully deliver *Manaaki Ora*, we are guided by five strategic aims that shape our direction and decisions.



Improving health for all through excellent care and services

Everyone in Aotearoa New Zealand deserves care that is safe, timely and meets their needs – whoever they are, and wherever they live.

We're committed to providing care that makes a real difference, grounded in clinical excellence and a deep understanding of what our communities need.

We'll keep listening, learning and innovating – adapting our services and programmes so they're relevant, responsive and part of a wider shift towards equity in health outcomes.



Committing to equity for Māori

We honour Te Tiriti o Waitangi and work alongside iwi Māori in the spirit of mana motuhake | self-determination to support their aspirations for oraanga | wellbeing.

We know there is more work ahead – and we're committed to walking that path with humility, accountability and care.

Together, we're shaping services that are culturally grounded, inclusive, and deliver meaningful health outcomes for tāngata Māori | Māori people across Aotearoa.

Kia roa te ora o āku mokopuna | May the lives of our descendants be longer than ours.



Partnering for greater impact

We're stronger when we work side by side to make life-changing differences.

By joining forces with others across the motu | country and around the world, we can amplify our impact and reach more people in new, better ways.

We're building lasting relationships – grounded in shared purpose, mutual respect, and a belief that collaboration leads to better health and wellbeing for all New Zealanders.



Empowering our people to thrive

Our people are the heart of everything we do.

We're working to build a culture where everyone feels safe, valued and empowered to grow – where learning is encouraged, and wellbeing is a shared priority.

We'll keep investing in the tools, support and leadership that help our people deliver great care and services and feel proud to be part of Hato Hone St John.



Achieving financial and operational sustainability

To keep delivering for the people of Aotearoa New Zealand tomorrow, we must act wisely today.

We're making deliberate, future-focused choices to ensure long-term sustainability – so we can reach more people and remain a trusted presence for generations to come.

This means increasing our income, strengthening our systems and infrastructure, and protecting the environment we all share.



Working as one

Our *shared goals*

We are united by our vision of ‘enhanced health and wellbeing for all’. We’re also stronger and more impactful when we work side by side – across our teams at Hato Hone St John and in partnership with others. To help achieve our vision, we’ll focus on two areas where we know that together we can make a greater difference.



Cardiac arrest survival

In Aotearoa New Zealand only 11% of people who experience cardiac arrest in the community survive. Ensuring more whānau are reunited with loved ones is one of the most immediate and life-saving ways we can make an impact.

Every minute counts. By strengthening our chain of survival – from increasing community awareness and growing bystander CPR and defibrillator use, to rapid response and clinical excellence – we can play our part in helping more New Zealanders to survive. Across Hato Hone St John, and working closely with communities and partners, we’ll improve systems, training, and access to lifesaving care.



Falls prevention and response

Falls are a leading cause of injury and loss of independence, especially for older people.

As our population ages, more people are calling 111 for a fall – around 50,000 New Zealanders a year, nearly 10% of calls we respond to.

Across both ambulance and community health, we connect with thousands of older people every day – from monitoring medical alarms for over 60,000 customers, to completing more than 90,000 trips a year to health appointments and offering regular phone contact through our Caring Caller service.

Together, we can reduce harm from falls by combining prevention and response – supporting people to stay safe, well, and active in the community through health education, access, and monitoring, and ensuring they get the right care if they do fall.

Our role in *Aotearoa New Zealand*

Our mahi | work in communities across the motu focuses on prevention and wellness, supporting people to stay healthy and well. In an emergency we're there for New Zealanders, responding to 111 calls for help and connecting them with the care they need.

The Ambulance Service



Triage and assessment of 111 calls for help

We prioritise patients based on urgency and clinical need, accurately identifying those who require an emergency ambulance response and those who can be safely supported in other ways. Timely clinical assessments help us minimise delays for time-critical emergencies and ensure we allocate the right resources to the right patients.



Optimal response, advice or referral

When a life-threatening emergency occurs, we send an ambulance response immediately. For other patients who still need urgent care but not an emergency ambulance, we provide an alternative response. When a patient has a non-urgent medical condition, social need or mental health concern, we refer or direct them to more appropriate health and support services. We're the guardians of our ambulance resources, making sure we use them efficiently.



