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Values in action

Neami’s values have been developed in consultation with staff to capture our shared beliefs and what’s important to us.

In this report we showcase Neami’s values in action – bringing to life how our values shape our approach and guide our decisions and actions.

Acknowledgments



We acknowledge Aboriginal and/or Torres Strait Islander peoples and communities as the Traditional Custodians of the land we work on and pay our respects to Elders past and present. We recognise that their sovereignty was never ceded.

We are grateful for the contribution of our Lived Experience colleagues, consumers and carers who share their wisdom and contribute to the design, delivery and evaluation of our mental health services.



We are committed to cultivating inclusive environments for staff, consumers and carers. We celebrate, value and include people of all backgrounds, genders, sexualities, cultures, bodies and abilities.



If you need help understanding this report, please call us on 03 8691 5300. We can organise an interpreter.

Pictured (front page): Jessie and Isaac, residents at Noble Park Youth Residential Recovery Service

Hello.

We're Neami. We're big believers in everyone having the opportunity to live a full life. We support people to achieve the wellbeing and mental health outcomes that matter to them.

For some people, this means having a stronger sense of self. For others, it may mean nurturing relationships or building the confidence to tackle tomorrow.

We provide services across Australia for mental health and wellbeing, housing and homelessness, and suicide prevention. We supported 34,000 people last year and our services span 40 different Indigenous lands.

Vision

For all people in Australia living with mental health and wellbeing challenges to live a life that is meaningful to them.

Purpose

To support people to achieve mental health and wellbeing outcomes that matter to them, through access to the resources and opportunities they need.

Values



Connecting

We build strong connections as we believe relationships are fundamental for wellbeing. We take time to engage and communicate with respect, care, and compassion. We foster safe, genuine relationships with the people we work with and within our broader community. It's about connecting authentically to create a thriving network.

Collaborating

We work together for positive change and embrace collaboration to address social issues. We are bold, innovative, and accountable. We navigate power dynamics, create boundaries, and handle tensions respectfully. We stay present and notice if we can't be. Our strength lies in working as one team to deliver positive outcomes for consumers, partners and the larger community.

Learning

We learn and adapt by being responsive with others through relational ways of working. We listen, observe, use research and data, and respect community knowledge. We self-reflect, we learn from our mistakes, and stay curious and humble. We evaluate and adapt for continuous improvement.

Belonging

Everyone matters at Neami. We embrace and enrich our organisation through diverse stories. We understand the impact of past and present events on individuals. We prioritise safety, care, and respect for everyone – within our team and the broader community. We celebrate diversity and create opportunities for participation to ensure a connected and inclusive future.

Board Chair message

This year has been one of strategic alignment and thoughtful consolidation for Neami, as we continue supporting thousands of people across Australia to achieve mental health and wellbeing outcomes that are meaningful to them.

We've focused on embedding our refreshed Strategic Directions, launched last year, to ensure our work remains future-oriented and aligned with our vision. Strengthening financial sustainability has also been a key priority for the Board, positioning us to deliver impactful services well into the future.

In line with our commitment to Lived Experience leadership, we commenced development of Neami's first Lived Experience Strategy. This three-year roadmap will guide how we strengthen and embed lived experience principles throughout the organisation.

We saw the return of Labor to government following the federal election in May. Neami looks forward to continuing to work alongside our partners and all levels of government to shape a mental health system that truly meets the needs of all Australians.



Our advocacy efforts remain firmly focused on key national priorities, including a transparent and accountable National Agreement, a robust and sustainable psychosocial support system, and the long-term viability of our sector and workforce.

A personal highlight for me this year was participating in our accreditation discussions. Engaging with assessors and hearing their positive feedback was a moment of immense pride and a testament to the dedication of our staff and leadership.

At the October AGM, we farewelled Tony Nippard, and thanked him for his exceptional 10 years of service to Neami. Tony held several roles in his tenure, including Chair and Vice-Chair of the Board, and is greatly missed.

In December, we also farewelled Fiona Nicholls, who served as a Director since 2016. On behalf of the Board, I extend our sincere thanks to Fiona for her significant contributions.

In March, we welcomed three new Directors to the Neami Board: Ashley de Silva, Dr Jonathan Newchurch, and Felicite Black. Each brings deep expertise across community services, governance, and commercial strategy. With six of our current Board members appointed in the past two years, we are proud of the diverse perspectives and skills shaping Neami's governance and future direction.

On behalf of the Board, I extend our gratitude to our organisational partners and funders. Your collaboration and support have been valued as we implemented our new operational structure, transitioning from a geographic to a stream-based model.

Finally, I want to thank our dedicated staff. Your unwavering commitment to improving the lives of the people we serve is the foundation of everything we've achieved this year.

Ruth Faulkner
Chair, Neami National

CEO message

It is with great pride that I reflect on the meaningful progress Neami has made over the past 12 months. Throughout the year, we have remained grounded in our values and strategic vision, continuing to deliver impactful, person-centred mental health support across the country.

Our network of eight Medicare Mental Health Centres continued to demonstrate strength, by providing access to people who have historically struggled to find support. The co-evaluation research featured on page 22 reinforces the effectiveness and value of these services. We were proud to extend our reach this year by opening a new centre in Port Pirie, South Australia.

Sustainable impact is only possible with consistent support, and we were pleased to see extended funding for several of our services, including Partners in Wellbeing, Towards Home Plus, and Strathpine Safe Space. These programs are delivering strong outcomes and making a real difference in the communities they serve.

The Urgent Mental Health Care Centre in Adelaide reached a significant milestone, having supported over 20,000 visits from people experiencing mental health crises since opening its doors in March 2021. This figure is a powerful testament to the ongoing need for immediate, compassionate support.

From a practice perspective, we launched our new approach to how we respond to risk, moving beyond traditional assessment models to a framework that prioritises co-created safety. This shift in language, processes, and



practice recognises that building relationships is key to promoting safety and creating hope, and affirms our commitment to human rights and personal choice.

It is important to acknowledge that we are operating in a critical time for the mental health landscape in Australia. While uncertainty remains around the future of the NDIS and psychosocial supports, we are encouraged by the growing alignment and collaboration across the sector. For the first time, we are seeing a unity of voices among the national and state-based peaks, a development that is vital as we navigate multiple, intersecting reforms.

Together with our partners in the Australian Psychosocial Alliance (APA) and the peak bodies, we remain committed to sustained advocacy for long-term, systemic change co-designed with people who have lived experience.

None of the progress we share in this report would be possible without the passion and dedication of our staff, the strength of our partnerships, the support of our funders and most importantly, the trust of the people we serve.

