



“lives worth living”

2025

Te Whare Mahana Trust
Annual Report

TABLE OF CONTENTS

1. Mission Statement
2. Te Whare Mahana Trust Board
3. Co-Chairs' Report
4. General Manager's Report
5. Community Mental Health Service
6. National Residential DBT Service
7. Employment Services / HHRA
8. Financial Report



MISSION STATEMENT

*To provide integrated,
quality holistic mental health
and
well-being services*

OUR VISION

lives worth living



(Artwork on this page was created by our clients who have given their permission to use)

Te Whare Manaha Trust Board 2024/25



RAINE BERRY - CO CHAIR

Raine is a trained nurse. She has worked in the addiction field for many years in a variety of roles and settings including – clinical, academic, and management. In the last years of her employment (she retired in 2020) she worked mostly in management roles within the addiction and mental health workforce development area. Raine also managed to maintain her clinical skills as an additional specialty nurse (one day a week) working out of Te Whare Manaha - Community Mental Health in Golden Bay.



JULIE DOWNARD - CO CHAIR

I have a background working for many years in mental health, addiction, and family violence, both directly with clients and more recently in management roles. I moved to the Bay in 2021 and currently work full time as a privacy advisor. Having served 25 years on the board of the Southern Insight meditation Charitable Trust, I practice and teach meditation and I'm passionate about helping people to develop emotional resilience and mental wellbeing. It's clear that faced with the challenges of today's world, good mental health support services are more important than ever, and it's a privilege to serve the Golden Bay community as a Trustee of Te whare Mahana.

Me mahi tahi tātou, mo te oranga o te katoa. We must work together, for the wellbeing of all.



MARIA KOCH

Born in Germany, I started my professional life as a medical doctor. Since then, life's journey has taken me to work and further study in several countries, adapting my work life to whatever presented itself in changing circumstances. This included further study in environmental health, publishing Golden Bay's local paper, The GB Weekly, NGO management and community development as a volunteer with VSA.

In Golden Bay, I served two terms on the GB High School Board of Trustees as a member of the Finance Committee and one term as a meeting facilitator, and was office manager for Mohua Social Services.



PAT STEER

Pat has 30 years experience in the Community & Voluntary Sector in many countries working with organisations he is passionate about such as Red Cross, Nelson Tasman Housing Trust and Oxfam. He is outcome-focused and always aims to achieve a significant, positive impact with the work he undertakes.

Te Whare Manaha Trust Board 2024/25



RACHAEL COWIE

Rachael is a GP at Golden Bay Community Health. She also co-ordinates the Rural Medical Immersion Programme (RMIP) for the University of Otago, which sees three fifth year medical students spend their whole academic year in Golden Bay learning medicine through a rural health lens. Her special interests are mental health, minor surgery, and women's health. In her spare time, Rachel likes getting out in the outdoors, cycling and tramping.



PAUL O'CONNOR

Paul is a director of Datamine Ltd which works with corporations across many different business areas to understand and solve significant business problems and opportunities. He has extensive experience in finance, marketing, business and strategic planning, business processes and management, governance, commercial and legal acumen, and leadership.



WENDY HUNTER

Wendy is a Registered Nurse with an MA in Applied Nursing. She has worked as a mental health nurse and nurse educator for over 30 years. She is currently supervising master's candidates and teaching in both undergraduate and postgraduate nursing programmes at Whitireia New Zealand and Weltec as well as Nelson Marlborough Institute of Technology.



Co-Chairs' Report



As the co-chairs of Te Whare Mahana we are so grateful to our dedicated and competent workforce who provide services to support the mental health and wellbeing of people in Golden Bay.

We have seen a number of service and board changes since our last AGM. Our Board of Trustees elected two new chairs following the resignation of Marian Vlaar in March 2025. Additionally, we farewelled long term trustee and former DBT Clinical Director, John Gawith who resigned from the Board in June. We would like to thank both Marian and John for their significant contribution and wish them both well. We have appointed two new trustees, Paul O'Connor and Wendy Trimer, who are both great assets to the Board bringing wide-ranging skills and experience.

In September 2024 Durham Quigley sadly resigned from his position as our General Manager, due to ill health. We had a good response to our recruitment drive for this integral position and we were very pleased to be able to appoint our new General Manager, Maud Molloy, in October. Maud brings a wealth of experience and a deep understanding of our organisation's values and operations, which has ensured a smooth transition and ongoing stability for both staff and service users.

