



E wehi ana ki te Atua

E whakahōnore ana I te Kiingi a Kiingi Tūheitia e noho ana ki runga I te taumata tapu o ngā mātua, tūpuna.

E ngā mate maha o te motu, haere atu rā koutou ki te huihuinga o te kahurangi.

E ngā reo, e ngā mana, e ngā karangatanga maha huri noa I tō tātou motu,

Tēnā koutou katoa.

He mihi whānui tēnei ki a koutou ngā Iwi, ngā hapū, ngā whānau o ngā hāpori katoa.

Ko te ripota tēnei a te heamana mo te tau rua mana, te kau matoru tau o Kia Puāwai ki a koutou.

Ka mihi rā ki a koutou ngā iwi e kaha manaaki, e kaha tautoko nei I a Kia Puāwai I roto I te tau me te wawata, ka haere whakamua ai tātou I roto I te whakaaro kotahi, e kaha nei tātou ki te whakatakoto tuāpapa hei painga mō ngā rangatira mō āpōpō

Nō reira

Tēnā Koutou, tēnā koutou, tēnā koutou katoa.

We acknowledge creation.

We honour Kiingi Tuheitia who sits upon the sacred threshold of his ancestors.

We farewell those many departed, to the gathering of the illustrious ones.

Greetings to you all.

We greet and acknowledge all of those iwi, hapū, families and communities.

Here is the Chairman's Reports for 2014, for Youth Horizons/Kia Puāwai.

We acknowledge all of those who have supported Kia Puāwai in this year as we aspire to move forward in one thought, to strengthen us in order that we may lay foundations for the wellbeing of our chiefs of tomorrow.

Greetings to one and all.

David Edwards, Chair

Youth Horizons

Annual Report for the Year Ended June 2014

Our achievements throughout the past year have been an inspiring accomplishment. Our services have improved the lives of many children and young people. With our increasing national footprint, and growth in our capability and services, we are very well positioned to further enhance the lives for many more vulnerable children, young people and family/whānau.

Mission and services of Youth Horizons

Our mission is:

To enhance the lives of children and young people with conduct problems and those of their families and whānau. To prevent the emergence or further development of conduct problems of those identified as at risk.

Our service programmes are grouped into two areas; **intensive treatment** programmes are designed for those with significant conduct problems and **youth support services** are designed for those with conduct problems or at significant risk of developing conduct problems.

Families and whānau are included in this mission as evidence shows that it is by working with them, as well as the children and young people, that change is more likely to be sustainable.

In addition, we undertake research and evaluation in support of our services, plus knowledge sharing, education and advocacy regarding conduct problems.

What we are achieving

Over the financial year we touched the lives of 2097 children and young people.

As a result of growth in several regions and in our FirstCare service, we have increased our delivery of intensive treatment programmes (in home interventions, residential services and foster care services) to 568 children and young people during the year. This is 216 more than the previous year and represents a 62% increase.

In addition to our intensive treatment programmes we provided less intensive, skills focused support services to 1535 young people.

The services we have delivered

Our delivery of services within intensive treatment programmes include **in home interventions, residential services** and **foster care services**.

Intensive treatment programmes

In home interventions

Youth Horizons' **in home interventions** are all evidence based programmes (EBP) which take place in families' own homes. We provide Multisystemic Therapy (MST) and Functional Family Therapy (FFT) for families with young people aged 10-16 years who have moderate to severe conduct problems. We offer FFT in five regions with a total of 25 therapists, operating in Auckland, Waikato, Bay of Plenty, Lower North Island and our new team in the Lower South Island. Our MST team based in Auckland has four therapists.

Through our FirstCare services in Auckland, Northland, BOP and the Lower North Island, we provide Triple P and Incredible Years. These services are designed for families with children aged between 2-17 years of age who are involved with Child, Youth and Family and have a high risk of poor life outcomes. We have nine therapists delivering these interventions. Our FirstCare teams also provide Trauma-Focused CBT for older children and adolescents who have emotional and psychological problems which stem from traumatic experiences.

