

Strategic Relationship Management - External Stakeholders (Final)

ACC

July 2019



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Background and objectives

Background

- ACC is working towards improving the customer experience and outcomes through effective, ongoing commitment and mutually beneficial relationships with their key partners and providers.
- The purpose of this research is to understand key stakeholders' (both internal and external) experiences of the engagement so far, to provide a strong foundation for ACC's Strategic Relationship Management (SRM) approach and to identify areas for improvement going forward.
- This year the research included a workshop with key senior managers where key findings from the benchmark survey were shared. It was also reiterated that this research provided insight into how the strategic relationship management with ACC and key stakeholders was performing at a high-level and did not drill down into specific individual relationships.
- To help address this, the research this year also includes 10 depth interviews with key stakeholders that will follow the quantitative survey where more in-depth feedback on the relationship will be gathered.
- Some changes to the unstructured questions were made based on the feedback from workshop participants.

Objectives

The research objectives are to measure and track:

- How well ACC engages with stakeholders.
- How well ACC's engagement principles are realised.
- How effective current levels of engagement are.
- What is working well.
- What can be improved.

Methodology – online census of all external stakeholders

Fieldwork

Fieldwork was conducted from the 4th June to 18th July 2019.

451 invites were sent out to external stakeholders and 183 completed the survey.

The margin of error for a sample size of 183 for a 50% figure at the confidence level of 95% is $\pm 5.5\%$.

The online survey for the Strategic Relationship Management external survey was hosted using the Voxco Survey platform.

This survey was a repeat of the 2018 ACC external stakeholder survey, with alterations to open ended questions.

The following questions were replaced in the 2019 survey:

- *What are they key things that ACC can do to improve engagement with your organisation?*
- *What is ACC doing well?*

With:

- *Thinking about things that ACC can do to improve engagement with your organisation; What ACC should **stop** doing?*
- *Thinking about things that ACC can do to improve engagement with your organisation; What ACC should **start** doing?*
- *Thinking about things that ACC can do to improve engagement with your organisation; What ACC should **continue** doing?*

Reporting notes

Reporting notes:

This survey used five-point scales for some questions. When reporting the data from these questions, we generally report on the sum of 1+2 (the positive end of the scale), 3 is considered the midpoint (those with a more neutral view or no feeling either way) and 4+5 (the more negative view).

- For example, on a 1 to 5 agreement scale 1+2 are the people who agree on the topic and 4+5 are those who disagree on the topic.
- On the tables and charts, numbers/areas in red represents indicatively lower figures from the overall and blue represents indicatively higher figures from the overall.

In this report, results are presented in percentage form. However, when comparing results between different teams, please consider that the small sample size of each team may distort a result of a specific team from the overall sample. Due to the small sample sizes of each sector, results must be considered as indicative.

Note on rounding:

All numbers are shown rounded to zero decimal places. Hence, specified totals are not always exactly equal to the sum of the specified sub-totals. The differences are seldom more than 1%.

- For example: $2.7 + 3.5 = 6.2$ would appear: $3 + 4 = 6$

Opportunities

Findings in this research suggest that external stakeholder satisfaction with regards to certain aspects of the relationship and engagement with ACC, has remained steady or in some areas declined during the past year.

The restructure within ACC is considered a disturbance for relationship building and this has had an effect on relationship management and building.

Specific opportunities for improvement include:

- Better communication among stakeholders and incorporation of stakeholders in strategic discussions early on.
- Targeting improvements on balancing the needs of ACC with understanding and acknowledging stakeholder perspectives and views, both of which are key for developing trust-based and true partnership relationships.
- Increased focus on improving relationships with professional health bodies and other health service providers.

Findings also suggest that relationships with Government stakeholders and DHBs have improved, which was an area for improvement identified in the 2018 research.

In terms of increasing satisfaction across all stakeholder groups, opportunities exist across **three key areas** and are similar to those suggested in 2018:

- More and improved collaboration, including:
 - More consistent team effort and approach.
 - Working more closely and building more enduring relationships with relationship managers.
- Engagement and communication:
 - More regular meetings and workshops. Ideally, these should focus on productive face to face or personal engagements to help build enduring – trusting and collaborative – relationships, especially after losses of known ACC personal/ staff.
 - More feedback; when stakeholders ideas and suggestions are sought and/ or given, these need to be followed up, acknowledged and distributed so that stakeholders feel their contribution is valued.
 - More information – specifically regarding ACC contacts and around contracts/tenders.
 - Consistency in information/feedback and staff to support improved communication.
- Well thought out and collaborated strategic planning and alignment of goals.

Overall key findings

Overall satisfaction with ACC

A similar proportion of stakeholders to 2018 were satisfied with:

- Their understanding of ACC's role in supporting New Zealanders who experience injury through an accident (76%, down 4%).
- Their relationship with their ACC relationship manager (64%, down 2%).
 - NGO/Community stakeholders (n=34) were more likely to be satisfied with their relationship.
 - All non-health service providers (n=8) were satisfied with their relationship.

There was a significant decline (down 13%) in stakeholders who thought their relationship with ACC in the last 12 months was getting better (31%).

- 49% (up 6%) said their relationship has been about the same
- 15% (up 4%) said it is getting worse.

More collaboration/team effort was the main improvement external stakeholders suggested. Additionally stakeholders suggested:

- More communication/regular meetings, strategic planning/aligning goals across organisations, more engagement and feedback and working with relationship managers/building relationships.

Overall Engagement

A majority of the stakeholders were positive towards their engagement with ACC. Statements relating to relationship expectations and trust remained steady.

- 64% (down 3%) agreed they knew what to expect in their relationship.
- 60% (down 6%) agreed they have a trust-based relationship.

The proportion of those that agreed they were kept informed about issues that are important to their organisation, however, dropped compared to 2018,

- 50% (down 8%) agreed they were kept informed about issues that are important to their organisation.

Across all three statements the changes in agreement has occurred due to more stakeholders in 2019 shifting to a more neutral or unsure stance. Disagreement across all three statements were relatively similar to 2018.

External stakeholders who did not feel they were informed about issues that are important to their organisation, declared they would be most interested in receiving information from ACC about:

- Contracts/tenders
- Information on ACC contracts
- Future strategic direction
- Outcomes/feedback

Overall key findings (continued)

Key engagement attributes

Four key attributes remained relatively steady compared to 2018 with two recording a majority agreement rating:

- 67% (up 3%) agreed their ACC contacts do what they say they will do.
- 56% (down 4%) agreed they work together to address and solve problems and issues.
- 49% (down 5%) ACC is easy to engage with
- 37% (down 4%) agreed ACC is consistent in its messaging and behaviour.

Three of the seven key engagement attributes, however decreased in agreement ratings from 2018.

- 46% (down 11%) ACC engages proactively with me.
- 47% (down 10%) agreed their relationship is based on clear objectives.
- 57% (down 7%) agreed that their opinion is valued and listened to.

Satisfaction with engagement

A majority were satisfied their engagement with ACC was a good use of their time and effort (56%, down 4%) and was effective, meeting expected outcomes (54%, down 6%). These ratings were similar to 2018.

A smaller proportion of stakeholders this year were satisfied that the engagement supported the delivery of their organisation's business objectives compared to 2018 (47%, down 9%).

- This was mainly a result of more respondents in 2019 declaring a neutral or unsure response (30%, up 6%).

When asked to think about things ACC can do to improve engagement with their organisations, stakeholders think ACC should stop:

- Restructuring/losing staff
- Being inconsistent/differing feedback

ACC should start:

- Working collaboratively with other providers/agencies
- Building and maintaining relationships
- Improving communication

Stakeholders made similar suggestions for things ACC should continue doing, including collaborating with partners and building and maintaining relationships.

Overall key findings (continued)

Levels and types of engagement

The majority of stakeholders, and a similar proportion to 2018 (79%, up 1%), said the amount of engagement with their relationship manager was about right.

- There was a significant decline from 2018 in the proportion of those who said the amount of contact with executive team members was about right 55% (down 11%) and those who said it was too little rose 8% to 32%.
- Personal touch to communication was considered to be important to develop and sustain a relationship and perhaps, more important in wake of staff changes / turnover within ACC and a loss of personal relationships.
 - A clear majority declared that formal face-to-face (90%, no change) and telephone (84%, up 2%) were important.
- A slightly lower proportion compared to last year thought written communication (82%, down 8%) was important to develop and sustain a relationship.

- Attendance at external seminars and workshops was considered the least important (47%, down 5%) type of engagement.
- Sharing information collaboratively was the main reason for contacting ACC. This is further evidence that collaboration is a key component of relationship building.

Basis of the relationship

- The compilation of the stakeholder sample was similar to 2018:
- **Injury prevention initiatives profile** – There was a significant increase (29%, up 9%) of stakeholders who feel the relationship is hampered by ACC's needs and priorities.
 - The lack of collaboration was also identified by stakeholders with injury prevention initiatives profile. There was a significant decline in those who said their relationship is based on open and transparent information (down 13% to 41%).
- Relationship attributes for stakeholders with a **commercial profile** and a **common policy profile** remained relatively similar to that recorded in 2018.

