

Addressing poverty: a call to action

Mahia te
mahi

Pathways Organisational Plan
2010 – 2012

PATHWAYS





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Te ara tika

Making a difference for 21 years...

"Pathways has always had the courage to be innovative and the passion to help positively shape lives. We believe that people have the right to citizenship, wellness and living well. For more than 21 years we've constantly looked to improve, to be innovative and to look to the future. We've made a positive difference in people's lives and continue to do so every day. As the founding member of the Wise Group, Pathways is proud to be part of an innovative and connected group of organisations collectively working to make a difference in the lives of people with experience of mental illness.

The current environment is changing, and changing quickly. *Better, Sooner, More Convenient Healthcare* is at the heart of the Government's strategy and we now need to do more with less while also providing better, sooner, more convenient services. At Pathways we have always chosen to be a leader in change – and now is no different.

Addressing poverty: a call to action 2010-2012 builds on *Inspire Wellness 2008-2010* and the vision that primary and community health must be at the forefront of service delivery. It recognises Pathways – along with the wider health and social services sectors – must form new partnerships, create smarter ways of working and build capability to change as quickly as change itself. In doing this we will create sustainable, efficient and effective recovery-focused services for the people and communities of New Zealand.

Pathways is well placed to meet the challenge. We have a 21 year history of experience, learning and development. We have the strength of the Wise Group supporting us and we share knowledge, experience, skills and expertise. We have the commitment of a passionate and dedicated workforce. We are flexible and willing to change how we think about things, how we talk about things and, most importantly, how we do things. We will look for opportunities, we will continue to make a difference and we will lead new ways of working. It's time for change and with every challenge there is an opportunity.

To make this plan a reality will take every single one of the Pathways team to challenge ourselves to exceed our personal best in pursuit of our organisational dream – creating mental health and wellness opportunities that enable people to live their dreams."

Pathways Board



Mahia te mahi

Addressing poverty: a call to action

We recognise that in 21 years of providing services and supporting change, there is a significant issue which hasn't been resolved. Poverty.

Poverty is an issue we can not ignore. Pathways recognises to create mental health and wellness opportunities that enable people to live their dreams, we must address the issue of poverty. So how do we address it? That is the focus of *Addressing poverty: a call to action* – Pathways' organisation plan for 2010-2012.

Research shows strong links between not working and poor health and wellbeing. We know long term unemployment leads to poorer general and mental health and higher use of health services. The United Kingdom's National Director for Health and Work, Dame Carol Black, explains for most people work is a key factor in their self-worth, family esteem and identity, as well as a means of social participation and fulfilment. "If they become sick and are not helped quickly enough, they can all too easily find themselves on a downward spiral into long term sickness and a life on benefits." Employment is a health intervention.

With this in mind *Addressing poverty: a call to action* primarily focuses on employment as a way of addressing poverty and supporting people's wellbeing. Pathways has made a commitment to building alliances with people and organisations, such as Workwise, that assist our vision of supporting people with choice and eliminating poverty.

"More than ever we need to support people's strengths and experience in getting and keeping work. We are not selling schizophrenia, we are not selling mental illness, and we are not asking employers, will you employ depression? Jobseekers are selling themselves based on their strengths and experiences. Add into this mix the right supports and people do succeed," says Workwise chief executive Warren Elwin.

Poverty for some may not just be financial but can mean poverty of experience, relationship and choice.

Our passionate staff with their connection to the organisation and their community are our most valuable resource. Staff, dedicated to Pathways' spirit of whatever it takes; together courageous, make a positive difference in people's lives every day and are key influences in change. We commend their commitment to supporting people to reach their goals and recognise their role in addressing poverty, in its fullest sense, for people using our services.



He ahuapai A way of being

Addressing poverty: a call to action draws a clear line of sight from *Inspire Wellness 2008-2010*. It builds on the vision of championing more sustainable, positive ways of working.

In order to achieve the outcomes sought by this plan, there are some things we need to do differently, some new ways of thinking and some new ways of working.

Shaping our future

Pathways staff play an important role in creating mental health and wellness opportunities that enable people to live their dreams. We recognise for positive change to happen we must bring our large and wonderfully diverse team and our stakeholders on the journey.

These ongoing actions will take time and consideration if we are to do them well. They will occur over the course of the next two years, with an opportunity for everyone to contribute in shaping our future.



E tupu e rea

Addressing poverty

Addressing poverty recognises not only the most obvious issue of financial poverty, but also the wider context including social, community and emotional poverty.

We recognise unemployment leads to poor financial status. This results in lack of choice, limitations on living options, increasing debt, poor physical health, a lack of positive experiences and limits the fulfillment of dreams and ambitions. Pathways believes employment and engagement in meaningful activity is important to people's wider health and wellbeing.

In partnership with Workwise we have gone some way to starting to address this challenge for people who have felt ready to enter the job market. Additionally Pathways provides opportunities for people getting started on their employment journey by offering transitional employment and education opportunities.

Work matters

Employment is an important part of overall wellbeing; for many people their work or other such meaningful activity is a fundamental to their identity. Our main objective is to increase employment rates for people using Pathways' services.

Pathways Job Start Fund

Pathways' Job Start Fund will be used by people using Pathways' services to support them in getting and retaining paid work. The fund will be used to support activities and employment incentives, such as providing temporary wage subsidies to employers, providing travel assistance or supporting people to get appropriate work clothes or equipment. The Job Start Fund will be created using money that we save through working even more efficiently and minimising waste at every opportunity.

Money matters

People using Pathways services have told us it's the simple things that make a difference to their recovery journey – things like practical support, a shared belief in recovery and the ability to make choices. Pathways fundamentally believes that our role is to support people to make their own choices, including supporting people to create and manage their own money.

