



EMERGE

Aotearoa

Realising potential ■ Tautokohia te mana tangata



ANNUAL
REPORT
—
2017



*Tautokohia te
mana tangata*

*Realising
potential*

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Update from the Chair

E ngā mana, e ngā reo tēnā koutou, tēnā koutou kia ora tatou kato.

At the end of our second year as Emerge Aotearoa, I want to take a moment to share some observations and to thank our people for the many ways that they contribute each day to this amazing organisation.

At this year's Emerge Aotearoa Summit I was struck by two things. Firstly how the heart of Emerge Aotearoa is in the right place and secondly, how collaborative we are in moving our four strategic pou forward.

This is true in how we honour our people's dignity and worth, as we rise to the challenge to better meet the needs of Māori. 318 people across the organisation have completed Takarangi Cultural Competency Training, 81 staff have had their portfolios assessed and 23 services have implemented Poutama, an evaluation tool that looks at the cultural competency of services. The activities around Te Wiki O Te Reo Māori show us that we are really willing to give it go.

As we educate ourselves we send a message to our people that who they are and where they come from, is of value to us. When we have 47 staff who attended the Seitapu workshop and over 170 staff who attended the Engaging Pasifika training with Le Va, we are saying that as Pasifika you are important to us. When we heard directly from 150 Pasifika whāiora and families at the very successful Talanoa Kainga Pasifika fono, we are saying that as Pasifika you are important to us.

The People's Strategy is such a point of difference for Emerge Aotearoa. This is an engagement strategy written by and for people using services within Emerge Aotearoa. It ensures we have the voice of lived experience at every level throughout the organisation. It ensures whāiora are front and centre in every decision we make or direction we move in. The Expert Forum members who all have their own lived experience are such a valuable resource for guidance and I thank them for their continued wisdom and support.

In an increasingly complex world where the violence of the system is often the hardest to see because we are all inside of it, by placing tangata whāiora at the centre we are once again saying that people's mana tangata is at the heart of who we are and what we do.

With this belief in mana ki te tangata, or as our values say, manaaki, it is common sense that social housing is our fourth pou and this year we have experienced phenomenal growth and are gaining sector recognition for our growing excellence in emergency housing – which sadly is reflective of our nation's need.

I would like to extend special thanks to Barbara and the Leadership Team. You have been faithful to our kaupapa and empowered the organisation to set sail in the direction of our four pou. This has been a wonderful year.

To my colleagues on the Board, thank you for bringing your passion, intellect, insight, experience and resources to the table. As always, I am grateful that you used all of your experience, skills, knowledge and education to move our organisation forward.

Tēnā koutou i ā koutou mahi.

Gabrielle Huria

Chair, Emerge Aotearoa



Update from the CE

Tēnā koutou, tēnā koutou, tēnā koutou katoa.

It has been an honour to lead Emerge Aotearoa over this past year. My role challenges me to constantly look for ways in which we can deeply understand how we can better reach and serve people and communities.

At the core of all that we do are our strategic objectives and values. It is always with whakawhanaunga, manaaki, ako and whakamana that we strive to better meet the needs of all. We can only do this if we are far more responsive to Māori and Pasifika whānau. As an organisation we are constantly seeking ways to ensure that tangata whaiora have autonomy over the decisions that affect them. Over the year we have sought feedback from people who have accessed our services and made changes in response to this. This has led to continued improvement in the things that matter most.

The quality and responsiveness of our mental health, alcohol and drug services and our disability support services has risen over the year through the dedication of our people. We are increasingly aware of how important it is for everyone to have a place to call home and the foundation that this provides in reducing the distress in people's lives. We have substantially increased our contribution in the social housing space and in the support of people moving back into the community from prisons. It has been uplifting to see the difference that our new range of services have been able to make to the quality and stability of whānau lives.

In a country as wealthy as ours everyone, especially children, should grow up in a stable, safe, warm home. This is the base ingredient to fostering healthy resourceful whānau and resilient and connected communities. It is these things that contribute to positive mental health and getting them right now will be the best legacy we can leave for future generations.

There have been many challenges within the mental health and addictions sectors. While more people now seek help for their distress, the growth of services has not kept pace with the demand. More than ever, the non government sector is well placed to be part of the solution so it is gratifying that there is growing recognition that more community based support must be available to people earlier.

