



EMERGE *Aotearoa*

Realising potential ■ Tautokohia te mana tangata



ANNUAL
REPORT
—
2018

*Tautokohia te
mana tangata*

*Realising
potential*



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Update from the Chair and Group CE



E ngā mana, e ngā reo tēnā koutou, tēnā koutou kia ora tātou katoa, E ngā whānau o Emerge Aotearoa, tēnā koutou katoa,

Me maumahara tātou i a rātou kua whetūrangitia, kua whakamaukatia i te tau kua pahure ake rā. No reira he poroporoaki tēnei kia rātou. Moe mai rā i te aroha me te rangimārie o te atua. Ahakoa, kua ngaro rātou, ka ū, ka mau tonu ki te ngākau.

E te iti me te rahi – tātou katoa- nau mai, tauti mai ki te ripoata-ā- tau nei.

To all whānau panī and whanaunga who have lost treasured members of their whānau. Our sincere prayers and thoughts in your loss.

Kia ora koutou

As another Matariki constellation rises and falls, it is a pleasure to present this annual report to you, our Emerge Aotearoa community.

This year mental health has had an elevated profile within our communities and nationally. Most communities within Aotearoa are seeing the impact of insufficient housing, increasing rates of family violence and drug and alcohol use. Many families struggle financially to meet the costs of supporting themselves and their families and we are seeing greater demand for earlier and more supportive responses to mental health needs. On a daily basis Emerge Aotearoa has a key role as an organisation in responding to these needs. Our Board and our staff are also committed to working at a strategic level with a broad range of government and service agencies to find ways to respond earlier and to stem the tide of distress that affects so many.

Addressing the inequities that exist within our society is a challenge that cannot be met by any



one organisation alone, but we have seen real success when we can partner with others. We have seen many tangible examples of this across all our work and we appreciate and are grateful for the strength that comes through our formal partnerships with Te Taiwhenua o Heretaunga, Vaka Tautua, and Pillars. We deliver a range of services across the mental health and housing areas with these partners and have valued the opportunity to learn from each other and strengthen our responsiveness to the people we support.

Under the umbrella of the Emerge Aotearoa Trust we have a number of operating entities that provide all of our services. Emerge Aotearoa Ltd and Mind and Body Ltd, have continued to develop our services to provide a full range of offerings within communities that seek to support people to live well no matter what their

circumstances or the sophistication of their needs. Mind and Body is one of the few peer organisations providing support services. We have increased the services we are providing in the primary healthcare area, and are excited by the opportunities working with Awhi Ora and Fit for the Future networks within the Auckland region are providing for us to support people earlier and better.

We continue to see the benefits across the many areas we work of building strong and responsive networks and working collaboratively where we can. Strong networks and collaborating with others gives people access to services provided that meet their immediate needs in a way that is responsive to their culture and world view. Over the past year we have diversified into some new and exciting service areas. This is evident in our work with the Department of Corrections

“To see people making real changes in their lives as a result of the support they have been given is heart lifting.”

where we have had the opportunity to provide Primary Mental Health services into the prisons from Waikeria to Northern Prison and through the transitional houses we provide for people with mental health and addiction needs moving back into the community from prison. We are also providing many more specialised wrap-around services for people with complex needs. While at times it is challenging to work in these new service areas, the outcomes have been life changing for many people.

Emerge Aotearoa has had significant growth in our social housing area and are now working across the country providing a vastly increased number of transitional and housing support services. We are working in collaboration and partnership with a range of other organisations which is serving to strengthen all.

This year we celebrated with our staff the extension of the pay equity settlement to mental health support workers. We were heavily engaged in the negotiation process that was led by Platform Trust, the combined Unions and the Ministry of Health and it was rewarding to see an agreement reached that increased the pay rates of our support workers and provided them with much needed recognition of the value of their work.

