neami national

Improving Mental Health and Wellbeing

Annual Report

2025–26



Acknowledgments

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 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 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: Natalie (Lived Experience Case Manager, Supported Transition and Engagement Program (STEP)) and Adam (consumer).

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Hello.

We're Neami. We're big believers in everyone having the opportunity to live a meaningful life. We support people to achieve mental health and wellbeing 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 free services across Australia to support mental health and wellbeing, housing and homelessness, and suicide prevention. We support 38,000 people each year and our services span 34 First Nations lands.

Pictured: Rosa Leon (Intake and Assessment Coordinator, Partners in Wellbeing) and Betsy Philipowsky (Multicultural Engagement Worker, Partners in Wellbeing).



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.

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, learn from our mistakes, and stay curious and humble. We evaluate and adapt for continuous improvement.

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.

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

The past year has been one of meaningful impact as we continue to support local communities to achieve the wellbeing and mental health outcomes that matter to them. I'd like to acknowledge the collective effort across our organisation and the partnerships that underpin this impact.

One of the privileges of serving on the Neami Board is seeing firsthand the impact of Neami's work in local communities. In October 2025, the Board visited Neami services across Western Sydney. We were warmly welcomed by teams in Campbelltown, Merrylands and Penrith, who are providing housing and homelessness services, suicide aftercare, and community-based mental health support.

These visits highlighted the depth and breadth of Neami's impact. The Penrith Medicare Mental Health Centre is one of the busiest centres of its kind in New South Wales, delivering more than 11,000 occasions of care in 2025. This reflects both the significant community need and the critical role that these services play in providing access to free, timely mental health support.

A personal highlight this year was the Board's involvement in multiple accreditation assessments. These external evaluation processes offered valuable insights on the performance of Neami services. It was especially encouraging to see Neami achieve full compliance against the National Safety and Quality Mental Health Standards for Community Managed Organisations (NSQMHCMO). Spanning 22 locations and 29 programs, the comprehensive assessment recognised Neami's mature governance, strong service delivery systems, and commitment to safe, high-quality, recovery-oriented practice.

With a dynamic economic and commissioning environment, this year the Board has maintained a strong focus on ensuring the financial sustainability of the organisation, while safeguarding the quality and continuity of services delivered.

As we reach the midpoint of Neami's current Strategic Directions, we have taken the opportunity to reflect on the progress made to date and to consider areas of focus over the next two years. This will ensure that we remain responsive to a changing environment while staying firmly grounded in our purpose and enduring commitment to the people we support.

On behalf of the Board, I would like to thank our partners and funders. We're fortunate to collaborate and work alongside more than 100 valued partner organisations, who share our commitment to supporting people to achieve the mental health and wellbeing outcomes that matter to them.

To my fellow Neami Board Directors, thank you for the passion and diligence you've brought to Neami and to the work that we've done together over the past year. Your collective expertise and governance oversight continues to make a significant contribution to Neami's success. Lastly, thank you to the dedicated team at Neami. Your consistent professionalism, compassion, and commitment are at the heart of the meaningful difference you make in communities across Australia.

Ruth Faulkner
Chair, Neami National



CEO message

Each year, I am reminded that Neami's purpose is ultimately about people. People seeking support during times of distress or crisis. People rebuilding confidence, connection and hope. And the staff, Lived Experience workforce, partners and communities who work alongside them.

In 2025–26, this purpose has remained at the centre of our work. Across Neami, our teams have continued to support people experiencing mental health challenges, psychosocial disability, distress and crisis. We remain focused on what matters most: the experience people have when they come to Neami, and whether the support we provide helps them move towards the outcomes they value.

It has been encouraging to see increased consumer feedback and strong satisfaction levels across our services. Listening to people's experiences is central to improvement. It helps us understand what is working well, where we can strengthen our practice, and how we can continue to provide support that feels safe, respectful and useful.

This year, we have also strengthened our approach to safety and opportunity outlined in our 2024–25 Annual Report. Our work to co-create safety reflects an important shift away from traditional risk-based models towards approaches grounded in trust, relationships, personal choice and hope.



This work has been shaped by the insight and leadership of people with lived experience, including our Lived Experience workforce and a wide range of clinical and other staff, and I thank those who continue to challenge and strengthen our practice.

The broader policy environment remains complex. Ongoing changes to the National Disability Insurance Scheme (NDIS) continue to affect many of the people we support. People with psychosocial disability must be able to access appropriate support, whether through the NDIS or through a strong and adequately funded community-based system outside the scheme.

Through the Australian Psychosocial Alliance (APA) and alongside sector partners, we have continued to advocate for people at risk of missing out. The Access Denied report produced by the APA highlighted persistent barriers to NDIS access and the need for urgent action. The report made an impact with decision makers and policy shapers. Advocacy will remain critical as governments make decisions about the future of the NDIS, psychosocial supports and the next National Mental Health and Suicide Prevention Agreement.

While we welcome the extension of the current agreement, many services remain reliant on short-term funding. One-year extensions provide temporary certainty but make it difficult to sustain workforce capability and ensure continuity of care. At the same time, funding pressure continues to place a strain on the psychosocial support sector. Sustainable services require funding that reflects the true cost of delivering quality support, stable service models and a skilled workforce.

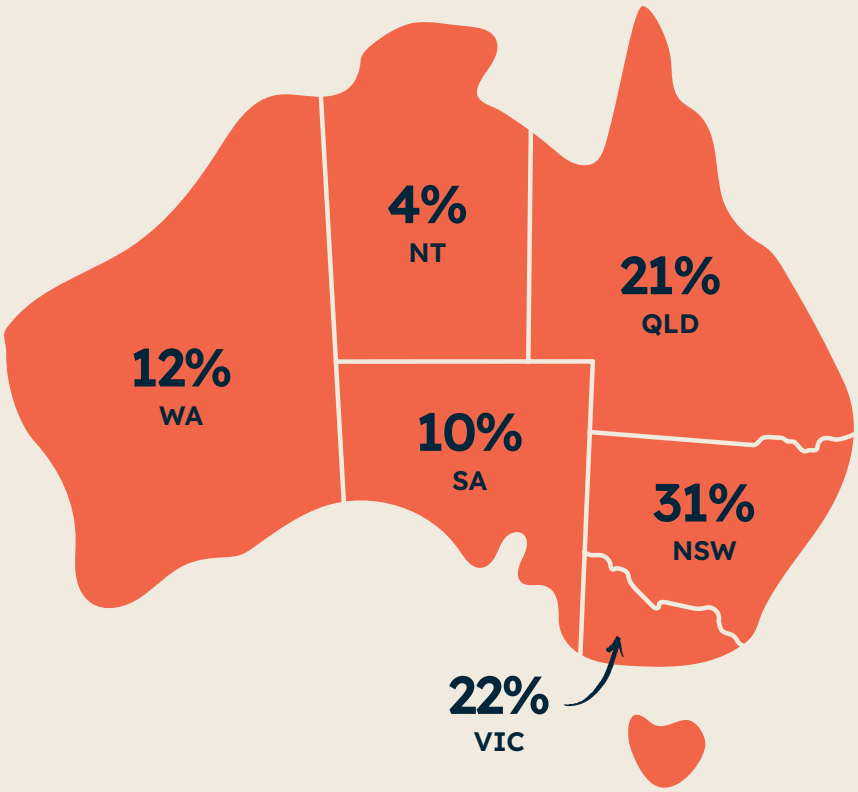
Within Neami, we have continued to invest in our workforce and the systems that support them. Our Employee Engagement Survey showed improvements in role clarity alongside strong feedback on manager support, autonomy and work-life balance. These are important foundations for a healthy and effective organisation.

None of this work would be possible without our staff, including our Lived Experience workforce alongside our partners and funders. Most importantly, I thank the people who place their trust in Neami and allow us to be part of their journey.

Tom Dalton
Chief Executive Officer, Neami National

Neami National snapshot

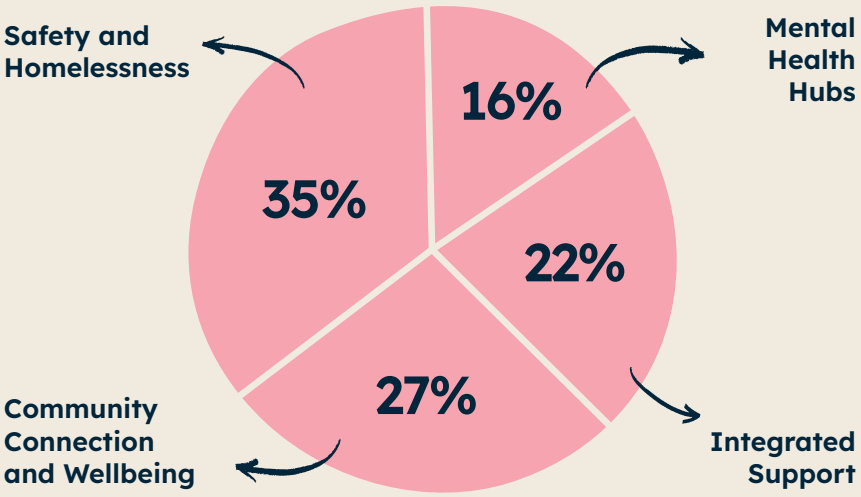
In 2025–26, we supported 38,000 people in metropolitan, regional and remote communities across Australia.