An organisation is nothing without its people and I want to acknowledge the contribution every person has made in supporting the people who do come to us to have greater opportunity and choice. I never cease to be amazed by the skill, aroha and commitment that people bring to their work on a daily basis and the pleasure that they take when they see the people they support overcoming challenges and thriving.

Emerge Aotearoa is fortunate to be under the stewardship of a Board that is caring, innovative, forward-thinking and challenging. This ensures we are always striving to provide the best quality services possible, while constantly looking for ways to improve.

I would like to thank everyone who works at Emerge Aotearoa for their commitment, patience and hard work over the past 12 months. As always, it has been unwavering. Finally, to my Leadership Team, thank you for ensuring we keep people at the forefront and are always mindful of the outcomes we seek to achieve.

"The best way to find yourself is to lose yourself in the service of others." Mahatma Gandhi

Ngā mihi nui

Barbara Disley

Chief Executive

OUR WORKFORCE

886

people were employed
at 1 July 2017

68% FEMALE

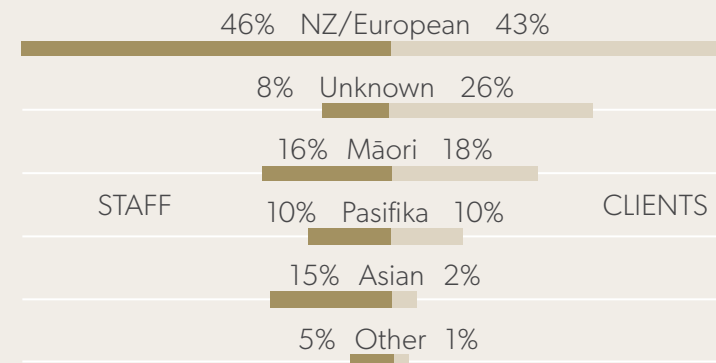


32% MALE

318

staff had completed the
introduction to Takarangi
Competency Framework
by 1 July 2017

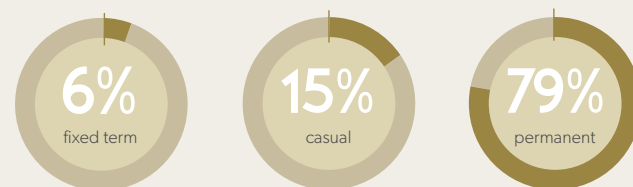
ETHNICITY



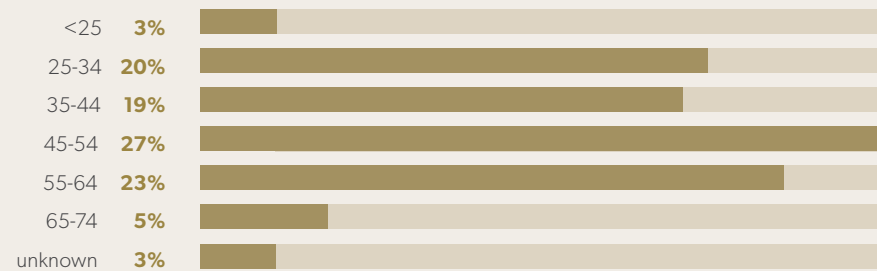
LENGTH OF SERVICE



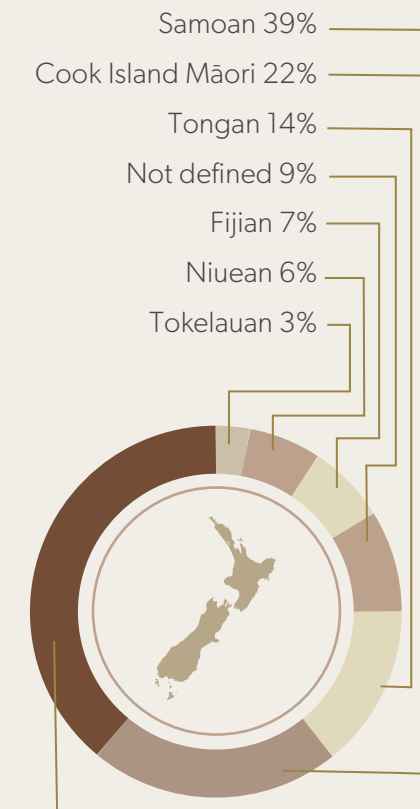
TYPES OF EMPLOYMENT CONTRACT



AGE



PEOPLE WE SERVE

OF THE 10% OF PASIFIKA
PEOPLE WE SERVE

HOUSING



5682

people have used our
services during the year
(1 July 2016 - 30 June 2017)

