



ANNUAL REPORT

2023 – 2024

atawhaitanga
courtesy

manaakitanga
respect

whakamana
integrity

aroha
kindness

kotahitanga
we, us...together

Karakia Whakatimatanga

***Whakataka te hau ki te uru
Whakataka te hau ki te tonga
Kia mākinakina ki uta
Kia mātaratara ki tai
E hī ake ana te atakura
He tio, he huka, he hau hū
Tīhei mauri ora!***

***Cease the winds from the west
Cease the winds from the south
Let the breeze blow over the land
Let the breeze blow over the ocean
Let the red-tipped dawn come with a sharpened air.
A touch of frost, a promise of a glorious day.***



CHAIR REPORT

Gail Tongs

How quickly a year passes, and this year has seen significant changes in WALSH with an old friend and ex-employee of WALSH joining us again in January as our new CEO and myself becoming Chair in May.

The metaphor “standing on the shoulders of giants” has been front of mind for me as I consider the origins of WALSH Trust and the long-standing tenure of our previous CEO Rob Warriner and Chair Suzanne Sinclair. Being the language nerd that I am it was interesting to discover this phrase expressing the meaning of “discovering truth by building on previous discoveries” has its origins in the 12th Century. I’m also mindful of the Māori whakatauki “Ka mua, ka muri” walking backwards into the future.

My catch phrase with Will has been we need to “hurry up and slow down” as we seek to reflect on and review our past, our present and our future, to understand who we are as an organisation, where we have been, where we are now and where we want to go in the future.

Change in life is a given, and beyond the changes occurring at WALSH we are considerate of a rapidly changing environment within our sector, our nation and globally. While change can be uncomfortable it always comes with opportunities if we hold to the right attitude and are guided by our “true north” our why - our purpose, and our values.

As a board, an organization and people of passion we continue to seek the opportunities and to make the choices that make a tangible difference in the lives of the people we are here for.

The Board continues to meet monthly as does our Finance Risk and Audit committee chaired by Madhavan Raman.

We have said goodbye to trustees Suzanne Sinclair, Kayleen Parr and Pam Tate this year. We are grateful for their commitment and service to WALSH.

The Board has undertaken an external review which has provided us with opportunities to learn, to improve and to grow in our ability to “add value” to WALSH as we walk into the future continuing to provide excellence in mental health services for our community.

I’d like to thank our trustees:

Madhavan Raman – Chair of Finance, Risk and Audit Committee
Ian MacClure
Bram Kukler
Sonya Russell
Gayleen Maurice
David Lui
Phil Laird
Robyn Fausett
Pam Tate
Kayleen Parr
Sarah Woollard



and all our dedicated staff for embracing change, for their ongoing passion, commitment and service to our community and purpose.

I’d like to make special mention of Ian to thank him for his many years of service and contribution as one of the very first trustees of WALSH.

Nā

Gail Tongs Chair



Will Ward

CHIEF EXECUTIVE REPORT

As I reflect on my first year as CEO of WALSH Trust, I feel an immense sense of pride and gratitude for the journey we have undertaken together. It has been a truly wonderful year, filled with innovation, growth, and a renewed focus on our mission to support mental health and wellbeing in our community.

I would like to begin by acknowledging the incredible support I have received from the Board of Trustees during this time of transition. Their guidance and trust have been invaluable as I stepped into this role, and I am grateful for their steadfast commitment to our shared vision.

I would also like to take a moment to acknowledge Suzanne Sinclair, who retired earlier this year after many years as Chair of the Board. Suzanne's leadership, wisdom, and dedication have left a lasting legacy at WALSH Trust, and we owe her a great deal of thanks for the strong foundation she has built.



I must also express my deep appreciation for Rob Warriner, my predecessor, who served as CEO for over 20 years. Rob's tireless work and passionate leadership have helped shape the organisation into what it is today, and I am honoured to follow in his footsteps. I have been fortunate to work closely with our new Chair, Gail Tongs, whose support and partnership over the past year have been incredible. Gail's leadership will be pivotal as we move forward, and I am excited about the direction we are heading under her stewardship.

