



GROUP ANNUAL REPORT 2020



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Update from the Chair and Group CE

Kia ora koutou katoa and welcome to the Emerge Aotearoa Group Annual Report for 2020.

What an unprecedented and challenging year it has been for the Group, but with challenge comes accomplishment and rewards.

Over the last 12 months, our kaimahi have continued to support people to live well. They have done this by assisting people to achieve their own life goals, by providing warm, stable homes and supporting people into work. This year has also presented many new challenges, particularly with the arrival of COVID-19. We are incredibly proud of our kaimahi for going above and beyond to ensure the people we work with have continued to be well supported through this difficult period. We have had to work very differently throughout the pandemic and respond quickly to escalating needs. However, there have been many learnings

that we believe will help us to be even more flexible and collaborative in the future.

As an organisation, we continue to evolve to provide the best services we can deliver. We have consolidated and grown, providing a range of services relating to mental health and addiction, including support for people in prisons. Over the year, we have increased the number of people we support through housing transitions. We are thrilled to profile many of these exciting initiatives in this report.

A lot of new work is being done in primary health care, which has presented opportunities for Emerge Aotearoa to support people earlier. Our housing portfolio has also grown, and we are now offering different options in new parts of the country, particularly in the South Island.

We would like to thank all our kaimahi for their

ongoing dedication and enthusiasm for the work they do. We are fortunate to have a Group Executive Team who are dedicated to making a real difference. They have worked tirelessly for both the people who access our services and kaimahi.

We have been privileged to welcome new Board members over this past year and thank our retired Chair Gabrielle Huria for her wise counsel and guidance. The Board remain steadfast in their support of our organisation and all our endeavours. Thank you to everyone who has worked with us.

We are incredibly excited about what the Emerge Aotearoa Group will achieve in the next 12 months and the difference we can continue to make in the lives of people across the country.

Ngā mihi nui

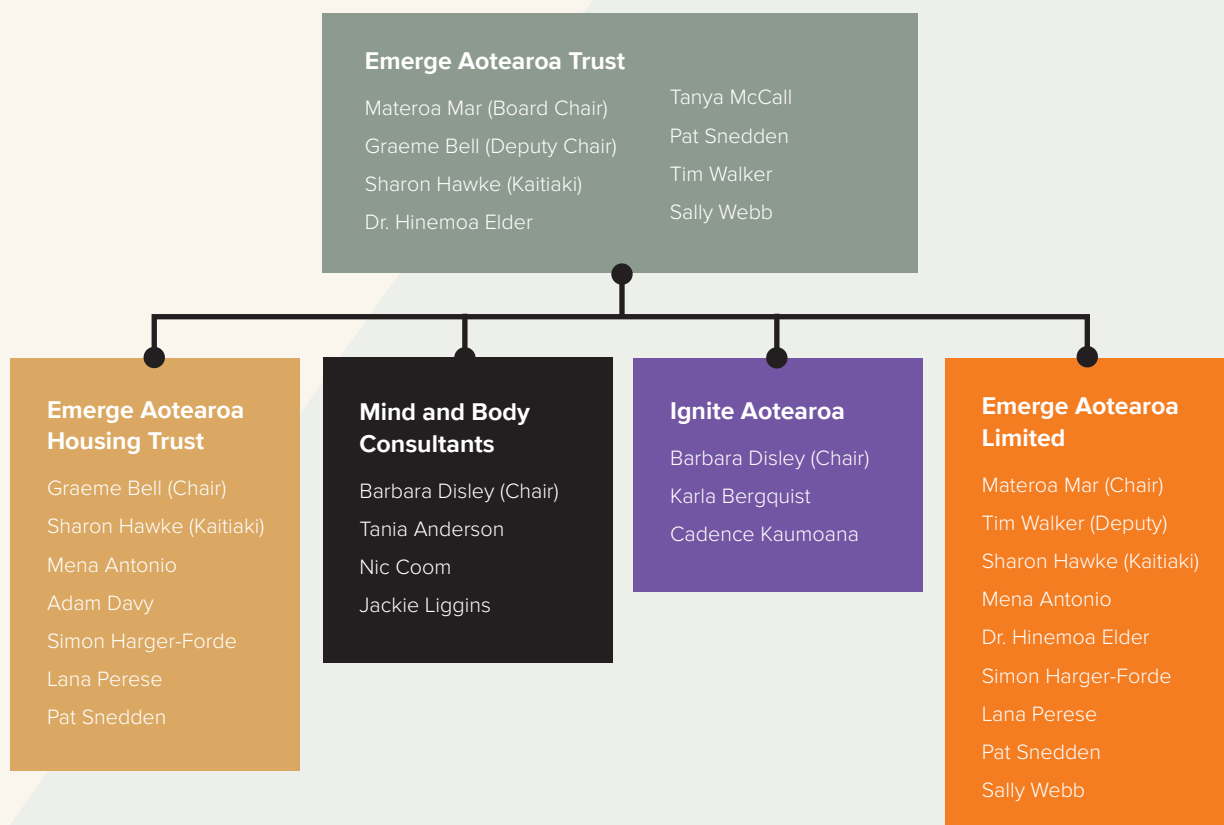


Materoa Mar
Chair



Dr. Barbara Disley
Group CE

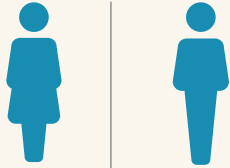
Our Board and Committees



OUR WORKFORCE

1194

people were employed
at 30 June 2020



67% FEMALE 32% MALE
2% NOT IDENTIFIED

551

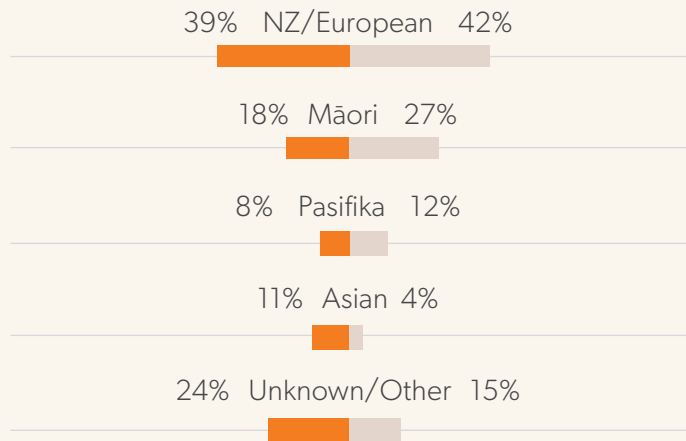
staff had completed the
introduction to Takarangi
Competency Framework
by 30 June 2020



ETHNICITY

STAFF

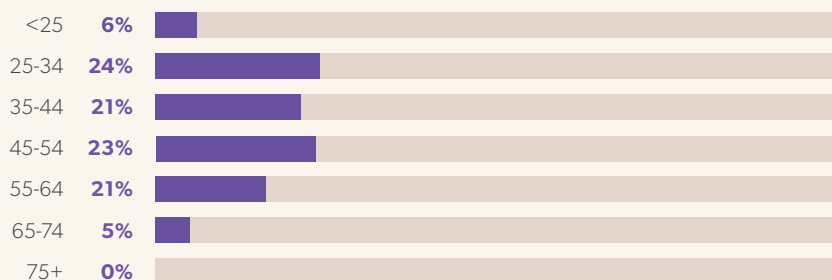
CLIENTS



LENGTH OF SERVICE



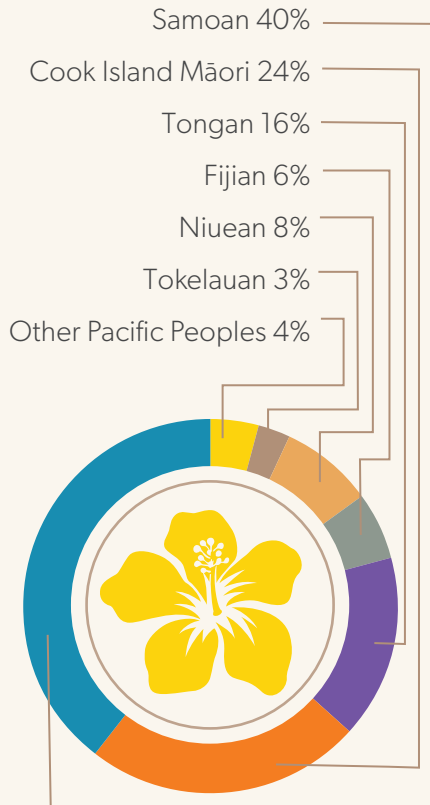
AGE



There are 2 people who are 75+

PEOPLE WE SERVE

OF THE 12% OF PASIFIKA PEOPLE WE SERVE



14234

people have used our services during the year
(1 July 2019 - 30 June 2020)

