

30

things we're most proud of



wisegroup.



He mana tō te tangata.
Hīkina! Hāpaia! Whakatairangatia!

*Every person has mana.
Embrace it! Uphold it! Uplift it!*



The Prime Minister, Rt Hon Jacinda Ardern, launched our 30 year celebrations at Kākāriki House, Hamilton, with founding chief executives Julie Nelson (L) and Jacqui Graham (R).

2019



30

things we're most proud of

This is the Wise Group story. It shares our journey over the past 30 years, the tireless work of thousands of people who have worked together with a belief that change is possible.

Nau mai ki tā tātou horanga kōrero.

Challenging the status quo

From our very first day we knew that to successfully change the system we had to challenge the status quo. It often took courage and bravery, and this spirit is embedded in the fabric of the Wise Group.

The year was 1989 and a small group of Hamilton social sector workers and whānau, concerned about the large-scale discharge of people from Tokanui Hospital, met and decided they needed to do something.

This group, known as the steering committee, lobbied the Regional Health Authority and one worker was employed to undertake a survey of 100 people with a mental illness living in vulnerable situations, boarding houses, hostels and emergency accommodation, to see what they wanted. The results were surprising.

People wanted their own room, more than one TV in a house, a place to meet their families, the ability to make a cup of tea when they wanted it and staff who were kind.

It was hardly what the general population would aspire to, and the committee realised they needed to ask one additional

question, 'what would you want if you won the lottery?' The answer was my own house, a partner, a family, a pet, a car, a job and staff who respect me and give me hope.

The steering committee realised if they were to meet the aspirations of people with a mental illness they would need a new model and a new type of care worker. This led to the development of Rākau Ora Trust which later became Pathways.



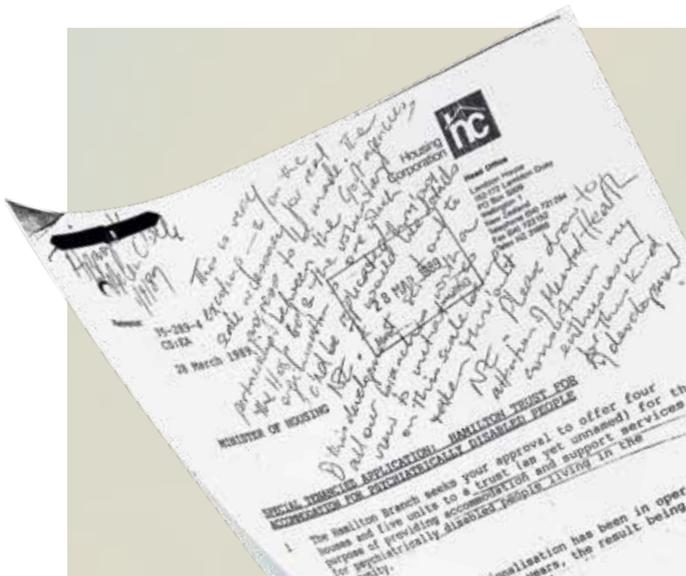
Today, we're still challenging the status quo; calling for a rethink on emergency housing, night shelters and any type of temporary accommodation. We're also still challenging the predominant medical model and the system that supports it. It doesn't always make us popular, but that doesn't mean we should ever stop doing what we believe is right.

And, just like the small group of people who gathered 30 years ago with a shared dream to change the lives of those with a mental illness, today the Wise Group relentlessly pursues opportunities to create fresh wellbeing possibilities.

It's who we are.

To our steering committee heroes and early Board members, thank you for starting the play.

Cerise Wise
Neville Puckey
Nicola Cross
Jack Linklater
Piritata Kirkwood
Jenny Warren
Julie Nelson
Moke Couch
Katrina Ings
Julie Kneebone
Hazel Mae
Jan Littlejohn
Keitha Wood
Graham Fleming
Ross Lawrenson



Minister's personal comments

Approved, Helen Clark 01.04.89

"This is very exciting and on the scale necessary for real progress to be made. The partnership between the Government agencies and the Hospital Board and the voluntary organisation is one which could be replicated throughout NZ. I would like details of this development sent out to all our branches with a view to initiatives on this scale being taken throughout NZ. Please draw to attention of Mental Health Consortium my enthusiasm for this kind of development."

- ▲ In 1989, in response to our initial proposal, we received a personal comment from the then Minister of Health, Hon Helen Clark.

NEWS NEW HOMES FOR KINGSEAT HOSPITAL PATIENTS

All but 16 of Kingsseat Hospital's former patients have, as promised, been safely moved to either the new acute unit at Middlemore hospital or one of Pathways Trust's supported flats.

Late last year Auckland's last psychiatric hospital was sold, amid a roar of controversy, to the Tainui people of Waikato. Many patients, families and mental health workers were terrified by the prospect of the move from institutional to community-based care.

- ▲ *The Networker, Auckland Mental Health Association Newsletter, 1997.*
- ▼ *The Daily News 15 November 1991.*

Trust offers housing

A trust set up to provide housing for "psychiatric survivors" will be launched in Hamilton this month by Health Minister Helen Clark.

The Rakau Ora Trust (tree of life) was set up through a partnership between the Waikato Area Health Board, Social Welfare Department and Housing Corporation.

Trust accommodation co-ordinator Jacqui Graham said the trust was an umbrella organisation to oversee the development of accommodation and support for people who had been de-institutionalised from psychiatric institutions.

Taranaki groups look to copying housing scheme

AN INNOVATIVE Waikato programme for community housing of people with psychiatric disabilities may soon be emulated in Taranaki.

Participants at a workshop in Hawera this week heard how Hamilton's Rakau Ora Trust had worked with the Housing Corporation, Waikato Area Health Board and Department of Social Welfare to provide housing for nearly 100 people in the past two years.

No such system exists in Taranaki but local area health board and Housing Corporation representatives said they were keen to see one established.

Rakau Ora Trust manager Jacqui Graham said the trust was a model of its kind, set up under former health and housing minister Helen Clark. She

recognised that "psychiatric survivors" had the same aspirations as anyone else in the community — a place to call their own and security of tenancy, she said.

Ms Graham said trust housing gave the residents control and offered mutual support for people in similar situations.

Julie Nelson from the Housing Corp in Hamilton said the Hamilton office was the first to become so involved in the provision of community housing.

The corporation recognised it could not just provide people with houses and leave them to get on with it. But at the same time they were not social workers, Ms Nelson said.

"We are in the business of housing. We have got the houses, but we haven't got the support services and support

some time, often in hostels which were financially draining and did not provide support.

Taranaki Area Health Board manager of mental health services Hayden Wano said the board was very keen to see such a system established in Taranaki.

Mr Wano said the board's role at this stage was to stimulate community interest in setting up a trust like Rakau Ora. The board had already taken the initiative in contracting Gordon Hudson to research the different options in providing community care.

He said Mr Hudson had been particularly impressed with the Hamilton model.

Taranaki Housing Corporation special housing advisory officer Jan Marshall said the corporation was also keen to be

1989

The first accommodation (pictured below) we opened was radical. It was a group of six flats where people each had their own fully-furnished accommodation. It totally went against the large group-living accommodation of the time. We also employed people without any relevant qualifications or experience and we called them support workers, preferring to recruit for attitude and train people ourselves.

The results were beyond what we could ever have imagined. When people had a home, reconnected with their whānau, had people who loved them and found purpose and meaning, then their health and wellbeing improved and recovery was possible.

This new world wasn't without challenge, with communities rallying against any developments. Public meetings with threats of violence against clients and staff should they deem to ever enter a neighbourhood, led to the Group taking on a deliberate 'quiet achiever' approach. We entered communities quietly strong in our stance that people with a mental illness have the right to live in any neighbourhood they choose.





◀ *Some of our early influencers and supporters. Back row: Jack Linklater, Patrick Webby, Julie Nelson, Katrina Ings, Ross Lawrenson, Bill Robertson, Jenny Warren, Nicola Cross. Front row: Graham Fleming, Leah Wilson, John Graham.*



▲ *The first chair of Rākau Ora Trust, Hazel Mae (centre) with the second chair Neville Puckey (R) and Julie Nelson (L).*



▲ *Some members of the Rākau Ora Trust (L-R): Jan Littlejohn, Sharon Rakena, Julie Kneebone, Cerise Wise and Hazel Mae.*



Cerise Wise

Cerise Wise was a valued member of our first Board. Acknowledging the past is important to us, and when we were looking for a name for our new parent entity, Wise was the obvious choice.

Offices



▲ *Our first office was one room.*

◀ *Our second office was an old house.*



◀ *Finally we had enough money to purchase our third office.*

2

Wā

Building community – it's in our DNA

We just wanted to help people and communities thrive. Help people find a house and get money, reconnect with their whānau and get a job. Everyday stuff, important stuff.

We looked for anyone else at all who could help, using every resource we could find. We could never do it alone and, as one of the first charities delivering mental health services in Aotearoa, people were always asking for advice.

Early on we decided that our model was a community development one, and if communities had the capacity to deliver services themselves then we would do everything we could to help.

We travelled the length of Aotearoa giving talks and then, where needed, we even moved people to establish services. It was a big task because there were only a few of us, but we were driven by the enormity of the numbers of people discharged from hospitals with scant services available nationwide, and almost none in rural communities.

We have developed a large number of services and products over the past 30 years within the Wise Group but here's a

We love to share what we've learned over the years – happy for you to know what we know.

few examples of what we have delivered as part of our community development.

- » Centre 401, one of the first peer-run day programmes and support services. It was then passed to peer ownership and control.
- » Manaaki Trust mental health and addiction service Taumarunui. It was established and then handed over to local governance.
- » Ngā Whare Āwhina – community mental health service providing rehabilitation and support services for Māori. Established with Māori and then passed to Māori to govern and operate.
- » Whanganui Community Living Trust – established community residential services and then passed over to local governance.



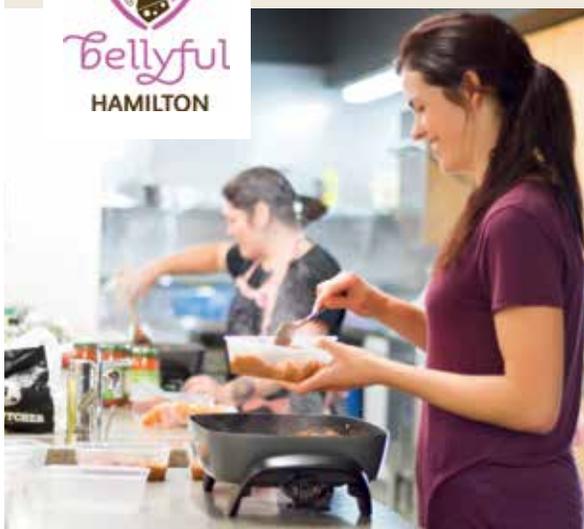
▲ *Jan Littlejohn and Margaret Deuchar, Centre 401, 1991.*

Wherever we can we will make our facilities available for the community. That's why we usually name our buildings generic names like Kākāriki House, Harakeke House and Pōhutukawa House. We want them to become public facilities where people meet to share and learn.

We love to share what we've learned over the years. We're happy for you to know what we know and for you to use any of our resources or programmes. Our door is always open to any inquiring mind who shares our purpose.



- ▼ *Bellyful provides meals for families with newborn babies and young children who are struggling with illness. They have regularly used the kitchen at Kākāriki House to cook their meals.*



- ▲ *Rākau Ora kaupapa Māori service which is now operated by Ngā Whare Āwhina.*

3 Three

Delivering multiple housing solutions

Housing is a human right. That's what we believe. It's hard to live a good life without shelter.

When we started 30 years ago it was all about housing, and 30 years on it's still an issue, affecting the mental health and wellbeing of people and communities.

We've worked hard to develop multiple solutions. Using LinkPeople as our registered Community Housing Provider (CHP) there are three ways we do this throughout the Wise Group.

- » We provide a range of supports to help people keep their homes — whether they are homes they own or rent. This often requires financial and practical support solutions.
- » We provide individual, tailored and targeted supports to help people find accommodation when they have no home.
- » We source and manage housing stock nationwide because you cannot end homelessness without homes.

People need stability to build a kāinga. The Wise Group believes in the power of collective action to address complex issues such as housing and homelessness. In everything we do, we have a track-record of partnering and working with others to achieve the best outcomes for people; our approach is no different when it comes to housing. We must work together.

We would love to see cross-party agreement on housing. As a country we simply cannot keep changing tack on this issue every time there's a new Government.

We look to other countries that are making great progress on homelessness and housing issues and they have two things in common:

1. They invest seriously to increase their government housing stock year-on-year.
2. They make capital and interest free loans available to the community not-for-profit sector.

We should do both with speed.



Seriously investing in housing stock

The Wise Group has more than 500 properties nationwide, and growing! Nearly 98 per cent of these properties are residential homes.

The rest are the offices and co-locations we have around the country for our more than 1,200 employees.

In 2019, we spent more than \$12.5m in property leases, residential rentals, depreciation, building running costs and building maintenance and improvements.



Twenty-three years ago, LinkPeople started as Linkage, a one-stop shop whose governance included primary health, the district health board and the Wise Group. It then amalgamated with Keys (the Group's community housing provider) to become LinkPeople. Bill English opened the first Linkage in Garden Place, Hamilton and Helen Clark opened the second Linkage in Taranaki.

We would love to see cross-party agreement on housing. As a country we simply cannot keep changing tack on this issue every time there's a new Government.



◀ Linkage went on to win a Building Bridges award, (L-R): Hon Helen Clark, Julie Nelson, Graham Mellisop, Grant O'Brien.

Human rights

4

Four

Doing whatever it takes

We know what works – and it’s not about “fitting” people into services. It’s about being person-centric, giving people what they need, when they need it and where they need it – it is “one size fits one” – which ultimately gets better long-term results.

It’s about going above and beyond and doing more than simply what’s required. It’s about doing whatever it takes.

The majority of the Wise Group’s frontline mental health services are delivered nationwide by Pathways. At their heart is helping everyone they support to have somewhere to live, something to do, someone to love and something to hope for.

From the outset we had a focus on developing services that support people in the community – from supporting people in their own homes to providing alternatives to a hospital admission through acute, flexible, enhanced services and support.

Trauma is a central issue for many of the people supported by Pathways. We believe people can heal from trauma. Specialist leadership and training have been a

priority because we want to ensure all staff are working in a way that is both trauma-informed and responsive. This occurs by creating safe environments and responses that offer dignity, respect and forgiveness, and nurture hope and the possibility of growth and wellbeing.

Pathways is clear. It is the person themselves who knows best how they are doing. We ask the people we support to regularly complete a questionnaire to rate their feeling of wellbeing. Pathways has developed and introduced their own tool, ‘Your Wellbeing’, which was evaluated by Auckland University of Technology (AUT) and found to be an effective scientific measure of outcomes.

It’s also about significant others. Whānau and friends can provide the much-needed hope, love and support a person needs to recover from mental illness and to grow from their experience. We encourage people to involve their loved ones in a journey to wellbeing and welcome whānau as an important part of recovery. From quarterly newsletters called ‘Connections’ and events around the country for whānau, our role is to connect people wherever we can.

Inspired by stories, storytelling is at the heart of Pathways. In 2017, we encouraged staff and the people we support across the country to share their stories. The stories shared are sometimes about big things, but often they are about small things making a big difference and changing lives. In the first year alone, 158 stories were shared that were viewed more than 8,000 times.

