He Kaupare. He Manaaki. He Whakaora.
prevention. care. recovery.

15 June 2022

[redacted]

Kia ora [redacted]

Your Official Information Act request, reference: GOV-018308
Thank you for your email of 17 May 2022, asking for the following information under the Official Information Act 1982 (the Act):

1. *ACC review of the Navigation Service dated November 2020;*
2. *Further research that has been conducted by ACC in June 2021 regarding the Service; and*
3. *Any further reports or research that has been conducted by or on behalf of ACC on the Navigation Service up to this date in time.*

We are providing the following documents identified as within the scope of your request

- November 2020 Internal Audit
- Navigation Services Redesign Pack
- Approach to Navigation Services Contract Improvements- sent to Emma Powell, former Chief Customer Officer, in July 2021
- Aide Memoire Navigation Services- sent to Minister Sepuloni, outlining the state of Navigation Services, in October 2021
- Audit Action Plan for Navigation services, which represents key actions in response to the Miriam Dean Report

November 2020 Internal Audit
A former staff member's name has been redacted in the document. Withholding in this way is necessary to protect the privacy of a former ACC staff member, as ACC is unable to consult with them about the release of their name. This decision is made according to section 9(2)(a) of the Act.

Navigation Services Redesign Pack
Please note we have redacted the names of former staff members, as we could not consult with them about the release of their names. This decision is made under section 9(2)(a) of the Act.

Approach to Navigation Services Contract Improvements
Certain information has been withheld under section 9(2)(b)(ii), as the disclosure of this information would be likely to unreasonably prejudice the commercial position of the person who supplied, or who is the subject of the information.

Navigation Services Audit Action Plan
Again, we have redacted the name of a former staff member. This decision is made under section 9(2)(a) of the Act.

Where necessary, we have considered the public interest in withholding information and have determined that it does not outweigh the need to protect the privacy interests of the individual's involved; or outweigh the likelihood of unreasonably prejudicing the commercial position of the person who supplied, or who is the subject of the information.

If you're concerned about this response, please get in touch
You can email me at GovernmentServices@acc.co.nz.

If you are not happy with this response, you can also contact the Ombudsman via info@ombudsman.parliament.nz or by phoning 0800 802 602. Information about how to make a complaint is available at www.ombudsman.parliament.nz

Ngā mihi

Sara Freitag
Acting Manager Official Information Act Services
Government Engagement & Support

Navigation Services

Internal Audit

November 2020

I mua tō kōrero, kia toru ngā kūwaha e haere ana.
He pono, he mea tika, he pai.

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Distribution list

Emma Powell	Chief Customer Officer
Mike Tully	Chief Operations Officer
Name withheld	Head of Operations Services
	Head of Procurement and Properties
Scott Pickering	Chief Executive

Committees

Executive

RAAC

Executive summary

Background

Navigation Services is a service offering of the Resolution Services team. The purpose of Navigation Services is to fund independent providers that help ACC clients to navigate ACC processes. The Navigation Service is designed to complement ACC's existing early dispute resolution model. ACC has chosen to use the term "Navigation Services" in preference to "Advocacy Services" in order to clearly reflect that the Service is unable to represent clients at review.

Prior to September 2019, there was one provider (New Zealand Council of Trade Unions Workplace Injury Advocacy Service) servicing 1,000 to 1,200 clients per year, specialising in workplace injuries. In September 2019 ACC established an independent navigation service to manage a projected case load of 5,000 clients per year. There were three successful suppliers (the incumbent and two others) selected to deliver the service as follows:

- Specialist Rehab Services Limited & Taikura Trust T/A WayFinders to provide core/national services.
- New Zealand Council of Trade Unions Workplace Injury Advocacy Service (WIAS) to provide workforce specialist services.
- Whanau Ora Commissioning Agency (WOCA) to provide Maori services.

Overall conclusion

Navigation Services commenced on 1 September 2019 and assisted 2,366 ACC clients in the first year of operation. These clients use navigation services as they find ACC's processes and legislation complex to navigate on their own. Clients may also have other challenges such as health, family and economic standing that exacerbate the impact of their injury. Clients are often in a situation where ACC is only one of the many government agencies that they interact with.

ACC co-designed the Navigation Service with clients and sector experts to respond to the recommendations made by Miriam Dean QC[1], to improve advocacy services for ACC clients. The key design elements for an effective navigation service focused on having a service were quality, efficiency and trust were the cornerstones of the service. The service design also aligned to ACC's strategic intent for improving customer experience and outcomes.

ACC acknowledged that there was an inherent uncertainty in estimating the demand (number and need) for a service that did not yet exist. The contract was established with this uncertainty. ACC committed to closely monitoring the use of the service in the first two years of operation to ensure that the service is meeting clients' needs. The contracts have been structured to allow a review to occur before the third year commences.

After the first year of operations ACC is not yet able to measure the impact and outcomes of Navigation Services. The following issues have affected the establishment and benefits realisation of the Navigation Services operating model:

- ACC intended to procure a simple operating model, however this was not clearly communicated in the service specifications.
- The contract is difficult to manage because service expectations, performance indicators and benefits definitions are not comprehensively designed and have not been subsequently adjusted.

Due to the lack of comprehensively designed performance indicators, service providers have sent ACC case studies documenting a sample of client cases. The case studies show how navigators are assisting clients including resolution time, outcomes achieved, and the complexities experienced. It should be

[1] Miriam R Dean QC performed an independent review of ACC's dispute resolution processes in May 2016. She indicated in her recommendations that ACC should consider increasing funding to existing free advocacy service and the service being modelled on the Health and Disability Commission Advocacy Service.

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noted that although the case studies provide insights into the value of the service, the performance of the service cannot be objectively assessed from this information.

Operationally ACC's relationship manager worked with service providers to establish the service in the first year of operations. ACC invested the time and resources to deliver extensive training to the navigators to enable them to advise clients on technical topics related to their injuries.

Strategic oversight and monitoring of the contract, to respond to the inherent uncertainties in establishing the operating model, were not effective and not implemented as planned. At the joint November 2019 Hui, service providers raised their concerns regarding the complexity of cases with ACC. ACC committed to working with service providers on a complexity scale to understand the underlying root causes for complexity. However, this strategic issue was not effectively escalated to ensure that ACC could course correct the service by adjusting performance expectations.

To resolve these issues ACC is working with the service providers to revise the service specifications and performance indicators. There is also an opportunity to ensure greater to ACC's Whāia Te Tika Strategy. ACC should also determine the feasibility of cost benefit measurements and whether the current funding model will remain appropriate or whether it needs to be adjusted.

Valuable insights about ACC's service delivery are identified in Navigation Services and could be used to improve ACC's client management processes. However, no intentional feedback mechanism has been incorporated into the operating model. In a broader health and social sector context, ACC could share insights with ministries and agencies where clients have intersecting issues to enable system-driven solutions.

Business issues summary

The following table summarises the number and classification of issues identified during this review. See Appendix 1 for explanation of ratings.

	Extreme	High	Medium	Low	Process Improvement
Number of issues	0	4	2	0	1

Chief Customer Officer Comment

Now that the service has operated for one year there is an opportunity to strategically assess the purpose, design, delivery and impact of the service for our customers and the wider system of resolution. I accept the findings of the audit and the actions will be addressed as part of the wider suite of review. Improvements will seek to ensure we have the fundamentals of the service right and a solid platform for future changes as necessary. A stronger set of measures need to be considered that align the performance of the navigation service with other ACC services, ultimately resulting in improved experience and outcome for the customer.

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Detailed findings and recommendations

1. Designing a Navigation Service to meet customers' needs

The ACC Navigation Service was co-designed with clients and sector experts to respond to the recommendations made by Miriam Dean QC, to improve advocacy services for ACC clients. To ensure independence ACC outsourced the function to three independent service providers. The service providers maintain their own call centre, web service and email service to support clients and must receive an Authority to Act prior to commencing services on behalf of a client.

The key design requirements for an effective navigation service focused on simplicity, quality, efficiency and trust as the cornerstones for the service. The design specified that these requirements should be delivered by independent personnel with a comprehensive knowledge of ACC, who will empower clients to confidently self-navigate ACC's processes with appropriate support. ACC included the high-level design requirements in the Request for Proposal (RFP) process during January 2019.

Although the Navigation Service at a high-level has been designed to meet ACC customers' needs, the following issues contribute to difficulties in operationalising the service:

- Service specification did not clearly describe the expected simplicity of the service.
- Service specifications and contracts did not differentiate the expectations for specialist providers.

1.1 ACC intended to procure a simple operating model, but service specifications were unclear

The service specifications indicated that a certain amount of complexity could be expected due to the nature of the service. The complexity could stem from the clients' complex needs or the technical complexity of their case. However, the specifications also contained information that suggested that the service would be relatively simple to operate.

Complexity was communicated as follows:

- The ways of working with clients indicated that, as well as giving simple advice and information, navigators would be expected to advocate on the clients' behalf.
- Navigation Services needs to cater for targeted areas such as specific injury types, communities and access issues.
- Skilled navigators are required to have a good working knowledge of ACC processes and legislation, legal experience and qualifications and/or dispute management, conciliation or similar experience.

Simplicity was communicated as follows:

- Navigation Services will provide simple advice and information.
- The key component of service is a telephone resource to answer *simple* questions.
- An expectation that it is possible to achieve a 90% case resolution rate within 20 days.

In addition, no information was provided about the complex socio-economic, educational and mental health issues that many of the clients face.

The two new service providers found that a significant portion of the cases they received were more complex than anticipated. Complex cases could take up to 40 hours with as many as 69 interactions with a client to assist them to navigate a complex injury issue.

ACC and the service providers have done some work to understand the drivers of complexity in the service during the first year of the contract. A complexity scale was co-developed to measure client interactions and determine the complexity of cases. The service providers have also indicated that complexity of client cases can stem from clients having to deal with multiple agencies to resolve health, social and environmental issues. However, complexity in the service model and how the service providers deal with the impacts of it on their performance, has not been contemplated in the contract.

It should be noted that one of the specialist service providers, with ACC's agreement, is in the process of exiting from their contractual arrangement. One of the factors the provider raised is that the service specifications did not clearly describe their experience of the service.

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Complexity impacts the number of clients that can be assisted by a Navigator and increases the average case cost (the basis of the FTE funding model). These factors could impact the ability for service providers to reach the predicated number of clients that need to make use of the service. As part of the determining the efficacy of the future Navigation Services operating model, the viability of an inter-agency approach should be considered.

Recommendation

No.	Finding	Risk rating Appx 1	Recommendation	Management response	Responsibility and target date
1.1	The complexity of the service impacts the operating and funding model and the ability for navigation services to reach the predicted number of clients.	**High** **Moderate** – Moderate operational inefficiencies and increased stakeholder scrutiny and dissatisfaction. **Almost certain** – Event of this nature is expected to occur in most circumstances.	1.1.a. Using the operating information gathered from the three service providers from the first year of service, determine whether the service design needs to be updated. This recommendation is linked to finding 1.2.a below.	Resolution Services agree with this recommendation and will work on this in consultation with the Navigation Service providers and procurement.	Manager: Resolution Services Target Date: 30/09/2021
			1.1.b. Update the assumptions on the cost per case and projected growth in case numbers and determine whether the funding model needs to be revised.	Resolution Services agree with this recommendation and will work on this in consultation with the Finance and procurement to inform the contract terms beyond the current end date.	Manager: Resolution Services Target Date: 30/09/2021

1.2 Service specifications and contracts did not differentiate the expectations for specialist service providers

The RFP indicated that ACC wanted to engage a core/lead service provider to lead the navigation service nationally. It was also noted that ACC was looking to engage providers for the following specialist categories:

- Māori.
- Literacy issues.
- Elderly.
- Brain injury.
- Sensitive claims.
- Serious injury.

ACC was also willing to consider other specialist categories (for example, workplace).

ACC was seeking either a single provider or multiple providers with the capability and capacity to handle a collective minimum of 5,000 client contacts per year spread across all three levels. This could be in in the form of a core provider, specialist provider or a combination of both.

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However, ACC did not clearly define the expectations for these specialist categories and how these services would differ from or complement the core navigation services. The procurement team advises that this was deliberately done with the intent to review and refine commercial arrangements in the first six to twelve months as the service established and feedback from suppliers were received.

The RFP evaluation documents indicated that most respondents did not complete responses for the specialist areas. The evaluation panel found that the market was unable to meet the needs for the following specialist areas:

- Literacy issues.
- Elderly.
- Brain injury.
- Sensitive claims.
- Serious injury.

As a result, the core Navigation Service was established with only two specialist services (Māori and Workplace). The specialist categories were included in the design specifically to enable the Navigation Service to reach clients that experience excessive barriers to accessing and understanding ACC's services. Due to five specialist services not being stood up as part of the service, some of the clients that could most benefit from these specialist services are potentially not being reached.

In addition, the service provider contracts for the core service provider and specialist service providers contain the same objectives, description of service, reporting requirements and key performance indicators (KPIs). The specialist service requirements have not been defined at a contractual level.

As per the Whāia Te Tika Strategy, ACC wants Māori clients and their whānau to find ACC and its services easy to access, responsive and considerate of their values and beliefs. Ensuring that our specialist navigation services contribute towards improving access, equity and trust is essential to impacting equity levers for Māori.

Recommendation/s

No.	Finding	Risk rating Appx 1	Recommendation	Management response	Responsibility and target date
1.2.	Service specifications and contracts did not differentiate the expectations for specialist service providers.	**High** **Moderate** – Moderate operational inefficiencies and increased stakeholder scrutiny and dissatisfaction. **Almost certain** – Event of this nature is expected to occur in most circumstances.	1.2.a. Using the operating information gathered from the three service providers from the first year of service, determine whether the Navigation Services service design needs to be updated to enable the intended reach to specific client cohorts. (This recommendation is linked to finding 1.1.a).	Resolution Services agree with this recommendation and will work on this in consultation with the Navigation Service providers, customer insights, cultural capability and procurement.	Manager: Resolution Services Target Date: 30/09/2021
			1.2.b. Based on the work performed under 1.2.a, determine whether there is a current capability gap in order to provide required services.	Resolution Services agree with this recommendation and will work on this in consultation with procurement.	Manager: Resolution Services Target Date: 30/09/2021

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No.	Finding	Risk rating Appx 1	Recommendation	Management response	Responsibility and target date
			1.2.c. Ensure that any updated service specification and specialist contracts that focus on providing Navigation Service for Māori and their whānau are co-designed with Māori.	Resolution Services agree with this recommendation and will work on this in consultation with the Navigation Service providers, customer insights, cultural capability and procurement.	Manager: Resolution Services Target Date: 31/12/2021

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2. Designing a Navigation Service to meet ACC's needs

ACC developed the service design and the procurement specifications to ensure that:

- The Navigation Service design aligns to ACC's strategic intent for improving customer experience and outcomes.
- The Navigation Service design meets legislative requirements.

ACC selected a full-time equivalent (FTE) funding model to ensure that the service providers could establish the service within the first two years of the contract. This enabled service providers to recruit and employ appropriately skilled Navigators and to pay for the operational costs related to running the service. The funding model assumed that approximately 5,000 cases would have to be serviced per year at an average cost of $300 per case. The risk of cases not reaching the approximated level was communicated within the service design documents.

The FTE funding model was appropriate to establish Navigation Services. However, due to the uncertainty in the assumptions related to case numbers, an early review was required to ensure the funding level was set correctly.

2.1 Cost benefits were not defined

The Navigation Service Design document presented to the Minister of ACC and the ACC Board includes the following statement that could be linked to the cost-saving benefits for ACC to implement Navigation Services:

> Effective advocacy is likely to reduce costs currently incurred in unnecessary reviews. The average cost of a FairWay review (excluding costs to ACC from administrative review) is around $2,000 – 5.7 times the expected average cost of advocacy assistance.
>
> **Every instance of advocacy which avoids a full review represents a cost saving to ACC.**

No further work was performed to:

- Identify cost-saving benefit measures, benefit owners and data owners.
- Track the cost-saving benefits realised.

Although cost savings are not the primary driver for implementing the Navigation Services, ACC does have to demonstrate that it is managing costs and being responsible stewards of the ACC scheme.