Now, more than ever, it is essential for mental health NGOs to focus on what we do best: working alongside our communities, understanding their needs, and meeting them with empathy and tailored support. At WALSH Trust, we are committed to continuing our work in this space, providing services that make a real difference in people's lives.

This past year has been one of significant innovation and development. We have embraced growth, particularly in the area of peer support, and made important changes to some of our service models to better align with the evolving needs of the communities we serve. Additionally, we have established new leadership structures, ensuring that we are well-positioned to drive continued success and impact in the years ahead. It has been an exciting time, and I am incredibly proud of how the organization has embraced these changes with enthusiasm and a shared sense of purpose. We have an amazing team at WALSH who doing amazing work on a daily basis.

Our leadership team has been remarkable throughout this journey. I am privileged to work alongside such a dynamic and dedicated group of leaders, and I would like to extend special thanks to Paula Armandi and Fiona Mackenzie for their invaluable support and contributions over the past year.



Lastly, I want to thank and acknowledge our partners, supporters, and friends of WALSH Trust. Your continued belief in our mission and your unwavering support make all the difference. As we move forward, it is crucial that WALSH Trust remains an integral part of the Auckland community, and with your support, I am confident that we will continue to strengthen those ties and expand our impact.

I look forward to what the future holds for WALSH Trust and the communities we serve.



Paula Armandi

HR, QUALITY AND ORGANISATIONAL DEVELOPMENT MANAGER **REPORT**

This year has been one of transformative change and substantial growth for WALSH Trust. We take great pride in the services we offer and remain committed to living our values through every aspect of our work.

Our efforts over the past year have been validated through successful contract and standards audits. These external evaluations have been instrumental in helping us identify areas for enhancement and in assessing the effectiveness of our services. The feedback and recommendations from these audits have provided a solid foundation for our continuous improvement efforts, enabling us to fine-tune our approaches and strategies to better meet the needs of our people.

A key focus for us this year has been continuing to implement the Ngā Paerewa Health and Disability Services Standard. This framework has guided us in embedding a more culturally responsive and inclusive approach within our organization. We have placed a strong emphasis on integrating the voices of lived experience, Māori and Pasifika communities into our practices. Our efforts have included policy review and development, embedding new systems and opportunities for tāngata whaiora and staff participation and ongoing training to enhance our skills.

The introduction of the Integrated Housing and Support Service has provided opportunities to reflect on the essential aspects of our work and how it contributes to mana motuhake /self-determination for tāngata whaiora. As we celebrate its first year anniversary, we are very proud of everyone's efforts to make this a success.

We have systematically gathered and analysed feedback from tāngata whaiora who have engaged with our services. This feedback has been crucial in recognising and celebrating the positive impacts and successful outcomes of our services, uncovering opportunities for growth and informing planning and decision making.

We have also prioritized understanding and acting on feedback from our staff. The Senior Leadership team has been proactive in engaging with staff to ensure their voices are heard and valued. Staff have expressed a strong sense of purpose in their roles, highlighting the meaningful impact of their work on the lives of tāngata whaiora. The value of good relationships with colleagues and managers has been a recurring theme, underscoring the importance of supportive and collaborative work environments.

As we move forward, our focus will be on enhanced feedback mechanisms for tāngata whaiora and staff, and ongoing evaluation and refinement of our services to maintain high standards of care and support.

I want to extend my sincere gratitude to all the staff of WALSH Trust. Your unwavering dedication and passion make a profound difference in the lives of tāngata whaiora. Your hard work and commitment to our values are the driving force behind our success, and for that, we are deeply appreciative.

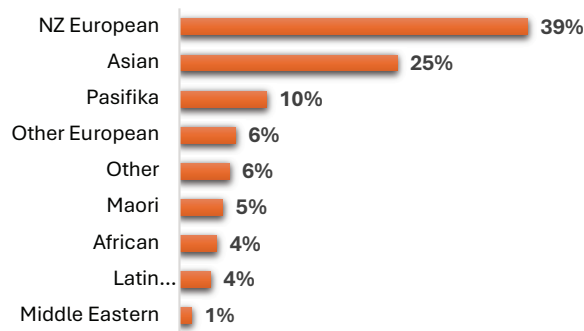
Thank you for your continued support and for making a positive impact every day.