2042

people are being supported
by us as of 1 July 2017

161

We offer 161
different services
across the country

50% FEMALE



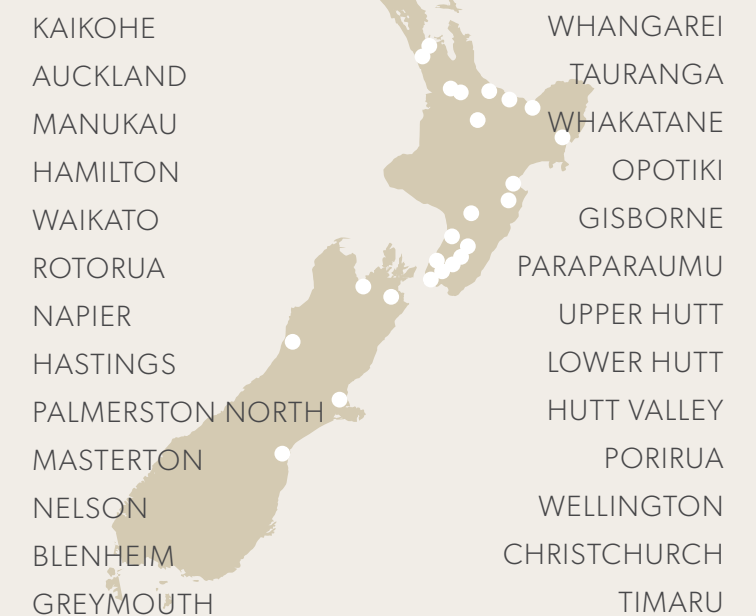
47% MALE

3% NOT IDENTIFIED

AGE



SERVICE LOCATIONS





The People's Strategy

Putting Tangata Whaiora at the centre/valuing the voice of lived experience has been largely covered over the past 12 months by the work being undertaken to fully implement The People's Strategy 2016/2017.

There are a number of initiatives that have come from The People's Strategy but this is not the sum total of the work being completed this year.

We have established a national forum called the Expert Forum that provides advice and feedback to General Managers and the CE and contributes to the writing of the business plan. We have employed five people nationally who have used our services to be part of our staff selection panels.

We have completed regular site visits across all of the residential services and written reports to reflect the voice of the people who live in the services. We now have computers in the majority of our residential services so that people can engage via the internet with all of the possibilities of work, family, whānau, courses, friends and social media opportunities. We have published two 'Whaiora' newsletters in the last 12 months. We have administered a Service User Experience Survey for 2017 with a 20% response rate. Three quarters of people responding found the service they received to be either very good or excellent.

We are currently developing a Learning and Development Framework for Tangata Whaiora for people to participate in personal development opportunities and workforce development opportunities.

We look forward to a busy and exciting year ahead for 2018.

Claire Moore and Vito Nonumalo

Service User Leads



LEADERSHIP TEAM UPDATES

*Kia ora koutou katoa, Talofa lava, Malo e lelei, Kia orana,
Bula vinaka, Fakaalofa lahi atu, Taloha ni and greetings.*



Service Delivery

This year Service Delivery has gone from strength to strength. One of the ways this has been demonstrated to me is by the number of requests we have received from funders to develop new and different ways of delivering services.

We are responding to these requests by being willing and open to doing things flexibly and not backing away from a challenge and opportunity to better serve tangata whaiora and whānau.

There are always ways to do things better. We have also seen growth this year into the Corrections space with pilot services in Primary Mental Health in Prisons and Probation as well as supported living residential services. This is new territory for us and Corrections with plenty of learning along the way. This has provided an opportunity for us to solidify our position as an employer of a clinical workforce.