Recommendation

No.	Finding	Risk rating Appx 1	Recommendation	Management response	Responsibility and target date
2.1	Cost benefits for ACC was not defined.	**Medium** **Minimal** – Cash claims > $5m impact. **Almost certain** – Event of this nature is expected to occur in most circumstances.	2.1.a. Resolution Services, Procurement and Finance should work together to determine whether there are feasible benefit indicators that could be designed based on the data and information that can be collected.	Resolution Services is comfortable to work with Procurement and Finance to consider this recommendation.	Manager: Resolution Services Target Date: 30/09/2021

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2.2 Service provider KPIs are unclear

ACC selected the following KPIs to measure the performance of service providers:

Service	Deliverable	KPI description	Target
Volumes	Cases resolved	A case is where the service has more than one interaction with a client and/or ACC regarding an issue.	90% of cases resolved within 20 working days.
Customer satisfaction	Satisfaction	Survey of service received by clients (conducted by supplier).	70% of customers satisfied (or better) with service.
Compliance	Health and Safety	Compliance with Health and Safety requirements.	No unreported or late-reported incidents.

Cases resolved:

- The case resolution rate was set at 90% of cases within 20 working days. The historical data which case numbers and case resolution date were based on, showed that 84% of cases were resolved within 30 working days.
- No definition was provided to indicate when ACC considered a case resolved.
- Although the KPI was set at 20 working days, the contractual reporting requirement is to report percentage of cases resolved within 30 calendar days.

The contradiction in KPI description and reporting requirements resulted in the service providers reporting on a 30-day basis instead of 20 working days. They also reported on number of cases closed instead of percentage closed.

Customer satisfaction:

- The customer satisfaction KPI does not indicate the percentage of total clients that need to be surveyed or the frequency of survey.

No customer satisfaction survey was performed in the first year by service providers. However, ACC and the service providers are currently collaborating on the design of a customer survey.

Unclear and unreasonable performance indicators contribute towards ineffective contract management. ACC is unable to measure the true performance of the service providers and whether they are assisting clients to successfully navigate ACC processes and legislation. The original intent was that KPIs would be closely monitored and reviewed and ACC would consider appropriate amendments based on the suppliers' feedback. However, the adjustment did not occur and was compounded by the lack of commercial discussions with suppliers.

Recommendation

No.	Finding	Risk rating Appx 1	Recommendation	Management response	Responsibility and target date
2.2	Service provider KPIs are unclear.	**High** **Moderate** – Unable to measure service performance. **Almost certain** – Event of this nature is expected to occur in most circumstances.	2.2.a. Resolution Services and Procurement should work together to develop KPIs that will measure the true performance and impact of Navigation Service. ACC should consult with the service providers and consider their perspective.	Resolution Services agree with this recommendation and will work on this in consultation with procurement. This will be completed with the aim of implementing revised KPIs at	Manager: Resolution Services Target Date: 30/09/2021

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No.	Finding	Risk rating Appx 1	Recommendation	Management response	Responsibility and target date
				the expiry of the two-year contract term, or sooner if a contract amendment is deemed appropriate by Procurement.	

2.3 Reporting does not measure impact of navigation service

ACC did not provide a standard reporting template for the service providers to capture their client data in a consistent manner. This was a requirement as per clause 7.1.1 of the Navigation Services contracts.

The contract requires that service providers report the following information on a quarterly basis:

- Age.
- Gender.
- Ethnicity.
- Injury Type.
- ACC unit.
- Type of intervention provided.

The reporting received in the current format does not help ACC understand whether Navigation Services are reaching targeted groups of clients and how the query types (types of issues that are being encountered) links back to client demographics. ACC did not want to impose reporting requirements that could impact the service providers' independence.

The service providers are also reporting information inconsistently due to ACC not providing them with a reporting template. ACC is unable to generate insights about customer outcomes and experience.

Recommendations

No.	Finding	Risk rating Appx 1	Recommendation	Management response	Responsibility and target date
2.3	Reporting does not measure impact of the Navigation Service.	**High** **Moderate** – Unable to measure impact of service. **Almost certain** – Event of this nature is expected to occur in most circumstances.	2.3.a. Resolution services and Procurement should work together to develop reporting requirements that support the collection of data that will assist in measuring the impact of service, performance and benefits realisation. This should be done in conjunction with service providers and should consider whether reporting requirements on impacts and outcomes impact the	Resolution Services agree with this recommendation and will work on this in consultation with procurement to ensure reporting requirements are in line with the proposed KPI changes while considering the potential impact	Manager: Resolution Services Target Date: 30/09/2021

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No.	Finding	Risk rating Appx 1	Recommendation	Management response	Responsibility and target date
			service providers' independence.	on the providers independence.	
			2.3.b. When developing the reporting requirements, determine whether there are data points that could be collected that can provide further insights into barriers to access and outcomes that Māori are experiencing.	Resolution Services agree with this recommendation and will work on this in consultation with procurement, the Navigation Service providers and the appropriate internal cultural capability team/group.	Manager: Resolution Services Target Date: 30/09/2021

2.4 Lack of formal feedback mechanism

The service providers documented case studies of the issues that clients encounter with ACC services and why the client has been referred to Navigation Services. The service providers also communicate this information during monthly operational meetings with ACC.

ACC did not incorporate an intentional feedback mechanism into the operating model that allows for information and insights to be sent to the business units such as Client Service Delivery and Customer Insights and Experience. By not using these valuable insights, ACC is missing an opportunity to identify issues in ACC's frontline services and lift overall performance.

In a broader health and social sector context, ACC could share insights with ministries and agencies where clients have intersecting issues to enable systemic-driven solutions.

Recommendation/s

No.	Finding	Risk rating Appx 1	Recommendation	Management response	Responsibility and target date
2.4	Lack of formal feedback mechanisms to assist in lifting ACC's performance and understanding of client needs.	Improvement opportunity	2.4. a. Utilise the existing feedback mechanisms within Resolution Services to communicate issues and improvement recommendations to Client Service Delivery (CSD).	Resolution Services agree with this recommendation and will utilise our position within the Client Experience Monitoring Group to share insights, as well as explore future opportunities that will arrive with being part of the Customer Group.	Manager: Resolution Services Target Date: 30/09/2021

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No.	Finding	Risk rating Appx 1	Recommendation	Management response	Responsibility and target date
			2.4.b. Resolution Services should engage with Customer Insights and Experience to create a feedback mechanism to report the results of customer satisfaction surveys.	Resolution Services agree with this recommendation.	Manager: Resolution Services Target Date: 30/09/2021

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3. Operating a Navigation Service

Even though the Navigation Service operating model has design issues which make the management of the contract complex, the service providers are providing compelling case studies on the difference that the service is making for ACC's clients.

Common themes in the case studies are that injury often has a devastating impact on the mental health of clients and their families and that dealing with ACC can cause high levels of stress. The case studies demonstrate the value of having knowledgeable navigators assist clients to understand ACC's processes and legislation. Navigators also help clients in obtain the right clinical information to support their claim, sometimes leading to entitlements and weekly compensation being reinstated.

The ACC relationship manager has also ensured that the following controls are in place:

- The authority to act process which ensures that service providers only act on a client's behalf with their permission. This control also reinforces the service providers' independence from ACC.
- Escalation pathways to ensure appropriate escalation of client issues to ACC.
- Uplifting service provider capabilities through training (over 20 training topics have been delivered).
- Monthly operational engagements with service provider operational staff and collection of monthly reporting from service providers.

3.1 Ineffective strategic oversight and monitoring

ACC acknowledged that there was an inherent uncertainty in estimating the demand for a service that did not yet exist. ACC committed to closely monitoring the use of the service in the first two years of operations to ensure that the service is meeting clients' needs. If clients' needs were not being met, the contracts were set-up to allow for rescoping of the service.

Strategic oversight and monitoring of the contract, to respond to the inherent uncertainties in establishing the operating model, were not effective and not implemented as planned. At the joint November 2019 Hui, service providers raised their concerns regarding the complexity of cases with ACC. ACC committed to working with service providers on a complexity scale to understand the underlying root causes for complexity. However, this strategic issue was not effectively escalated to ensure that ACC could course correct the service by adjusting performance expectations.

The ACC relationship manager scheduled monthly operational and quarterly strategic meetings with the three service providers. One service provider did not consistently attend the meetings, which negatively impacted on the working relationship between the service provider and ACC. Meeting agendas and minutes were only instituted close to end of the first year of the contract. Keeping consistent records of agreed operational actions is essential to improving Navigation Services.

Uncertainty related to establishing Navigation Services and the increased scrutiny from the Minister of ACC and advocacy groups was inherent to setting up the service. Closer strategic oversight and monitoring in the first 12 months of operations could have assisted in course correcting service specification, performance indicators and reporting requirements.

Recommendation/s

No.	Finding	Risk rating Appx 1	Recommendation	Management response	Responsibility and target date
3.1.	Ineffective strategic oversight and monitoring of the navigation services contract.	**Medium** **Low** – Compliance with provider management framework **Almost certain** –	3.1.a. Resolution Services and Procurement should agree their combined approach to monitor this contract strategically.	Resolution Services agree with this recommendation and will work with Procurement on this as a matter of priority.	Manager: Resolution Services Target Date: 31/03/2021

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No.	Finding	Risk rating Appx 1	Recommendation	Management response	Responsibility and target date
		Event of this nature is expected to occur in most circumstances.	3.1.b. Procurement to provide advice on how and where contract management records need to be stored.	Resolution Services agree with this recommendation and will work with Procurement on this as a matter of priority.	Manager: Resolution Services Target Date: 31/03/2021

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Appendix 1: Risk Likelihood Rating Matrix and Escalation Levels

Consequence	Likelihood					
		Rare	Unlikely	Possible	Likely	Almost Certain
	Severe	High	High	High	Extreme	Extreme
	Major	Medium	Medium	High	Extreme	Extreme
	Moderate	Low	Medium	Medium	High	High
	Minor	Low	Low	Medium	Medium	High
	Minimal	Low	Low	Low	Medium	Medium

Extreme	Escalation and acceptance required immediately to the Chief for treatment at Executive level. Requires a treatment plan and/or approved set of controls. Report progress via risk register to Enterprise Risk for notification to Board/RAAC.
High	Escalate to your Tier 3 for acceptance and development of a treatment plan and review of controls with a notification to the Chief. Report progress via risk register to Enterprise Risk.
Medium	Escalate to your manager for development of a treatment plan and review of controls with a notification to your Tier 3. Report progress via risk register to Enterprise Risk.
Low	Discuss at team level, record and monitor in risk register. Risk is acceptable in current state. Report progress via risk register to Enterprise Risk.

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Appendix 2: Terms of Reference

Background

Navigation Services is a service offering of the Resolution Services team. The purpose of Navigation Services is to fund independent providers that help ACC clients to navigate ACC processes. Prior to September 2019 there was one provider servicing 1,000 to 1,200 clients per year, specialling in workplace injuries. In September 2019 ACC established an independent navigation service to manage a projected case load of 5,000 clients per year. There were three successful suppliers (the incumbent and two others) selected to deliver the service.

The new service commenced 1 September 2019. The service is funded on a per FTE basis as there was too much uncertainty in the projected client numbers to apply a price per client. The suppliers are reporting varied experiences of client needs from relatively simple through to complex. The client numbers have not increased to the extent projected. There were 1,525 clients in the 9 months to 31 May 2020 against a funded target of 3,447. Prior to New Zealand moving into Level 4 Covid-19 restrictions, client numbers were increasing month on month and this trend has continued since moving to Level 2 Covid-19 restrictions during May 2020.

Objectives

- Assessed if the design of Navigation Services meets all customer groups' and ACC's needs.
- Assessed if Navigation Services are delivered as designed and are fit for purpose.

Scope

- The design of Navigation Services considering all customer groups (including Māori) and potential complexity of the expanded client base (including involvement of multiple agencies).
- The implementation of the Navigation Services model including, but not limited to, customer experience, provider delivery, the funding model and provider independence.
- The contract management of Navigation Services, which will include an assessment against ACC's Provider Management Framework.
- The oversight of Navigation Services including performance reporting and review processes.

Out of scope

- Dispute resolutions services.
- Potential expansion of navigation services to include review hearings.

Approach

The following steps was taken in the review:

1. Collated and assessed documentation that identifies customer needs. Determined how customer needs were assessed.
2. Reviewed the navigation service design against the customer needs.
3. Assesses the service offering of each provider against the navigation service design.
4. Reviewed how customer data is being used to assess the success of the service. Review customer feedback including complaints to establish if customer needs are met.
5. Gathered information to assess the advantages and challenges of the model from the providers' perspectives. Information included feedback from the service providers including reports and emails and interviews with the ACC's Relationship Manager.

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Activity	Target Date
Report to Executive meeting	TBC
Report to RAAC	3/11/2020

Resourcing

Assurance Services roles and responsibilities	
Name withheld Head of Risk and Assurance	Responsible for the overall quality of this review and deliverables
Name withheld Internal Audit and Assurance Manager	Ensured the work is delivered to the quality in a timely manner
Name withheld Principal Auditor	Conducted the review

Key stakeholders

Roles and responsibilities	
Mike Tully, Chief Operations Officer	Reviewed the draft report and acceptance of the final report
[s 9(2)(a)] Head of Operations Services	Reviewed the draft report and acceptance of the final report. Point of escalation for any delays affecting timeframes.
Name withheld Head of Procurement and Properties	Acted as key point of contact for Procurement, including liaising with Assurance Services and relevant staff members for the review. Circulates draft report. Co-ordination of any actions required.
Scott Pickering, Chief Executive	Received the final report

Approval

Approval	Signature	Date
Name withheld Head of Assurance and Risk	Approved by email	18/08/2020
Mike Tully, Chief Operations Officer	Approved by email	25/08/2020

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CUSTOMER CENTRIC NAVIGATION SERVICES

Key Recommendations Pack

June 2021

EXECUTIVE SUMMARY

Navigation Services is a free, independent service designed to provide support for clients and their whānau to navigate and understand ACC systems and processes. It was established in 2019 in response to recommendations made by Miriam Dean QC and to improve ACC client experiences along with their trust and confidence in ACC. In the 2019/20 financial year it helped 2,366 ACC claimants through three providers. The contract expenditure is $1.41 million.

At the end of 2020 an internal audit recommended updating key service functions to ensure the service met the needs that it was intended when it was established. It was advised this was done prior to the contract renewal scheduled for December 2021. Resolution Services began this work with Customer Insights & Experience in March 2021 and this report outlines prioritised recommendations from that work. It is based on interviews done with 49 people, including Navigators, Navigation Services clients, potential clients, providers and community stakeholders.

Overall, the research found that Navigation Services is working well for the majority of people using it, although there is an opportunity to provide more specialist support, build awareness at a community level and improve the flow of information between ACC and providers. The most significant gap is the absence of a Kaupapa Māori service following the departure of a specialist provider in late 2020.

The agreed outputs for the work were:

1. Articulate a prioritised set of needs of the core client groups
2. Explain ACC and clients' experience and where they intersect with providers of Navigation Services and ACC
3. A developed set of KPI's in conjunction with providers that measure performance and their impact
4. Define and identify the key recommended changes to the revised contract in conjunction with customers
5. Define provider reporting requirements, such as client demographics and profiling

The needs of the core client group are articulated through the recommendations on the coming pages. The experience of clients is laid out in the fieldwork section and the KPIs are included as an annex.

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THE VALUE OF NAVIGATION SERVICES

Our fieldwork found that Navigation Services is a much-valued service. It helps ACC claimants resolve difficulties quickly and improve understanding of ACC systems and processes with the intent of empowering independent navigation.

The service was designed to be phone-based service and mostly answer simple questions about ACC's systems and processes, occasionally assisting in more complex cases. In practice, there have been a high volume of complex cases that required Navigators to upskill in a range of areas. The providers have worked to adapt to the demand and case load mix.

The role that Navigation Services plays in the community is to:

- Help the client either reach an outcome that ACC has failed to appropriately assist with, or;
- Help the client understand why ACC cannot help them reach an outcome (which takes time and understanding)
- Empower the client to independently Navigate ACC if the need arises again

Areas of expertise; we found that in practice, the role of the navigator is to be highly capable across these three skillset areas (for more detail, see Pg.15);

ACC Technical Skill
(Statute, policy, structure, entitlements etc.)