4528

people were being supported by us on 30 June 2020

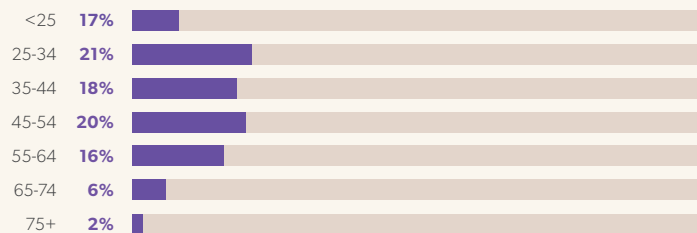
180

services provided across the country



55% FEMALE 43% MALE
1% UNKNOWN/OTHER

AGE



HOUSING

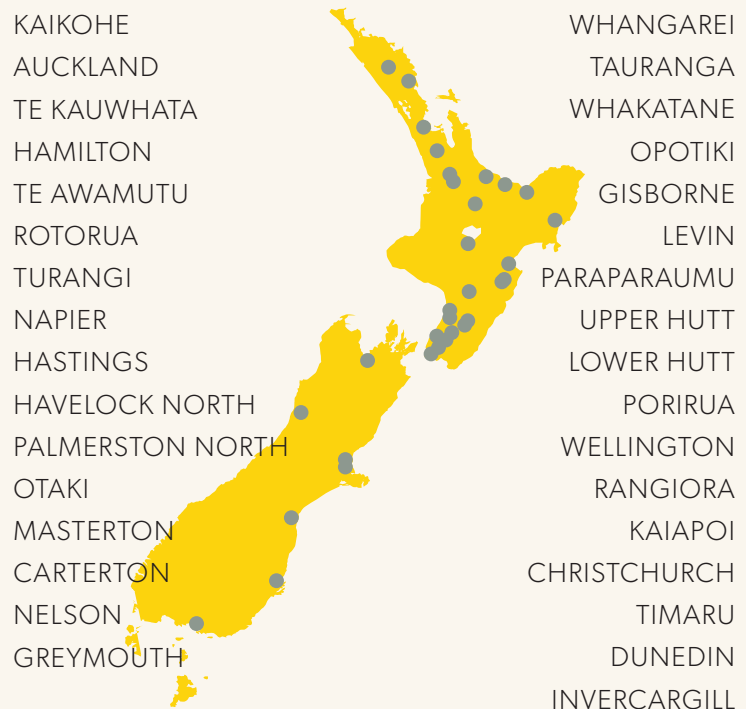


Social social housing units housing 182 tenants



Whānau being accommodated in our transitional housing programmes

SERVICE LOCATIONS



GROUP EXECUTIVE TEAM UPDATES



Services

Before the arrival of COVID-19, the 2019/20 year was progressing very well for Emerge Aotearoa's services. We were making the most of opportunities across Health and Disability, Housing, and Mind and Body, with a big push on audit preparation for Health and Disability services.

This work eventually continued but for several months COVID-19 had a major effect on our focus and how we were working. In a lot of ways, it was positive. We've seen teams collaborate more closely than before, it offered kaimahi more flexibility in the workplace, provided people with more choice, as well as offering different ways to connect. It's been a time to home in on what really matters in our services for kaimahi, the people we support, and their whānau.

It also opened up new opportunities for Emerge Aotearoa, fast-tracked some work projects, and

during lockdown, helped us tick off some jobs, such as reviewing documentation and housekeeping.

I am particularly proud of the work we have done this year involving young people in the primary care space. In some places, we moved to deliver services differently. Tiakina, which is discussed later in this report is a good example of how, within the limitations of our contract, we were able to tackle things quite creatively. We have taken this approach with housing too. The growth in our housing services has been considerable this year, so next year will be a period of consolidation. We need to make sure the foundations are strong and we have the right infrastructure in place to support any further growth.

Creating Positive Pathways and Sustaining Tenancies are two housing initiatives that are demonstrating considerable benefits for people.

Unlike the transitional housing space, these programmes are much more about delivering long term outcomes for people.

The year ahead will inevitably bring change and opportunity. New investment will likely be harder to come by, and the economic situation will be tight, but this will provide opportunities for organisations like ours to do things differently and more effectively.

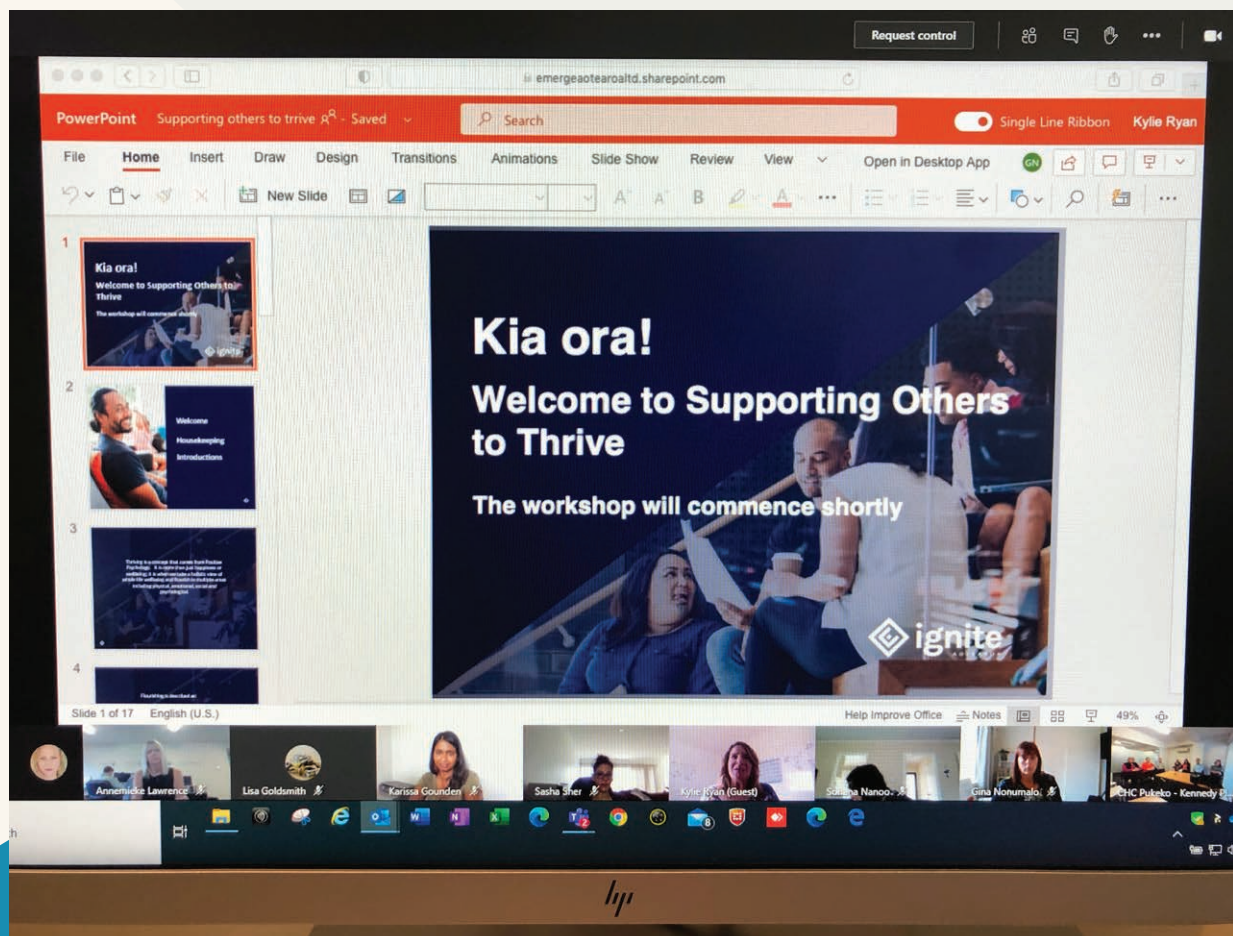
An evaluation of our COVID-19 response was very positive, particularly around our communication and the support we provided. The response from our workforce was amazing. Staff were incredibly flexible. Many delivered services in new ways, while others continued to go out to work in the community in what were uncertain times.

