



JULY 2016

## UPDATE FROM CHAIR

Tēnā koutou katoa,

One of the best things about winter is that you don't have to get up too early to see the sun rise. This year as the sun rises on July 1 we celebrate our first anniversary. Paper is the traditional gift given on first anniversaries, it represents the blank page and the future being created, it reminds us of the beginning of our story. At Emerge Aotearoa, people are at our centre - community and culture form our story.

An important activity over the past 12 months has been the creation of our well thought through

strategy - we can only expect this to be a successful journey. We know who we are, why we are here and where we are heading.

It is both my sadness and honour to farewell Leigh Auton from our Board. I would like to thank him for all the effort and work he has given to Emerge Aotearoa. He has been a driving force and a great inspiration to our organisation, and I am sure he will continue to be so in the future.

A huge thank you to everyone who has helped Emerge Aotearoa this year; staff, our business partners, funders, clients and the growing

community who follow us online. This letter is an opportunity to tell you about what's happening here at Emerge Aotearoa and to ask for your continued support as we stride into 2016/17. This has been an incredible first year for us. Over the past year we have served approximately 8,000 clients. We have 968 staff and 179 teams that provide services. Your support means a great deal to us.

Ngā mihi

**Gabrielle Huria**



## UPDATE FROM CEO



Approaching the end of our first year at Emerge Aotearoa it is timely that we celebrate the great work that has contributed to us moving toward our vision of "Realising Potential". Not only has everyone connected to the organisation worked even harder to support tangata whaiora achieve their individual goals, but people from every part of the country have embraced the changes required when you

move from two organisations to one.

We have developed and continued to bed in our Kaupapa that sets the foundations for all that we do; we have introduced a new service framework that supports and informs all our services and we have introduced the Takarangi framework across the organisation to support us to be more culturally competent and responsive. In support of our services we have continued to integrate our support services so that we have one way of doing things. We have introduced a new client information system (Recordbase) across the organisation. It is a credit to everyone within the organisation that through this period of significant change the quality and consistency of our services to clients has continued to strengthen.

We have had a very successful year in terms of initiating new services. We are now offering a number of new wrap around intensive support and navigation services for people moving from

school to the community, for people who are transitioning back into the community from prison and for people who have been homeless.

In the past six months we established our Cultural Leadership and Development team, began implementing our "People's Strategy", initiated tangata whaiora cross organisational networks, consolidated our housing portfolio and established an Emergency Housing service. It has been gratifying to see the growth across the organisation in awareness, skills and knowledge that this has generated to enable us to better embrace our four focus areas:

- Better meet the needs of Māori
- Better meet the needs of Pasifika peoples
- Place tangata whaiora at the centre
- Provide more social housing options

Everyone who supports someone who faces mental health and addictions, disability,

poverty, homelessness or trauma challenges, knows that there is still much to be done to enable everyone in Aotearoa to live well. The recent media focus on the shortcomings of some aspects of our mental health system and our affordable housing crisis, has not only reinforced the importance of the non-government sector but also the need for us all, including government agencies, to work more closely together with communities to build sustainable solutions.

Emerge Aotearoa is now well placed to provide a range of comprehensive services while continuing to grapple with some of these complex challenges. We know that the most innovative and people powered solutions will come from us all listening to the people whom we are here to serve and working together.

He aha te mea nui o te ao?

He tangata, he tangata, he tangata!

Ngā mihi

**Barbara Disley**



## OUR BOARD & LEADERSHIP TEAM



### Our Board and Strategic Direction

At Emerge Aotearoa we are fortunate enough to be governed by an incredibly respected, talented and knowledgeable Board who provide us with a solid strategic direction while allowing for creativity, innovation and flexibility in how we get there. Our Board is comprised of the following members: Gabrielle Huria (Chair), (Lope) Faumui Penelope Ginnen (Deputy Chair), Sir Pita Sharples (Kaumatua), Leigh Auton, Graeme Bell, Dr Hinemoa Elder, Shenagh Gleisner, Materoa Mar, Pat Snedden and Tim Walker.