Summary of key changes and stakeholder suggestions

Significant changes

	2019	2018	Change
Overall relationship	%	%	%
Reflecting on the last 12 months, overall do you think your relationship with ACC has been getting better ?	31	44	↓ 13
Overall engagement			
Agreed they were kept informed about issues that are important to their organisation	50	58	↓ 8
Engagement attributes			
- Opinion is valued and listened to	57	64	↓ 7
- Relationship is based on clear objectives	47	57	↓ 10
- ACC engages proactively with me	46	57	↓ 11
Satisfaction with engagement			
Satisfaction that engagement supported the delivery of their organisations business objectives.	47	56	↓ 9

Stakeholder Improvements/ suggestions

Improvements and what stakeholders want
Areas to work on
<ul style="list-style-type: none"> - Collaboration/team effort - Building and maintaining relationships - Improving communication
Areas which should stop
<ul style="list-style-type: none"> - Being inconsistent/differing feedback - Restructuring/losing staff
Wanted information
<ul style="list-style-type: none"> - Contracts/tenders - Information on ACC contacts - Future strategic direction - Outcomes/feedback

Overall satisfaction with ACC



Key findings

Overall satisfaction with ACC

- Satisfaction with understanding of ACC's role in supporting New Zealanders and the relationship with the ACC has remained relatively steady compared to 2018.
 - Around three quarters (76%, down 4%) of stakeholders were satisfied with their understanding of ACC's role in supporting New Zealanders who experience injury through an accident.
 - Around two thirds (64%, down 2%) were satisfied with their relationship with the ACC relationship manager.
 - NGO/Community stakeholders (n=34) were more likely to be satisfied with their relationship (82%).
 - All non-health service providers (n=8) were satisfied with their relationship.
- A concern this year was a significant decline in those who said their relationship has been getting better in the last 12 month.
 - Less than a third (31%, down 13%) said their relationship has been getting better.
 - Forty nine percent (up 6%) said their relationship has been about the same, 15% (up 4%) said it is getting worse and 5% (up 4%) were unsure.

- This year there was a significant rise in those who cited more collaboration/team effort as the main opportunity for improvement. Just under a third (31%, up 15%) cited this as the main opportunity for improvement.
 - Other ideas included: more communication/regular meetings (20%, up 3%), strategic planning/aligning goals across organisations (19%, up 13%), more engagement and feedback (17%, down 2%) and working with relationship managers/building relationships (16%, up 8%).

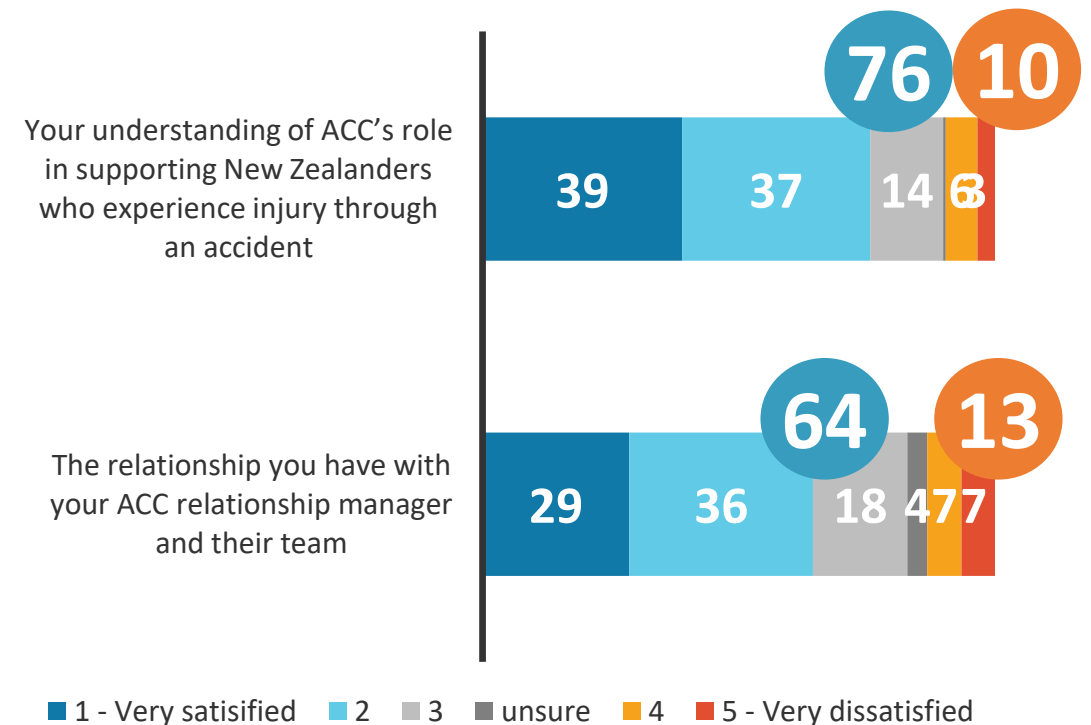
Key insights

- The proportion of stakeholders who think that their relationship with ACC in the past year is getting better has decreased.
- A greater proportion of stakeholders feel ACC should collaborate more/work together with them in order to improve ACC services.
- Stakeholders' satisfaction with the relationship they have with their ACC relationship manager has remained relatively static compared to 2018.

Understanding of ACC's role and relationship rating

- Around three quarters (76%) of stakeholders said they were satisfied with their understanding of ACC's role in supporting New Zealanders who experience injury through an accident. Satisfaction remained relatively steady compared to 2018 (down 4%).
 - 1 in 10 (no change from 2018) stakeholders declared they were dissatisfied and 14% (up 4%) were either neutral or unsure about their relationship.
- Just under two thirds (64%) declared they were satisfied with their relationship with the ACC relationship manager and their team. Satisfaction was steady compared with 2018 (down 2%).
 - There was a decline in stakeholders who declared dissatisfaction (13%, down 6%) with their relationship. The drop in dissatisfaction resulted in an increase of those who were neutral or unsure (22% up 6%).
 - **Demographic differences were:**
 - NGO/Community stakeholders were slightly more likely to declare satisfaction (82%).
 - All non-health service providers said they were satisfied with their relationship with ACC.

Q Please rate your relationship with ACC and your understanding of ACC overall?



Base: All respondents (n = 183)

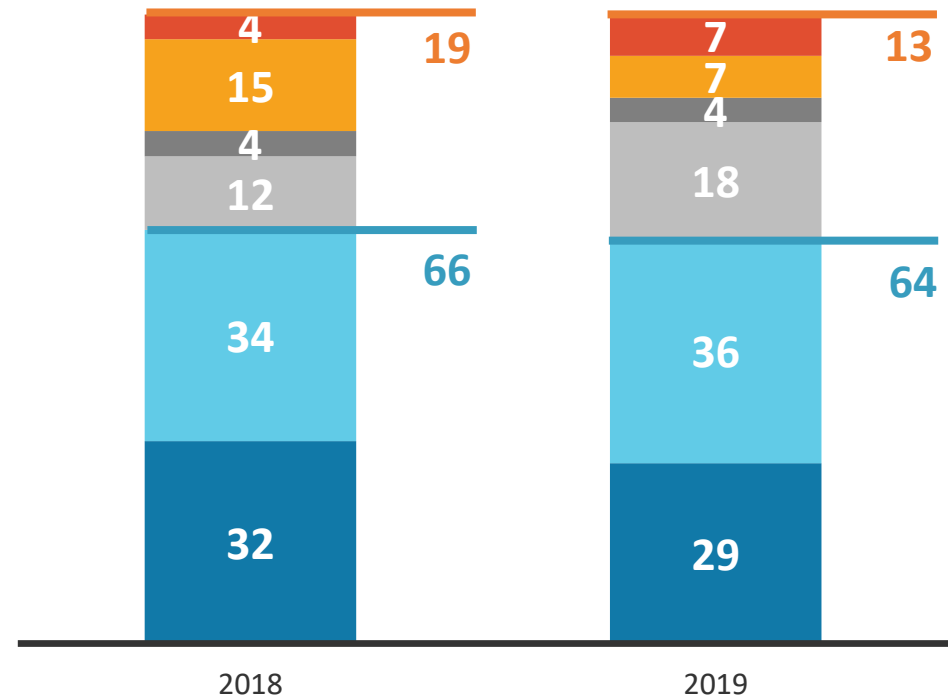
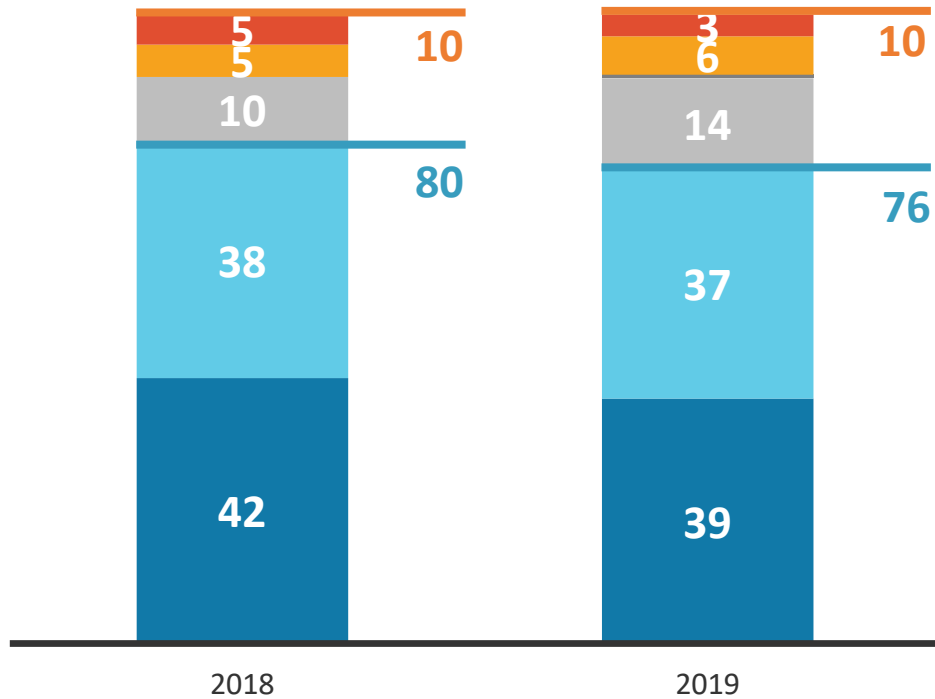
Understanding of ACC's role and relationship rating- tracking



Please rate your relationship with ACC and your understanding of ACC overall?