I am proud of the way that we are steadily increasing our mechanisms for valuing the voice of lived experience in everything that we do. 2017 has been all about consolidating the progress we have made and looking to the future to see what is possible and where to next.

Karla Bergquist

GM Service Delivery



LEADERSHIP TEAM UPDATES



Cultural Leadership & Development

This year saw a number of activities to “Better meet the needs of Māori.”

A three year strategy 2016 – 2019 was developed in consultation with staff and services and signed off by the Leadership Team and Board in November 2016.

The key focus areas in the Māori Plan are: Cultural Responsiveness, Cultural Competency, Workforce Development, Recruitment and Retention for Māori and Relationships and Networks. Some of the highlights for the year have been:

- 233 staff completing the Introduction to Takarangi two day Marae training in 2016/2017
- Total number year to date completing Takarangi (1 February 2016 – 30 June 2017) is 318
- 22 Takarangi assessors trained to support staff and services with Takarangi
- Poutama tool developed to measure Takarangi Competency implementation within services
- 23 services implemented Poutama during 2016/2017
- 16.7% Māori staff employed in Emerge Aotearoa up from 14%
- Two contractual relationships with Iwi in Turangā-nui-a-Kiwa (Gisborne) and Heretaunga (Hastings/ Napier)
- Celebration of Te Wiki o Te Reo Māori and Matariki with whāiroa, whānau, staff and communities
- Development of Māori resources and information that are available to all staff and whāiroa
- Whāiroa taking the lead at Pōwhiri, mihi whakatau, karakia and other Māori activities

We have been busy during the 2016/2017 year delivering on “Better meeting the needs of Pasifika.” The Pasifika Strategy Plan was developed and signed off by the Leadership Team and the Board in March 2017. Again the key focus areas are Cultural Responsiveness, Cultural Competency, Workforce Development, Recruitment and Retention for Pasifika and Relationships and Networks. Some of the highlights for the year have been:

- 170 staff have completed the Engaging Pasifika training with Le Va in 2016/2017
- 47 staff have completed Seitapu Pasifika training with Focus on Pacific
- 217 staff have completed Engaging Pasifika or Seitapu training in 2016/2017
- Total year to date (from 1 July 2016 - 30 June 2017) is 351
- The development of a Pasifika Framework “Peau Folau” started with Faafaletui Pasifika Advisory Group who provide support to the organisation and services.
- Talanoa Kainga Pasifika fono held for Tagata Pasifika and families attended by approximately 150 people.
- Pasifika language weeks have been celebrated during 2016/2017
- Contractual and positive relationships with Vaka Tautua to support social and emergency housing contracts
- Co Chair of Soalaupule South Pasifika which is a Counties Manukau Pasifika committee comprising DHB and NGO representatives
- Station Road Pasifika team winners of Cox’s Bay Touch Tournament

The 2016/2017 year has been about building on the foundation blocks of the four key goal areas. It has been about working with our teams, whāiroa, families and communities putting in quality processes and systems to support any staff member that works with Māori or Pasifika service users. It has always been about getting the best outcomes for our whāiroa that we can.

God bless,

Manu Sione

GM Cultural Leadership & Development



South Island staff for Takarangi hui held at Tuahiwi Marae Rangiora March 2017



Auckland staff attending Engaging Pasifika at Le Va in Manukau June 2017

LEADERSHIP TEAM UPDATES



Business Services & Social Housing

After two years as Emerge Aotearoa, 2017 started to really demonstrate the benefits of the merger which took place on 1 July 2015. The desire to do things differently and to better meet the needs of those we serve really started to become apparent this year. The investments that the Board made in our strategic priority areas are starting to bear fruit with obvious and marked change in the way we conduct our business.

Although we still have a focus on our traditional areas of operation, we have entered the transitional housing space, providing a hand up to people who find themselves in housing distress.

This is a new area of business for us, however, the same strengths based Kaupapa used to deliver our core service is being applied in the housing space. This has given us the foundation and infrastructure to continue to grow and look to house more people. We have not done this alone, we have identified partners with shared values who we are working with effectively in the housing sector, together providing better housing options than we could alone.

We have continued to invest in our most valuable resource, our people, looking to build cultural and leadership capability throughout the organisation which will enable us to deliver better services now and into the future.

