



# Yellow Brick Road

Te Wahapūahoaho

## Yellow Brick Road

*Supporting Families Towards Mental Wellbeing*

## Our year in review

Annual Report 2021/2022



# Yellow Brick Road

## Co-Chair's Report

**Tēnā koutou, Tēnā koutou,  
Tēnā koutou katoa**

### Highlights

- ➔ **Leadership changes**
- ➔ **COVID resilience**
- ➔ **Strategy and funding**

It is a privilege to present the 2022 Annual Report for Yellow Brick Road – Te Wahapuahoaho, in a year that would have to go down as one of “unexpecteds”.

We had anticipated consolidating, strengthening our core and focusing on making incremental steps forward within the three areas of strategic focus we identified for the year. Instead, like most of New Zealand, we found ourselves navigating the arrival of COVID-19 in our communities, and with it, some significant demands. As well, we encountered some unexpected changes at the helm with the departure of our Chief Executive.

We are proud to report on the success of the year, against this challenging backdrop. We can say with confidence that the end of our financial year closed with a strong platform in place to move forward.

First, our acknowledgement and thanks to former Chief Executive Vicki Lee who led Yellow Brick Road following the merger and repositioned Supporting Families New Zealand as a national organisation with a clear and common purpose. We wish Vicki the very best in her new role, where she continues to contribute to wellbeing in the community.



Kate Yesberg



Jacinda Cole

We were fortunate to have recently welcomed John Moore as Chief Operating Officer and are grateful to him for stepping into the Acting Chief Executive role. He has embraced this position with impressive skills, commitment and energy. John has an extensive background working in the charity and not-for-profit sector both in New Zealand and the United Kingdom. He has previously managed service delivery to tamariki, rangatahi and their whānau, including behaviour



support, trauma related therapy, parent education and gateway primary mental health services.

Of great value to us also, is his experience incorporating Māori models of practice and tikanga into this mahi. We have already seen Yellow Brick Road strengthened by his knowledge of clinical service delivery and service development.

It is a privilege to have John on board and we thank him immensely.

We are confident that, under John's leadership, Yellow Brick Road is uniquely and well placed to maximise the opportunities presented by the new health system Te Whatu Ora (Health New Zealand) which will help us improve services for whānau across Aotearoa.

Achieving greater security of funding is fundamental to our ability to build and meet the ever-growing demand for our whānau services. We aim to improve efficiency, achieve national consistency and strengthen trust in our contracted services going forward, enabling simplicity and reduced administration. We had fully expected to spend the first half of the financial year beginning to build on our foundations to prepare for this.

Instead, the focus became one of ensuring our team could continue to support our families and whānau as COVID-19 and then the winter flu unsettled us all. Yellow Brick Road responded swiftly to Government mandates, service delivery requirements, protection frameworks and gathering restrictions by developing processes that would keep everyone as safe as possible.

Our thanks to the management team for so ably and quickly actioning these requirements and developing workable systems at extremely short notice, and to the support workers who continued to deliver in such testing times. Your professionalism and commitment to our kaupapa never wavered. It has been an honour to see the increasing strength and unity of our national team, demonstrating resilience and tenacity as well as steady support for each other.





As a board, we were pleased to be able to get together in person this year to visit the Christchurch office and additionally convene with the senior management team for a strategic planning meeting in Wellington. We reviewed the strategic plan, ensuring we were united in our priorities. Our primary focus continues to be one of strengthening our core, ensuring our foundation is solid to enable us to reach deeper into our communities who increasingly need our services.

Next, we seek to be known as the leader for family and whānau services as the health system continues to transition to Te Whatu Ora and Te Aka Whai Ora. The strength of our services means we are well placed to continue advocating for whānau across these new authorities. And finally, we are placing greater emphasis on diversifying our funding streams, building our capabilities in fundraising and embracing our philanthropic opportunities.

During the year, it was a pleasure to welcome four new board members, Kerri Price, Mervyn Goh and at time of writing, we've been joined by Denyse Wilcox and Sam Rodney-Hudson. They bring with them a wealth of experience and expertise which has already proven to be invaluable to the Board and the organisation as a whole. Thank you for your commitment, drive and fresh energy, we are looking forward to further working with you.

We acknowledge and sincerely thank all the board members for their contributions and energy throughout the year. We are privileged to have such a cohesive, warm and productive board. You all give your time so generously and for that we are incredibly grateful.

We would also like to thank the Regional Advisory Committees and Local Advisory Groups for their continued engagement and support across the country. The connection you provide to our local whānau means we better understand the issues faced by our families in their communities. Thank you for your ongoing belief in our organisation.

Despite the challenging backdrop of 2022, by the close of the financial year, Yellow Brick Road was on a trajectory of service enhancement and constant improvement – with momentum that is continuing to build as we write. Our heartfelt thanks to all those who have contributed to this progression.