Independent Case Navigation
(Navigating grey area, problem solving)

Complex Client Skills
(Trauma informed care, specialist knowledge etc.)

People who used Navigation Services

Clients spoke about how they felt a high level of trust in their Navigator and felt validated throughout their conversations. These people had a mixture of experiences with ACC:

- Clients who are included in the core client groups or intersect with the core client groups
- Clients who had poor experiences dealing with ACC; and Navigation Services supported them to overcome complex barriers
- Clients who previously had great experiences with ACC, but their needs are so highly complex they needed the extra care Navigation Services gave them to navigate ACC services effectively
- Clients who had not dealt with ACC prior to contacting Navigation Services

ACC and provider relationship: There is a strong relationship between ACC and Navigation Services providers. This relationship has the potential to develope the service through collaboration and co-design. Ongoing consultation with providers while these recommendations are considered is advised.

*For more detail on service components, please se Pg. 16

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Service Iteration One

(Now - January 2022)

Vision:	Navigation Services contract is renewed in a way that allows it to mature and increase its cultural capability and specialist offerings.							
Recommendations:	Recommendation #1	Recommendation #2	Recommendation #3	Recommendation #4	Recommendation #5	Recommendation #6	Recommendation #7	Recommendation #8
	Contract a Kaupapa Māori provider for Navigation Services (as noted in recommendation 12.c of the Audit).	Prototype with generalist providers to explore ways to increase specialist capability for groups such as clients with literacy issues, elderly and those with brain injuries.	Adapt and develop in-person offering of Navigation Services with selected samples of clients with a vision to create a scaled model.	Adjust the contract in ways that allow providers: • To test latent demand for the service • Support clients engaging in the conciliation and review process. • To capture more data about how the service is working.	Adjust KPIs and reporting requirements.	Improve relationships between Navigation Service providers and Case Management/frontline to achieve: • Greater awareness and promotion of service • Improved feedback mechanisms • Streamlined relationships	Explore process improvements; • Quarterly Analysis to learn from experiences • Internal feedback loops and relationships with providers	Address internal capacity within Resolution Services to make sure ACC is well resourced to: • Operate direct Escalation processes • Brief on legislative or structural changes • Provide technical training for providers.
Priority:	HIGH	MEDIUM	MEDIUM	HIGH	HIGH	MEDIUM	LOW	MEDIUM
Relevant to:	Client experience	Client experience	Client experience	Community	Provider	ACC/Provider	ACC/Provider	ACC
Rationale:	In January 2021 Whanau Ora Commissioning Agency exited the service, leaving a gap for ACC's Māori clients and their whānau. Evidence would suggest a disproportionately high percentage of Navigation Services clients and prospective clients are Māori and would benefit from a kaupapa Māori approach. This is also in line what ACC is aiming to achieve through our Whāia Te Tika strategy.	The evaluation panel found that the market was unable to meet the needs for many specialist areas. Our research suggests the current providers are working to increase their capacity in this space, but a gap still remains for clients. There is also an opportunity for the service to more intentionally help address the specialist gaps.	Insights speak to select client groups benefiting from face-to-face meetings when necessary, especially for signing Authority to Act. We anticipate <50 p/a. Our assumption is a Kaupapa Māori service would be face-to-face (at least in part) and it may further limit the need for the generalist providers to offer this. However, it is something to test with elderly and low literacy client demand.	Community care providers who currently have no awareness of the service would benefit from this promotion, which will in turn create new pathways to introduce clients to the service who may need a specialised ACC navigation service. Insights also speak to the high percentage of clients who want support within ACC's disputes process – which is currently inaccessible due to contract limitations.	Current KPI's are not reflective of the existing work that is required of the service. Currently, the KPIs create unintended consequences that provide barriers to the value of the service. For example, 20 days is not always realistic for some historic cases that require months of support in order to return to independence. The current report requirements are also not reflective and can add unnecessary administrative burden.	The discovery research highlighted a lack of awareness about Navigation Services among ACC frontline operations staff which creates barriers for the service; • The lack of enthusiasm to collaborate • Reluctance to provide vital and timely information • A perceived adversarial relationship, viewing navigators as advocates with litigious intent.	Navigation Services has much to offer as a systems learning function within ACC. Insights about ACC processes that inhibit client recovery could be utilised to understand where ACC systems could evolve and creates an opportunity for developing these insights into action to continue promoting the service. However, feedback loops would need to work effectively between ACC operational frontline and providers.	Providers of Navigation Services don't necessarily have detailed knowledge of ACC, keeping them briefed has proved to require substantial ACC resources. Currently, there are no providers who have complete knowledge of ACC so there is a need to provide this support and resource accordingly. The service relies on the direct escalation process through Resolution Services for its success.
Benefits:	Greater access, equity and trust for our Māori clients and whānau as per Whāia Te Tika.	Navigation Services are more able to meet the needs of clients as specialist skills develop.	This would allow the service to be able to adapt to meet the needs of its core client groups. The intention behind testing this concept on small scale for a ACC to better understand the demand, costs, impacts/outcomes and necessary safety considerations.	This could measure the unmet demand currently highlighted in the field. This would then provide an awareness for future iterations of the contract to provide better access to the core client groups.	This service could be measured on the performance and quality that it delivers. The reporting that is needed for systems learning creates no additional administrative burden where it is not necessary.	The ability for frontline navigators to be able to build relationships with internal operations. This will support more timely access to critical information in order to support clients.	Better feedback loops between Navigation Services and Operations. Allows ACC to take on the insight and adapt to meet the clients needs and remove barriers, while building a stronger relationship with Navigation Service providers.	This would allow the service to continue to benefit from the ACC Resolutions Services resources that keep it operating efficiently. Prescribing additional resources would keep the service running in operational form.

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Service Iteration Two

(January 2022 – Next contract iteration)

Vision:	Navigation Services contract builds its outreach, capacity and feedback mechanisms based on the measurement identified through Service Iteration One, allowing it to be become a self-informed evolving service that can adapts to its own service needs.					
Recommendations:	Recommendation #2	Recommendation #2	Recommendation #3	Recommendation #4	Recommendation #5	Recommendation #6
	Explore core client group access and how the service could be modified to meet their needs	Revise and adapt contract to meet any potential higher demand from clients	Build promotional networks and community relationships in order to measure unmet needs.	Standardise feedback mechanisms to close the loop between Navigation Service providers and ACC Frontline. This will be a jointly owned initiative to ensure insights to action between Resolution Services and Operations.	Increase communications to create better access to Navigation Services	Improve the measurement of service demand so ACC can make informed decisions on the contract.
Priority:	MEDIUM	LOW	MEDIUM	HIGH	MEDIUM	LOW
Relevant to:	Client Experience	Client Experience	Provider/Community	ACC/Provider	ACC/Provider	ACC/Provider
Rationale:	Once testing for client demand through awareness and promotion has been conducted in Horizon One, the service will need to consider how to provide other opportunities for accessing the service that will meet the needs of all client groups.	Qualitative insights suggest that during the revision and adaptation of contracts moving forward, consideration should be made as to how the service scales or meets any unmet needs measured during the previous contract.	If the underlying demand can be tested and measured, providers can establish and build on the relationships created through the promotion of the service. This will allow them to harness a network similar to the Trade Union Representatives, which can strategically provide access and support to core client groups who need ACC specialised navigation.	Once feedback mechanisms have been designed and tested (and there are sound relationships between ACC Operations and Navigation Services), ACC and Navigation Services can standardise this system so that the delivery of insights and feedback can be BAU	Based on the promotion of Navigation Services to date, an assessment around communications / promotion types and locations necessary for the service should be undertaken ACC and providers can then proceed to promote the service though different channels in order to increase access for its core client groups.	As the service is refined and its relationships internally and externally grow to fill any gaps, how the measure of service is scaled should also be considered. An increase in size or new relationships would mean building on existing performance measures to measure the services new outreach.
Benefits:	• Meet the needs of core client cohorts who require different ways of accessing a Navigation Service. • Ensures that clients who don't access ACC through the existing access points can connect and get the free, independent advice they require.	• An adaptive service based on advanced iterative learnings • Develop service to meet more complicated demand signalled in qualitative fieldwork.	• Increased awareness and promotion throughout the wider community • Networks that self-refer core client groups to Navigation Services • A relationship with community providers that allows for (non-ACC) navigation and ACC Navigation Services knowledge to be shared between each other • Ability to test learnings that allow the service to build towards an inter-agency approach to navigation	• Insights and feedback would be BAU • Maintain accountability and system learnings within operations and Navigation Services • The partnership will normalise reaching out to Navigation Services when a case becomes to complex to work with from a ACC perspective.	• Build on existing awareness and promotion functions within ACC and cut out unnecessary work for provider • Increase outreach to client cohorts who currently don't have knowledge of Navigation Services. • Be communicated at a time in which the service has been prepared to deal with an increase in scale, should awareness bring on more client demand	• Efficient KPIs and reporting measures that refine or evolve with service. • Service function continually understood and valued • Trust and relationships internally and externally are well-defined and leveraged for client outcomes

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Service Iteration Three

(6+ Years)

Vision:	Navigation Services is part of an inter-agency approach that helps people with complex circumstances engage with multiple agencies (Government, Iwi etc.) through a single navigator.
Priority:	HIGH
Relevance to:	Client, Provider and ACC
Recommendations:	Recommendation #1
	Explore the feasibility of making Navigation Services part of an inter-agency approach engaging with people who are high users of government services and may have complex needs because of life circumstances. This could involve joint commissioning of navigation and/or advocacy services run by other government agencies and departments.
Rationale:	We know that our most complex claimants are often high-users of other government services, have difficulty navigating those services, and may be engaged with other navigation agencies or advocates. At present, a higher than anticipated proportion of Navigation Services cases are complex. As the audit noted complex cases can take up to 40 hours with as many as 69 interactions. Some of this may involve untangling involvement with other agencies. There is an opportunity for cross government partnership. Opportunity to increase access to Medical evidence as it is a barrier evident in the Miriam Dean report which has not been addressed.
Benefits:	Anticipated benefits of integrating Navigation Services into an inter-agency approach would include: • Better use of public money, • Reduction in administrative burden for clients and a more joined up experience of government services, • better long-term client outcomes, • access to greater range of specialists.

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INSIGHTS FROM FIELDWORK

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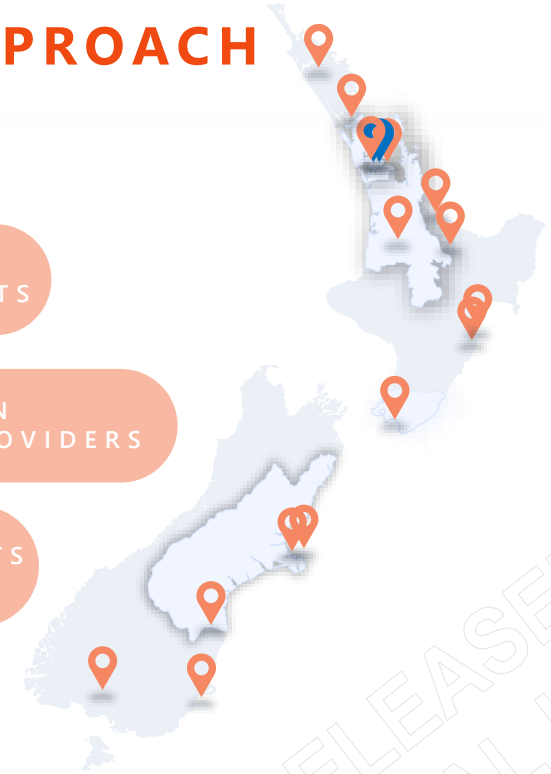
FIELDWORK APPROACH

We spoke to...

- 17 NAVIGATION SERVICE CLIENTS
- 16 NAVIGATION SERVICE PROVIDERS
- 16 POTENTIAL CLIENTS AND PROVIDERS



BETWEEN 19 APRIL 2021 – 26 MAY 2021

17

Clients were recruited through Way Finders provider and ACC Resolution Services

07

Customer Advisory Panel and Scheme Advisory Panel members (which include, Clients, Providers, Suppliers and Advocacy Groups) participated.

25

Providers participated, including frontline Navigators, Navigator suppliers, WOCA, Rongoā Māori Practitioners and Service Providers

Provider location

Client location

49

In total we spoke with 49 people through two rounds of engagement with Navigation Services clients, potential Navigation Services clients, providers, and members of our Customer Advisory Panel and Scheme Advisory Panel. Eight engagements were one-on-one interviews and 16 were through group workshops.

Names have been removed from quotes for confidentiality.

[redacted]

[redacted]

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THE CLIENT INSIGHTS

ACCESS	Clients want to hear about Navigation Services before they get the cover decision letter, and in an easy and straight forward way
FACE TO FACE	Clients want to be able to connect and build trust with their Navigator through face-to-face meetings
CULTURAL CAPABILITY	Clients want to have the option to work with culturally competent navigators should they choose to
KNOWLEDGE	Navigators are highly skilled in ACC processes, policy and legislation, and they have passed that knowledge on to clients in a way that they understand
RESPECT	Clients feel a high level of satisfaction when using Navigation Services as Navigators show them patience, empathy and kindness

THE CLIENT QUOTES

"Could have helped so much sooner had I known of their existence."
– Client, General Workshop

"Face to face support would have been amazing."
– Client, General Workshop

"Needs to be more cultural support within both the ACC and Navigation Services systems."
– Client, Phone Interview

"I now have an increased technical understanding of ACC legislation, policy and processes."
– Client, General Workshop

"What is needed is what my Navigators' practice which is total empathy, understanding and loving kindness. They make up for what is happened."
– Client, Phone Interview

"I found the Navigators at the bottom of the letter, in the finest print."
– Client, Māori Workshop

"ACC don't know how to keep client mana intact."
– Client, Māori Workshop

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THE PROVIDER INSIGHTS

MULTI SKILLED

Current Navigators must wear many hats to fit a combination of roles for their clients; advisor, social worker, support person and note taker

FEEDBACK

Navigators want better feedback loops so that ACC can adjust their processes when Navigators can see that they are creating repetitive barriers for clients

INDEPENDENCE

Navigators want to remain independent of ACC so that they can maintain that high level of trust that they have with clients

MYSTERY

ACC's frontline staff don't really know about Navigation Services, which makes it harder for Navigators to work together with and get information from them

COMMUNITY

Navigators want to expand and build on their community networks to get a better idea of other supports that could be put in place for clients

THE PROVIDER QUOTES

"We hold many roles, roles that haven't been formally recognised : Social worker, cultural support, provider of information, handshaker to other groups, consideration of options for clients, trusted person, note taker." – Provider Workshop

"There is an expectation where we give feedback, but don't receive feedback. We have to be independent, yet we continue to fix ACC's problems." – Provider Workshop

"We are independent, we value that – our funding comes from ACC but the mandate of what we do comes from the union movement and people know we are there for them." – Provider Workshop

"We have to explain who we are and what we do for every interaction we have with CSD."
– Provider Workshop

"It would be good to identify who in the community can play a support role."
– Client, Phone Interview

"We need increased communication from ACC."
– Provider Workshop

"Don't make it feel David vs Goliath for clients to get help."
– Provider Workshop

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THE COMMUNITY INSIGHTS

(Providers and clients who have not accessed the services)

FACE TO FACE

The community wants Navigation Services to be more than a phone-based service. Face-to-face and non-digital options need to be considered for the diverse range of clients

COMMUNICATION

There is a need for communication and clear information about ACC and Navigation Services that could be shared with communities

CAPABILITY

Communities need strong cultural and specialisation capability to meet the needs of Māori and complex client cohorts in a holistic way

COMMUNITY CHANNEL

Navigation Services could act as a channel, or a source of information for ACC to further understand client and community needs

BRIDGING THE GAP

There is a need for a human resource to communicate with the community and promote Navigation Services, but also be that doorway to accessing the service

THE COMMUNITY QUOTES

"If we look at our people (Pasifika), same issue; can't afford, can't drive, can't travel. NS needs to be mobile. Home visits, going to ground level rather than in office or over the phone."
– Pasifika Representative

"I believe there is a responsibility on us to get that information out to our communities. But we have to have something that we can easily pass on."
– Older People Representative

"You can't heal the injury without hinengaro, wairua and tinana." **– Rongoā Practitioner**

"Has to engage with community to be part of trust."
– TBI Representative

"I am thinking with this experience, can someone with te reo come and talk to us? I think someone needs to explain to us ACC processes." **– Kaumātua Representative**

"If you connect with kaumātua then you connect with the whole whānau."
– Rongoā Practitioner

"If there's no one from their own ethnic group, they won't ask for help or ask for clarification."
– Pasifika Representative

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THE

SCHEME ADVISORY PANEL INSIGHTS

We spoke with our advisory panel who held insights from clients who the Navigation Service did not work for:

1. Client's claim was extremely complex (including historical claims) that current Navigators didn't have the specialised skills to provide support.
2. Client's feeling that they were not well matched with the Navigation provider, that they had self selected.
3. Client's intention for Navigation service was to seek Legal representation (which is not the purpose of the service).
4. Clients wanted support to lodge a review and work through the review process.