And then there’s the hundreds of staff throughout the country who work at Pathways. It’s easy to say staff are our greatest asset, because they are. At Pathways the focus and level of investment year-on-year in a comprehensive programme of training, development and measuring engagement, is clearly evident. Everyone in the organisation is supported to continually develop their skills, expertise and contribute ideas for organisational improvement.

Celebrating staff who live the values and spirit of Pathways is also recognised through the Trish Glen Awards. Trish was a dedicated and passionate Pathways support worker who tragically passed away in 2005. Her memory lives on and is honoured each year in a special award in her name. Staff who embody Pathways’



◀ *Early Pathways executive team (L-R): Chris Ives, Shonagh O'Hagen, Jan Autumn, Kerry Hawkes, Jacqui Graham, Paul Ingle, Maree Maddock, Glenn Levi, Julie Nelson.*

▼ *Early Pathways Trust, back row to front row, (L-R): Neville Puckey, Jean Allum, Wikuki Kingi (Snr), Jacqui Graham, Diane Reed, Margie Hamilton, Kath Winn.*

values and Trish's spirit are nominated by their peers, people we support or whānau for this special annual award.

We asked Pathways what the next 30 years looks like for them. Their reply is echoed by every single staff member nationwide – we'll do whatever it takes.



▲ *Pathways leadership group 2019.*

◀ *Pathways executive team 2019 (L-R): Ross Phillips, Amanda Bradley, Adel Stephenson, Dayna Rowling, Sally Pitts-Brown, Elaine Wogan, John Zonneville, Denise Aylward, Simon Bainbridge, Anaru Hawkins.*

- ▼ *Annie Beale (second from the left) was the first recipient of the Trish Glen Award in 2006, and she is pictured here with Trish Glen's family shortly after receiving the award.*

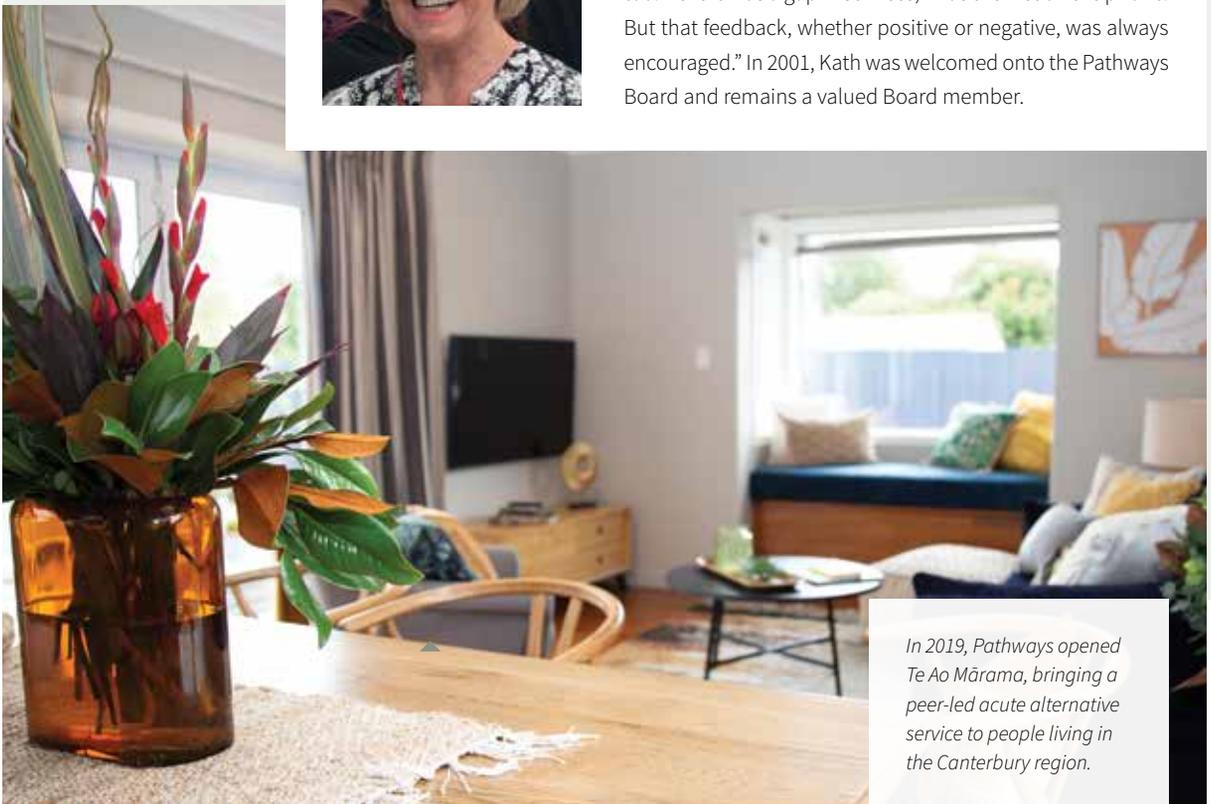


"Although we are a national provider we are all about providing local solutions for the local community. Our staff all come from the local community, and the people we support and their whānau guide us to ensure that what we do is right for them."

Sally Pitts-Brown, chief executive, Pathways



Kath Winn became one of our whānau when her son started being supported by Pathways in 1997. She quickly took the opportunity to become involved in Pathways in every way she could. "I became a huge advocate for Pathways, and a critic too. If there was a gap in services, I was the first on the phone. But that feedback, whether positive or negative, was always encouraged." In 2001, Kath was welcomed onto the Pathways Board and remains a valued Board member.



In 2019, Pathways opened Te Ao Mārama, bringing a peer-led acute alternative service to people living in the Canterbury region.



▲ *Storytelling is at the heart of Pathways. Each month, to spark inspiration for stories, Pathways introduces a new theme on its 'Sharing our stories' online platform.*



◀ *Maau Raa, our waiata, is about the people we support and their beauty. It celebrates what we can achieve together and was created by Pathways staff, reflecting our culture, purpose and values. Maau Raa is regularly sung with pride by Pathways and Wise Group staff across the country. In March 2017, a group of staff from around the country, along with young people from Real, gathered together in the Waikato Museum to record a video of Maau Raa.*



◀ *Our 2018 hui for clinical staff.*

5 Five

The power of peers supporting peers

People who have had their own experience of mental health issues often have a unique understanding of others' mental distress. So, who better to inspire hope in people's mental health recovery, than someone with the kinship of common experience.

We have long recognised that lived experience enhances who we are and how we can help others. As such we have encouraged those with experience of mental illness to apply for roles across the Wise Group. In 2018, more than one-third of Pathways' staff told us they have lived experience of mental illness.

The power of lived experience is maximised through 'peer' support

We value the important role our peer support workforce plays. Across the Group we have been intentionally growing this workforce and actively pursuing opportunities for services that are peer-led.

Peer-led services support people in finding a path towards recovery that feels right

and meaningful to them. Each person is the expert in their own recovery as well as listening, sharing, guiding and supporting people in a recovery-focused and trauma-informed way.

Valuing diversity

Diversity in our workforce enhances not only the quality but also the essence of the support services we offer. Lived experience doesn't prevent people from being excellent employees, and that's why we actively encourage people with lived experience to apply for jobs across the Wise Group, at all levels.

Putting the supports in place

Peer support workers receive specialist training in how to understand and build upon their own experiences of mental health to support others on their journey. Support focuses on hope and recovery which is based around a relationship of trust, equity, understanding and non-judgement.

Leading the way

Counties Manukau District Health Board saw the value, and led the way. In 2008,

"The peers would be the number one thing that made a difference. Someone came and said in a peer support way, 'This is my experience.' It just blew me away."

Tupu Ake guest

they funded Tupu Ake, our peer-led sub-acute service in South Auckland. This was the first mental health and wellbeing peer support service of its kind in the world.

The beautiful 1912 villa in Papatoetoe has always been a place of healing and rest. It was initially a homestead, then a convent, and a rest home, before being renovated for Pathways. The peaceful, park-like garden provides a quiet setting away from the hustle and bustle of everyday life.

Following independent evaluations showing the huge benefits of having a Tupu Ake peer-led approach, Pathways now provides a number of peer-led services around the country, including Te Ao Mārama in Christchurch, which opened in 2019.



◀ Long serving peer leader at Pathways, Egan Bidois, presents a tokotoko made by his late father to Sally Pitts-Brown, chief executive. This special gift is now proudly displayed on the wall of Pathways' Whanganui office.

▲ Artist: Rae Mihaere, Tainui iwi. This carving was gifted to Tupu Ake to celebrate its first-year anniversary and was unveiled by Sue Hallwright. It was inspired by the function of protection and strength, and the name of the service, Tupu Ake.



◀ The original peer support team for Tupu Ake, 2008.

▼ (L-R): Hon Dr David Clark, Hon Jenny Salesa and Pathways Board member Cassandra Laskey at Tupu Ake, 2019.



◀ The beautiful 1912 villa and park-like grounds at Tupu Ake are a place of healing.

6 Six

Making the biggest difference in the early years

When someone like Professor Richie Poulton, who leads the Dunedin study*, sits on your Board, there is no escaping the evidence – we must intervene as early as we can to make the greatest difference.

We've spent many years working with young people who need our help, because we understand that young people's problems become older people's problems.

Supporting young people to love life

Pathways' national youth service, Real, works in and out of schools and with whānau to provide young people with the nurturing and support they need to make positive choices, be more resilient and to live their best life.

Real works with many partners, including schools, district health boards and Oranga Tamariki, providing cultural competency support and respite within residential services, along with mentoring and support for young people across the country.

Nurturing the richness of culture

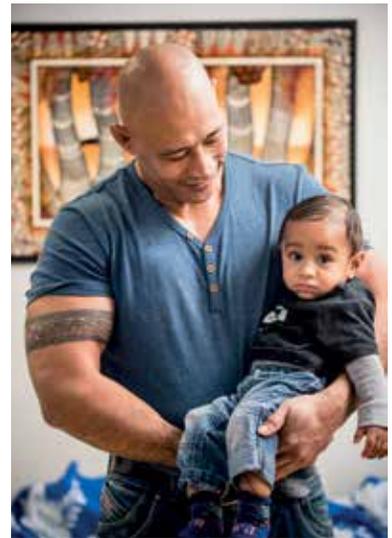
Le Va has developed an authentically youth-led approach to all its work, co-creating resources and tools by and for Pasifika young people.

Its Atu-Mai sexual violence prevention programme supports Pasifika young people to have safe, healthy and respectful relationships. Central to this is intergenerational communication between parents and their children.

We know the early years are where we can make the biggest difference. And we're committed to doing all we can so that young people won't need our services later on in their lives. This is one of our greatest hopes for the future.

Fighting poverty

Poverty is one of the biggest contributing factors to mental illness later in life. We partnered with Hamilton East Primary School and together we provide resources, networks and opportunities to set them and their pupils up for a positive future. Helping families retain their tenancies is



also a major focus, because people who rent can move up to 17 times during their children's schooling years.

**The Dunedin Study has followed the lives of 1,037 babies born between 1 April 1972 and 31 March 1973 at Queen Mary Maternity Hospital, Dunedin, Aotearoa, since their birth. The study is now in its fifth decade and has produced more than 1,300 publications and reports, many of which have influenced or helped inform policy makers in Aotearoa and overseas.*



We're committed to doing all we can so that young people won't need our services later on in their lives.



- ▲ *Real marae noho teach children about their resilience and building positive relationships, having fun in the process.*
- ◀ *A key driving force behind Real, Paul Ingle (left) and kaumatua the late Tex (Koro) Clark at a Real launch event in 2014, with invited guests including students from Kimihia School in Huntly.*
- ▼ *Youth worker Paige Wawatai, Real Waikato manager Anaru Hawkins and youth worker Chaz Naera.*



- ▲ *Real works in schools across the Waikato engaging young people with kapa haka to give them a strong foundation.*



- ▶ *Real residential respite services provide a home-like environment where young people are supported to live their best lives.*



Designed with and for young people, Real's residential respite homes are bright and friendly. We want young people staying with Real to feel comfortable and positive, and our interiors reflect that.



◀ *Having a good time at #GPS2014, delegates of our bi-annual Growing Pasifika Solutions conference were entertained by local school children to conclude three days of linking national mental health and addiction initiatives to support local solutions.*

▼ *It's OK to have problems, because "sometimes life sux". Celebrating the launch of Aunty Dee, a free online tool designed by Le Va to help us move proactively towards solutions to our problems.*

Traditional values, contemporary execution

Pasifika cultural values and wisdom underpin Le Va's community engagement and development of innovative solutions. This is carried out under the guidance of Le Va's Matua council and supported by authentic youth participation. This allows youth appropriate and scalable solutions to be devised and implemented, whilst acknowledging that communities need to be brought on this journey as well. Acknowledging traditional Pasifika cultural values while using contemporary methods and ways to execute those values is a strengths-based concept that Pasifika youth are familiar with. Le Va uses this concept in our methods of design and delivery to ensure relevance and resonance with our Pasifika young people.



▼ *Le Va Youth Komiti Action members co-create and co-deliver our youth programmes. Fifteen skilled and clever Pasifika people from around Aotearoa form the komiti, (L-R) back row: Trish Tupou, Eden Vawdrey, Zech Soakai, Flora Apulu, Jaycee Tanuvasa, Wesley Ma'afu, Roshni Sami, Christina Taefu, Whitney Pa'u-Tuitasi, Sulani Liua Helg, Alana Kitai. Front row: Peter Williams, Riki Welsh, Toni Walsh, Yvonne Kainuku-Walsh.*

▶ *Le Va chief executive, Dr Monique Faleafa, spending time with Pasifika young people at our launch. What a lot of great minds and spirits!*



7 *Seven*

Developing social enterprise businesses

We're pretty big on transformation, continually experimenting with new ways of working. Some of the things we've tried have worked, and some haven't.

At one of our early annual hui, we spent five days together talking about what people wanted going forward. At the end of this time one chart was left on the wall and it read — Real Jobs; Real Pay.

It was a wake-up call for us all — nearly every single person we supported was unemployed. We had to do something.

We came up with a two-pronged strategy; the first being to develop employment support through an employment agency and the second to develop social enterprise businesses.

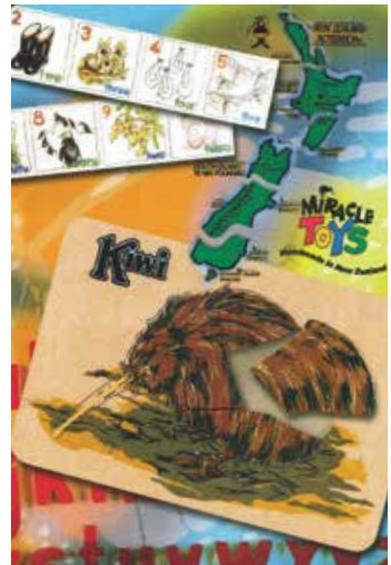
After three years, the figures couldn't be ignored. Less than 30 per cent of people who were working in the social enterprises went on to full-time employment, and yet more than 68 per cent of people who were using Workwise employment agency gained employment.

It was a wake-up call for us all — nearly every single person we supported was unemployed. We had to do something.

The Workwise employment support approach could also work with many more people than a social enterprise with limited positions and roles available.

Part of learning is looking dispassionately at the data. It was time to face facts. Some of the businesses were sold and some closed.