Tom Dalton
CEO, Neami National

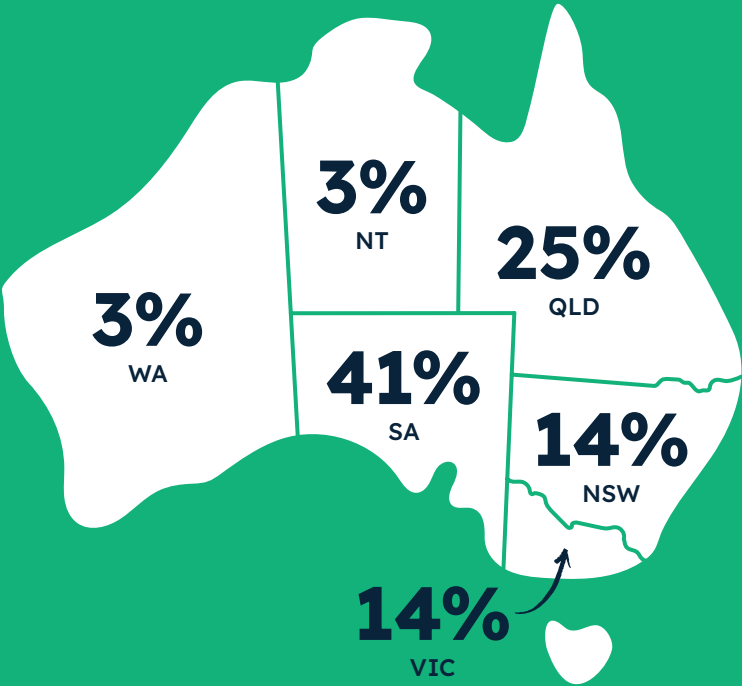
Neami National snapshot

In 2024–25, we supported

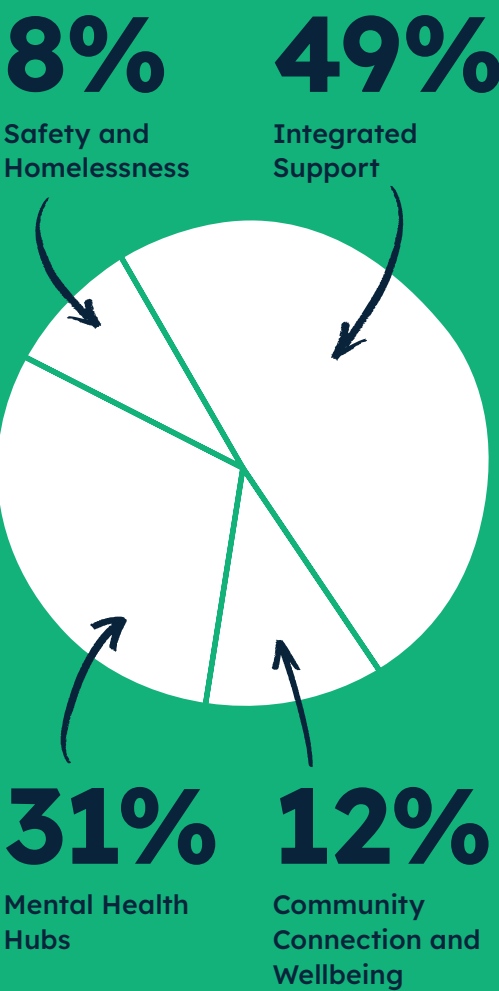
34,000 people

in metropolitan, regional and remote communities across Australia.

The figures below show the breakdown of the people we support by state. Neami delivers support across a wide range of services – with the duration and type of support varying greatly. Some Neami services support a larger number of people (often for brief interventions such as phone support services), while other services support fewer people but offer longer term support. The image below reflects the location of people who have used our services as a percentage of the total number of people who have used our services. Some states have a higher proportion because there are more services which provide brief interventions.



Our services

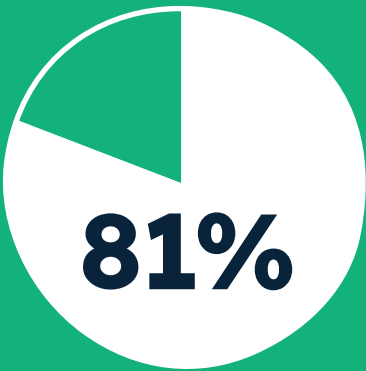


We organise the management of our services through four ‘streams’ or groups of like-services. The chart above shows the breakdown of people supported across each service stream as a percentage of the overall number of people we have supported. The data reflects people supported, rather than instances of support – with duration of support varying widely.

Experience of service

We use a range of outcome measures across our services as one way to understand their impact for people.

Your Experience of Service Survey



This year, across 38 Neami services, 81% of consumers indicated that their overall experience of service was ‘very good’ or ‘excellent’ via the Your Experience of Service (YES) survey.

Brief Service Feedback

Across 22 Neami services, of those who responded to the Brief Service Feedback survey (n=260) about their experience:

- 98% ‘agreed’ or ‘strongly agreed’ that they felt safe
- 97% ‘agreed’ or ‘strongly agreed’ that the support focused on things that mattered to them
- 96% ‘agreed’ or ‘strongly agreed’ that they were feeling more hopeful of a way forward

Environmental data

Vehicle CO ₂ emissions	259 tonnes
Travel CO ₂ emissions	204 tonnes
Property CO ₂ emissions	625 tonnes

Neami has a significant geographical footprint, workforce, and revenue. While some of our choices are limited by funding constraints, we have the opportunity and responsibility to act where we can to reduce our environmental footprint and become more sustainable.

Vehicle emissions include pool vehicle fleet that supports service provision (this does not include private vehicle use)

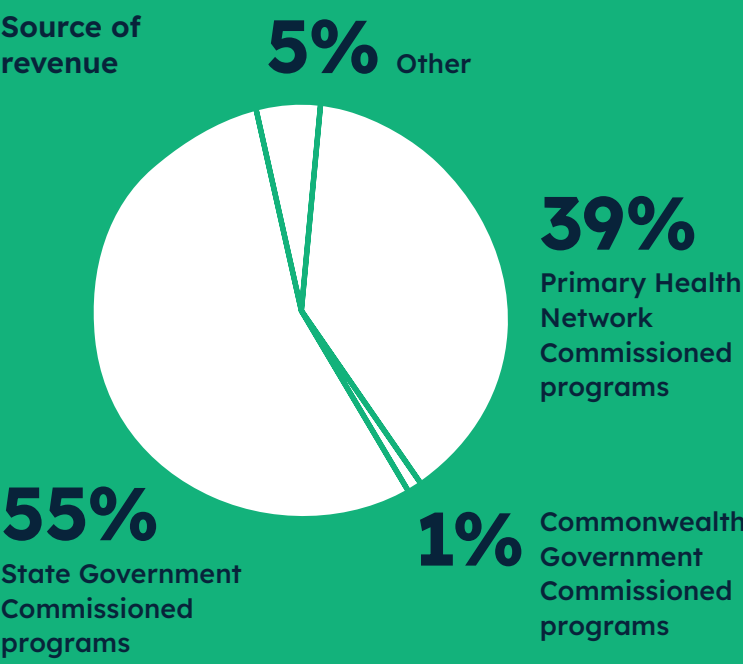
Travel emissions includes airfares and accommodation to support program management and stakeholder engagement

Property emissions (where data is available) includes electricity and gas consumption across our national network of service and support locations

Financial position

For more detail, see the financial report on pages 34 and 35.