The figures in the map show the distribution of Neami's 70 services across the states and territories in which we operate.

We deliver a wide range of services, with the type and duration of support varying greatly. Some services support a larger number of people through brief interventions, such as phone-based support, while others provide more intensive, longer-term support to fewer people.

Our services



Our services are organised into four streams of like-services. The chart shows the proportion of Neami services in each of our service streams.

Experience of service

82% of consumers, who responded to the Your Experience of Service (YES) survey and the Brief Service Feedback survey, felt satisfied overall with their experience of Neami.

Of the 442 consumers surveyed in the Brief Service Feedback:

82% 'agreed' or 'strongly agreed' that they felt safe.

81% 'agreed' or 'strongly agreed' that the support focused on things that mattered to them.

83% 'agreed' or 'strongly agreed' that they were feeling cared for.

Environmental data

We have an organisational responsibility to reduce our environmental footprint and become more sustainable, where we can.

Vehicle CO_2 emissions:

212 tonnes

Emissions decreased by 18% supported by a 6% reduction in vehicle numbers and the ongoing transition of Neami's vehicle fleet, with 32% of vehicles now hybrids.

Travel CO_2 emissions:

287 tonnes

This reflects a 26% increase in domestic flights to support operations and advocacy.

Property CO_2 emissions:

715 tonnes

Emissions increased by 14% due to higher use of our service sites and seasonal weather conditions, which increased energy use.

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

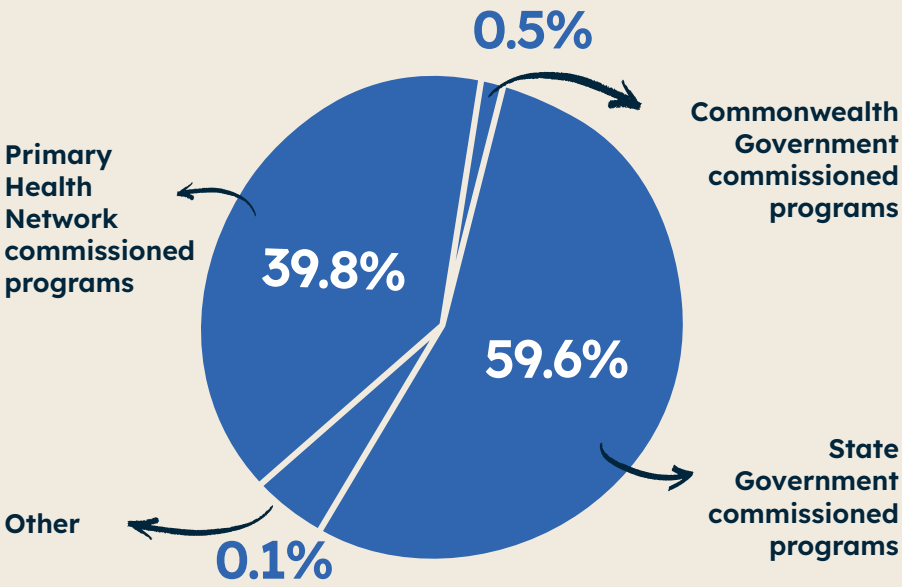
Financial position

For more detail, see the financial report on page 38.

$160,744,846
Revenue from Government grants

$41,307,724
Equity

$2,999,496
Surplus



Expanding access to support through integrated, place-based services



We provide access to mental health and wellbeing support through locally designed, integrated services that bring together clinical care, Lived Experience expertise and community supports.

Our community-based crisis alternatives, navigation services, multidisciplinary partnerships and place-based models of care are helping more people access the support they need to achieve their goals.

Providing community-based alternatives for distress and mental health crisis

Community-based crisis services are creating alternative pathways to support for people experiencing mental health crises. Neami services such as the Urgent Mental Health Care Centre (UMHCC) and the Strathpine Safe Space offer support in welcoming environments that are designed to reduce distress and promote recovery.

The UMHCC in Adelaide provides a free, 24/7 service that offers an alternative to hospital emergency departments for people experiencing distress, including suicidal ideation. A core element of the UMHCC's co-designed Philosophy of Care is the workforce model, which comprises equal numbers of peer workers and clinicians.

Safe Space in Brisbane's north is a peer-led, community-based service offering immediate support to people experiencing distress or suicidal thoughts.

These services demonstrate that people experiencing severe distress, including suicidal thoughts, can be safely and effectively supported in community settings.

By providing timely assistance, they help people regain a sense of safety, connection and control. A Nous Group evaluation of Safe Spaces[1] found that 86% of visits to Safe Spaces resulted in reduced distress and 74% of surveyed guests felt more confident to manage stress and difficult situations.

These services are also helping to address barriers that can prevent people from seeking support. Safe Spaces offer access without referrals or formal assessments, often anonymously, creating welcoming entry points for people who may be reluctant to engage with traditional services due to stigma, cost or previous experiences.

Similarly, the UMHCC is a free service that provides access to support without the need for an appointment, referral or Medicare card. Since 2023, 4,828 UMHCC guests reported they would not have sought support at all if the UMHCC had not been available.

1,2 Source: Nous Group (2024) Safe Space Final Evaluation Report, prepared for Brisbane North Primary Health Network.



Pictured: James Bell (Director, Safety and Homelessness), Peta O'Neil (Senior Manager Operations, Integrated Support), Boyd Middleton (Service Manager, Strathpine Medicare Mental Health Centre), The Hon Emma McBride MP, Assistant Minister for Mental Health and Suicide Prevention, Peter Warden (Director, Mental Health Hubs), Ms Ali France MP, Federal Member for Dickson and Libby Dunstan (Chief Executive Officer, Brisbane North Primary Health Network).

Importantly, these community-based crisis services are also reducing pressure on the broader system.

- Since opening in 2021, the UMHCC has supported **more than 25,000 visits** from guests experiencing distress.
- Since July 2023, **5,196 UMHCC guests** indicated they would otherwise have presented to an emergency department or were brought to the service by SA Ambulance Service or South Australia Police.
- Economic evaluations demonstrate that Queensland's network of four Safe Spaces (one run by Neami) is estimated to deliver an annual saving of **$5.4 million** through avoided emergency department presentations.[2]

These findings suggest the services are reaching people who may otherwise delay, avoid or miss out on care, creating opportunities for timely support before distress escalates.

By providing accessible and relational options for support when in distress, these services are helping reduce pressure on hospitals and emergency services while ensuring people receive the support they need, when they need it most.

Navigating pathways to mental health care

Accessing the right mental health support at the right time can be challenging. Navigation services can help create clear, accessible pathways into the mental health system and connect people with the most appropriate support.

During 2025–26, Neami's six Medicare Mental Health phone services played an important role in helping people navigate the mental health system – answering more than 19,000 calls for support. By providing a clear and accessible entry point, these services help reduce barriers to care and improve access to timely support.

Partnerships with specialist organisations further strengthen this approach. In South Australia, the Medicare Mental Health phone service has developed strong relationships with the National Eating Disorders Collaboration, Butterfly Foundation and Statewide Eating Disorder Support Service to build staff capability and ensure people can access targeted expertise and specialist support when required.

Local services meeting local needs

Taking a place-based approach recognises that communities have different strengths, challenges and priorities, and that effective responses are developed through collaboration with local organisations, health services and communities.

Alice Springs

Later in 2026, we look forward to opening a new Medicare Mental Health Centre (MMHC) in Alice Springs in partnership with Aboriginal Congress and the Northern Territory Primary Health Network (PHN). To support the design of a service that responds to the needs of the Alice Springs community, including the service model and workforce, an extensive consultation and community engagement process has commenced.

To date, more than 20 local community services and 29 community members have contributed to the design of the service. Co-design workshops run in partnership with Aboriginal Congress have played an important role in understanding local needs.

By working closely together and considering what each brings to the service's approach, Neami and Aboriginal Congress are developing holistic and guest-centred ways of working.

Melbourne

Local partnerships have been key to tailoring support for people in Melbourne's inner north through the Darebin Mental Health and Wellbeing Local. Opened in February 2026, the service is delivered in partnership with Northern Health and Your Community Health.

Working together, the service provides integrated, place-based mental health and wellbeing support that understands the needs of the community. By combining clinical expertise with community, family and social support services, partnerships help people access free mental health support closer to home, reduce barriers to care and strengthen connections between mental health, health and community services.

Brisbane

In July 2025, we opened our eighth MMHC in Strathpine, creating a new local access point for people seeking free mental health and wellbeing support in north Brisbane.

The service was designed with a strong focus on local needs and connections. The Strathpine MMHC has worked closely with local hospitals and health services, neighbourhood centres, Arafmi, and the Moreton Bay Centre Against Domestic Abuse to ensure people can access the broad range of supports they need. These partnerships help the Centre respond to the complex and varied challenges experienced by people in the community.