Your understanding of ACC's role in supporting New Zealanders who experience injury through an accident

The relationship you have with your ACC relationship manager and their team



■ 1 - Very satisfied ■ 2 ■ 3 ■ Unsure ■ 4 ■ 5 - Very dissatisfied

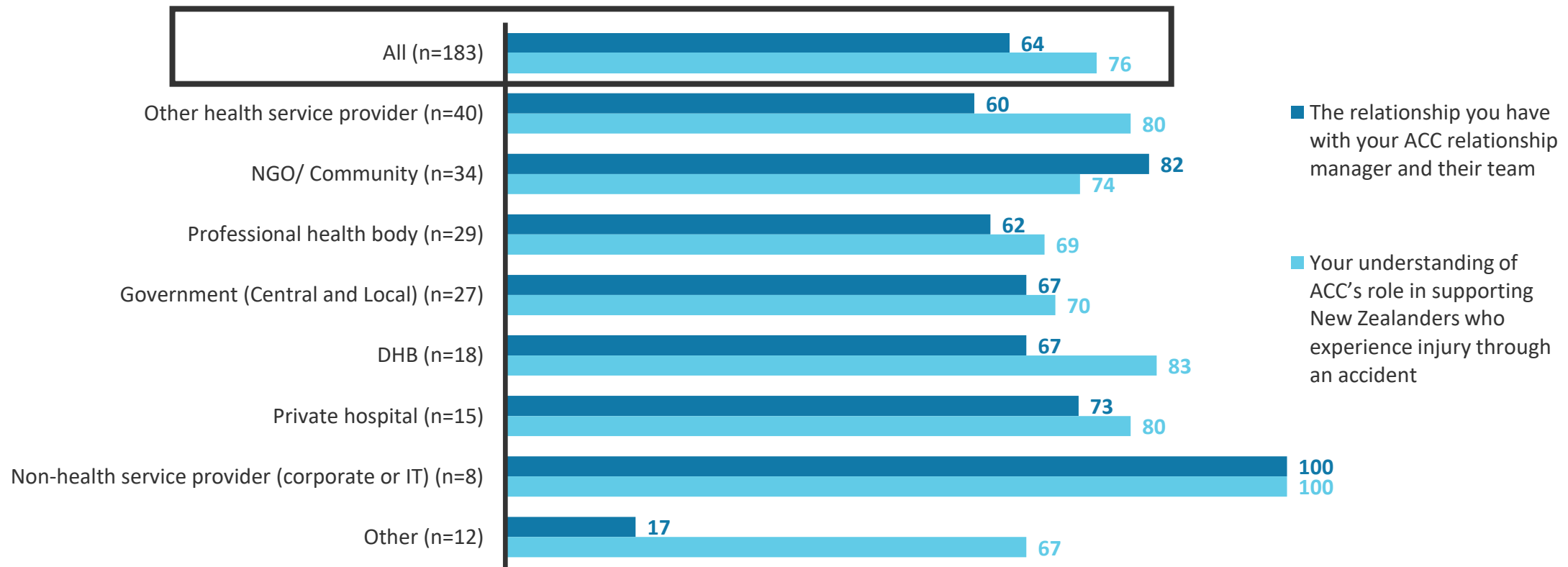
Base: All respondents (n = 183)

Understanding of ACC's role and relationship rating – demographics (2019)



Please rate your relationship with ACC and your understanding of ACC overall?


Satisfaction (1 – Very satisfied + 2)

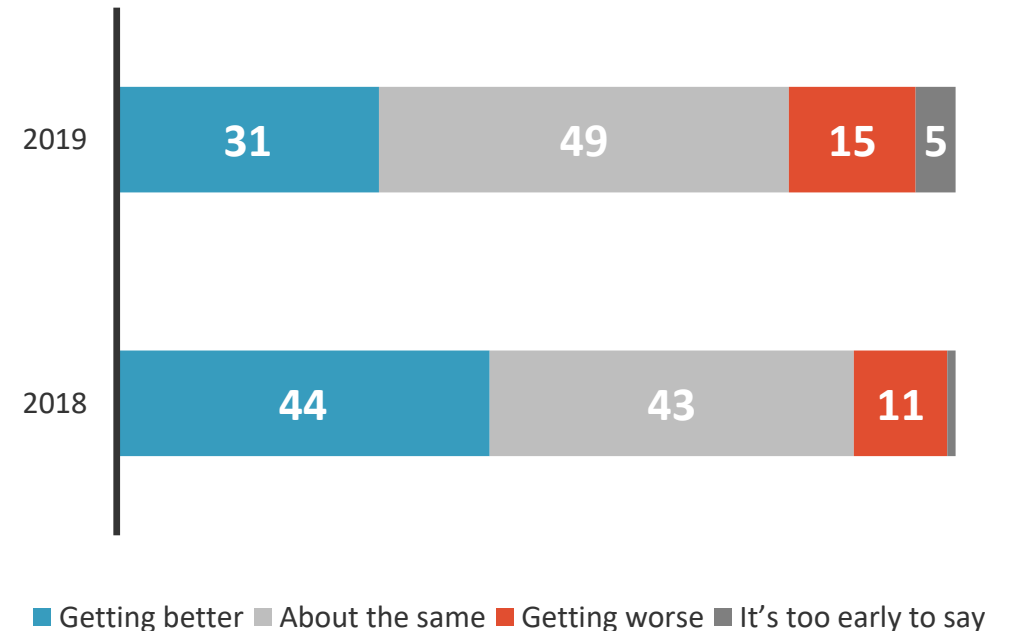


Base: All respondents (n = 183)

Relationship in the last 12 months

- A significant decline was recorded for those who said their relationship with ACC was getting better over the last 12 months.
 - Less than a third of stakeholders (31%) felt their relationship with ACC was getting better. This is down 13% from last year.
 - Under half (49%, down 6%) said it was about the same, 15% (up 4%) felt it was getting worse and 5% (up 5%) were unsure.
- **There were no differences across the stakeholder sectors.**

 *Reflecting on the last 12 months, overall do you think your relationship with ACC has been?*

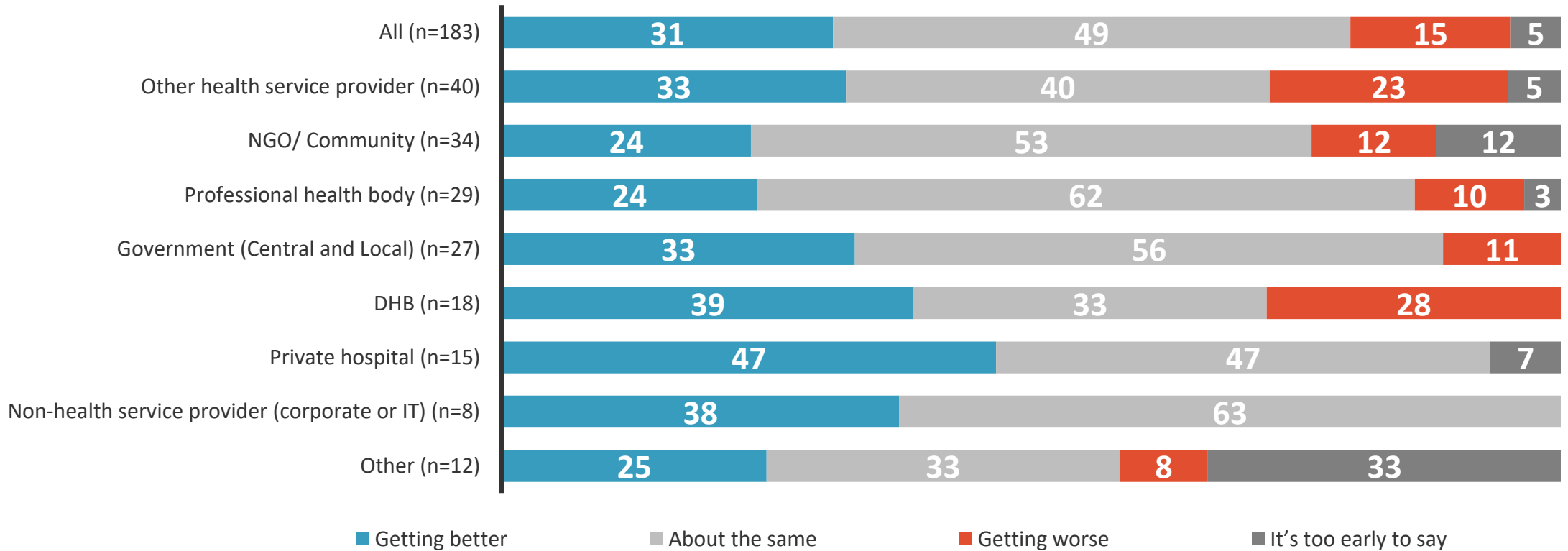


Base: All respondents (n = 183)

Relationship in the last 12 months – demographics (2019)



Reflecting on the last 12 months, overall do you think your relationship with ACC has been?