We are excited about the opportunities ahead for this year. We know the needs of whānau continue to grow across the country, many of whom are stretched almost to breaking. We are confident we are well placed to meet these needs as we see growing support for, and greater understanding of, our services across Aotearoa.

**Kate Yesberg and Jacinda Cole**

**Co-Chairs**





## From Jacinda Cole

I wish to take the opportunity to acknowledge that during the year, Kate Yesberg expressed her intention to step down from the role of Co-Chair and from the Board of Trustees following the AGM.

Kate's contribution to Yellow Brick Road during her seven years with the organisation has been invaluable. On behalf of the other trustees, I thank Kate for her incredible input to what was then Supporting Families and now to Yellow Brick Road.

Kate has seen the organisation develop from individual branches to a strong national body, a time of immense change and growth. She has played a vital role in that evolution, in particular, bringing her legal expertise to the merger. She has been involved as Chair for the Steering Committee during the merger, as Trustee and more recently as Chair of the Board of Trustees. Her leadership has been solid and focused as we've worked through some difficult but exciting times, but importantly, she has kept us firmly on course with her warmth, expert leadership and strong belief in our cause.

I know I speak on behalf of all the Trustees when I say you will be greatly missed Kate. We are immensely grateful for your dedication to Yellow Brick Road, your generosity with your time and your reassuring guidance.

Sincere thanks to you Kate, from the Board of Trustees.

**Jacinda Cole**  
**Co-Chair**



## CEO Report



When I joined Yellow Brick Road in March this year, I was thrilled to be embarking on a new role delivering such a crucial service where I knew from my experience in the sector that there was such a great need. Namely, caring for those who really need support in the vast and somewhat unsupported mental health landscape – the families and whānau.

Little did I know my role overseeing operations would segue so quickly to the Acting Chief Executive role. A role that I have been privileged to deliver upon for the final two months of the financial year, and continue with as I write.

I am delighted to be able to share the hard work Yellow Brick Road has undertaken in what has been one of the most challenging periods ever, and report on progress and new directions in this annual report.

I have a view that New Zealand's biggest support service for people with mental illness is whānau.

The knowledge and expertise to positively change the lives of people experiencing mental distress is abundantly present in family and whānau, but services like Yellow Brick Road are critical to fully unlocking this potential. We are one of the very few professional organisations in New Zealand

doing that work. I knew this when I joined, and my experience since joining has further highlighted the incredible challenges whānau face and the mahi they perform daily despite emotional and practical stress, juggling of demands and limited resources.

On joining Yellow Brick Road, the moment Covid allowed, I embarked on a programme of visits to our offices to understand service delivery and the needs of our teams around the country.

I was delighted with the warm welcome and thrilled by the enthusiasm with which our team all over the country has for delivering for family and whānau. I was also able to identify needs for further support and ways to add value to the way we do things for them to do even better in their day-to-day work. I have been able to review our service with a view to streamlining what we do.

I am also excited about the opportunity to better define our work, ensure we are clear on our offering and that we focus our resources and energy on our agreed and mandated strategic direction and point of difference in the sector. It is important we deliver this unique service, not try to cover off every need that is raised, of which there are many.

Meetings and relationships I have forged with the Ministry of Health, Te Whatu Ora, Te Aka Whai Ora and other stakeholders have been positive and I'm looking forward to more robust funding and contracting arrangements that secure our role in delivering this crucial work.

The health sector is in the process of large-scale changes. I firmly believe that direct support to family and whānau is the answer to addressing the enormous mental wellbeing challenges that currently exist in our communities.

We are well prepared for a year of achieving security, consistency and profile with those we work with and for. Moreover, getting real results that ultimately help tangata whaiora.

**John Moore**  
**Acting CEO**

# Board of Directors and Governance

## Co-Chairs

Jacinda Cole, Kate Yesberg

## Board

Dick Brown

Gary Sturgess

Richard Skeates

Janet Collier-Taniela (a skills-based appointment  
– resigned in December 2021)

Kerri Price (appointed May 2022)

Mervyn Goh (appointed May 2022)

## Audit and Finance Sub-committee

Gary Sturgess

Jacinda Cole (from March 2021)

Mervyn Goh (from May 2022)

The Board meets monthly either by Zoom or in person.

## Local and Regional Advisory Groups/Committees (LAGs and RACs)

As an organisation whose roots and growth are embedded in “Lived Experience”, we continue, as a matter of mandate, to draw on advice and views of our communities who have or are experiencing ongoing mental health challenges within their families.

LAGs provide an opportunity for whānau to meet regularly and discuss regional issues and opportunities. Through their elected RAC members, the feedback is shared with the Board of Directors to help inform strategy and operations as well as providing lived experience and real life views that help Yellow Brick Road when advocating or making submissions in regard to mental health services.