## OUR STRATEGIC PLAN ON A PAGE



### Our kaupapa

#### OUR VISION

*What we are all striving for*

**Realising potential  
Tautokohia te mana tangata**

#### OUR PURPOSE

*What we are here for*

Providing mana-enhancing services that promote the health and wellbeing of individuals, their whanau and communities

*He tuku i nga ratonga whakamana i te oranga e manakohia ana e te tangata, tona, whanau me tona hapori*

#### OUR VALUES

*What is most important to us*

Whakawhanaunga  
Connecting with purpose



Manaaki  
Engaging with respect



Ako  
Walking and learning together



Whakamana  
Acting with integrity



### Our pathway ♦ Te ara

#### OUR FOCUS AREAS

*What we have set as priorities*

- Better meet the needs of Māori
- Better meet the needs of Pasifika peoples
- Place tangata whaiora at the centre
- Provide more social housing options

#### OUR ORGANISATIONAL OUTCOMES

*What we aim to achieve in our work*

- Provide great services
- Give trusted advice
- Partner with others
- Act sustainably
- Be an employer of choice

#### OUR OVERALL OUTCOMES

*What we aspire to for the people we serve*

- Healthy individuals
- Connected whanau
- Resilient communities
- Reduced health inequities
- More people in secure, healthy homes



# STRATEGY AND COMMUNITY DEVELOPMENT

*The last six months have flown by. Almost immediately after Christmas we began the process of implementing three new contracts. All of these have required a lot of design work because they are new service types. Not only are they new to Emerge Aotearoa, they are new to the whole sector.*

• **Intensive Monitoring with the Department of Corrections.** *This is a new service in response to new legislation. It requires an ability to set up services quickly in any of the main cities of New Zealand. We are required to provide accommodation, 24/7 monitoring by either one or two staff – meaning teams of 5-10 – and work closely with Corrections to deliver a recovery programme. These assignments only last for 12 months, so there are some significant complexities for both accommodation and staffing.*

• **Emergency Housing with the Ministry of Social Development.** *MSD have contracted with us to provide Emergency Housing and support to 30 homeless people at any one time. Our goal is to get people into permanent sustainable accommodation within 12 weeks of coming into the service and to provide them with up to an additional 12 weeks of support and navigation. Finding sufficient good quality housing is proving challenging, but we have been encouraged by landlords who are keen to work with us in this.*

• **Flexible Disability Supports in Christchurch with the Ministry of Health.** *This is part of the Enabling Good Lives Project which facilitates people with disabilities to purchase their own services. The service targets young people leaving school who have previously had Ongoing Resourcing Scheme (ORS) funding. The ORS scheme is for student need for special education: learning, hearing, vision, physical, or language use and social communication.*

These contracts create much greater diversity within our service portfolio, and have provided rich learning for all who have been involved in them.



We have been working on finding ways of better sharing learning, knowledge and understanding. A series of 'Lunchtime Sessions' have been held for staff where experts within and outside the organisation share their knowledge via video conference. This is filmed and then posted on the intranet so that all staff can access the information as they are able. We have an active Community of Practice in Youth, and have just initiated another in Peer Services with more coming on the horizon. We have also been very fortunate to participate in external Communities of Practice including one on 'Housing First', one on 'Rainbow Issues' and another on 'Intensive Residential Services' where we share learning sector wide.

A key part of our work is collaboration. We know that we are often only a small part of supporting a person's recovery. A lot of time and effort is put into collaborating with other organisations and communities so that people experience integrated services

that are all working together to improve all services. We have been pleased to contribute to a number of national, regional and local projects that are focused on co-ordinated, planned service and sector improvement. Of note is Barbara Disley's role on the Platform (National NGO Peak Body) Board, the MOH NGO Council and Navigate (Northern Region NGO collaborative) and Karla Bergquist's new roles as Co-Chair of the National KPI Project and the MH&A Integrated Leadership Group for the Wairarapa, Hutt Valley and Capital & Coast DHBs, John Cook's involvement with the Auckland Community Housing Providers Network and Te Wai Pounamu in the South Island and Theodora Despotaki's role as Chair of CHAMP (Counties Manukau NGO/DHB Sector Collaborative). Emerge Aotearoa is enriched when we work with our collaborative partners to ensure our whole sector is strong.