Base: All respondents (n = 183)

Opportunities to improve ACC services

Those who cited more collaboration/team as an opportunity rose by 15% this year. 31% of stakeholders mentioned this as an opportunity

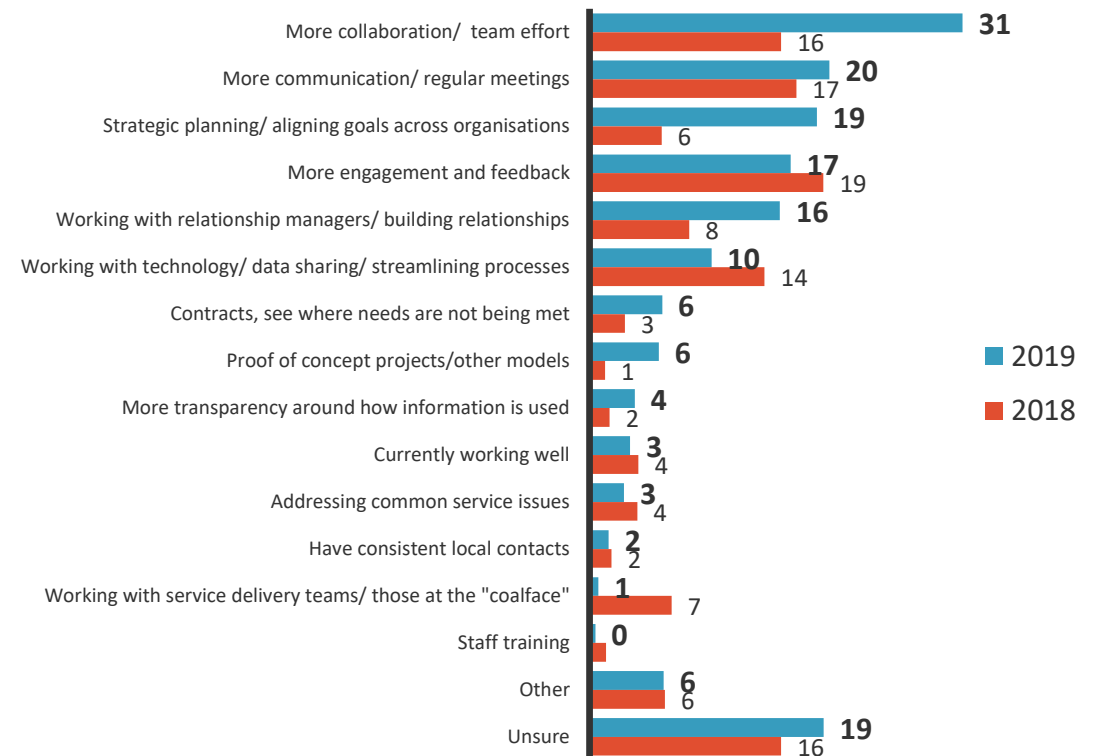
Other opportunities for greater collaboration with ACC to improve the delivery of ACC services include:

- More communication/regular meetings and strategic planning/aligning goals across organisation were mentioned by 20% (up 3%) and 19% (up 13%) of stakeholders, respectively.
- 17% (down 2%) cited more engagement and feedback, followed by 16% (up 8%) who mentioned working with relationship managers/building relationships.

All other opportunities were cited by 1-10% of stakeholders.

Around a fifth (19%, up 3%) of stakeholders were unsure of opportunities to improve delivery of ACC services.

What opportunities do you see for greater collaboration with ACC to improve the delivery of ACC services?



All respondents; multi response question

Opportunities to improve ACC services - verbatims



What opportunities do you see for greater collaboration with ACC to improve the delivery of ACC services?

More collaborations/team effort (31%)	More communication/regular meetings/ workshops (20%)	Strategic planning/align goals across organisations (19%)
<p>“There is scope to truly involve people with industry expertise in the design of any new services/service delivery models. More, smaller, bespoke working parties would potentially produce better outcomes than the wide-ranging approach that is currently taken (although I understand this is sensitive for many).” – <i>Other health service provider</i></p> <p>“More support with collaboration of providers in the same region with the same contracts.” – <i>NGO/Community</i></p> <p>“Work with DHB’s to develop programmes that support patients to return to work or access services.” – <i>DHB</i></p> <p>“More collaborative consultation with the AEP team.” – <i>Professional health body</i></p>	<p>“Workshops - surveying providers on how specific contracts are going.” – <i>DHB</i></p> <p>“Improving consistency and clarity around interpretation of ACC rulings.” – <i>Professional health body</i></p> <p>“ACC IP instigating a meeting with management for planning purposes. Better level of communication.” – <i>Government (Local and Central)</i></p> <p>“Continue to liaise closely and have open communication. Outcome based measures agreed.” – <i>Private hospital</i></p>	<p>“Strengthen the broader primary care sector.” – <i>Government (Local and Central)</i></p> <p>“Keep engaging with providers in a transparent way. We are all in it together to help patients, needs to be a win /win for every stakeholder.” – <i>Professional health body</i></p> <p>“Resume having access to ACC staff based in DHB's to assist patients.” – <i>DHB</i></p> <p>“Extend the continuum of care for mental health clients with IOP and inpatient services,” – <i>Other health service provider</i></p>

Selection of quotes

Engagement attributes



Key findings

Overall engagement

Majority of the stakeholders were positive towards their engagement with ACC. The proportion of those that agreed they were kept informed about issues that are important to their organisation dropped compared to 2018, whereas the statement relating to relationship expectations and trust remained steady.

- 64% (down 3%) agreed they knew what to expect in their relationship.
- 60% (down 6%) agreed they have a trust-based relationship.
- 50% (down 8%) agreed they were kept informed about issues that are important to their organisation.
 - Stakeholders in the private hospital sector were more likely to agree that they knew what to expect in their relationship and that their relationship is trust-based.

Across all three statements the changes in agreement has occurred due to more stakeholders in 2019 shifting to a more neutral or unsure stance. Disagreement across all three statements were relatively similar to 2018.

Among the 19% of stakeholders who felt they were not informed about issues that are important to their organisation (n=39):

- 23% (up 7%) said they would be most interested to see information about contracts/tenders,
- 22% (up 17%) information on ACC contacts,
- 18% (down 2%) future strategic direction; and,
- 18% outcomes/feedback.

Key insights

- Agreement with the statement relating to stakeholder's being informed has decreased but a slim majority still agree.
- A greater proportion of stakeholders this year would like to see more information on contracts/tenders.
- More stakeholders would also like to see more information on ACC contacts.

Key findings continued

Key engagement attributes

Three of the seven key engagement attributes decreased in agreement ratings from 2018.

- 57% (down 7%) agreed that their opinion is valued and listened to.
- 47% (down 10%) agreed their relationship is based on clear objectives.
 - Non-health service providers were more likely to agree.
- 46% (down 11%) ACC engages proactively with me

Four remaining key attributes remained relatively steady with two recording a majority agreement rating:

- 67% (up 3%) agreed their ACC contacts do what they say they will do.
- 56% (down 4%) agreed they work together to address and solve problems and issues.
 - DHB stakeholders were more likely to agree.
- 49% (down 5%) ACC is easy to engage with
- 37% (down 4%) agreed ACC is consistent in its messaging and behaviour.
 - Private hospital stakeholders were more likely to agree that ACC is easy to engage with whereas non-health service providers were more likely to agree ACC is consistent its messaging and behaviour.

Key insights

- Agreement with three of the seven key engagement attributes decreased in 2019.

Key findings continued

Satisfaction with engagement outcomes

- Over half of the stakeholders were satisfied that their engagement with ACC was a good use of their time and effort (56%) and that it was effective, meeting expected outcomes (54%). Both outcomes of engagement were relatively steady compared to 2018 down 4% and 6% respectively.
 - All non-health service providers (n=8) felt satisfied that the engagement with ACC was effective and met expected outcomes.
- A significant drop in satisfaction was recorded for engagement supporting the delivery of their organisations business objectives (47%, down 9%).
 - This was mainly a result of more respondents in 2019 declaring a neutral or unsure response (30%, up 6%).
- Similar levels of dissatisfaction were declared across the three engagement attributes and are similar to 2018.

Suggestions for improvements

- Stakeholders' main suggestions regarding actions ACC should stop doing were restructuring/losing staff (12%) and being inconsistent/differing feedback (10%).
- Working collaboratively with other providers/agencies (37%) was the stakeholders' main suggestion for ACC to start taking actions on.
 - Other suggestions included building and maintain relationships (25%) and improving communication (22%).

- Collaborating with partners (19%), building/maintaining the relationship (16%) were stakeholders' main suggestions for ACC to continue doing, along with engaging with stakeholders (15%).

Key Insights

- Satisfaction with engagement outcome resulting in support for delivery of stakeholder's organisation business objectives declined this year to below a majority (47%).
- Dissatisfaction with all three areas of engagement remained relatively steady. However, the neutral and unsure responses increased in 2019, which resulted in decreased satisfaction. This does not necessarily mean stakeholders are dissatisfied, but they are less satisfied than a year ago and should be monitored.
- Restructuring is viewed as having had a negative impact on stakeholder engagement and they want ACC to stop this.
- Collaboration and maintaining relationships are areas ACC should initiate and continue doing.

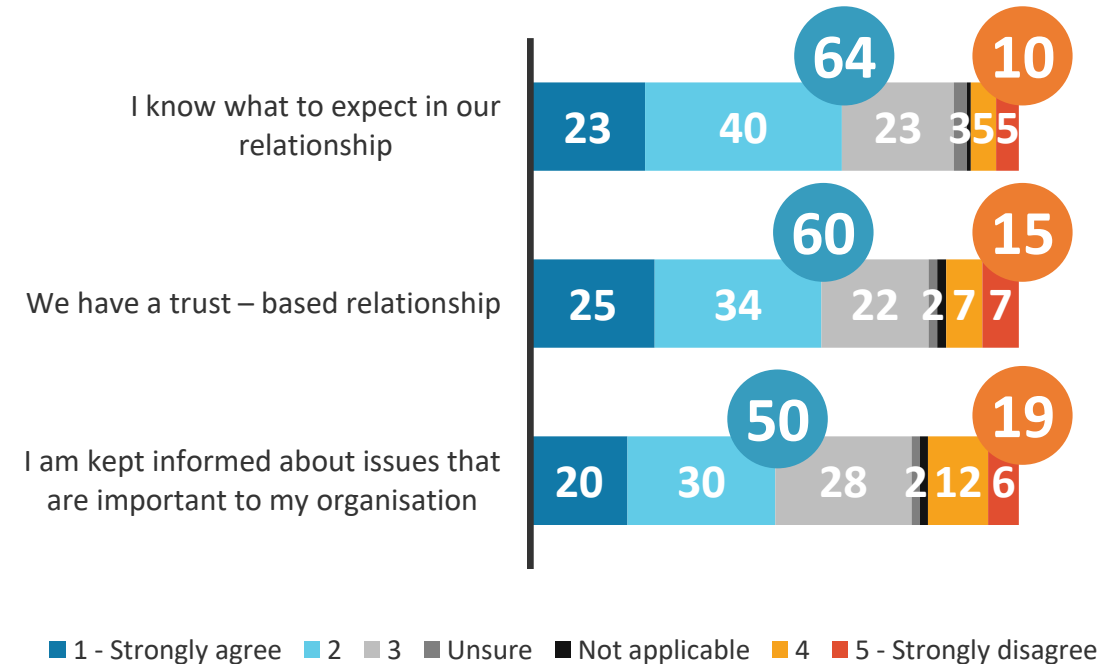
Engagement with ACC relationship manager and their team

- ‘I know what to expect in our relationship’ recorded the highest agreement level of the three engagement related statements tested. Close to two thirds (64%) agreed with this statement steady with last years rating of 67%.
 - 1 in 10 (down 2%) of stakeholders disagree with this statement, 26% (up 6%) were either neutral or unsure and 1% said not applicable.
- The statement ‘we have a trust-based relationship’ was agreed up on by 60% (down 6%) of stakeholders. Fifteen percent (up 2%) disagreed, 24% (up 4%) were neutral or unsure and 1 percent was not applicable. Agreement was similar to 2018.
- Half of the stakeholders agreed they have been kept informed about issues that are important to their organisation; 19% (down 2%) disagreed, 30% (up 9%) were neutral or unsure and 1% said not applicable. Agreement dropped 8% from 2018.
- Across all three statements the changes in agreement has occurred due to more stakeholders in 2019 shifting to a more neutral or unsure stance. Disagreement across all three statements were relatively similar to 2018.