# Corporate information

## Trustees

Kate Yesberg

Dick Brown

## Registered office

423 Great North Road

Grey Lynn

Auckland 1021

Website [yellowbrickroad.org.nz](https://yellowbrickroad.org.nz)

## Bankers

ASB

## Auditor

CROWE (Wellington)





# Financial Overview

Revenue this year is up on prior years and ahead of our budgeted expectations by \$306k. Principally, this is due to additional contracting in Wairarapa to extend the nature of the service provision in this region.

However, we are posting a year end deficit (\$354k). This indicates in part that we are a financially stretched organisation that needs more security and consistency in funding to function optimally. We are confident the direction we are heading in to secure such funding is the right one and that those issues that gave rise to increased spending in this year under review have either been resolved or are being managed.

In line with our commentary in this report, we report both unexpected and some unplanned costs.

Business costs, including integration of Wairarapa to Yellow Brick Road involving a restructure, and a Regional Management restructure incurred unbudgeted HR advisory costs, further personnel costs and related legal costs. Likewise, unbudgeted legal costs were incurred for HR and legal advice regarding the Government-imposed vaccine mandates for health workers. In the long run, these processes have achieved more stability and corrected resourcing/staffing issues. The new

management structures and regional manager position descriptions have been designed to reduce HR expenses by reducing our utilisation of external HR services.

In recognition of our support workers and their continuing commitment to Yellow Brick Road and our whānau in a challenging environment, we awarded pay increases over and above the Government-funded pay equity and inflationary adjustments they received.

National office services are largely unfunded, but necessary. Achieving consistency and better defining our services and programmes is costly and needs to be centrally coordinated. We are confident that our investment in these areas enables us to further strengthen our core and streamline our organisation.

Demands on the organisation for addressing the reported “unexpecteds”, has meant less available personnel resource available to pursue funding/grant applications and fundraising. We are currently addressing this with the implementation of a fundraising strategy to ensure we are well positioned for 2023. We hope for fewer “unexpecteds” and to address our under-realised potential to receive revenue from fundraising.

	30 June 2022	30 June 2021
Revenue	3,625,349	3,133,476
Expenditure	3,992,380	3,146,156
<b>Net Surplus</b>	<b>(367,031)</b>	<b>(12,680)</b>
Transfer to reserve	-	-
<b>Net Surplus/deficit</b>	<b>(367,031)</b>	<b>(12,680)</b>
Equity at end of year	336,240	703,271
Sustainable reserve	600,000	600,000
<b>Total Equity</b>	<b>936,240</b>	<b>1,303,271</b>







# The Year in Review

## Strategic direction

Last year, the Board established a number of strategic priorities and these remained in place throughout the 2021/22 year.

Namely, the importance of:

- ➔ strengthening our core, and embedding quality and excellence in service delivery in a manner consistent with our values
- ➔ growing our organisation in a way that meets the needs of whānau
- ➔ ensuring we have the right people and skills in the right roles
- ➔ building on our foundations of support and fellowship for families, ensuring we meet priority growth areas:
  - equity and Māori strategy
  - children and youth
  - suicide prevention and post-vention

The Board reviewed its direction in April and reflected on how far we had come since the direction was set. It was agreed that against the backdrop of Delta and Omicron and with it, immense demands on all in the health sector, Yellow Brick Road was achieving well and had made positive inroads into each of these. It was further identified that investment in data and analytic capability was key to enabling us to measure success and tell our story.

Looking forward, the Board identified three priority areas to focus on for the next 12 months:

### 1 – Continuing to strengthen our core, ensuring excellence in our service delivery

Particularly important over the next year will be the introduction of Noted, to support our data management and the ability to tell our story. Also, ensuring a strong management and

support structure to make sure our people are able to do what they do best, to help whānau in need. To do so, the Board agreed on a regional management restructure which was in place by the close of the year.

### 2 – Ensuring we are well placed to support and take advantage of opportunities that will present with the shift to the new health system

We have a critical opportunity to highlight how important nationwide family and whānau services are with the establishment of Te Whatu Ora, Health NZ and Te Aka Whai Ora, the Māori Health Authority, and to engage with leaders in the sector to influence positive change/inclusion in policy and operations.

Our expertise, experience and the model we use is essentially ready to go, and so are we. We will seek contracts that enable us to deliver that crucial need for support for families and whānau across Aotearoa.

### 3 – Bringing renewed energy to regional and local engagement and fundraising

We have an incredible resource in our communities. People with lived experience, with crucial perspectives and a willingness to really help others and contribute.

The Board is seeking enhanced engagement with our Regional Advisory Committees and Local Advisory Groups. We recognise there is a lot of potential support for us that is largely untapped. We will focus more on supporting our communities to engage in more fundraising and seeking philanthropic contributions. All of this helps to generate not only funding, but increased awareness of Yellow Brick Road and the vital role of families.





## National office delivery

The Yellow Brick Road national office continues to provide strategic and functional support to our service delivery offices around New Zealand.