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CURRENT STATE ANALYSIS

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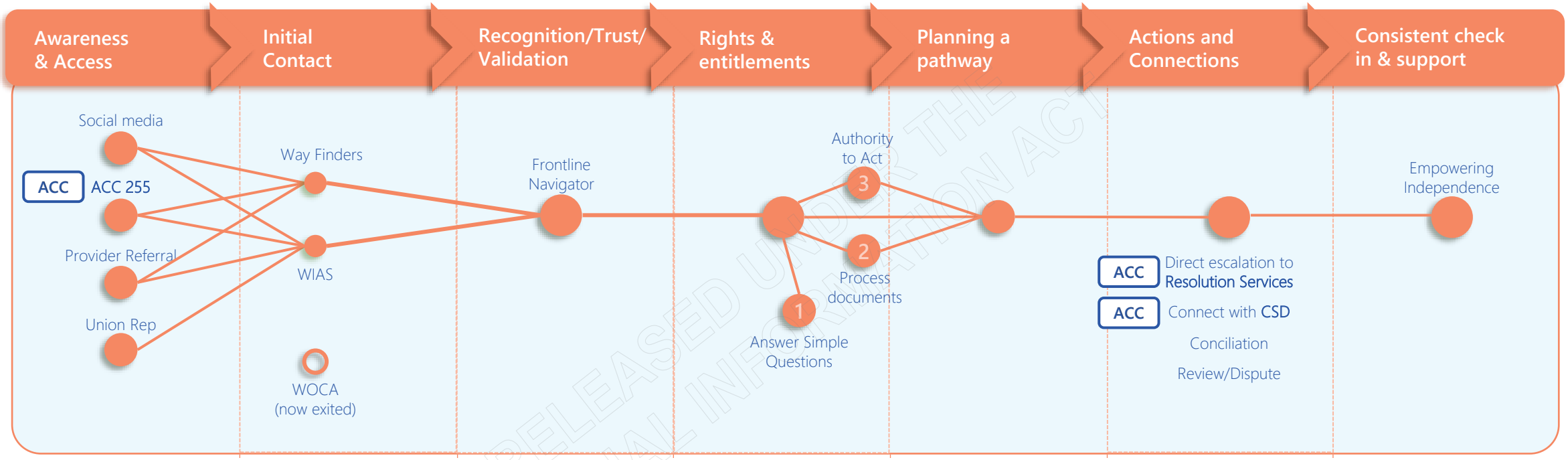
CURRENT STATE OPERATING MODEL



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Social Media
Facebook forums

ACC 255
This is sent out with decision letters and sets out what clients can do with their decision.

Provider Referral
Some GPs and OTs who are aware through word of mouth.

Union Rep (WIAS)
Trade union network built up through 20+ years of advocacy. Provides Face to face for WIAS.

Service Providers
You are given the option of contacting either *Way Finders* or *WIAS* (Workplace Injury Advocacy Service). Currently all clients access a navigator through a phone-based service. Dialing the 0800 number connects you directly with a frontline staff member. *WOCA* (Whanau Ora Commissioning Agency) were the original Māori service providers but have exited the contract. Way Finders now look after the Māori Service as well.

Frontline Navigator
For a lot of the clients accessing the service, their Navigator is the first person to really take the time listen to their whole story. Their skillset allows them to build trust with the client. Their knowledge and capability helps provide recognition and validation of their journey through ACC. These are the key steps to start the journey with a navigator

Levels of Understanding
The contract indicates the Navigators will conduct support at three different levels. **Level 1**: Answering simple questions. **Level 2**: process explanation and documents. **Level 3**: complex cases, possible signed Authority to Act. The reality of the clients accessing the service is that all interaction sit at either level 2 or 3.

Making choices
Once a Navigator has a nuanced understanding of the claim, the relevant administration is underway, and they can see the outstanding needs to progress the claim. The Navigator will support the client in making some key choices determining their preference for the journey ahead.

Next steps
Depending on the nature of the case, a Navigator will help the client to access the above groups to help further meet their need.

Empowering independence
A Navigators intention is to offer their skillset to empower a client to navigate their health care journey with ACC independently. They don't stop checking in when something gets resolved but continue to check in incase there are any setbacks in recovery, access, or entitlements.

ACC *Points of interaction with ACC

SERVICE REQUIREMENTS TO MEET CORE CLIENT GROUP NEEDS

Navigation Services was established with the intention of providing specialist services for Māori, serious injury, treatment injury (new but appropriate), low literacy, TBI Brain Injury, older persons, and sensitive claims. The tender process found specialist service providers were not operating in the market, so generalist providers were contracted and they have worked to meet the needs of these client cohorts. We have identified that in practice Navigation Services providers need the areas of expertise listed below. As ACC, we need to consider that providers will come to us with skills in Independent Case Navigation and specialised Complex Client skills, however ACC will need to place effort towards helping providers upskill in ACC technical knowledge.

ACC Technical Skill

(Statute, Policy, structure, entitlements etc.)

Where Navigation Services sits apart from other advocacy or navigation services in New Zealand is its ACC specialist and technical knowledge. This is the ability to understand how the statute, policy and existing organisation structure effects how a client can access entitlements and services. This also includes knowledge of existing ACC processes and relationships with key stakeholders within the business to provide transparent information.

There is also an identified need for some clinical expertise to sit within Navigation Services. This expertise can be utilised to help clients to understand complex medical concepts that ACC have failed to explain in a way in which the client understands and/or determine the best pathway forward.

In order for this to be effective the service has seen value in the navigators, who have been recruited, having years of experience at ACC combined with on-going training by senior Resolution Services staff.

Independent Case Navigation

(Navigating grey area, problem solving)

Many clients that call Navigation Services do so because their case is highly complex.

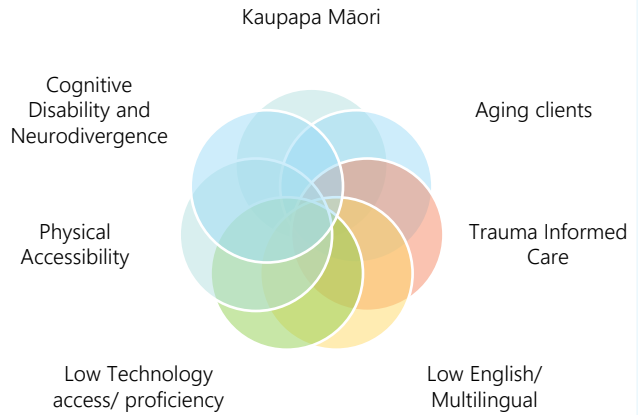
The Navigators first job is to build trust with the client and try to understand where the case previously went wrong. These cases require the navigators to do research, connect with experts or escalate through Resolution Services in a timely manner to get answers back to the client.

This means they are required to be problem solvers who can look at cases from multiple angles and think outside the box.

Complex Client Skills

(Trauma informed care, specialist knowledge etc.)

This is the range of skillsets needed to work with core client groups; Māori, Sensitive Claims, Serious Injury, Elderly, Low Literacy, TBI Brain Injury and Treatment injury. These groups often overlap, and Navigators need a strong, mixed skillset to meet client need. See the *Cohort Needs Diagram* below.



Cohort Needs Diagram fig. 1.3

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COMPONENTS OF THE SERVICE

Based on the fieldwork (building on pg.3), work done to date and operational learnings, we believe the value of the service is as follows:

Navigator Workforce

- The current Navigator workforce is highly skilled and continually trained.
- The current Navigator role is a combination of multiple roles such as advisor, social worker, support person and notetaker
- Validation, connection and dignity for clients
- Clients feel that there are high levels of empathy, kindness and compassion when dealing with Navigators.
- Clients report greater outcomes when a Navigator intervenes and is present on key conversations with ACC staff.
- Navigator's availability and ability to keep a commitment has been recognised as a refreshing difference.

Service Infrastructure

We found that:

- The service provides immediate access to a Navigator as soon as phone-based contact is made.
- Service focuses on accuracy and support
- It's valuable that providers protect their independence from ACC
- The providers independence helps them provide accountability to ACC system
- Informally the providers are well integrated into Resolution Services system.

Strong sector relationships

- Great working relationship between Resolution Services and Way Finders/WIAS
- Strong connections with union organisers which offers a greater level of support dealing with Accredited Employers and Third-Party Administrators.

Client experience

- Clients reported an improvement in their mental health following their interaction with Navigation Services.
- Clients felt more educated about ACC expectations, legislative bounds and processes following knowledge sharing with their Navigator.
- Client reported feeling more empowered to attempt managing future ACC independently.
- Ability to have a Navigator step in with a full ATA when the journey has become too mentally overwhelming.

Provider Reporting & KPIs

- Detailed case studies that demonstrate qualitative value .

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SERVICE IMPROVEMENTS

Based on the fieldwork, work done to date operational learnings; we believe there are gaps the service could fill to improve on

Client

Operational guides	No support for clients needing to enter a conciliation or review process with ACC.
SI 1: Recommendation #7	Inability to provide access that reaches all core client groups
SI 1: Recommendation #3	Inability to provide face to face assistance in highly complex cases.
SI 1: Recommendation #8	Nontechnical or low literacy options (this relates to both promotional awareness and access)

Provider

Operational guides	Contractual obligation to detail the requirement for providers have a staff wellness focus - to ensure the service remains sustainable.
Core client group needs	Lack of recognition of the claim and client complexity that exists within clients accessing the service.
SI 1: Recommendation #2	Inability to effectively meet all client needs from an expertise point of view within a service so small.
SI 1: Recommendation #1	Lack of cultural capability within service which is consequently affects ACC's ability to fulfil our obligations under Te Tiriti O Waitangi.

Community

SI 1: Recommendation #8	Lack of core client group community promotion and awareness of Navigation Services
SI 2: Recommendation #1	Access point for community to connect with.

ACC

SI 1: Recommendation #5	Structured communication system between ACC and Navigation Services for sharing key news (e..g. new case law, changes to structure etc...)
SI 1: Recommendation #5, #7	Streamlined systems to access claim information from ACC.
SI 1: Recommendation #7	Feedback loops for ACC to adopt system learning
SI 1: Recommendation #5	Lack of service awareness or referrals from ACC frontline staff
SI 1: Recommendation #6	KPI's that reflect and harness quality of service
Operational Guidelines	Contractual recognition of administrative burden
SI 1: Recommendation #4	Recognition of value and resource required from Resolution Services to maintain quality
SI 2: Recommendation #3	Lack of commitment to continuous improvement within the contract.

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NEXT STEPS

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NEXT STEPS

Moving forward the Customer Centered Design (CCD) team has completed the above five requirements scoped for this projects: 1. prioritized set of needs on pg. 5, 2. Intersection of ACC and clients' experiences on pg.14, 3.KPI's is in Operational Guides, 4. Key recommendations on pg. 4, 5. reporting requirements in Operational Guidelines.

There is an Operating manual that has been created to assist the Resolutions Services team and Procurement in operationalizing the first service iteration. Testing material used in conversations externally and internally has also been added. the project team has worked to outline where updating Navigation Services should continue upon completion of this project. Please see the below next steps moving forward.

- Chief Customer Executive is across recommendations; any requested clarification or adaptions made. Then Endorsement to proceed

- Resolution Services will continue leading the service iterations to Navigation Services with assistance from Procurement and MCCT. The CCD team is to be disestablished at the project end date, but the new Customer Solutions design function will pick up and maintain these relationships. The design function and will help in an advisory capacity in operationalizing some of these key recommendations.

- Service iteration one needs to be put in to practice in order of priority. This needs to be done in collaboration with the appropriate Internal Subject matter experts and where necessary the Navigation Service providers.

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GLOSSARY

Specialist capability

In this context 'specialist capability' refers to specialist knowledge in relation to the identified client cohorts (Sensitive Claims, Elderly, Serious Injury, Brain Injury, Treatment Injury, Māori) as oppose to clinical specialist knowledge.

Providers & Suppliers

A Provider is a vendor or provider for ACC services (e.g. Practitioners) within a contract, and often sit under Suppliers. A supplier is the holder of ACC contracts, which may hold a range of ACC health and social services contracts. A supplier can sometimes provide healthcare/service under their own contract/agreement.

Kaupapa Māori

Māori approach, Māori topic, Māori customary practice, Māori institution, Māori agenda, Māori principles, Māori ideology - a philosophical doctrine, incorporating the knowledge, skills, attitudes and values of Māori society.

Community Liaison

The Community Liaison acts as the community outreach and promotor of Navigation services. The proposed role looks to be a relationship holder or door to the service from fundamental community spaces.

Intersectionality

The interconnected nature of social categorizations such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

Rongoā Māori

Traditional Māori healing that includes herbal remedies, physical therapies and spiritual healing.

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GLOSSARY

Feedback Mechanism

Data and insight channelled through digital processes to bring feedback and systems learnings to appropriate functions in the business

Feedback Loop

Actions escalated from one entity to another with confirmation/result reported and fed back to the original source. Exp; Actions escalated from Navigation Services through Resolution Services to Client Recovery/ACC Operations, is confirmed and report back to initial Navigator for notification.

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NAVIGATION SERVICES CONTRACT REDESIGN

NAVIGATION SERVICES CONTRACT REDESIGN

Navigation Services (NS) funds independent providers that help ACC clients to navigate ACC processes and legislation. It is an offering of the Resolution Services* team and was designed to complement ACC's early dispute resolution model. In late 2020 an internal audit was conducted and highlighted three key areas to be addressed. 1) Ensuring Navigation Services meet customers' needs, 2) ensuring ACC's needs are met and 3) having effective oversight and monitoring of the navigation services contract. In December 2021 the current contract expires, and there is an opportunity to redesign the contract to ensure these three areas are addressed.

PROBLEM

The current NS contract doesn't meet the needs of six core client groups (Older Persons, Sensitive Claimants, Serious Injury, Brain Injury, Low Literacy and Māori) it is meant to serve nor does it meet the needs of ACC's requirements to measure, monitor and have strategic oversight of how the service is performing. Given the pending contract expiration, understanding the needs of customers and aligning them to a measurable contract will ensure the best experience for clients, providers and ACC.

OUTCOME/PURPOSE

Use Experience Design to create a new or revised Navigation Services contract that meets the needs of the core client groups, including Māori, that is measurable with an executable operating model.

SCOPE

Understand the needs of core client groups, of Navigation Services providers and of ACC's reporting and measurement requirements

OUT OF SCOPE

Advocacy Services, contract changes, reviews.

OUTPUTS

1. Articulate a prioritised set of needs of the core client groups
2. Explain ACC and clients' experience and where they intersect with providers of Navigation Services and ACC
3. Developed set of KPI's in conjunction with providers that measure performance and their impact
4. Define and identify the key recommended changes to the revised contract in conjunction with customers
5. Define provider reporting requirements, such as client demographics and profiling

* Navigation services are distinct from *reviewer* services because they do not deal with reviews, and distinct from a *legal representation* service because they do not represent clients at review. However, they are an advocacy service because they respond to the recommendations of the Dean Review regarding ACC's funding of advocacy for ACC clients.