Emerge Aotearoa has continued to consolidate and grow the learning and development opportunities for people working across our organisation. While the changes to the training requirements for support workers has meant that Mind and Body Learning was no longer able to continue to provide the Level 4 Peer Support Certificate, we are continuing to explore opportunities for this to happen in the future. We deeply value the work of the many peers and people who bring their lived experience

into their daily work across both Mind and Body Consultants and Emerge Aotearoa. We see it as a sector responsibility to continue to grow the peer workforce and to have a strong peer-led organisation as part of our Group.

We deeply value the work that our dedicated, caring and skilled staff do on a daily basis. To see people making real changes in their lives as a result of the support they have been given is heart lifting. People in all parts of our organisation have embraced our four priority areas and have worked hard to value and strengthen the voice of lived experience and build their cultural competence to better meet the needs of Māori and Pasifika peoples.

Our work in the housing area supporting people in emergency and transitional housing situations has rapidly expanded. Staff working in these services are finding innovative ways to support people into more permanent housing. We are also working collaboratively with other agencies across the country to deliver “housing first” services to people who have no place to sleep and who have other compounding mental health and drug and alcohol issues. Supporting someone with a safe place to lay their head sets a foundation for enabling them to live better.

The new government initiated an Inquiry into mental health and Barbara was appointed to the

Inquiry Panel. In February the Board released her to take up a role on the Inquiry Panel. While at times this has been a heart-wrenching experience it has been heartening to see the widespread recognition in all parts of New Zealand that mental health is important and that we all need to be doing more to protect and promote the mental health of us all. There is much to be done to ensure that all people particularly our children have a safe, warm, nurturing home environment and the opportunity to live well.

The Board of Emerge Aotearoa is focused on advancing work on our strategic pou. All Board discussions are held through the lens of our pou as well as engaging in a series of ‘thought leadership’ hui, organised by Board members with the focus once again being on each strategic pou specifically.

The Board continues to support the Executive team and all our staff to achieve great things. Their stewardship of our organisation, their wise leadership and their never ending pursuit of a better place for everyone has supported us all to lift our sights.

Tēnā koutou i ā koutou mahi.

Dr. Barbara Disley ONZM
Group CE

Gabrielle Huria
Chair

Emerge Aotearoa Board: Graeme Bell, Dr. Hinemoa Elder, Lope Ginnen, Shenagh Gleisner, Materao Mar, Ta Pita Sharples, Pat Snedden and Tim Walker.

OUR WORKFORCE

1075

people were employed at 30 June 2018



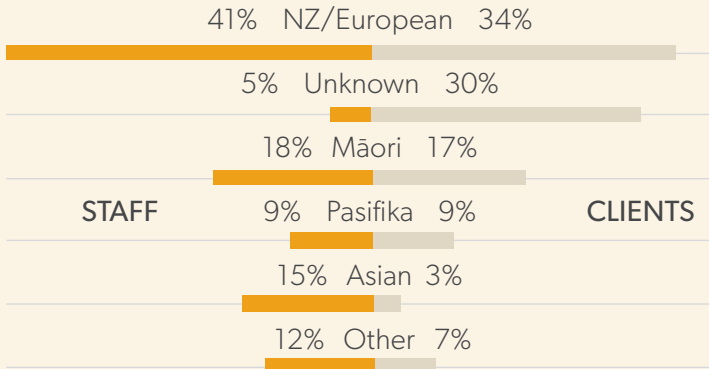
68% FEMALE 31% MALE
1% NOT IDENTIFIED

565

staff had completed the introduction to Takarangi Competency Framework by 30 June 2018