The financial, administrative, human resource, legal, communications and Board Secretariat functions of Yellow Brick Road are delivered from one central service. The aim is to achieve consistency in delivery and reduction in administrative burdens to enable support worker staff to do what they do best (help families).

This corporate function is largely unfunded by our service delivery contracts, so is heavily reliant on grants and alternative funding. We find ourselves needing to spend money to achieve funding.

Work undertaken in the communications and fundraising/grant application area are important to sustain and move us forward. Generating awareness and engagement is crucial.

To this end, some examples of work include:

- ➔ During the year, Yellow Brick Road was nominated for the Wairarapa Business Awards 2021, focusing on the establishment in Wairarapa of our National Office that served all of Aotearoa. We were shortlisted as a finalist and proud to attend the awards ceremony and promote our service to other leading organisations in the region.
- ➔ Engagement in media stories. Providing the whānau view when media run stories on mental health is beneficial to raise awareness and support for our service. We are increasingly proactive in this arena.
- ➔ Funding applications. We have worked on presenting more powerful evidence and our stories to better articulate cases to achieve greater funding for our service. This is a time consuming and costly process.

## Sector and stakeholder relations

We have made significant efforts to contribute to conversations about mental health and tried to support government as it seeks to transform the mental health service.

We have contributed to five consultations, providing detailed submissions.

We are trying to convey local needs by engaging with our communities, but take a national and cohesive view of the services.

It is critical for YBR to keep a keen eye and ear on what is going on at a national level in the mental health and addiction sector. We try to stay on top of media stories as well as knowing what central government, politicians and the not-for-profit organisations and individuals are talking about and focusing on.

We engage with government officials and stakeholder organisations whenever and wherever appropriate. Our aim is to continually advocate for Yellow Brick Road, ensuring we are well known for meeting that unsung need out there – namely supporting families and whānau.

We believe there is a “tip of the iceberg” situation in Aotearoa. For every person in the mental health “system”, there is a family needing support. For every person on a waiting list, there is a family. For every person who has presented for help, there are plenty who haven’t – and their families and whānau are desperately worried and don’t know where to turn. That is all beneath the surface of the tip of that iceberg – or beneath the statistics.

We will continue to keep discussions alive and forge further relationships to enable us to do more of what we do for the people who so need our support.

## Submissions

We have provided submissions on the following, conveying our experience of working with whānau and their views.

- ➔ *He Ara Āwhina – Pathways to Support.* We consulted with RAC members and staff to make a submission and are pleased to see the focus on whānau at the heart of this framework. We look forward to seeing progress as services adapt to this critical shift in service delivery.
- ➔ *System and Services Framework.* We also consulted with our regional whānau and staff regarding the proposed system and services framework. We were concerned that the proposed framework did not sit well within the context of earlier documents. We felt overall that Kia Manawanui provided a clear and positive strategy for change. We looked to the System and Services Framework for guidance on how this could be achieved and were disappointed if not confused by this latest iteration. We would have expected a more action oriented plan at this point.
- ➔ *Draft Statutory Guidelines to the Mental Health (Compulsory Assessment and Treatment) Amendment Bill 2021.* We submitted that the guidelines made a genuine attempt to support the human rights in the Amendment bill, however we believe that this approach needs to be more inclusive of whānau and their role, and their rights better defined. We outlined our ability to provide support in this space.
- ➔ *Repeal and Replacement of the Mental Health Act.* Overall, we felt that there was genuine approval for the human rights-based approach to a new legislative framework. Whānau bring a level of knowledge and expertise which must be treated with respect and valued. We wish to see the needs of whānau and requirement for consultation with them to be enshrined in law. As well, we conveyed our experience in and willingness to work with others to provide the support that is required whenever the Mental Health Act is enacted.
- ➔ We connected with other groups such as Carers NZ to provide feedback to the Mental Health and Wellbeing Commission's progress report Te Rau Tira Wellbeing Outcomes Report 2021.





## Community engagement

### RACs and LAGs

We continue to incorporate the invaluable perspectives and observations of our Regional Advisory Committees and Local Advisory Groups. Ensuring we are meeting the needs of our different communities is fundamental to our ability to provide a tailored and appropriate service.

We have sought these groups' views when we have made submissions and welcome the lived experience they contribute. Our aim is to increase our engagement with these groups and to better support them to enable this.

We acknowledge the passing of Malcolm Willoughby from Central RAC who has been involved with Supporting Families for many years.

### Community activities

Our regions run a range of events and meetings to connect with and reach into our communities.

For example:

- ➔ the annual Nelson mid-winter dinner which is an opportunity for whānau to relax and have fun with each other and their Tangata Whaiora.
- ➔ after a slight hiatus caused by COVID restrictions, staff were out and about talking about our services with mental health and community agencies, reminding them of our availability to support families.
- ➔ NGO and mental health sector meetings.
- ➔ Guest speaking at events and other community group meetings, for example, Salvation Army Bridge programme.