OUR PEOPLE

OUR TOTAL WORKFORCE
THIS YEAR WAS **114** STAFF
MEMBERS.

28 STAFF MEMBERS JOINED
WALSH IN 2023/2024.

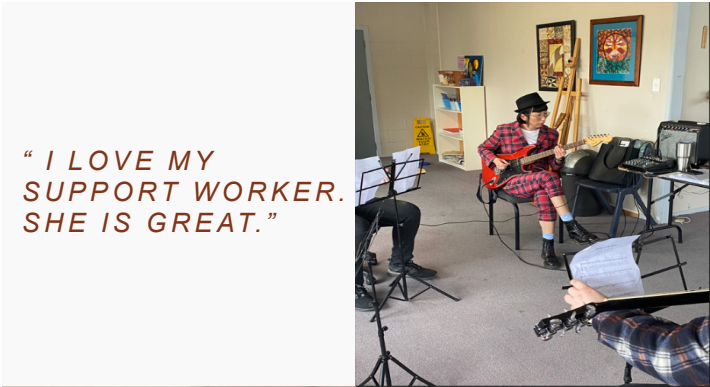
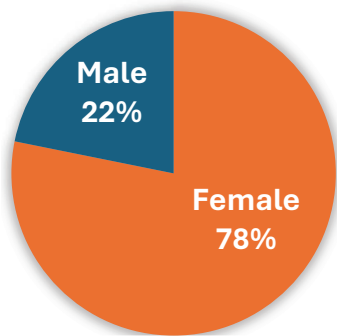
ETHNIC DIVERSITY



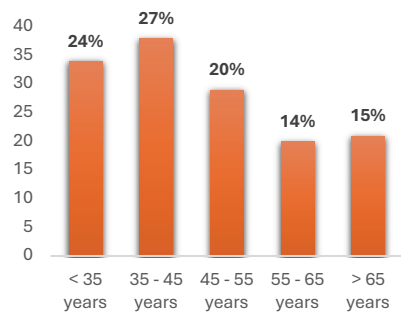
PINK SHIRT DAY



GENDER COMPOSITION



DIVERSITY OF OUR PEOPLE BY AGE



SAMOAN LANGUAGE WEEK



“you have literally saved my son’s life, thank you so much for all the support you have shown him and for getting us back together again as father and son”



PROFILE

HOKI EDMONDS

**MENTAL HEALTH
SUPPORT WORKER**

Meet Hoki, a mother of three and a community support worker at The WALSH Trust's He Kāhano Ora, a perinatal mental health service. Juggling her own tamariki, her work, and studying for a Bachelor of Social Practice, Hoki has her hands full.

One of the most rewarding aspects of her job is holding babies. "Oh, I love the cuddles, love the cuddles," she says with a grin.

Building trusting relationships is central to Hoki's role. Most of the people she supports have one working parent and one stay-at-home parent, each facing their own set of pressures.

Hoki provides respite and support to those referred to WALSH Trust for perinatal or parental mental health assistance. This might involve driving a parent to appointments (many don't have cars), watching their babies so they can rest, going for walks together, or helping with household chores.

"We're not cleaners, but if folding the washing helps, then we'll do it. None of us enjoy cleaning, but by doing it together, the person starts to feel supported and less alone."

Often, a parent will have no other support and are isolated with their child, with family living out of town or estranged.

Perinatal mental health comes with unique pressures. "Becoming a first-time parent involves hormonal changes, physical changes, and the challenge of caring for a needy newborn while figuring out who you are in the mix."

Hoki recalls working with a parent who was overwhelmed by a constantly crying baby, feeling the baby was defective. "We suggest appropriate interventions to help them understand what different cries mean. Guiding them towards this understanding can make a big difference."