Lorna Murray  
GM Strategy & Community Development



# CULTURAL LEADERSHIP & DEVELOPMENT

*Kia ora, Tālofa lava, Malo e Lelei, Fakaalofa lahi atu, Bula vinaka, Kia ōrana, Tāloha ni, Greetings all.*

The commencement of the Takarangi competency framework began in early February 2016 with the Leadership Team and Senior Managers being the first recipients of the framework. Takarangi is a best practice framework for staff to understand how better to respond to Māori tangata whaiora and whānau. The two day hui was facilitated by Moe Milne and Wayne Blissett who have been delivering Takarangi for over eight years. Following the February hui a group of Māori staff attended the next hui at the end of March. District and Service Managers were next in May. To date 85 staff have been trained in the Takarangi competency framework. An assessor's workshop is being held at the end of June which will allow staff to assess the Takarangi practice and portfolios of staff in relation to working with tangata whaiora and whānau.

In January Rawiri Evans, Practice Lead (Māori) and Mrs Rufo Pupualii, Practice Lead (Pasifika)

joined Emerge Aotearoa. Rawiri is an AOD practitioner and worked in the AOD sector for 30 years with six years in the public health sector. Rufo worked for Problem Gambling Foundation of NZ as Practice Leader for nine years and also in mental health and addictions for a Pasifika provider for three years. Emerge Aotearoa staff

will also attend Engaging Pasifika workshops throughout the year run by Le Va. Engaging Pasifika is a foundational workshop that will allow our staff to have a better understanding of the different Pasifika cultures, languages, customs and traditions. This will support our staff to engage with Pasifika service users and



fānau more confidently and provide the support they need.

During the last three months the Cultural Leadership team have taken the opportunity to meet and work with different Māori and Pasifika lwi, hapu, roopu and organisations. It is part of our goal to support re-connections of whaiora, better cultural alignment of services, cultural support for tangata whaiora, Pasifika service users and

whānau/fānau. We look forward to building relationships and connections where our values of whakawhānau, āko, manaaki and whakamana are aligned with others.

**Manu Sione**  
GM Cultural Leadership & Development



## PEOPLE, STRATEGY AND PERFORMANCE



In June I was fortunate to be involved in a mihi whakatau for seven new staff in Christchurch. It gave me a chance to share with them the heartfelt enthusiasm shown by everyone during the creation of Emerge Aotearoa. I shared with them my beliefs about how we treat people and how these align with Emerge Aotearoa. I was able to talk to them about the great work that has gone in to developing a new Learning and Development Framework and how this will help them to grow and develop in their career with us; I spoke about our commitment to everyone's wellbeing, health and safety, the active Employee Participation Programme we have in place. I shared examples of how our values have now been embedded into all that we do and how we are seeing examples everyday of people demonstrating these in their interactions with tangata whairoa and colleagues and I shared with real pride our recent Employee Engagement Survey Results. Not only did 77% of our workforce participate but 71% of these people reported that they were engaged and 75% of them would recommend Emerge Aotearoa as a great place to work. The challenge now lies in closing the gap with the other 25%!

As we near the end of our first year as Emerge Aotearoa, thinking and planning is well underway for the 2016/17 year. For the People and Performance team, this means building capability, planning for our future workforce, sharing some of the great tools and resources we've built with the wider sector, and ensuring our people continue to be safe, well and engaged.