Contemporary and evidence-based care

We deliver high-quality, life-saving care in the community and efficiently transport patients to hospital when needed. Our work is guided by the latest clinical evidence and strengthened through partnerships across the health system, along with a culture of innovation and continuous improvement. Working with other emergency services, we plan and prepare so we can continue to provide ambulance services if a disaster happens.



Support for the wider health sector

Beyond emergency response, we contribute to the health system through hospital and private patient transfers, and by providing medical support at events. We also play a role in shaping patient-centred models of care and advancing new clinical initiatives that improve health outcomes across the system.



Community Health



Health education

Through education, training and our programmes for tamariki | children and rangatahi | youth we equip individuals and communities with the knowledge, skills and confidence to take charge of their own health and wellbeing and support others – every day as well as in an emergency. We use our expertise and innovation to make our training and education practical and accessible, because knowing how to help yourself and those around you can change everything.



Health access

We improve access to health services by addressing barriers like availability and affordability. Drawing on our deep local knowledge and relationships, we listen closely and respond to what communities say they really need.

As well as being there for communities we also serve as a connector – linking individuals and whānau with the right support, services and care.



Health monitoring

We support people to track their health and detect risks early, so they feel confident and in control. By having more health data and information and a greater understanding of their condition, New Zealanders can work with their whānau, GP, hauora | health provider and other health professionals to put a plan in place and take informed steps to stay well.

When something doesn't feel right or a health alert is triggered, we are there to provide clinical assessment and connect people with the care they need – quickly, reliably and with empathy.



Our aspirations for the future

The Ambulance Service

By 2035 we will ...

- › Optimise triage of 111 calls to improve patient outcomes
- › Refer to other health and social care providers at the earliest opportunity
- › Have a diverse range of internal and external response options
- › Assess patients holistically, enabled by new diagnostic approaches
- › Provide contemporary, and evidence-based care
- › Champion continuous improvement and dynamic decision-making
- › Support stakeholders through health transport and non-emergency paramedical services

... to ensure our patients receive the right care, in the right place, at the right time.



Community Health

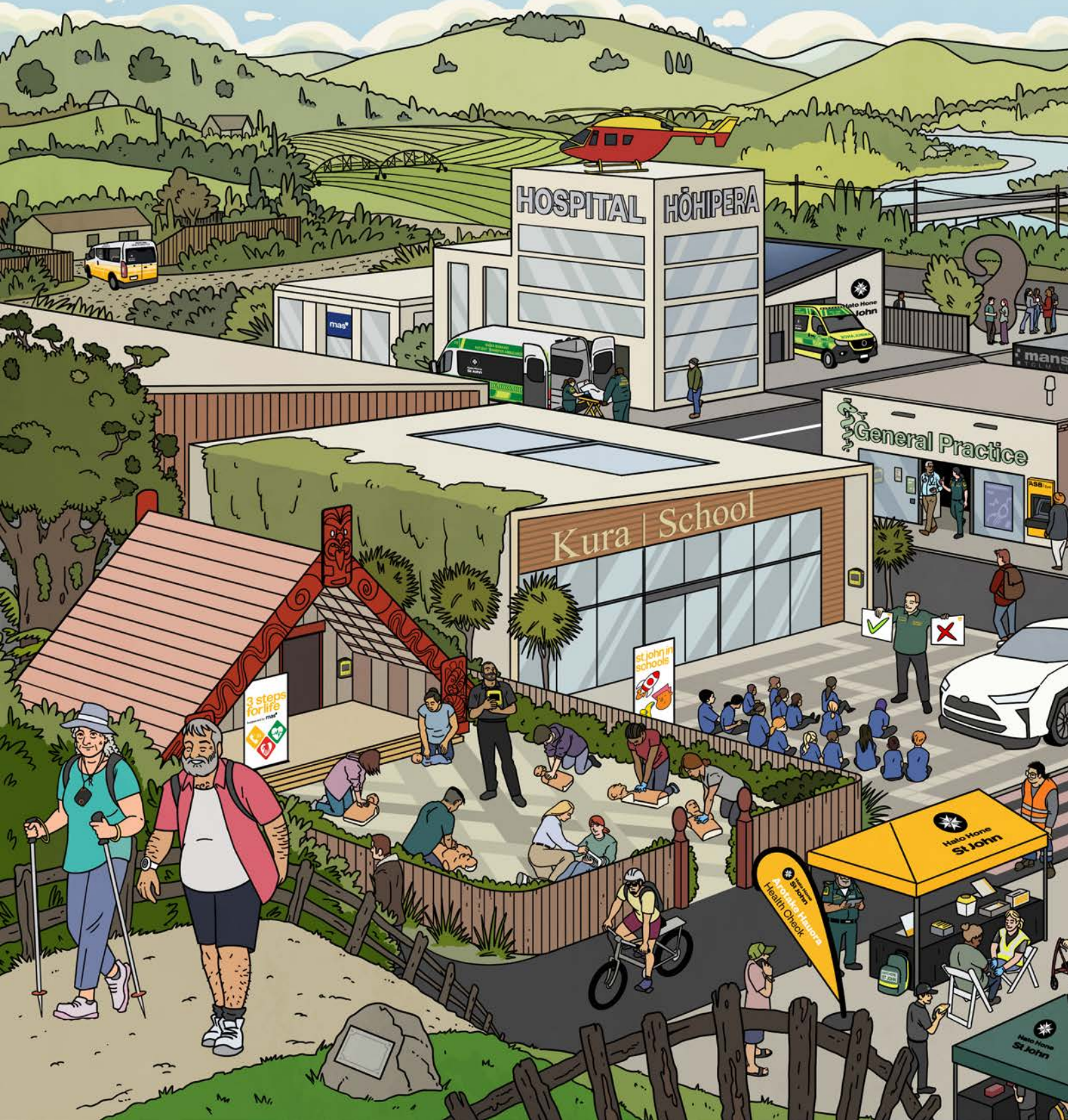
By 2035 we will ...