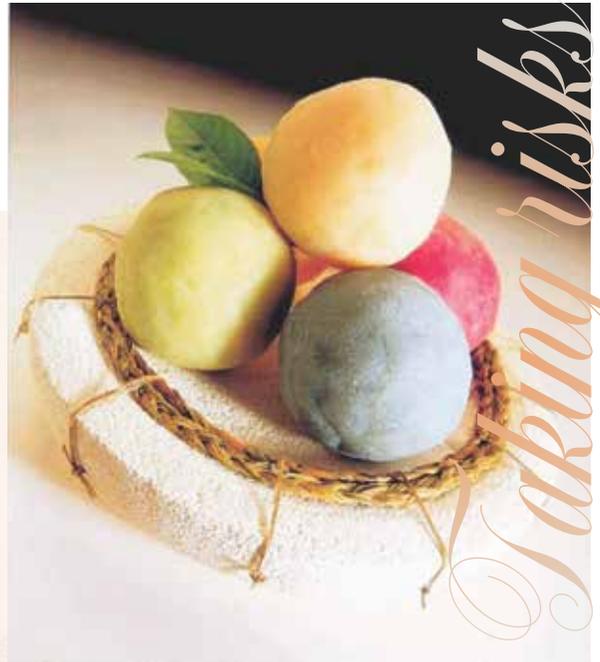
We have no regrets. We loved those businesses and they taught us a lot about product development, quality and traceability, marketing, branding, media, customers and retail. Skills that would be desperately needed in other parts of the Wise Group over the coming years.



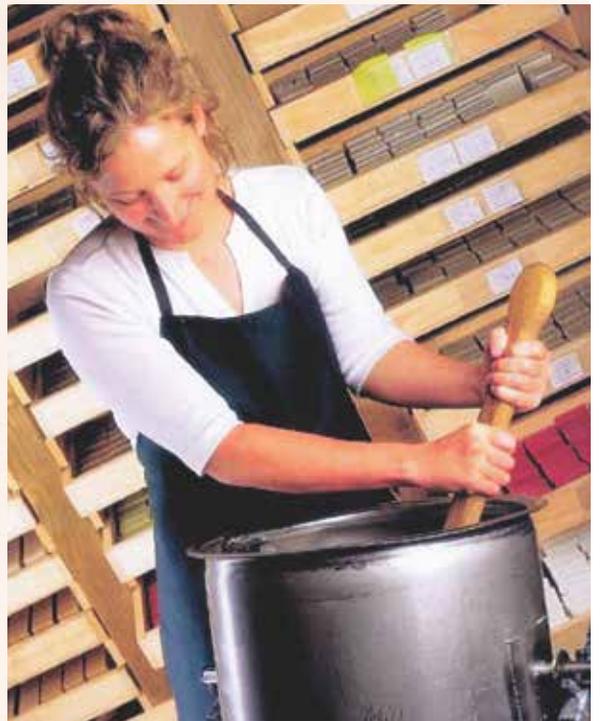
▲ *Miracle Toys manufactured iconic puzzles and resources for the education wholesale market.*



- ▲ Zucchini Organic sold organic grocery items and produce as well as manufacturing their own organic range of products.



Making risks



- ▲ Thames Natural Soap Company was one of the largest manufacturers of natural soap and body products in New Zealand.
- ◀ The EcoPeople retail store sold high end New Zealand products.

8ight

Supporting people to live their dreams

If we had a drug that was as powerful in supporting wellbeing as good as work, then it would be unethical not to make it widely available to people with a mental illness.

Work. It's what pays the bills and keeps a roof over many people's heads. But having good work is also a health intervention, getting people out of the house and engaged with the world. In short, for many people it's a crucial part of having a happy and healthy life.

Everyone dreams of a future filled with promise and we don't want people to put their dreams on hold because of the onset of mental illness. Connection to employment is one of the best ways we know to influence people's access to participation and citizenship. Getting there is just a matter of having a bit of a hand at the right time to do that. It's simple when you think about it.

So, early on the Wise Group elected to devote what spare funding it had to helping people get jobs.

Workwise Employment Agency was established and became an early adopter of an evidence-based approach that aligned employment support with people's mental health care and treatment. This way of working saw employment consultants partnering with community mental health teams, to add employment support to the mix of health supports available.

Delivering employment supports in mental health teams broke new ground in Aotearoa, it brought different support systems, health and employment together around the person. This challenged the traditional way services were delivered, but this challenge was necessary to ensure everyone who wanted to work got access to the highest quality support to achieve their aspirations.

Beginning with two employment consultants integrated with mental health teams in Hamilton, we now see Workwise working in 45 community mental health teams, in seven district health board regions around Aotearoa. Thousands of people have secured themselves work by making use of this employment support.

"We love seeing people succeed. We love seeing people live up to their potential. We get a thrill each time we give support to anyone, knowing it could help them find a job they'll enjoy."

Warren Elwin, chief executive, Workwise

We like to bang the drum loudly, because we know that nothing addresses issues of health, inclusion and poverty like employment, and our work in this space creates high levels of interest from others.

This led us to establish Work Counts to help organisations develop and deliver evidence-based employment support. Assisting a range of clinical and employment support teams, Work Counts is helping to lead a process of social change, to make integrated employment support available to anyone who is in contact with mental health services in Aotearoa.

Supporting people into employment or education is just one example of how, across the Group, we support people to live their dreams.



He kai kei aku ringa
I can earn my food with
my own hands.



▲ In 2013, then Minister of Finance Hon Bill English visited Kākāriki House. (L-R): Warren Elwin, Dr Helen Lockett, Hon Bill English, Kieran McHale, Megan Jones.

▲ In 2017, Workwise partnered with the Waitematā District Health Board and Ministry of Social Development to implement an Individual Placement and Support (IPS) prototype programme within a community mental health centre in West Auckland. The objective was to evaluate whether or not an IPS service could reach good fidelity within a nine-month timeframe. In 2019, the successful prototype won a Waitematā Health Excellence Award for the Health Outcomes category. (L-R): Craig Heta, Katrina Wallis, Matt McLay, Dr Dale Bramley, Sheryl Jury, Brendon Short, Terry Catton, Warren Elwin.



▲ In 2017, New Zealand joined the International IPS Learning Community, to learn from others and share experiences around evidence-based practices in employment support. Work Counts led this process, in partnership with the Ministries of Health and Social Development. (L-R): Dr Helen Lockett, Rebecca Priest, Warren Elwin and Mike Jones.

Home

9 Nine

Opening our hearts to Christchurch

Shockwaves from the 2011 Christchurch earthquakes reverberated throughout Aotearoa, with nearly everyone either directly affected themselves or knowing people impacted by the disaster.

Our first thoughts were for our people. North Island based staff members drove trucks to Christchurch with chemical toilets, water, money, food and care packs within days of the events unfolding. With the roading infrastructure largely in tatters, we also shipped scooters down to enable staff to reach people across the city.

Dozens of additional staff from around the country were also sent to the region within days of the devastating quake, providing backup and support.

Once we had established our staff and the people using our services were safe and had the necessities they needed, we turned our minds to the welfare of the wider Canterbury community.

We needed to do more...

We knew the stress of dealing with the aftermath of the earthquakes and continuing aftershocks would be taking its toll, so in May 2011 we opened up our Waikato wellness retreat, The Monastery, for free to Cantabrians.

Fully funded by the Wise Group and the only retreat in Aotearoa set up to support people experiencing stress, depression and the effects of trauma, it made complete sense to open our doors to those who were struggling.

Several therapists and counsellors from around the Waikato offered their services for free to support Cantabrians, while some of the Wise Group's suppliers offered their products and services at reduced rates or at no charge. They were just happy to be able to help.

News of The Monastery's success soon spread and the Wise Group was approached by psychologists, GPs and frontline staff wanting this service to be made available to the wider frontline Christchurch workforce.

More than 700 people from 15 to 91 years-old made the trip to The Monastery in the three years following the earthquake.



Our research told us that the 700 people who attended The Monastery impacted 14,000 lives, as people shared the skills they learned with families, friends and colleagues upon returning home.

The Monastery, like many of the Wise Group's innovations, was well ahead of its time and was never able to secure sustainable funding. It was sold in 2017. Wellbeing retreats will become mainstream in future and we are proud of the pioneering role we played.



"Your service to the people of Christchurch was extraordinary. You blessed and nurtured so many people, and I am full of appreciation to you and your staff for working so hard to keep The Monastery and the retreat available. Love and blessings to you all, and know that you have done tremendous work. I have had many friends who were treated to The Monastery and they all have shared how loved and nourished they felt."



"Please know that my stay at The Monastery changed my life. I will be forever immensely grateful to the kindness and compassion that was extended to those of us who have suffered in the Christchurch earthquakes. You helped me when I was at my lowest. Thank you from the bottom of my heart."



10

Developing the first at-scale Housing First service in Aotearoa

You can manage homelessness, or you can take action and end it. This is our greatest imaginable challenge; we believe that by working together, homelessness in Aotearoa can be rare, brief and non-recurring.

In 2014, at least 1,313 people were considered severely housing deprived or homeless in Hamilton city. Police also had a list of 80 people who were chronically homeless and sleeping rough in the Hamilton central business district. The situation was escalating and something had to be done.

With the support of Hamilton's Mayor, the Wise Group knew it was time to do the right thing. The seeds of The People's Project were planted.

Its success would be cemented in Collective Impact, a structured form of collaboration, with multiple agencies working together taking a community-wide approach.

Today, most of the people who were in the original group sleeping rough in Hamilton are no longer homeless. Word got around. The People's Project, using the evidence-based Housing First approach, works.

Between 2014 and 2019, more than 2,000 people registered with The People's Project service, and more than 1,000 men, women and children were successfully supported into homes of their own.

Almost entirely funded by the Wise Group for its first three years, it was the first successful, at-scale pilot of Housing First in Aotearoa, influencing the expansion of the approach throughout the country, including the formation of the Auckland Housing First Collective in 2017.

In 2018, The People's Project also launched in Tauranga.

We believe everyone has the right to a home of their own and to live their best life.

After giving people their keys, The People's Project doesn't walk away. That's the Housing First difference. It's about the house first; and then providing enduring support for as long as people need it to help maintain their tenancy.

We believe everyone has the right to a home of their own and to live their best life.

The People's Project is committed to supporting research that contributes to robust evidence and a framework for developing a model for ending homelessness in Aotearoa. Early on, we partnered with the University of Otago's He Kāinga Oranga Housing and Health Research Programme and the University of Waikato National Institute of Demographic and Economic Analysis (NIDEA) to be part of a research programme funded by the Ministry of Business, Innovation and Employment.



◀ (L-R) back row:
 Chamanthie Sinhalage,
 Sandie Turner, Marcus Lynam,
 Jennifer Murray, Deanne McManus-
 Emery, Heather Mackie. Front row:
 Vicki Aitken, Julie Hardaker,
 Julie Nelson, Te Rehia Papesch.



◀ From centre front, anticlockwise:
 Julie Nelson, Tony Oliver, Vicki Aitken,
 Deanne McManus-Emery,
 Kelvin Powell, Te Rehia Papesch,
 Kerry Hawkes, Sue Critchley,
 Pat Nathan, Carole McMinn,
 Freda Grace, Vanessa Williams,
 Grant Aitken, Andy Mannering,
 Angela O'Leary.

Housing First grew out of the work of Dr Sam Tsemberis, a clinical-community psychologist on the faculty of Columbia University Medical Center's psychiatry department. While traditional responses to homelessness rely heavily on emergency housing and acute medical care, Tsemberis' HousingFirst approach is grounded in five principles: immediate access to housing with no housing readiness conditions; consumer choice and self-determination in housing and support; recovery orientation based on a harm reduction, trauma-informed approach; individualised and person-driven supports; and the importance of social and community re-integration as an end-goal.

In Hamilton, The People's Project includes representatives from the Wise Group, Waikato DHB, Hamilton City Council, Ministry for Social Development, Ministry for Housing and Urban Development, Police, Corrections, Oranga Tamariki, Pinnacle Midlands Health Network, Te Puni Kōkiri, Waikato Tainui, Kāinga Ora – Homes and Communities (formerly known as Housing New Zealand) and Hamilton Central Business Association.

He tāngata. The people

The only reason we exist is to serve people. Their stories inspire us every day.

Mohi

Mohi had spent many years homeless, living on and off the street. The People's Project introduced themselves and asked if he'd like a home. And while it all started with some 'idle talk', when the team started working alongside Mohi, they did what they said they would; at the end of March 2019, Mohi moved into a home of his own.

"The whiteware arrived on Thursday and on Friday more stuff, beautiful stuff, arrived for me to unpack – too much to even list. I needed a rest from unpacking, so I had a shower and started reflecting on the past few months – and it was just so overwhelming, I cried and cried. There was more water coming out of my eyes than the shower.

"I used to think you have got to help yourself because no-one else will, but I was wrong, there are angels (people) in Hamilton in Garden Place who believe in me, and who've helped me believe in myself so that I can persevere."

Rod

Rod works in a management role, supporting dairy farmers and newer managers. Having been chosen as a mental health champion in his organisation, Rod attended a MH101 workshop. Rod said MH101 provided him with a deeper understanding of mental health and wellbeing in general. It's not only been useful professionally, but in his personal life too.

"I approached someone and engaged them by asking if they were okay, after noticing that perhaps the person was experiencing some difficulties. I reached out and offered a connection. If you think there is an issue, get in front of it and show you care.

"The course provided me with strength, moral courage and confidence to approach people I recognise as requiring support.

"Now I cannot ignore something that is happening. I am not concerned about being embarrassed... I would rather than attend a funeral."

George and Sione

As captain of his First XV team at college, the responsibility of winning was placed on Sione. He had no time for anything but sports. His girlfriend ran off with his best mate and that hurt him pretty solid. The betrayal pushed him over the edge. He tried to take his life and it was a miracle he survived.

His father, George, attended a FLO workshop by Le Va to learn how to help his eldest son. Now George regularly asks: "You've got something to tell me? What is that?" That is the question that opens up the conversation when his son feels alone or in need of someone to talk to.

"If there was a group in front of me right now, I'd tell them that nothing lasts forever, the good and the bad. I've learnt that communicating your thoughts is paramount," Sione says.

Sione now plays rugby professionally.

“Nothing lasts forever, the good and the bad. I’ve learnt that communicating your thoughts is paramount.”

George

George

George never wanted to live on the streets. But he was hanging out with the wrong people, his benefit had stopped because he’d missed his appointments with WINZ, he had no money and he didn’t know how to get help or who he could turn to.

George says it’s a stroke of luck that he found The People’s Project while hanging out in Victoria Street and he went in.

“They have helped me a lot. They helped me get my own place. They put me in touch with the right people. They helped me sort out the trouble I was having with WINZ. I used to drink a lot, but I don’t now. I used to smoke dope, but I don’t anymore. They got me in contact with a doctor and helped me get help with alcohol and drugs.” George says The People’s Project has helped him start again.

Simon’s* whānau member

“Heartfelt thanks to all of you for caring for Simon like we could never have imagined. We’ve never encountered such dedicated, wise, caring and special people. Simon is so very fortunate to have been under your care, you all have such a special place in our hearts.”

Sebastian*

Sebastian experiences anxiety disorder and lacked confidence to find work.

He was able to get a paid work trial with a carpet laying company. He is now working full-time. Sebastian is positive about his work and he loves having a reason to get up every morning.

**Name has been changed for privacy.*

Rimaati

After 26 years on the streets, Rimaati was living with addiction and surrounded by people who weren't a good influence. That changed when LinkPeople became involved, meeting with him almost every day and building up a relationship of trust. Before long, Rimaati was ready to move into his first home in almost three decades.

"Getting a house was the best thing that ever happened to me and I like it... love it," he said.