Revenue	\$151,304,886
Equity	\$38,308,228
Surplus	\$2,105,108



From strategy to action

Our Strategic Directions 2024–2028 set our vision and define our priorities for the years ahead.

In this first year, our focus has been on strengthening the foundations to best support Neami consumers, staff, and the programs we run, as we bring our strategic vision to life.

Strategic themes:

- Great consumer experiences
- Building collective knowledge and partnerships
- Sustainable and resilient organisation
- Capable and diverse workforce

To make sure we stay aligned with these goals, we’ve introduced a Strategic Implementation Plan – a tool that tracks our progress and helps us to allocate resources for impact.

Year one highlights

In the first year of delivering on our Strategic Directions, we’ve made progress in many areas including:

— Great consumer experiences

Our practice improvement project is implementing more consistent, evidence based and person-centred practice support across all services.

— Building collective knowledge and partnerships

Commenced the development of a new Diversity Access and Inclusion Framework, to enhance engagement with diverse communities and reduce barriers to support.

— Sustainable and resilient organisation

We are reviewing our services to ensure they remain adaptable, contemporary and responsive to changing needs. We’ve also streamlined our non-program supports to ensure we remain well-positioned for new opportunities and a shifting funding environment.

— Capable and diverse workforce

Stage two of the national rollout of Lived Experience Discipline Specific Supervision (LEDSS) provides structural support, improving retention and impact of the Lived Experience workforce. In addition, this year we’ve seen the size of Neami’s lived experience workforce continue to grow (3% increase from last year) and a decrease in turnover amongst lived experience staff (2.2%).

Case study

Co-Creating Safety as a vehicle for implementing Collaborative Relational Practice

Safety isn’t just about risk management but about building trust, so people feel comfortable to share what’s going on for them. To support safety, we focus on listening—not just to act, but to understand. Co-Creating Safety emerged in response to the need for a consistent, evidence-informed way to support practice change across Neami’s diverse services. It places relationships at the heart of safety and risk work and affirms that safety is something we build together through trust, communication and shared responsibility.

Our Safety and Opportunity Philosophy reimagines how safety is understood and supported in mental health and community services. The philosophy recognises that traditional risk management approaches (which often focus on predicting and categorising risk) were not only outdated but could be harmful. We saw the need for a whole-of-organisation shift toward a more relational, rights-based, and evidence-aligned approach to safety.

Neami’s overarching practice framework is Collaborative Relational Practice (CRP). CRP is a flexible, values-based framework that centres support in relationships, human rights and understanding each person’s unique needs. It draws on diverse knowledge and disciplines and recognises that people are experts in their own lives, with the right to shape the support they receive. Co-Creating Safety has been instrumental in translating Neami’s values and intentions into real-world practice.

In December 2024, Neami commissioned an external review of the Co-Creating Safety approach to ensure it was clinically sound, informed by lived experience, and aligned with contemporary evidence. The review strongly endorsed the approach, highlighting its alignment with best practice in trauma-informed, recovery-oriented care and its promotion of shared decision-making and consumer autonomy.

Throughout development, Neami ensured compliance with legislation, accreditation standards, and funding requirements. The final suite of documents was approved by governance bodies, confirming the approach is values-driven and operationally sound. Implementation is guided by a collaborative and responsive reporting process grounded in frontline experience.

The implementation of Co-Creating Safety is being closely monitored, not only for uptake but also to understand how practice change is experienced and sustained across diverse service contexts. Neami’s Research and Evaluation team is leading this feedback process to:

- capture insights from staff and leaders about what supports or hinders implementation
- understand how the practice is being adapted in real-world settings
- identify patterns in uptake, confidence, and documentation quality
- inform future implementation strategies for both practice and broader organisational change.

By embracing innovation and evidence, Neami continues to ensure that our practices are not only consistent and inclusive but are deeply aligned with the needs of the consumers and communities we support.

Social Impact Strategy

Neami’s Social Impact Strategy outlines the difference we want to make in the world and a measurement and evaluation framework accompanies the strategy to guide our approach to measuring impact. While the strategy recognises the broad impact areas we aspire to contribute to in the long-term, we will focus on measuring and evaluating the outcomes we know we can directly influence.



Pictured: Vicki and Susmita



Mental Health Hubs

Our Mental Health Hub services offer free place-based support for people experiencing distress or mental health challenges.

This year we were proud to open a new Medicare Mental Health Centre in Port Pirie, South Australia, which joined the seven other Medicare Mental Health Centres operated by Neami around Australia.

These services offer vital connection and support, particularly in regional communities where timely and accessible mental health care can be limited. By building local workforces that include Aboriginal, multicultural and LGBTQIA+ staff in designated roles, we help make sure our teams reflect the communities they serve and respond to their diverse needs.

Strengthening services through research

Neami partnered with The ALIVE National Centre for Mental Health Research Translation to undertake early implementation research into the Mental Health Hub model of care. The research has helped to understand how these services are operating in their communities and the service system.

The results are encouraging, suggesting that services are:

- offering a welcoming and safe point of entry to mental health support for people who are often seeking support for the first time.
- meeting the needs of the people they're commissioned to support.
- providing an alternative to hospital emergency departments.

The research has also highlighted the value of the model Neami has adopted for these services, with 50% clinical staff and 50% Lived Experience staff, who share care and decisions.

Find more details about the research findings on page 22.

In response to learnings from the co-evaluation, we've strengthened our governance and streamlined internal processes to support consistency across services. We've introduced communities of practice, bringing together clinical and Lived Experience staff, to share insights and foster collective learning.

We hope our implementation co-evaluation can feed into the evolution of the service model for Mental Health Hub services operated by Neami, as well as other service providers.

Twenty thousand moments of support at the Urgent Mental Health Care Centre

The Urgent Mental Health Care Centre (UMHCC) in Adelaide provides free mental health support 24/7 in a comfortable loungeroom-style setting without the need for an appointment or referral.

This year, the UMHCC reached a significant milestone by supporting over 20,000 visits from people experiencing a mental health crisis or distress since opening in March 2021.

Findings from co-evaluation research undertaken with The ALIVE Centre highlight the critical role the UMHCC plays in providing compassionate, timely support when it's needed most.

- 93% of guests were satisfied with UMHCC's welcoming physical environment.
- 44% of guests said they would not have sought support elsewhere.
- 42% of guests would have otherwise presented at an emergency department.



Pictured: Kelly Jacob (Senior Manager Operations), Mark Hartigan (CEO, Country SA Primary Health Network), Hon Chris Picton MP (SA Minister for Health and Wellbeing), Kim Holmes (Executive Director Operations – Integrated Wellbeing Network), Hon Geoff Brock MP (Independent Member for Stuart) and Peter Warden (Director Mental Health Hubs) at the launch of the Port Pirie Medicare Mental Health Centre.

A new Medicare Mental Health Centre opens in Port Pirie

Since opening, it's estimated that the UMHCC has saved approximately 3,800 hours of South Australia Ambulance Service (SAAS) ramping time at emergency departments, by providing an alternative way to seek support. These estimates are based on cross-referencing the average wait times for each triage level included in South Australia Health's Ambulance Ramping Review Report with accepted SAAS referrals to the UMHCC.