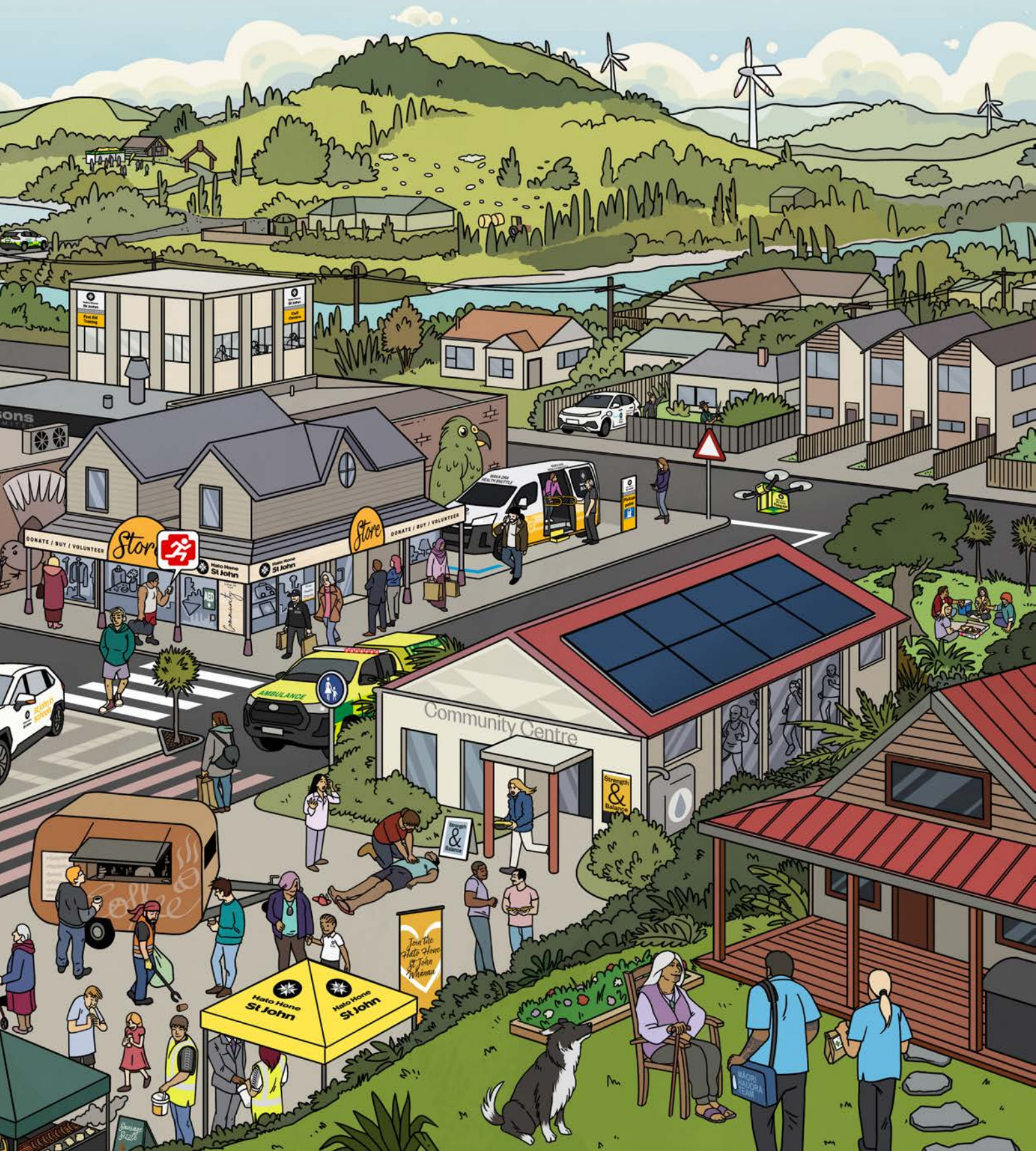
- › Be just as well known for the positive impact we make in communities as we are for our emergency ambulance services
- › Equip more New Zealanders with knowledge and skills to support their own and others' health and wellbeing
- › Help people access the care they need by being a trusted connector and enabler in their community – someone they know they can count on
- › Make sure every community has easy access to life-saving defibrillators and CPR training
- › Support people to keep track of their health and connect them early to the right care
- › Make our programmes and services accessible and relevant to everyone, especially those who need them most