Each of these models have an extensive evidence base, are manualised and in the case of FFT and MST also have measures of treatment fidelity. This fidelity feature enables therapists to have information about how well they are adhering to the model.

*"I'm in a good place now. My life would not be the same were it not for Youth Horizons."
Young mum with a history of being in care herself, who overcame substance problems and
behaviour problems and is now studying and working part time while caring for her baby.*

Residential services

Our **residential services** are currently located in Hamilton and Auckland. During this year we have been completing the planning and preparation to launch new programmes in Napier, Tauranga and Whangarei.

The evidenced based Teaching Family Model (TFM) is now our primary model of practice in residential care. The model emphasises a family style environment, teaching skills and participation from young people in making day to day decisions in their lives. During the year we underwent an organisational realignment to enable us to function more effectively, along with better supporting the requirements in delivering the Teaching Family Model. The changes and recruitment to key roles in late 2013 and early 2014 now position the organisation well to undertake the process of formal accreditation in the model in 2015.

Youth Horizons currently delivers four residential services using the TFM. We also operate two further residential homes in Auckland called The Lighthouse, which provide short term and safe services for young people.

*A 13 year old Maori rangatahi was referred to Youth Horizons for unmanageable behaviour
when in a Child Youth and Family home. Through a period at one of our residential homes,*

huge progress was made despite his behaviour being the most challenging our team have seen. He was able to be transitioned to one of our treatment foster care teams and then foster care, and has maintained his placement at a mainstream school. His behaviour is now in line with expectations for his age and he is progressing well.

Foster care services

Youth Horizons delivers two forms of **Foster care**: treatment foster care and respite foster care. Our models include the internationally renowned Multidimensional Treatment Foster Care (MTFC) model, Teaching Family Model (TFM) and Fostering Changes.

We have one accredited MTFC team in Auckland and in 2014 were awarded a new contract to deliver an MTFC service in Hamilton. This new service will be launched later in 2014. The MTFC model has been rigorously tested in research studies overseas and is considered by international experts to have excellent evidence of effectiveness at reducing conduct problems. We have been process of researching the outcomes of our MTFC New Zealand implementation in a collaborative research project with Professor David Fergusson from the University of Otago.

During this financial year we were awarded an additional contract to deliver a Teaching Family Model foster care service based in the Hawkes Bay, along with one Fostering Changes team located in the Waikato. In each of these services a young person lives in a foster home with trained caregivers for a period of 6 -12 months, with the objective of returning to their own whānau. The interventions are provided by skilled multi-disciplinary teams.

With the addition of these new services, across the country we will have a total of two MTFC teams, three TFM foster care teams, two DHB funded respite foster care services and a new Fostering Changes team.

*"Thanks again for all your magical work that you do to try and find the right kind of place for our son."
Mum whom Youth Horizons supported to have her adopted son return home after time in care.*

Youth transition services

Our youth transitions services are made up of four teams and during the year have all been co-located at our refurbished office in New Lynn, Auckland. The team have worked with 1535 people over the year, providing pragmatic interventions for young people who are at risk of developing conduct problems or other social or mental health problems.

The primary areas of focus for our youth transitions services are:

- Youth leaving Child Youth and Family care – transitioning from care to independence.
- Working with young people to support re-entering into education or training, or move into employment.
- Supporting young people who are unable to live at home or who are parents and who are eligible to receive the Youth Payment or Young Parent Payment. This includes ensuring access to parenting and budgeting programmes.

- Working with young people living in the community of Ranui who have been identified by Police and others as being at risk of offending and/or gang affiliation.

A young person referred to our youth transition service with a history of time in care (following the death of an adopted parent and difficult behaviours) is making huge progress through the intervention including engaging in a level 3 NZQA course where he is meeting all course standards. He is also participating in counselling to work through the challenging past that continues to trouble him.