Her greatest reward is witnessing the progress of the tāngata whaiora. She remembers working with a parent who initially felt unable to even hold their baby. "Six months later, they're chatting excitedly about all the things they've learned about their baby. It's wonderful to see them discover strengths they didn't know they had. It's truly joyful."

The job can be challenging, but Hoki emphasises the importance of letting go. "If I've had a heavy day, I make sure to offload before leaving work. If I can't shake it off, I'll have a shower right away, wash everything away. Sometimes I even cry to release my feelings, ensuring I don't burden my own family."

A supportive work environment is crucial for staff retention and development. Hoki appreciates that WALSH Trust has accommodated her need to work and study.

The waiting list for the service can be long, with priority given based on immediate need. Hoki notes that there is always more demand than resources for charitable organizations these days. "It hurts my heart because it feels like we're trying to pour from an empty cup."

Looking ahead, Hoki hopes to see increased support for working parents, particularly fathers. "We often encounter gaps that need filling. Sometimes both parents struggle with mental health issues, but our focus is usually on the birthing parent. We want to support the entire whānau as well."

She is constantly growing and learning. "I've realized I don't always need to solve problems for others. Sometimes, people just want to be heard, listened to, and valued."

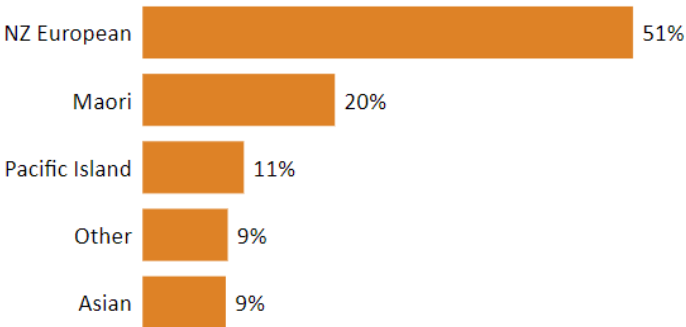
THE IMPACT OF OUR MAHI

THE TOTAL NUMBER OF TĀNGATA WHAIORA WE SUPPORTED THIS YEAR INCREASED BY **9%** FROM 1,444 IN 2022/2023 TO **1,570** IN 2023/2024.

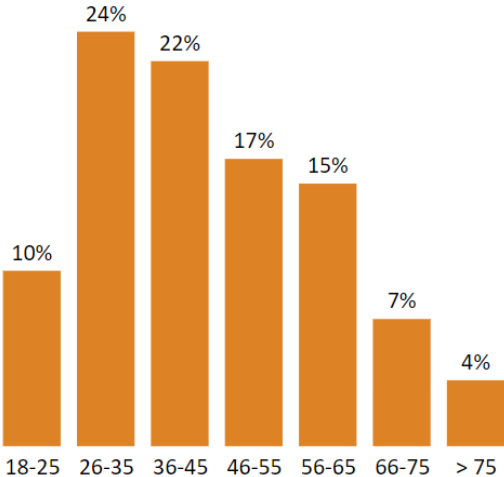


“I am grateful to Walsh trust and my support worker for helping me during my recovery from a mental health crisis. As a young mum, I felt really understood and the support has motivated me to rebuild my life and boost my confidence. Thank you for the work you are doing in the community.”

ETHNIC DIVERSITY OF OUR TĀNGATA WHAIORA

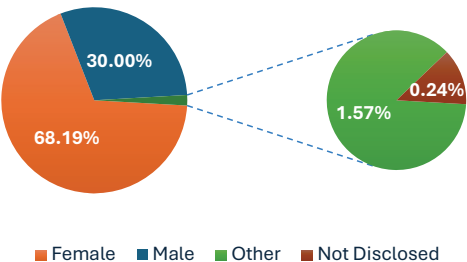


DIVERSITY OF OUR TĀNGATA WHAIORA BY AGE



“THANK YOU SO MUCH FOR YOUR SUPPORT. IT HAS BEEN AN AWESOME JOURNEY AND APPRECIATE ALL THAT YOU HAVE DONE FOR AND WITH ME. I WILL NEVER FORGET YOU.”