ETHNICITY



LENGTH OF SERVICE



TYPES OF EMPLOYMENT CONTRACT

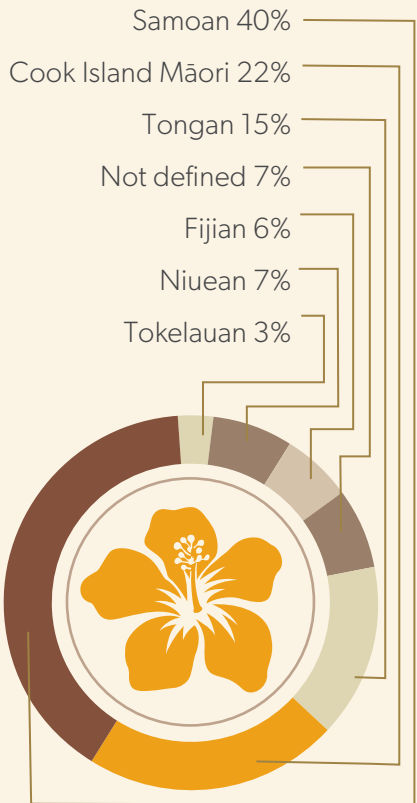


AGE



PEOPLE WE SERVE

OF THE 10% OF PASIFIKA PEOPLE WE SERVE



HOUSING



7491

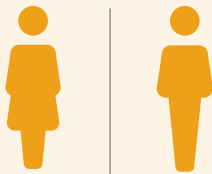
people have used our services during the year (1 July 2017 - 30 June 2018)

35433

people are being supported by us as of 30 June 2018

165

We offer 165 different services across the country

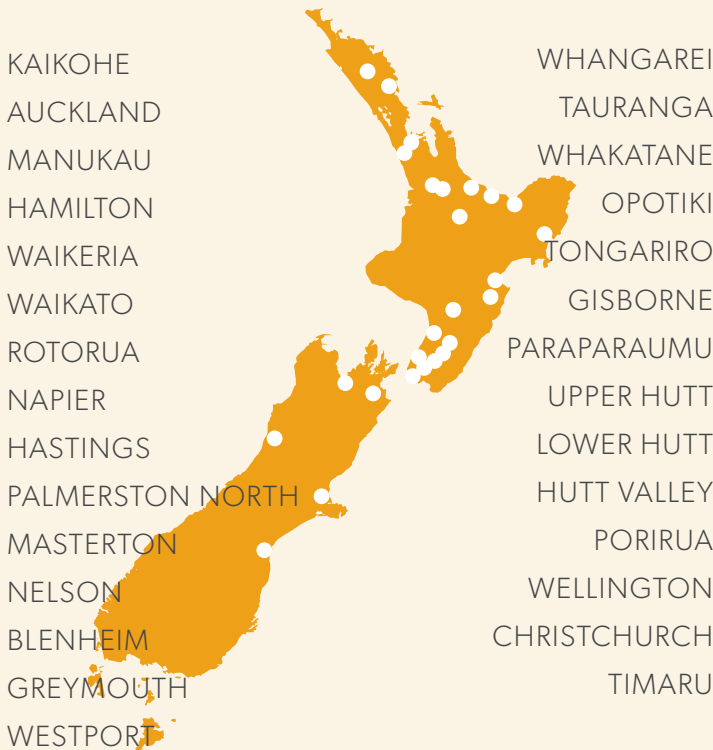


54% FEMALE 44% MALE
2% NOT IDENTIFIED

AGE



SERVICE LOCATIONS



GROUP EXECUTIVE TEAM UPDATES

Mana Whakahaere Culture and Inclusion



Kia Orana koutou i te aroa ma'ata o te Atua, Malo homou lava mai, Fakalofa lahi atu kia mutolu osi. Hāele mai a Niue, Kō fakatālofa atu, Ni sa bula Vinaka, Taloha ni, Ou te faatālofa atu ma le agaga fa'aaloalo, mālo le soifua manuia. Tēnā koutou katoa.

This year we have reconfigured our services to build on the strong platform developed over the last two years to support Tangata Whaiora, Whānau, communities and staff. The Cultural (Māori and Pasifika) and Lived Experience Partners teams have expanded to now provide greater support to services, staff and consumers around the country.