With a background in landscaping, he's starting his own lawnmowing business. The future is now looking bright for Rimaati, and it all started with having a safe, healthy and affordable home.

Aria

"My God and faith guide me and keep me grounded. My son motivates me to always keep pushing and to never give up. My family connect me firmly to my values and Samoan culture. My friends keep me sane with laughs. My mentors at Le Va challenge me to look at my blind spots and hold a light to me when mine dims," says multi-year scholar, Aria, who was awarded a Futures That Work scholarship.

Through her scholarship she has the financial support to train as a psychotherapist. She uses her skills to connect care and culture for her beloved Pasifika community.

Katherine

Katherine was experiencing low moods, so she was prescribed the free online CBT course 'Just a Thought' by her clinician to help her gain a better understanding of her feelings.

She said doing the course provided her with practical skills to manage thoughts and feelings and, most importantly, feel better.

"I love Just a Thought! I find the lessons really thought-provoking. I feel like it's helping me recognise unhelpful habits and give me alternative tools. Thank you for this online course. I'm really grateful."

Courtney, Mental Health Nurse

"The 'Just a Thought' tool has been a much-needed addition to my clinical toolkit. At times, there are delays in connecting tāngata whai ora with therapies such as CBT. This tool bridges this gap in primary services for mental health and wellbeing and means that our tāngata whai ora are able to access cost-effective and readily available psychological based support with no barriers. The ability of the person to choose between either the self-help or prescribed options allowing for autonomy over their health care, is empowering."

Tanya*

At just 16 years old, Tanya had a long history of failed foster care placements and had been in the care of Oranga Tamariki since she was just 3 years old.

She was untrusting and withdrawn and in the first month of her stay at Real's youth respite home, she was admitted to hospital several times for significant self-harm.

Tanya started to flourish during her stay from a socially awkward, quiet, withdrawn young person to a rangatahi who found her voice and was no longer afraid to be a part of the whānau.

She has now moved into a new home but keeps in touch with her Real whānau.

Roger

Megan*

Megan experiences generalised anxiety disorder with panic disorder and agoraphobia.

“The support from Pathways fills a huge gap between me as a patient and my clinical team. My support worker knows when something is wrong with me and is there to fix things big or small when there is a problem. She allows me to be a person, a human being and I’m shown kindness and empathy.”

Robert*

Following the sudden death of his wife, Robert was diagnosed with PTSD (Post Traumatic Stress Disorder) and depression, he wanted to focus on finding work that would make a positive difference in people’s lives.

Today, Robert is employed full-time as a mental health support worker and receiving ongoing in-work support from Workwise. Robert is enjoying his new job and is feeling more positive about life now that he has a job.

Sarah*

“Staying with Real is a nice alternative to being admitted to hospital when you’re having a tough time, plus it’s not too far for my mum to come and visit me... it’s like a home and there are always people around who understand and care.”

Roger*

Roger was found unconscious at a bus stop with a number of health issues including kidney failure and diabetes. He had been living on and off the streets for more than 30 years since leaving state care, which he had been in as a child. At first he refused our offers of help. He was hurt – untrusting and traumatised. It’s understandable that he lashed out.

When dialysis was recommended, Roger said he ‘just wanted to die’ instead of receiving treatment. Hospice was on standby, but after an emotional trip to a beach from his childhood with LinkPeople staff, things changed for Roger. Reconnecting with the ocean and spending time at a place that had significant whānau connections for him, encouraged Roger to accept treatment after all.

Roger now has dialysis three times a week, getting himself to and from the hospital. His health has improved. He is also now off the streets after accepting LinkPeople’s help to be housed. He is enjoying having a home and is a regular visitor to their office, dropping in for a cuppa and a chat with staff.

Achieving physical health equity

The day we realised people with lived experience of mental health and addiction issues die, on average, 15-20 years earlier than people who do not, we made a commitment across the Group to take urgent and collaborative action.

This is because so many untimely deaths are due to preventable and treatable physical illnesses.

Our first step was to free up our strategic policy advisor, Dr Helen Lockett, to work with Platform Trust members and Te Pou o te Whakaaro Nui (Te Pou) to initiate and develop Equally Well – an evidence-informed collaborative calling for urgent and concerted action to address these health disparities.

Te Pou provides the backbone function for the collaborative and has conducted two evidence reviews to identify the key issues that need to be addressed and what effective solutions are.

Today, Equally Well Aotearoa has hundreds of endorsing organisations, and thousands of people up and down the country,

committed to taking action in their spheres of influence. The collaborative has received two international awards, and is cited as an example of good practice in *He Ara Oranga: Report of the Government Inquiry into Mental Health and Addiction* and the Lancet Commission Blueprint for protecting the physical health of people with mental health and addiction issues.

Equally Well collaboratives have also been established in Australia and the UK, and there is an emerging collaborative in France, which shows we can make a world of difference from down under!

While Equally Well is about the whole of the health and health-related sector, within the Group itself there are many initiatives to help people. All entities in the Wise Group were among the first organisations to sign up to Equally Well and start taking action. For example Pathways increased its focus on physical health, publishing the Being Well strategy. This led to:

- » an increased focus on wellbeing in the culture of the Pathways workforce
- » the development of a physical health checklist for people using services



- » supporting people using services to enrol with GPs and attend GP and dentist appointments
- » the publication of the Pathways' *Wholesome* cookbook
- » all Pathways homes having gardens or raised beds where people grow their own food
- » an increased focus on catering healthy meals when hosting meetings
- » an innovative Breakfree stop smoking programme to effectively support people who have high levels of nicotine dependence
- » training for all registered health professionals to be Quit Card providers
- » a significant reduction in the number of people smoking – both staff and people who use services.

"The day we realised people with lived experience of mental health and addiction issues die, on average, 15-20 years earlier than people who do not, we made a commitment across the Group to take urgent and collaborative action."

Equally Well
AOTEAROA, NEW ZEALAND - SOME KEY FACTS

Life expectancy reduced by up to 25 years
Two-thirds of premature mortality for people experiencing mental health and addiction issues is due to **preventable and treatable** physical health conditions - particularly cancers and cardiovascular disease.

Co-existing issues are the norm
Around **3 in 5 adults** experiencing mental health issues report having one or more long-term physical health issues.

Cancer
The likelihood of cancer survival for people who experience mental health and addiction issues is reduced by **3 times** for colorectal cancer and **2.5 times** for breast cancer.

Medication
Some psychiatric and addiction treatment medications contribute to poorer health outcomes, for example cardiometabolic issues, particularly weight gain, and poor oral health.

Substance use
People with problematic alcohol use have almost **double the risk** of developing a wide range of cancers.
People with methamphetamine use disorders are more likely to experience heart disease, cerebrovascular complications, oral health diseases and increased transmission of blood borne viruses.
75% of people who receive opioid substitution treatment are likely to have Hepatitis C.

1. Cunningham, B., Taylor, J., Adams, E., Davies, J. & Collip, C. (2019). Premature mortality in adults using long-acting insulin-like growth factor. *New Zealand Medical Journal*, 132(319), 30-31.
2. Frank, R. W., McPherson, R., Tonry, J. J., Adams, J., Agnewman, D., Delamater, A., Dow-Rock, M. (2017). *Diabetes and mental illness in the general population: Results from the cross-sectional Health and Retirement Study*. *International Journal of Gerontology*, 31(4), 301-308. doi:10.1016/j.ijger.2017.05.004
3. Cunningham, B., Taylor, J., Davies, J., Adams, E. & Collip, C. (2019). *Cancer survival in the context of mental illness: a national cohort study*. *Journal of Psychosomatic Research*, 116, 271-280.
4. Lee, M. C. Y., Williams, L., De Lencastre, J. & Ford, M. (2012). *Mental health, personality and mood disorders and their association with physical illness in a large, multi-ethnic and multi-ethnic population: Results from the Health and Retirement Study*. *Psychiatry*, 75(4), 318-328.
5. Byles, C., Hayman, R., Lublin, R., Scahill, S., Adams, R. & (2012). *A population-based study of the association between poor oral health and general mental health*. *Psychosomatic Medicine*, 74(3), 302-310.
6. *16 Facts on Hepatitis B* (2019). *The physical health of people with a previous or current diagnosis of substance use disorders*. *Substance Use & Abuse Journal*.



(L-R): Marion Blake, Robyn Shearer, Rae Lamb and Dr Helen Lockett have driven the development of Equally Well in Aotearoa.

Pathways created Wholesome, a cookbook designed to help give the people we support the knowledge, skills and inspiration to create meals that nourish them and support their wellbeing.



Building sector leaders

How many times do we hear the cry — it's all about leadership!

We soon realised that in order to create change we needed mental health, addiction, disability and social sectors full of strong leaders and agents of change. We are proud of the role we played in building one of the world's first Executive Leadership and Management Programmes (ELMP) alongside Waikato University's Management School.

We wanted to make sure emerging leaders had the entrepreneurial knowledge and tools to inspire teams that could realise transformational change now and into the future.

Delivered through Blueprint for Learning, and then Te Pou o te Whakaaro Nui, between 2004 to 2015, ELMP and the Advanced Executive Leadership and Management Programme (AELMP), were recognised as being different from anything offered in the world at that time. The difference was it brought participants together from both government and non-government providers across the mental health and addiction sectors. It also saw clinicians, consumer leaders and managers learning together to build competence

in sector-related skills and acquire postgraduate qualifications with Waikato University's Management School.

Graduates and their employers and staff noticed the results, particularly the inspirational mindset and significant tools participants brought back from the programme to share. Graduates went into new leadership roles armed with their new learning and connected to a network of leaders. The first ELMP award recipient went straight into a senior advisor planning and funding role. Many others went on to be significant leaders achieving great things in their sectors today.

Between 2004 and 2015, 156 people graduated from the Executive Leadership Management Programme. Sixty-eight of these people went on to graduate from the Advanced Executive Leadership Management Programme.

We whole-heartedly believe that we must invest in growing people to be strong leaders for tomorrow. It's only through building strong sector leadership, that can we create inspirational and transformational change for the people and communities we are here to serve.

"When I was chief executive of Blueprint for Learning, designing and facilitating the leadership and management programme was one of the most fulfilling roles I've ever had. It was the first time in New Zealand that the mental health and addiction sector had a dedicated programme enabling all leaders to connect, develop and acquire a qualification. It was amazing working in partnership with Waikato University's Management School. I still love the fact that wherever I go around New Zealand I find graduates of the programme in key roles across our sector."

Sally Pitts-Brown

AELMP classes of...



We whole-heartedly believe that we must invest in growing people to be strong leaders for tomorrow.

Supporting the wider mental health, addiction and disability workforce

In 2005, tired of needlessly replicating work across the mental health sector, the Ministry of Health brought a number of workforce and research programmes together under one roof. It just made sense.

The Wise Group put its hand up to host these programmes, and the country's first national mental health workforce development organisation — Te Pou o te Whakaaro Nui (Te Pou) — was born.

Things have moved on in leaps and bounds since then, and Te Pou is now internationally-recognised across three sectors — mental health, addiction and disability.

A better-informed workforce is a more effective one, which can only be a good thing for people who use services — New Zealanders from all walks of life.

This work involves research and education as well as providing practical resources for the workforce. All this has a direct impact on the quality of support received by people who use these services.

Alongside this, we lead, support and inspire the sector to turn policy into practice within district health boards, non-government organisations, education providers and government bodies.

Working with our NZQA approved partner within the Wise Group, Blueprint for Learning, we also deliver robust, evidence-based education and training across the sectors and to the wider community.

Te Pou o te Whakaaro Nui

Te Pou o te Whakaaro Nui means the pillar of contemplation, of reflective thinking, the notion being that Te Pou o te Whakaaro Nui is the steadfast post or pillar of support for people and practices in the mental health, addiction and disability sectors.

There is a lot to celebrate in workforce development. Some of our proudest achievements since 2005 include:

- » reducing the use of seclusion and restraint in mental health services
- » collaborating to develop peer workforce competencies
- » using the *Let's get real* competency framework to develop *Let's get real: Disability* for the disability workforce
- » publishing addiction recovery stories about people with lived experience and their whānau
- » improving the uptake of psychological therapies
- » implementing national outcome measures in mental health and addiction
- » driving implementation of legislative changes in addiction
- » improving the physical health of people with mental health and addiction needs
- » implementing scholarships and post-entry clinical training programmes
- » developing leadership workshops and sector forums.

2008



▲ (L-R): Janice Wilson, Debra Wells, Fiona Hamilton, Marion Blake, Robyn Shearer, Tu Williams, Angela Norman.

Te Pou has activated or partnered to progress a raft of initiatives since its inception. The following are some that have looked at a need and worked to address it. But there are many more that have changed the landscape of mental health, addiction and disability.

Let's get real is a framework of values, attitudes, knowledge and skills for working with people and whānau with mental health and addiction needs. Originally developed in 2008 by the Ministry of Health, Te Pou has a role in supporting organisations to use *Let's get real* and in 2017 led the refresh on behalf of the Ministry so that it is now applicable for the health workforce. In 2019 *Let's get real* was the recipient of a TheMHS award.

Matua Raki is recognised as the national programme for addiction workforce development in Aotearoa, and has been part of Te Pou since 2012. Matua Raki works with organisations and individuals nationally and internationally to support the addiction workforce to minimise addiction-related harm. At the frontline of addiction workforce development, the team is involved with training programmes, research and policy, and resource, leadership and competency development.

Let's get real was launched by Te Pou at the first New Zealand-hosted TheMHS (The Mental Health Services) conference. Te Pou partnered with the Australian TheMHS Learning Network to bring Australasia's leading and most diverse mental health conference to Aotearoa.

Let's get real 
Real Skills for working with people and whānau with mental health and addiction needs

Matua Raki 
National Addiction Workforce Development

15

Fifteen

Powering Pasifika

When a group of Pasifika leaders approached the Wise Group to be home to a new national Pasifika mental health and addiction workforce programme in 2007, even they could not have foreseen the success, growth and symbolic organisation Le Va has become today.

Founding chief executive Dr Monique Faleafa stepped in and took the reins working with the Board and team to build an authentically Pasifika organisation.

Today, Le Va is known as the 'go to' place for Pasifika wellbeing, with an impeccable reputation for quality and innovation. Le Va has set out to address the equity issue for Pasifika people, knowing that by addressing ethnic disparities in health and social outcomes, all New Zealanders benefit in the long run.

Developing offerings not just in mental health and addiction, but diversifying and extending into the disability, public health, suicide prevention and violence prevention sectors, Le Va has been in constant growth mode with a team of hard-working next-generation leaders.

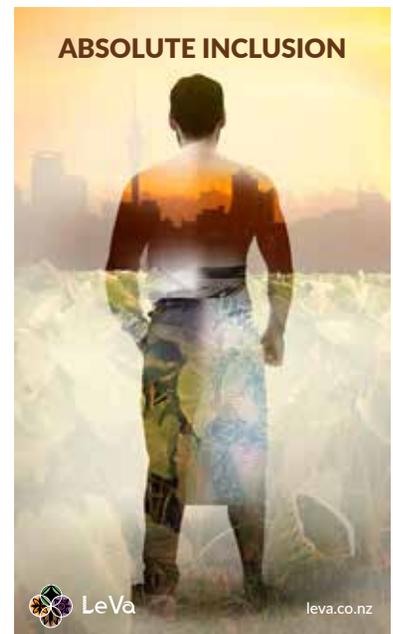
Three Cs: community, cultural, clinical

Le Va brings together clinical-based best practice with cultural wisdom and deep community connections. By combining these three Cs, we ignite Pasifika communities by working with them, connecting and creating meaningful relationships, and co-creating innovative ways to access best practice. This approach brings evidence-informed and culturally-relevant content that is co-created from within Pasifika communities.