Highlights during the year

Our outcomes for children and young people

We now have two years of data tracking critical outcome measures including young peoples' living situation, engagement in education or employment, therapist-rated level of progress and treatment completion. The data identifies that gains have been made across these outcome measures for the young people in our intensive services programmes. This positive result illustrates the substantial commitment within the organisation to achieving the best outcomes for young people and their whānau.

Specific findings from our outcome analysis indicate:

- **76.5%** of young people stayed in or returned home, or moved to independence from a more restrictive setting. Very few young people moved to a more restrictive setting.
- **79.5%** of young people were engaged in some form of education, training or employment by discharge. The previous year identified a decline in engagement from pre intervention to post, while this year we are seeing an increase with more young people reengaged by discharge.
- Progress made by our young people, as rated by their therapist, increased to **79%** compared to **76%** in the previous year. The link between a young person making progress and treatment completion has become increasingly clear with those completing treatment being **twice** as likely to make progress over those who don't.
- Our services are achieving equitable outcomes for Māori across the four areas measured: living situation, engagement, treatment completion and overall progress. More young Māori returned to less restrictive placements with **89%** of Māori youth in group care moving to a less restrictive setting compared to 82% for all. We have also found that more young Māori have reengaged in education, training and employment – engagement on entry was 69.9% compared to 74.3% for all youth, with Māori making greater gains, reengaging at a higher level of 8.1% compared to 4.1% for all young people. These are significant findings and demonstrate stand out results over the general population.

"As a male Māori – my partner has never opened easily to strangers in the past – but he has learnt so much from the therapist being in our lives-her straight up and direct approach. "

FFT Client talking about their therapist

Development of our staff

In the early part of this financial year we launched Te Kōhao o te Ngira Through The Eye Of A Needle. The book of Youth Horizons/Kia Puāwai tikanga signifies our shared commitment to the development of the culture of the organisation. It has become a precious taonga we continually integrate more Māori understandings into our day-to-day lives for the benefit of the rangatahi and whānau we serve.

While continuing to ensure all staff have access to our core training modules, our training team have supported a large scale roll out of Teaching Family Model training to new and existing staff; over 100 staff have been trained in the model. In addition, we began running a monthly lunchbox journal club and regular practice updates along with guest lectures on key topics to ensure staff have constant opportunities for professional development.

This year we also recruited a part time Pasifika advisor to work with our vibrant Pasifika fono on an action plan arising from our Pasifika Strategy.

Partnerships

As part of growing into new locations throughout the country we have developed new relationships with Iwi and local Māori providers. These include Ngati Ranginui in Tauranga and Te Taiwhenua o Heretaunga in the Hawkes Bay – both significant stakeholders in regions we are developing services in. Our joint venture partnership in Northland, Te Pae Aronga Taitamariki, with providers Ngāpuhi Iwi Social Services and Otāngarei Trust continues to develop. Our contract to deliver the Kaikohe Social Sector Trial began in July 2013 along with new foster care and residential home services being negotiated with Child Youth and Family, and planned for late 2014.

Research, advocacy and client satisfaction

The Functional Family Therapy (FFT) Pilot Study was undertaken by Youth Horizons and Professor David Fergusson from the University of Otago to ascertain whether FFT in New Zealand was achieving comparable results as to those achieved internationally. The study was conducted in Auckland with the first FFT team established in New Zealand and ran from January 2011 - November 2013. It involved 60 families and young people. The initial study outcomes indicate that the FFT programme delivered by Youth Horizons was effective in reducing conduct problems, and that the benefits of the intervention are largely maintained at follow-up. These preliminary findings are similar to outcomes obtained by FFT, and other comparable interventions, overseas. The full report is due to be published in late 2014.