In its first year, the Strathpine MMHC supported more than 1,380 people. By bringing together local partnerships, integrated service delivery and easy access to care, the service is helping people access the right support at the right time, close to home.

Strengthening integration through collaborative care models

Integrated service models are helping to create a more connected experience for people seeking support while strengthening coordination across the mental health system.

Our Southern Wellbeing Hub in Adelaide provides an example of how integrated, multidisciplinary care is responsive to people's changing needs and provides access to the right support at the right time. Through provision of psychological therapies for families and children as well as low intensity supports, peer support, suicide prevention services, and clinical care coordination, the Southern Wellbeing Hub can respond to people's changing needs without referring onto a new service.

By bringing together clinical, community and Lived Experience expertise, integrated models help people move more easily between services. This reduces fragmentation, improves continuity of care and supports better outcomes for consumers in their local community.



There are a multitude of barriers people experiencing homelessness face when trying to access primary health care. These may include cost, travel or access to transport, trauma, system complexity, and even the simple act of keeping an appointment when they don't have a phone, fixed address or reliable transportation.

The Homelessness Access Program is designed to close this gap in service. Not with waiting rooms or referral forms, but with integrated, outreach-based care that reaches people at the moment they need it, and in the place they already are.

– Carys Herbert, Registered Nurse, Homelessness Access Program

Carys came to me when I was sick and rough sleeping with nothing but a blanket, and she made it her business to help me. Carys saw right through my stubbornness. She broke down my barriers and made me feel really good about things.

– Tara, Homelessness Access Program consumer

Meeting people where they are: improving access and outcomes for people facing barriers to support



We recognise that mental health and wellbeing are shaped by relationships, community, culture and access to meaningful opportunities, as well as by the impacts of disadvantage and adversity.

We understand that people's lives are complex and shaped by many things and we don't expect that single disciplinary perspectives are likely to meet the range of a person's needs.

Neami put a roof over my head. They gave me a different life. Without them, I'd still be on the street.

Don't shut yourself off. Talk to someone. Get a case worker. That's how things start moving. It doesn't happen straight away, but it does happen.

– Adam, Supported Transition and Engagement Program (STEP) consumer

Supporting recovery through psychosocial support

For more than two decades, Neami has delivered the Housing and Accommodation Support Initiative (HASI) in New South Wales, supporting hundreds of people each year who have experienced significant challenges. As our longest running program, HASI has reflected the very best of what Neami stands for – working alongside people, valuing lived experience, fostering hope, growth and a sense of belonging, and supporting the capacity for people to live the life they choose within their communities.

In 2024, the New South Wales Ministry of Health reviewed HASI and Community Living Supports (CLS) services, with the outcome resulting in a refreshed service model that brings the two programs into a single, holistic, integrated and culturally responsive psychosocial support service for people living with severe mental health conditions.

The new CLS services will be enriched by the inclusion of First Nations peer roles and multicultural mental health and wellbeing worker roles, who support tailored approaches to working with diverse communities.

We are pleased to be delivering this new model from July 2026 in seven regions across New South Wales, continuing to provide quality services in local communities across these regions.

Understanding what matters most in psychosocial support

The Wellness Connect Commonwealth Psychosocial Support Program provides individual and group psychosocial supports to assist people experiencing mental health challenges to manage daily life, maintain wellbeing and stay connected to their communities. The service is delivered in partnership with Life Without Barriers, Mind Australia, Skylight Mental Health, and Community Access and Services South Australia, with funding and support from Adelaide PHN.

This year, we undertook research with people accessing the Wellness Connect service in Adelaide to better understand what matters most in psychosocial support. The research highlighted the importance of sustained, relational support and contributes to broader conversations about how psychosocial programs can be designed and evaluated to better meet community needs.

The research findings reinforced that people's needs are deeply interconnected, spanning mental wellbeing, social connection, housing, finances, identity and safety. Participants described forming trusting relationships with workers as a central factor in forming positive outcomes. They also highlighted that fixed time limits and short-term support undermine trust, safety and outcomes, and often does not reflect the complexity of their circumstances.

Supporting people to find and sustain housing

Stable housing is fundamental to wellbeing, yet many people continue to experience homelessness and housing insecurity because of complex and intersecting challenges, including financial hardship, family violence, trauma, discrimination, social isolation and mental health challenges.

Across our 10 homelessness services nationally, we supported people experiencing housing crisis, seeking stable housing or needing support to sustain their tenancy, through assertive outreach, integrated support and strong local partnerships. Across NSW, Victoria and South Australia, Neami supported 1,902 people.

These efforts are strengthened by partnerships with local health services, housing providers, First Nations community organisations and other stakeholders – collaborations that have been vital to achieving meaningful, lasting outcomes.

Through collective impact initiatives, this year we strengthened our contribution to ending homelessness by expanding our involvement in Geelong Zero to include the Sydney Zero and Darebin Zero movements, while remaining active in national and state homelessness alliances and collaborations.

Read the full Wellness Connect Insights paper on our website.



What I love most about YFlex is that it recognises young people as experts in their own lives. It values lived experience, not as an afterthought, but as a core part of how the service is shaped and delivered.

– Aimee, Youth Representative, YFlex Operational Governance Committee

Providing early support for young people

Early support can change the trajectory of a young person's life, helping them stay connected to education, relationships and the things that matter most to them.

This year, we launched the new YFlex Perth South service, expanding access to specialised youth mental health support across the region.

YFlex supports young people aged 12–25 experiencing significant mental health challenges and psychosocial complexity who may struggle to access the right level of care through traditional service pathways. Co-designed with young people, families and sector partners, the service fills an important gap between primary care, brief interventions and acute services.

In January, we also launched the Early Psychosis Program (EPPS) in West Moreton and Townsville, Queensland. The program provides coordinated clinical, psychosocial, family and peer support for young people experiencing, or at risk of, a first episode of psychosis. By intervening early, EPPS helps young people remain connected to their goals, community, education and chosen family while improving long-term outcomes.

Co-designing suicide aftercare services

We continue to strengthen partnerships, expand referral pathways and improve access to support for people experiencing suicidal distress.

Neami worked with Impact Co. to co-design a best-practice Universal Aftercare service for South Western Sydney and further develop the existing model of care for The Way Back program in Western Sydney. These projects engaged people with lived experience, local service providers, funders and key stakeholders to shape a model of care that is tailored to local needs and is culturally responsive.

Highlighted in the consultations across both projects was the importance of Lived Experience support, relational approaches to care and more integrated systems that reduce the need for people to repeatedly retell their stories.

The insights from this work also reinforced several key priorities: expanding referral pathways beyond hospital settings, increasing access to psychosocial support outside the NDIS, strengthening culturally responsive approaches, and moving away from risk-averse practices that can create barriers to seeking help.

> **The Health Prompt helped me understand what I'd been putting off and what supports are available, and motivated me to explore ways of improving my physical health.**
>
> **– Dave, Neami consumer**