Cultural Competency Frameworks

We have continued to build our cultural competency across all services. Takarangi Cultural

Competency frameworks have been delivered throughout the country to the vast majority of full time staff. Five hundred and sixty five (565) staff have completed the Takarangi workshops to date, developing portfolios outlining their competency achievements and journey. To support the large numbers of Takarangi portfolios coming through from staff, we have transferred these to our Learning and Development portal on Totara. This will provide automated reporting on portfolios, competencies, levels and completion data.

The Poutama Service Assessment tool is a self assessment process that supports services to identify the next steps they can take to ensure we provide culturally responsive services. The tool has been reviewed and cultural assessments of services are well underway

in all parts of the country culminating in the development of service plans supported by Cultural Partners (Maori).

Peau Folau, the Pasifika service assessment tool, is also being rolled out particularly in the Auckland region and will provide vital evidence regarding the appropriateness of service delivery in areas of high Pasifika need.

A review of group policies and processes affecting outcomes for Māori and Pasifika has taken place with the range of relevant upgrades made.

Workforce Development

Strategies to better support recruitment, retention and development of Māori staff within areas of particularly high Māori need have been implemented and this is expected to lead to more equitable outcomes of support for Tangata

Whaiora. It is envisaged that succession planning and leadership development will become the significant focus for the next twelve months.

Relationships

Relationships with our current partners have gone from strength to strength. In some cases, we have added to these with further work opportunities being agreed. Looking to the future there have been new relationships developed with both Māori and Pasifika groups. The focus has been on building sustainable and collaborative relationships based on common values and work programmes. These relationships have allowed all parties to bring their expertise to the table to build capabilities and capacities for each organisation in areas not known before.

Ngā mihi nui

Chris McKenzie

Mana Whakahaere, Culture and Inclusion



GROUP EXECUTIVE TEAM UPDATES

People and Strategy

Hapaitia te ara tika pumau ai te rangatiratanga mo nga uri whakatipu. Foster the pathway of knowledge to strength, independence and growth for future generations.

Our kaimahi (staff) are the future of the Emerge Aotearoa Group.

In 2018 we have been focused on supporting them across four key areas - safety, leadership, recognition and communication. We believe that everyone has the right to work in a safe environment free from harm, hurt, and discrimination; we believe our future lies in tomorrow's leaders; that recognition is good for our kaimahi's whaiora; and that communication (listening and storytelling) is key.

This year we have extended our leadership programme to identify future leaders and create individualised programmes for them. Some are taking up formal study, others are having new experiences, leading initiatives and acting up. We've handed over the reins of the operational management of the Group to a National Management Team that comprises all national managers, supported our District Managers to lead safety, and most recently we've commenced the co-production of our cultural leadership programme. An exciting partnership this year has been an MOU with the Open Polytechnic of New Zealand. This partnership has opened the door for us to co-create a Level 4 qualification that recognises the important mahi our Peer Workers do as equal to that of their

Support Worker colleagues.

Whakapai! our internal recognition programme is alive and well. We hear and share stories of manaakitanga, whakawhanaungatanga, whakamana, and ako. In 2018 our Support Workers were recognised by the Government for their important mahi with new legislation that brought about pay equity for them. The impact of this has been far-reaching for our kaimahi and their whānau and we can now proudly say that 81.4% of our organisation are receiving the living wage and this will move to 100% in 2019.

Here at Emerge Aotearoa we enjoy a good hui and korero, so much so that we've invested in it. This year for the first time we've brought all of our

Senior Managers together to talk about healthy individuals, resilient communities, connected whānau and healthy homes; we've prioritised face to face safety meetings; we've travelled the country talking about our kaupapa and engaged kaimahi, tangata whaiora and whānau in discussions about our future. We've dipped our toe into social media and new communication channels to help us better connect and share the impact we are having out in our communities.