As the Group Executive Team our job was to provide support in the best ways we could. Although most people were working from home, we were able to continue delivering essential services and were able to be responsive when required. I'm proud of how Emerge Aotearoa and Mind and Body Consultants responded to the 2020 pandemic. It was hard work, and it was strange working from home and being so busy, but when we look at all the feedback we have received, it was most definitely worthwhile.

Ngā mihi nui

Karla Bergquist

Group Director of Services



GROUP EXECUTIVE TEAM UPDATES



Business Services and Development

The last 12 months will be remembered as the year that COVID-19 came to town. Businesses throughout Aotearoa had to deal with unprecedented challenges as the country went into lockdown in March and the Emerge Aotearoa Group was no different. With two days' notice, the country moved from Alert Level 3 to Alert Level 4.

For us, this meant approximately 600 kaimahi transitioning from being based at an office to working from home. Although we were somewhat insulated from financial challenges that other sectors felt (due to the funding continuity we received) the costs of delivering our services, and the challenges in ensuring service continuity, increased.

Thanks to investments made in our technology stack, through our digital transformation

programme Te Manu Korokī, video conferences became the norm. The phrase "you are on mute" became common, and both children and pets became "normal" meeting distractions.

The COVID-19 pandemic demonstrated that our investment and commitment to Te Manu Korokī was timely. Having a modern IT infrastructure that supports a mobile workforce and enables people to work in different ways is essential, as we transition at pace to a new normal, where business disruption will become more common place.

The first tranche of Te Manu Korokī was nearly completed in the 2019/2020 financial year. This took a high level of commitment from our kaimahi and our partners, due to the disruptions that came with COVID-19. We were able to accelerate some parts of this programme which was quite an

achievement, considering we could not interact with people in ways that we normally would.

The Emerge Aotearoa Group, at a high level, performed well financially. As you drill down and look at specific service lines, large parts of our business continued to experience financial challenges relating to funding levels and funding mechanisms. We have seen some areas of growth, specifically as Emerge Aotearoa responds to the housing crisis. We continue to see growth in the housing services we provide nationally and are investing heavily in increasing the number of social houses we own. On the back of our investment in EaseUp, we have submitted

a number of proposals to increase the reach of the service nationally and have seen moderate growth in the delivery of our health and disability services.

As we adjust to this new normal, we will continue to look for opportunities to invest in initiatives to support the delivery of better outcomes for the people we support and assist our kaimahi to be able to work in different and even more effective ways.

John Cook

Group Director Business Services and Development

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



GROUP EXECUTIVE TEAM UPDATES



People and Strategy

I am incredibly proud of how we have responded across the Group to what has been a unique year. Despite the uncertainty and changing environment we have managed to deliver on our strategic objectives as planned with minimum delays. I put this down to teamwork. It took a dedicated team to transition approximately 60% of our workforce to remote working within 48 hours; continue delivering quality services within our communities; implement new technology systems and launch a digital wellbeing platform just to name a few of our achievements.

As well as these achievements during COVID-19, we also progressed our strategic pou in a number of ways. Some of our highlights were:

Strategic Planning

Emerge Aotearoa Trust took a collaborative approach to developing its new three-year

Strategic Plan, involving kaimahi, clients, whānau, iwi and the community. Our conversations were also informed by recommendations from He Ara Oranga, the Mental Health Inquiry, The Wellbeing Manifesto, the Whānau Ora Framework and insights from The Ministry of Pacific Peoples.

The refreshed 2019-22 plan has been cascaded down to our entities EmERGE Aotearoa Limited, EmERGE Aotearoa Housing Trust, Ignite Aotearoa, and Mind & Body Consultants. They have each given expression to it as part of their strategic planning cycle and this along with our kaupapa are the threads which bind us together.

Together the overall outcomes we are seeking to achieve are:

- Healthy whānau;
- Thriving communities;
- Greater equity.

Fundamental to our success is how we deliver on this plan in ways that ensure Māori are succeeding as Māori, lived experience and diversity are privileged; and Pacific peoples are thriving.

Ignite

Our new social enterprise, Ignite, is already making a difference and was accelerated during COVID-19 to ensure that communities across Aotearoa had quick, easy and free access to the online library, containing hundreds of mental health and wellbeing resources. We are now working closely with organisations throughout Aotearoa to modernise and digitise the way kaimahi receive support from their employers in ways that are more flexible, offer choice and recognise the whole person. Our long-term goal is to work alongside other groups to deliver next-generation wellbeing solutions. This will include health providers, schools, iwi and whānau.

Te Ngākau Hihiko o Te Kākā Tarahae

In August 2019, the first group of kaimahi graduated from our new Te Ngākau Hihiko o Te Kākā Tarahae Programme aimed at developing and empowering Māori kaimahi into roles of influence and leadership either at work, in their community or within their iwi. Te Ngākau Hihiko o Te Kākā Tarahae is a 12-month, marae-based wānanga, designed for Māori by Māori. We are

thrilled with the impact this programme has had and are looking forward to extending it in 2021.

Equity, Diversity and Inclusion

We invested in a new Rainbow Partner role to strengthen the Group's responsiveness to our Rainbow (SOGIESC*) Community. Cynthia Spittal was appointed into this role and provides thought leadership and proactive support to each entity. She works with our services and teams to provide safe and positive environments for the Takatāpui-Rainbow community. We have also started an internal kōrero about diversity and inclusion and what this means for us, particularly for Māori, Pasifika, those with lived experience, and our Rainbow community. This kōrero will continue into 2021 resulting in a framework that will drive initiatives and positively impact our environment and our mahi.

Nga mihi nui

Nicola Coom

Group Director,
People and Strategy and Ignite Aotearoa

*SOGIESC= Sexual Orientation, Gender Identity and Expression, Sex Characteristic

“We want everybody to leave us healthier, with more control over their lives, and with enhanced opportunity”

Nicola

GROUP EXECUTIVE TEAM UPDATES



Partnership and Inclusion

It has been an honour to lead the cultural response across the Emerge Aotearoa Group in the 2019/20 year.

The cultural team played a vital role this year, particularly in their support of Māori and Pasifika kaimahi during the COVID-19 response. It was important for the team to provide a cultural lens to the various COVID-19 initiatives and support a response that recognised the greater effect the pandemic could have on Māori and Pasifika communities. This potential impact had been recognised by our Board and we were charged with developing ways to support our Māori and Pasifika kaimahi.

Mauri Ora Māori and Pasifika Equity Wellbeing Programme

Based on the Te Whare Tapa Whā model of wellbeing, the Mauri Ora Māori and Pasifika Equity Wellbeing Programme was tailored to address the concern that Māori and Pasifika communities would be disproportionately affected by the pandemic.

The programme was designed to enable greater equity and recognise that different ways of working are required for different cultural groups. Being grounded in a kaupapa Māori approach was an important element of its success. We know this works best for Māori and Pasifika peoples. Strong pastoral care was integral to this.



Our cultural partners engaged with Māori and Pasifika kaimahi to let them know they were available and willing to provide assistance as required. Being able to talk to someone from the same cultural background was hugely beneficial in supporting kaimahi to discuss and receive support for any issues they were having.