Nicola Coom - GM People, Strategy & Performance

## AN UPDATE FROM MIND & BODY

The last six months has seen Mind and Body Learning & Development, a peer led organisation that provides learning and development opportunities, provide "First Voices" training to a range of Like Minds Community Partnership Fund holders in Auckland; this training was custom-developed, designed to support presenters with lived experience telling their stories in destigmatising ways and based on Mind and Body's experience over many years of providing Like Minds destigmatisation workshops. In addition, we began the first Certificate in Peer Support for this year as well as participating in the Learning and Development review within the wider Emerge Aotearoa group. We are now beginning to prepare the documentation for approval to provide the new New Zealand Certificate in Health and Wellbeing (Peer Support) (Level 4), which will replace Mind and Body's previous Level 4 Certificate in Peer Support (Mental Health) from next year.

For Mind and Body Consultants, we have continued to participate in a primary care pilot in the Tamaki area of East Auckland, offering time-limited, flexible peer support to people using GP services, who are struggling a bit with their mental health, stress, or "life". We have just learned that the pilot was so successful the plan is to roll it out across the rest of ADHB. Another highlight has been beginning to implement the Takarangi Cultural Competency Framework, with senior managers and Māori staff completing the training and working on portfolios to evidence their culturally-safe practice. Finally, in the middle of June we hosted four Swedish visitors who came out to NZ to spend a week at Mind and Body learning about our model of peer support. We organised a programme of activities for them including a mihi whakatau, learning about our philosophy, training, recruitment and support processes. It was an extremely valuable exchange of information.

Gordon Attwood - GM Mind & Body



# EMERGE AOTEAROA SERVICE USER EXPERT FORUM

*"To strengthen the voice of the people who use Emerge Aotearoa services."*

In March 2016, Emerge Aotearoa launched our Service User Expert Forum. The forum was established as part of the implementation of our People's Strategy which is a strategy that ensures and values the voice of lived experience in all aspects of what we do and how we do it.

The People's Strategy was launched in 2015 and it required a new way of thinking and communicating, one that values the voice of the people who use Emerge Aotearoa services. One that values a new way of working in partnership, that holds the experience of being a service user in high regard and acknowledges the specialist knowledge acquired by such an experience. It will be the voice of the people that truly determines the success of our services.

The Service User Expert Forum mission statement is "to strengthen the voice of the people who use Emerge Aotearoa services".

There are 11 people on the forum and they come from a range of services such as community mobile service, medication support services, residential services and people who use residential forensic services. They come from across New Zealand - Christchurch, Wellington, Porirua, West Auckland, East and Central Auckland, with plans to have more people join the forum from other areas such as Tauranga.

We meet via video conference at the main centres and members provide feedback on the services that they receive, and share any observations they have made from the wider sector. The forum is also able to address concerns such as the portrayal of service users in the media and the impact this has.

Emerge Aotearoa has also looked to this group for input into a human resource project where we plan to implement service user participation in the performance appraisals of support staff. There are currently plans for this group to co-

design a service user satisfaction survey which will provide the organisation with valuable information regarding service quality and improvement.

For many of the group, involvement in the Service User Expert Forum has meant that they have been required to get their own email address, learn how to participate via videoconferencing and get to know how to provide feedback that is clear and informative. Working together on documents has members cooperating with each other and submitting joint pieces of work. All participants have grown in confidence and capability. The experience has enabled them to update their CVs and they now have ready referees at hand should they decide to look for work.

**Claire Moore - Service User Lead**

## COMPUTERS IN RESIDENTIAL HOMES

We are always eager to understand how we can improve the experiences of tangata whaiora, so this year we asked this very question. After much consultation one of the most significant suggestions was that whaiora in residential homes would like access to computers to help them stay connected with whānau and friends, do their banking, apply for jobs and pursue their hobbies. This seemed a "no brainer" for us, so we moved quickly with our IT team to configure 58 new

client computers which are now being rolled out into all of our residential homes across the country.