... to enhance health and wellbeing for all.

Let's take a trip to 2035

It's 2035 and Hato Hone St John is just as well known for our Community Health programmes and services as we are for our emergency ambulance care. Across Aotearoa New Zealand, you can feel the difference we're making. Here's what you might see in your community.





A future vision for New Zealanders

Rawiri's story

Every second counts

Rawiri feels chest pain. His wife doesn't hesitate to call 111 – thanks to an Ambulance Membership provided through a partnership with their iwi, she's not worried about the cost. He suddenly collapses, and the call handler connects via video call to guide her through CPR until help arrives. Luckily, she attended first aid training at the marae and she remembers what to do.

Nearby community responders – alerted through an app – are first on scene with a portable defibrillator, followed closely by ambulance. The team delivers high-quality resuscitation and Rawiri's heart restarts. The ambulance crew connects with a doctor en route to hospital, streaming vital signs ahead so the emergency team is ready.

Every part of the system works together to save Rawiri's life. He recovers well and returns home to his whānau, incredibly grateful for a second chance.



Margaret's story

Staying on her feet

After a fall in the garden, Margaret is treated by an ambulance crew at home. While tending to her, they recommend a community falls prevention workshop run by the local Hato Hone St John Area Committee.

At the session, Margaret is warmly welcomed by volunteers and gets a personalised falls assessment from a physio. She's referred to a strength and balance class, learns about medical alarms, and gets practical advice to avoid another fall. She leaves feeling reassured, more confident, and better prepared for the future.

The Area Committee supports many locals like Margaret – helping ease the pressure on ambulance and building a community where people can stay independent and safe at home.





Mairangi's story

Care that connects

Mairangi wakes with a painful, swollen leg and calls 111. The call handler confirms it's not an emergency, and she's quickly connected to a clinician who speaks te reo Māori. Over secure video, the clinician assesses the issue and reassures Mairangi that it's safe to manage at home – but she also takes time to listen.

Mairangi opens up about feeling isolated and overwhelmed. The clinician works with Mairangi's GP, local hauora provider and iwi navigator to set up a care plan: antibiotics delivered to her door, home support arranged, kanohi ki te kanohi | face-to-face visits from her iwi health team, and regular calls from a Hato Hone St John Caring Caller volunteer.

Mairangi stays safe and supported at home – her needs met with care grounded in te ao Māori values and connection.



Andrea's story

A hub for everyday health

Andrea pops into her local Hato Hone St John retail store to buy a first aid kit for her upcoming tramp – but it's more than just a shop. It's now a vibrant hauora hub, offering health support, community connection and practical tools to stay well.