The role of Lead Clinical Psychologist at the DBT programme was vacant from February 2024 until the position was filled by Smadar de Lange in June 2025. We are so very grateful to the staff who filled the gap during this time and worked 'above and beyond' to ensure the service had sound clinical governance.

In September, we were very pleased to announce that for the first time in many years we had a full complement of staff across all of our services.

It's exciting to see our services expanding their focus towards more outreach and educational programmes for Golden Bay, including offering DBT at the high school.

Helping Hands is flourishing, and we've received increased funding for Employment Services, to support people with mental health issues into employment. An ongoing project is to find a more suitable location for these services so that staff can all work together.

Changes are afoot at CMH following the Community Health survey recently, which highlighted some areas where we can improve. We are also about to start work on security improvements.

Auditors assessed the DBT programme recently and gave it a strong rating. This result is the outcome of a lot of extra mahi from Maud and the admin team and we want to thank them for the energy they put into preparing for this. As part of this process a number of policies and procedures had to be developed or updated, and we believe TWM is now supported by better controls to keep both staff and clients safe.

Again this year we have been fortunate, and very grateful, to receive a number of grants. Vavasour has been a consistent financial supporter of our DBT service; the Rata Foundation provided funding for a much needed new roof at 163 Commercial Street; and we received a small donation from the Golden Bay Lions club firewood raffle. This was shared between Community Mental Health and the DBT programme.

Our role as Co-Chair is supported by our very able Board; Pat Steer, Rachel Cowie, Maria Koch, Paul O'Connor, and Wendy Trimmer. We very much appreciate your service and dedication to Te Whare Mahana.

We are also grateful for the dedication of our managers Maud Molloy, Anja van Holten, Cam Tonks and Alix Nurse, our very competent support services staff, and to all of our workforce who keep Te Whare Mahana running smoothly for the benefit of our tangata whaiora.

Julie Downard & Raine Berry
Co-Chairs



General Manager's Report

Tēnā koutou katoa,

This has been my first year as General Manager at Te Whare Mahana, and it has truly been a year filled with achievements, learning, and opportunities. I am deeply grateful to our Board for their trust and guidance - it is a privilege to lead such a meaningful organisation. My heartfelt thanks also go to our kaimahi for their unwavering dedication and aroha in supporting tāngata whaiora to live a life worth living and enhancing wellbeing in our rural community. We are also truly grateful to our donors, your generosity empowers us to continue delivering life-changing support in our community. Finally, we would like to thank Ministry of Social Development, Ministry of Health and ACC for their trust and financial support.

Over the year, I have worked alongside the Board to strengthen accountability and communication, with improved reporting and regular hui. The arrival of two new co-chairs has brought renewed energy and stability in governance. Within the organisation, I have focused on fostering a collaborative culture with our Senior Leadership Team (SLT), guided by clear strategic and action plans. I am grateful to them for their hard work and outstanding mahi - together we make a strong and complementary team.

Like many in the sector, we have navigated staff turnover, particularly within DBT roles. This required flexibility and resilience as we covered multiple positions. Pleasingly, we now find ourselves in a period of stability and, for the first time in many years, are fully staffed - a milestone worth celebrating. We are delighted to welcome our new Clinical Leader, Smadar De Lange, whose knowledge and expertise will provide outstanding leadership for the DBT programme. Looking ahead, a key priority will be to nurture staff wellbeing and professional development, to support retention and ensure the sustainability of DBT services. I want to acknowledge the DBT team for their dedication, energy, and heart - their mahi this year has been outstanding. Graduations at our DBT residential programme have been especially moving, with tāngata whaiora and whānau sharing powerful testimonies of recovery. Their courage, resilience, and trust remain my greatest source of motivation.

This year also brought the opportunity to deepen our partnership with Mana Whenua ki Mohua. A highlight was the pōwhiri at the marae for all staff, followed by a collaborative workshop where we wove the values of Te Whare Mahana into our shared vision. This kaupapa is central to our future direction. From these hui, we created our new TWM kowhaiwhai, designed by Robin Slow, which symbolises our ongoing commitment to bi-cultural practice. Every day, we continue to take new steps to strengthen this journey.

Our successful strategic planning day was another milestone, culminating in the completion of our five-year strategic plan, with service-specific action plans now underway. This was an important moment for both Board and staff, coming together around our values and shared aspirations for the future. Alongside this, we have continued to review and refine our policies and procedures, supporting continuous improvement and preparing for our upcoming health certification audit. This work ensures our services remain safe, high-quality, and responsive.