Working together for better care

Our Mental Health and Wellbeing Locals in Victoria continue to show the value of working collaboratively to achieve better outcomes. Integration with Area Mental Health Services has improved referral pathways and consumer outcomes, making sure people receive the right support at the right time. It's also been instrumental in bridging the divide between Area Mental Health and Community Mental Health and supported a smoother transition and referral pathway for guests.

Approximately 19% of guests at these services are seeking mental health support for the first time. In addition, almost 10% of guests indicated that they would not have sought any other support.

'Having a new, free, mental health centre in Port Pirie is a big boost to the local community.'

Accessing mental health supports can be a challenge, especially in a regional city such as Port Pirie.

It is gratifying to see that the unit will be staffed by a multi-disciplinary team including qualified professionals who will be providing one-to-one consultations.

This will be greatly appreciated by those requiring these services.'

Hon Geoff Brock MP

Independent Member for Stuart



Integrated Support

Our Integrated Support services provide one-to-one and group support for people experiencing mental health challenges. They're delivered in residential settings, centre-based services and via phone support.

National accreditation confirms quality of digital mental health services

In April 2025, all seven of our Medicare Mental Health phone services were assessed against the National Safety and Quality Digital Mental Health Standards.

These assessments confirmed the strength of our clinical and technical governance, risk management, and our commitment to continuous improvement. The audit praised Neami for our integrated governance approach, staffing model and our team's ability to engage and respond to the diverse, high and complex needs.

The International Organisation for Standardisation (ISO) Quality Management Standards and National Standards in Mental Health re-certification audits found no non-conformities.

Expanding telehealth services across Australia

The Medicare Mental Health phone service offers a free, confidential, and friendly referral phone service for people seeking support for their mental and emotional wellbeing.

This year, across our Medicare Mental Health phone services, we've supported over 13,000 people.

In 2024, we commenced delivery of the phone service in the Country South Australia region. Neami now offers telehealth support right across South Australia.

In December 2024, we also began delivering the Medicare Mental Health Phone Service in the Brisbane North region. To support a more connected mental health system, Neami and Metro North Health have formed a partnership and co-located their teams. This collaboration enables real-time communication, warm handovers and streamlined access to care – making it easier for people to get the right help when they need it, while avoiding delays and duplication.

Delivering impact through Step Up/Step Down services

Neami has delivered Step Up/Step Down services in Western Australia since 2013, starting with the state's first and largest in Joondalup. We now operate four of the six services across the state, in Joondalup, Albany, Kalgoorlie and Geraldton.

Step Up/Step Down services offer short-term residential support for people who are at risk of a hospital presentation ('step up') or transitioning back into the community after leaving hospital ('step down'). The service is designed to support people experiencing mental health challenges in a home-like environment close to their community, friends and family. Neami works closely with local communities and health services to understand and adapt each service to local needs.

In 2024-25, Neami supported 556 people across the four services, with 15% of guests identifying as Aboriginal or Torres Strait Islander. On average, people stayed at the service for 23 days.

The model and recovery-focused support provided at these services has shown consistently positive outcomes. Consumers show significant improvements in wellbeing, self-confidence, and daily functioning, measured through trusted tools like the K5/K10, General Self-Efficacy Scale, and the Work and Social Adjustment Scale.

In addition to improvements in wellbeing, consumers also reported high levels of satisfaction of service. Over the past year, 79% of Step Up/Step Down consumers surveyed, rated the support they received as excellent.

Working together to meet community needs

In our integrated support services across Australia, we see the benefits of how transdisciplinary teams working together are meeting the needs of communities. At Neami, transdisciplinary practice is not only about how we work with the people who access our services – it also shapes how we work with each other.

In Adelaide, the Southern Wellbeing Hub is delivered by a diverse mix of mental health practitioners, including clinicians, allied health and lived experience workers. The team provides support to manage challenging or distressing emotions, support with relationships, or help to find the right support. By providing a single point of entry, the Southern Wellbeing Hub provides streamlined access to a range of supports and allows people to move between these as needed.

Our Step Thru Care service in Geelong provides support for people experiencing mental health challenges, alcohol and other drugs (AOD) challenges, or a combination of the two. Step Thru Care brings together a multidisciplinary team of mental health and alcohol and other drug professionals, to provide wrap around supports in one place, meaning people don't need to re-tell their story to multiple service providers. By working in partnership with Windana, Drummond Street and Wathaurong Aboriginal Co-operative, we've been able to provide people with meaningful support tailored to their needs.



'This role is really rewarding for me because I'm a migrant myself. It's really empowering to go into communities and be able to provide insight from what I've gone through.'

Being a woman of colour is another connection to the different communities that I interact with.'

Betsy

Multicultural Engagement Worker
Partners in Wellbeing



Community Connection and Wellbeing

Our Community Connection and Wellbeing services are holistic and responsive. These services support people across the full spectrum of the mental health continuum of care, from the early signs of mental health decline to recovery after a period of hospitalisation.

We tailor support by considering the various factors influencing mental health, including mind, body and relationships, and work with people to identify what they need to live a life that is meaningful to them.

Bridging the gap with psychosocial supports

Across Australia, our psychosocial support services are playing a vital role in addressing the complex and longer-term mental health and wellbeing needs of individuals. Psychosocial support programs offer both individual and group-based support, helping people overcome barriers to community participation and build the skills and confidence to pursue their personal health and wellbeing goals.

Integration within communities and long-term support enables these services to fill a critical gap in the mental health system. The increasing demand for these services has been reflected in the growing waitlists we've seen this year in New South Wales, Victoria and South Australia.

Rick is just one of the people who has benefitted from Neami's psychosocial supports. For the past five years, he's received psychosocial and housing support at Neami Western Sydney. Since engaging with the service, he's transitioned from homelessness to stable housing, addressed substance and gambling addictions, and experienced significant improvements in his physical health.

Specialist employment support

Traditional employment services often overlook the profound connection between mental health and sustainable employment, leaving many job seekers and workplaces unequipped to navigate these challenges.

We have embedded employment support services in many of our psychosocial services, including Housing and Accommodation Support Initiative (HASI), Community Living Supports (CLS), Commonwealth Psychosocial Support (CPS) and across our services in Darwin.

This employment initiative is grounded in the evidence-based Individual Placement Support (IPS) model, which integrates vocational support within mental health services to improve consumer outcomes.

From late 2015 to early 2025, Neami has supported 1,085 consumers through these employment services. Of these:

- 484 gained employment
- 226 commenced study and/or training
- 42 transitioned into volunteer roles.

This year, we've also re-established the Neami Employment Support Service and we are continuing to embed it in additional Neami services across the country. The Neami Employment Support Service (NESS) provides psychosocially safe, strengths-based mental health and employment support for individuals as well as businesses.

Across the program, participants have reported:

- increased confidence in balancing work and mental health
- increased understanding of personal strengths
- increased emotional resilience in job searching
- increased awareness of mental health rights.

These results across both the IPS and NESS supports, demonstrate the effectiveness of embedding dedicated employment specialists within psychosocial teams, including employment and educational goals, contributing to improved recovery and social inclusion outcomes.