There was a small amount of movement in our contracting base. Two services were taken in-house by funders, but the reduction in revenue was offset through new services in the Corrections and transitional housing areas. Emerge Aotearoa is on the way to becoming a true social service provider.

John Cook

GM Business Services and Social Housing

*For full financials please visit our website www.emergeaotearoa.org.nz



LEADERSHIP TEAM UPDATES



People & Development

At Emerge Aotearoa we are committed to supporting and empowering tangata whaiora (including staff) to realise their potential and achieve tino rangatiratanga. During 2017 we have focused our efforts on creating an environment that enables, encourages and inspires.

To enable people to lead and make decisions we have provided them with new tools, an example of this is the rollout of a transparent remuneration framework; to encourage people to grow we have invested heavily in learning, an example of this is the introduction of Kahikatea our Leadership Development programme which 130 of our leaders have attended throughout the year; and we are inspiring people by celebrating each other's achievements and success with the introduction of Whakapai!, an internal recognition programme.

In addition to this work we have collaborated on a research project with the University of Canterbury to better understand the factors that impact on the wellbeing of our frontline staff. This is an important research project that will inform initiatives for 2018.

These initiatives have all had a common goal, which is to support the wonderful mahi our staff do.

It has been a privilege leading the People and Development team and I am looking forward to building on this work to support everyone move towards achieving tino rangatiratanga in 2018.

Nicola Coom

GM People and Development



LEADERSHIP TEAM UPDATES



Strategy & Community Development

The world Emerge Aotearoa is serving is changing. The numbers of homeless has reached record levels; communities are being blown apart by drug use and suicide; many of the people that we serve are experiencing significant poverty; and the numbers of people in prison has hit an all time high of over 10,000.

This challenges us to be ready, nimble and equipped to provide real hope and solutions for the people that we serve. As we have moved into the Corrections and homelessness space, we find that issues of early life trauma, adverse conditions, and lack of positive support underlie so many of the stories of the people that we serve. As we develop effective ways of serving people, we also seek to support their whānau who are potentially at risk of adverse childhood experiences, helping them to build skills and resilience and connecting with people and activities that will strengthen their wellbeing.

I am fortunate to be supported by a great evaluation and projects team who make a substantial contribution to the capacity and capability of the organisation on a daily basis. Emerge Aotearoa is committed to the investment of review and evaluation so that we build a strong improvement culture across our organisation, building learning and feeding forward into all we do from a strong evaluation and review base.

The year 2016/17 was the first year in our three year strategic planning cycle. We transitioned from merger mode, with a focus on alignment of culture, practice and internal systems towards a more developmental mode, focusing on progressing our four strategic pou and building organisational connections, capacity and capability.

Building on the pilot and new contracts that we won last year, this year has been a time of rapid growth with significant new contracts in Corrections and housing. Much of this was building new services from scratch, so it involved significant collaboration, design and implementation planning. We have been privileged to build some constructive partnerships with other organisations who have really strengthened our ability to deliver successful outcomes. Working in partnership is not always easy, however if we think that we will provide a better service, and better outcomes by working collaboratively, we are happy to put in the extra effort. In the 2016/17 year, we began working in partnership with Pillars/Ka Pou Whakahou to ensure that the whānau of the people that we are serving in prisons are well supported. We also worked with Vaka Tautua to bring Financial Capability Programmes to people going through housing services, and became a subcontractor to Te Tai Whenua O Heretaunga in Hastings for housing services. This has opened the door to other potential collaborations for the future.

We spent some time in the second half of the financial year designing a new approach for Quality Management in Emerge Aotearoa. This seeks to move us from taking a compliance approach focused on delivery of health services to an all of organisation approach ensuring that all parts of the organisation engage in assurance, quality improvement and innovation programmes that seek to produce better service experience for the people that we serve, and the people that we employ.

Lorna Murray

GM Strategy and Community Development



LEADERSHIP TEAM UPDATES



Mind and Body

In 2006 Mind and Body Learning and Development started the journey as a NZQA provider, developing the one and only New Zealand Level 4 certificate at the time in Peer Support.

We believe in the importance of robust training for peer support workers, so all peer workers are well prepared for the very real challenges of working in this space. After 10 years, our last course for this particular qualification is now drawing to a close in 2017/2018. From 2018 onwards, following the national revamp of all NZQA qualifications, a replacement Peer Support qualification working right across the Health Sector becomes possible, and may be offered by various tertiary providers.