The programme also included a small fund, administered through the cultural partners, to enable kaimahi to pay for wellbeing initiatives. This mirrored the funding scheme that was developed for all kaimahi. This funding empowered kaimahi to be in control of their wellbeing journey and provided the right support to address immediate financial

concerns. The Mauri Ora Programme is now part of the suite of initiatives provided by Emerge Aotearoa, to support people who use its services and kaimahi, during times of hardship.

Although this has been a particularly busy year for the cultural team, and COVID-19 has made Mauri Ora Māori their focus, team members continue to provide advice and support to a range of programmes and services throughout the organisation.

Tania Tarawa

Mana Whakahaere,
Partnership and Inclusion

HOW WE MADE A DIFFERENCE IN 2020

How we Made a Difference

In the past 12 months, Emerge Aotearoa kaimahi once again went to extraordinary lengths to deliver the very best outcomes for the people we support.

Our services are now nationwide, with main offices in Auckland, Wellington and Christchurch, and smaller bases in regions such as Northland, Waikato, Bay of Plenty, Hawke's Bay, Tairāwhiti, Nelson/Marlborough, South Canterbury and the West Coast.

In the past year, the Emerge Aotearoa Trust worked to develop the new three-year Strategic Plan, which involved the input of kaimahi, clients, whānau, iwi and the community.

The outcomes we strive for are Healthy Whānau, Thriving Communities, Greater Equity and Sustainability. We also developed new strategic pou, which were identified as Māori Succeeding as Māori, Lived Experience and Diversity are Privileged, and Thriving Pacific Peoples.

We introduced a range of initiatives, roles and programmes to support these overarching objectives.

In 2019, we launched the new Te Ngākau Hīhiko o Te Kākā Tarahae Programme aimed at empowering our Māori kaimahi. The 12-month initiative is a marae-based, wānanga approach, designed for Māori by Māori. In August we were thrilled to participate in the graduation of the first group of 11 kaimahi from this valuable programme.

Following the establishment of the Rainbow kaimahi network, Te Whānau o Uenuku, early in 2020, we were delighted to welcome Cynthia

Spittal to the Emerge Aotearoa team as our new Rainbow Partner. This role will help us to improve our partnerships with external stakeholders and organisations working with diverse communities, support the work of our Rainbow Roopu and ensure our internal policies and processes are inclusive and reflective of diversity.

Cynthia was an important advocate and voice for our Rainbow members and community during the COVID-19 lockdown period when she provided information and support through Emerge Aotearoa channels.

Another way we helped people during the pandemic restrictions was by fast-tracking the availability of Ignite's free online library, containing hundreds of mental health and wellbeing resources.

Several of our Generator participants also teamed up with Vaka Tautua (a Pacific provider) to deliver more than 13,000 meals and 5,000 vegetable packs to people in need. The project was such a success it was extended until August 2020.

Since its launch in August 2019, more than \$700,000 of seed funding has been granted to the 600 plus participants in The Generator. More than 80% of participants have said The Generator has had a positive impact on them emotionally, socially, and educationally, and more than 75% say they have been able to increase their income.

To help streamline the way we work, we launched our three-year digital transformation programme, Te Manu Korokī, which will upgrade and modernise our systems, processes, and business

applications. Some of the work to future-proof our systems will include improving our reporting, analytics and record keeping; improving business services from recruitment through to managing teams and scheduling; upgrading privacy and security measures; and increasing skillsets.

Another big programme of work has been Building Stronger Futures, which encourages higher standards in our day-to-day work to deliver better outcomes for the people we support. Building Stronger Futures also encompasses Strengthening Foundations, which is focused on goal planning, record keeping, and notetaking.

Alongside this future-focused work, Emerge Aotearoa continues to make a difference in the daily lives of the people we support. This is evident

in our EaseUp programme that works with young people aged between 13-20 in the Tāmaki area, who are struggling with alcohol and other drug issues. Since launching in June 2019, a total of 67 referrals have been received and staff have recorded more than 5100 contacts with rangatahi.

Now in its fourth year, the central Auckland Awhi Ora programme has also grown from being supported by four NGOs (one of which has been Emerge Aotearoa) to seven. It was formally evaluated by Synergia and the report showed that 94% of those supported found Awhi Ora helped them achieve or be on the way to achieving their goals. Seventy per cent had a reduction in psychological distress.



HOW WE MADE A DIFFERENCE IN 2020

Housing – Mahia village

One of the highlights of the last year was seeing the completion of the new community housing development in Wattle Park, Auckland.

Consisting of 112 new homes, with 15 of these owned by Emerge Aotearoa, it extends our ability to assist more people in need of long-term housing. Our contribution includes six one-bedroom units and nine two-bedroom townhouses that have been built with robust materials, double glazing and plenty of insulation, making them warm and dry all year round. The Wattle Park development is also located in a stunning spot, with the developer making the most of the natural environment and adding a Samoan pou to welcome residents at the entrance.

Penina Health Trust and Accessible Properties are also providing housing at the development. The remaining properties are privately owned. Wattle Park has been a highly collaborative project with all three community providers meeting regularly to discuss its progress.

In developing this housing facility, all agencies have focused on creating a stable place for families to grow and make memories. “We know that having spaces where people can build and maintain long-term relationships helps to grow strong, well-connected communities,” Emerge Aotearoa National Housing Manager Hope Simonsen says. “It was also important to have tenants involved in decision making about Wattle Park, so that they were involved in their community from the outset.”



The new Mahia Road housing units in Wattle Park, Auckland.



HOW WE MADE A DIFFERENCE IN 2020

Integrated Primary Mental Health and Addiction (Access and Choice)

The Awhi Ora approach is now being rolled out across the country, following its successful implementation in Waitematā and Auckland. Emerge Aotearoa and Mind and Body have been part of this initiative for the last four years.

Based on the model, the Ministry of Health is making a significant investment over the next five years. In the past 12 months, the overarching service, called Integrated Primary Mental Health & Addiction (Access & Choice), has grown for Emerge Aotearoa to include Wellington, Christchurch, Counties Manukau and Hawke's Bay.

Awhi Ora was initially funded by the Auckland District Health Board and developed through a co-design approach with the local community. It aims to provide quick, early intervention that supports people who are becoming distressed by social issues such as getting a job, a home, or needing social support. Through GP introductions – and now self-introductions – a support worker from Awhi Ora can be contacted for a face-to-face meeting. The support workers, who include kaimahi from Mind and Body, are part of a wider team that encompasses Health Improvement Practitioners and Health Coaches.

Emerge Aotearoa District Manager (Auckland) Gillian Schweizer says there are seven operating principles which have been identified as key to the approach's success.

Among them are staff being highly connected with the community and GP practices, using

non-clinical language, recognising distress as 'a moment in a person's life', and the strong belief that people who are supported will move from coping to thriving. The implementation of the programme requires a collaborative approach between PHOs, NGOs, and DHBs around the country. This is an important part of the successful delivery of the programme.

Following a request for support, contact is made within 48 hours. Each individual can be matched with a support person of the same ethnicity, gender and language, if they choose. Following a brief text exchange, they will meet in a public place in the community to discuss the way forward. A plan is developed for the support needed and in general most people achieve their goal within three months. Gillian says people then often say, 'my friend has a challenge, can you help them, too?'

Now in its fourth year, the central Auckland programme has grown from being supported by four NGOs (one of which has been Emerge Aotearoa) to seven. It was formally evaluated by Synergia and the report showed that 94% of those supported found Awhi Ora helped them achieve or be on the way to achieving their goals. Seventy per cent had a reduction in psychological distress.

This service makes less work for GPs and delivers the tailored support that is needed for people. "Our support workers' expertise is social connections and community knowledge, so we can come and assist people to achieve their goals in their community," Gillian says.