It is a privilege to lead the People and Strategy teams to support our kaimahi with their important mahi. Bring on 2019!

Nic Coom

Group Director, People and Strategy



GROUP EXECUTIVE TEAM UPDATES

Services

Kia ora koutou katoa.

This year we have reconfigured our structure to cluster all services under one division. This is driven by our desire to provide integrated service responses across the social determinates of health and wellbeing.

I am anticipating many opportunities following the outcome of the Government Inquiry into Mental Health and Addiction. With our connections and partnerships across the sectors we are well positioned to build our service contributions to better meet the needs of our communities.

EaseUp

Health and Disability Services

Highlights in our health and disability services have been new opportunities to make a difference for rangatahi and whānau with new services in Christchurch and Wellington as well as the Board decision to invest in a new drug and alcohol service, “EaseUp” for young people in Auckland. Our response to people with sophisticated needs (oranga ararau) continues with the development of a new framework.

Housing Services

With the Government’s continued focus on housing, there have been many opportunities this year to grow and develop our offerings in transitional and social housing services. We are also contributing to Housing First initiatives throughout the country. Our housing services being sought after by funders is testament to our creative and inclusive approach.

Mind and Body Consultants

Mind and Body is now very much a part of the Emerge Aotearoa Group whānau. This is at the same time as maintaining and strengthening the unique peer led kaupapa that makes these services such an important part of what we offer.

Ngā mihi nui

Karla Bergquist

Group Director of Services

“Our housing services being sought after by funders is testament to our creative and inclusive approach.”



Hope Simonsen, Karla Bergquist, Kaumatua Atutahi Riki and Barbara Disley opening five new transitional houses in Auckland with a dawn blessing.

GROUP EXECUTIVE TEAM UPDATES

*Business Services
and Development*

Greetings to you all.

Emerge Aotearoa celebrated its three-year anniversary on 1 July 2018. Our third year has been a year of discovery where our eyes have really been opened to the potential the Group has. The Business Services and Development Team have spent the year evolving the required platforms as we look to enter into the next phase of our development.

We developed and commenced implementation of our IT strategy, which is focused on enabling our staff to become truly mobile, providing better and more effective collaboration,

making information available to those who need it, when they need it, and ensuring that the business has the right applications for staff to perform their roles.

Over 600 smart phones were rolled out across the Group, planning commenced for the move to Office 365, we took our first steps on our data journey and we started to use collaboration tools to help bring dispersed teams closer together.

Our 'Big Q' quality framework was introduced and is progressing well. The move to a 'whole of business' quality approach is helping to

improve the way we work throughout the organisation.

We have continued to grow our housing portfolio with the number of properties under management increasing as we work both as an individual organisation and with trusted partners to address the housing issues prevalent right across New Zealand.

Our payroll team has worked tirelessly to implement the changes in Government policy and the pay equity settlement. The dedicated work from our front line kaimahi was recognised with an increase in pay rates which were set by legislation. With the Emerge Aotearoa Group

being the largest employer of Support Workers in the mental health sector, the payroll and finance team had to complete a large amount of work to implement these changes.

Being such a young organisation, change is inevitable. The Emerge Aotearoa Group can look forward to another busy year as we build on the foundations we have put in place and anticipate the delivery of some transformational change projects over the coming year.

Warm regards

John Cook

Group Director Business Services and Development

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



HOW WE MADE A DIFFERENCE IN 2018

Tangata Whaiora

We worked with over 7000 Tangata Whaiora (service users) this year. For us, the experience we have while walking with someone on their journey is an extremely privileged one.

Although our housing service in Masterton had only been in operation since June 2017, one of our Housing Navigators, received the amazing letter below:

In Feb 2018, my three-year-old son and I were put into a motel with nowhere to go. After months of stress caused by an ex-partner with gang affiliations, my family relationships had broken down.

A referral was made to Emerge Aotearoa, and an Emergency Housing Navigator made contact with me within 24 hours. In three days I moved into a fully furnished, safe, transitional house with my son.