GENDER COMPOSITION OF OUR TĀNGATA WHAIORA



MATARIKI CELEBRATION



THE IMPACT OF OUR MAHI

CONTINUED...

AVERAGE LENGTH OF ENGAGEMENT
with Perinatal Mental Health Outreach
Support Service this year:
87 DAYS

"THANK YOU FOR ALL YOUR SUPPORT LAST YEAR. YOU AND THE TEAM WERE A GOD SEND AND I'LL ALWAYS BE GRATEFUL FOR WRAPPING ME AROUND YOUR ARMS WHEN I NEEDED IT THE MOST. THANK YOU!"

URU KAURI



OCCUPANCY at Te Whare Rata this year was 87%
with 1,936 bed days occupied in 2023/2024



PERINATAL MENTAL HEALTH AWARENESS WEEK



AVERAGE LENGTH OF ENGAGEMENT
with Older Adults Service
Te Whare Rata this year:
53 days

CHINESE NEW YEAR



"You have been amazing with helping me relieve my anxiety and stress caused by rainwater entering my home. It had been affecting my physical and mental health. Thanks to you and Walsh Trust, the contractors are going ahead with fixing the leaks and I feel a huge relief. I am so grateful to Walsh Trust"



PROFILE

PHIL LAIRD

BOARD MEMBER

Meet Phil. He has spent 40 years in West Auckland's commercial real estate and has served on the board of The WALSH Trust for 20 years. "I had a stint for 10 years, then took a decade off, and now I'm back," he explains.

"There's still prejudice against people with mental health problems. It's as common as grass but often hidden, with a lot of shame attached."

While other board members focus more on community aspects, Phil is deeply involved in budgetary matters and commercial negotiations. "I often get seconded to manage projects, working closely with the chair or CEO, and report back to the finance committee," he says. The Hickory Avenue premises has faced significant issues. "We're about to replace the roof. After several major floods, the water's been coming in rather than staying out," he adds.

Phil is currently planning an upgrade for the Hickory Avenue property. "We've owned it for a long time, and it's become tired. It needs modernisation. We're upgrading the façade and the interior so it will be fit for purpose for at least another 10 years."

The need for mental health services in the community is great, and WALSH Trust continues to excel in providing these services. "I'm proud to be part of that," Phil says. "You're doing this to make a positive impact in the community, which is personally rewarding." Yet Phil has found the work to be very much a two-way street. "Interestingly, you go in wanting to help others, but often end up gaining more than you give, like an understanding of the challenges facing the mental health sector, which is a privilege."

When Carrington Hospital closed in 1992, patients were released into the community. "The aim was to end the institutionalisation of mental health patients. That's when The WALSH Trust began, evolving from a small foundation to what it is now."

Phil notes that the WALSH Trust is a vital part of the local system. "Those who use our services come almost exclusively from Waitemata."

Without community organisations with residential capacity, patients would end up in institutions. "This is a significant improvement, moving mental health services into the community and making them more accessible."

The challenges he encounters are mostly with the red tape. "The bureaucratic process is mighty," he says. "The system still operates like an ambulance at the bottom of the cliff. What's needed is for the ambulances to be parked firmly at the top." The board's strategic direction involves careful management of resources. "In our line of work, things can go wrong quickly," Phil explains.

The strategic direction of the board is a great deal of thinking about how to best manage what we have. "The reality is we're in a business where something can go wrong very quickly, very fast," he says.

"As a board you are the one in the gun if something goes wrong. Health and safety is a huge issue for a community board because you're personally liable. If you think too much about that, you probably wouldn't be a board member."

Despite the challenges, Phil remains dedicated. "When you're reading your board papers and you see the difficulties, you'd be less than human if you didn't feel a little bit wound up about it. But ultimately, you see that you can make a very real difference at a human level."