Emerge Aotearoa, by invitation from ADHB funders and planners, has been involved since the inception of the project. Throughout its first four years, EmERGE Aotearoa was involved in the Awhi Ora ADHB steering group operations group, jointly ran workshops, piloted assessment and reporting tools, and was part of the branding group. “It has been wonderful to be part of a collaborative effort, thinking outside the square to help shape the future direction of local and early access to managing social distress,” Gillian says.

The intention is that people using the service develop resilience to face social and emotional challenges and then, ideally, don’t require secondary services. “The growth of the relationship between primary health care and NGOs has been so beneficial. The concept is that this support is for a brief moment in your life.”

The free service in Greater Wellington is called Access & Choice and is provided collaboratively by PHOs and NGOs. District Manager (Central Capital and Coast) Patrick Johnston says the service can involve brief intervention therapies, navigation of social services, advocacy, peer support, coaching, support to develop plans, budgeting, and housing support. Community support workers operate from Naenae and Newtown Medical Centres.

“The medical centres have been really welcoming and in the first two weeks we received six introductions,” Patrick says. “One of the bonuses



of the model is that people don’t have to prove they meet a certain level to access services. Introductions range from people experiencing difficulty accessing accommodation, to individuals with enduring addictions who need support.”

In Hawke’s Bay, the work is still in its early development, but successfully underway.

Regional Manager (Central) David Comiskey says, “The NGO collective that we are part of in the Hawke’s Bay continues to have a strong and collaborative approach to discussions, and is aware that this initiative will develop over the next three years.”

HOW WE MADE A DIFFERENCE IN 2020



As part of our COVID-19 response, the launch of Ignite was accelerated to assist businesses to support their workforce. This was at a time when it was more important than ever for employers to be looking after the health and wellbeing of kaimahi.

The Ignite online resource library was made available to all essential service organisations and workplaces impacted by the global pandemic. The library hosts a vast collection of validated, practical, evidence-based tools to help employees look after their mental-health, wellbeing, and resilience. In a short space of time, Ignite supported thousands of people throughout New Zealand.

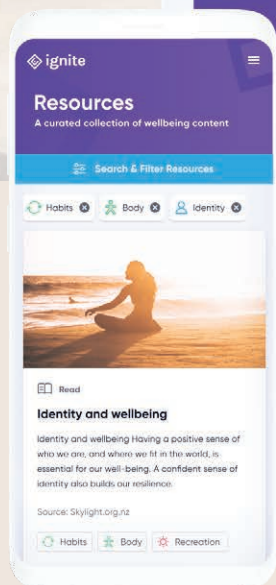
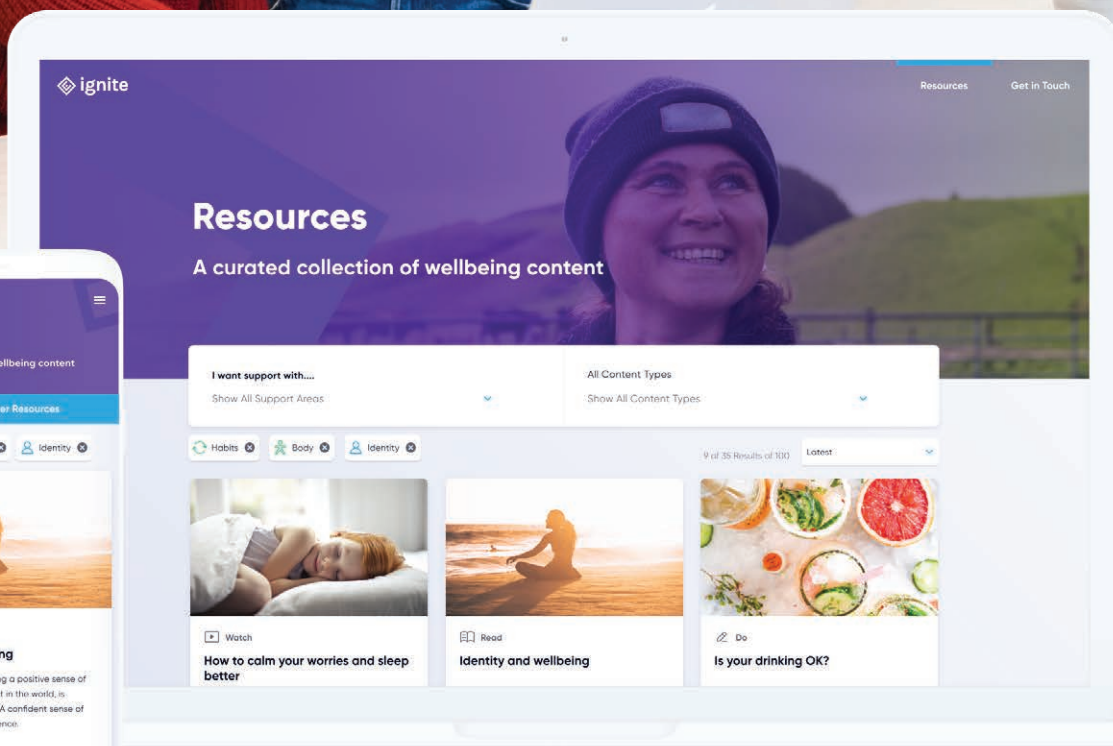
Today, via our platform, people can access health and wellbeing support accessible seven-days-a

week, from their devices. The Ignite platform includes an online booking facility for virtual talk-therapy, a digital wellbeing self-assessment, and wellbeing planning tool. Ignite is providing this to employers in the first instance as a modern alternative the traditional Employee Assistance Programmes (EAP).

Ignite's broader solutions include education and specialised research and evaluation services.

As a social enterprise, one of Ignite's long-term goals is for its profits to be re-invested back into the community to promote digital inclusion particularly for Māori and Pacific people and improve equity of access to mental health and wellbeing support.





HOW WE MADE A DIFFERENCE IN 2020

Tiakina Youth Hub

Eighteen months from opening its doors, an innovative youth mental health and wellbeing service run by Emerge Aotearoa Limited is seeing impressive results.

Tiakina provides daily group activity sessions, morning and evening, for young people aged 14-19 years who have complex mental health needs such as borderline personality disorder, severe anxiety and depression, psychosis and bipolar disorder. Its aim is to provide structure and support for positive mental health and wellbeing.

Instead of living on site, Emerge Aotearoa wanted to ensure that the young people returned home to their whānau every night in order to maintain the vital, strong family connection.

Activities at the service can include gym and sports sessions, volunteering at local organisations, art classes, working on CVs for future employment, and learning life skills such as cooking and budgeting for when they move out of home. Tiakina also has a monthly sibling/whānau day to encourage family involvement in the service. Activities are structured around the goals the young people want to achieve, such as regaining the confidence to return to mainstream schooling.

Based out of its Christchurch hub are five different youth services including:

- Multi-Systemic Therapy (MST) - an intensive, 20-week programme supporting whānau to manage challenging behaviour in 10 to 18-year-olds
- Youth Community Support – for young people in the community aged 13-19

- Early Intervention Psychosis Pathways Support Workers – for young people with first presentation of psychosis or bipolar
- Specialist Support/Lead Professionals – providing needs assessments and also working with the Children's Team
- Tiakina Community Wellbeing programme

Emerge Aotearoa District Manager for Southern Community Services, Leroy Lewis, says the operating model of the programme has helped to change the way other services in the sector are working together.

"It is changing the way we do referrals. Every two weeks, a panel that includes other local youth services will get together and discuss the referrals that have come in so that we can create a wrap-around service that meets the needs of the young person," he says. "I think there is evidence that we are looking at things differently now and we are all working together to do what is best for the young person instead of competing."

Tiakina Service Manager, Lolita Greig, says the new model of working has reduced the number of clients across the joint waiting list of Emerge Aotearoa and Stepping Stone by 73.6% and reduced the referral turnaround to about six weeks.

"We work with the young people on the goals they want to achieve. Whether that is going back to school or learning how to cope with their anxiety on a day-to-day basis," Lolita says. "When they meet their goals, they are discharged from the service. Our whole aim was for young people to not have to go to residential care and live away



from their family to get the support they need. So far, we feel that it is working well.”