Our Futures That Work scholarship programme is an example of the three Cs in action. Born out of a desire to grow the capacity and capability of the Pasifika mental health and addiction workforce, Futures That Work combines mentoring, cultural and pastoral care, guidance in career pathways and financial support. Since 2007, Le Va has empowered Pasifika by awarding 521 scholarships to 339 people.

To help address health and mental wellbeing inequities, we connect communities to promote inclusion, enhance access and improve quality by providing resources and tools to the

disability workforce. We partner with the Ministry of Health to develop a world where Pasifika people with disabilities can live the lives they choose.



▲ Banner artwork from GPS 2016.



▲ First year anniversary with the original Le Va aiga, reflecting with alofa and faith, (L-R): Esther Faitala, Gerhard Sundborn, Jay Williams, Pauline Taufu, Abba Fidow, Ellyna Fidow, Denise Kingi-Ulu'ave, Dr Monique Faleafa, Julie Ah-Ken.

"The safe and supportive culture promoted within Le Va encourages the clinical and cultural mind to enhance and embrace creativity, to play with risk and re-awaken the professional disruptor that may have been suppressed over time."

Denise Kingi-Uluave



▼ Being able to express your cultural identity leads to improved wellbeing and self-care. Awesome work, Hon Peseata Sam Lotu-liga, in expressing himself through Samoan dance.

► Celebrating the launch of Le Va with a blessing from Matua Levaopolo Seupule Tiava'asu'e (holding to'oto'o) with (L-R): Hon Tariana Turia, Dr Monique Faleafa, Dr Frances Agnew.





◀ Spirituality continues to play a major role in Le Va's work to support holistic wellbeing. Ben Tameifuna delivered a 'Positive Messages From the Pulpit' workshop to more than 100 parishioners with Reverend Fatu Tufuga of the Manurewa Samoan Methodist church.

▼ Le Va sponsored the Education Category of the Tongan Youth Excellence Awards, 2018.



▼ (L-R): Josiah Tualamali'i, Tofiga Fepulea'i and Dr Monique Faleafa gearing up for the Growing Pasifika Solutions for our Young People conference.



"Many hands have guided Le Va to what it is today. We were incubated within Te Pou for the first five years and then became our own independent entity. From day one we were determined to drive transformational change. We were young, vibrant and creative – we respectfully challenged the status quo. We didn't just want to do things differently, we wanted to do things better; we shunned mediocrity and embraced a growth mindset. We felt that's what was needed to break the mould, to ignite our communities, spark possibilities. We also knew that doing the right thing, may not always be the popular thing... and that was going to take courage, but we were up for it."

Dr Monique Faleafa, chief executive, Le Va



◀ Supporting the empowerment of Pasifika women and girls, the film Vai is a powerful and graceful depiction of the beauty and strength of Pasifika women, (L-R): Paul Lavea, Kramer Hoeflich, Ipu Laga'aia, Nesiha Fa'alogo Tanoa'i, Maggie Laga'aia.

Proud to be in collaboration with the Vodafone Warriors as their charity of choice, the 2019 Charity Game Day raised almost \$40,000.



#CollaborACTION

Developing collective solutions to complex social problems requires working together — but not just with rhetoric, with measurable action and tangible outcomes. We work together in collaboration with leading national organisations, as well as grass roots communities throughout Aotearoa.

"We've always believed that if we get things right for our most vulnerable, we can sometimes get it right for everybody. We've had the most amazing experience seeing this happen. Aunty Dee, our online problem solving tool was co-created by and for Pasifika youth – but 50 per cent of our users are not Pasifika – everybody's finding it useful. The same thing happened with designing LifeKeepers, the country's first national suicide prevention training programme. It was based on FLO: Pasifika for Life, our programme that grows capacity and capability of Pasifika communities to prevent suicide. Again, we've flipped the script – taking something co-created by and for Pasifika people, and providing it to all... this is unheard of. Minority groups usually adapt mainstream models or approaches to tailor to their population's needs, but in our case we're turning things on their head, reversing the prevailing worldview and changing up the dominant narrative."

Dr Monique Faleafa

16

Sixteen

Creating a nation of first responders

If only...

If only someone had known what to do.

If only someone had reached out for help.

If only things were different.

Suicide is often surrounded by a lot of 'if only's'.

We have a terrible rate of suicide in Aotearoa. And statistics tell us that Māori, Pasifika and LGBTIQ+ people are more at risk than their counterparts, with young people even more so.

In an effort to turn the tide, we decided the best way to have an impact was by empowering people on the frontline of communities.

We wanted those gatekeepers and leaders to have the skills to identify and support people at risk of suicide.

In 2008, Blueprint for Learning developed and rolled out MH101 – that's Mental Health 101 – delivering a one-day mental health awareness workshop to a wide range of New Zealanders. MH101 has helped more than 25,000 Kiwis recognise, relate and respond to people with mental illness since it started. That includes frontline staff from

more than 1,500 organisations across the country. MH101 is now internationally-recognised and continues its journey, determined to turn every New Zealander into a first responder.

But we didn't stop there.

We realised we needed a national suicide prevention training programme that was tailor-made for Kiwis, not just something from overseas with a local spin.

We wanted the first programme for Aotearoa to be built from the ground up and infused with our unique culture. With that in mind, Le Va built on the success of its evidence-informed FLO Talanoa Pasifika suicide prevention education programme, and LifeKeepers was developed. Since its launch in 2017, thousands of Kiwis have trained to support people who may be at risk of suicide to get much-needed help.

By learning from cultural ways of understanding and carefully designed guidelines on how to talk safely about suicide in mainstream Aotearoa, we want to make everyone into a first responder – support workers, sports coaches, church leaders, school counsellors, youth workers,



▲ This is Akiaki, the mauri stone that accompanies the LifeKeepers team as they deliver their suicide prevention workshops throughout Aotearoa. The stone was blessed at the LifeKeepers launch in September 2017 by Professor Sir Mason Durie and kaumātua Ron Baker.

Māori wardens, caregivers, kaumātua and community leaders — anyone who wants to find out more is welcome. And with three streams — general public, Mana Akiaki for those with an affinity to Te Ao Māori, and e-Learning — the bases are covered. It's a proven approach that's community focused, clinically safe and culturally responsive.

It's like first aid training, giving people the skills to recognise and support those at risk of suicide. And that can only help save lives.



◀ MH101 facilitators bring both personal and professional experience, which they share as part of the workshop. Pictured here is Rhys McDonald.



2010



2019

It's like first aid training, giving people the skills to recognise and support those at risk of suicide. And that can only help save lives.

▼ Launching LifeKeepers, back row (L-R): Yvonne Kainuku-Walsh, Ruby Tuesday, Ben Tameifuna, Esther Faitala, Tanya Zombos, Denise Kingi-Ulu'ave, Caren Ringi, Dr Monique Faleafa, Abba Fidow, Apollo Taito, Saveatama Eroni Clarke, Leilani Fina'i Clarke, Rebecca de Haas. Front row (L-R): Nick Kemp, Josiah Tualamali'i, Greg Palmer, Lavu Vallabh, Joseph Lundon, Steve Cribb.



Making online mental health support free for all New Zealanders

We've always chased one goal relentlessly – to bridge the gap between the demand for mental health support and access to treatment.

We've also always believed in the power of Cognitive Behavioural Therapy (CBT). We've seen it transform people's lives. We know it works. Yet, so many people were being left behind. It was time to take action.

No stranger to technological innovation, we began exploring how we could use the reach of the internet to make effective CBT treatment easily accessible to all New Zealanders.

In March 2016, Le Va proudly built and launched our first online CBT tool, Aunty Dee, offering free, guided problem solving support to Pasifika and Māori youth. The tool uses an 'aunty' figure to help solve problems using CBT principles. Young people are guided, with the help of Aunty Dee, to work through any problems, brainstorm ideas and find solutions.

Building on the success of Aunty Dee, we were ready to tackle our next challenge – making effective CBT treatment accessible to every New Zealander. We searched the world for the best evidence-based solution. We found a world-leading tool developed by a team of top clinicians and researchers in Australia, led by Prof Gavin Andrews at St Vincent's Hospital, Sydney.

It was important the tool understood the needs of New Zealanders. We needed to get this right. Just like developing Aunty Dee, we engaged with young people as well as Māori and Pasifika advisors to co-create a solution for our environment and people.

In the first four weeks after the launch of Just a Thought in 2019, more than 4,000 people used the tool to support their mental health. This clearly shows people were ready to engage with their mental health online. Our challenge now is keeping up with the demand for new courses.

We won't rest until every New Zealander can access the support they need in a way that suits them.

"Thoughts are powerful things. They affect how we see the world, and how we experience life. By changing your thoughts, you can change your life, so we decided to call our new tool *Just a Thought*."

*Charlie David,
programme lead,
Just a Thought*



◀ The Prime Minister and Minister of Health at the launch of Just a Thought in 2019 (L-R): Tony Susi, Graham Murray, Kimberley de Jardine, Charlie David, Minister of Health Hon Dr David Clark, Prime Minister Rt Hon Jacinda Ardern, Anna Elders, Felicity Beadle, Fergal Cantwell.

“Not every New Zealander is going to walk into a clinic. Not every New Zealander is going to verbalise they need help. So that’s why we have to make sure that, in whatever form it’s needed, [help] is available.”

Rt Hon Jacinda Ardern speaking at the launch of Just a Thought.



▶ Thanks to the generosity of Dr George Salmond whose support has helped to make Just a Thought a free service now and into the future.

▶ *Aunty Dee*, our online problem solving tool, was co-created by and for Pasifika youth — but 50 per cent of our users are not Pasifika — everybody’s finding it useful. Since 2016, it has had 36,180 users with more than 224,900 page views.



Te Reo Hāpai – harnessing the power of language

Te reo Māori is the indigenous language of this country, and in 2015 we decided it was an opportune time to modernise and create new vocabulary in te reo Māori for the mental health, addiction and disability sectors.

This initiative would concentrate on the creation of new terms from a Māori world view, and importantly from a positive world view.

Te Pou o te Whakaaro Nui (Te Pou) Paeārahi leader and now Wise Group Tātāriki cultural lead Keri Opai (Te Atiawa, Ngāti Ruanui, Ngāti Te Ata, Waiohua and Ngāti Porou) was the right person to tackle the task, setting himself a target of compiling 200 terms in two years.

“For every word there is a story, and there are some words that were very hard to find,” Keri explained, adding that there were very few Māori terms for mental health, addiction and disabilities already in existence.

It was a massive undertaking, with terms needing to reflect Te Ao Māori and a wider positive indigenous world view.

“We were trying to base the vocab on the opposite of the medical deficit model, as much as possible,” Keri said.

“A clear example of this would be the term ‘disability’. This has been reframed as ‘whaikaha’. ‘Whai’ – to have, to possess and ‘kaha’ ability, strength, so the Māori term for ‘disability’ is literally ‘to have ability/strength’. It’s the exact opposite of the English term; instead of the idea of loss, the concept is refocused on the ability, strength and resilience of the person.”

Working with hundreds of people from organisations, clinicians and whānau over two years, Keri was relentless in his research and collaboration across the country. And with funding and support from Te Pou and the backing of a formal advisory panel that was steeped in sector knowledge, the terms started coming together.

The involvement of Sir Mason Durie, a highly regarded academic known for his contribution to Māori health, on the panel helped the process along, Keri said.

The end result — Te Reo Hāpai, the Language of Enrichment — was launched in 2017, giving whānau and the mental health, addiction and disability sectors a new toolkit of words that are non-judgmental and focussed on the positive.

One of the words that has captured the imagination nationally and internationally is Takiwātanga, a new term used to describe autism that means ‘his or her own time and space’. The focus is on strength, not on assumed weakness.

Te Reo Hāpai has garnered praise from the mental health sector both in Aotearoa and internationally.

And the job is not finished either, with more terms being added over time to enrich not only the sector but also the people using it and their whānau. It’s exciting, and positive recognition of mātauranga Māori – Māori and indigenous knowledge.



Ko tōku reo tōku ohooho,
Ko tōku reo tōku māpihi maurea

*My language is my awakening,
the window to my soul.*



◀ *Former Australian Prime Minister Julia Gillard presenting the then Te Pou chief executive Robyn Shearer (R) and Keri Opai (L) a special award of recognition for the creation of Te Reo Hāpai at the TheMHS conference 2018.*



"This vocabulary is especially welcome because it translates words

that might carry stigma and discrimination into words that recognise humanity, hope and personal dignity. Patients and 'service users' become people again – tāngata whai ora: people with disabilities become tāngata whaikaha with an emphasis on gaining strength and ability; the somatic effects of anxiety such as palpitations – often the most worrying symptoms – are recognised in the word manawapā. In effect the language of mental health becomes more aligned to the people most concerned rather than those who provide treatment and care."

*Sir Mason Durie, KNZM
From He Kupu Whakataki –
the foreword to Te Reo Hāpai.*



19 Nineteen

Turning data into information sector-wide

Mental health data and information is about more than numbers. It's about real people, real lives and real recovery.

When Te Pou o te Whakaaro Nui (Te Pou) started its journey in 2005, it was given responsibility for progressing and embedding routine outcomes measurement in mental health and addiction services across Aotearoa. Services needed to know whether their interventions were making a positive difference and tāngata whai ora wanted to know if they were better off, and getting better outcomes, as a result of engaging with services.

Fast-forward to today, and Te Pou is a highly regarded leader in the mental health and addiction data community, both in Aotearoa and overseas.

And it is no accident Te Pou has acquired this status. Its reputation is based on years of work grounded in evidence aligned with good workforce planning principles. Today, its resources and voice are front and centre of the national dialogue on mental health and addiction.

"It's an old cliché, but true, that information is power. It's most true when data and information are connected to tell stories that can, and are, used to improve services and care."

Rae Lamb,
chief executive, Te Pou

We know old ways won't open new doors. The approach taken by Te Pou has produced a data-smart, information-rich and evidence-informed workforce – one that works hard to achieve the best possible outcomes for all people using mental health and addiction services.



▲ Te Pou chief executive Rae Lamb opening the 2019 Australasian Mental Health Outcomes and Information Conference.

Our transformative data work

- » Ensuring data is useful, accessible and can inform good decisions for tāngata whai ora service improvement — a cornerstone of our work.
- » Raising national data collection to a world-class standard in Aotearoa.
- » Allowing stories to be told about the service user journey by providing outcome data through PRIMHD (Programme for the Integration of Mental Health Data), ADOM (Alcohol and Drug Outcome Measure) and HoNOS (Health of the Nation Outcome Scale).
- » Championing what good workforce planning should look like.
- » Deconstructing complex data sets for practical use by the workforce.
- » Producing evidence from sector data to show that people improve through the interventions of services – particularly through ADOM, which is a collaborative process between clinicians and people using addiction services.
- » Supporting future workforce modelling by monitoring workforce numbers.
- » Ensuring mental health and addiction outcomes data is collected and used to its full potential.
- » Capturing the voice of people using services in real time to support service improvement.
- » Developing and promoting innovative ways to use information.



- ▲ Hundreds of mental health and addiction specialists from Australia and Aotearoa attend the biennial Australasian Mental Health Outcomes and Information Conference to share knowledge, insights and tools around harnessing the power of information to improve people's wellbeing.