OUR SERVICES

- Adult Community Clinical and Non-Clinical Support
- Peer Support
- Awahi Ora Primary Support
- Awahi Ora NIWE
- Sustaining Tenancies
- Employment Works
- Perinatal Mental Health Respite and Outreach Clinical and Non-Clinical Support
- Housing & Recovery Residential Services
- Older Adults Short term and Respite Services
- Integrated Housing & Support
- Independent Endeavours
- Kauri Tenancy Services

“I’VE BEEN SEEING HER EVERY WEEK. SHE HAS BEEN AMAZING! THE BEST SUPPORT WORKER I’VE HAD. SHE HAS HELPED ME SO MUCH. SHE’S BEEN ABSOLUTELY WONDERFUL. VERY HAPPY, I HAVEN’T MISSED A SINGLE APPOINTMENT :)”



“YOUR SERVICES WERE EXCELLENT IN TERMS OF COMMUNICATION, DEMONSTRATION OF VALUES, DEVELOPING PLANS AND SUPPORTING IN ACHIEVING HER GOALS”



“I CAN’T THANK MY SUPPORT WORKER ENOUGH FOR IDENTIFYING MY STRENGTHS, GUIDING ME IN THE RIGHT DIRECTION WITH REGARDS TO MY EMPLOYMENT AND HELPING ME BUILD AN AMAZING RESUME THAT LED TO SEVERAL JOB OFFERS TO CHOOSE FROM. THE WALSH TRUST HAS BEEN SUCH A JOY, RIGHT FROM BEING WELCOMED AT RECEPTION TO THE SUPPORT OF ALL STAFFS I CAN’T THANK ENOUGH”





PROFILE

VICTORIA CABAMONGAN MENTAL HEALTH SUPPORT WORKER

Meet Victoria, a former midwife from the Philippines who has been a mental health support worker with the WALSH Trust for four and a half years.

Victoria works closely with individuals facing mental health challenges, helping them set and achieve their goals. What might seem like small obstacles to many can feel like insurmountable mountains to others.

One person Victoria worked with had a profound fear of buses. This fear, rooted in life trauma and a physical condition, had prevented her from using public transportation for nine years.

She rarely went out and had limited social interactions. Her goal was to catch the bus to visit her son up north. Victoria supported her to work through her fear.

“When we started, we took very small steps, like just sitting at the bus stop. She couldn’t stay there long and would tear up, but she persevered and gradually progressed from sitting at the bus stop to getting on the bus.”

After many years, the person achieved her goal. Despite her son passing away during this time, she still took the bus to visit his grave, Victoria explains.

“It’s incredibly rewarding to see someone break a pattern. It’s a slow process, but it’s fulfilling because I know something has changed within her. I really admired her determination.”

Victoria’s role also involves advocating for clients at WINZ, connecting them to community resources and engaging Oranga Tamariki if needed.

Navigating services and entitlements can be challenging, so Victoria offers crucial assistance.

De-escalation skills are essential in her work.

She recounts a situation with a client who was frustrated about his social housing application and benefits. “When dealing with someone who is escalating, don’t tell them to calm down; they won’t. Instead, acknowledge their frustration and explain the reason for the questions. I encouraged him to speak politely to the staff, who were there to help him. After our conversation, he mellowed and got the information he needed.”

At WALSH Trust, we foster a culture of mutual support and regular check-ins with one another.

“When working in mental health, it can be quite heavy, so it’s important to lighten the atmosphere, and we maintain a healthy sense of humour,” she says.

Maintaining engagement and connection can be challenging, and regulating your own emotions is crucial. “I practice self-awareness, so when I notice something is affecting me, I make sure to seek external supervision.”