Previously, Emerge Aotearoa provided a five-bed residential care-based facility but after identifying the need for an out-of-the-box solution, the new service was created with support from CDHB Planning and Funding, and the mental health sector. Leroy says that while there were initially some concerns about the potential impact of this change, this perception had shifted dramatically over time.

“We removed five residential care beds in Christchurch for young people through this move and more than 18 months later, there is still no need to replace them,” he says. “We believe that this has demonstrated that we can support young people and not have them in residential care away from their natural supports. We can also support more people with this service model.”

Christchurch mother Sharon, whose 17-year-old daughter spent six months with Tiakina in 2019, says the transformation she saw in her was “amazing”.

She says her daughter was struggling to engage with mainstream school after being diagnosed

with autism and ADHD while coping with a past trauma. She wanted to socialise more and meet new people while working towards getting back into a routine for school.

“My daughter felt accepted at Tiakina and it gave her the kickstart she needed. They are all so brilliant there, I can’t speak highly enough of the team. Her whole mood changed and it’s like she found her wings there.”

Her daughter is now attending a local high school, where she has discovered a passion for chemistry, and wants to study a double major in science at university once she graduates. The staff at Tiakina helped introduce her to several schools before she settled on which one she wanted to attend, and they helped support her on a tour of the facilities and get a uniform.

“She’s really knuckling down and working hard at school - and she’s loving it, it’s amazing to see,” Sharon says. “She is so much happier and more confident and outgoing now following the help she received at Tiakina.”

**Names and photographs have been changed to protect the identity of the individual.*

HOW WE MADE A DIFFERENCE IN 2020

The Generator COVID-19 Response

More than 13,000 meals and 5,000 vegetable packs were distributed to those in need throughout greater Auckland during the COVID-19 response, thanks to The Generator's emergency meal delivery initiative. The Generator, an MSD-funded initiative that backs New Zealanders who have both a community services card and a business/enterprise idea, is delivered in a partnership between Emerge Aotearoa and Vaka Tautua. Funding for the project was accessed from Foundation North and Auckland City Council, enabling local businesses to provide nourishing kai to people in need during lockdown.

During Alert Levels 3 and 4, Generite caterers, Moa Lunches and Kai Sisterz, prepared the emergency meals from a kitchen space which function centre La Valla allowed them to use at a reduced rate. The vegetables were donated by Balle Brothers, Hira Bhana family, RC Hari & Sons and Wai Shing

Ltd, and everything was distributed by fellow Generite Peter Lilo's courier business. Auckland City Council provided hall space for vegetable packing and Vaka Tautua delivered produce to their clients and contacts.

The meals and vegetable packs were delivered throughout Auckland, with an initial focus on Māori and Pasifika people, older people and those living with health challenges or health vulnerabilities. Production and distribution were managed by the National Generator Team, who worked with stakeholders to manage registrations, develop a priority list for those receiving meals and ensure safe storage and confidentiality of recipients' details. Emerge Aotearoa managed the funds and reporting for the initiative.

The project was so successful, it was extended for a further two months, with La Valla taking

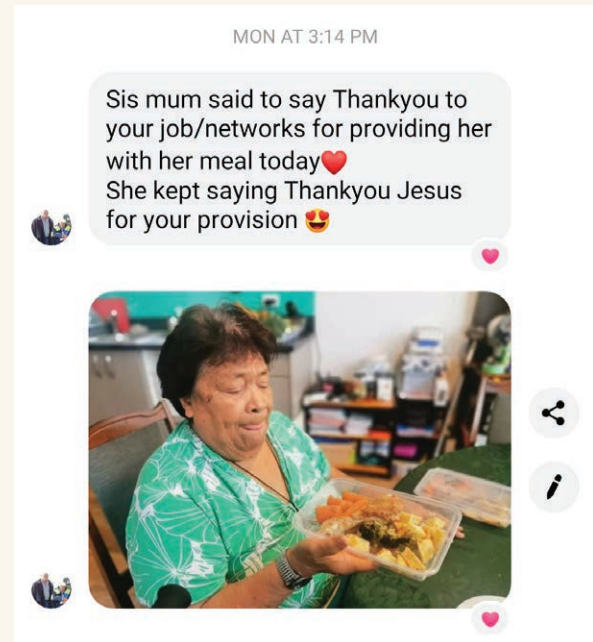




Peter Junior Lilo Lakopo delivers meals as part of The Generator Food Security Initiative.

over the organisation and co-ordination of the meals. La Valla's chef also mentored the Kai Sisterz into the next phase of their catering business. The next step of the project will be to introduce online cooking workshops.

On average, The Generator provides seed grants of up to \$3000 for individuals, and up to \$5000 for whānau. People hear about The Generator through its website, Facebook, whānau, Generites and support organisations. Since lockdown, the National Generator Team has worked to create sustainable business opportunities for Generites, including developing future work opportunities and providing time with an accountant to discuss finance management.



HOW WE MADE A DIFFERENCE IN 2020

Kaimahi COVID-19 Experiences

Before the COVID-19 lockdown, Janet Taylor supported Emerge Aotearoa teams by working closely with managers to improve the quality of service that whānau receive. Janet is based in the Midland region at the Grey Street Hub in Hamilton, providing value for the teams she supports and ensuring that all standards and compliance processes are met.

During the COVID-19 lockdown, she continued to support Emerge Aotearoa whānau albeit in a different way. She swapped the Grey Street hub for a small desk in the corner of her lounge and worked with managers via phone or Microsoft Teams.

While quality of service, standards and compliance remained the cornerstone of Janet's work, she also added value in other ways. Emerge Aotearoa Quality and Improvement Manager, Faye Logan, says Janet did not hesitate to leap in her car to deliver essential supplies to Hamilton residential services, such as emergency credit cards and hand sanitiser. She was even on board, donning gloves and applying disinfectant when one of the services needed a deep and thorough clean for infection prevention and control.



"Delivering essential supplies gave me an opportunity to chat to kaimahi on the phone and from the gate. I was able to check in and see how they were doing," Janet says. She has also provided information and gathered ideas to share with other Emerge Aotearoa teams.

Whakapai Janet for demonstrating whaka-whanaungatanga, manaaki and whakamana, and for making ordinary mahi, extraordinary.

Securing Accommodation

Some wonderful stories emerged about kaimahi going to extraordinary efforts to look after tenants and other people we support during the Easter break, while the country was in lockdown.

For example, the Creating Positive Pathways (CPP) programme helped to support a man in Wellington who was being released from prison with nowhere to stay. The CPP team came to the rescue, organising urgent referrals so he could be part of the programme.

Team Leader Paula Wells liaised with Probation and managed to quickly source transitional housing for the man. A delivery of food and toiletries arrived for him, which had been donated by the Salvation Army, and with the help of CPP key worker Victor, his benefit payments were organised, and money was placed on his MSD card.

Describing the team members as legends, Paula says she was proud of how they had all pulled together to achieve a positive outcome. "The man was safe and in his home," she says. "He had food, he was off the streets, and now in the CPP programme, where he will receive ongoing support. He was stoked and so grateful."

Another great story from the Easter break, was of the successful relocation of a woman recovering



from cancer treatment. On Good Friday afternoon, staff received a message from the Ministry of Social Development (MSD) Area Manager of Housing, asking if any vacancies were available.

The client was living in a flat near Auckland, with people regularly coming and going, and she was worried about being exposed to COVID-19. Thankfully, Emerge Aotearoa had a furnished property in Titirangi that was ready to occupy. In just a few phone calls, team member Kamal Kent, who was on duty that afternoon, was able to provide access to the property. The woman moved in that evening and was then able to recuperate in her own private space.

“Delivering essential supplies gave me an opportunity to chat to kaimahi on the phone and from the gate”

Janet

Tautua – Service to Others

Among the most positive things to come out of the COVID-19 response, was whakawhanaungatanga and an increased sense of community connectedness.

Someone who went above and beyond to support his local community during this difficult time was Service Manager William Brown, who delivered food parcels to those in need. He understood many people were struggling and facing uncertainty, and there were also many people who wanted to help but didn't know how to get started.