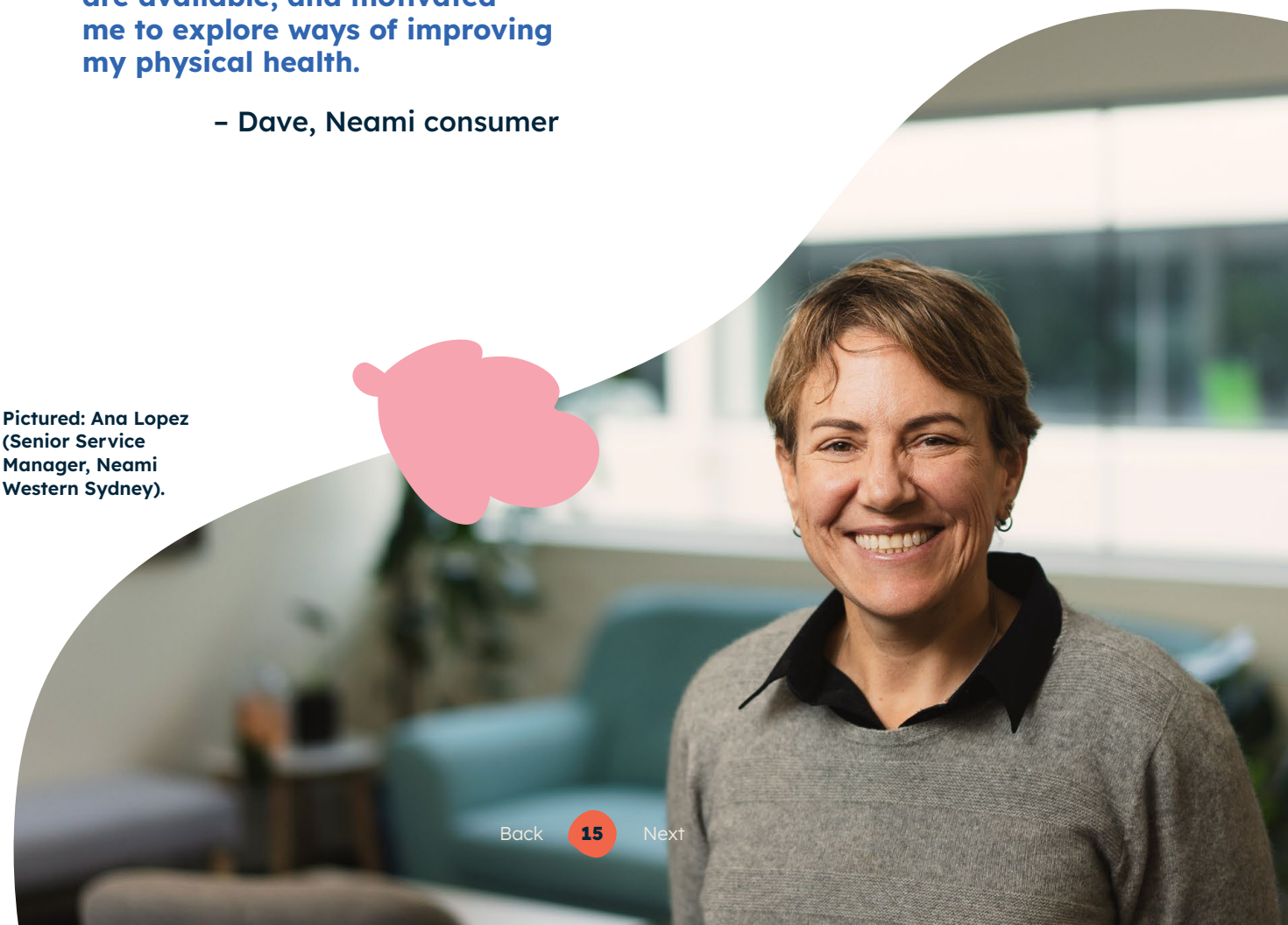
Improving physical health outcomes

This year, we partnered with Equally Well to refresh the Neami Health Prompt, Australia's first physical health needs identification tool designed for community mental health settings. Developed through co-design with people with lived experience, community and clinical workers, researchers and sector representatives, the tool supports meaningful conversations about physical health, builds health literacy, strengthens connections with primary care and empowers people to take an active role in their physical health and wellbeing.

The refresh introduced more person-led, trauma-informed and inclusive language, updated content reflecting current evidence and health priorities, and enhanced practice guidance. The National Eating Disorders Collaboration provided guidance to ensure the resources use non-stigmatising language and reflect contemporary practice.

To improve accessibility, the Health Prompt was translated into multiple other languages in partnership with NAATI-certified translators and Neami's Multicultural Engagement Workers.

Launched at the Equally Well National Conference, the tool is freely available to the sector and has been downloaded 852 times since November 2025, demonstrating strong interest from mental health, health and community service organisations across Australia.



Pictured: Ana Lopez (Senior Service Manager, Neami Western Sydney).

Providing safe, relational and person-centred support

We prioritise safety, trust and relationships so people can engage meaningfully in recovery and achieve the outcomes that matter to them. Our approach acknowledges the importance of receiving support in environments and ways that help people feel safe, respected and empowered to make decisions about their care.

Embedding our Co-creating Safety approach

Over the past year, we have continued to strengthen our approach to risk and safety by enhancing systems, practices and processes.

In 2025, we introduced our Co-creating Safety approach, representing a significant shift in how safety is understood, discussed and supported across the organisation. Rather than focusing primarily on identifying and managing risk, the approach emphasises relationships, dialogue and shared decision-making, recognising that safety is created through understanding what matters to people and working together to support their wellbeing.

To support this shift, Neami introduced new policies, procedures, guidance, documentation tools and training to help staff and consumers work together to understand safety concerns, identify strengths and supports, and make decisions. This included the introduction of Safety Narratives, collaborative safety planning approaches, a new approach to safety in outreach, revised guidance on duty of care, and dedicated implementation support for teams.

The early stage of implementation has shown encouraging signs of practice change. Staff report greater confidence in collaborative safety conversations, increased comfort in sitting with uncertainty and distress, and stronger shared responsibility for safety within teams. These changes have also helped make previously invisible relational work more visible through documentation, reflection and shared decision-making.

As part of this work, de-escalation training was also rolled out nationally to Neami staff. Supporting the safety of consumers and staff is a core priority, and de-escalation training equips staff with the practical skills and confidence to respond safely and effectively in challenging situations. This year, 652 Neami staff across 80 teams completed the training.

By taking a more relational and collaborative approach to safety, Neami is creating a shared understanding of risk and wellbeing, enabling staff to consider multiple perspectives and work alongside consumers to achieve safer, more meaningful outcomes.

> **With shared storytelling such a big part of Lived Experience work, co-creating safety prompts meaningful and intentional storytelling and reduces the power dynamic that comes naturally with initial meetings.**
>
> **– Maeve Delaney, Peer Practice Lead, The Way Back**



Pictured:
Neami staff Betsy Phillipowsky (Multicultural Engagement Worker, Partners in Wellbeing), Aykut Ozal (Engagement Advisor - Services), Narissa Doumani (Engagement Advisor - Services) and Ezra Theris (Communications Officer).

Cultural safety, inclusion and belonging

Creating safe and inclusive services means recognising and responding to the diversity of people's identities, cultures and lived experiences. Through partnerships with community organisations and leaders, we strengthen culturally safe approaches that help people feel respected, connected and understood.

Culturally responsive mental health education

The Brisbane North Medicare Mental Health phone service team completed Aboriginal and Torres Strait Islander specific Mental Health First Aid training delivered by Tracy Ritson, a proud Ngandowal and Minyungbal woman from the Tweed and Southern Gold Coast region. The training strengthened the team's capacity to provide culturally safe, respectful and informed support to people reaching out to the Medicare Mental Health phone service.

Quality systems and processes

Our commitment to safety extends beyond direct consumer and carer support and is reflected in the governance, systems and safety and quality frameworks that underpin every aspect of service delivery.

Through independent accreditation and continuous improvement, we ensure our services remain responsive to consumer needs while meeting the highest standards of safety and quality.

In April 2026, Neami was awarded accreditation against the National Safety and Quality Mental Health Standards for Community Managed Organisations Standards.

These standards aim to protect people from harm and strengthen the quality of mental health service provision.

As part of the accreditation process, consumers were interviewed and highlighted a strong theme of feeling welcomed and supported by Neami.

The accreditation assessment also highlighted Neami's mature and established governance and service delivery systems, supporting safe, high-quality and recovery-oriented practice. Additionally, the assessment demonstrated a strong level of conformance with the standards, supported by effective accountability, continuous improvement and consumer-centred care, with evidence of integration across policy and service delivery.

Achieving accreditation reflects our ongoing commitment to delivering safe, high-quality support that is responsive to the needs and experiences of the people we work with.

Additionally, this year Neami achieved accreditation across all services in National Safety and Quality Digital Mental Health Standards. These standards aim to improve the quality of digital mental health service provision, and protect service users from harm.

Strengthening connections with multicultural communities

Building culturally safe and inclusive services starts with listening to communities and valuing their expertise. During the year, Neami partnered with multicultural organisations through initiatives including Dumplings Against Depression and Didibahini Women's Network Australia's Women's Wellness and Empowerment Conference, creating opportunities to hear directly from people about wellbeing, inclusion and access to support.

Building safety, together: The Rainbow Wellbeing Group

We recognise the importance of affirming spaces for people of different gender identities, particularly where stigma, discrimination and isolation can affect wellbeing.

At the Mental Health and Wellbeing Local in Latrobe, Victoria, staff responded to community feedback about feelings of isolation and limited access to queer-specific spaces and services, by supporting the development of the Rainbow Wellbeing Group – a peer-informed space where LGBTQIA+ people can connect, share experiences and build a sense of belonging.

Shaped by the members themselves, the group has evolved beyond traditional support conversations into a community of mutual care. Members support one another, share information and build confidence to engage with other services and activities.

The impact extends beyond social connection. Participants of the group report greater confidence discussing their experiences, advocating for their needs and accessing support. By creating a space where people feel seen, respected and affirmed, the group has helped reduce isolation and strengthen wellbeing.

> **It provides a safe space for guests to process what is happening for them, and a place to be with other people on the same journey. Part of this is knowing that they have the right to take up space in the world, when presenting in a non-conforming manner.**
>
> **– Ky, Clinical Lead, Latrobe Mental Health and Wellbeing Local**

The power of community, connection and belonging

Neami's Individual Recovery Support – Transition from Correctional Facilities program supports people transitioning back into the community after release from a correctional facility. First Nations peoples remain significantly over-represented in Australia's correctional system and often experience disconnection from Culture, Country and Community. This disconnection can create additional barriers to wellbeing, social connection and successful reintegration following release.

Recognising that authentic, respectful engagement is essential to supporting First Nations participants, the team has embedded cultural safety, Lived Experience and community connection at the centre of its practice. The program acknowledges that the complex challenges experienced during transition from custody are best understood by those who have lived them, creating opportunities for participants to connect with people who bring both professional and lived expertise.