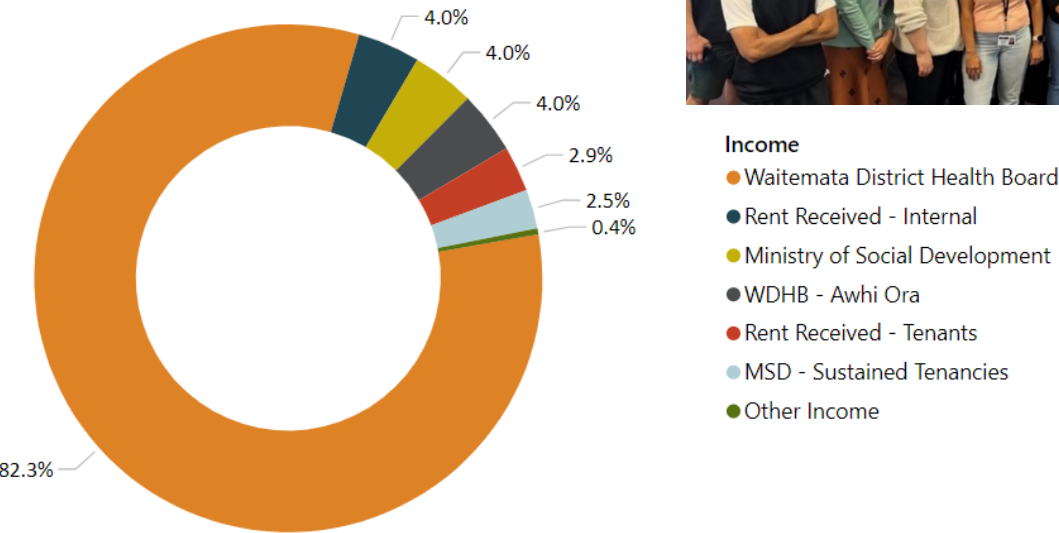
Victoria also learns from those she supports. “I’ve learned to value life more and realize that while everyone goes through struggles, some people are just better at hiding their difficulties.”

At WALSH Trust, support workers offer hope that life can improve. “There is no whakamā in seeking help,” Victoria says. “By walking through the door, people are showing that they’re here for themselves and want to get better.”

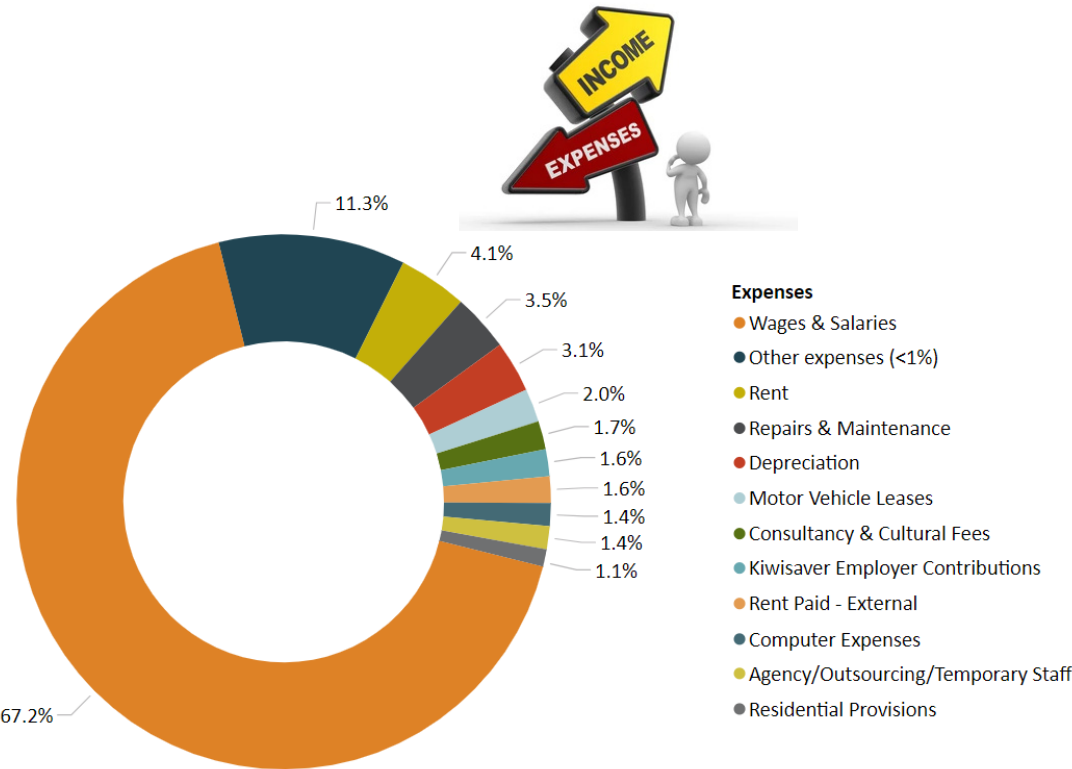
Despite being quite shy, Victoria embraced community support work for the genuine human connection it offers. “I supported a solo mum with two kids who was deeply depressed when I first met her. She wanted to become a teacher—and she did. And I helped her on that path.”