Access to computers opens up a whole new world. People are able to enjoy the social aspects of being online, attend courses, join groups, search and apply for work, download music and movies, hear about events and news, and connect with their friends and whānau.

Claire Moore, Service User Lead for Emerge Aotearoa, stated "having access to the world online will remove the barriers that stop people being fully engaged in living. Having access to the world online will enable service users to function as citizens with equal access to life events, ensuring they are connected, ensuring they can further develop their identity, gain meaning in their lives and feel empowered to live the life they want to live".



*"Having access to the world online will remove the barriers that stop people being fully engaged in living".*

◀ Our IT Team hard at work preparing the computers for their new homes.



# OUR OUTCOMES

*Over the past 12 months we have had many successes for whaiora and whānau who are realising their potential, some of which we would like to share with you.*

## JANE'S JOURNEY

Emerge Aotearoa has been supporting Jane who has challenges as a result of psychosis, drug use, obsessional behaviour and severe violent behaviour. She has a 14 year old daughter who currently lives with other family members.

In 1992 at the age of 20 Jane's journey into mainstream mental health services began with hospitalisation at Kingseat. Over the next 12 years she was admitted into several differing psychiatric hospitals in Auckland and in the South Island for prolonged periods of time.

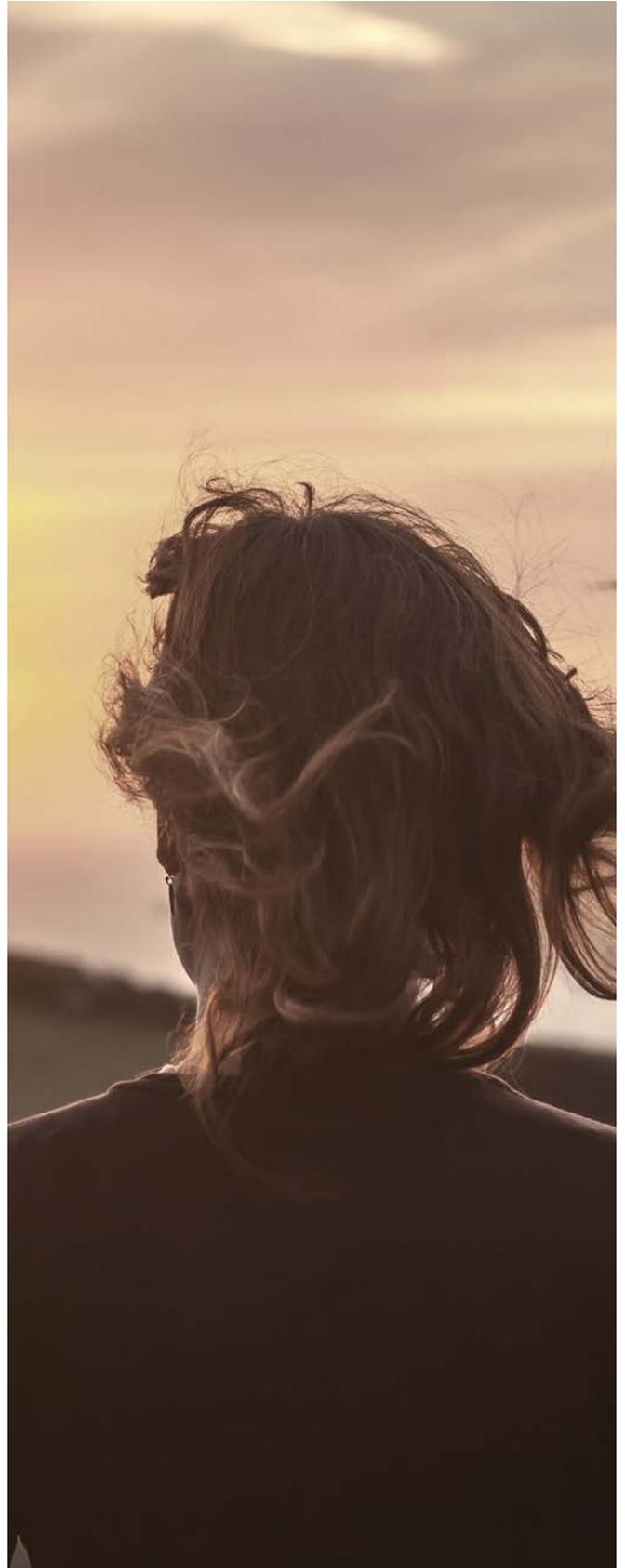
In 2004 following a serious incident she was admitted to the Mason Clinic. Following a 10 year stay at the Mason Clinic, Jane was transitioned to the forensic step down unit run by Emerge Aotearoa for a trial period. The transition from the Mason Clinic to Emerge Aotearoa occurred over an 18 month period of time.