Community engagement has also grown significantly. I wish to acknowledge all our kaimahi who work tirelessly in our local community to make it a better place for us all. Highlights this year include:

- Hosting a DBT suicide prevention workshop with over 100 community participants.
- Restarting DBT in schools for Year 6 students, equipping rangatahi with skills to navigate the transition to high school.
- Recruiting a peer support worker and a new youth clinician.
- Launching a volunteer programme within employment services and welcoming an employment services coordinator.

Our Employment Services, including Helping Hands, as well as our Community Mental Health team, have worked exceptionally hard this year to innovate and create new opportunities and activities that benefit our local community. Thank you!

Soon, we will publish our Pānui externally, with a stronger focus on Te Ao Māori and updates on the wider mental health sector. This is an important step in reducing stigma around mental health and sharing our kaupapa more widely.

As we move forward, we remain committed to providing integrated, evidence-based mental health and wellbeing services, always holding people and relationships at the heart of everything we do. I look forward to continuing this journey together, with hope, purpose, and collective strength.

"Ehara taku toa i te toa takitahi, engari he toa takitini."
My strength is not that of an individual, but that of the collective

**Ngā mihi nui,
Maud MOLLOY
General Manager**

Community Mental Health Service



Tēnā koutou e te whānau,

This past year, CMHS has continued to provide high-quality, multidisciplinary, and whānau-centred care to our Golden Bay community.

Our service supports tangata whaiora with complex needs through ongoing treatment, brief intervention, crisis response (including after-hours and respite care), and coordinated referrals. Our work is rooted in connectedness, evidence-based practice, and strong values-based care that recognises the interconnectedness of taha hinengaro with all aspects of hauora.

We have seen rising referrals – particularly from Police and GPs – and a noticeable increase in rangatahi presentations. In response to this, the Youth Clinician role has now been fully integrated into the team, enhancing our ability to provide age-appropriate, early intervention support for young people.

A major development this year has been the expansion of the Dialectical Behaviour Therapy (DBT) Skills in Schools programme, which has significantly strengthened mental health promotion and early intervention within the education setting. This initiative supports emotional regulation, resilience, and connection for rangatahi and is a vital step in reducing longer-term mental health challenges.

Our after-hours crisis service has been sustained through close coordination with the DBT residential team, Police, and GPs – resulting in smoother communication and faster response times.

Staffing highlights include the addition of a Support Worker and a Peer Support Worker. We're working closely with Health Action Trust to support peer workforce development through training, orientation, and supervision. Team culture continues to be grounded in daily karakia, supporting our shared values and holistic practice.

Key clinical initiatives included updating our assessment and Recovery Plans to reflect holistic models such as recovery-oriented practice and Te Whare Tapa Whā.

Despite ongoing service pressures, the dedication of our team remains unwavering. I'd like to thank all CMHS staff for your commitment, professionalism, and the aroha you bring to your work every day.



Ngā mihi nui,
Cam Tonks
Clinical Nurse Manager

National Residential DBT Service



We have had a challenging and stabilizing year at the National Residential DBT programme. After a difficult year, with lots of challenges and changes we have come to a good place. For a while we had a big staff turnover, staff shortage and we had to work without a clinical lead. Instead of being discouraged, all staff in all roles stepped up to the challenge and together we created a resilient team that held a safe and competent space for our residents.

We (re)introduced the consult meeting for the Day Team and the Full Team. In March 2025 Jo Fritz and Erik Ulland visited us from the USA and spent 2 days with us teaching us the principles of a consult meeting which we all found greatly helpful and inspiring. We were encouraged to embrace our fallibility and work together even more closely. We created a safe space for each other in which we support each other to support our residents.

This structure of the consult meeting is based on DBT principles like dialectical thinking, it helps team members to enhance their skills and motivation, prevent burnout, and maintain treatment fidelity by fostering a supportive community that applies the same acceptance and change.

CLINICAL LEAD

We are relieved and delighted to have our Clinical Lead, Smadar de Lange Ph.D., arrive July this year. She brings a wealth of knowledge and experience to our team. Smadar is a seasoned clinical psychologist and educator with expertise in psychology, public speaking, research, teaching, and mental health. She has extensive experience in private practice, academia, and non-profit organizations. Smadar holds a Ph.D. in Clinical Psychology from Pacifica Graduate Institute and a B.A. in Psychology from John F. Kennedy University.