A key initiative has been the introduction of dedicated First Nations peer worker roles. Drawing on their own lived experience and cultural knowledge, First Nations peer workers work alongside participants, building trust and creating safe spaces to share stories, strengthen identity and reconnect with family, community, culture and Country.

Early outcomes demonstrate increased participant engagement, stronger connections to community, and improved opportunities for culturally meaningful recovery and reintegration. These outcomes highlight the value of relationship-based support that prioritises understanding, trust and genuine connection.



When I got out last time, I stayed out the longest of my whole life. Seeing my family again was the best feeling ever.

– Clint, Individual Recovery Support consumer

Practice development and maturity

Our ability to provide support that is flexible, relational and responsive to each person's needs requires a commitment to ongoing shared learning and refining our practices.

This year, we strengthened both discipline-specific capability and the foundations that help our teams work together effectively. Through practice support, training, governance and collaboration, we are providing more consistent, responsive and meaningful support, which is informed by what matters most to the people who access our services.

Reinvigorating our practice approach

At the heart of our work is Collaborative Relational Practice (CRP), Neami's organisation-wide practice approach. CRP provides a shared foundation for how we work alongside people, recognising them as experts in their own lives and focusing on what matters most to them. Grounded in human rights, care, connection and collaboration, CRP reflects what people value most about us and guides how we build relationships, work in partnership and support wellbeing and quality of life.

This year, we commenced a national CRP reinvigoration initiative to strengthen consistency, capability and implementation across the organisation. Key activities included refreshing CRP branding and resources and reviewing and updating the CRP conversation tools and practice guidance. Core learning content was redesigned to improve accessibility and relevance for today's workforce, including the introduction of a flipped classroom approach to training, which strengthens learning in practice.

Embedding mutuality, co-learning and connection with Intentional Peer Support

Closely aligned with CRP, Intentional Peer Support (IPS) encourages us to approach relationships with curiosity, respect and a focus on our shared humanity. While CRP provides the shared foundation for practice across Neami, IPS brings this to life through lived experience principles of mutuality, co-learning and connection. Together, they support respectful, relational and person-led ways of working.

Since 2024, we've been implementing the IPS philosophy and practice for staff across Neami. This year, in partnership with Self Help Addiction Resource Centre and Intentional Peer Support Central, we continued delivering five-day core IPS training to Lived Experience staff, with optional co-reflection sessions to help consolidate learning in practice. We also delivered IPS for Managers training and offered an Introduction to IPS module for the broader workforce.

Extending IPS training to staff in non-designated Lived Experience roles supports a deeper appreciation of lived expertise and strengthens collaboration across disciplines.

As more staff develop a shared language and understanding of IPS, we are better equipped to ensure our services are relational, rights-based and shaped by the knowledge of people with lived experience. In this way, IPS contributes not only to workforce capability, but also to stigma reduction and a broader shift in how mental health and distress are understood.



Pictured: Whittlesea Mental Health and Wellbeing Local.

Growing IPS capability across Neami

Workforce group	Staff trained in 2025–26	Total trained since launch
Lived Experience staff	176	300
Managers	55	153
Other staff	48	77

In 2025–26, 279 staff completed IPS training, bringing the total trained since launch to 530.

Strengthening lived expertise

As our Lived Experience workforce matures, we have strengthened the structures that develop lived expertise.

This year, we were pleased to appoint Jemima Isbester as National Lived Experience Practice Lead. Jemima brings more than a decade of experience in peer work and leadership. She previously held the role of Lived Experience Lead, where she helped deliver several large scale initiatives, including our Co-creating Safety approach.

We also introduced Lived Experience Discipline Specific Supervision (LEDSS), creating a space for staff in Lived Experience roles to explore discipline-related issues with another practitioner. This included establishing the infrastructure for one-to-one supervision and offering training and support for Neami staff to take on supervisor roles. LEDSS recognises the unique complexity of Lived Experience work and supports staff to develop their lived expertise ethically, effectively and sustainably.

> **Over the last year, we've grown enormously in how we work together across disciplines. Lived experience brings knowledge that cannot be learned from a textbook, just as clinical, cultural, operational and community perspectives bring their own unique wisdom.**
>
> **When we hold these forms of knowledge as equally valuable, we can understand complexity more deeply and respond in ways that are more human, relevant and effective.**
>
> **– Jemima Isbester, National Lived Experience Practice Lead**



Pictured: Amy Hang (Mental Health Clinician, Darwin MMHC).

Growing clinical sophistication

As Neami's clinical workforce has grown, we have continued strengthening clinical supervision and support. Discipline-specific supervision helps ensure each professional lens is valued and preserved, even as integrated teams work towards shared goals. This diversity strengthens our collective capability and improves how we respond to each person's needs.

We have also continued to strengthen the governance systems that support safe and effective clinical practice. This year, we undertook an audit of medication management systems across three services.

The audit found mature governance, processes and controls supporting good practice, including:

- national policies and procedures
- defined scopes of practice
- credentialing processes
- physical controls for medication storage.

To support ongoing quality improvement, Neami established a national Medication Working Committee to provide oversight of medication governance, monitor risks and improvement opportunities, and guide the implementation of audit recommendations across the organisation. The committee, together with the National Quality and Safety Committee, strengthens safe, effective and accountable medication management practices at Neami.

Dialectical Behaviour Therapy in the Northern Territory

Neami's Darwin MMHC has continued to invest in strengthening and embedding Dialectical Behaviour Therapy (DBT) practice across the service. DBT helps people manage intense emotions, improve relationships and develop healthier coping skills through teaching mindfulness, emotion regulation and distress tolerance. This has strengthened our service's ability to support people experiencing high levels of emotional distress, suicidal crisis and ongoing challenges to manage their emotions and relationships.

Delivered by trained and accredited clinicians, the service provides 30-week DBT programs. Brief DBT-informed interventions are also offered to help people navigate difficult emotions and prepare them for longer-term therapy where appropriate.

The program has been embedded across the team, with peer workers supported to learn core DBT skills to ensure guests are supported consistently by all staff.

The result is an effective integrated approach, with positive feedback from participants, carers and referring services continuing to demonstrate the value of the program.

Creating spaces for collaboration

Alongside formal training and development, we continued to invest in communities of practice, creating opportunities for staff to share knowledge, reflect on challenges and strengthen practice together.

This year, we established a National Reflection and Learning Consolidation Calendar, supporting regular participation in lived experience communities of practice for service delivery staff.

We also expanded our community of practice for Lived Experience staff in head office roles, recognising the unique challenges of embedding lived expertise in corporate functions.

Our Rainbow Connect community of practice continued to grow, with national and state-based groups supporting LGBTQIA+ inclusion across Neami.

Together, these initiatives demonstrate a more mature practice approach that values diverse expertise and strengthens consistent, inclusive and responsive support.

> **Communities of practice provide an invaluable space to bring together people who have a shared knowledge and understanding of the complexities of their work. Those different perspectives foster organic collaboration, and can help identify areas where the organisation can be strengthened, move forward and grow.**
>
> **– Georgie Hartigan, Lived Experience Participation and Inclusion Lead**



Pictured: Kirsty Cleary (Service Manager, Commonwealth Psychosocial Support Program Strathpine).



Pictured: David Threlfall (Policy and Strategy Manager, Mind Australia), Jessica Schirmer (Manager, Policy and Advocacy, Wellways), Ms Dai Le, Federal Member for Fowler and Tom Dalton (CEO, Neami) at Parliament House for the launch of the Access Denied report.

Supporting system reform and building a stronger sector

During 2025–26, Neami strengthened its role as a constructive and evidence-informed voice for change in Australia's mental health and wellbeing system. Drawing on lived expertise, frontline practice, service data and research, we contributed to advocacy and policy discussions to influence support for accessible, responsive and integrated care.

A collective approach to advocacy

Working together with other community-managed organisations and peak bodies is central to Neami's advocacy approach. Collective advocacy strengthens sector influence, helping to communicate consistent messages to governments and sustain momentum for the delivery of vital reforms.

As a member of the Australian Psychosocial Alliance (APA), we continued to advocate for improved access to psychosocial supports. We were proud to participate in the APA's Access Denied report and campaign, which highlighted the growing inequity and hidden barriers faced by people with psychosocial disability when trying to access the NDIS.

Following the campaign's launch at Parliament House, we engaged with ministers and policymakers to discuss the findings and recommendations. National media coverage further amplified the campaign's message and helped raise awareness of the challenges faced by people seeking support.

Neami also coordinated the development of the APA's joint submission to the Social, Community, Home Care and Disability Services Award review. The submission strengthened the case for a classification system that better reflects the skills and responsibilities of psychosocial support work. Through this joint advocacy, we're supporting a stronger foundation for the future of community-based mental health and wellbeing support.

Advocating for reform

Throughout 2025–26, we worked with sector partners to advocate for policies and funding that supports continuity of care, workforce stability and long-term service sustainability.