While she's there, Andrea signs her son up for the Hato Hone St John Youth programme. Outside, the Waka Ora Health Shuttle is picking up passengers for their medical appointments. Regulars stop in for a chat, browse the shelves, or catch up with volunteers.

A poster catches Andrea's eye – free mobile health checks, offered in partnership with local providers. She makes a note to bring her dad. He usually avoids the GP but might come along if there's a coffee cart onsite.

Across Aotearoa New Zealand, these welcoming spaces bring health closer to home. They're part of a wider system of connected care.



Laying the foundations for success

These are the key building blocks that help us put our strategy into action. We can't do it alone – it takes all of us. The contribution of our passionate people, the support of our Hato Hone St John whānau, the strength of our communities, and the commitment of our partners, donors and government are all essential to making a lasting difference.



People and engagement

Our kaimahi are the heart of our organisation. Whether paid or volunteer, they are united by a shared purpose and a passion for making life-changing differences with our communities. Through their commitment, we strengthen our connection with those we serve.

We focus on growth and development, enabling every individual to thrive. Through strong leadership and governance, we build a positive and inclusive environment where people feel valued, supported and inspired to contribute. Our culture of working together strengthens our collective impact.



Partnerships and community connection

We are privileged to be a trusted brand with people on the ground in every community across Aotearoa New Zealand. Our approach is built on strong, authentic relationships, collaborating with partners that share our vision for enhanced health and wellbeing for all.

We listen deeply and engage with our diverse patients, customers, donors and communities, building connections and co-creating solutions that meet local needs and deliver long-term impact.



Cultural competency and Māori collaboration

We are deeply committed to Te Tiriti o Waitangi and to building genuine, enduring partnerships grounded in mana motuhake. By developing our cultural knowledge and deepening our understanding of te ao Māori | the Māori worldview, we are embedding these values across our work to ensure we deliver culturally appropriate, safe, and responsive care and services.

Our growing relationships with iwi Māori, hapū, and hauora organisations enable us to co-design and deliver services that are inclusive, equitable, and truly reflective of the needs and aspirations of Māori.



Finance and funding

By growing our different income and funding sources, we can continue to deliver ambulance and community services today and for future generations.

We are especially grateful for the support of our donors, whose generous contributions enable us to make more life-changing differences with our communities.

We take our responsibility for the funding and donations we receive seriously, and are committed to measuring our impact, reporting transparently, and holding ourselves accountable for the services we provide.



Assets and technology

Operational sustainability is underpinned by a long-term view and smart investment, growing and maintaining our assets and infrastructure so we can deliver effectively today while preparing for tomorrow.

We embrace technology to enhance service delivery, improve the experience of patients and customers, and drive efficiency.



Excellence and innovation

We place our patients, whānau, customers and communities at the centre of everything we do. By prioritising safety, quality and evidence-based practices we aim to deliver the best health outcomes and improve health equity.

We listen to feedback, harness data and insights, and focus on educating and training our people so that we can continuously improve and adapt to meet evolving needs. Measuring the impact we make supports us to create lasting change in the health and wellbeing of our communities.

Across all of our work, we remain committed to reducing our environmental footprint and our long-term impact on the planet.



Our global *whānau*

Hato Hone St John is the modern representation of a 940-year tradition of care that began with monks in Jerusalem, offering healing to all – regardless of background, belief, or status. Our strategy reflects our aspirations for a contemporary expression of this heritage, grounded in our role in Aotearoa New Zealand and our enduring spirit of compassion, service and a commitment to the wellbeing of all.

As part of the Order of St John, we are a member of a global family of healthcare charities in more than 40 countries. Our work is independent, yet aligned to a shared ethos, and we are proud to serve New Zealanders to uplift the mana of our communities and help strengthen the collective wisdom and skills of our international whānau where possible.

Over the next decade, we will deepen our exchange of knowledge, ideas, and training with colleagues, particularly across Asia Pacific, so that together we can expand the reach and impact of St John care here and worldwide.



**Kia whai i te mana ōrite
ora mō te katoa**

**Together, we strive for enhanced
health and wellbeing for all**

**stjohn.org.nz
0800 ST JOHN (785 646)**