20

Connecting people, sharing information

Being connected and staying connected; it's something we've done from the start, because sharing and learning from others is how we harness new ways of doing things. Conversing face-to-face, *kanohi ki te kanohi*, or using the latest technology to reach further and wider - it's how great ideas gain traction and new possibilities take flight.

Since 2005, Te Pou o te Whakaaro Nui (Te Pou) has pioneered national events such as support worker summits and forums, research symposia, sustainable change conferences and addiction leadership days.

We've sought to learn from, and adjust to, cutting edge-thinking in other countries, that can bring about positive change in Aotearoa.

Internationally, partnerships have been forged over many years which have brought pivotal sector-leading events to Aotearoa. In 2007, Te Pou hosted the first New Zealand-held Australasian Mental Health Outcomes and Information Conference (AMHOIC), which at the time

was named He Kākano, Planting the Seeds. In 2008, it hosted the first New Zealand-held TheMHS (The Mental Health Services) conference. Today these two conferences are annual and biennial events hosted alternately between Australia and Aotearoa.

Other international relationships include the prestigious International Initiative for Mental Health Leadership (IIMHL) and International Initiative for Disability Leadership (IIDL), enabling participation in learning collaboratives for a diverse range of mental health, addiction and disability leaders in Aotearoa.

For Le Va the Pasifika way of *talanoa* (talking) and *fa'asoa* (sharing) has always been an important way to connect people and co-create, to achieve solutions by Pasifika for Pasifika. Digitally savvy Le Va has been a pioneer in the Group for developing tools and sharing information with and for young people.

From one follower to 10,000 followers in its first year on Facebook, today Le Va has close to 35,000 Facebook followers and growing. Each month more than 11,000 people visit their website, with

the LifeKeepers suicide prevention training programme attracting 5,500 users each month.

Today the Te Pou website attracts more than 80,000 users annually, and the Matua Rāki website attracts 20,000 each year. Visitors access a broad range of information and research, with top downloads ranging from *Let's get real* to Alcohol and Drug Outcome Measure (ADOM) reports.

Together, anything is possible. Bringing together workforce and leaders to gather and share knowledge and evidence has, and will always be, an important part of our work in the mental health, addiction and disability sectors.

Subscriber numbers

- » Te Pou e-bulletin = 6,453
- » Matua Rāki addiction sector noticeboard = 1,022
- » Equally Well e-newsletter = 1,345
- » Handover = 2,081
- » Le Va e-bulletin = 4,056
- » LifeKeepers e-bulletin = 3,435

A small selection of the thousands of resources we have produced over the years.

Te Pou

- 2017 summary of funded disability grants
- A guide to cognitive stimulation therapy
- A Guide to Talking Therapies in New Zealand
- ADOM feedback wheel
- ADOM graph builder - Microsoft Excel 1997-2003
- ADOM guide for addiction practitioners - Version 4.3
- Adult mental health and addiction nursing roles: 2014 survey of Vote Health funded services
- Adult mental health and addiction social work roles: 2014 survey of Vote Health funded services
- Alcohol and Drug Outcome Measure form
- Aroni. Supervision guide for addiction practitioners, supervisors and managers
- Assessment and management of coexisting mental health and addiction problems
- Assessment of mental health and wellbeing for matching to therapy Word template
- Best Practice in the Reduction and Elimination of Seclusion and Restraint
- Co-existing problems diagnosis information in Programme for the Integration of Mental Health Data
- Cognitive stimulation therapy: A New Zealand pilot
- Collaboration in the mental health and addiction sector - infographic
- Competencies for the mental health and addiction service user, consumer and peer workforce
- Core skills for infant, child and adolescent mental health addiction
- Creating Trauma Informed Systems of Care for Human Service Settings
- Debriefing following seclusion and restraint
- De-Seclusion and Restraint Training for Clinicians: A literature review
- DHB population profiles 2018-2028
- Dissertation - An evaluation of the efficacy of the Six Core Strategies
- Engagement Essentials
- Equally Well consensus position paper
- Equally Well evidence review key findings infographic
- Equally Well evidence review key findings presentation
- Equally Well framework for collaborative action
- Equally Well model for collaborative action
- Equally Well poster
- Equally Well programme of collaborative action template
- Evaluation of Tupu Ake
- Evidence update for reducing seclusion in New Zealand
- Example ADOM feedback wheel
- Factsheet: the role of supervision in the mental health and addiction support workforce
- Fast Track
- Fast Track: Summary paper
- From Data to Information- Data Use Guidelines for Standard measures Collected in the New Zealand Mental Health System
- Get started with Te Pou e-learning
- Getting it right - developing your workforce
- Getting it right - informing your planning
- Getting it right - training your workforce
- Getting it right - workforce planning A3 overview
- Getting it right - workforce planning approach
- Getting it right - workforce planning guide
- Guidance for employers of Skills Matter trainees
- Health inequities infographic from NZHS data
- hONOS - a New Zealand clinician's guide to ratings and use
- hONOS and hONOS65+ - You, your hONOS and your recovery
- hONOS guide for New Zealand clinicians
- hONOSCA guide for New Zealand clinicians
- Impact of Sensory Modulation in Mental Health Acute Wards on Reducing the Use of Seclusion
- implementation of Sensory Modulation within DHB Mental Health Services - 2017 Stocktake
- Let's get talking - Assessment: How to match talking therapies to peoples' needs
- Let's get talking - Planning Word template
- Let's get talking - Planning: Develop or extend talking therapies delivery
- Let's get talking - Skills survey Word template
- Let's get talking - Skills survey: Identify strengths and areas for development in talking therapies delivery
- Let's get talking - Therapy: A guide to evidence-based talking therapies
- Let's get talking Introduction factsheet
- Let's get talking Introduction references and further reading

- Matching to therapy Word template
- Measuring recovery in adult community addiction services
- Mental health and addiction professional development and training options for primary health care practitioners
- Mental Health Outcomes Information Collection Protocol - hONOS Family Version 2.2
- Mental Illness and Violence Toolkit
- National Guidelines for the Professional Supervision of Mental Health and Addiction Nurses
- National Outcomes Collection: Clinician's Reference Guide Version 2.1
- New entry to specialist practice: allied mental health and addiction
- New entry to specialist practice: mental health and addiction nursing
- NGO adult mental health and addiction workforce: 2014 survey of Vote Health funded services
- NGO support workforce in adult mental health and addiction services
- On Track: A Summary
- On Track: Knowing where we are going
- Position paper: the role of supervision in the mental health and addiction workforce
- Positive behaviour support: Supporting sector transformation
- Principles of Engagement
- Professional supervision guide for nursing leaders and managers
- Professional Supervision Guide for Nursing Supervisors
- Real language, real hope
- Responding to a High-Profile Tragic Incident Involving a Person with a Serious Mental Illness
- Sensory Modulation - 101 factsheet
- Sensory Modulation - Using Sensory Modulation to Support Service Users at Times of Distress
- Sensory Modulation as a Suite of Clinical Tools in Mental Health Settings
- Sensory modulation implementation and practice: learnings from research
- Sensory modulation in acute mental health wards
- Sensory Modulation in Inpatient Mental Health - A Summary of the Evidence
- Sensory Modulation in Mental Health Clinical Settings - A Review of the Literature
- Service user, consumer and peer support workforce - A guide for managers and employers
- Six Core Strategies for reducing seclusion and restraint checklist
- Six Core Strategies for reducing seclusion and restraint checklist template
- Summary paper: The physical health of people with a serious mental illness and or addiction
- Supervision guide for mental health and addiction kaiwhakahaere/managers
- Talking Therapies for Asian People
- Talking Therapies for Māori
- Talking Therapies for Pasifika Peoples
- Talking Therapies: Where to Next?
- Te Reo Hāpai - The Language of Enrichment
- Te Tau Tīkō: A framework for supporting people on the autism spectrum
- Te Whare o Tiki, Co-Existing Problems Knowledge and Skills Framework
- Templates: Supervision guide for mental health and addiction kaiwhakahaere/managers
- The Delivery of Sensory Modulation by Persons other than Registered Nurses, Occupational Therapists, Psychologists or Social Workers
- The physical health of people with a serious mental illness and or addiction: An evidence review
- The physical health of people with mental health conditions and/or addiction - Evidence update: December 2017
- Therapies for Refugees, Asylum Seekers and New Migrants
- Therapy review Word template
- Towards restraint-free mental health practice
- Trauma informed approaches
- Trauma Sensitive Tools
- Trauma-informed Care Literature Scan Executive Summary
- Trauma-informed Care Literature Scan Full Report
- Understanding the Biopsychosocial Impact of Trauma
- Values informed practice
- Variation in DHB seclusion rates
- Workforce planning templates
- Working with older people: Mental health and addiction workforce development priorities

Le Va

- Suicide Prevention: Top 5 Tactics
- Mental Health & Addiction: Talking Therapies For Pasifika Peoples
- Mental Health: Depression Factsheet
- Mental Health & Addiction: Pasifika Youth Participation Guide
- Disability Support: Your Guide to Disability Support Services
- Mental Health & Addiction: Coping After a Serious Event Info Sheet
- Mental Health & Addiction: Kato Fetu- Setting a Pacific Mental Health and Addiction Research Agenda
- Mental Health & Wellbeing: I Am- A Guide for Nurturing Hope, Resilience & Happiness Pasifika Style
- Mental Health & Wellbeing: Aunty Dee Online Wellbeing Tool Info Sheet
- Research & Evaluation: Translating for Pacific Language Resources: An Organisational Approach
- Suicide Prevention: When you're Grieving Factsheet
- Disability Support: Organisational Guidelines for Disability Support Services
- Mental Health & Wellbeing: Weaving Together Knowledge for Wellbeing- Trauma-Informed Approaches
- Disability Support: Words Matter- Opening Doors to Understand, Respect & Support People with Disabilities
- Suicide Prevention: Pasifika Media Guidelines for Reporting Suicide in New Zealand
- Mental Health & Addiction: Negotiating Space for Indigenous Theorising in Pacific Mental Health & Addictions
- Mental Health & Wellbeing: Strengthening Solutions for Pasifika Rainbow
- Pacific Public Health: Taaea O Tautai: Pacific Public Health Workforce Development Implementation Plan
- Disability Support: Disability Among Pacific Peoples in New Zealand
- Suicide Prevention: Help Give Hope: Warning Signs & Help Lines

Matua Raki

- A Co-existing Problems Training Framework for the Addiction and Mental Health Workforce
- A guide to reducing or stopping mental health medication - notes for prescribers
- A guide to reducing or stopping mental health medication
- A Guide to the Addiction Treatment Sector in Aotearoa, New Zealand
- Addiction Intervention Competency Framework
- Addiction nurses workforce development
- Addiction Nursing - A City Mission Perspective
- Addiction Nursing - Where are we heading?
- Addiction speciality nursing competency framework for Aotearoa New Zealand
- ADOM feedback wheel
- ADOM Guide for Addiction Clinicians - Version 3
- Adult addiction workforce: 2014 survey of Vote Health funded services
- Alcohol and Drug Outcome Measure form
- An eleven session Cognitive Behavioural Therapy based intervention for problematic use of Methamphetamine and Amphetamine-Type Stimulants
- Aotearoa NZ - Addiction Speciality Nursing Competency Framework 'Refresh'
- Aroni. Supervision guide for addiction practitioners, supervisors and managers
- AUDIT Chinese Simplified 酒 精使用疾患確認 测试
- AUDIT Chinese Traditional 酒 精使用疾患確認 测试
- AUDIT Japanese アルコール 使用障害特定テスト
- Bridging the Gap - Young people and substance use
- Brief Intervention Guide Addressing Risk and Harm Relating to Alcohol, Tobacco and Other Drugs and Gambling
- CAGE Chinese Simplified 飲酒問題調査問卷
- CAGE Chinese Traditional 飲酒問題調査問卷
- CAGE Japanese が日本語アルコール依存 症のスクリーニング質問表のことです
- Change management
- Co-existing problems diagnosis information in Programme for the Integration of Mental Health Data
- Co-existing problems service checklist
- Co-existing problems poster
- Co-existing Problems Tools and Resources
- Compassion, Capacity and Compulsion and Capacity assessment and remediation - A collaborative approach to SA

- Competencies for the mental health and addiction service user, consumer and peer workforce
- Consumer and Peer Roles in the Addiction Sector
- Consumer Involvement in Education: A discussion paper for education and tertiary training providers
- Consumers contribute to the addiction sector in more ways than one
- Creating an Accessible Service for Gender Diverse Young People
- Creating Spaces 1: Guidelines for Fostering Engagement with Families
- Creating Spaces 2: Guidelines for Home Visiting
- Creating Spaces 3: Guidelines for Working With Families and Family Violence
- Creating Spaces 4: Guidelines for Fostering the Care and Protection of Children with Parental Alcohol & Other Drug Issues
- Developing Non-Addictive Analgesics for the Treatment of Chronic Pain
- Evaluation of New Zealand 'P' Pull
- Evaluation of the Alcohol and other Drug Treatment Court Pilot - Te Whare Whakapiki Waiura
- Family inclusive practice supervisors guide
- FASD: Essential Strategies
- Fetal Alcohol Spectrum Disorder: Essential strategies A resource for frontline professionals
- Growing dedicated peer and consumer roles in addiction services
- Growing peer and consumer roles
- He Te Hete Kura, Māori Addiction Treatment: 1980-2008
- How alcohol affects the body and health - Chinese Simplified | 酒精的戒除
- How alcohol affects the body and health - Chinese Traditional | 酒精的戒除
- How alcohol affects the body and health - Japanese | アルコールによる健康障害
- How the workforce centres are supporting you
- Impact Evaluation Report: Takarangi Competency Framework
- Interventions and Treatment for Problematic Use of Methamphetamine and Other Amphetamine-Type Stimulants
- KINA Living Well
- Language matters poster
- Making Visible: Improving Services for Sexual Minority People in Alcohol and Other Drug Addiction Prevention and Treatment
- Managing Your Own Withdrawal: A Guide for People Trying to Stop Using Drugs and or Alcohol
- Maraea - supportive solutions for indigenous children who misuse substances
- Matua Raki Wellbeing Lit Review
- Measuring recovery in adult community addiction services
- Medical and Health Sciences study about cigarettes
- Mental health and addiction quality improvement programme update
- Mental Health and Addiction Screening and Assessment Guideline
- Mental health and wellbeing outcome framework
- National Addiction Māori Leadership Hui
- National Committee for Addiction Treatment submission to the Government inquiry into mental health and addiction
- National Kaupapa Whānau Oranga Recovery Hui
- National telephone survey addiction treatment workforce
- New Zealand ibogaine treatment outcomes for opioid dependence. Another string in the bow?
- NP and RN prescribing - what it looks like in Addictions!
- NZ addiction workforce wellbeing infographic
- NZ addiction workforce wellbeing report
- OST and you - a guide to Opioid Substitution Treatment
- P'd O: A Guide for People Trying to Stop Using Meth/P/ice/Speed
- Parenting through challenging times
- Real people share their recovery stories
- Real Skills - knowledge and skills frameworks online
- Screening and brief intervention for co-existing mental health and addiction problems
- Screening, Assessment and Evaluation: Alcohol and Other Drug, Smoking and Gambling
- Section eight: Working across systems
- Section five: Working with people who have cognitive impairment
- Section four: Skills of engagement
- Section one: Attitudes