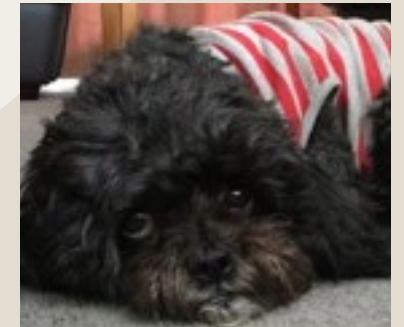
In other developments for Mind and Body, a new Peer Advocacy service commenced specifically for the Capital and Coast area. This requires Mind and Body as an independent consumer-led service, to promote Mental Health and Addictions assistance for tangata whaiora. Having Peer Advocacy Services in Wellington is very different to other Mind and Bodys Peer Support services that have operated for over a decade in both Christchurch and Auckland areas. Expanding the range of peer services, as well as supporting regional needs across Aotearoa, has broadened our vision for quality peer services.

In August Mind and Body launched the new youth mental health resource "Conversations for Change," a Community Partnership Fund project through the Like Minds, Like Mine campaign. The activities challenge stigma and discrimination related to mental distress and encourage safe discussion, critical thinking and empathy.

PeerZone group sessions have continued to be regularly provided over the past year. Alongside other group work that targets particular client needs, our individual support services continue. Peer Support services in the area of mild to moderate need have expanded in recent years (known as Awhi Ora), alongside supporting those needing more complex support requirements. We have also supported other organisations working with people who are homeless, in their development of peer support.

Pet Peer Support was introduced this year as an additional tool or option available. This has been hugely rewarding, as a result of ensuring the right training is in place.

For one client, after many years of wrestling with access to the outside world, the connection with and through a dog made outdoor activities that were previously inaccessible, now possible. The potential impact of this kind of support cannot be over-estimated.



Gordon Attwood

GM Mind and Body

What people are saying about Conversations for Change:

"What I found interesting is accepting and supporting and respecting others on who they are and whatever culture they come from." Young person.

"A worthwhile resource for encouraging understanding and empathy related to mental distress and illness." Facilitator.

"I wish we'd had this when I was at school." Young person.

"We need to live in a world where we can help and reach out for help." Young person.

"It's a really beautiful resource, a very thoughtful resource, a very useful resource...the potential for what it can do for our young people is significant." Facilitator.



Zheyne's journey

My name is Zheyne I was born in Auckland 43 years ago. My father is from Ngaruawahia, and my mum is from Te Puke. I had a middle class upbringing. My joys in life are art and music which I have learnt and enjoyed from a young age.

I currently live as a CORT Community Housing tenant. I share my house with four other men and we get on well. I am also on the Board of Trustees for CORT.

I have been with Emerge Aotearoa since the days of Richmond Services and with their support I work with a team who run a fundraising sausage sizzle at Wesley Community Market in Auckland as part of the Cookease Vocational Project. The Cookease Project is a member led project set up to help provide school lunches for hungry children in a low-decile primary school.

I enjoy being part of Emerge Aotearoa because each day is different and the people who make up our members thoroughly enjoy each other's company and friendship. We work as a team. I like the things

we do at Emerge Aotearoa, like touch tournament BBQs, cooking lunches, catering jobs, fundraising, presentations and attending conferences. I was fortunate to be able to present at a past TheMHS conference where I talked about all the different jobs we work on week to week. My presentation was well received.

There is such a diversity of people working at Emerge Aotearoa which is great. As for my job description, I am a Recruitment Panelist for Emerge Aotearoa. I have learnt and grown through the work experience and have thoroughly enjoyed it. My goals and objectives are to improve my job situation of helping people with mental health issues and even those with drug and alcohol addictions that I myself have been able to overcome. I would like to thank all the people I have met and have made me welcome in Emerge Aotearoa, and to thank God for blessing my life with success and direction.

“My goals and objectives are to improve my job situation of helping people with mental health issues and even those with drug and alcohol addictions that I myself have been able to overcome.”

Zheyne Tahana.



Our People, Our Year.

2017



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