The feeling of affording a home, even a temporary one, was a turning point that brought me to tears of happiness. It was the first safe place I'd had in over a year. The Navigator told me that everything would be okay.

At first, I didn't believe her. I had reached out to so many organisations, heard this before, and it never came true. However, Emerge Aotearoa's

“The feeling of affording a home, even a temporary one, was a turning point that brought me to tears of happiness. It was the first safe place I'd had in over a year.”

Navigator discovered my sister and ex partner had been using my details to take loans out in my name!

I was overwhelmed, but the Navigator quickly arranged a budgeter to come to my home. She introduced us and to my first few appointments, so I was comfortable. Finally, I started to get on my feet.

The Navigator always asked, what's my life term goals? and what do I want be? Soon, I found myself explaining a secret dream: I want to be a social worker I told her, and I want to help people who had a childhood like me or are in the situation I am in now.

The next week, the Navigator asked how I might feel about leaving Masterton to start fresh as a student in Social Work. She had found a way I could become what I wanted to through a course in Napier - all I needed to do was believe in myself.

Over the next four weeks, the Navigator helped me get a car, arrange a home and worked to help me gather household items. All so I could arrive at a home and be in a new safe place; this time permanently. Not once did she take credit, or even my thanks. She always told me 'You did this'. Yet, her support and encouragement was truly what helped me do it. She inspired me to know I deserved more in life, and taught me nothing can break me. One day I hope to make an impact like the one she has had on my life.

(Republished with permission)

HOW WE MADE A DIFFERENCE IN 2018

Tangata Whaiora**Health and Disability**

Rautahi has been a resident at our service on Casey Avenue since March 2018. In his own words, this is his journey since choosing to work with Emerge Aotearoa:

People who see me today, see a happy, jolly guy, working full time, living independently and enjoying a balanced life with time for my family. But would you believe me if I said when I first came I was suffering from such high anxiety, I could not even hold a conversation properly?

Initially, when I moved into the residence the five others living there were as welcoming as any

of the staff members - but still I found it hard to communicate or participate. As I withdrew into my own space, I realised how terrible it is to feel alone even when surrounded by people.

Then something happened. My key worker Haydar started to interact with me on a daily basis and slowly I made progress. I began to talk with other residents and staff, who showed compassion and understanding.

They motivated me by always keeping me in their plans – I never felt left out. I started to participate in daily activities, form friendships and feel comfortable with staff. Soon I was at a place I thought I would never reach.

“Staff helped me realise my strengths, and encouraged me to pursue things I wanted. They helped me realise my potential; I didn’t have to search for it, I just had to look within.”

Rautahi

I started to remove myself from isolation, as staff helped me realise my strengths, and encouraged me to pursue things I wanted. They helped me realise my potential; I didn’t have to search for it, I just had to look within, but I would not have without their help.

That progress helped me to move into a flat, so my next goal was to get a car license. I studied hard, had support from staff, and cleared the learners test on my first attempt! This boosted my confidence even further, and I expressed interest in finding an ideal job and staff were on a mission; they found a few options and I chose to work at the honey factory. Support workers were always there to help.

I started to wake up early and walk to work, and as I became more outgoing, everything fell in to place. Now I work four days a week and over the weekend I visit my parents. My family is very proud of me, and my support workers are very happy for me.

I am so glad I found the right people to rely on. When I look back, all I can think of is how far I have come, and how lucky I am for being able to receive the continuous support that I have from Emerge Aotearoa. My sincere thanks to each of you for changing my life!

HOW WE MADE A DIFFERENCE IN 2018

Kaimahi



Throughout the year, we celebrated and supported the incredible people who empower our service users each day: our staff ('kaimahi').