William began collecting and coordinating donations from friends and aiga to create the food parcels and was inundated with names of people who needed assistance. He was also able to link in with our Waitematā Community Mobile Team to help whānau they support.

William delivered 40 food parcels to families across the wider West Auckland area, providing much-needed relief to many households. The generosity and aroha did not end there. After coordinating and delivering parcels all week, he was notified by the Community Mobile team



who advised him of another whānau (a family of six children and two adults) who were without food. William understood the struggle they were facing and wanted to help in any way he could. He bought a week's worth of groceries for the family and assembled a weekly meal plan for them, hoping to alleviate their stress around providing food. All of this was paid for out of his own pocket.

Whakapai William, for living the values of Emerge Aotearoa and for showing such aroha to those who need it most.

Hawke's Bay Generosity

One hundred snack packs were distributed to whānau in the Hawke's Bay, thanks to the generosity of locals and support from Emerge Aotearoa.

The Bay Vineyard Church wanted to do something special to help during the COVID-19 lockdown. After raising \$2200, they collaborated with Emerge Aotearoa to make sure the funds were distributed to where they were needed most.

Housing Operations Manager Jo Domigan, who is also a Bay Vineyard congregation member,

suggested the food go to whānau staying in Hawke's Bay motels. PAK'nSAVE Tamatea then let Jo into the supermarket before it opened one morning, and using the funds raised, she filled five trolleys with enough snack food for 100 whānau.

Without bursting their bubbles, Team Leader Housing Moana Paul, and her whānau, collected the food and set to work making up 100 snack packs, which were distributed across multiple motels. This kind and generous donation made the day a lot brighter for some very lucky tamariki. Well done, team.

Frozen Meals on Wheels – Wellington Housing

A day before Level 4 lockdown, the housing team jumped at the opportunity to receive and distribute frozen meals to our most vulnerable whānau in housing services.

Team Leader Shelley Roodt rounded up her husband and teenage son, to collect a cheap freezer in preparation for food storage. MSD kindly provided the food and arranged weekly deliveries to the Port Rd Hub. Paula Wells, Housing and CPP Team Leader Porirua, and her team delivered food to whānau in the Porirua area and Shelley's team delivered food to whānau in

Wellington, Upper Hutt and Lower Hutt, as well as Masterton.

Navigators were keen to be part of the food drive and said that they were grateful that they had "something to offer" their vulnerable whānau during lockdown. Numerous messages of thanks were received from food recipients.

A huge shout out to all our navigators who enthusiastically delivered 547 meals across the region to vulnerable whānau and tamariki (while still maintaining their bubbles). Well done, team!

Naku te rourou nau te rourou ka ora ai te iwi. With your basket and my basket, the people will live

Henry Street

By introducing structured days packed with plenty of activities, the Henry Street team in Wellington managed well during the COVID-19 crisis.

The residential complex, which includes 12 people, in three separate homes, adjusted to the 'new normal' that comes with living in a bubble. To help manage anxiety and uncertainty during this time, Service Manager Fiona Lack and her team, introduced a range of strategies to encourage a calm environment.

As well as providing reassurances and explanations of 'the bubble', and ensuring a daily routine was in place, they celebrated each day with a special morning tea, provided opportunities for people to express how they were feeling, shared daily cleaning tasks, continued to shop normally, took part in televised Les Mills' exercise classes and held movie afternoons and games.

"Everyone practised physical distancing and was absolutely amazing," Fiona says. "They really supported each other. It was great to see."



Whānau were kept informed throughout and their support in preparing for lockdown was welcomed. Fiona visited clients each morning to update them with the information they needed for the day and says she would highly recommend introducing structured daily activities to other residential services. "It really helped us to create a calm and supportive bubble for the people that live here and our kaimahi."

HOW WE MADE A DIFFERENCE IN 2020

The Communications Response

Our Communications Team worked around the clock at the height of the COVID-19 response, to provide vital information to kaimahi, people who access our services, and stakeholders. In the weeks leading up to the national lockdown, Emerge Aotearoa formed a team to manage the response and produced a well-considered COVID-19 Communications Response Plan. This forward-thinking meant preparation was already in place as the country officially went into lockdown on 25 March. Ensuring our whānau were kept well informed throughout this challenging time was integral to the organisation's overall response to COVID-19.

Communications played a vital role in the work undertaken by a COVID Response Team that was

formed and led by People Experience Manager Luke Franks and Chris Maxwell, our National Clinical Lead. For several weeks this team, which included wide representation from across the organisation, met every morning to take part in a briefing, and discuss and manage any issues as they arose.

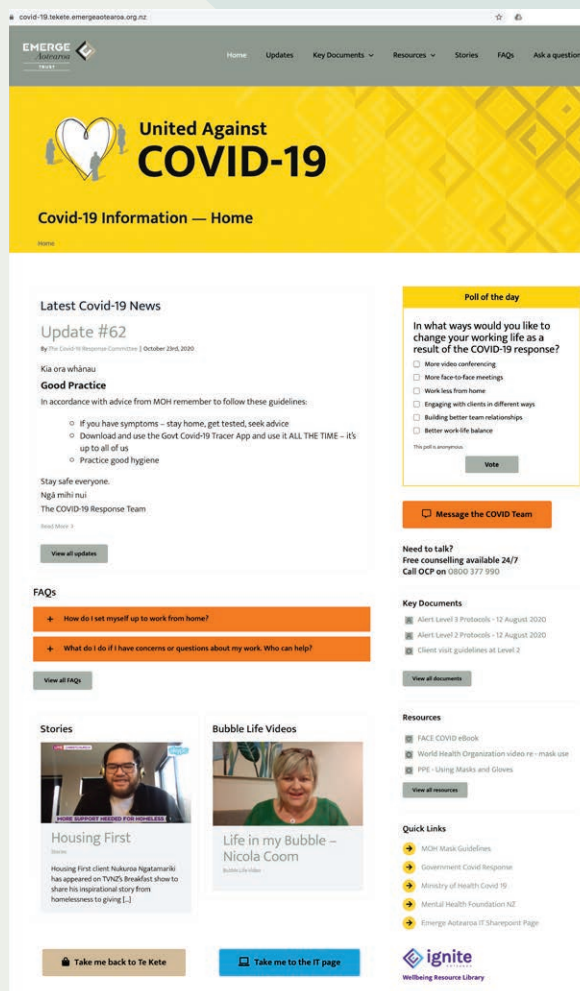
Early in the response, we launched a COVID-19 microsite where we were able to feature daily updates, weekly polls to check in with kaimahi, public health updates interpreted for our organisation by clinical leader Chris Maxwell, COVID-19 guidelines, video presentations, key COVID-19 documents and Frequently Asked Questions. We regularly reminded kaimahi to visit the site and encouraged their



involvement and feedback along the way. The communications team also interviewed kaimahi to share their COVID-19 experiences with the wider Emerge Aotearoa whānau.

While some kaimahi continued to support whānau kanohi te kanohi throughout the time of the pandemic, other methods of communication became more important than usual, for instance social media, emailed and posted information, videoconferencing, phone calls and texts. Emerge Aotearoa Group also fast-tracked the introduction of the communication tool Kaizala, to help kaimahi access information quickly and directly from their phones

The Communications Team played a critical role throughout the Emerge Aotearoa Group management of the COVID-19 pandemic. Providing well-structured, clear information was one of the keys to ensuring a smooth and swift response during this historic event.



Communications poll result

86.5% of people strongly agreed or agreed that they liked the way the organisation was communicating with them

HOW WE MADE A DIFFERENCE IN 2020

Keeping In Touch Squad

Emerge Aotearoa launched the Keeping in Touch Squad while the country was still under COVID-19 Alert Level 4 lockdown restrictions.

Aware that everybody manages challenging situations differently, we wanted to ensure help was available if kaimahi wished to access added support.

Often, all that was required was a friendly chat with an understanding colleague. To make this happen, we invited kaimahi who either had experience or a passion for mentoring and coaching, to become squad members.