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WHO'S INVOVLED

Core Design Team		
Name withheld	Resolution Services	20 hours per week
	CI&E	15 hours per week
[s 9(2)(a)]	MCCT	16 hours per week
	CI&E	30 hours per week
	CI&E	24 hours per week
	CI&E	20 hours per week
Experts		
Name withheld	Resolution Services	20 hours over 8 weeks
	Resolution Services	20 hours over 8 weeks
	Procurement	30 hours over 8 weeks
	Finance	10 hours over 8 weeks
	Business Process Improvement	10 hours over 8 weeks
[s 9(2)(a)]	Policy	10 hours over 8 weeks
	Comms & Engagement	15 hours over 8 weeks
Name withheld	Contact Centre (Mentee)	1 day per week
Stakeholders		
Emma Powell	Chief Customer Officer	As required
Name withheld	Manager Resolution Services	As required
	Manager CCD and CAP	As required

Participatory Design Clients		
TBC	Older Persons Advisory Panel	2 people 2 workshops
TBC	Serious Injury Advisory Panel	2 people 2 workshops
TBC	Sensitive Claims Advisory Panel	2 people 2 workshops
TBC	Māori Advisory Panel	2 people 2 workshops
TBC	Scheme Advisory Panel	2 people 2 interviews
TBC	Clients	12 clients, 2 per core client group
Participatory Design Iwi		
TBC	Waikato Tanui	TBC 2 workshops
Participatory Design Providers		
TBC	New Zealand Council of Trade Unions Workplace Injury Advocacy Service (WIAS)	TBC 2 Navigators 3 workshops
TBC	WayFinders	TBC 2 Navigators 3 workshops
TBC	Whanau Ora Commissioning Agency	TBC 2 Navigators 3 workshops

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3 MONTH EXPERIENCE DESIGN TO PROVIDE RECOMMENDATIONS FOR A REVISED NAVIGATION SERVICES CONTRACT TO ENSURE THAT NEEDS OF CORE CLIENTS AND ACC OVERSIGHT REQUIREMENTS ARE MET

PREPARE & ENGAGE

WEEK 1

29th March -2nd April

PREPARE FOR PROJECT, ONBOARD TEAM AND SMEs

Core design is confident in embarking on a design project, understand ways of working and expectations for each week.

SMEs are across the project and have clear expectation of their roles.

OUTCOME

- Team onboarded
- Designers mindset
- Customers recruited

DISCOVERY

WEEK 2 | WEEK 3 | WEEK 4 | WEEK 5

6th -9th April | 12-16th April | 19-23rd April | 27th – 30th April

UNDERSTAND THE CURRENT STATE AND EXPERIENCE FOR CLIENTS, PROVIDERS AND RECOVERY TEAM MEMBERS, IDENTIFY NEEDS FOR CORE CLIENTS

Drawing on what we already know to form a current state understanding which is then enriched by speaking with clients, providers and recovery team members to understand the needs of clients who access and providers.

KEY DATES:

- Internal workshop held with SMEs during week of 19 April
- A series of half day Customer workshops held in Auckland and Hamilton during 27 – 30 April
- Stakeholder playback session held week of 26 April

OUTCOME

- Understand what is known and unknown
- Use existing research from Serious Injury, Transversing Complexity, RTW and best practice to form a current state view
- Understand the context of the people we design for
- Understand needs of core clients' and providers
- Create Customer Journey Maps

IDEATION

WEEK 6 | WEEK 7

3rd – 7th May | 10th – 14th May

GENERATE IDEAS FOR IMPROVEMENT AND OPPORTUNITES

Based on discovery, identify areas for improvement, change and opportunity to meet customer need.

Identify which areas needs to be developed further with customers.

Input from Finance and Procurement on information that would provide the most beneficial and measurable impact to operating model

OUTCOME

- Ideas and recommendations that will be developed with customers

DEVELOP

WEEK 8 | WEEK 9

17th – 21st May | 24th – 28th May

DEVELOP RECOMMENDATIONS FOR CHANGE, KPIs AND REPORTING REQUIREMENTS WITH CUSTOMERS

Working in participation with customers to develop recommendations for changes, as well as reporting requirements to ensure that the potential changes are desirable for clients and feasible/viable for providers and ACC.

KEY DATES:

- A series of half day Customer workshops held in Auckland and Waikato during 17 – 21 May
- SME workshops and stakeholder playback session held on week of 24 May

OUTCOME

- Defined KPIs
- Defined recommendations for change areas
- Defined reporting requirements

ITERATE DELIVERABLES

WEEK 10 | WEEK 11

1st – 4th June | 7th – 11th June

INTERNAL ITERATION OF PROPOSED CONTRACT CHANGES

Refinement of recommended contract changes, KPIs, and reporting requirements to confirm feasibility.

Providers are kept in the loop for all changes.

OUTCOME

- Confirmed KPIs
- Confirmed recommendations for change areas
- Confirmed reporting requirements

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PARTICIPATORY DESIGN

Participatory design brings the users, navigators, providers of Navigation Services and ACC together to design and develop the required changes to the contact that will enable it to meet the needs of core client groups and that providers find feasible. Designing these recommendations together with customers will ensure that their needs are met in a way that is authentic and allows them to shape a service together with ACC.

LOGISITICS

We envision two sets of workshops as part of this project:

1. Understanding customer needs and context held at the end of April as part of the discovery phase
2. Development of recommendations and measure held in the middle of May as part of the development phase

We will run these series of workshops and focus groups over 3 – 4 days to ensure we cover the breadth of users and providers of this service. These will be held in Auckland on providers' sites and at Waikato Tanui marae. This will require travel for the facilitation teams and clients to Auckland.

RISKS

- Due to the short timeframe for this project, the lack of existing client information that ACC has, and the types of claims that the core group of clients sit within, providers will need to recruit clients for participatory design on ACC's behalf

- The lack of existing client data and demographics dictates that we can't be certain that there will be an effective representation of clients across the project. Consequently, any needs and recommendations identified within the design process may not provide the changes that all client groups need

PYSCHOLOGICAL SAFETY

To ensure the psychological safety of participants, the following needs will be considered and designed for each workshop/focus group. These will be held offsite at provider or Iwi locations.

Cohort	Our Role	Needs
Māori	We are here to listen, and we have done our prior Homework	•Tikanga •Transparent Processes •No surprises •Account for history •Open to blunt feedback •Show effort (Humility or capability) in Te Reo
Serious Injury	We recognize your needs, and are flexible to ensure participation	•Accessible Venues •Accessible Everything •Tools or Equipment options •Breakout Space for pain
Brain Injury	We are doing this at your pace	•Breakout Space for pain, and cognitive load •Low Sensory experiences (Talking pen) •Can break anytime •Understanding any memory or forgetting things is fine
Sensitive Claims	We create a safe space to explore your needs comfortably	•Choice of who is facilitating (Male? Female?) •Intimacy of space •Use word 'Survivor' not victim •Validation of breaks •Simple •Lots of breaks
Old People	Acknowledge and enhance Mana	•Everything must be instructional •Intuitive tools •No 'agism' •Accessibility •Kai •Breaks
Literacy Issues	Respecting different ways, everything is open	•No reading, spoken activities •We write/scribe •Plain materials •No stupid questions/actions
Provider	We are here to listen	•Understand intersection with other groups (I.e. Māori, lived experience) •Honesty and safety •Kai

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PREVENTION. CARE. RECOVERY.

Te Kaporeihana Āwhina Hunga Whara

CUSTOMER CENTRIC NAVIGATION SERVICES

Operational Guidelines

June 2021

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OPERATIONAL GUIDELINES SUMMARY

This pack provides the operational starting points for the recommendations given in the Customer Centric Navigation Service Design Deliverables pack.

The Operational Guidelines pack includes desired outcomes, success indicators, key insights and risk areas when actioning the recommendations. In addition to this, the pack includes topics that should be considered and further explored with SME's. This pack should be referred to when working with the appropriate people moving forward to design, test and operationalise the recommendations

Based on the operational guides in this pack, the first step is to develop a project plan for each recommendation provided.

Moving forward it is worth highlighting that the first steps to be focused on should be; Progress the procurement process for a Kaupapa Māori Provider, and provide financial modelling / calculation for Service Iteration 1 in order to support Finance and Procurement in operationalising the recommendations

Research and testing material around functions of the service (e.g. KPI's and service model) are also located in this pack. This will prevent the recreation of content and establish a base line of the working.

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OPERATIONAL GUIDELINES FOR HORIZON ONE

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PRIORITISATION CRITERIA

When establishing the pack recommendations, the project team took into account the following factors which contributed to the prioritisation of said recommendations (noting that all recommendations should be functioning before the next contract renewal):

- Risk exposure to ACC: e.g. obligations to Titirti O Waitangi, ACC statute requirements etc.
- Client need: called out by clients during the research or past ACC research
- Client impact: impact on client outcomes and experiences
- Provider relationship: maintaining our integrity working expectation

Each recommendation is set by theses criteria. A recommendation that encompasses all 4 areas is set at High, 2-3 areas is set at medium, and 1-2 areas set at low.

Prioritisation will be indicated in the top right corner with the boxes below across the following operational guides:

HIGH PRIORITY **MEDIUM PRIORITY** **LOW PRIORITY**

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THE OPERATING MANUAL

RECOMMENDATION #1: CONTRACT A KAUPAPA MĀORI SERVICE FOR NAVIGATION SERVICES WITH MĀORI
(AS NOTED IN RECOMMENDATION 1.2.C OF THE AUDIT)

HIGH PRIORITY

THE DESIRED OUTCOMES

Navigation Services are able to provide a service that meets the holistic and whānau centric needs of Māori clients, providing support and understanding to their culture and how that might be relevant to their ACC claim.

Clients have access to options in how they want to connect with Navigation Services, and access to further connections relevant to their support needs outside of ACC.

THE SUCCESS INDICATORS

- Number of appropriate providers applying for the contract
- Increased uptake by Māori in Navigation Services
- Higher satisfaction rates
- Reduced complaints
- Increased claims

THE KEY INSIGHTS

Māori clients are looking for a Te Ao Māori led option for their Navigation support, for the short time WOCA was present, clients received huge value but ACC structure wasn't setup to support a Kaupapa Māori approach yet.

Currently low utilisation of Māori in Navigation Service because of lack of options (culturally competent service and/or kaupapa Māori) and access for Māori communities like Kaumatua and Rongoā Practitioners to be connected to a service like Navigation Services

Kaupapa Māori is affirming, validating and mana-enhancing approach for clients, particularly Māori clients who recognise the impact of injury and finding help can be burdensome on multiple dimensions of identity and wellbeing.

The need for a Kaupapa Māori service for was very high as many Kaupapa Māori services are attempting to offer the service to help clients without the relevant ACC specialist skills. This was mainly regarding clients with ACC injuries/events who haven't claimed and need help.

WHAT IS IN AND OUT OF BOUNDS

IN

- Contacting the Māori Health Team who are currently doing some work in the commissioning for Kaupapa Māori space
- Working with Iwi relationship holders to have conversations with iwi / provider stakeholders who already know providers

THE RISKS & CONSIDERATIONS

- Potential scaling risks and considerations
- The importance of contracting providers whose whakapapa are representational of iwi/hapū and regional across Aotearoa
- It might be difficult to find a Kaupapa Māori provider that also has ACC specialist skills.
- Getting the advice and support of the Whāia Te Tika steering committee on the process ahead.
- Ensure Māori are provided options, a core to our commitment to Tiriti O Waitangi

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THE

OPERATING MANUAL

RECOMMENDATION #2: PROTOTYPE WITH GENERALIST PROVIDERS TO EXPLORE WAYS TO INCREASE SPECIALIST CAPABILITY.

MEDIUM PRIORITY

THE DESIRED OUTCOMES

Clients within these cohorts feel supported, safe and confident in the knowledge that Navigation Services has specialist capabilities to fully understand their needs and specific challenges when navigating ACC services. Navigators are able to engage with client needs and provide the full value of Navigation Services despite their age, injury type or life circumstance.

THE SUCCESS INDICATORS

- Clients within these cohorts having better access to Navigation Services
- Community specialists are increasing awareness of Navigation Services to older people, disabled and injured communities
- Clients from these cohorts have high satisfaction levels with Navigation services

THE KEY INSIGHTS

One of the key reasons a client is dissatisfied with Navigation Services was that their situation is too complex for a Navigator (generalist) to handle

Community organisations from key cohorts state that specialists show that Navigators services are demonstrating high proficiency in the specialised skillset that it takes to properly work with clients, particularly clients there is a high risk of traumatisation, harm or perpetuating inaccessibility.

Navigators hold some apprehension about Specialist navigators, stating that a client should be able to come to any Navigator and experience a high level of service and support. Furthermore specialist would mean a client would be feel 'passed around' not having a direct line of support.

The Navigators role are evolved into a very multi-skilled role to meet the needs of a client as generalist. There will needs to be limit or scope on how much is expected a Navigator to demonstrate or it would be impossible to train and upskill.

WHAT IS IN AND OUT OF BOUNDS

IN

- A skill register to surface Navigators with specialist skills
- WIAS are solely focused workplace injuries; return to work cases, and AE/TPA claims.

OUT

- Specialist providers for each client cohort.

THE RISKS & CONSIDERATIONS

- Define whether Navigation Services requires specialist Navigators, access to specialist knowledge through community relationships, or training to upskill specialist capabilities
- If Navigators are provided training to upskill in specialist capabilities, there is need to keep the information visible as to what Navigators receive training and in what areas so that their services can be easily accessed
- Specialist training should not take priority over knowledge of ACC processes and legislation

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THE OPERATING MANUAL

RECOMMENDATION #3: ADAPT AND DEVELOP IN-PERSON OFFERING OF NAVIGATION SERVICES WITH SELECTED SAMPLES OF CLIENTS WITH A VISION TO CREATE A SCALED MODEL.

MEDIUM PRIORITY

THE DESIRED OUTCOMES

When appropriate, in-person support is available to clients who need it. Clients feel informed, confident and able to connect with Navigation Services in a way that best suits their needs and personal challenges, and can include their whānau.

THE SUCCESS INDICATORS

- Appropriate clients are reached when needed. I.e. In person Authority to Act signed
- Clients who use the in-person service report higher satisfaction levels
- In-person services are only being accessed when appropriate
- Greater promotion of Navigation Services through community organisations providing in-person facilities

THE KEY INSIGHTS

Clients are not asking for only face-to-face availability but it to be available at times of lower "fortitude" or to increase accessibility of the service to the client.

The community wants Navigation Services to be more than a phone based service. Face to face and non-technical options need to be considered for the diverse range of clients

In-person support provides unquantifiable added level service that clients are certain would provide extra value, support and satisfaction of service. In all design projects done by CCD, face-to-face is the first and greatest request by clients to improve empathy and human-ness of a service.

Face-to-face offerings can particularly offer value for clients with lower literacy (ability to read and write), low access or proficiency to computers/phones, clients where due to physical disabilities may enable to provide a more direct form of communication in person. Lastly face-to-face may be more culturally preferred due to ability to connect on a deeper level and/or ability to traverse language barriers in person

WHAT IS IN AND OUT OF BOUNDS

IN

- A custom face to face service that has the ability to flex with client needs.

OUT

- A standardised service to offer face-to-face as a default to clients .

THE RISKS & CONSIDERATIONS

- This would only be tested and offered where appropriate. Needs assessment would need to be created along side provider to understand where face to face is necessary to prevent unneeded client stress or resource
- Over demand for in-person Navigation Services based on client want, rather than need
- Consideration of location for in-person services, i.e., a community space, client home or provider premises
- Safety considerations of provider meeting ACC clients face to face.

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THE OPERATING MANUAL

HIGH PRIORITY

RECOMMENDATION #4: ADJUST THE CONTRACT IN WAYS TO ALLOW PROVIDERS:

- **TO TEST LATENT DEMAND FOR THE SERVICE**
- **SUPPORT CLIENTS ENGAGING IN THE CONCILIATION AND REVIEW PROCESS**
- **ACC TO CAPTURE MORE DATA ABOUT HOW THE SERVICE IS WORKING**

THE DESIRED OUTCOMES

Navigation Services is flexible and continues to invest time in ensuring the service can reach latent clients. The service is then able to scale accordingly.

The contract removes the limitations around conciliation and review. This allows the client to receive support through conciliation, and there is a relationship with alternate dispute resolution service to connect when appropriate.