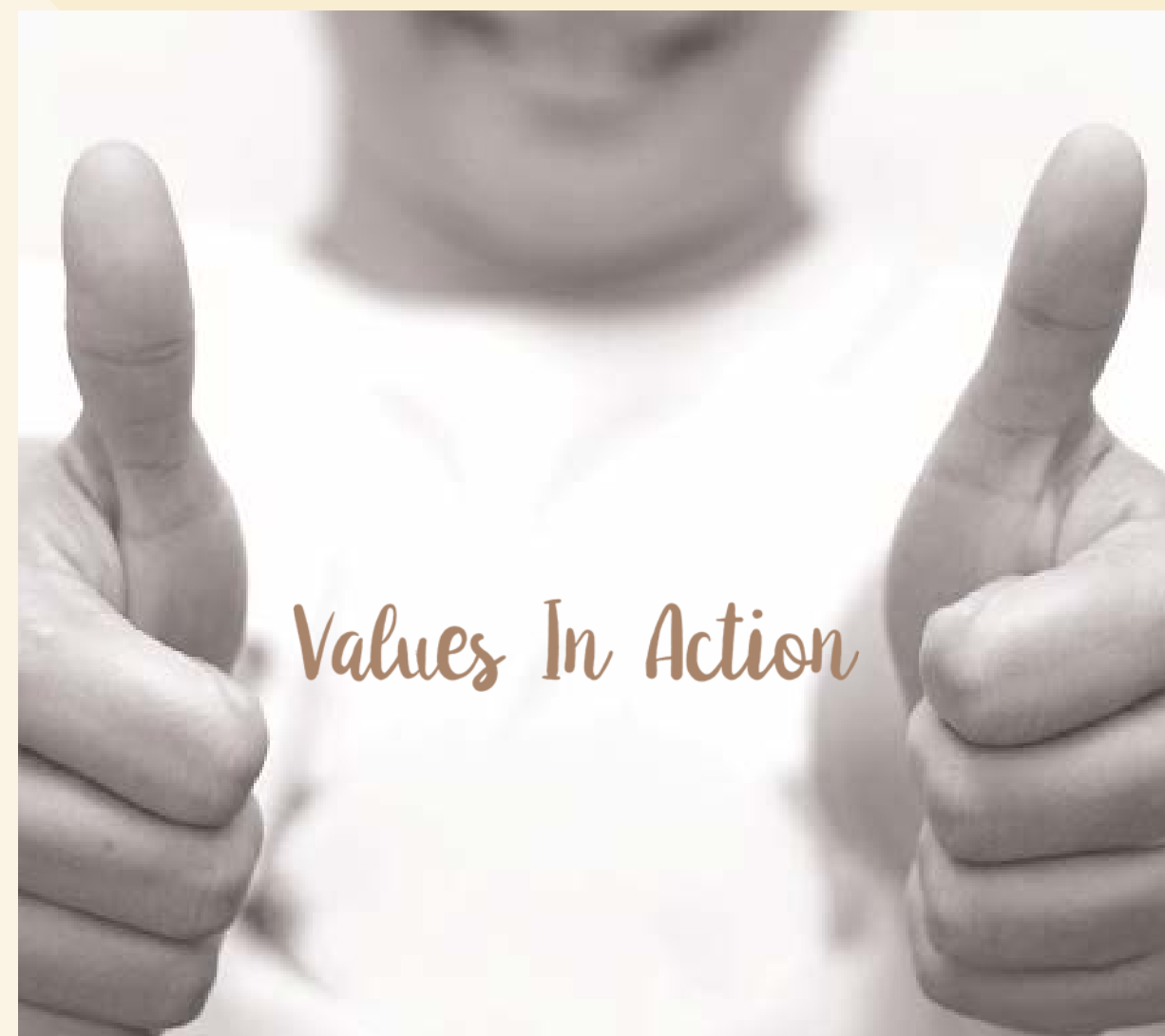
Kaimahi Wellbeing Challenge

For a second year in a row, Emerge Aotearoa ran our Kaimahi Wellbeing Challenge. We are proud to live our values inside and out, so this year we selected whakawhanaunga and ako as the themes for this year's Challenge: The Great Emerge Aotearoa Hikoi (journey)!