When Jane came to live at Emerge Aotearoa in 2014, she described herself as having had poor and broken relationships with her daughter and wider family. She would also say that severe obsessional behaviours made her life difficult. Over the past 18 months she has worked hard with the support of staff to address her obsessional behaviours, identifying her vulnerabilities that had in the past led to violent outbursts, and developed a much improved view of her own self worth. Jane is now managing her own life well. She travels to work independently, has sourced a volunteer job and participates in hobbies and programmes in her local community. Her previous isolation has decreased to the point that it is no longer visible. Her relationship with her daughter has improved to the point that this past Mothers Day she received a card from her daughter for the first time.

Jane now says that she is organised and logical and she can now do everyday things on her own such as going shopping or going out for a coffee. She has become a prolific writer and channels her thoughts in a very appropriate way through this writing. A number of her written pieces have been published in different magazines.

Jane has achieved all of these outcomes by working with those supporting her to adopt a range of sensory modulation strategies to deal with her distress. Through the use of sensory modulation Jane has identified that taste and smell are important senses when she is wanting to relax. She enjoys pleasant aromas and drinking herbal teas. While enjoying a cup of tea she talks with the people who support her about what she needs to live and remain well.

Throughout Jane's time with Emerge Aotearoa, she has always remained at the centre of her own journey and in control of all aspects of the support she required. Jane has a full and busy life out in the community that includes work, volunteering, social outings, contact with her daughter and grandmother and continues to live successfully within her local community with our continued support.



# OUR OUTCOMES



## MERE'S JOURNEY

Mere is a young lady who we became involved with due to her alcohol and drug use, verbal aggression at home, physical aggression in the community, absconding from home, offending within the community and poor attendance at school. Her childhood was marred by domestic violence, disrupted familial relationships, abuse, substance misuse, and poverty.

Since starting her journey with Emerge Aotearoa we have worked collaboratively with Mere's whānau and key stakeholders to build an understanding of perpetuating factors for each of the challenges she was facing. We were always acutely aware that Mere and her whānau needed to take the lead in her journey in order to be successful. Clear household rules, routines, expectations and boundaries were established with Mere, together with realistic incentives.

We supported Mere and her whānau with transitioning to a new high school that provides a culturally appropriate education stream and compiled step by step plans for ensuring school attendance and socialising. We also worked with the whānau to support their financial management challenges. Mere identified a comprehensive network of natural supports that work for her.

Mere is now thriving at school with an attendance record of 95% and has responded well to a more culturally meaningful environment. She is successfully earning credits for NCEA Level 1. The link between home and school allows for regular communication back and forth and early identification of struggles. Mere has not engaged in any offending behaviours and is going out, on agreement with her Mum who has learnt new ways of responding to Mere. Mere's alcohol use has significantly decreased and her drug use has stopped.

Mere and her whānau are continuing on their journey of how to 'be' with one another and are enjoying a stable and positive home life, which is translating into positive engagement within the community.

**EMERGE**  
*Aotearoa*



*Realising potential ■ Tautokohia te mana tangata*

Please visit our website [www.emergeaotearoa.org.nz](http://www.emergeaotearoa.org.nz) for more information about our organisation.