Health and wellbeing

Pathways fundamentally believes people have the right to belong, to wellness and to a life well lived. We take a holistic approach to wellness to support people using services and staff to live well in strong, healthy, happy communities.

A place to call home

It's not just about finding a home, it's about keeping it. When we reflect on what makes our lives enjoyable, most of us come back to the people we care for and the places we share with them. For many people one of the most important places is home – the place we make our own. Pathways is dedicated to supporting people to investigate their living options and make the right choices for a home that's accessible and sustainable.

Dare to dream

When someone achieves their dream it's immensely powerful and valuable to them – no matter how big or small the achievement may seem. When the story is told and others hear it, that dream becomes even more powerful, more inspirational and more motivational. Pathways is committed to sharing recovery stories and celebrating success.

Whakamaua te mauri

Act as owner

We all want to make a difference, to address poverty and help people improve their lives.

To do this, Pathways needs to build on its strong and vibrant culture. A culture where every person working with Pathways shares the same connection and commitment to the organisation's Purpose, understands how Pathways works and uses resources as if they were their own. It's about efficiency and effectiveness.

Act as owner prepares for change. It focuses on the organisation's Purpose and goals, while also reflecting individual needs for opportunity and growth. We want everyone to feel valued and rewarded for their part in making a positive difference to people's lives.

Our purpose

Our purpose defines our reason for being. It clarifies our meaning, intent and direction, and explains how we make a difference. The key aspect of our Purpose is our Inspirational Dream. Dreams are about changing things; about making the world a better place. Our dream is to create mental health and wellness opportunities that enable people to live their dreams.

Our people

Pathways recognises the importance of attracting and retaining the right people, with the right attitudes in the right roles. People are our most valuable resource and we will create a culture that develops, inspires, grows and values a team that's dedicated to supporting people to live their dreams.

Our practices

During the last 21 years, Pathways has built strong foundations which provide an essential base for us to be flexible and fluid in an ever-changing environment. Now, we must continue to build

on the tools, systems, practices and partnerships that add value to the mental health and wellness services we provide.

Our performance

Whatever it takes; together courageous – this has been Pathways' catch cry for many years and continues today. We are committed to using 21 years of knowledge and experiences to lead positive ways of working and demonstrating our ability to do whatever it takes.

Our potential

We've seen phenomenal changes in the mental health sector in the past 21 years, but the journey is far from over. Pathways is dedicated to the development of more sustainable, positive ways of working and a change that sees primary and community health services at the forefront of service delivery. Pathways is prepared to lead this change and, where resource and capacity allow, take every opportunity to influence change and look for new opportunities.



Kotahi te whakaaro

Think and Act as One

Think and Act as One is the Wise Group's approach to making sure we're all working towards a common dream and sharing knowledge, skills and resources wherever we can. It's also about getting to know more about each other, our organisation, the wider Wise Group, the communities we live and work in, and the world we look after.

One team. One organisation. One community. One world. What does it look like?

Pathways and the Wise Group

We are one; everything is possible. Pathways is part of the Wise Group – a family of community entities employing almost 1000 people! Imagine: all those people working together, knowing each other, learning together and celebrating together. Imagine every day working together in the most sustainable and streamlined way. We will make this a reality and create a culture where we think and act as one.

The power of one

Think and Act as One draws on the power of collective thinking and collective activity. Our focus here is to align our efforts to make positive differences for the people we work with, the communities we live in, and the world we seek to protect. We'll make every possible effort to create 'joined up' thinking, combined activity, and shared celebration of success.

Our community and our world

Pathways has always believed in being a valuable member of society – making a real difference in the communities we're part of. We recognise the importance of positive community engagement in supporting people using our services, our team, the community and the world in which we live.



Hei oranga tatou katoa

We'll know we've got there when...

Pathways is always looking to improve; always taking the opportunity to be innovative; always looking to the future. We're fluid. We're responsive. We do whatever it takes. *Addressing Poverty: a call to action* details actions against our ten leading challenges and sets our direction for the next two years.

Pathways' 10 leading challenges

Each of the following challenges is outlined in detail in our plan.

1. Sustainable Peak Performance leads Pathways to new ways of thinking and working.

In order to achieve the outcomes of the plan we need a shared vision, the right structure and a dedicated workforce, inspired by our Sustainable Peak Performance Purpose.

2. Address poverty in its broadest sense – financial, social, emotional, community.

Pathways recognises the wider meaning of poverty. We fundamentally believe work equals less poverty, in all its meanings.

3. Support all people who want to work to work.

We believe people that want to work can. The benefit of working on a person's health is positive.

4. Ensure a wellness approach throughout Pathways.

We're committed to supporting the health and wellbeing of people who work for and people who use Pathways' services.

5. Every staff member acts as an owner of Pathways.

We believe when every person in Pathways acts as if they own the organisation, we will have a vibrant and joyful workforce, we'll achieve our goals, we'll make best use of our resources, and we'll make a difference.

6. Recruit and retain the right people to the right roles, doing the right thing.

We recognise the value of having the right people in the right roles, doing the right thing. We believe in a culture where everyone feels valued and rewarded for their place in the success of Pathways.

7. Create partnerships that share our values and direction, and support us to make change.

We work with others to create new opportunities that contribute to wellness and sustainable change.

8. Lead change to create innovative, efficient, effective and different services.

Using available resource and capacity, we influence change through being aspirational and looking for new opportunities.

9. Recognise the value of thinking and acting as one, with the Wise Group and with our communities.

We share knowledge, skills and resources to optimise what we have, and to contribute to each other, our organisation, the wider Wise Group, and the communities we live and work in.

10. Become sustainable in all areas of our operation.

People, planet, profit...we're committed to sustainability and caring for the environment and communities in which we live.



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