Process data is captured when the service tests latent demand and conciliation and review support is given.

THE SUCCESS INDICATORS

- Increased visibility of latent client cohorts for Navigation Services
- Increased awareness of Navigation Services
- Increased data about underserved ACC clients
- Increased uptake of Conciliation

THE KEY INSIGHTS

The biggest reason for the underutilisation of Navigation Services was the lack of awareness of the service. Even if marketing and other communications are put in place to improve this it will take time for this to be reflected in client uptake of the service

Clients want a Navigator at conciliation and at review because it's a stressful and scary experience. Furthermore they appreciate having an individual who has the mental capacity to be present, remember and provide relevant information.

Process data from claims, conciliation and review is needed to provide quantifiable data and modelling to help ACC improve its consistency of systems, processes and training.

ACC Frontline staff do not feel equip in conciliation and review processes and often exclude themselves from the process

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WHAT IS IN AND OUT OF BOUNDS

IN

- Provider operational guidelines for Navigators including boundaries for role of Navigator in Conciliation and Review

OUT

- Navigators as Legal representation at review hearing

THE RISKS & CONSIDERATIONS

- Identification of client cohorts may require additional specialist training
- Early promotion of the service maybe needed
- How to might ACC measure greater levels of customer satisfaction in relation to feeling supporting in the conciliation and review process?

THE OPERATING MANUAL

RECOMMENDATION #5: ADJUST KPI'S AND REPORTING REQUIREMENTS

HIGH PRIORITY

THE DESIRED OUTCOMES

KPIs ensure that Navigators and their organisations feel they are supported to do the right thing for clients in a way that ensures accuracy, accessibility and high satisfaction. Clients continue to receive a high-quality service that is tailored to their individual needs.

Providers are confident that the information they report to ACC provides an appropriate amount of accountability on the performance of Navigation Services and equips ACC with the insight to learn and improve systems and processes.

THE SUCCESS INDICATORS

- Increased Navigator/Supplier satisfaction
- Increased client satisfaction (through KPI incentivising the right behaviours, leading to improved outcomes)
- Ability to meet reporting requirements within the timeframes stated in the contract

THE KEY INSIGHTS

We need meaningful KPI's which reflect the different levels that the service has an impact (e.g. client, community, contract). How community impact can be limited by the inconsistency of service, limiting the sharing/value of learnings.

Funding reporting infrastructure:
We need ACC to provide adequate funding to develop/support the required systems to capture the information ACC requires reporting on.

We need a KPI which relates to the measure of the quality of the information/advice/direction being provided to the customer. We focus our KPIs on quality and accuracy more than speed

Effective reporting and data sharing provides value to all parties. Giving and taking in the atmosphere of still trying to maintain independence and developing that relationship. That reporting has to be tika.

WHAT IS IN AND OUT OF BOUNDS

IN

- A plan that guides how the KPIs will scale/expands as the service grows.

OUT

- Creating an administrative burden on Suppliers
- No data or reporting requests that are unrelated to service improvement or performance outcomes (except key baseline data)

THE RISKS & CONSIDERATIONS

- Risk that timeliness will be incentivised over accuracy and positive customer experiences
- Reporting requirements and KPIs should be appropriate to the scale of service
- Reporting requirements and KPIs should be considered within the workload

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THE

OPERATING MANUAL

MEDIUM PRIORITY

RECOMMENDATION #6: IMPROVE RELATIONSHIPS BETWEEN NAVIGATION SERVICE PROVIDERS AND CASE MANAGEMENT / FRONTLINE TO ACHIEVE:

- GREATER AWARENESS AND PROMOTION OF THE SERVICE
- IMPROVED FEEDBACK LOOPS THROUGH ESCULATION TO CLIENT RECOVERY
- STREAMLINED RELATIONSHIPS

THE DESIRED OUTCOMES

Frontline staff and Navigators work collaboratively to support clients in having their enquiries resolved in a timely manner. Navigations Services is known and acknowledged as additional client support or if clients require independent advice.

ACC is actively learning from consistent system failures or service inconsistencies that impact on positive client experiences and, once a case closes there are clear decision making records from Navigators, Conciliations and court that help to improve the clarity on decision making for ACC, Navigation Services and clients.

THE SUCCESS INDICATORS

- Frontline staff have greater awareness of Navigation Services
- Increased referrals to Navigation Services by Frontline staff when appropriate
- Increased consistency in ACC decision making
- ACC acting on consistent ACC system failures impacting client experience

THE KEY INSIGHTS

"ACC has to say no to stuff, the way the statute is drafted the smallest thing can lead to a full blown court hearing. But sometime the thing you want to hear about, might never go to court. For example you may get mad about the way someone talks to you, but that will never uphold in court. One of the ways around that is system learning. There is one ambiguity in the ACC act that generates 70-80% of disputes. Some of those disputes have to go to a court process and get nailed down"

We need to provide the tools and resources for our providers to do specialised promotion and engagement strategies for each of our key client cohorts. We need a promotion/ communication strategy which will increase public and provider (network that refer/generate claims) awareness of the service.

Currently there is a lack of internal awareness, utilisation and partnership between our frontline services and Navigation Services. This seems to come from some base assumptions between the spaces/groups that needs to be resolved to transition to a collaborative relationship.

WHAT IS IN AND OUT OF BOUNDS

IN

- Annual internal ACC communication plan for key stakeholders and community cohorts.
- Formalised process that enables to captures the relevant data includes escalation interactions.

OUT

- To be further explored

THE RISKS & CONSIDERATIONS

- Overutilisation of Navigation Services by Frontline staff
- There is interest to continue a conversation with Customer Analytics team to start scoping what models can be made to help with understanding the client journey and/or ensure the right people are accessing Navigation Services.
- There is a need to be efficient in the connections and relationship management especially between CSD and Navigators but how Navigators get support in different client streams. We need to think of creating sustainable streamlined connections that is not burdensome on key staff.

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RECOMMENDATION #7: EXPLORE PROCESS IMPROVEMENTS:

- **QUARTERLY ANALYSIS TO LEARN FROM WHAT'S HAPPENING**
- **INTERNAL FEEDBACK MECHANISMS AND RELATIONSHIPS WITH PROVIDERS**

LOW PRIORITY

THE DESIRED OUTCOMES

ACC is reflective of the trends and insights generated through the Navigation Services. This creates a continuous data development loop between ACC and Navigation Services on service improvements and ensures ACC's intention is to grow and strengthen the service.

ACC's relationship with providers remains open and transparent, with the ability to work collaboratively while maintaining Navigation Services independence from ACC.

THE SUCCESS INDICATORS

- Quarterly analysis sessions based on Navigation Services insights and findings
- Operational improvements through Navigation Service feedback mechanism.
- High level of provider satisfaction based on feedback improvements

THE KEY INSIGHTS

"We need a feedback mechanism that insights to action, or demonstrates where the insight from Navigators, goes to add value in the ACC system, which help ACC maintain accountability to its clients, and ensure as a system it is correcting is services to be better." -SCAP

ACC decision making is inconsistent, doesn't learn from previous actions. This is a key frustration felt by clients and navigation services providers. Navigators want a better and clearer feedback loop so ACC as a system can learn from its mistakes

Navigation Services appreciate the relationship management currently have with ACC resolutions team Navigator providers want to have clear boundaries and processes on how we connect to protect independence while providing value. Independance is a core value proposition for navigation services and must be maintained and protected

Currently the court environment is seen as the only way ACC is told to be accountable to its errors in its systems, the learning and identification and urgency to do so needs to be earlier.

WHAT IS IN AND OUT OF BOUNDS

IN

- Co-owned mechanism with Resolution Services and Client Recovery so there is a clear pipeline from insight, action and continuous improvement.

OUT

- To be explored

THE RISKS & CONSIDERATIONS

- ACC's ability to prioritise insights into action

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THE OPERATING MANUAL

RECOMMENDATION #8:ADDRESS INTERNAL CAPACITY WITHIN RESOLUTION SERVICES TO MAKE SURE ACC IS WELL RESOURCED TO:

- **OPERATE DIRECT ESCULATION PROCESSES**
- **PROVIDE TECHNICAL TRAINING FOR PROVIDERS**
- **BRIEF ON LEGISLATIVE OR STRUCTURAL CHANGES**

MEDIUM PRIORITY

THE DESIRED OUTCOMES

Resolution Services feel adequately resourced to :

1. Provide Suppliers with up-to-date ACC information.
2. Respond to Case escalations in a timely manner.
3. Provide regular technical training

This will enable the Navigators to obtain the best possible client outcomes.

THE SUCCESS INDICATORS

- Providers report feeling confident in ACC technical skills, and informed of current ACC information to best support their clients
- Providers report timely service with internal direct escalation processes
- ACC's Resolution Team report feeling confident in their capacity to ensure that providers are well resourced

THE KEY INSIGHTS

Navigation Providers rated the value to access and receive answers from the current escalation process to be very helpful, timely and accurate and wish this continues. Navigation. Service suppliers need a point of truth when unexpected or inconsistent outcomes happen.

Currently training and escalation support is offered as part of resolution services on top of their roles as Resolution dispute specialists. If the service scales in size there will be need more FTE to offer these sought services.

Navigation Providers stated they often kept up to date with ACC changes that might impact the work and clients. Kept-up-to-date is fundamental to the quality of the service.

The sources of recruitment for Navigators are limited to the specific skills needed to be a great navigator overlap most strongly with ACC Case management, the future of training both on onboarding and continuous improvement may to consider alternatives of training upskilling for people without ACC backgrounds to maintain independence of service.

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WHAT IS IN AND OUT OF BOUNDS

IN

- Employment of additional staff within the RS.
- External contracting/outsourcing training

OUT

- Expanding scope of current FTE

THE RISKS & CONSIDERATIONS

- Direct escalation is critically to the service. Without proper resource to match demand, the timeliness that allows the service to succeed will not be possible.

OPERATIONAL PROCESSES AND CONSIDERATIONS

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PROPOSED KPIs AND KPI FOCUS AREAS

Over the next five years, we are confident that client engagements with Navigation Services will significantly increase as accessibility barriers are removed and Navigation Services is promoted. Therefore, we are proposing a phased approach whereby the number of KPI's increase with the service, as the service grows.

Typically, a best practice guide or a recognised standard for Navigation Services would provide a solid baseline for the development of KPI's. As ACC's Navigation Services is unique within New Zealand no such standard/guide currently exists.

It is also important to recognise that there are some distinct differences between Disputes Resolution Services (for which a standard exists) and Navigation Services.

On this basis – thus far we have been able to identify the *focus areas* for which the KPI's will be based on – with the detail of the exact KPI's still to come.

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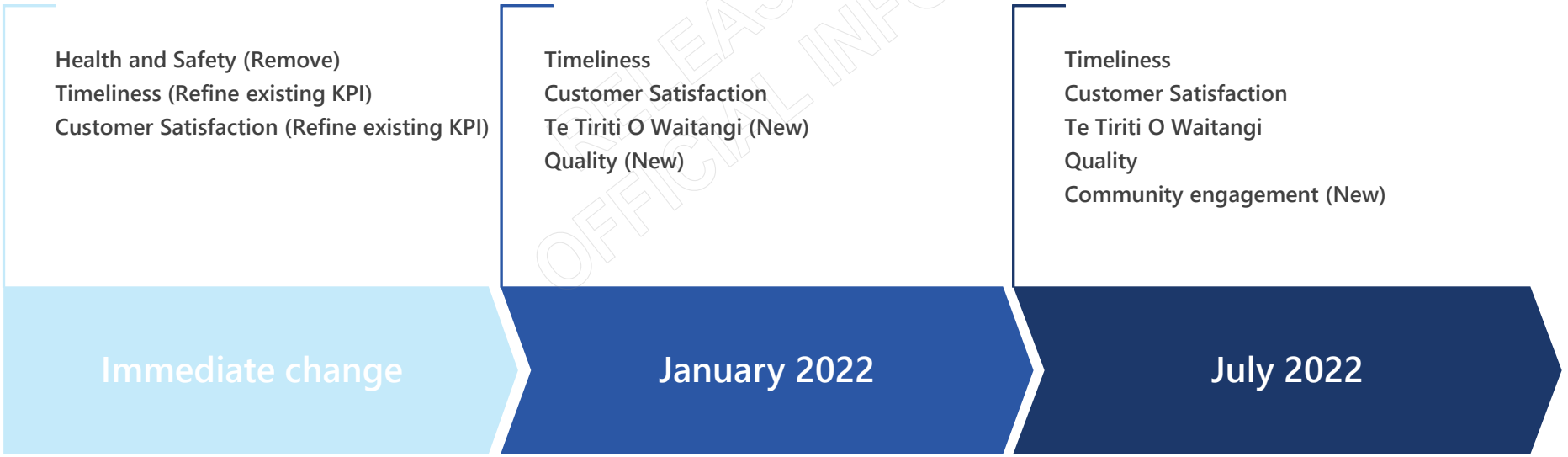

PROPOSED REPORTING REQUIREMENTS

ACC is committed to only requesting reporting for the following three purposes:
- Collection of information around user demographics.
- Measurement against KPI's.
- Feedback on themes for the purposes of impacting changes within ACC.

Therefore, it is proposed that ACC collects the following:

Client demographics:

- Gender
- Ethnicity
- Iwi (to be further explored)
- Primary driver for engagement (Cover, Entitlement, Relationship with ACC etc)
- ACC Stream

Provider KPI's:

- Number of new engagements
- Number of reengagements
- Reason for reengagement
- Customer Satisfaction Survey Results
- Source of engagement/referral
- Type of intervention provided

Theme data:

- Regular points of contention or problematic processes.
- Average days to closure

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ADVOCACY AND NAVIGATORS

Previously it was assumed that Navigators don't have a role in Conciliation and Review. This was due to the belief that Navigator presence within this space indicated that their function was to act as a legal representative, however the legal representative role aligns to that of an advocate rather than Navigator.

Over time, Navigators have stepped more frequently into the Conciliation and Review spaces due to the request of clients. This has been in the role of a support person.

During the course of Customer Centric Navigation Services project, we have learnt:

1. There is often a stigma around the term 'advocate', with the assumption that advocates can be litigious
2. Navigators *are* advocates who want to work in partnership with ACC and whom want to work towards seeking the best outcomes for ACC clients. This can be somewhat different to ACC's experience with some advocates outside of ACC.
3. A Navigator who demonstrates the qualities of an advocate should not be perceived as negative. Most Navigators practice 'healthy advocacy' that sits within productive, valuable boundaries
4. As long as the boundaries of what healthy discourse and advocacy for a Navigator remains clear, it can be both valuable and productive to have Navigators present if requested in Conciliation and Review spaces
5. These boundaries can be held in partnership between ACC and the Provider

It is our recommendation that Navigator roles include the ability to be present at Conciliation and Review if requested by the client. This can benefit the client as they can be confident that they have a support person who has the mental capacity to be present, understand their experience and provide relevant information if needed. This need is primarily a support role which is especially important when a client does not have natural supports.

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TESTING MATERIAL

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TESTING MATERIAL SUMMARY

This following pages contain visuals and materials we tested in the field or internally with our subject matter experts. They are not finalised products of any kind. The following pages are learnings from this project that future Navigation Service project teams working on the next service can refer back to. This allows for no double up in work, and reminder or what has been prototyped in the past.