Demographic differences:

- Stakeholders in the private hospital sector was more likely to agree that they knew what to expect in their relationship (93%) and their relationship was trust-based (87%).

Q How much do you agree with the following statements relating to your overall engagement with your ACC relationship manager and their team?

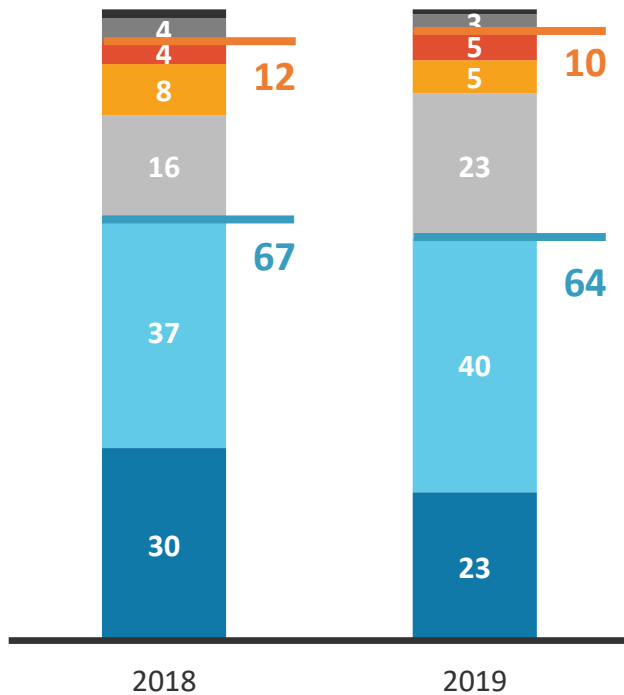


Base: All respondents (n = 183)

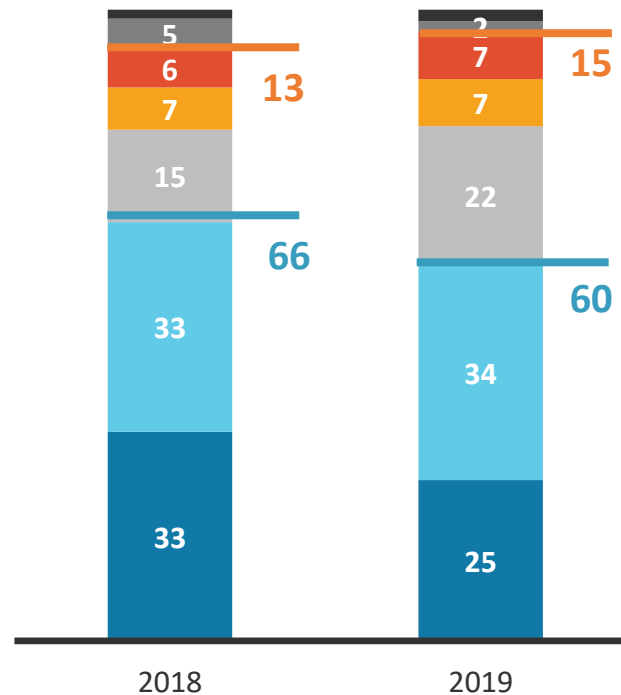
Engagement with ACC relationship manager and their team - tracking

 How much do you agree with the following statements relating to your overall engagement with your ACC relationship manager and their team?

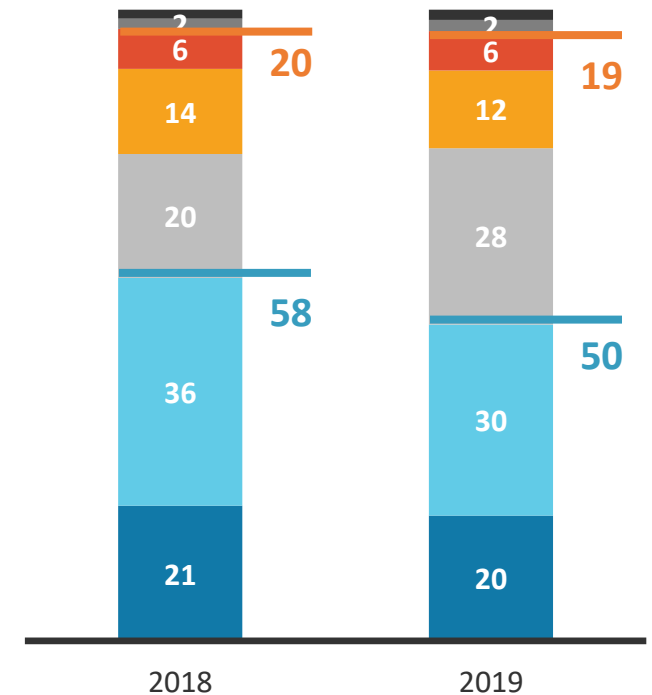
I know what to expect in our relationship



We have a trust – based relationship



I am kept informed about issues that are important to my organisation



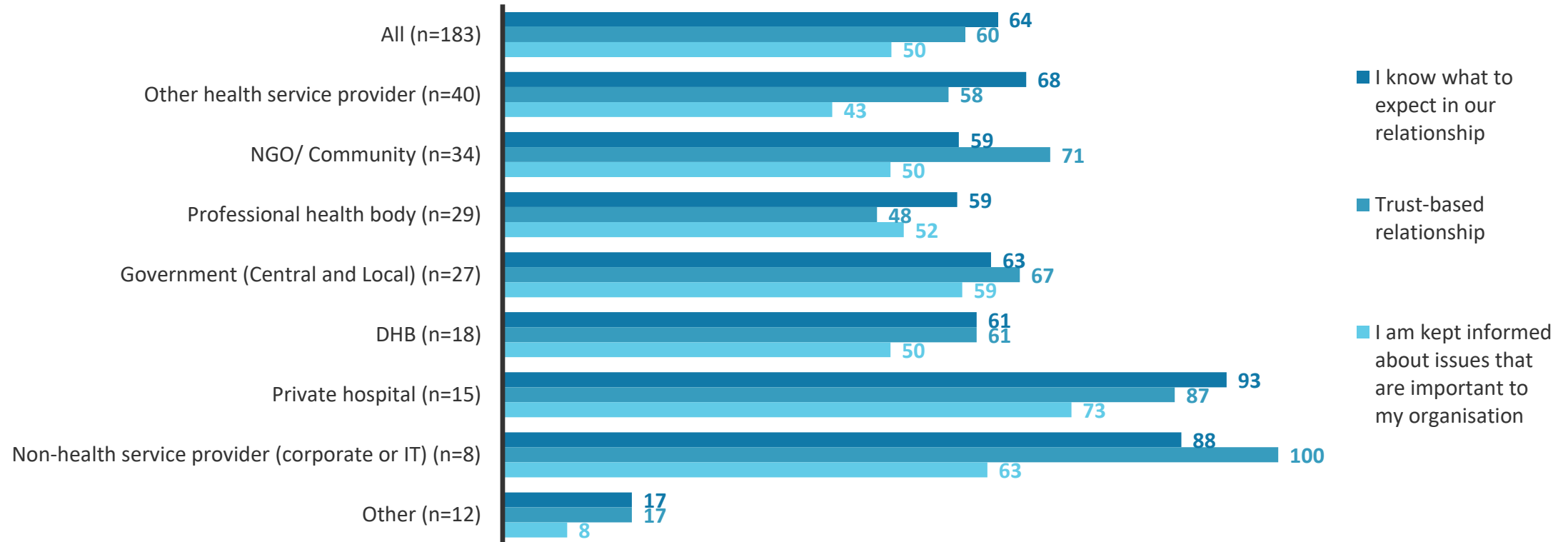
■ 1 - Very satisfied ■ 2 ■ 3 ■ 4 ■ 5 - Very dissatisfied ■ Unsure ■ Not applicable

Base: All respondents (n = 183)

Engagement with ACC relationship manager and their team – demographics (2019)

Q How much do you agree with the following statements relating to your overall engagement with your ACC relationship manager and their team?