Collaborating to meet diverse community needs

The Wellness Connect team is dedicated to improving health outcomes for vulnerable South Australians. The service was recently awarded for its outstanding contributions to primary health care at Adelaide PHN's Health Equity Awards 2025.

With consortium partners Life Without Barriers, Mind Australia, Skylight Mental Health and Community Access and Services, Wellness Connect provides accessible, person-centred care that meets the intersectional needs of people with complex mental health challenges.

These partnerships have been instrumental to improving access and offering targeted supports to diverse community groups. Over 40% of consumers identify as First Nations, LGBTQIA+, multicultural, youth, or at risk of homelessness. Consumers reported a high level of satisfaction with the service, with 93% rating the service an average of 4.6 out of 5, indicating experiences of trust, respect and support that aligns with their needs.

Through its inclusive approach to community-based care, Wellness Connect demonstrates the power of collaborative, culturally responsive mental health support.



'I wasn't making decisions myself for growth. I was either self-sabotaging or I was not following through with my own recommendations, my own decisions. All these people were ready to help me in certain areas and then I'd just shut down.'

Neami was so good to just have patience. That's something I can never forget, the patience and the care that Neami showed me... Neami saved my life, in more than one way, a whole lot of times over the last five years.'

Rick

Received support from
Neami Western Sydney



Safety and Homelessness

Our Safety and Homelessness services are dedicated to supporting individuals' safety and wellbeing by addressing their needs and fostering meaningful connections.

We provide street-based assertive outreach and supportive housing programs that assist people to find and maintain safe, long-term housing. Recognising the complex challenges that come with homelessness, we connect people with the physical, financial and emotional care they need.

Our suicide prevention programs support people and communities in distress or suicidal crisis, offering education, early intervention, and post-crisis support to build resilience and reduce risk.

We also offer tailored mental health services to young people under 25 through a range of in-person and phone-based support, online resources, and residential care.

Recognised for quality suicide prevention services

Five Neami suicide prevention services have been recognised for their quality, safety and effectiveness, achieving accreditation against the national Suicide Prevention Standards for Quality Improvement.

- The Way Back – Western Sydney and Central and Eastern Sydney
- Perth Metro Suicide Prevention Coordination
- Safe Space Strathpine
- Reach out and Connect suicide awareness training

All five programs achieved 100% compliance with the standards, which included strength of collaboration and partnerships, program management and integrating the voice of people with lived experience.

Expanding our suicide aftercare services

Our suicide aftercare programs will expand into South Western Sydney, with a new service funded by South Western Sydney PHN opening later in 2025.

This builds on the work of our universal aftercare services in Sydney and the Darwin Healing and Recovery Service, which offer personalised support to help individuals reduce distress, build connections in the community and engage with other services following a suicidal crisis.

A collaborative approach to wrap-around supports

Our Towards Home+ services in Geelong and Frankston received an additional three years of funding to continue their work with Victorians who are at risk or experiencing homelessness.

Towards Home+ takes a shared care approach with local partners to provide intensive wrap-around care, and is a member of the Geelong Zero project, which has seen 150 rough sleepers housed since October 2022.

This year, Towards Home+ Geelong has also been working closely with our new Homelessness Access Program and partners Bolton Clarke, who link rough sleepers to primary health care support.

Supporting the wellbeing of young people

Our four Youth Residential Recovery Services (YRRS) and Youth Outreach Recovery Support (YORS) programs continue to deliver meaningful outcomes for Victorian young people aged 16–25.

Of the young people surveyed about their experiences of service:

- 100% were satisfied with their experience, with 94% rating it very good or excellent
- 100% said the explanation of their rights and responsibilities was good, very good or excellent
- 100% usually or always felt comfortable using the service
- 100% said staff usually or always showed respect for how they were feeling.

Launching late in 2025, we will also be expanding our youth services, with the addition of the Youth Enhanced Services program in South Perth.

Collaborating with First Nations partner Tharawal

This year the partnership of Neami Campbelltown and Indigenous-led organisation Tharawal went from strength to strength in delivering the Sustaining Tenancies in Social Housing program.

Neami Service Manager Kath Flack-Crane and Tharawal Housing Manager Aunty Alison Croall presented at the seventh National Housing and Homelessness Forum in Sydney, sharing the collaborative approach and how they put culture into practice.

Both organisations share a common goal to benefit community, but both recognised the need to establish ways of working that accounted for the different processes and cultural protocols. 'I remember how much work both teams put into making sure the policies and procedures, forms and service delivery met the need of both mainstream and Aboriginal clients,' Kath says.

'In 2024, we commissioned Neami National to provide healthcare services for people experiencing homelessness or at risk of homelessness as part of its Towards Home+ service. We are delighted with the outcomes of the Homelessness Access Program so far, which has met health needs in a difficult to reach population. We are incredibly proud of this project and what it is providing to individuals who often have chronic health issues and would otherwise struggle to receive care.'

Craig Wilding

CEO

Western Victoria Primary Health Network

Pictured: Team members from Neami National and Western Victoria Primary Health Network at the launch of the Homelessness Access Program.



Working together: embedding change in our First Nations Strategy

This year marks a time of transition and celebration for Neami's First Nations Strategy and Impact team.

Reflecting on Innovate Reconciliation Action Plan 2022–24

As we close our Innovate Reconciliation Action Plan (RAP) 2022–24, we reflect on the lessons learned and the many achievements made including more inclusive practices, greater cultural visibility in services, and the embedding of cultural learning across the organisation.

Importantly, it taught us the importance of listening deeply to Aboriginal and Torres Strait Islander voices and beginning to dismantle systems of power that have historically excluded First Nations people. It highlighted the need for relationships to be rooted in trust and for structural change, not symbolic gestures.

2025 and beyond

Following the 2022–24 RAP, we're looking ahead to the development of Neami's new Innovate RAP. It will represent a renewed commitment to embedding reconciliation more deeply into Neami's systems, relationships, and everyday practice. This RAP will focus on strengthening our internal capacity to act meaningfully by building respectful partnerships, deepening cultural learning, and embedding accountability measures across the organisation.

The new RAP will provide a clear and practical framework to ensure our reconciliation actions are not isolated initiatives but integrated into our operations. This is about moving from intention to impact and ensuring that our commitments are visible, measurable and grounded in genuine collaboration with First Nations peoples.

In this next chapter, Neami will recommit to working alongside First Nations peoples — learning, unlearning, and honouring our collective responsibility. With strong leadership, a renewed RAP, and strengthened governance, we will move forward with hope, humility, and the clarity that reconciliation must be lived in every action we take.

'Being in a position to make a difference in someone's life is an incredible honour. To do so in a way that's grounded in cultural understanding makes the journey more balanced and meaningful. That's why working with Neami has been so positive. They listen — really listen — and they don't try to reshape our cultural practices to fit a predefined model. Instead, we find ways to walk side-by-side.'

Yes, challenges come up. But honesty, openness, and a shared commitment to doing what's right for the people we serve have placed both our services in a strong and safe place. This is what true collaboration looks like. This is what culture in practice can be.'