## Partnerships

### Konica Minolta

We are privileged to have partnered with Konica Minolta, the international printer and copier giant that opened a new showroom in Auckland in early 2021.

Through a serendipitous conversation at a time when we were looking for new printer/copiers, we forged a CSR or Corporate Social Responsibility relationship with the company. This means Konica Minolta chose to support us as a charity.

Hence the incredibly high-quality printer/copiers many of our offices are privileged to have and the opportunity to utilise their own state-of-the-art printing facilities.

We look forward to enhancing this relationship in coming years.

### Hyundai

We continue to be well-served by Hyundai through the generous lease arrangements for our vehicles, enabling reliable and cost-effective transport for reaching families. Hyundai has offered additional support through Fieldays promotions and we are hopeful we will be able to work more closely in future as we come out the other side of COVID.

## Service Delivery

We are proud of our staff who have worked hard in a difficult environment and have adapted to ongoing change.

COVID really impacted when Delta arrived in New Zealand, with the nationwide lockdown in August, Auckland's even longer period, and Northland and Waikato also experiencing further or extended lockdowns. The rest of the country, while freer to operate, was still of course heavily restricted.

With this, came Government mandates for health care workers' vaccinations. Needless to say, it was a sensitive task and extremely time consuming, but one which was achieved in a timely and compliant way.

Our processes for service delivery were also rapidly revised to ensure compliance with legislated "traffic lights" and then "levels", including isolations.

Our team continued to provide services under these restrictions, utilising technology where necessary and focusing on returning to kanohi ki te kanohi or face to face, just as soon as possible.

Overlaying COVID with an unprecedented run of influenza and colds, our teams were further stretched.

It is therefore with pride that we can report on a few examples of our delivery as follows:

- ➔ **CUMI**  
Children Understanding Mental Illness is a programme to help children who have a parent, sibling or other family member with mental illness. This successful programme was reviewed, updated and all materials redeveloped. It is a very well received programme. A similar programme is available to Rangatahi. Both have been run online and are to be rolled out across all our offices in time.
- ➔ **Support groups**  
Group and peer support meetings are a fundamental strand of our work. While these stalled during COVID restrictions, they returned as soon as possible. Examples: Women's Wellness Group, men's groups, eating disorder family support, women's wellness, ADHAD whānau support group.
- ➔ **Shot Bro**  
Once again, we hosted the powerful solo stage performance by Rob Mokaraka, inspiring people to take positive steps to deal with mental illness through a purposeful, colourful and engaging stage show. Unfortunately, further scheduled shows were cancelled due to lockdowns.
- ➔ **Suicide prevention and post-vention programmes, including WAVES.**
- ➔ **Stepping Out For Women**  
A programme for women who are challenged and stretched as they support family members.
- ➔ **Webinars**  
We delivered a series of webinars on a range of subjects nationally. Each was delivered live and then replayed, but each time, staff were available online to answer questions and provide support. Both the live and replayed episodes attracted wide audiences.
- ➔ **Building Bridges, partnering with Polytechnic Nursing Programme in New Plymouth, teaching nurses about realities of mental illness.**
- ➔ **"Resilience is an Inside Job", a fun and interactive workshop for families, teaching communication and coping skills, resilience and strength.**
- ➔ **Family Connections**  
This course assists families who are supporting a loved one with Borderline Personality Disorder.
- ➔ **Development of COMPASS programme, for rangatahi.**
- ➔ **Kia Whakatipua Tatou – Stronger Together.**  
We have embarked on a pilot programme in collaboration with Pathways REAL, working in the space where young people are on waiting lists for clinical services. We support the families and REAL support the young person. Early results are very encouraging and we look forward to full reporting later in 2022.





One of our regional managers sums up delivery:

*“As with much of NZ, our mental health services have long wait times and limited capacity to support Tāngata Whaiora. This means a huge load falls on families who often are overwhelmed. We are getting increasing numbers of highly distressed families and individuals referred who are frustrated and angry with the “system”. A significant part of the work is around helping them understand the system and navigate it as best as possible. We also do a lot of supporting the carers while they do the best they can for their loved ones while they wait for services to become available. This is increasingly noticeable with families of young people.”*

### “NOTED”

Data and information management is fundamental to our service delivery. It is essential to our operation, for accountability and providing information to inform our entire operation and strategic direction. At its most basic, our rationale for existence is weak without reliable data.

We currently utilise a client information system which is failing us and is no longer supported. This year we have begun the introduction of a new client management system, “NOTED”. This system will ensure:

- ➔ Correct quantitative information on case loads
- ➔ Demographic information
- ➔ Qualitative information about the range and scope of the issues we are dealing with
- ➔ Case management notes

NOTED is a system that is widely used across the health sector including by GPs, physiotherapists, social workers and more. We have had NOTED tailored to our own needs and are ready to train and roll out to staff who are excited about it.