Agreement (1 – Strongly agree + 2)

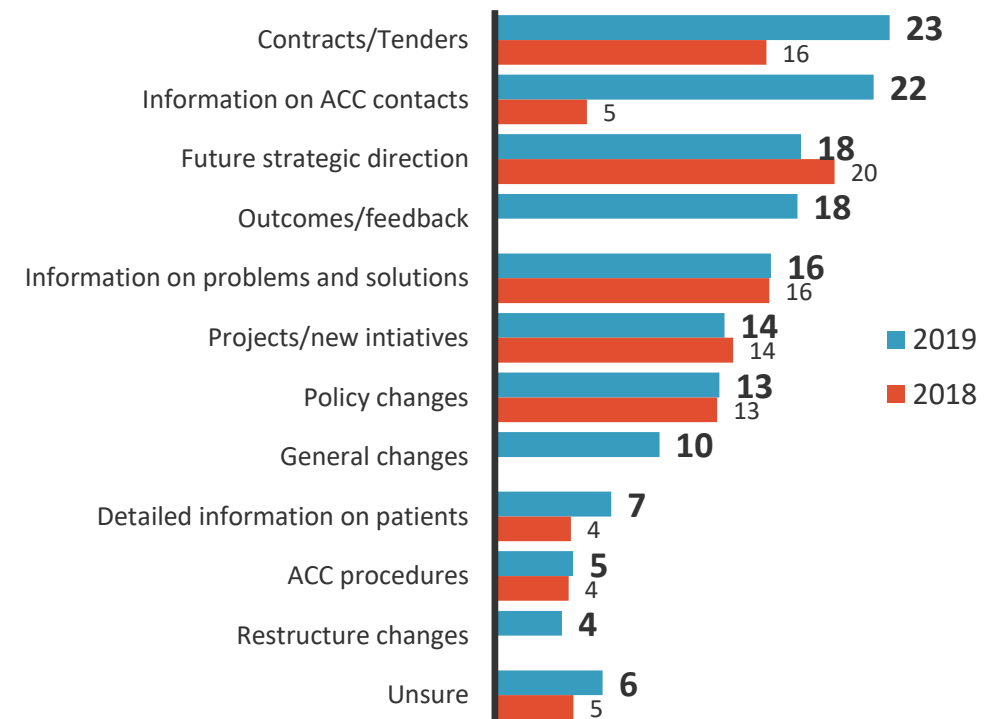


Base: All respondents (n = 183)

Most interesting information to receive


- Among those who felt they were not informed about issues that are important to their organisation, 23%, up 7%, declared they would be most interested to see information around future contracts.
 - This was followed by information on ACC contacts (22%, up 17%), future strategic direction (18%, down 2%) and outcomes/feedback (18%).

 *What kind of information are you most interested in receiving from ACC?*



Base: 19%, those who disagree with the statement, I am kept informed about issues that are important to my organisation, multi response question (n=39)

Most interesting information to receive - verbatims

 *What kind of information are you most interested in receiving from ACC?*

Contracts/tenders (23%)	Information on ACC contacts (22%)	Future strategic direction (18%)	Outcomes/feedback (18%)
<p>“Updates on contract negotiations and boundaries.” – <i>NGO/Community</i></p> <p>“Changes: 1. Small changes in how ACC (ISSC unit) delivers services, or wants us to change our delivery 2. Large proposed change coming with next renewal of contract, November 2020.” – <i>Non health service provider</i></p> <p>“Changes in service delivery Changes in contracts” – <i>Other health service provider</i></p>	<p>“Opportunities to link with other agencies doing similar work for sharing of mutual learnings as we develop and roll out a programme in schools. Contacts in the field of violence prevention” – <i>NGO/Community</i></p> <p>“Any updates regarding contacts we hold. Notifications of future planning and feedback opportunities. Support to ensure we are performing at our peak and that our business is successful in delivering services to ACC. – <i>Other health service provider</i></p> <p>“ We have not had an ACC Relationship Manager since 2017 when our Manager took leave from ACC. We have been advised we will get one soon. We would like information on our various contracts, how we can help ACC, how we can help our patients get the best out of ACC, help arrange education sessions etc.” – <i>Professional health body</i></p>	<p>“Information related to strategic direction and being part of a cohesive prevention approach. ACC had good intentions with it's new strategic approach a few years back, in terms of partnering for better outcomes, but quickly moved back to working independently and contracting and funding initiatives in isolation form the key other partners (govt agencies).” – <i>Government (Central and Local)</i></p> <p>“ACC's long term plan for services. Data on market share. What ACC is communicating to Case Owners regarding service provision and use of services.” – <i>Other health service provider</i></p> <p>“Strategic Direction. How we can add value as a provider. Ways in which we can innovate together to forge change to better equip ACC and our organization with the future.” – <i>Other health service provider</i></p>	<p>“Outcomes feedback. Performance against other providers.” – <i>Other health service provider</i></p> <p>“Facts/statistics including narrative explanation. Ratings on our company's performance and benchmarked against others.” – <i>NGO/Community</i></p> <p>“Any updates regarding contacts we hold. Notifications of future planning and feedback opportunities. Support to ensure we are performing at our peak and that our business is successful in delivering services to ACC.” – <i>Professional health body</i></p>

Base: 19%, those who disagree with the statement, I am kept informed about issues that are important to my organisation, multi response question (n=39)

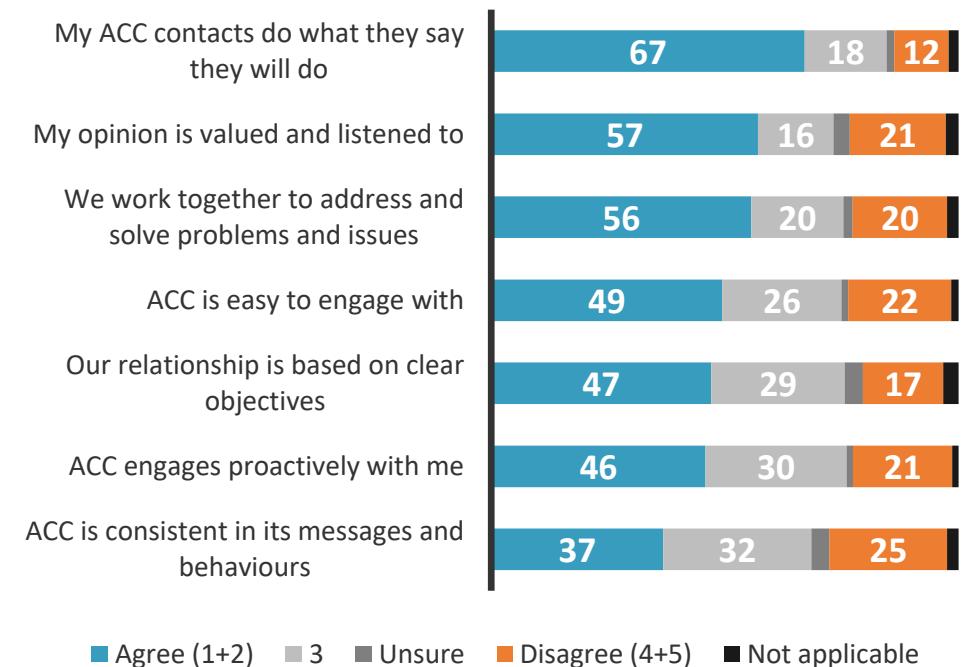
Key attributes agreement

- Majority of stakeholders agreed with the following key attributes:
 - ACC contacts do what they say (67%), steady with 2018 (up 3%)
 - My opinion is valued and listened to (57%). Declined 7% from 2018
 - We work together to address and solve problems and issues (56%), similar to 2018 (down 4%).
- Just under half agreed:
 - ACC is easy to engage with (49%), steady compared to 2018 (down 5%)
 - Our relationship is based on clear objectives (47%), down 10% from 2018
 - ACC engages proactively with me (46%), down 11% from 2018.
- Just over a third (37%) agreed ACC is consistent in its messages and behaviours. This was similar to 2018 (down 4%) and was again the lowest ranked attribute.

Demographic differences:

- DHB stakeholders were more likely to agree with the statement 'we work together to address and solve problems and issues' (78%).
- Stakeholders in the private hospital sector were more likely to agree with 'my opinion is valued and listened to' (87%) and 'ACC engages proactively with me' (80%).
- Non-health service providers tended to agree more with 'our relationship is based on clear objectives' and 'ACC is consistent in its messages and behaviours' (88% each).

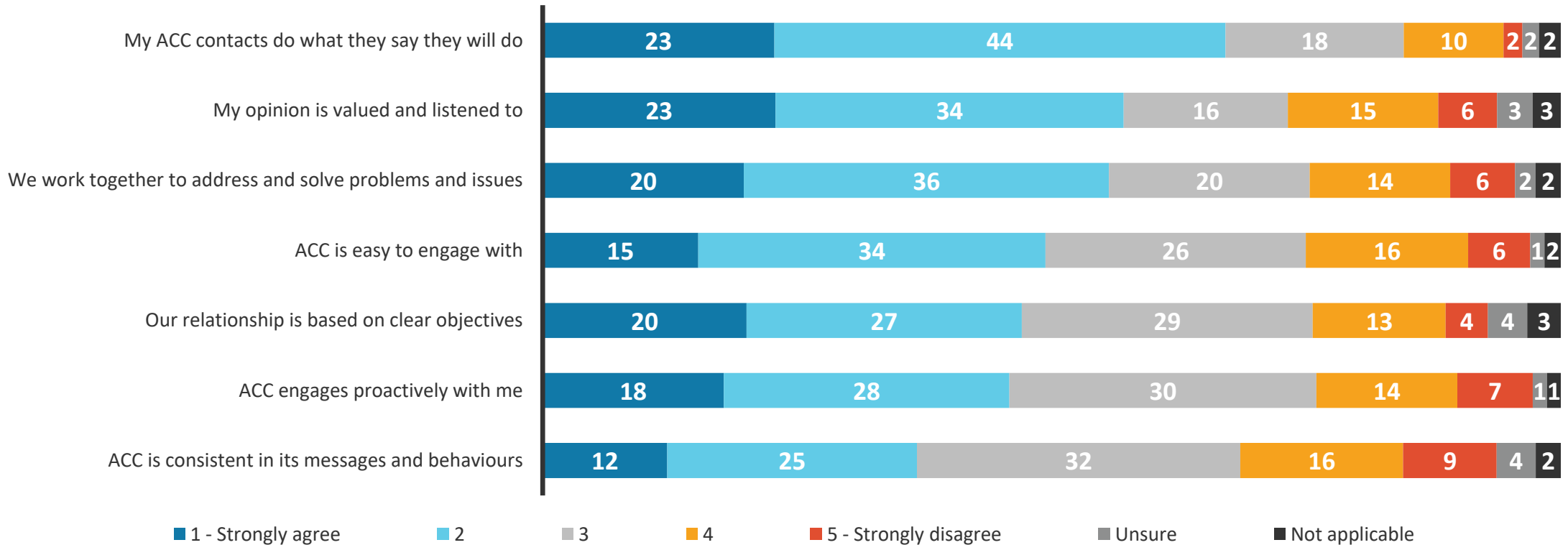
Q Thinking about the following key attributes of our engagement, how much do you agree with the following statements?