Aunty Alison Croall

Tharawal Housing Manager, reflecting on the Neami and Tharawal partnership to deliver the Sustaining Tenancies in Social Housing program

Scan the QR code to read more



Understanding what matters

Neami invested in early implementation research of the Medicare Mental Health Centre model (formerly Head to Health Centres) in partnership with The ALIVE National Centre for Mental Health Research Translation.



Evaluating the Medicare Mental Health Centre model

The research focused on five Neami-operated Medicare Mental Health Centre services, including the Urgent Mental Health Care Centre (UMHCC), exploring how these centres function within their local communities and broader service systems. The research aimed to capture firsthand experiences, insights and perspectives from both staff and consumers, providing a comprehensive understanding of the model's early impact and effectiveness.

What we heard

— Experience of the service is positive

People feel safe, welcomed, understood and listened to. Many say they feel seen and heard for the first time and have a sense of hope for the future. Ninety-seven percent of guests reported feeling safe, and 93% felt that their care focused on what mattered to them.

— The value of integrated teams

People value having access to the combination of peer workers with their own lived experience of mental health challenges, and clinicians like psychologists, nurses, social workers and occupational therapists. Ninety-four percent of guests were satisfied with the care they received while being supported by clinicians and peer workers.

— The services are increasing access and filling a gap in the system

The co-evaluation found that services are reaching people who may not have otherwise accessed support. Around one-third of guests were seeking support for the first time. Across all services, 26% of guests said they wouldn't have sought help elsewhere.

Services are also having a meaningful impact on emergency department and hospital presentations. Across services, eight per cent of people presenting would otherwise have gone to an emergency department, and this figure is more than 40% at the UMHCC (read more about how we're implementing change from research learnings on page 12).

Supporting our workforce and transformation of the care economy

At Neami, we are committed to building a strong, confident and future-ready workforce.

We are monitoring how our investment in Intentional Peer Support (IPS) training is strengthening peer practice skills and staff confidence, and how this training is impacting Neami's culture more broadly.

Previous research and feedback from staff in Lived Experience roles highlighted gaps in training and ongoing supports, so as we implement these changes, we are actively evaluating their impact. Our data shows that completing the five-day IPS core training increases staff confidence to understand, use and articulate peer practice.

We are also focusing on what works to support integrated care for people who experience alcohol and other drug use alongside mental ill-health. Research underway in our Mental Health and Wellbeing Local services in Victoria is unpacking factors that support integrated care, as well as the integration of diverse workforces.

Working with La Trobe University, we're learning directly from staff in Lived Experience roles to know what workforce supports they value most. While formal training and supervision are important, staff consistently highlight the value

of informal support from other peer workers as the most helpful and accessible type of support. Having managers and colleagues who understand and value peer practice makes it easier to access support when needed.

We plan to build on what we're learning in all these projects through our continued connections with La Trobe University and the Care Economy Collaborative Research Centre (CRC). Neami has been in discussions with the team developing the Care Economy CRC over the last four years. In April 2025, the Commonwealth announced a significant investment in the Care Economy CRC that will support the development of new technologies and workforce solutions to meet Australians' expectations for modern, high-quality care into the future. This research will enable Neami to collaborate with over 60 like-minded organisations and researchers across Australia to learn and generate new ideas that support the development of cross-sector, consumer-informed, evidence-based solutions.

By working alongside other service providers tackling similar workforce challenges, as well as experts in enabling technologies, we can explore, test, and implement new workforce strategies that help us deliver the best outcomes for the people we support.

'Continuing to learn and evolve with a group of progressive providers, researchers and technology experts will allow us to adapt and progress our thinking and action — resourcing, supporting and leading the people doing the critical work of caring over the next few decades.'

Priscilla Ennals

Senior Manager – Research and Evaluation
Neami



Image: Liverpool Medicare Mental Health Centre

Advocating for change

We draw on our collaborations, partnerships, evidence and insights to advocate for change that improves the mental health system and empowers consumers and carers.

Staying the course for meaningful reform

In 2024–25, Neami sharpened its policy and advocacy focus, maintaining sustained, strategic attention on the most pressing issues facing our sector. Informed by insights from consumers, staff, and sector partners, we called on governments to progress whole-of-system mental health reform that places service users at the centre and builds on the foundations laid by recent inquiries, including the Productivity Commission's Inquiry into Mental Health and the Royal Commission into Victoria's Mental Health System. We continued to advocate for a more sustainable and integrated community mental health system that provides the services people need and value in their local communities, and is supported by a skilled, respected, and well-resourced workforce. To support this work, we developed three policy position statements focused on investing in the psychosocial

support workforce, reforming commissioning and funding for community mental health, and the need for specialist support to address the housing needs of people who experience serious and persistent mental ill-health.

A critical juncture for community mental health

This year, the community mental health sector found itself at the intersection of several major reform processes spanning mental health, disability, and NDIS reform. This period created new momentum for collective advocacy. We strengthened our collaboration with national and state peaks in mental health, suicide prevention, and homelessness, and saw our contributions reflected in policy processes, submissions, consultations and partner-led campaigns. Our ability to influence continues to grow as our expertise is increasingly recognised and sought by government and sector leaders.

Pictured: Tom McHugh (Peer Worker – Youth Services) and Georgia from Moorabbin Youth Residential Recovery Service

Amplifying the voice of community

Neami continues to be a proud and active member of the Australian Psychosocial Alliance (APA), a coalition of leading psychosocial support providers working to shape national reform. Through the APA, we've built strong and respected relationships with key federal stakeholders, including the Department of Health and Aged Care and the Productivity Commission. These relationships have helped progress a shared vision for a more responsive and equitable psychosocial support system.

The Alliance also provides a platform to elevate the voices and insights of people with lived experience and to showcase practice-based evidence from across the sector. Through the APA, we have amplified important learnings from our partnership with the ALIVE Centre to co-evaluate Neami's Medicare Mental Health Centres, offering a robust evidence base and strong consumer perspective to inform national model refinement. Similarly, data from Neami's NDIS Access Program, which highlights the growing gap in access decisions for people with psychosocial disability as a primary diagnosis, has been shared through the Alliance to influence policy dialogue and reform. Collaborative advocacy efforts such as the APA strengthen our voice and help translate frontline insights into system-wide change.

Meaningful engagement with decision makers

Throughout the year, we continued to engage meaningfully with government decision makers at every level. We were pleased to welcome The Honourable Mark Butler, Minister for Health and Ageing and Ali France MP, Member for Dickson to our Strathpine Living and Learning Centre.



Chris Picton, Minister for Health and Wellbeing of South Australia was hosted at the Port Pirie Medicare Mental Health Centre and Chief Psychiatrist Dr Sophie Davison attended the Liverpool Medicare Mental Health Centre, where they heard directly from staff and service users. We were pleased to provide Assistant Minister for Mental Health and Suicide Prevention, Emma McBride in depth insight into our Medicare Mental Health Centres, hosting visits to our Hawkesbury, Liverpool and Port Pirie centres.