The aim was to achieve enough minutes together to equate a digital walking tour of Aotearoa, and along the way 'visit' 11 of our services across the country. This connected us through the discovery of the diversity of our teams and services, as we worked together.

Although the challenge spanned only four weeks, up to a quarter of our staff got involved to support the Great Hikoi. Through the support of over 100 individuals who engaged in physical activities, and 169 across 20 service teams, we not only travelled Aotearoa together, but we circled the country over 35 times! Both teams and individuals accomplished 71,500 minutes of activity, and shared 270+ photos of their efforts.



Celebrating Kaimahi

Values In Action

Our Kaimahi are dedicated to helping people achieve their full potential. They empower individuals and whānau daily, as well as encourage communities to embrace all people and their journeys. To do this they live out our values, and we are proud to celebrate their personal and unique ways of doing so, through our Values In Action initiative.

The Values In Action project started one year ago, when we invited kaimahi to recommend someone who had inspired them by using our values in their work. After immediately receiving

61 nominations, we were amazed by the inspiring stories we heard and knew they deserved to be shared with all our staff.

Every Monday, we post a compliment from a given kaimahi to a fellow colleague on Te Kete (our internal intranet site), as well as a summary with their photograph on staff desktops. The first three months of the project have been so successful, our weekly Values In Action posts are now the most popular content on TeKete. Kaimahi celebrate each the feedback together, and ripple the inspiration of our values by adding to the positive feedback and connections across the Emerge Aotearoa whānau.

HOW WE MADE A DIFFERENCE IN 2018

Whakapai!

Our Whakapai! initiative has been ongoing for sometime, and encourages kaimahi to take a moment to recognise the mahi of their colleagues with a card.

We also recognise milestones of continued mahi for 5 years or more at Emerge Aotearoa with celebratory certificates. This year, however, we introduced a new article series putting a spotlight on staff who have achieved 10 year milestones and above.

These monthly articles offer a platform to recognise those kaimahi who have shown incredible dedication by achieving such a milestone. However, they also offer an opportunity to discover the personal stories, distinctive motivations and the unique experiences that we are proud to share on the behalf of those who offer them.

These articles run alongside the Values In Action articles in terms of their popularity and fantastic positive feedback from others across the organisation. They also are considered very meaningful for those who receive a spotlight. One Support Worker Myles Lythgoe, was recently awarded a 20 year milestone certificate

and we captured and shared of his learnings with all our whānau.

Myles had this to say of his experience:

Recently I was the recipient of a Whakapai! award for long service. Receiving the award was a really humbling experience, quite emotional actually and got me off guard and at times I was needing my hanky!

I feel the Whakapai! Award and recognition initiative is such a warm, friendly and caring way to acknowledge staff and to celebrate their skill dedication and tenure within Emerge Aotearoa, and it brings us together like a family.

So what I'm saying is that I see the aroha of Emerge Aotearoa's four values working. The strong values held by our predecessors are alive and well. However, the culture we have built together since we merged three years ago is gaining its momentum, and has 'emerged' if you like!

Together, we are one step further towards the analogy, "we are all in the waka paddling together." Together we are now the waka itself; our parts and who we are as people make the waka and keeps the folks using our services (the kaihoe), afloat, warm dry, on course and safe.

WHAKAPAI!





Our People, Our Year. 2018



EMERGE AOTEAROA**(National Support Centre)**

Phone: (09) 265 0255

320 Ti Rakau Drive, Botany, Auckland, 2013

P O Box 259 353, Botany, Auckland, 2163.

Email: info@emergeaotearoa.org.nzwww.emergeaotearoa.org.nz**EMERGE**
*Aotearoa**Realising potential ■ Tautokohia te mana tangata*