## Client Satisfaction Survey 2021/22

We have for some years run an independent client satisfaction survey in Nelson seeking feedback from the families and whānau we assist. The information has been insightful and during the year we made the decision to run it nationally.

The two goals of a national survey are:

- ➔ To continually review and improve our services
- ➔ To measure and report on the outcomes we are contracted or mandated to provide

This survey was rolled out nationally in May/June. We were delighted with the high response rate and the encouraging feedback. We take on board areas for improvement and will be developing action plans for these. We recognise some adjustments may be required in future, ensuring better response rates from all demographics.

Summary of results:

### Overall Satisfaction

- ➔ 86% of clients surveyed rated the overall service they had received from YBR as 'excellent' or 'very good'. 88% said they would be likely to recommend the service to others, giving a high Net Promoter Score (NPS) of +68.

*"Counselling sessions have been a saviour to our whānau."*

*"I recommend Yellow Brick Road a lot - great service."*

### Outcome Measures

YBR was rated well on all key outcome statements with:

- ➔ 85% of clients agreeing the support they'd received was giving them the skills and knowledge they need to help support their family member





- ➔ 80% agreed the service was having a positive impact on their ability to manage the day-to-day challenges of supporting their family member
- ➔ 78% agreed the support had given them the confidence to deal with other people or agencies involved in the support or treatment of their family member (78% agreement)
- ➔ 68% agreed the support received had helped them achieve their family/whānau goals.

These results and further data collected will enable us to formulate actions for service enhancement.

## Māori whānau strategy

Meeting the needs of Māori is fundamental to our kaupapa, our commitment to Te Tiriti o Waitangi, and our very purpose.

We have highlighted this commitment in our strategy and it continues to be incorporated in all our work. Our service delivery rests on Te Whare Tapa Whā, a model which works beautifully for all our whānau with the ability to adapt to a range of cultures and families.

We have a range of excellent programmes specifically for our Māori whānau and the ability to deliver services that are culturally attuned.

As part of the organisational restructure, Yellow Brick Road has committed to creating a Roopu group within the company to support our Māori team members from all over the motu to connect and support one another as well as provide some leadership to the organisation with delivering culturally appropriate services.

## Demand and numbers

As reported by us previously and mentioned in this report, we are currently introducing a new case and data management system, NOTED. Crucially, this system will provide us with exact numbers and nature of the whānau we are supporting at any one time, and the nature of the cases.

We are challenged to report exact numbers of our work over the 2021/22 year. However, extracting from regional reporting, our estimates are consistent with previous years. Anecdotally, we hear there is increasing demand for our service or that demand is more complex.

Part of this complexity is the need to ensure whānau are well placed to receive and benefit from services for mental health support, either our own navigation and support service or clinical for Tāngata Whaiora, when they are in need of broader support. For example, housing, vocational and financial due to the “cost of living crisis”. Our teams are challenged to address need that is not ours to fix and it does make our jobs harder.

We estimate one FTE supports on average 50 whānau over three months, with fluctuations. The range is estimated at 32-86 per FTE.

This does not include families who reach out to us/are referred, and for whom we provide brief or indirect support to, such as providing information or further referrals.

## Funding

Yellow Brick Road is a registered charity.

We are funded by three means:

- ➔ Contracts for services, generally via Ministry of Health and DHBs (as at 2021/22)
- ➔ Grants from trusts and foundations
- ➔ Donations from individuals and businesses

Securing funding is instrumental in achieving our goals, enhancing and extending our services and helping as many families and whānau as possible. We have invested hours and hours of resource in applying for funding.

We are hopeful the establishment of Te Whatu Ora and Te Aka Whai Ora will enable us to achieve full and realistic funding for services and operating our service. We have been working towards contracts that reflect the true cost of supporting New Zealand's biggest support system – the whānau of Tāngata Whaiora. Rather than the more piecemeal approach that we have endured courtesy of different DHBs with different funding levels, requirements and perspectives.

## Funding

We extend our thanks to the following:

Ministry of Health

➔ Narrative Reporting

District Health Board Funding:

➔ Northland

➔ Auckland

➔ Waitemata

➔ Counties Manukau

➔ Waikato

➔ Taranaki

➔ Wairarapa

➔ Nelson/Marlborough

➔ Canterbury

Ministry of Social Development

Ministry of Housing and Urban Development

Trusts and Foundations:

➔ Lion Foundation

➔ NZ Lottery Grants Board

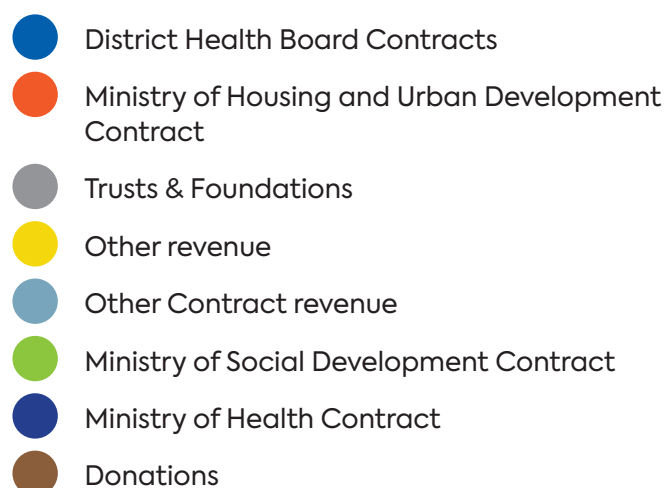
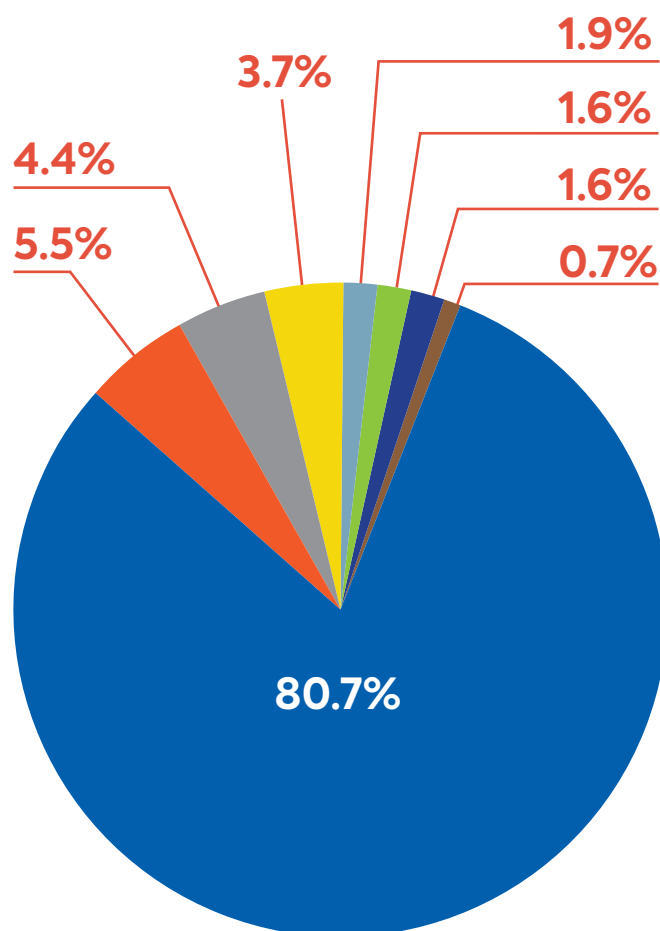
➔ Rata Foundation

➔ Nikau Foundation

➔ Public Trust – Procure Foundation

➔ Springhill Frimley

➔ Te Roopu Wahine Māori Toko o te Ora





## Our Vision (Wawata)

Whānau and communities are integral to mental distress recovery. We will walk alongside any family in New Zealand who needs support, knowledge, advocacy and empowerment as they journey towards mental wellbeing.

## Our Purpose (Kaupapa)

To inspire and equip whānau to restore themselves, by supporting their journeys from a place of distress to one of mental wellbeing.

## Our Promise

Let's change this together.

## Our Values (Uara)

### Whanaungatanga > We are kin

**Connection. Partnership. Honouring Te Tiriti o Waitangi.**

We believe that connection, a sense of belonging and working together are critical to wellbeing for all individuals, families, whānau and communities.

We are committed to working in partnership with others to improve mental health outcomes in Aotearoa New Zealand. We acknowledge the specific cultural needs of Māori in their journey to wellness and value their participation in our organisation as tangata whenua.

### Expertise > We know our stuff

**Knowledge. Professionalism. Quality. Competency.**

Yellow Brick Road knows and understands the issues facing whānau affected by mental distress. Our services are underpinned by national and international research, comprehensive internal training for our staff, and by continuous learning from people who access our services about what works, and what they need.

## Empowerment > We empower

**Resilience. Confidence. Strength. Empathy.**

Our interventions aim to equip families to heal and strengthen relationships and promote understanding of each person's needs to support and achieve wellness.

By sharing knowledge and communicating openly we aim to empower people to develop and utilise whānau and community support to promote wellbeing. Our services are accessible to everyone, providing a wide range of options for engagement, support and system navigation.

## Courageous Leadership > We have a warrior spirit

**Innovation. Advocacy. Initiative.**

Yellow Brick Road listens to and represents the voices of our whānau and communities to support and influence sector development. We embrace new thinking and ideas to achieve our vision for the future.

Our commitment to strong advocacy for mental wellbeing recognises and respects the contribution and diversity of all perspectives. We believe in the strength of collaboration to challenge the stigma and discrimination experienced by everyone affected by the impact of mental illness.