In Victoria, we partnered with other Youth Outreach Recovery Support providers to highlight the risks associated with repeated one-year funding cycles on young people, workforce stability and service integration. The program has now received a funding extension until mid-2027. We will continue to advocate for longer-term, sustainable investment in critical mental health programs.

We also led the development of a joint letter with Mind Australia and Wellways, responding to proposed governance changes affecting the Victorian Mental Health and Wellbeing Commission and the Victorian Collaborative Centre. The submission reinforced the importance of lived and living experience leadership, independent oversight and the integrity of reform. Following strong sector advocacy, the proposed governance changes were revised.

Alongside other Brisbane North PHN-funded Safe Space providers, we participated in a campaign led by Rise, Queensland's consumer peak body (formerly MHLEPQ), to advocate for the continuation of funding for these peer-led crisis support services. We welcomed confirmation that funding for Safe Space services would continue until mid-2027 and will continue to advocate for Safe Spaces to be recognised within the upcoming National Mental Health and Suicide Prevention Agreement.

We continued our participation in mental health and suicide prevention forums at the federal and state levels, including through Mental Health Australia, Suicide Prevention Australia and Australian Alliance to End Homelessness networks.

We also continued our involvement in the Commonwealth Psychosocial Program Review, as part of a cross-organisational working group, and delivered a comprehensive submission to the Productivity Commission's review of the National Mental Health and Suicide Prevention Agreement. The Commission frequently referenced Neami's submission, reflecting the significant consideration given to our evidence and insights.

Expanding our proactive advocacy

This year, we expanded our proactive advocacy through the publication of our first four position statements, which set out clear, practical recommendations and supported our engagement with state and federal members of parliament.

The position statements focused on:

- Reforming commissioning and funding for community mental health
- Investing in the psychosocial support workforce
- Homelessness and serious and persistent mental ill-health
- Safe spaces as alternatives to emergency department presentation for people experiencing distress or suicidal ideation

Key submissions

We made multiple submissions this year including:

- Federal Pre-Budget Submission for 2026-2027
- A submission to the national Inquiry into the relationship between domestic, family and sexual violence and suicide (DSFV)]
- National Mental Health and Suicide Prevention Agreement Review



Pictured: Lainey Reynolds (Clinical Services Manager, UMHCC), Kim Holmes (Executive Director Operations, Neami National), Mr Blair Boyer, Minister for Health and Wellbeing, South Australia, Leesa Chesser (Neami Board Director) and Kelly Buttignol (Senior Service Manager, Neami) at the UMHCC five year anniversary event.

Sharing knowledge within the sector

In 2025–26 we launched our Neami Insights series, a new platform for sharing practice-based evidence, Lived Experience expertise and service outcomes. Our Insights papers have contributed to sector learning and support engagement with members of parliament, funders and other stakeholders.

Insights papers published this year include:

- Wellness Connect Commonwealth Psychosocial Support Program – exploring participant experiences within the program and providing insights into the role and value of psychosocial supports in recovery and wellbeing.
- Urgent Mental Health Care Centre and system reform - exploring the impact of the model on the greater health system.

In November 2025, we were pleased to host the Integrated Service Design forum, which brought together more than 80 sector leaders and practitioners to explore opportunities and challenges in achieving genuinely integrated mental health and alcohol and other drug services. Presenters from the University of Melbourne, Windana, The Hamilton Centre, Mind Australia and Neami shared insights into what's working, the challenges that persist, and opportunities to improve integration through design, workforce collaboration, and system alignment. Attendees described the conversations as refreshingly honest, deeply practical, and energising, with many highlighting the value of hearing diverse perspectives. Read more about the forum on Neami's website.

Research partnerships

Research partnerships continue to play an important role in strengthening evidence-informed practice and supporting system improvement.

Through The ALIVE National Centre for Mental Health Research Translation, we contributed to two funded research projects titled Whose Care? Our Care! and Casting the Net for What Matters, both focusing on strengthening approaches to mental health and wellbeing through lived and living experience, collaboration and system transformation. In May 2026, our research team was awarded for their excellence in research contribution by the Department of General Practice and Primary Care at the University of Melbourne, recognising our ongoing partnership with ALIVE.

We also partnered with Australian Psychosocial Alliance members and Monash University to design and conduct the first Because You Matter survey. The survey will provide ongoing insights into how the wellbeing of psychosocial support consumers is being shaped by social determinants, and their experiences of accessing supports. Findings will be used to improve service provision and inform advocacy.

Neami also embarked upon our first project with the Care Economy Collaborative Research Centre – a 10-year national initiative led by La Trobe University to develop innovations that tackle challenges within care sectors. The project focuses on the leadership of interdisciplinary teams and aims to develop practice guidance on growing and sustaining mental health workforces.

To read more about our advocacy work, visit our website.

Pictured: Peta O'Neill (Senior Manager Operations, Integrated Support), Steve Price (Lived Experience Practice Lead, Community Connection and Wellbeing), Ben Wells (Senior Manager Operations, Community Connection and Wellbeing), Elisabeth Tuckey, Kelvin Gersh (Talent Acquisition and Remuneration Lead), Jane Halteh (National Lead Quality and Consumer Experience), Kim Holmes (Executive Director Operations, Integrated Wellbeing Network), James Coutinho (Service Development and Design Lead) and Narissa Doumani (Engagement Advisor - Services).



When it comes to integration, we can't just put our staff together in the same workspace and expect them to work it out, expect them to integrate. We really need to think about how the formal design of our services shape staff's ability to share knowledge and integrate practice.

– James Coutinho, Service Development and Design Lead

Building a skilled and diverse workforce

Across Australia, the Neami workforce includes more than 1,200 staff. Our diverse and skilled workforce supports people to achieve the mental health and wellbeing outcomes that are important to them.

An engaged and aligned workforce

An engaged and empowered workforce is fundamental to delivering meaningful support in communities across Australia.

Our 2026 Employee Engagement Survey provided insights into Neami's strengths and opportunities for improvement, supporting our ongoing commitment to building organisational capability and employee satisfaction. The survey recorded a favourable engagement score of 73%, representing a three-point increase from the previous survey.

The survey highlighted areas of strength including:

- **91%** of staff reported having sufficient autonomy to perform their roles effectively.
- **90%** felt that team members make a genuine effort to consult with others.
- **90%** agreed that they are able to take time away from work when needed.

These findings reflect Neami's strong culture of empowerment, collaboration and communication, as well as our commitment to supporting a healthy work–life balance.

Staff also reported high levels of organisational pride, with 84% stating they are proud to work for Neami and 83% indicating they would recommend Neami as a great place to work.



Pictured: Hariette Farrance (Practice Lead, Mental Health Hubs).

This cadetship has been the most profound experience of my life. I have grown in ways I didn't know I could grow. This will be something I will never forget, and I'm so grateful for the people I have met along the way.

– Neami Peer Cadet

Supporting the next generation

Neami is now in its fifth year of delivering the Peer Cadet Program, an initiative that resulted from the Royal Commission into Victoria's Mental Health System. The program plays an important role in growing a strong and sustainable peer workforce by creating clear career pathways, supporting work readiness and strengthening recruitment pipelines across mental health services.

In 2025–26, Neami welcomed four peer cadets into the program. Two cadets have since secured ongoing Lived Experience roles within the sector, and two remain employed with Neami, demonstrating the program's success in creating meaningful employment pathways and a supportive environment for the peer workforce.

As one of nine partner organisations offering the Peer Cadet Program across Victoria, Neami supports participants through a paid 10-month program that combines formal study with practical workplace experience. While undertaking a Certificate IV in Mental Health Peer Work, cadets build confidence, develop their skills and gain valuable learning opportunities grounded in their lived experience.

Unique to Neami's delivery of the Peer Cadet Program is the inclusion of a student supervision allowance for mentors in recognition of their contribution, an approach that has attracted interest from other partner organisations. Cadets also benefit from an enhanced internal learning journey, including training in Relational Responses to Suicidality and Collaborative Relational Recovery Practice, while mentors are supported through Trauma Informed Staff Support training.

In a sector-first initiative, Neami has partnered with Each to deliver cross-organisational Intentional Peer Support training for peer cadets. Together with linked pathways through Neami's placement and graduate programs, these initiatives support career progression for both cadets and mentors.

Providing role clarity, consistency, and transparency

This year, we completed the Position Standardisation and Classification Review of all roles covered by the Neami Enterprise Agreement, ensuring positions are clearly defined and aligned with service delivery needs.

The initiative has strengthened workforce planning, recruitment and position management processes, while supporting greater clarity for staff about role expectations. Early indicators of its impact were reflected in the 2026 Employee Engagement Survey, which showed a five-point increase in staff who agreed their role is clearly defined to enable them to perform their job effectively.

Building on this work, we've commenced a Clinical Position Review and Standardisation project to develop a contemporary and consistent suite of clinical position descriptions. The project will support clear practice expectations, defined scopes of practice, credentialing requirements and evolving service delivery needs.

Once completed, the project will deliver a streamlined clinical position framework that supports workforce planning, recruitment, career development and the delivery of safe, high-quality services. The project remains on track for completion in late 2026.