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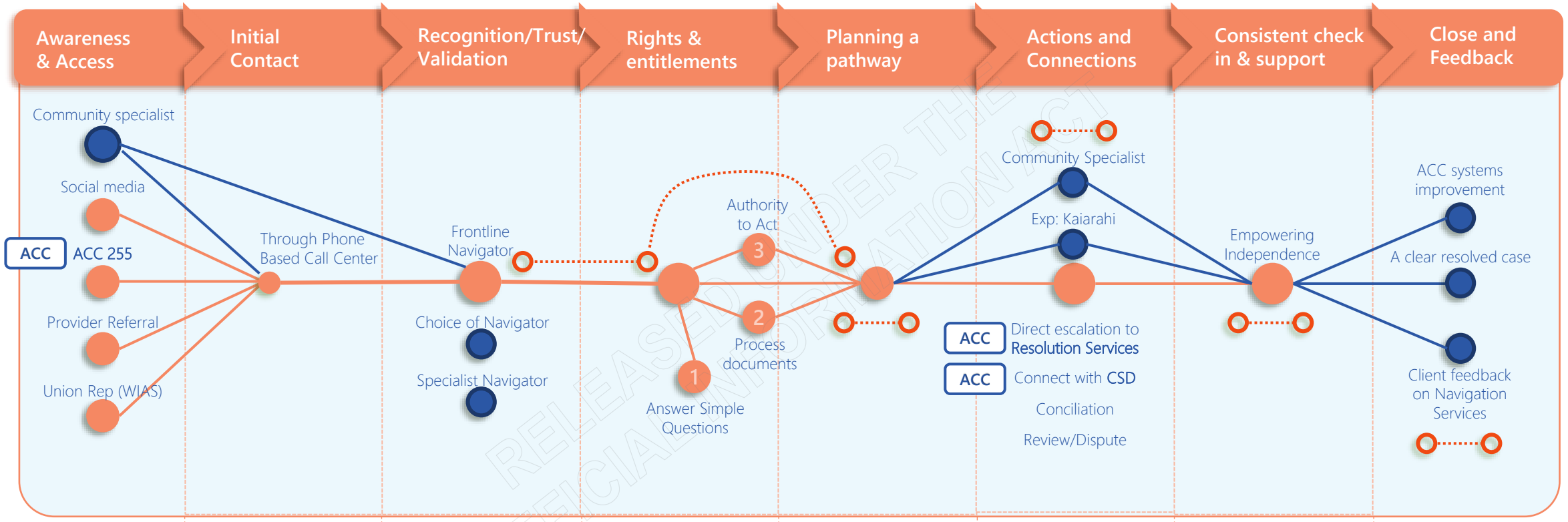
PROPOSED SERVICE MODEL TESTED (CONTINUED)



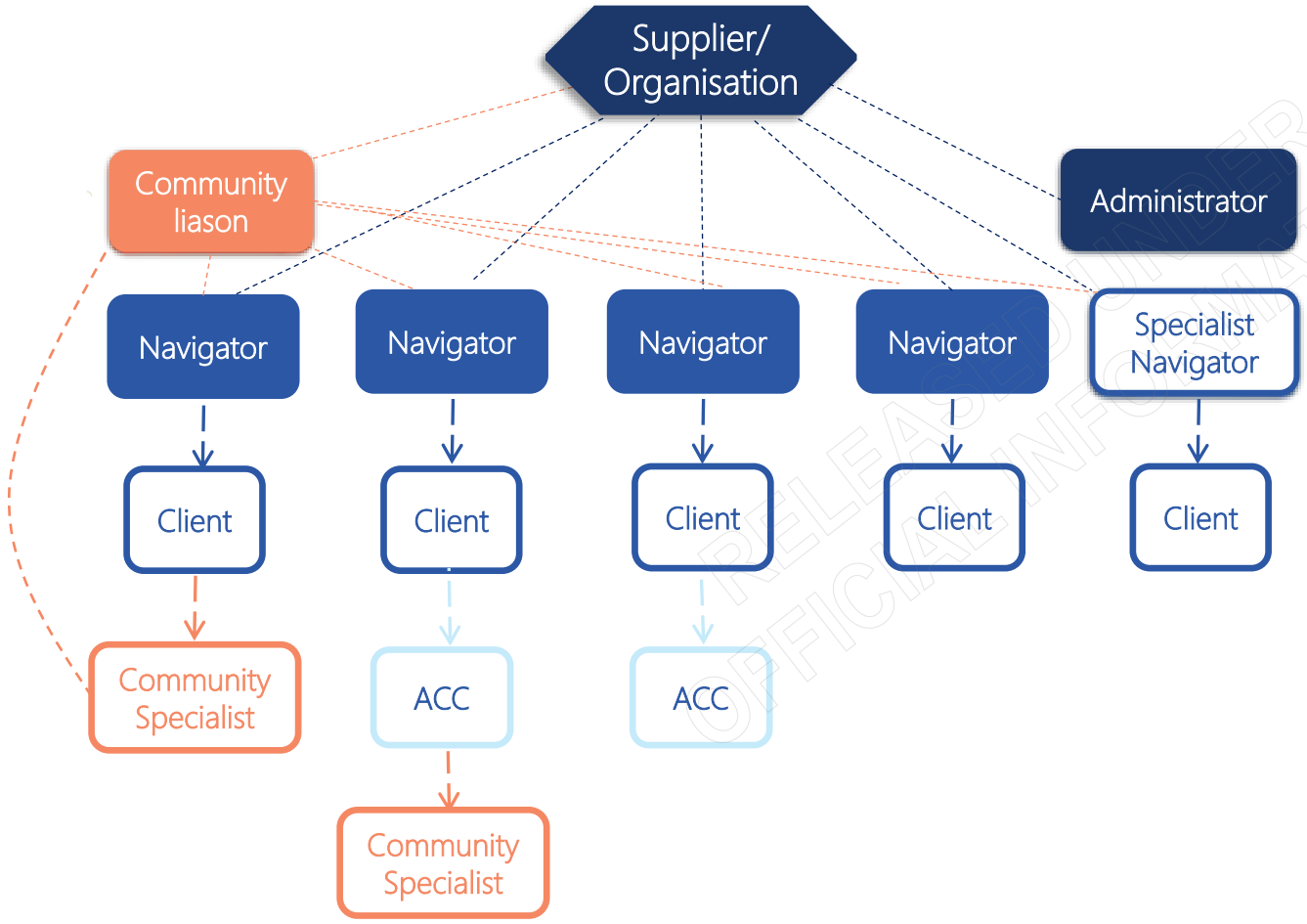
Community Specialist	(Content)	Specialist Navigator	(Content)	(Content)	Community specialist	(Content)	ACC systems improvement
.....	.....	.....	.....	.....	.....	.....	.....
		Choice			Exp: Kaiarahi		A clear resolved case
		.....			.....		.....
							Feedback on Nav Services
							.....

ACC *Points of interaction with ACC

*Data Gathering

*New Changes

PROPOSED SERVICE MODEL TESTED



Role Descriptions

Community Liaison

The Community Liaison acts as the community outreach and promotor of Navigation services. Previously this role looked more like a relationship manager but this was not deemed valuable as it would create a bottleneck between community relationships and Navigators. The role also acted as a non-operational member. It is now proposed that this role exists as a door to the service from fundamental community spaces.

Administrator

This role aimed to be a resource for completing reporting tasks required to fulfil contract requirements. It was removed as feedback stated that the role of reporting should not be so cumbersome that it needed additional FTE, and the focus should be on essential reporting.

Specialist Navigator

The Specialist Navigator is a role that has a significant amount of experience and/or training in areas that may provide a higher level of expertise; when a client may require this due to their injury, life circumstances and/or claim complexity. It is still undecided whether the roles of a specialist Navigators will provide value to the service.

Navigator

The main navigation service workforce, with a collaborative relationship between a community specialist and/or ACC frontline staff if needed is retained in the future model.

Supplier

The Provider role was in reference to an organisation or contract holder.

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GLOSSARY

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GLOSSARY

Specialist capability

In this context 'specialist capability' refers to specialist knowledge in relation to the identified client cohorts (Sensitive Claims, Elderly, Serious Injury, Brain Injury, Treatment Injury, Māori) as oppose to clinical specialist knowledge.

Providers & Suppliers

A Provider is a vendor or provider for ACC services (e.g. Practitioners) within a contract, and often sit under Suppliers. A supplier is the holder of ACC contracts, which may hold a range of ACC health and social services contracts. A supplier can sometimes provide healthcare/service under their own contract/agreement.

Kaupapa Māori

Māori approach, Māori topic, Māori customary practice, Māori institution, Māori agenda, Māori principles, Māori ideology - a philosophical doctrine, incorporating the knowledge, skills, attitudes and values of Māori society.

Community Liaison

The Community Liaison acts as the community outreach and promotor of Navigation services. It is a proposed role to be a relationship holder or door to the service from fundamental community spaces.

Intersectionality

The interconnected nature of social categorizations such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

Rongoā Māori

Traditional Māori healing that includes herbal remedies, physical therapies and spiritual healing.

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GLOSSARY

Feedback Mechanism

Data and insight channelled through digital processes to bring feedback and systems learnings to appropriate functions in the business.

Feedback Loop

Actions or feedback escalated from one participant to another with a confirmation/result reported and fed back to the original source. For example; actions or feedback escalated from Navigation Services through Resolution Services to Client Recovery/ACC Operations, is then confirmed and reported back to the initial Navigator for clarification.

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To	Emma Powell, Chief Customer Officer
Via	[redacted] Head of Customer Performance [redacted] Senior Portfolio Manager
From	[redacted] Senior Resolution Specialist [redacted] Manager Resolution Services
Date	7 July 2021
Subject	Approach to Navigation Services Contract Improvements

1 Purpose

1.1 This memo seeks your approval on the next steps and external engagement to progress the eight recommendations for service iteration one from the 'Customer Centric Navigation Services Key Recommendations Pack', attached as Appendix One.

2 Recommendations

2.1 It is recommended that you:

a) **Approve** ACC signalling to Way Finders and WIAS that we intend for their contracts to be extended after the current expiry in December 2021, subject to us agreeing a suitable contract variation for the renewal period.

b) **Approve** ACC confirming to Way Finders and WIAS that we are not intending to open tender for generalist or workplace navigation services for the term of that contract variation, but do intend to tender for specialist Māori Kaupapa services.

c) [s 9(2)(b)(ii)] [redacted]

d) **Agree** to a Procurement Plan being developed in consideration of recommendation one, (contract a Kaupapa Maori provider), which will outline the approach, engagement, timing and options for delivering this recommendation.

e) **Agree** to ACC engaging with current providers on recommendation 2 (increasing specialist capability) and recommendation 3 (test in-person offering) to determine feasibility and cost / benefit implications.

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f) **Note** if there are additional cost implications in trialling the in-person offering a formal Letter of Agreement will be drafted for your approval prior to any trial commencing.

g) **Note** ACC will also engage with current providers on recommendations 4 (test latent demand) and 5 (adjust KPIs) with a view to incorporate these aspects into the contract variation in December 2021.

h) **Note** recommendations 6, 7 and 8 are internal and will be progressed through BAU.

3 Current contracts

3.1 ACC has contracts with Way Finders and WIAS to provide Navigation Services. These were for an initial term of 18 months from 1 September 2019 to 30 June 2021. There are four two-year rights of renewal. Before the expiry in June the contracts were extended to 30 December 2021 (first 6 months of first renewal period), given the customer centric design project underway and not knowing at that stage the extent of improvements to be made.

3.2 Way Finders have staff on fixed-term contracts and both providers have requested certainty as to if the remaining 18 months on the renewal period will be approved. We consider it appropriate to indicate that it is our intention, subject to us working with both current providers over the coming months to agree a variation to the contract for that 18-month period.

3.3 In addition, we propose to inform both providers that we do not intend to tender for generalist or workplace services to take effect over the term of that contract variation, noting we reserve the right to amend this decision at any time during the life of the contract as per clauses Cl2.2 and Cl2.4 of our contract. However, it is our intention to tender for specialist Kaupapa Maori services.

4 Cost increase for Wayfinders

4.1 We will need to heavily engage with Wayfinders over the remainder of this year to determine the feasibility, and approach to incorporating recommendations 2 – 5 into the contract variation. This will include WayFinders providing data and reporting specialists as well as additional time from the Governance Board. Allowances for the data and reporting specialists were not included in the original funding model.

4.2 The navigation service continues to grow each month with pressure on staff to manage the client volumes. This will be considered as part of a new funding model for the contract variation, however this small increase for these 5 months will help with this immediate pressure.

4.3 The in-person trial detailed in recommendation 3 will require front line Navigators being available to those clients who require an in-person meeting/s. [redacted] [s 9(2)(b)(ii)] [redacted] Any additional costs associated with in-person trials will be covered in the Letter of Agreement.

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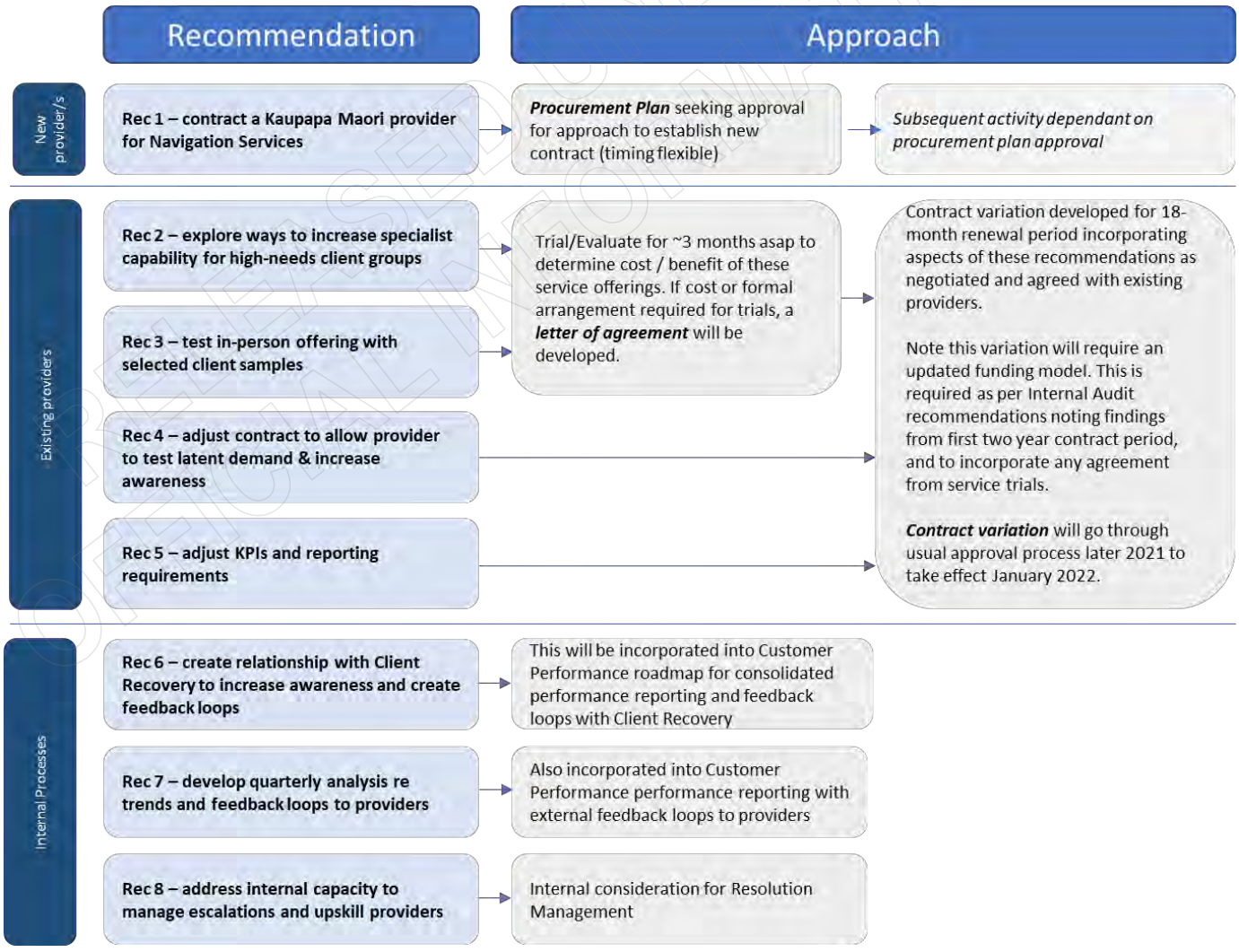
4.4 [s 9(2)(b)(ii)]

4.5 [redacted]

5 Discovery phase recommendations

5.1 The customer centric discovery project developed eight recommendations to incorporate into service iteration one to align with the contract variation in December 2021.

5.2 Below is our proposed approach to give effect to those recommendations. Further decision points are noted in ***bold*** (procurement plan, letter of agreement and contract variation).



5.3 The recommendations for service iterations two and three which were also developed as part of the design project, will be considered after the contract variation has been agreed and in place.