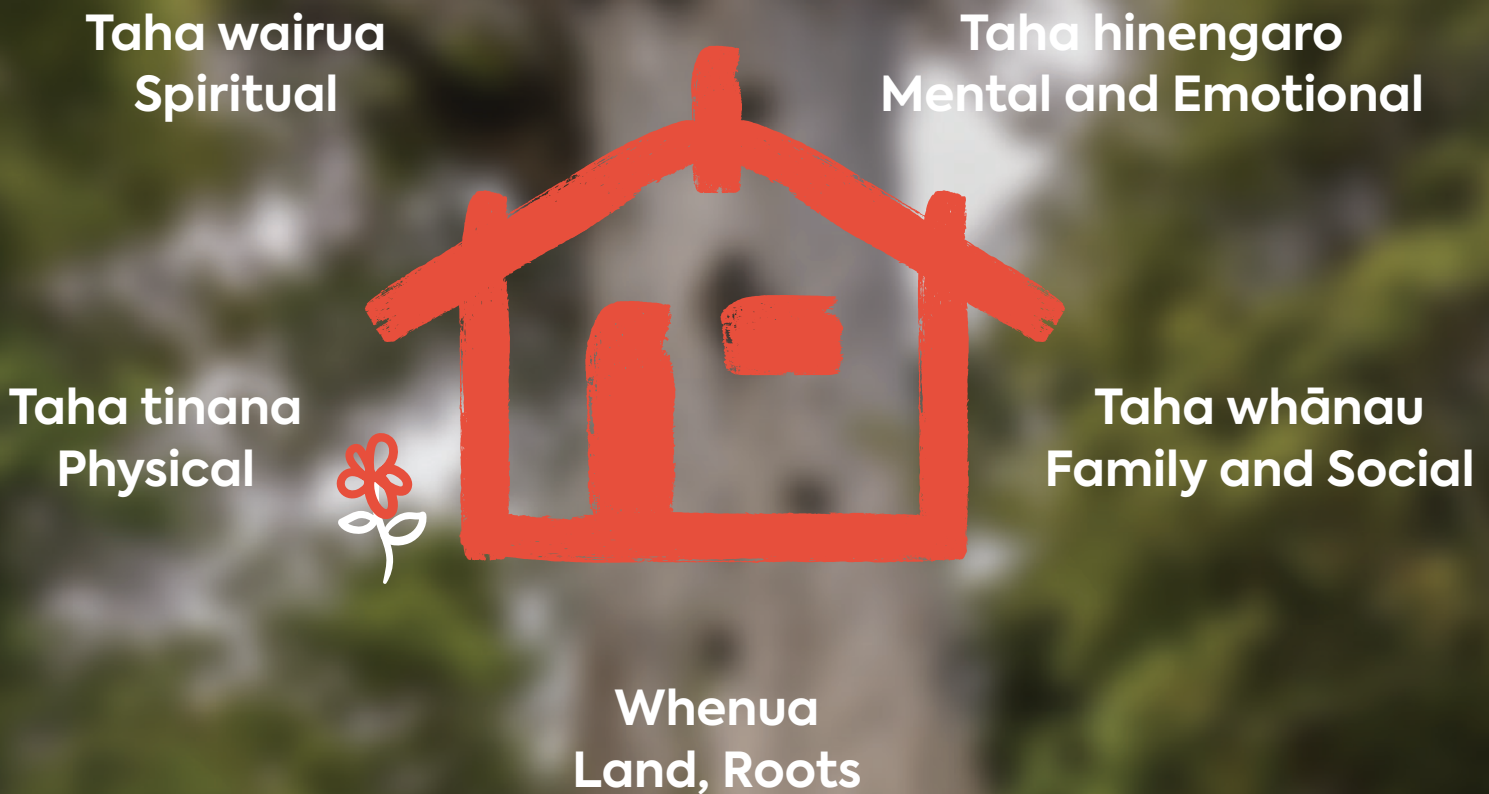
## Integrity > We have an unshakeable true north

**Ethical. Respectful. Reliable. Transparent.**

We act with integrity, honouring our reputation built over the past 40 years' of our service history. We are open and accountable in all that we do, beginning with our relationships with people who access our services and encompassing our internal management, governance and business practices.

## Our Service Delivery

# Te Whare Tapa Whā





**It takes each of us to make a difference  
for all of us.**

**It's whānau ora, and it is the foundation  
that inspires every aspect of our work.**

Yellow Brick Road is a national organisation that specialises in providing support for whānau who have a loved one experiencing mental health challenges.

After 40 years of experience working with people around New Zealand, we know that if the family of a loved one experiencing mental distress are correctly supported and empowered, the path they walk leads to increased wellbeing for the whole whānau.

Every day we set out to ensure they feel listened to, supported, equipped and ultimately confident to overcome the challenges they face.



**Te Wahapūahoaho**

Northern Region  
0800 732 825

Central North Island  
0800 555 434

South Island  
0800 876 682

[yellowbrickroad.org.nz](http://yellowbrickroad.org.nz)