GRADUATIONS

We had four graduations in this financial year. The graduations are an important part of the programme for residents and staff alike. It was really good to see different Board Members present at these important and inspiring events.

AUDIT

On 31 July we had a Health NZ residential certification audit. The audit went well. The auditors commented on consolidated management team with everyone really committed, and having clear roles. They were impressed with the positive feedback they received from our residents.

They were interested in our ITT (Intensive Trauma Treatment) block programme and will put forward the ITT blocks/programme review to the Ministry of Health.

Some of the areas they suggested we could improve on are whanau feedback and peer support. We currently have one staff member employed as a peer support worker.

One of our residents mentioned how good it is for them that the peer support worker can really tune in to their experience on a very deep level.

CONTRACTS

We lost the ISSC contract that supported us financially to look after our residents for six months after their graduation and support them back into their home environment, and we are developing a new process to ensure the transition for the residents happens as smoothly and safely as possible.

National Residential DBT Service

Mānawatia a Matariki - Celebrating Matariki - 18 June 2025

By Marty Marsh, Lead Coach

One of the highlights of the year was celebrating Matariki together.

Staff and residents gathered on a cool mid-winter evening to celebrate Matariki. We all participated in waiata and karakia and a great evening of reflection, celebration and preparation for the year ahead.

We created the sacred space with karakia and concentrated on 3 main areas – celebrating the present Matariki Ahunga Nui, acknowledging those who have passed this year Matariki Hunga Nui and thinking about our hopes and wishes for the year ahead Matariki Manako Nui. Ka mau te wehi, how awesome is it that we share in this Matariki New Year celebration indigenously associated to the earthly life rhythms of Aotearoa.

After a little more karakia and waiata we adjourned to the dining room to bless our potluck offerings which led to a wonderful shared hākari (feast). We shared kai and talked with each other inside our warm house and around the brazier, enjoying the time together on this auspicious occasion.

INTAKE

We have made great progress with our intake. The team worked hard, with many pre-assessments, preliminary visits and intakes. We were grateful for Cam from CMHS strengthening our Intake team when we were short staffed. From only 4 residents on site we now have 6 plus a waiting list. We are fully booked until May 2027 and new referrals coming in regularly.

RESIDENT EXPERIENCE

One of our residents, Kala, was happy to be quoted saying the following: "In the past, I made either the wrong decision or no decision, now I have made the right one by coming to TWM. To be honest if I did not come here I would have ended my life. And that's the truth." Projects we would like to work on: Website needs a good update.

OVERALL

Overall, I believe, we have been doing incredibly well with all the challenges we faced. Instead of being discouraged, we all stepped up, we were creative, resilient, committed, mindful and compassionate.

Kia kaha, kia maia, kia manawanui.

We now have a clinical lead, a full team and a number of casual staff in support and six very committed residents. I am excited about the future and what we will be able to accomplish in the year ahead.



He aha te mea nui o te Ao? He tāngata, he tāngata, he tāngata!

Anja van Holten

Service Manager, National Residential DBT Service



Employment Services

Helping Hands Ringa Awhina

Kia ora koutou,

For the last 18 months, I have been in the role of Employment Services Manager. This last year has seen many positive changes for both ES and TWM with the appointment of our new General Manager (GM) Maud Molloy.

Sarah Sherratt has been employed as an Employment Services Coordinator, in support of myself as the Employment Services Manager. At this stage this is a fixed term role to allow the expansion of ES with a new Supported Volunteering Initiative. This initiative is currently getting off the ground with 2 to 3 volunteers on the list already. This has been made possible by being allocated an extra 10 places as part of our Community Participation Contract.

One highlight for me this year was the Powhiri at Onetahua Marae followed by a weaving afternoon with many of the amazing TWM staff.

I thoroughly enjoyed the day and got so much from this both professionally and personally. Our relationship with MKM can only grow in strength as we navigate the creation of the Bi-Cultural Plan.



Major Achievements:

Employment Services

- New Employment Services (ES) Coordinator employed 11 hours per week to assist with Employment, Inclusion and Participation (EIP) clients
- EIP Clients Job Placement -1 gained a fulltime role and another a part time role
- Allocated 10 extra places as part of our Community Participation Contract – Volunteer Initiative now underway with Community agencies such as Golden Bay Riding for the Disabled (GBRDA), Sustainable Living Centre (SLC) keen to come on board and the possibility of collaboration with Onetahua Marae and the Takaka Hospice Shop.
- Castle Flats – Supported Kainga Ora Housing - Flood remediation work completed by Flat 4/5 & Flat 1 has had a new shower installed as well as other significant works to maintain this accommodation that is much needed in Takaka.