Pictured: Liverpool Medicare Mental Health Centre.

Creating clear approaches to care

Over the past year, we have launched new practice approaches for our youth services, homelessness and housing support services, and suicide prevention services.

These approaches articulate the foundations for practice, core practice elements and intended outcomes, providing staff with clear guidance about what quality, person-centred and evidence-informed support looks like in different service contexts.

By creating a shared understanding of practice expectations, the approaches support consistency across services while allowing staff to respond flexibly to the needs, strengths and goals of the people they support. All approaches are underpinned by Collaborative Relational Practice, ensuring alignment with Neami's values, practice principles and commitment to delivering high-quality care.

A new framework for staff capability and wellbeing

This year, we refreshed our Staff Support and Development Framework, which was established in 2017. Since then, Neami has grown significantly, and so have the needs and expectations of our workforce.

The refresh reflects the evolving nature of our work and recognises the importance of providing meaningful and effective support, development and wellbeing initiatives for staff. The review brought together strategic priorities, staff experiences and the realities of working in increasingly complex service environments.

Implementation planning is currently underway, with the aim of providing meaningful support to our workforce and delivering high-quality services to communities.



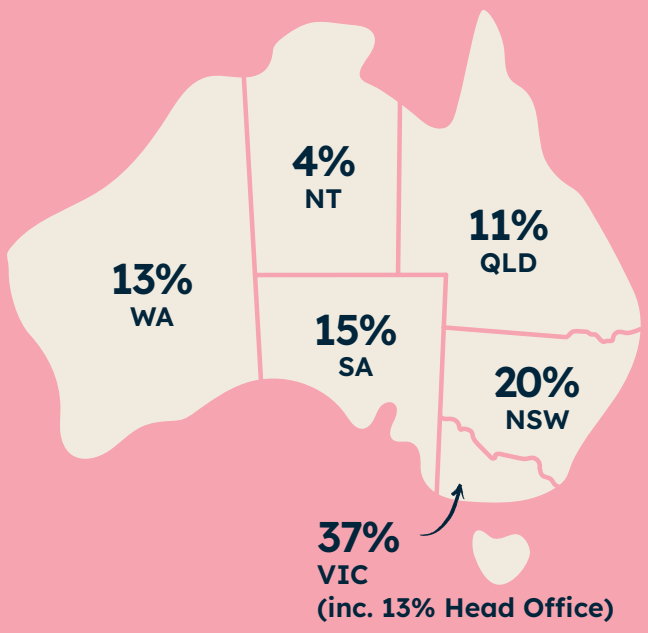
Peer Workers hold so much value. We role model and provide hope because we've been in their shoes. We show people there's light at the end of the tunnel.

– Jack Lewis, Peer Worker, Wellness Connect

Neami's workforce

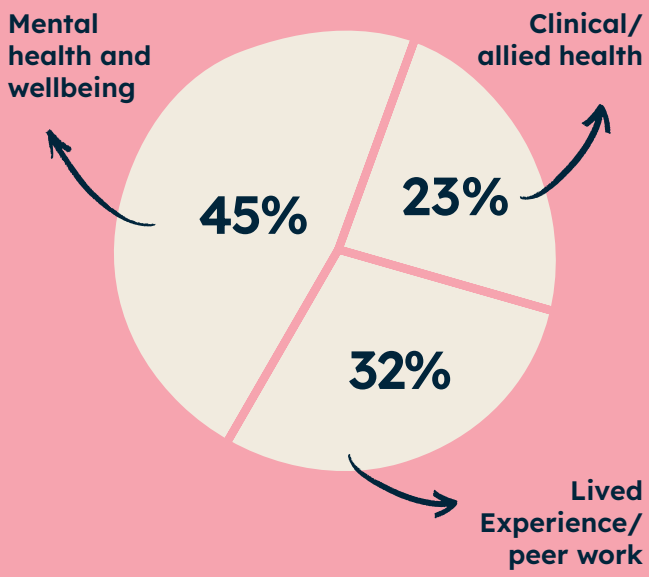
Location

Neami staff work in metro, regional and rural areas across Australia.



Role type

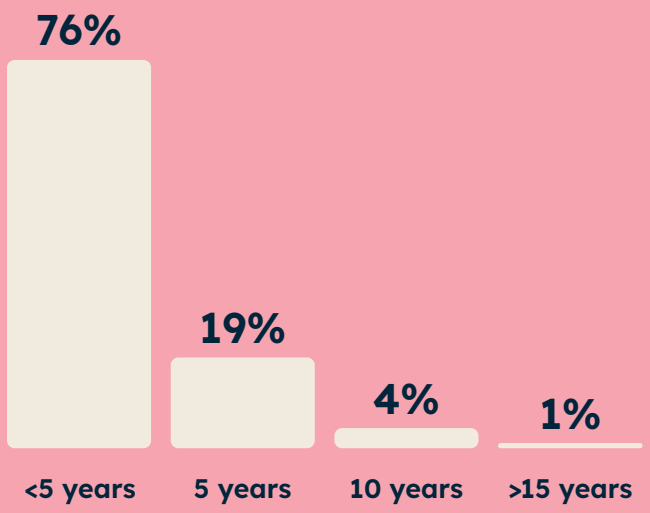
Role type for staff in service delivery roles:



Pictured: Samantha Daly (Peer Worker, Seaford Youth Residential Recovery Service) and Henry Nguyen (Youth Mental Health and Wellbeing Worker, Seaford Youth Residential Recovery Service).



Length of service



Cultural diversity

Neami staff who identify as Aboriginal or Torres Strait Islander:

4%

Staff in designated First Nations roles:

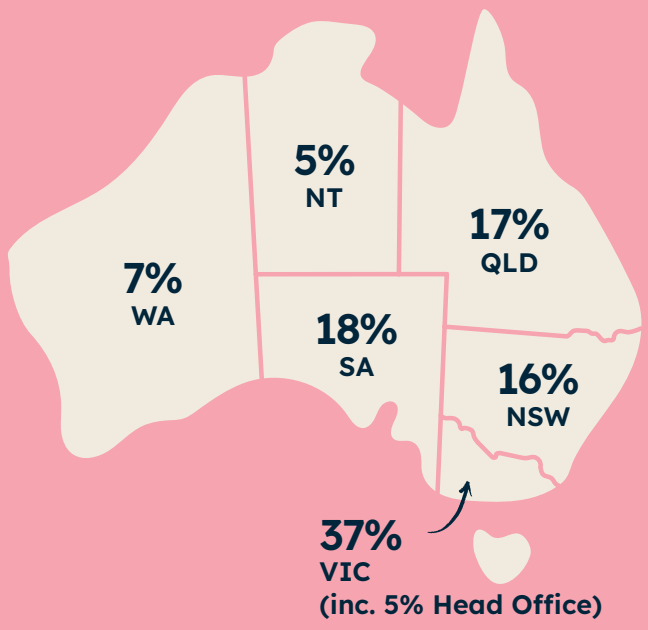
1%

Staff who speak a language other than English:

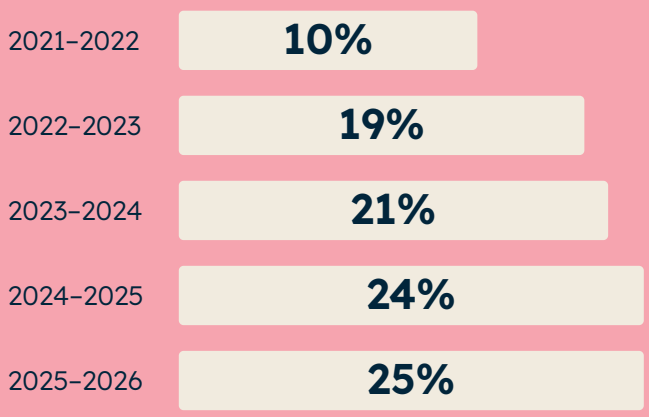
22%

Lived Experience staff

Percentage of Neami's workforce in Lived Experience roles by location:



Percentage of Neami staff in designated Lived Experience roles over time:



Acknowledging our funders and service partners

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

Funders

Adelaide PHN

Brisbane North PHN

Brisbane South PHN

Central and Eastern Sydney PHN

COORDINARE – South Eastern NSW PHN

Country SA PHN

Darling Downs and West Moreton PHN

Department of Communities and Justice

Department of Families, Fairness and Housing

Queensland Department of Families, Seniors, Disability Services and Child Safety

Department of Health

Eastern Melbourne PHN

Homes NSW

Pictured: Tina Cao (Service Manager, Partners in Wellbeing).