- Section seven: The mental health and addiction justice context
- Section six: The justice context
- Section three: Ethics and boundaries
- Section two: Cultural safety and responsiveness
- Sorted Smokefree 2025
- Standard drink guidelines
- Substance Impaired Driving: Treatment Guidelines for Addiction Practitioners
- Substance Withdrawal Management Guidelines for Addiction and Allied Practitioners
- Substance Withdrawal Management Guidelines for Medical and Nursing Practitioners in Primary Health, Specialist Addiction, Custodial and General Hospital Settings
- Supporting children of parents with mental illness and/or addiction
- Supporting New Zealand's therapeutic community workforce: An investigation of current needs
- Supporting people with mental health and/or addiction problems who are involved with the justice system: A reflective workbook
- Supporting the co-existing problems framework approach: Medical detox and Mental Health collaboration pilot project
- Taktaki ma: A guide to Motivational Interviewing for Māori
- Talking Therapies for Older Adults
- Talking Therapies for People with Problematic Substance Use
- Te Hau Mārie Māori Addiction Treatment
- Te Whare o Tiki, Co-Existing Problems Knowledge and Skills Framework
- The CEP revolution
- The clinical considerations of suboxone substitution treatment
- The efficacy of yoga with addictions: A systematic review of evidence
- The role of seromatin in methylenedioxymethamphetamine self-administration
- The Substance Addiction Act 2017 Family and whānau guide
- The wellbeing of the addiction workforce: A brief literature review
- Therapeutic community workforce development: Demand analysis report and integrated recommendations
- Tipsheet for clinicians: Providing quality health care for gender diverse clients
- Understanding and contextualising cannabis-related harm
- Using information to support mental health and addiction services' responsiveness to co-existing problems
- Visual overview of national adult addiction workforce
- Visual overview of national adult mental health and addiction workforce
- We are family: stories of family and whānau affected by someone else's use of alcohol or other drugs
- We welcome families, whānau and children here
- What is opioid substitution treatment booklet
- Worksheets for interventions based on Cognitive Behaviour Therapy
- You can't hate yourself thin
- Youth resources: preparing young people to live in a world where alcohol and drugs exist

Let's get real

- Let's get real - Real Skills Plus Seitapu - Working with Pacific Peoples
- Let's get real - what's new information sheet
- Let's get real factsheet
- Let's get real Overview
- Let's get real quick reference guide
- Let's get real quick tips: Guide for Managers and Leaders
- Let's get real Values and Attitudes Learning Module
- Let's get real: Disability assessment tool
- Let's get real: Disability framework resource
- Let's get real: Disability framework resource easy read
- Let's get real: Disability framework resource etext
- Let's get real: Disability framework resource plain text
- Let's get real: Disability guide for leaders and managers
- Let's get real: Working with Māori learning module - essential level
- Let's get real: Working with Māori learning module - leader level
- Let's get real: Working with Māori learning module - practitioner level
- Getting started with the Let's get real learning modules

21

Twenty-one

Developing a client management system for the sector

Even in our early days, we loved all things technology. When typewriters were replaced by computers we were in awe. 'Imagine the possibilities' we thought.

One day in 1995, we had a conversation that started with 'what if' and resulted in a dream to have all our clients' files and notes online. And so began our journey to develop a client management system with the sector, for the sector.

Today, that product is Recordbase and it's delivered by the talented team at Wild Bamboo, our smart information systems company.

Recordbase is the number one choice for mental health and addiction providers all over Aotearoa. We work with some incredibly talented NGOs providing social housing, employment support, child and youth, refuge, justice and disability services. Around 80 per cent of people using a community mental health service are supported by a provider using Recordbase. In fact, it has even started getting traction in Australia and the UK.

We're fascinated by data and this has helped Recordbase lead the way in collecting and reporting health outcomes for people. We were the first to offer PRIMHD (Programme for the Integration of Mental Health Data) compliant reporting for mental health and addiction services! Since then we've worked hard to make reporting super simple, so that people can have more time to focus on providing great care and support.

We also love working with organisations to help them unlock the value of their data. Today we're helping to build interactive real-time dashboards so that people can make more informed and timely decisions. Some organisations are even sharing these with funders to make reporting quicker and easier for everyone.

Recordbase was designed to put the person first, and it's helped people track, measure and achieve more than 300,000 wellbeing goals. We're extremely proud of the part Recordbase has played in supporting so many people to improve their wellbeing.

"We're always looking to the horizon and thinking 'what's next?'"

We've never been shy of tackling the biggest issues in digital health. Today, we're intent on interoperability - making sure the right systems can talk to each other. We know it's critical to get data to the people that need it, in time to provide the best possible support.

But we won't stop there. We're always looking to the horizon and thinking 'what's next?' We'll always be tinkering to make sure we meet the changing needs of our people and communities.

We'll always hold on to that passion for new and better technology that will make a difference now and into the future.



We are the charitable software company behind **Recordbase** – the client management solution created by the sector, for the sector.

80%

of people using a community mental health service are supported by a provider using Recordbase.

Why?

We help NGOs work smarter and get better results. We know our stuff. Over the past 10 years, we have:



Referred

600,000
people
into Recordbase



Recorded more than

9 million
hours
with clients



Logged more than

13 million
activities
with clients



Helped clients reach

300,000
wellbeing
goals

We have over 20 years' experience working in the sector.



Recordbase has evolved over the years, but it has always had a huge impact on community services and the people they support. In the past decade, Recordbase has been used in the support of more than 600,000 people, with more than 13 million activities and nine million hours of community support recorded. That's a lot of data to take care of!

- ▼ Real-time interactive dashboards for better decision making.



Person-centred

22

Twenty-two

Using Sustainable Peak Performance to power our work

We do things a little differently at the Wise Group.

While most businesses and organisations have a mission or vision statement, we use Sustainable Peak Performance to uplift the Group to become the best we can be, individually and collectively.

Every entity within the Group knows its purpose, and is relentless in its pursuit. Every staff member is focused on the beliefs, spirit, inspirational dream and greatest imaginable challenge to guide them towards achieving their purpose. We use this kind of language a lot!

We adopted Sustainable Peak Performance because it's values-based, putting people and planet first. It provides focus for everything we do, from our day-to-day work to planning for the future.

Growing inspirational leadership, creating a family-like environment and prioritising wellbeing are all at the core of Sustainable Peak Performance. We want the people who work here to be healthy and happy,

and we want to operate in a way that does not harm our environment.

The success of the Wise Group is measured not by growth or profit, but by how well we deliver on our purpose.

Beyond anything, we want to create fresh possibilities and services for the wellbeing of people, organisations and communities.

That's what drives us every day.



Dr Mike Pratt started working with the Wise Trust Board in 1997 and introduced the Peak Performance business model to the Wise Group.

Peak Performance: *business lessons from the world's best sports organisations* was researched over three years and first published in 2000. A sequel, *Sustainable Peak Performance* by Dr Mike and Helga Pratt, was published in 2010. It is based on original research with globally successful entities founded on socially, environmentally and economically sustainable values. The theory and practice of Peak Performance has been embraced by many multinational companies around the world, and high growth export companies, government departments and NGOs in Aotearoa.

Our purpose

"The Wise Group was one of the early adopters and is the quintessential exemplar of a Peak Performing Organisation. It's been an immense privilege to learn from how Wise people have inclusively lived Peak Performance principles over more than twenty years. Several of these principles – purpose, inspirational leadership, sustainability, challenges, focus – have become mainstream business performance ideas over this time. What distinguishes Wise is that dedication to wellbeing and human flourishing is truly inculcated within the spirit of the organisation. This is what ensures Sustainable Peak Performance."

Dr Mike Pratt

Inspirational Dream

Creating fresh possibilities and services for the wellbeing of people, organisations and communities

Beliefs

Sensing the future to create fresh possibilities
Valuing people and enhancing wellbeing
Everyone has great potential and great ideas
Working with partners that share our purpose
Making sustainable choices
Little things make a big difference
Being experts in everything we do
Celebrating success and having fun
Responding to every person we touch
with every resource we have

Greatest Imaginable Challenge

Deliver system change

Spirit

Think and act as one

Character

Achievers
Fresh
Magical
Foresightful
Connectors
Energising
Generous
United

Focus

Inspire, develop, deliver

Being sustainable in all ways

We've always believed that you can't care for people and not care for the planet.

They are inextricably linked, and our duty of care goes well beyond the walls of our organisation. In fact, one of the Wise Group's core beliefs is to be sustainable in all ways; it is our duty to not compromise future generations by our actions today.

Since the day we started, the Group has been ahead of the curve, looking for ways to be sustainable. It's hardwired into every area of our work.

Sharing the love

If we are to continue investing in developing new wellbeing opportunities, we need to be financially sustainable. We streamlined our resources early on to ensure the people we support get the best value from us, and this includes staff capability. Having the systems and processes to track every cent, the nous to be efficient in all ways and the smarts of an entrepreneurial heart firmly focused on our purpose, has made the organisation financially sustainable.

"We can't sit this one out, we've got to do something."

Caring for each other means we pay a fair wage, supporting both the living wage and pay equity movements.

Living 'green'

Long before it was trendy, we were champions for the environment. Our HQ in Hamilton East, Kākāriki House, was the first in Hamilton (and only the second refurbished building in the country) to get an internationally recognised Green Star sustainability rating.

We love working with suppliers who share our purpose, and that means also demonstrating their commitment to people and planet.

Wherever there is an opportunity to be sustainable, whether it's the little things like beach clean-ups, community events, eco-friendly cleaners, reusable coffee cups and minimising waste, the Wise Group will

take it – it's part of who we are, and we are proud of that.

The future will reflect how we do our work today. We intend to do everything we can to ensure the next generation knows we did our very best with the resources we had to be as sustainable as we could in all ways.

Kākāriki House

- » First 4 star green-rated building in the Waikato/ Bay of Plenty.
- » More than 90 per cent of the original structure was used in 2007 refurbishment.
- » Bamboo-planted atrium absorbs greenhouse gases and produces oxygen.
- » Fresh-air ventilation and HVAC aircon using energy-efficient technology.



Article in the Waikato Times after opening.



FOUR STARS: Kakariki House is the Waikato's first officially green building. PICTURE: Dorna Page

Recycled building now clean, green

Grass is not the only thing that's green in the Waikato.

The region has now got its first official green building certified by the New Zealand Green Building Council.

Kakariki House in Hamilton East's Grey St has been given a four-star rating by the Auckland-based council, which aims to speed up the adoption of environmentally sustainable building practices.

The four-star rating means that the building — once a neglected retail store — now meets tough international standards for energy, water, materials and emissions.

Kakariki House (green house) is owned and occupied by the WISE Group and is only the seventh green building nationwide to be certified. WISE is an umbrella group for 10 mental health organisations.

WISE chief executive Julie Nelson said going green was not a difficult decision to make, despite the commitment adding an additional 15 per cent to the \$4.9 million building costs.

Kakariki House boasts a range of special features. It was built using con-

crete blocks instead of timber. The blocks, made of 20 per cent recycled aggregate, slow down heat transfer and require less energy for heating or cooling. Any timber which wasn't recycled came from sustainably managed New Zealand forests.

The carpet is made from recyclable carpet tiles which can be individually replaced.

Motion sensors control lighting and a computerised system stringently monitors the use of power and water.

All bathrooms include low flow toilets and taps and only energy efficient lighting has been used.

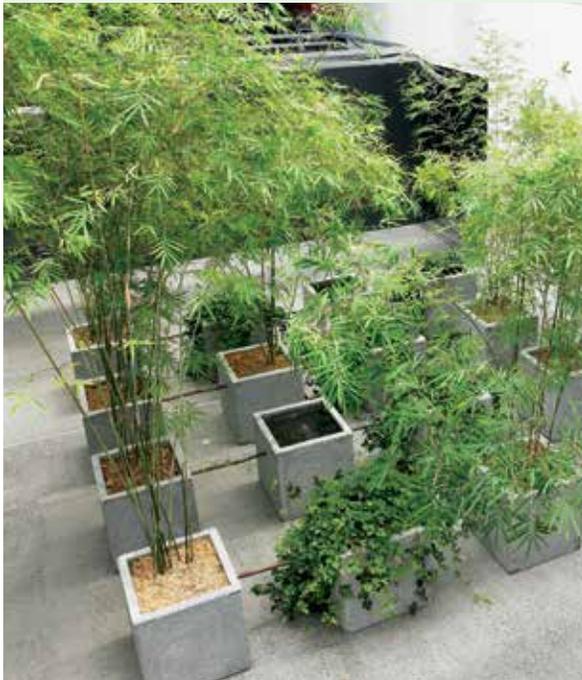
None of the 100 staff has a waste-paper basket. Instead, there is a recycling room.

Staff use video-conferencing facilities to reduce the need to travel.

If the meeting is local, they can use one of the bicycles kept on site for their use.

Ms Nelson said the accreditation process was incredibly tough, with their first green application "shot down in flames".

See eco-issues page 5.





Ngaro te kai, ngaro te tangata ki te pō

We are all part and parcel of the natural environment.



Hamlin Road in Auckland is our certified organic farm, run by Pathways. It supports people to gain work experience, earn money, learn skills, gain NZQA approved horticultural qualifications and build confidence while they prepare for permanent employment elsewhere. The farm grows certified organic produce, grazes sheep and operates a lawn mowing business.

- ◀ *The Hamlin Road Farm pioneers (L-R): Mel Mason, Jacqui Graham, Kath Winn, John Bennion, Judy Paine.*
- ▼ *Long-standing staff member Bev Hall (R) helped set up Fantail Gardens in Waihi.*



◀ *In the early days, Hamlin Road Farm also ran a free range chicken operation exporting thousands of eggs through Frenz.*

“Our philosophy is to use every resource we have to put the planet and people first.”



▲ Hamlin Road Farm's team of staff and trainees (L-R): Clare Stevens, Justine Prince, Heather Risetto, Simon Risetto, Graham Simpson, George Manuel, Clint Pringle, Sarah Hewitt, Karen Te Wake, Fredrick Pook.



▲ Our organic garden in Waihi and farm in Auckland supply the local community and organic wholesale market with gorgeous fresh produce.



Pathways launched its 'Falling in love with sustainability' initiative in 2018, with a nationwide rollout of reusable jute shopping and produce bags to the people they support and thousands of staff. There are four designs on the jute bags, the chosen artwork voted for by staff. They have proven so popular that another run has already been produced, keeping even more plastic bags out of landfill.

Sustainable

Speaking up and taking action

With the number of activists we have working throughout the Wise Group, wherever there is injustice or inequity, we'll be there, boots and all, asking the hard questions.

Wherever we can, we work with others to deliver results together. Whether it's being an active member of national groups like Platform, Community Housing Aotearoa or the many joint venture initiatives we've been part of over the years, we know working together is the key.

Over the past 30 years, we've spearheaded campaigns, presented to hundreds of committees, inquiries and commissions, and even protested where necessary!



- ▲ *In 2018, in our submission to He Ara Oranga, the Government Inquiry into Mental Health and Addiction, we proposed a new Ministry of Mental Health and Wellbeing.*



- ▲ *By the time legal highs were banned in 2014 they were up to 45 times stronger than legal highs sold in 2011. We were proud to power this campaign.*



- ▲ *We love using humour to make a point. We made a challenge to Treasury. Imagine if you had to run shops from your building or come up with other ways to fund a gap in your services. Contracted community providers need to be fully funded.*



- ▲ We couldn't understand why there wasn't a train between Auckland and Hamilton, our fourth largest city. We are excited that we're now going to get one.
- ▼ We're proud to play a major part alongside key colleagues in getting pay equity over the line. (L-R): Jacqui Graham, Minister of Health Hon Dr David Clark, Naomi Cowan, Karla Bergquist, Marion Blake, Melissa Shaw, Catriona McLagan, Graeme Titcombe. Absent, Sally Pitts-Brown.