Property

- Approval of Funding from RATA Foundation for the Re-roofing of the Dialectical Behaviour Therapy (DBT) Residence – scheduled to begin at the end of September 2025.

Challenges overcome

- Helping Hands Ringa Awhina (HHRA) have taken over all of the gardening responsibilities for both CMH & DBT properties as our regular gardener Debbie Jones of many years moved on to another employment opportunity.
- A lack of Referrals to HHRA saw John and the team challenged to keep up with jobs – 2 to 3 new Employees, one already with a full drivers licence and one gaining their full whilst being employed has stabilised this and we have seen a sense of camaraderie and cohesion come to the team of supported workers.

Client Achievements

- One of our long term Helping Hands Ringa Awhina Clients obtained part-time work as a Motorcycle Mechanic which he enjoys immensely – he is considering an apprenticeship in the near future and his employer is very supportive of him.
- One reasonably new member of the HH RA Team that has had mental health challenges creating barriers to them finding Employment, said they have loved their time with the team and it has given them the confidence to get back out there and look for more permanent work – this is why we do what we do! They have gone on to work for both the Community Mental Health (CMH) Team as a Peer Support Worker and our Dialectical Behaviour Therapy (DBT) residential programme as a Coach.

Ngā mihi maioha

Alix Nurse

Employment Services Manager & Property Manager



Finance Report

Financial Highlights for the Year Ended 30 June 2025

Despite a challenging year, Te Whare Mahana achieved a positive operational result, largely thanks to an increase in grants and donations. Our operating surplus for the year was \$81,799, representing a healthy increase from the prior year's \$57,719.

This result was driven by a combination of effective cost management and the increase in grants and donations. While total income saw a decrease, this was offset by a reduction in expenses that helped maintain financial stability.

Key Financial Metrics

- Operating Surplus before Grants and Donations:** Our core operational surplus was \$25,738, a modest increase of just over \$1,000 from the previous year.
- Impact of Grants and Donations:** These were a significant factor, rising to \$56,061 from \$33,000 the prior year. This substantial increase in external support was the primary driver of increasing our overall surplus from \$57,719 to \$81,799.
- Total Income and Expenses:** Income before grants and donations decreased by \$29,879 to \$2.63 million, while expenses decreased by \$30,898 to \$2.55 million.
- Equity:** Our equity increased by \$81,799 to \$1.32 million, directly reflecting the year's surplus and strengthening our long-term financial position.

Program-Specific Performance

- Dialectical Behavioural Therapy (DBT):** The program continued to face a period of constrained revenue due to a vacancy in the critical Lead Clinical role. We are thrilled that this position has now been filled by the highly experienced Smadar de Lange. Her leadership will be pivotal in ensuring the program operates near full capacity in the upcoming 2026 financial year.
- Community Mental Health (CMH):** Revenue for our CMH program saw an increase in our contracted rates tied to inflation uplifts.
- Employment Services (ES):** Achieved a strong financial surplus, driven by improved enrolments and job placement outcomes under the Employment Inclusion Participation (EIP) contract, combined with a reduction in costs.

Capital Investments

Our capital investments were focused on essential upgrades, which totalled \$15,572, a decrease from the previous year's \$40,243. These investments included replacement machinery for Helping Hands, generously funded by the Top of the South Community Fund, four new laptops for our migration to Windows 11, and essential replacements for the DBT program's kitchen and sleeping equipment.

Acknowledgments

We are profoundly grateful for the ongoing support of our funders and donors. Their contributions were vital to our success this year. Special thanks go to Accident Compensation Corporation, Health NZ, Nelson Bays Primary Health, and the Ministry of Social Development. We also extend our sincere appreciation to the Vavasour Charitable Trust, The Top of the South Community Fund, Hack 'n Stay, and Marian Vlaar for their generous grants and donations.

Audit and Accountability

Our financial statements have been audited by NMA Nelson-Marlborough Audit Ltd, and a copy is available upon request. We remain committed to transparency, financial sustainability, and most importantly, providing exceptional service to those we serve.

David MacInnes
Finance Officer

Te Whare Mahana Trust Board

Updated 17/09/2025

Julie Downard (Co-Chair), Raine Berry (Co-Chair), Pat Steer, Paul O'Conner, Rachael Cowie, Maria Koch, Wendy Hunter