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6 Approval

Approved / Not Approved

Emma Powell, Chief Customer Officer

Appendix 1 – Navigation Services Key Recommedations Pack

Key Recommendations -

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Aide Memoire

Navigation Services

To	Hon Carmel Sepuloni, Minister for ACC	**Priority**	Medium
From	Emma Powell, Chief Customer Officer	**Reference**	GOV-014389
Date	8 October 2021	**Security rating**	In confidence

Purpose

1. This aide memoire provides you with information on the background, purpose, and future state of Navigation Services - the free, independent service designed to provide support for clients and their whānau to navigate and understand ACC systems and processes.

Dean Report

2. Navigation Services was established in 2019, in response to recommendations made by Miriam Dean QC, and to improve client experiences, trust, and confidence in the Scheme.

3. The Dean Report recommended ACC consider increasing funding to the existing free advocacy service (New Zealand Council of Trade Unions Workplace Injury Advocacy Service) and creating an advocacy service, modelled on the Health and Disability Commission Advocacy Service.

Initial suppliers

4. Prior to September 2019, New Zealand Council of Trade Unions Workplace Injury Advocacy Service supported 1,000 to 1,200 clients per year, specialising in workplace injuries.

5. ACC initially procured three suppliers to provide Navigation Services:
   - Way Finders (a company formed by the joining of Taikura Trust and Specialist Rehab Services (SRS)), to provide core/national services
   - WIAS (previously branded Work Injury Advocacy Service), to provide workforce specialist services
   - WOCA (Whānau Ora Commissioning Agency), to provide services for Māori.

6. In the 2019/20 financial year, Navigation Services helped 2,366 clients resolve issues quickly, and improved understanding of ACC systems and process with the intent of enabling independent navigation.

7. In October 2020, WOCA exited its contract early as it found its clients' needs were more complex and time-consuming for their Kaiārahi than expected; WOCA's exit was discussed with the Associate Minister around that time.

Internal audit findings

8. After the service had been operating for a year, ACC conducted an internal audit to assess the purpose, design, delivery, and impact upon customers and the wider resolutions system. The audit identified three broad themes.

9. *Designing a Navigation Service to meet customers' needs*

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At a high level, the Navigation Service was designed to meet customers' needs, but providers experienced issues enacting the services. The service specifications in the Request for Proposal (RFP) did not clearly articulate the intended simplicity of the service, meaning providers did not anticipate the level of complexity that clients would present (which was a contributing aspect to WOCA exiting). The audit report also highlighted that the specialist service requirements were not defined, as compared to 'core' services.

10. *Designing a Navigation Service to meet ACC's needs*

    The initial service design and procurement specifications aligned to ACC's strategic intent to improve customer experience and outcomes within legislative requirements. However, the cost benefits were not defined, service provider KPIs were unclear, reporting did not measure the impact of the service, and there was no formal feedback mechanism.

11. *Operating a Navigation Service*

    While there were compelling case studies on the difference the service was making for ACC's clients, more effective strategic oversight and monitoring in the first year of operations could have assisted in course-correcting service specifications, performance indicators, and reporting requirements.

12. All the recommendations from the internal audit were agreed to by ACC. Navigation Services continues to improve client journeys with an average customer satisfaction rating of 4.8 out of 5. Volumes between the two contracted suppliers also continue to trend upwards and all plans to improve the service's scope, capacity, and reach through community engagement are progressing positively.

13. We are aware of criticisms regarding the scope of the audit. It is worth noting this audit was commissioned by ACC, to explore how the Navigation Service had performed and inform the redesign project – this was not driven by the Dean Report and did not seek to respond to matters raised in that report. The scope was therefore as broad as necessary for ACC to understand performance and improvement needs of the Service.

Redesign work

14. To further mature the service, a redesign project started in March 2021; the purpose was to create a new or revised Navigation Services contract that met the needs of the core client groups, including Māori, with a measurable and workable operating model.

15. The project involved fieldwork with a range of current and potential Navigation Services clients, Navigation Service providers, members of Customer Advisory Panels, and ACC's Scheme Advisory Panel. In total, 49 people were spoken to via eight one-to-one interviews and 16 group workshops.

16. Overall, the research found Navigation Services is working well for most people using it, although there are opportunities to:
    - provide more specialist support
    - build awareness at a community level
    - improve the flow of information between ACC and providers.

17. The most significant gap identified is the absence of a Kaupapa Māori service, following the departure of WOCA.

18. Eight key actions are being implemented over the next six months to ensure a customer-centric, sustainable service. Actions relate to working with existing providers, Way Finders and WIAS, to increase specialist offerings and revise the contract specifications, performance indicators, and funding model.

19. Over the next two years, we will build outreach capacity and feedback mechanisms, based on measurements being identified through the eight key actions underway.

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Next steps

20. To address the need for a Kaupapa Māori navigation service, the core project team worked with Māori clients who had accessed the service, Māori clients who had never accessed the service, local iwi, Māori health providers, a network of kaumātua, and alongside members of ACC's Māori and Cultural Capability team.

21. As an output of the redesign process, ACC is seeking approval for a procurement approach to meet the needs of our Māori clients and address the need for a Kaupapa Māori Navigation service. Subsequent activities are dependent on approval of the procurement plan, anticipated to be agreed by the end of December 2021.

22. There is an opportunity for Navigation Services to be more visible in the community – promoting the services to vulnerable client cohorts and removing access barriers. This means greater connection with community groups who work with existing or potential clients and building relationships with organisations who often provide a 'navigation type service' for clients without funding and, in some cases, without specialist expertise.

23. Some customers are likely to also be engaged with other government support services (eg: Kāinga Ora or Ministry of Social Development); this provides an opportunity to consider how navigation could work across the system.

24. ACC officials are available to discuss the contents of this aide memoire with you, and we will keep you updated as this work progress.

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Navigation Services Audit Action Plan

	Summary of Recommendation	Outcome	Target Date	Completion Date
1.1a	Using the operating information gathered from the three service providers from the first year of service, determine whether the service design needs to be updated. This recommendation is linked to finding 1.2.a below.	OUTCOME: Achieved. DETAIL: After the audit results were released, a decision was made that ACC would take this recommendation a step further and undertake a full redesign of Navigation Services. This was based on feedback and proposals already submitted by the generalist provider Way Finders and the early exit of the Whanau Ora Commissioning Agency. Resolution Services engaged the help of the Customer Design Team to create a new or revised Navigation Services contract and service to meet the needs of the core client groups including Māori, that would be measurable with an executable operating model. This project commences in March 2021 and was concluded in June 2021. EVIDENCE: Navigation Services Redesign pack (detailing recommendations over three iterations)	30 Sep 2021	June 2021
1.2a	Using the operating information gathered from the three service providers from the first year of service, determine whether the Navigation Services service design needs to be updated to enable the intended reach to specific client cohorts. (This recommendation is linked to finding 1.1.a).	OUTCOME: Achieved. DETAIL: As above the ACC went beyond looking at the operating information and instead undertook a full redesign project. The following insights were obtained:	30 Sep 2021	June 2021

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		- The community wants Navigation Services to be more than a phone-based service to meet the needs of a diverse range of clients. - There is a need for communication and clear information about ACC and Navigation Services that could be shared with communities. - Communities need strong cultural and specialisation capability to meet the needs of Māori and complex client cohorts in a more holistic way. - There is a need for a human resource to communicate with the community and promote Navigation Services, but also be that doorway to accessing the service. As a result of these insights ACC has now approved the following: - Contract of Kaupapa Māori provider for Navigation Services (Recommendation # 1) - Prototype with generalist providers to explore ways to increase specialist capability for groups such as clients with literacy issues, elderly and those with brain injuries. (Recommendation # 2) - Test community or geographical segments with offering in-person Navigation Services (Recommendation # 3). - Adjust the contract in ways that allow providers to test latent demand for the service (Recommendation # 4). This will include the provision for a community liaison specialist whom will promotion Navigation Services within the community. <u>EVIDENCE:</u> Navigation Services Redesign pack (detailing recommendations over three iterations).		
1.2b	Based on the work performed under 1.2.a, determine whether there is a capability gap and whether ACC needs to go back to market to procure these specialist services.	<u>OUTCOME:</u> Achieved. <u>DETAIL:</u> [redacted]	30 Sep 2021	June 2021

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		The most significant gap identified in the redesign project was the absence of a Kaupapa Māori service following the departure of a specialist provider in late 2020. As a result of this research ACC has now approved the following: - Procurement of a Kaupapa Māori provider for Navigation Services. (Recommendation #1) EVIDENCE: Navigation Services Redesign pack (detailing recommendations over three iterations).		
1.2c	Ensure that any updated service specifications and specialist contracts that focus on providing Navigation Services for Māori and their whānau are co-designed with Māori.	OUTCOME: In progress. DETAIL: The overall redesign of Navigation Services was undertaken and co-designed with Māori. Throughout the journey the core project team worked with Māori clients who had accessed the service; Māori clients who had never access the service; local iwi; Māori Health providers; a network a kaumatua, and alongside members of ACC's internal cultural capability team. As an output of the redesign process ACC is committed to procuring new Kaupapa Māori Navigation Service provider (Recommendation # 1) The Resolution Services Team are committed to continuing to work alongside the right stakeholders to deliver a service in line with and embracing the ACC Kaupapa Māori Guidelines. This process will commence in August 2021. EVIDENCE: Navigation Services Redesign pack (detailing field work and design approach and outcomes).	31 Dec 2021	In progress.
2.2a	Resolution Services and Procurement should work together to develop KPIs that will measure the true performance and impact of Navigation Service. ACC	OUTCOME: [redacted] Achieved.	30 Sep 2021	September 2021

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	should consult with the service providers and consider their perspective.	DETAIL: The KPI's have now been agreed upon in consultation with the two providers who hold contracts. These KPI's were designed by Resolution Services with the input of Procurement and senior management. Procurement will include these KPI's in the contract due to take effect on the 1st of January 2022. EVIDENCE: Navigation Services Redesign pack (detailing proposed KPI's framework/focus areas).		
2.1a	Resolution Services, Procurement and Finance should work together to determine whether there are feasible benefit indicators that could be designed based on the data and information that can be collected.	OUTCOME: Achieved. DETAIL: From the beginning (2019) it was decided that it was challenging to put in place any defined KPI's that would measure the impact Navigation Services on individual claims. This was due to the mutual agreement that the providers independence and autonomy was considered an essential ingredient to their success, meaning for there to be trust from the client to approach Way Finders/WIAS for help there need to be a guarantee that there is absolutely no exchanging of claim data (outside of those few who need to provide written authorities to act). This notion was reaffirmed during the field work phase the Navigation Services redesign project. What we can consider is the impact Navigation Services has on individual cases who have provided an authority to act. This could be achieved through the provision for regular case studies submitted by Way Finders/WIAS detailing the impact of the interventions provided. The updated reporting requirements [redacted] above. (Recommendation # 5). These remain on target for 30 September 2021.	30 Sep 2021	June 2021

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		EVIDENCE: Navigation Services Redesign pack (detailing insights relating to independence).		
2.3a	Resolution services and Procurement should work together to develop reporting requirements that support the collection of data that will assist in measuring the impact of service, performance and benefits realisation. This should be done in conjunction with service providers and should consider whether reporting requirements on impacts and outcomes impact the service providers' independence.	OUTCOME: Achieved. DETAIL: The Navigation Service design team have worked alongside Procurement and consulted with the two providers (Way Finders and WIAS) to develop a reporting framework that collects: - Client demographics: allowing ACC to better understand the client cohorts choosing to engage with the service; the primary reason for their engagement and the space they are working with inside ACC. - Information to inform the provider performance against KPI's (e.g. Customer Satisfaction survey results, number of re-engagements, source of engagement/referral, type of intervention provided etc…) - Theme data: allowing ACC to better understand regular points of contention or problematic processes from a clients/advocate's perspective. ACC has now finalised the reporting requirements in line with the proposed framework (Recommendation # 5). Procurement will include these reporting requirements in the contract due to take effect on the 1st of January 2022. EVIDENCE: Navigation Services Redesign pack (detailing proposed reporting framework/focus areas).	30 Sep 2021	September 2021
2.3b	When developing the reporting requirements, determine whether there are data points that could be collected that can provide further insights into barriers to access and outcomes that Māori are experiencing.	OUTCOME: Complete. [redacted] DETAIL:	30 Sep 2021	June 2021

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		We have determined that the only data points that can be incorporated into reporting requirements <u>while</u> ensuring the independence of Navigation Services remains paramount are: *ACC intends to benchmark Navigation Services against the following:* • *Percentage of Maori within NZ (16.7%)* • *Percentage of Maori accessing ACC (percentage to be confirmed)* • *Percentage of Maori accessing Navigation Services (7.81%).* *ACC will also be requesting via monthly reporting the standard statistics (e.g. volumes, gender, primary reason for contact, intervention provided) be provided to reflect overall data for the month – with the addition of this data for Maori clients.* This information combined will allow ACC to track progress against a clear base line with any percentage increase indicating a reduction in access barriers. <u>EVIDENCE:</u> Nil		
1.1b	Update the assumptions on the cost per case and projected growth in case numbers and determine whether the funding model needs to be revised.	<u>OUTCOME:</u> Achieved. <u>DETAIL:</u> It has been determined that the funding model will need to be updated the reflect the new Navigation Service design offerings. Adjustments to funding have already been implemented – with the full model change to follow in time for the revised contract negotiations in November/December 2021.	30 Sep 2021	June 2021
2.4a	Utilise the existing feedback mechanisms within Resolution Services to communicate issues and improvement recommendations to Client Service Delivery.	<u>OUTCOME:</u> Achieved. <u>DETAIL:</u> [redacted]	30 Sep 2021	June 2021

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		Feedback from Navigation Services can now be submitted to the twice weekly Issues Management Team meeting attended by the Manager of the Customer Resolution Team. Furthermore, Resolution Services has established key stakeholder relationships within the team (e.g. Team Manager assigned to working with Client Recovery Lead, Team Manager assigned to working with Clinical Lead etc..). This has proven to be an efficient and effective way to communicate emerging trends or concerning feedback (that doesn't relate to a specific case) with the relevant business units enabling a complete feedback loop. EVIDENCE: Example of feedback being provided can be provided upon request.		
2.4b	Engage with Customer Insights and Experience to create a feedback mechanism to report the results of customer satisfaction surveys.	OUTCOME: Achieved. DETAIL: As part of the recommendations we have focused on two streams for feedback to the provided to the business. Individual feedback and grouped feedback that relates to processes, problematic practices and themes. To address the matter of individual feedback – Resolution Services have now signed onto and are part of Operations Frontline Feedback Tool which allows members of Resolution Services (who manage the Navigation Services escalations) to provide feedback to an individual managers about who a particular action or inaction has affected the clients journey with ACC. To address the matter of trend/theme related feedback Resolution Services will be utilising the newly designed Customer Insights feedback tool. This was designed by ACC's Customer Response Lead [redacted] and provides a structured feedback mechanism for the Customer Group to provide themed feedback and/or	30 Sep 2021	September 2021

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		results of Customer Satisfaction survey which can then be channelled into the correct stream with ACC – where the focus can be to turn insight into action. EVIDENCE: XX		
3.1a	Resolution Services and Procurement should agree on their combined approach to monitor the contract strategically.	OUTCOME: Achieved. DETAIL: Meeting held with Procurement [redacted] and agreed to Quarterly and Monthly meetings with each supplier. Roles within each meeting have been defined and standardised agendas have been set to ensure the quarterly meetings focus on overall performance, measurement against KPI's, continuous improvement and pipeline activities. EVIDENCE: Procurement training held late 2020 with 9(2)(a) [redacted] and [redacted] Email follow up to the meeting with supporting documentation available on request.	30 Mar 2021	March 2021.
3.1b	Procurement to provide advice on how and where contract management records need to be stored.	OUTCOME: Achieved. DETAIL: As above – Resolution Services has agreed on the appropriate storage of: - Contract information - Meeting agenda and minutes - Monthly/Quarterly and Finance reports from providers - Any other information relating to the management and performance of the provider.	30 Mar 2021	March 2021

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		EVIDENCE: All contract documents held in storage with Procurement, all other information held by Resolution Services in shared, restricted access drives.		

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[redacted]