Base: All respondents (n = 183)

Key attributes agreement – full breakdown

 Thinking about the following key attributes of our engagement, how much do you agree with the following statements?

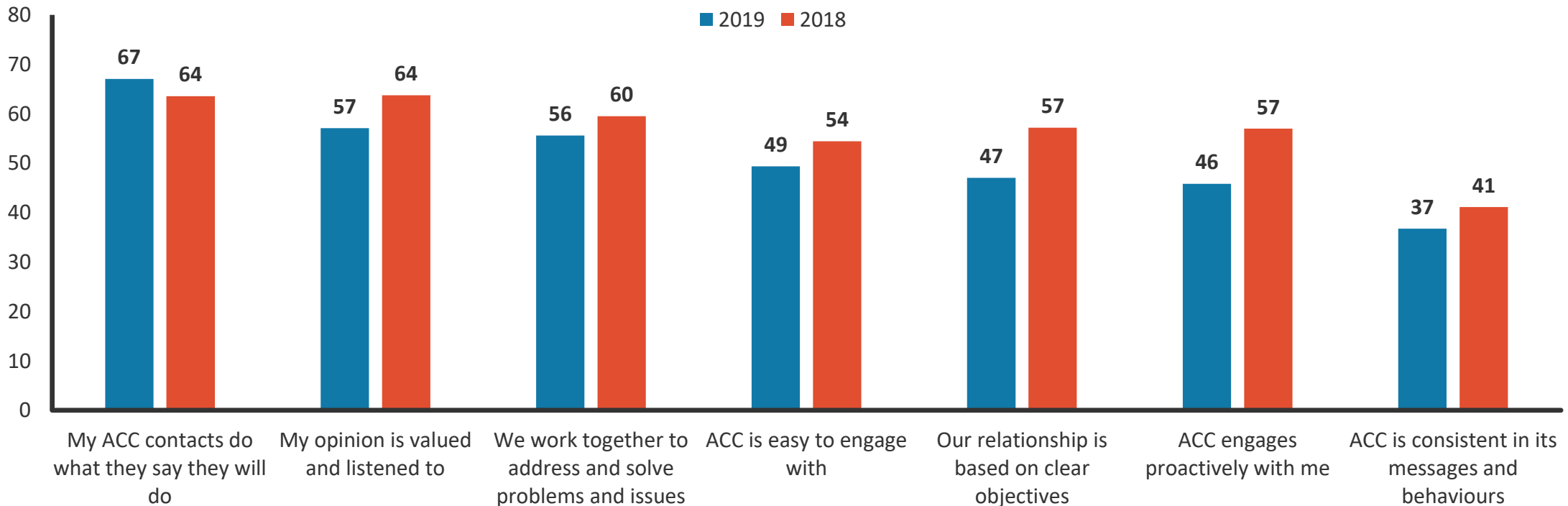


Base: All respondents (n = 183)

Key attributes agreement – tracking

Thinking about the following key attributes of our engagement, how much do you agree with the following statements?

Agreement (1 – Strongly agree + 2)



Base: All respondents (n = 183)

Key attributes agreement – demographics (2019)

 Thinking about the following key attributes of our engagement, how much do you agree with the following statements?

Agreement (1 – Strongly agree + 2)

	My ACC contacts do what they say they will do	My opinion is valued and listened to	We work together to address and solve problems and issues	ACC is easy to engage with	Our relationship is based on clear objectives	ACC engages proactively with me	ACC is consistent in its messages and behaviours
All (n=189)	67	57	56	49	47	46	37
Other health service provider (n=40)	63	53	48	45	43	35	33
NGO/ Community (n=34)	71	68	56	50	62	44	26
Professional health body (n=29)	59	48	45	45	34	45	31
Government (Central and Local) (n=27)	78	63	67	59	56	56	48
DHB (n=18)	78	61	78	50	61	50	39
Private hospital (n=15)	87	87	80	73	60	80	60
Non-health service provider (corporate or IT) (n=8)	100	88	75	75	88	75	88
Other (n=12)	17	17	25	8	8	8	8


Base: All respondents (n = 183)

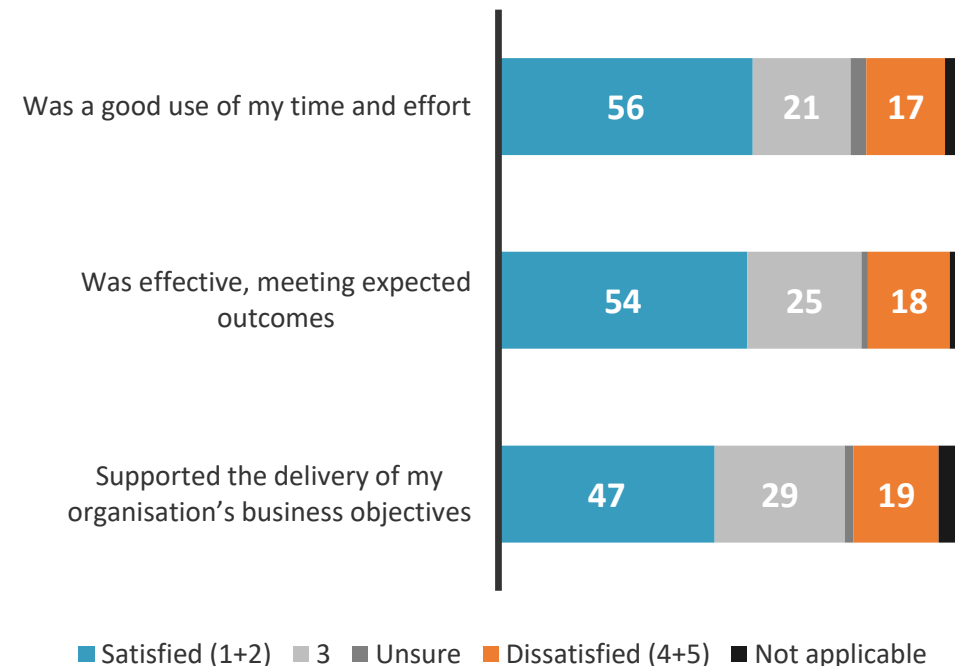
Satisfaction with engagement

- A similar proportion of stakeholders compared to 2018 were satisfied their engagement:
 - Was a good use of their time and effort (56%, down 4%)
 - Was effective, meeting expected outcomes (54%, down 6%).
- A smaller proportion compared to 2018 (47%, down 9%) were satisfied that the engagement supported the delivery of their organisation's business objectives.
 - This was mainly due to an increase in those who gave a neutral or unsure response (up 6% to 30%).
- Dissatisfaction with all three areas of engagement remained relatively steady.

Demographic differences:

- All non-health service providers (n=8) were satisfied their engagement with ACC was effective and met expected outcomes.

 *Reflecting on the last 12 months, how satisfied are you that your engagement with ACC...*

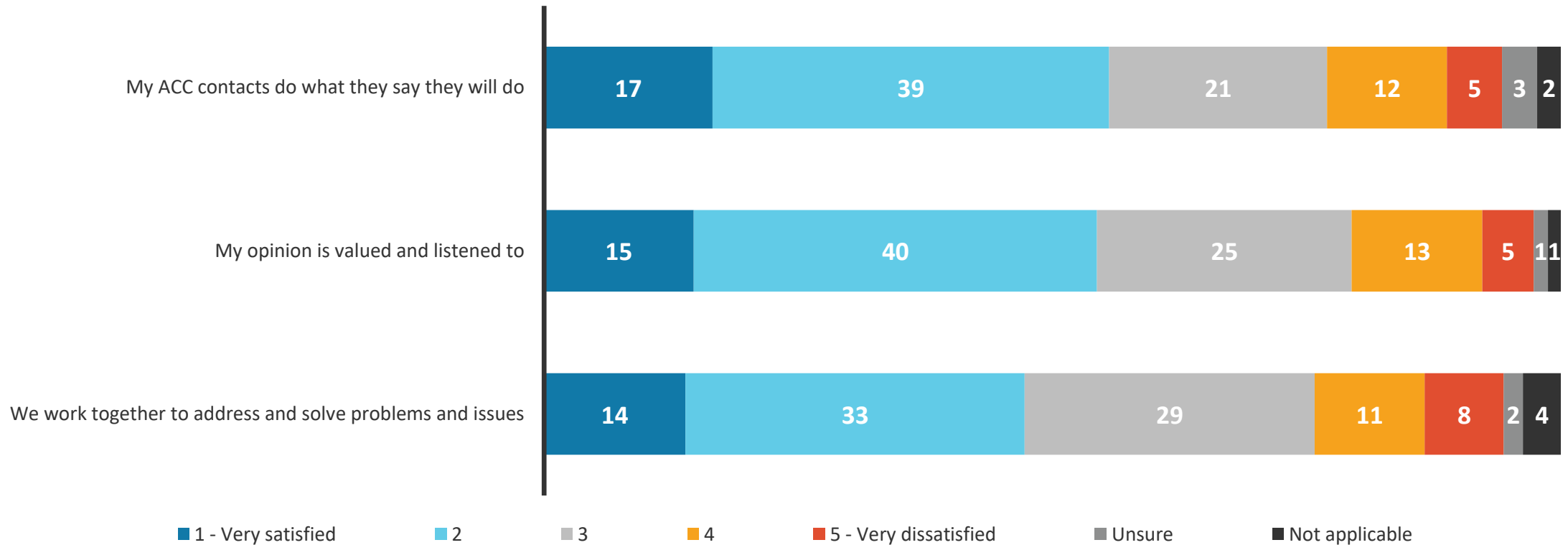


Base: All respondents (n = 183)

Satisfaction with engagement – full breakdown



Reflecting on the last 12 months, how satisfied are you that your engagement with ACC...