We supported the delivery of the well-attended Urgent Mental Health Care Centre panel event, focused on the future of urgent mental health care in Australia, contributing to its design and facilitation. The event brought together more than 30 senior leaders from across the mental health ecosystem, including peak bodies, lived experience organisations, primary health networks, emergency services, academia, and government, highlighting the value of shared leadership in shaping future models of care.

Key submissions

In 2024–25, we contributed to several national policy processes by articulating our position and recommending practical solutions through formal submissions, including:

- ✓ **Primary Health Network Business Model and Mental Health Flexible Funding Model**
- ✓ **Public consultation on the draft advice for the National Suicide Prevention Strategy**
- ✓ **Productivity Commission's review of the National Mental Health and Suicide Prevention Agreement**
- ✓ **Consultation on foundational supports outside the NDIS.**



A capable and diverse team

Working as part of metropolitan, regional and rural communities across Australia, Neami’s diverse team of more than 1,100 staff support people to achieve the mental health and wellbeing outcomes that matter to them.

Neami teams work together using a Collaborative Relational Practice (CRP) approach. CRP values the different skills, knowledge, and contributions each person brings, including those with lived and living experience, and those from clinical, community, and psychosocial backgrounds.

CRP helps teams combine these perspectives to build shared understanding, take collective responsibility, and make ethical decisions. It allows teams to respond to the complexity of people’s lives with compassion, creativity, and care.

This way of working shapes how we support people who use our services and how we work with each other. We listen with curiosity, reflect on our own assumptions, work through differences, and share responsibility. This is at the heart of how we collaborate.

Embedding Intentional Peer Support philosophy and practice

In 2024, we began implementing the Intentional Peer Support (IPS) philosophy and practice for staff across Neami. Neami’s organisation-wide approach is designed to make sure lived experience principles are consistently applied across all areas of our work.

IPS is a way of building strong, meaningful relationships. It inspires people in community, peer support, and human services settings to be intentional about the way we connect and build mutual relationships.

We are delivering IPS in partnership with Self Help Addiction Resource Centre (SHARC) and with support from Intentional Peer Support Central, the international IPS body.

We know that embedding change starts with committed leaders. That’s why IPS training implementation began with Neami managers, Lived Experience leadership and our national leadership team. So far, 48% of staff in Lived Experience roles have completed IPS core training and 60% of Neami managers have completed IPS for Managers training.

Adopting IPS strengthens our workforce and plays an important role in supporting high-quality service delivery.

‘The education and knowledge I didn’t know I was missing. So affirming of the lived experience perspective and its capacity to facilitate healing.’

Neami IPS training participation reflection

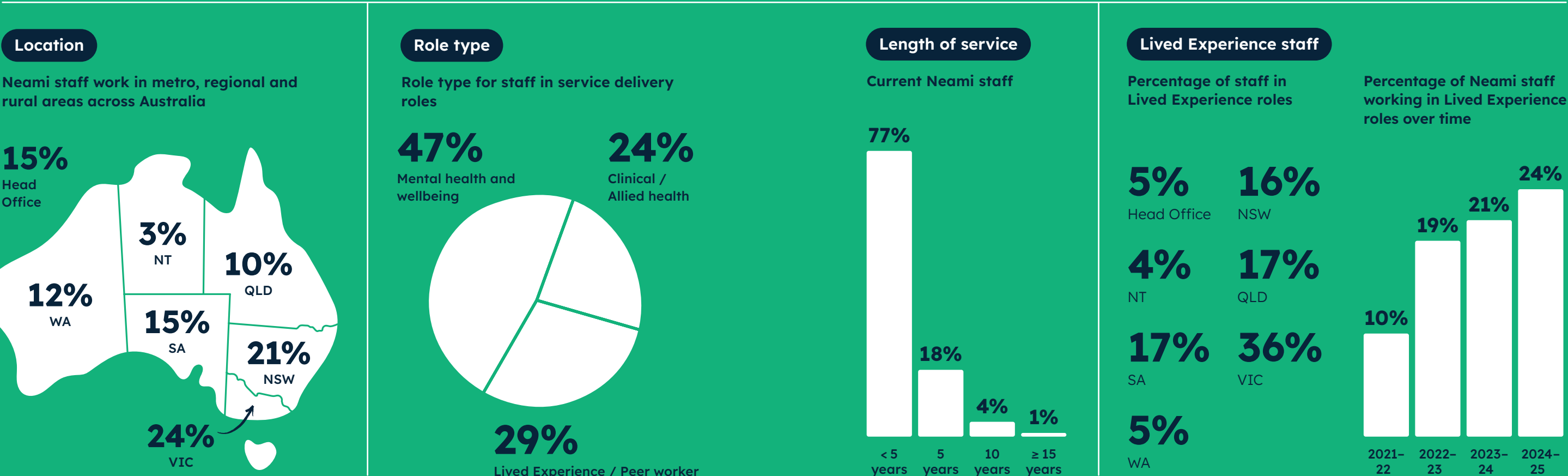
Creating efficiencies for hiring new roles and standardisation of position descriptions

This year, we commenced a Position Standardisation and Classification Review of all roles covered by the Neami Enterprise Agreement. The goal is to develop a consistent and standardised approach to position descriptions across the organisation.

The review ensures that roles are clearly defined and are aligned with program and service needs, funding and position. It also supports efficient and consistent workforce planning – for new tenders, service openings, or backfilling positions – through the creation of a centralised Neami Position Description Library.

An outcome of this review is supporting managers to ensure employees are clear about their responsibilities and appropriately remunerated for their work.

The project is on track for completion by late 2025.



‘My role as a Peer Worker has consciously developed over time through a deep understanding of my life story.

Building relationships based on mutuality and trust, sharing lived experience, and supporting consumers to reconcile with themselves – these are all key to helping people move forward.’

Patrick Ahkit

Peer Worker
Darwin Medicare Mental Health
Centre

Acknowledging our funders and service partners

We thank our funders and service partners for their ongoing support and for working collaboratively to support people to achieve the mental health and wellbeing outcomes that matter to them.

Funders

Adelaide PHN
Brisbane North PHN
Central and Eastern Sydney PHN
COORDINARE – South Eastern NSW PHN
Country SA PHN
Darling Downs PHN
Department of Communities and Justice
Department of Families, Fairness and Housing
Department of Health
Eastern Melbourne PHN
Homes NSW
Housing Trust
Justice Queensland
Mental Health Commission
Metro North Hospital and Health Service
Metro South Hospital and Health Service
Neighbourhood Justice Centre
Nepean Blue Mountains PHN
Northern Queensland PHN
North Western Melbourne PHN

NSW Ministry of Health
Northern Territory PHN
Office of the Chief Practitioner, Women’s
Safety and Violence Prevention
Queensland Health
SA Health
South Western Sydney PHN
Victorian Department of Health
WA Country Health Service
WA Mental Health Commission
WentWest (Western Sydney PHN)
West Moreton PHN
Western Australia Primary Health Alliance
Western Victoria PHN

Service partners

Aboriginal Housing
Aftercare Lead – Towards Zero Suicides
Initiatives
Anglicare
Assertive Care Treatment Team
Asuria
BaptistCare HopeStreet
Benevolent Society
CAaSSA
Catholic Care
Central Adelaide Local Health Network