FINANCIAL OVERVIEW 2023-2024

THE SOURCES OF INCOME EARNED ARE AS ILLUSTRATED IN THE FIGURE BELOW.



A BREAKDOWN OF THE EXPENDITURES INCURRED ARE AS ILLUSTRATED IN THE FIGURE BELOW.



A copy of the Audited Financial Statement is available on the Charities Services website <https://register.charities.govt.nz/CharitiesRegister/Search>. Search for West Auckland Living Skills Homes Trust Board using our charities registration number CC20356.



PROFILE

GAIL TONGS BOARD CHAIR

Meet Gail, who stepped into the role of Chairperson of WALSH Trust Board just four months ago, following six years on the Board. Her commitment to mental health is personal, driven by her own experiences and those of her family members.

“My first husband had quite severe mental health. And after my marriage break-up I definitely experienced some mental health issues too. I wish I knew then what I know now; how to support people with mental health, what it’s really like to experience it.”

Gail describes herself as a reluctant leader, but she’s getting into the swing of it.

“My main challenge is grasping governance, which has evolved into a professional discipline. Passion and enthusiasm alone are no longer enough; you must also have the right skills that meet your organisation’s current needs.”

In her view, community groups must maintain the right mindset during challenging times.

“Navigating an organisation that depends on government funding can be tough, but I believe you have to adapt to your current circumstances and work with what you’ve got. Ultimately, the people we serve aren’t concerned with any of that stuff; they simply need support and assistance.”

Gail emphasises the importance of understanding the broader context of mental health in Aotearoa.

“That strategic awareness helps us know when we are truly adding value and staying current and using best practices.”

“I’m very collaborative,” she says. “While you need that governance management split, you need to be accessible, be around to see and hear and be aware of what’s going on at the coalface because that informs governance.”

“And it’s that trickiness of keeping that higher level strategic helicopter view separate and not diving down and getting involved in operational matters, but being aware of, what’s happening, what people are thinking, feeling.”

WALSH Trust offers a variety of services, including residential housing, an older people’s service, a perinatal mental health service, and peer and community support workers who provide one-on-one assistance. They also offer quite practical support like medication support, employment services, and social engagement opportunities such as the MPHS (McLaren Park Henderson South) Community Trust run Twin Streams program.

“It really comes down to that human-to-human connection. It’s at the very core of what we do, we’re here to walk with people, and it makes a difference in their lives.”

Looking ahead, WALSH Trust is focused on growth and adaptation. Evaluating what’s working well and what needs improvement, while also responding to the changing needs of the community.

“When you’re new in a role, you’ve got fresh eyes and you come with a desire to do a whole bunch of stuff to make things better, but you actually have to hurry up and slow down because you have to bring the organisation with you.”

Karakia Whakamutunga

Unuhia, unuhia

Unuhia ki te uru tapu nui

Kia wātea, kia māmā, te ngākau, te tinana, te wairua i te ara takatā

Koia rā e Rongo, whakairia ake ki runga

Kia tina! TINA! Hui e! TĀIKI E!

Draw on, draw on

Draw on the supreme sacredness

To clear, to free the heart, the body and the spirit of mankind

Rongo, suspended high above us (i.e. in 'heaven')

Draw together! Affirm!



atawhaitanga

manaakitanga

whakamana

aroha

kotahitanga

Please
and
Thank You
Are still
magic words!



Courtesy

Respect

Integrity

Kindness

We, us... together

WALSHtrust

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