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

North Western Melbourne PHN

Northern Queensland PHN

Northern Territory PHN

New South Wales Ministry of Health

Office of the Chief Practitioner, Women's Safety and Violence Prevention

Queensland Health

South Australia Health

Safety and Violence Prevention

South Western Sydney PHN

Victorian Collaborative Centre for Mental Health and Wellbeing

Victorian Department of Health

Western Australia Country Health Service

Western Australia Mental Health Commission

WentWest (Western Sydney PHN)

West Moreton PHN

Western Australia Primary Health Alliance

Western New South Wales PHN

Western Victoria PHN

Department of Social Services

Service partners

Aboriginal Housing

Accessible Diversity Services Initiative Limited

Advance Housing

Aftercare Lead – Towards Zero Suicides

Alliance Housing

Amplar

Anglicare

Assertive Care Treatment Team

Asuria

BaptistCare HopeStreet

Barang

Benevolent Society

Birpai Local Aboriginal Land Council

Blacktown Domestic Violence Forum

Bolton Clarke

Community Access and Services South Australia

Catholic Care

Central Adelaide Local Health Network

Central Australian Aboriginal Congress

Central Coast Council

Central Coast Mens COP

Clarity Health

Community and Justice New South Wales

Community Bridging Services

Community Cafe

Community Housing Limited

Community Mental Health

Community Mental Health Emergency Team Fairfield/ Liverpool

Community Restorative Centre

Country & Outback Health

Cumberland City Council

Danila Dilba Aboriginal Health Service

Disability advocacy

Dokotela

DPV Health

Drummond Street Services

Dune Health and Wellbeing

Fairfield Women's Health Service

Family and Community Services

Flourish

Gender Centre

Gippsland Multicultural Services

Grand Pacific Health

Hawkesbury Council

Hawkesbury District Hospital Community Health

headspace

Home In Place

Homes New South Wales

Hope Community Services

Housing Choices Australia

Housing Trust

Illawarra Community Mental Health

Illawarra Shoalhaven Local Health District

Initiatives

Junction Community Centre

Latrobe Regional Health

Launch Housing

Life Without Barriers

Lifeline Connect Centre Port Pirie and Clare

Link Wentworth

Lives Lived Well

Melbourne Health

Mental Health Lived Experience Peak Queensland

Mental Health Professionals Network

Merrihealth

Mind Australia

Nepean Blue Mountains Local Health District

New Horizons

Northern Health

Nova Employment

NSW Department of Family and Community

NSW Health - PARVAN

Older Person's Community Health

One Door Mental Health

Ostara

Pacificlink Housing

Parramatta Koori Interagency Group

Parramatta Mission

Penrith Community Mental Health

Penrith Council

Peppercorn Services Inc

Recovery International

Revenue

Richmond Community Service

RISE Housing

South Australia Ambulance

South Australia Housing Trust (Holbrooks Homelessness Program)

South Australia Police

Salvation Army

Services Australia

Skylight Mental Health

South Western Sydney Local Health District

St Agnes Catholic Parish

St Mary's Community Mental Health

Stellar Living

Stride

Strong Nation

Sydney Breast Clinic Team

Top End Mental Health, Alcohol and Other Drugs Service

Tharawal Aboriginal Corporation

The Shed Emerton

Towards Zero Suicides

Townsville Multicultural Support Group

Uniting South Australia

Uniting Vic. Tas

Victorian Aboriginal Health Service

Victorian Department of Health

Victorian Mental Illness Awareness Council

Wathaurong Aboriginal Co-operative

Wellways Australia

Wentworth

West Coast Youth and Community Support

Western Sydney Migration Agency

WHOS

Windana

Wollongong Homeless Hub and Housing Services

Women's and Children's Hospital Network

Workski

YP Space

Board of Directors

Ruth Faulkner



Board 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 a 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 of experience leading transformation and reform of organisations and services.

Dr Elkadi is Managing Director of Ruqi Consulting.

Silvio Pontonio



Director

Silvio has extensive experience leading hospitals and health services in Australian and the UK. After a career in clinical service delivery, Silvio led service redesign projects, particularly in the area of hospital substitution and community-based care. Since 2013, Silvio has worked as a consultant to health departments, hospital, health and mental health sectors.

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

Leesa Chesser



Director

Leesa is a skilled senior leader who has worked in state and federal government advocacy, public policy and governance for more than 25 years. Her experience extends beyond not-for-profit, public infrastructure governance, membership-based organisations, SME's, politics and start-ups.

As a former State Minister for Disabilities, Mental Health and Substance Abuse, Leesa led the NDIS transformation decision-making in South Australia.

Leesa is Director of Blue Sky Consulting Australia where she supports growing SME's as an Advisory Board Chair, start-ups with governance advice and women in career transition as a mentor.

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 lives in Central West NSW and is passionate about equity of access to healthcare.

Ryan D'Lima



Director

Ryan brings over a decade of Lived Experience leadership across Australia's mental health sector, spanning frontline peer practice, service development, senior leadership and governance. His experience extends across public mental health, private hospitals, primary health, justice and forensic settings, and state and national initiatives. He is recognised for advancing Lived Experience leadership, strengthening peer workforces, embedding consumer partnerships, and driving systemic reform through governance, policy and practice.

Ryan is Manager of Peer Services – Canberra Health Services – ACT Public Service.

Jane Stanton



Director

Jane is a Fellow and Past President of Chartered Accountants Australia and New Zealand. She has more than 25 years of experience in risk management, governance, audit, and finance from 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 Guide Dogs NSW/ACT.

Felicite Black



Director

Felicite is a skilled healthcare leader with more than 40 years' experience across commercial, not-for-profit health and mental health services. She brings deep expertise in strategy, client-led service design and clinical governance, together with a strong commitment to innovation and change.

A professional director, Felicite holds a number of non-executive director positions across the health and community services sectors.

Dr Jonathan Newchurch



Director

"Ngai nari Jonathan Warritya Newchurch, Ngai yaitya miyu Kaurna Narungga anangku, Ngai Mikawomangga warni."

Dr Jonathan Newchurch is a proud yaitya miyu, an Indigenous man of Kaurna and Narungga heritage. He was born on the Mika Plains, now known as Woodville, and raised on Kaurna Yarta, where his connection to Country, family, community and language continues to shape his life's work.

Dr Newchurch holds a medical degree from The University of Adelaide and completed specialist training in general practice. His medical career has taken him across rural, remote and urban settings. These experiences have deepened his commitment to holistic, culturally safe care and strengthened his understanding of the relationship between language, culture, identity, health and wellbeing.

Dr Newchurch is President of the Australian Indigenous Doctors' Association. Outside of medicine, Jonathan is the founder of Warra Wangkatitya, a Kaurna-led organisation committed to the reclamation, strengthening and everyday use of Kaurna Warra.

Financial report

Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2026

	Notes	2026 $	2025 $
Revenue			
Government grants	4	160,744,846	147,011,318
Investment income	4	2,751,701	6,280,672
Other income	4	1,419,013	1,668,403
Total revenue		**164,915,560**	**154,960,393**
Expenses			
Employee benefits expenses	12	(130,775,659)	(121,669,797)
Office and occupancy expenses		(9,695,438)	(8,260,924)
Consortium expenses	18	(8,891,734)	(8,262,697)
Interest expenses on leases		(446,878)	(477,055)
Other expenses		(5,677,722)	(5,552,203)
Depreciation and amortisation expenses		(6,428,633)	(8,632,609)
Total expenses		**(161,916,064)**	**(152,855,285)**
Surplus for the year		**2,999,496**	**2,105,108**
Other comprehensive income			
Other comprehensive income for the year		-	-
Total comprehensive income for the year		**2,999,496**	**2,105,108**

Consolidated Statement of Financial Position

As at 30 June 2026

	Notes	2026 $	2025 $
Assets			
Current Assets			
Cash and cash equivalents	5	26,500,926	29,770,686
Investments	7	18,256,892	17,897,068
Trade and other receivables	6	9,015,653	6,503,779
Total Current Assets		**53,773,471**	**54,171,533**
Non-Current Assets			
Investments	7	26,875,291	25,567,392
Property, plant and equipment	8	3,576,738	3,740,841
Right of use assets	9	9,278,271	8,480,272
Intangible assets		13,893	54,268
Trade and other receivables	6	661,682	459,153
Total Non-Current Assets		**40,405,875**	**38,301,926**
Total Assets		**94,179,346**	**92,473,459**
Liabilities			
Current Liabilities			
Trade and other payables	11	7,113,479	6,039,453
Contract liabilities	14	18,682,755	23,211,657
Leasing liabilities	10	5,662,044	5,049,616
Provisions	13	15,107,942	13,390,775
Total Current Liabilities		**46,566,220**	**47,691,501**
Non-Current Liabilities			
Leasing liabilities	10	3,936,607	3,853,171
Provisions	13	2,368,795	2,620,559
Total Non-Current Liabilities		**6,305,402**	**6,473,730**
Total Liabilities		**52,871,622**	**54,165,231**
Net Assets		**41,307,724**	**38,308,228**
Equity			
Retained earnings		39,973,933	36,974,437
Asset revaluation reserve		1,333,791	1,333,791
Total Equity		**41,307,724**	**38,308,228**

For more detail, see the 2025–26 Annual Financial Statement available at neaminational.org.au/annual-report.

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Pictured: Penrith Medicare Mental Health Centre.



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Improving Mental Health and Wellbeing



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