In August we commissioned a report on “Evidence-Based Schooling Options for Youth with Extensive Histories of Antisocial Behaviour and School Exclusion”, authored by John Church (Adjunct Senior Fellow at the Department of Psychology University of Canterbury). The findings of this report are helping to guide our on-going advocacy for suitable educational provision for this group of vulnerable young people and have been shared with key stakeholders within the Ministry of Education and Child Youth and Family.

The Health and Disability Commission (HDC) invited us to participate in the trial of an electronic survey system to collect consumer feedback. We are one of eight organisations involved in the RealTime Feedback Pilot which began in April. This pilot has been run using our Functional Family Therapy (FFT) teams nationally. The young person and/or whānau members involved in FFT were invited to complete the electronic survey designed to

gauge satisfaction with various aspects of the service. 170 surveys were completed by the end of the financial year. On a five-point scale, with five representing a high level of satisfaction, the overall responses averaged between 4.2-4.6 per question (translating to a very favourable 84-92% satisfaction rate). In addition, we consistently received higher satisfaction ratings compared to all providers combined.

New organisational initiatives

We are pleased to be participating in a pilot for our FFT services with the Ministry of Social Development Investing in Service Outcomes Trials during the FY15 financial year. This will provide us the opportunity to be at the forefront of the government's thinking around funding and social sector investment linkages to outcomes for young people.

A series of monthly lunchbox Journal Club talks were launched during the year. The objective has been to develop our capability and cover areas of interest for our practitioners. Each session includes a journal reading and discussion, with topics such as Trauma Informed Care, Motivational Interviewing, Self-Care as an antidote to Compassion Fatigue and burn out, and Cultural Resiliency.

Plans have been laid to enter into a memorandum of understanding with Alcohol Health Watch. The purpose of this initiative is to develop a strategic plan for upskilling staff to better support young people with Foetal Alcohol Disorder – an increasingly pressing need within our services.

Our Board

It was with much sadness that we farewelled one of our long serving Trustees, Rawiri Wharemate in November. Rawiri joined the Board in 2004 and was instrumental in launching our Māori strategy in 2009 and was a driving force behind its successful implementation.

In May we regrettably accepted the resignation of our Chief Executive, Cath Handley. Cath has led the organisation through an extraordinary period of change over the last eight and a half years and she will be dearly missed by both our staff and stakeholders we work with. Thank you Cath for an outstanding contribution to Youth Horizons.

Financial Results

The table below summarizes the results for the year.

During the year we significantly increased our capacity to work with young people and family/whānau in need, resulting in a near 30% increase in contract revenue. Along with increasing services in our existing locations, we have started new services in Northland, Bay of Plenty, Waikato, Hawkes Bay and the lower South Island.

Several office refits have been required to meet our growing needs. Both our Hamilton office based in Te Ara Hou Village and our Youth Service West offices based in New Lynn, Auckland underwent expansion and refurbishing.

In the current financial year we achieved excellent outcomes for children and young people and have returned a surplus that is reduced but acceptable given the changes that have been made. We have strengthened as an organisation, we have grown steadily and continue to achieve good outcomes.

STATEMENT OF FINANCIAL PERFORMANCE 1 July 2013 – 30 June 2014

\$'000	2014	2013
Contracted Revenue	15,151	11,804
Other Income	239	178
Total Income	15,390	11,982
Less Expenses	15,046	11,588
Net Surplus	344	394

STATEMENT OF MOVEMENTS IN EQUITY

\$'000	2014	2013
Equity at Start of Year	4,053	3,659
Net Surplus for the Year	344	394
Equity at End of Year	4,397	4,053

Thank you

It has been an exciting and demanding year. So much has been achieved and we continue to strengthen the organisation. We are continuing to deliver effective services for the children and young people we serve, something that is increasingly being recognised by our various stakeholders. I am very proud of what we have achieved and on behalf of the Board, I would like to thank everyone who played a role in making such a positive difference in the lives of some of New Zealand's most vulnerable young people.

David Edwards, Chair

Youth Horizons