With squad member profiles uploaded to the COVID-19 microsite, kaimahi seeking support could read them in their own time and arrange a convenient time to talk. All conversations were entirely confidential and could be followed up if required.

The Keeping in Touch Squad was one of a number of initiatives introduced as part of the Emerge Aotearoa Group COVID-19 response. A big thank you to everyone who took part in this important mahi.



Building Stronger Futures

A team has been assigned to work on each of the workstreams and bring about positive change in our organisation. This mahi is important for us to make sure we are getting the basics right for the people we support, and we can continue to deliver high quality services.

The Group Executive Team have made Building Stronger Futures, and our digital transformation programme Te Manu Korokī, two of our top priorities for the rest of the year, and have sought a coordinated approach so that communication and work requests for each are staged and manageable for everyone in the organisation.



HOW WE MADE A DIFFERENCE IN 2020



The Importance of Diversity

In the past 12 months, we welcomed Cynthia Spittal to the Emerge Aotearoa Group whānau as our new Rainbow Partner.

With more than 30 years' experience in the health sector, Cynthia has worked in clinical education, specialist mental health, social work, and primary and women's health.

Already we are seeing how valuable Cynthia's knowledge and expertise is in helping to support our kaimahi who work directly with clients.

Operating within the HR team, Cynthia's role was created following establishment of the Rainbow kaimahi network, Te Whānau o Uenuku. It will help us to improve our partnerships with external stakeholders and organisations working with diverse communities, support the work of our Rainbow Roopu, and ensure our

internal policies and processes are inclusive and reflective of diversity.

We will also now be able to review how we collect information, such as gender diversity, and work to boost our knowledge and skills for working with people who identify as part of the Rainbow community.

Cynthia says a particular highlight during the year was when she partnered with staff from Qtopia to facilitate a half-day workshop on Rainbow Mental Health for National Social Work Day, in September. "This attracted 85 participants from Canterbury District Health Board, Primary Health and NGO organisations, and received very positive feedback," she says.

During the COVID-19 response, Cynthia worked hard to ensure that the needs of the Rainbow



Diversity and Inclusion hui participants.

community were not overlooked in response planning, and supplied information and resources that were distributed through Emerge Aotearoa channels, such as Te Kete, social media and daily updates.

This was valued by many members of the Rainbow community who faced extra stresses during the lockdown period. Cynthia says many Rainbow organisations also pivoted to operate online and provide support.



Te Whānau o
Uenuku

HOW WE MADE A DIFFERENCE IN 2020

Te Manu Korokī

Our three-year digital transformation programme, Te Manu Korokī, is helping us to work more efficiently and better support the people we serve.

Prior to starting the programme, we found that many of the systems we were using no longer suited our needs and were not fit for a future-focused organisation. Through Te Manu Korokī, we are upgrading and modernising our systems, processes and business applications to make them fit for purpose now and in the long term.

The programme includes:

- improving our reporting, analytics and record keeping;
- streamlining processes to support mobile workers;
- improving business services from recruitment through to managing teams and scheduling;
- upgrading privacy and security measures;
- making it easier to navigate our digital systems so that kaimahi can focus on more important tasks;
- equipping kaimahi with the tools needed to kōrero and collaborate efficiently (such as video conferencing) and;
- increasing skillsets.

Te Manu Korokī is about providing tools that will enable us to spend more time supporting people in the community. It is about enabling managers to support and effectively manage their teams, providing them with tools and information quickly and efficiently, and creating time and space for them to focus on what is important.

It is also about leaders having the tools and the data to lead the organisation effectively and using the data that is captured to help inform future direction and investment.

To assist with the COVID-19 response, a number of digital tools were swiftly introduced to support our new ways of working, including Kaizala, Microsoft Teams and a Virtual Private Network. We're now moving full steam ahead on this three-year programme of work.

Throughout our digital transformation programme, the Emerge Aotearoa Group will be working hard to ensure all kaimahi have the necessary training and support to increase their skills.



Te Manu Korokī

HOW WE MADE A DIFFERENCE IN 2020

Te Kete Launch

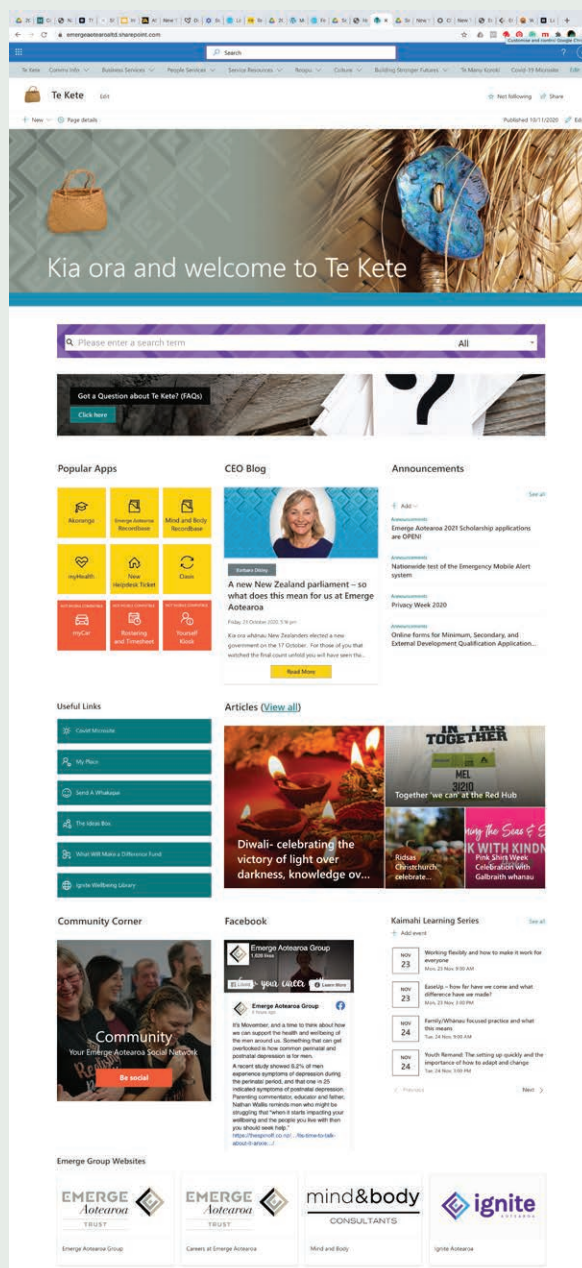
On the first day of Spring this year, we were thrilled to launch our new intranet which we have named Te Kete.

We've received incredibly positive feedback from kaimahi about how the new site is much more intuitive and user-friendly. The Te Kete revamp was part of our wider Te Manu Koroki digital transformation programme, which is improving the way we communicate, connect and collaborate in many different aspects of our work.

The Te Kete development team worked hard to make sure the site worked well for kaimahi, requesting feedback throughout and offering helpful tutorials along the way.

It is now more responsive, easier to use and works on more devices, including mobile phones. It also provides better access to apps required and regularly used by staff and is a one-stop hub for all controlled documents and staff details. Behind the scenes, it is cloud-based on Sharepoint, making it easier to access wherever you are.

When kaimahi visit Te Kete, they find staff announcements and useful apps on the home page, as well as our CE blog and articles. Emerge Aotearoa's community corner, and links to all our websites and social media accounts are all available, too.



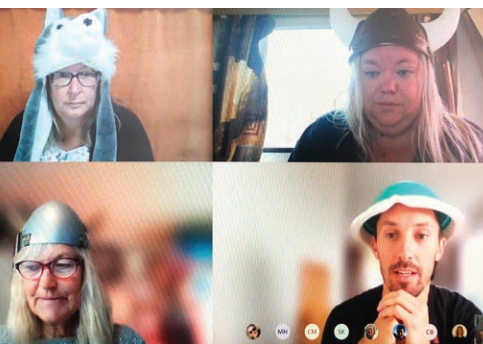


Our People, Our Year.





2020



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