Did you know?

In 2010 The Wise Group laid a complaint to the Advertising Standards Authority against Wicked Campers. The complaint was upheld. The Authority unanimously ruled the advertisement was “likely to cause serious and widespread offence”, and offended against prevailing community standards. It was one of the first complaints in Aotearoa against this company, and we're proud of the action we took.

SOLUTIONS

Where do I go when I'm trespassed?

- Case managers trained in trauma-informed care.
- Share information with Government and non-government organisations.
- Look at alternatives to trespassing.
- Don't stop critical payments - without talking to agencies first.
- Provide consistent service across all branches.

How do I live on \$40 per week?

- Onsite budgeting services.
- Set a minimum living cost threshold after rent and bills.
- Encourage people to receive all their entitlements.
- Reward people willing to return to work and/or study.
- Re-evaluate stand-down periods.

What do you know about my health, wellbeing and housing status?

- Prioritise housing as a human right.
- Use the VI-SPDAT to assess vulnerability.
- Identify homelessness as a risk and prevent it before it happens.
- Promote entitlements.
- Have one plan for each person – that everyone buys into.

I don't have a computer or phone so how do I get an appointment?

- Provide MSD-approved photo ID to those who don't have it.
- Make it easier to connect.
- Make it quicker to get an appointment.

How can I do better with so much debt and a fixed income?

- Provide it, instead of loaning money for it.
- Consider paying letting fees and bonds (uncollected bonds wash up to Treasury).
- Provide a debt 'clean slate' for sustained tenancies.
- Start a bank with no fees!

NEW ZEALAND 2021

**Homelessness is rare,
brief and non-recurring.**

I'm doing OK because I have a
home and access to the support I
need that helps me to help myself.

Housing is a human right and
homelessness is prevented
before it occurs.

People aren't in significant debt
to Work and Income.

All people are encouraged
and rewarded to return to
work and/or study.

Everyone receives the minimum
living threshold wage
(after rent and utilities).

Sufficient ID
is no longer an issue.

Appointments are quick
and easy to secure.

No more food banks
Everyone has enough food.
No food banks are needed.

Life is good!
I have a home, job, friends
and can pay my bills.

25

Twenty-five

Our organisational culture; it's everything to us

From the beginning, we knew where we wanted to go, we understood our values, and we had to create our own map to navigate our journey.

To do this, we spent time with our whānau, tāngata whai ora, employees and committee members. We held hui. We closed our doors. We got on buses. We stayed at marae. We talked, we sang, we broke bread... and from this emerged a strong sense of spirit and culture.

The people who use our services are diverse in life experience and culture so it makes sense to us that our organisation and employees reflect the diversity of the communities we serve.

Through governance, organisational roles and projects, we invest in cultural leadership. From Board members to policy advisors, managers and support workers, advisory groups and kaumātua roles, we value the contribution of Māori and Pasifika leaders.

Through activities and engagement we celebrate cultural diversity. From kapa haka with tamariki at kura, to te reo Māori professional development with our staff,

from fono and talanoa to whakatau for new employees, from Te Wiki o te Reo Māori to Matariki, we celebrate.

We can't say we always get it right, but we can say, with hand on heart, that we always try to get it right.

To us though, it's the way people treat each other when we are at our most vulnerable, when no one else is looking or offering help, that tells us we have a strong organisational culture. It's the way we've stood beside each other when one of us has suffered terrible loss; moments when teams rally together so people and their families are supported when they're hurting most.

This is a special workplace, because we are blessed with special people who genuinely love and care about the work they do, the difference they make and for each other.



▲ Trustees Diane Reed and George Salmond talking with tāngata whai ora at one of our early hui, called Weaving the Threads.

Ko tō manawa ki tōku manawa!

*With your heart and my heart
– anything is possible!*



Tū pakari tonu mai e te whare tapa whā

Let the house of health and wellbeing stand strong



▲ *Since we began, we have spent time together on marae to wānanga and kōrero on our future. Today we are too large for one single event, and so many hui are held nationwide.*



Sadly, in 2019 we farewellled our much loved and respected kaumātua Tepene Karaka (Tex Clark).

Okioki mai rā e te Pou Koroheke...



◀ ▲ *Family and whānau are important to us. Every year we hold special parties for children of our staff to celebrate Easter and Christmas.*



◀ ▼ *Across the Group we take the opportunity to spend time on marae. Pathways holds regular hui for its leadership group. In 2019, it was held at Horahora Marae in the Northern Waikato.*





- ▲ ▶ *We love having fun across the Wise Group, and our Connectors programme organises our Christmas parties, annual summer photo competition and other celebrations throughout the year. The two photos above were winners in their categories.*



- ▲ *The 2015 Wise Group executive leadership team taking risks and having fun. (L-R): Warren Elwin, Paul Ingle, Robyn Shearer, Julie Nelson, Dr Monique Faleafa, Sally Pitts-Brown, Jacqui Graham, Simon Batters.*
- ▶ *Every year we celebrate Matariki and Te Wiki o te Reo Māori. We share kai including hāngī.*



26 *Twenty-six*

Seriously amazing infrastructure

Powering the Group every day, that's the reason Wise Management Services exists.

From the outset, we understood that to be a strong organisation working in social services, we needed to nurture the day-to-day operations of frontline teams and support leaders and managers with great business processes. This meant they could focus on the special work they do every day.

Wise Management Services responds with agility and speed to the needs of our family of organisations, which is why it has grown over time alongside the Group. Making sure we provide the right knowledge, resources and support has been key to making sure our family continues to be able to respond to need.

Here is what our infrastructure team does:

People and Culture

Committed to creating a workplace where people do the best work of their lives is our everyday focus. We help teams find great people, grow them at every level and inspire

people to do great work which helps them flourish. Taking care of the fundamentals, like paying people, supporting performance and Group safety and wellbeing is also our responsibility.

Finance

Every day we make sure the financial circle of life happens, from paying a single invoice to multimillion-dollar contracts. Having the courage and conviction to keep the Group sustainable for a strong future is also our responsibility. We love all things financial, including improving the financial literacy of the entire Group.

Digital and Communication

As the internal creative agency of the Wise Group, we do everything from content writing, creative design and media management to video, social media and other digital services. Passionate about storytelling, we love to craft words, capture moments and share inspiring stories of hope and transformation from across the Wise Group.

Operations

Diversity is a good word to describe our Operations team. We provide centralised contract management and support services for the Group and take care of our co-located sites throughout the country. We also take care of building set up and streamline procurement activities nationwide.

Technology

The love of all things technology is evident at the Wise Group. We have a track record of getting in early with tech-savvy solutions to improve services. With network speeds 200 times faster today than in the early 1990s, the way we work has been transformed — the days of driving to the office to do something have long gone. Now we're connected 24 hours a day... it's a whole new world and the Wise Group loves being at the forefront of change.

We are seriously proud of these amazing infrastructure services.

27 Twenty-seven

Funding change ourselves

We're not ones to sit around and wait for funding first, we get stuck in.

Taking action where it's needed is what we do and we have a history of springing into action to set up new services for vulnerable people when we see a gap.

Over the years, many of our initiatives have been self-funded and, more often than not, we have found that funding and partnerships have followed, allowing us to continue our work to scale. Sometimes it's the opposite and we've closed services or realised there was a better way.

It's a valid role of the community sector to explore and adapt models and prototype new ways of working.

We don't have the constraints of state-delivered services and our size and agility allows us to move with speed. This agility and ability to take risks means many innovators and entrepreneurs have found a home at the Wise Group.

We're not out to make a profit beyond our organisational needs, and when there is a surplus, we invest it straight back into our work. Otherwise, what are we doing it all for?

It's a valid role of the community sector to explore and adapt models and prototype new ways of working.

Leading change

28

Twenty-eight

Our social justice heart

Activators, instigators, pioneers. We all recognise these passionate, driven individuals. They are the ones who start the play. Jacqui Graham and Julie Nelson are two such people.

With a shared leadership model, they have nurtured the organisation from one individual to the Wise Group we see today.

Everything's about social justice for them. They are driven by words like inequality, injustice and discrimination, believing that those things have no place in our society.

During the first 20 years Jacqui and Julie regularly uprooted their lives, moving to towns and cities throughout Aotearoa to establish services.

They're not career management people, they are frontline people whose passion is to serve.

They have shown this countless times over the past three decades.

With a vision and passion that are infectious, the duo firmly believe change is always possible. Constantly thinking up new ways to drive system change, Jacqui and Julie are unrepentant entrepreneurs.

When asked what they were most proud of over the past 30 years, both said they could not give a single answer. With so much innovation and achievement under their belts, how could they?



With a vision and passion that are infectious, the duo firmly believe change is always possible.



"It's all about social justice for us. It's where we started, and even though a lot has changed over the years, this hunger for change never has."

Julie Nelson

"We've always been clear about our purpose. We try not to dwell on what we can't do but instead focus on what we can do. We try to walk in the field of possibilities every day."

Jacqui Graham



Governance done differently

We've got a bit of a different structure to most, and it works for us.

Wise Trust is our parent charitable trust and then there are a number of subsidiary charitable companies each with their own Board and chief executive. Together, we are known as the Wise Group. Ours is a devolved model of governance that recognises each entity has very different needs.

The Group incorporates the best of governance practices. The goal is to have Board hygiene and housekeeping taken care of in the most efficient manner with Board members' attention and focus on what matters — fulfilling the purpose of the Wise Group. Upending the agenda is common practice, and lively debate is encouraged.

This desire for change was driven by our first Board, of which Cerise Wise was a valued member. Acknowledging the past is important to us, and when we were looking for a name for our new parent entity, Wise was the obvious choice.

Our focus now is to grow our young people into governance roles; this will ensure we have a talented pool of experienced leaders to take the organisation forward.

"As Chair of the Board I am constantly amazed at what the Wise Group achieves. I sit on many commercial Boards and the Wise Group's depth of talent, passion and achievements are second to none. This talent starts with the calibre of Board members who come from different backgrounds and bring a variety of skills. What they all share, however, is a deep desire for change."

Bruce Sheridan, Wise Trust Chair



◀ *The first Wise Trust Board, (L-R): George Salmond, Diane Reed, Julie Nelson, Neville Puckey, Tom Moana, Jacqui Graham and Bruce Sheridan.*



Directors and trustees 2019 from top left to bottom right: *Cassandra Laskey, Julie Nelson, Rei Mihaere, Jacqui Graham, Dr Mike Pratt, Dr Monique Faleafa, Gordon Boxall, Dr Sue Bidrose, Josiah Tualamali'i, Caren Rangī, Robert Steenhuisen, Fiona Hamilton, Hayden Wano, Bruce Sheridan, Penny Hulse, Kath Winn, Warren Elwin, Jan Gatley (observer), Dr Francis Agnew, Shelley Campbell, Paul Hirst, Sally Pitts-Brown, Bob Weir, Rae Lamb, Dr Lyndy Matthews, Brent Harvey, Dr Mary English, Paul Bennett, Hine Martin, Prof Richie Poulton, Marion Blake, Fran Silvestri, Amanda Fleming, Janet Peters, Nick Kemp, Simon Batters.*

30

Growing our people

We love growing our own people and we're good at it.

At whatever level, we delight in supporting people to learn and grow.

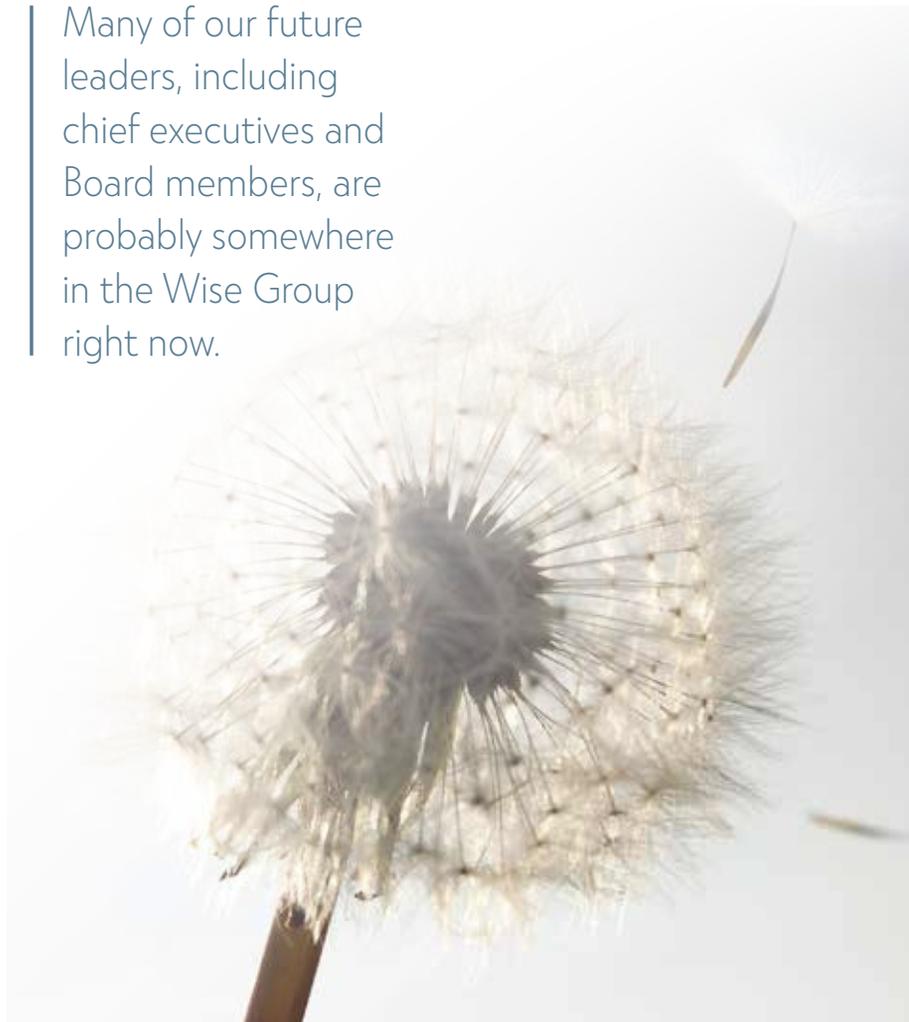
It's inspirational for all of us.

There are hundreds and hundreds of stories about people who have been deeply connected to our purpose and who have been given the opportunity and support to grow.

So, as we turn our attention to the next 30 years, we know our talent pool runs deep. Many of our future leaders, including chief executives and Board members, are probably somewhere in the Wise Group right now.

And, as one generation hands over to the next, we know our future is in good hands. Together we will continue to relentlessly pursue our purpose; creating fresh possibilities and services for the wellbeing of people, organisations and communities.

Many of our future leaders, including chief executives and Board members, are probably somewhere in the Wise Group right now.







Haere e te hunga tautoko o tua pae
mahara, nāna nei i kaha manaaki tēnei
kaupapa whakahirahira kia puāwai ake ai.
Haere koutou ki Paerau, okioki mai rā.

Our structure 2019



1989

1 employee

\$40K turnover p.a.

2019

1,200 employees

\$100M turnover p.a.



This project was a labour of love for many people — too many to individually name. To every single person who contributed to helping us document our journey over the years, through sharing your stories, memories and photographs, an immense thank you. A special acknowledgement also to the communication and design teams at Wise Management Services for crafting our story into this beautiful book.

wisegroup.

© Wise Management Services Ltd. 2019

wisegroup.co.nz



from the Wise Group with love