Clarity Health
Community and Justice NSW
community cafe
Community Mental Health
Community Mental Health Emergency Team
Fairfield/Liverpool
Comunity Restorative Centre
Danila Dilba Aboriginal Health Service
Disability advocacy
Drummond Street Services
Dune Health and Wellbeing
Family and Community Services
Fairfield Women's Health Service
Flourish
Gender Centre
Gippsland Multicultural Services
Hawkesbury Council
Hawkesbury District Hospital Community Health
headspace
Home In Place
Homes NSW
Hope Community Services
Housing Choices Australia
Illawarra Community Mental Health
Illawarra Shoalhaven Local Health District
Latrobe Regional Health
Launch Housing
Life Without Barriers
Link Wentworth
Lives Lived Well
Melbourne Health
Mind Australia
Nepean Blue Mountains Local Health District
New Horizons
Northern Health

Nova Employment
NSW Department of Family and Community
Services
Older Person's Community Health
Pacificlink Housing
Penrith Community Mental Health
Peppercorn Services Inc
Recovery International
Revenue
Richmond Community Service
SA Ambulance
SA Police
Salvation Army
Services Australia
South West Sydney Local Health District
St Mary's Community Mental Health
Stride
Strong Nation
South Western Sydney Local Health District
Sydney Breast Clinic Team
TEMHAODS
Tharawal Aboriginal Corporation
Towards Zero Suicides
Townsville Multicultural Support Group
Uniting SA
Uniting Vic. Tas
Victorian Aboriginal Health Service
Victorian Department of Health
Wathaurong Aboriginal Co-operative
Wentworth
Western Sydney Migration Agency
WHOS
Windana
Women's and Children's Hospital Network
Workskil



Pictured: Miranda Frare (Lived Experience Service Design & Strategy Coordinator) and Caitlin Jablonka (Lived Experience Lead - Mental Health Hubs) represented Neami at the 2024 TheMHS Conference.

Board of Directors

Ruth Faulkner

Chair

The Board elected Ruth as Chair in 2023. She is a chartered accountant (CA) and a CA risk specialist. Ruth has more than 25 years of experience working in governance, finance, audit and risk across the not-for-profit, government and commercial sectors.

Ruth is Principal of Conus Business Consultancy Services.



Dr Shaymaa Elkadi

Vice Chair

Dr Elkadi was elected Vice Chair in 2024.

Dr Elkadi is a skilled strategist with more than 15 years experience leading transformation and reform of organisations and services.

Dr Elkadi is Managing Director of Ruqi Consulting.



Silvio Pontonio

Director

Silvio has extensive experience as a health service program lead and executive director, both in Australia and with the National Health Service in the UK.

Silvio is Director of Health Nexus Consulting and Director of Parkville Precinct Medical.



Leesa Chesser

Director

Leesa is a skilled senior leader who has worked across state and federal government, advocacy, public policy and governance for more than 25 years. Leesa has worked across the not-for-profit, public works, membership-based and start-up sectors.

Leesa is Director at Blue Sky Consulting Australia.



Fiona Bennett

Director

Fiona is a certified practising accountant. She has extensive experience in financial management, governance, audit, and risk management across listed companies, NSW Government and banking.

Fiona is Chair of Australian Mutual Bank.



Ryan D’Lima

Director

Ryan has delivered a decade of dedicated service in the consumer and lived experience sector across private mental health hospitals, frontline peer roles and public mental health. This experience is at both state and national levels.

Ryan is Program Manager Consumer Experience, Justice Health and Forensic Mental Health Network NSW Health.



Jane Stanton

Director

Jane is a Fellow and Past President of Chartered Accountants Australia and New Zealand. She has extensive experience in risk management, governance, audit, and finance from her 25 years’ experience in professional services and financial services.

Jane is Partner in Grant Thornton’s Risk Consulting practice.



Ashley de Silva

Director

Ashley has a background in leading purpose-driven organisations, with a focus on digital innovation, advocacy, and organisational transformation. He’s helped teams navigate growth and change, focusing on strengthening culture, strategy, and impact.

Ashley is Chief Executive Officer at Choice (Australian Consumers’ Association).



Felicite Black

Director

With more than 40 years’ experience as a Registered Nurse and executive leader in Western Australia and national health and community services. Felicite is an expert in clinical governance.

Felicite holds a number of health and community services Non-Executive Director positions.



Dr Jonathan Newchurch

Director

Dr Newchurch is a Kurna and Narungga man and a general practitioner with extensive experience in rural and remote healthcare, particularly in Aboriginal and Torres Strait Islander health. His training has provided an understanding of the importance of inclusivity and addressing systemic barriers to improve patient outcomes.

Dr Newchurch is President of the Australian Indigenous Doctors’ Association.



Financial report

Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2025

	2025 \$	2024 \$
Revenue	151,304,886	160,673,773
Other income	1,732,974	1,540,050
Unrealised gain on movement of investments	1,922,533	2,154,226
Employee benefits expenses	(121,669,797)	(124,009,418)
Office and occupancy expenses	(8,260,924)	(9,637,861)
Consortium expenses	(8,262,697)	(8,221,286)
Interest expenses	(477,055)	(425,466)
Other expenses	(5,552,203)	(7,694,035)
Depreciation and amortisation expenses	(8,632,609)	(7,114,659)
Surplus	2,105,108	7,265,324
Other comprehensive income		
<i>Items that will not be reclassified to profit or loss</i>		
Revaluation of land and building	–	473,011
Other comprehensive income for the period	–	473,011
Total comprehensive income for the period	2,105,108	7,738,335

Consolidated Statement of Financial Position

As at 30 June 2025

	2025 \$	2024 \$
Assets		
Current Assets		
Cash and cash equivalent	29,770,686	34,082,471
Investments	17,897,068	16,947,559
Trade and other receivables	5,747,207	9,884,861
Total Current Assets	53,414,961	60,914,891
Non-Current Assets		
Investments	25,567,392	22,569,184
Property, plant and equipment	3,740,841	7,162,011
Right of use assets	8,480,272	7,959,424
Intangible assets	54,268	94,643
Total Non-Current Assets	37,842,773	37,785,262
Total Assets	91,257,734	98,700,153
Liabilities		
Current Liabilities		
Trade and other payables	6,039,453	8,284,594
Deferred income	23,211,657	30,292,494
Leasing liabilities	5,049,616	4,580,993
Provisions	12,175,050	12,980,644
Total Current Liabilities	46,475,776	56,138,725
Non-Current Liabilities		
Leasing liabilities	3,853,171	3,743,765
Provisions	2,620,559	2,614,543
Total Non-Current Liabilities	6,473,730	6,358,308
Total Liabilities	52,949,506	62,497,033
Net Assets	38,308,228	36,203,120
Equity		
Retained earnings	36,974,437	34,869,329
Reserve	1,333,791	1,333,791
Total Equity	38,308,228	36,203,120

For more detail, see the 2024–25 Annual Financial Statement available at neaminational.org.au/annual-report

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