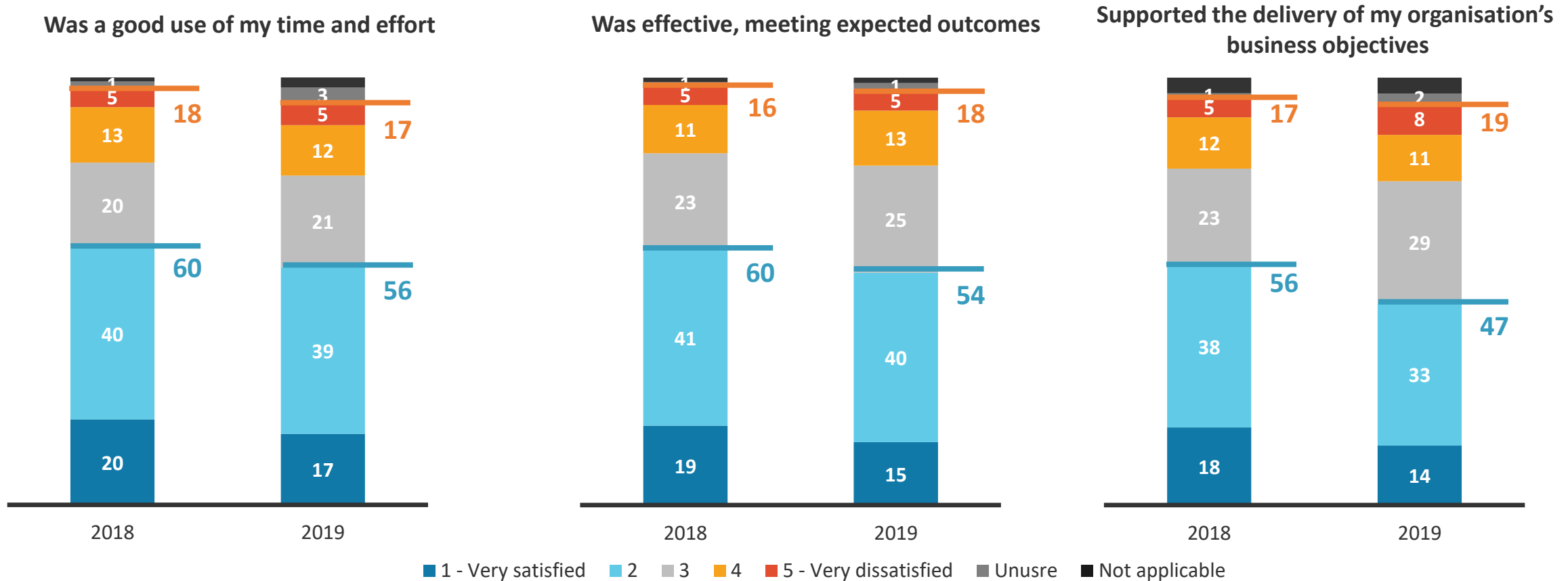


Base: All respondents (n = 183)

Satisfaction with engagement – tracking



Reflecting on the last 12 months, how satisfied are you that your engagement with ACC...



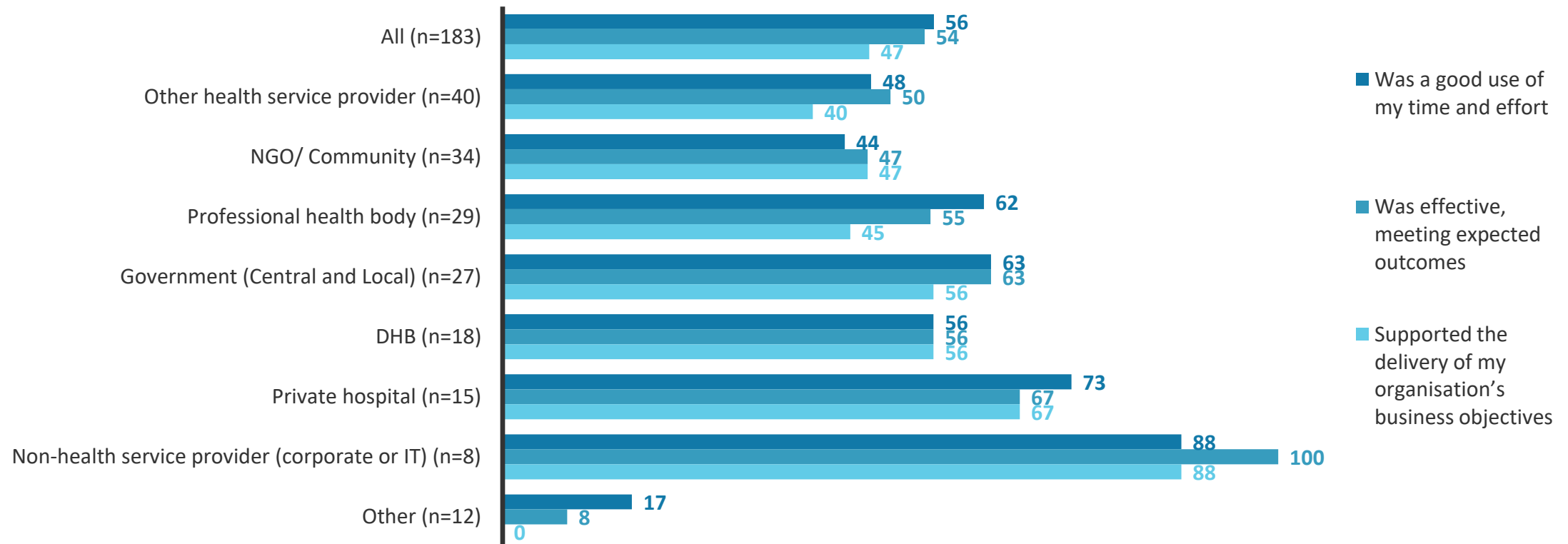
Base: All respondents (n = 183)

Satisfaction with engagement – demographics (2019)



Reflecting on the last 12 months, how satisfied are you that your engagement with ACC?

Satisfaction (1 – Very satisfied + 2)




Base: All respondents (n = 183)

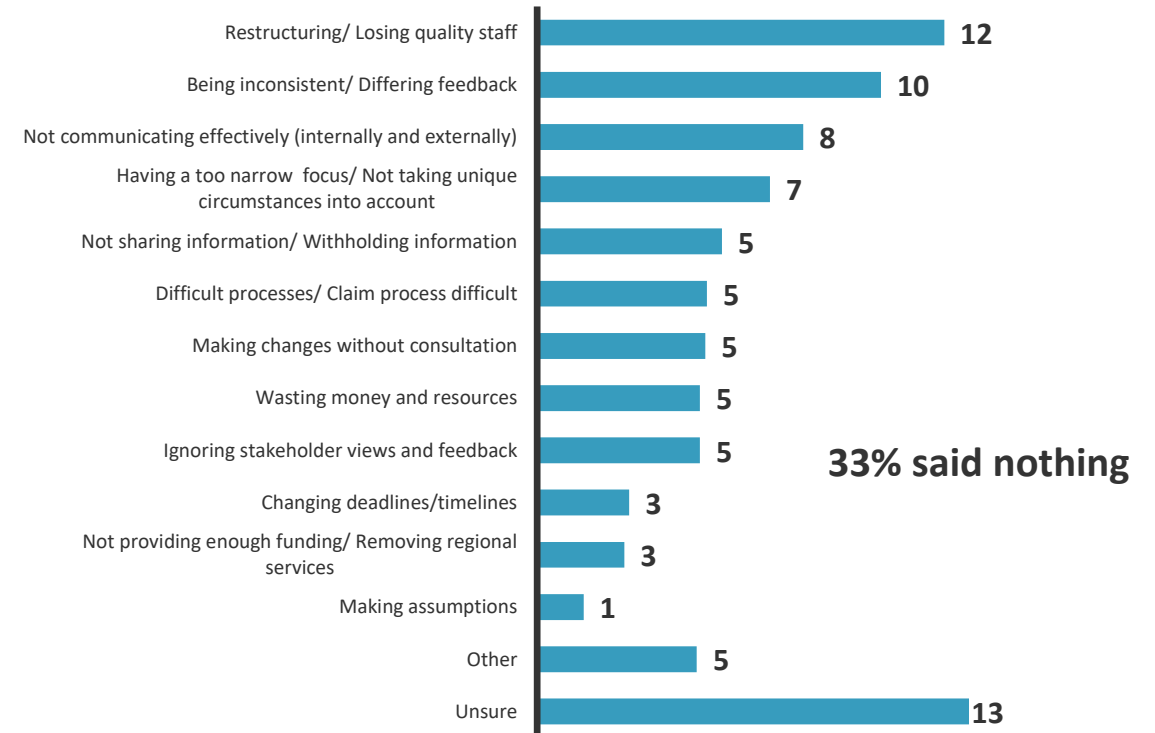
Engagement – ACC should stop doing

- When asked to think about things ACC can do to improve engagement with your organisation, stopping restructuring/losing quality staff (12%) and being inconsistent/differing feedback (10%) were stakeholder' two top suggestions.

Other suggestions included:


- Not communicating effectively (both internally and externally) and having a too narrow focus/not taking unique circumstances into account were cited by 8% and 7% respectively.
- A third said there is nothing ACC should stop doing.

 *Thinking about things that ACC can do to improve engagement with your organisation; What ACC should stop doing?*



Base: All respondents; multi response question

Engagement – ACC should stop doing - verbatims


 Thinking about things that ACC can do to improve engagement with your organisation; What ACC should stop doing?

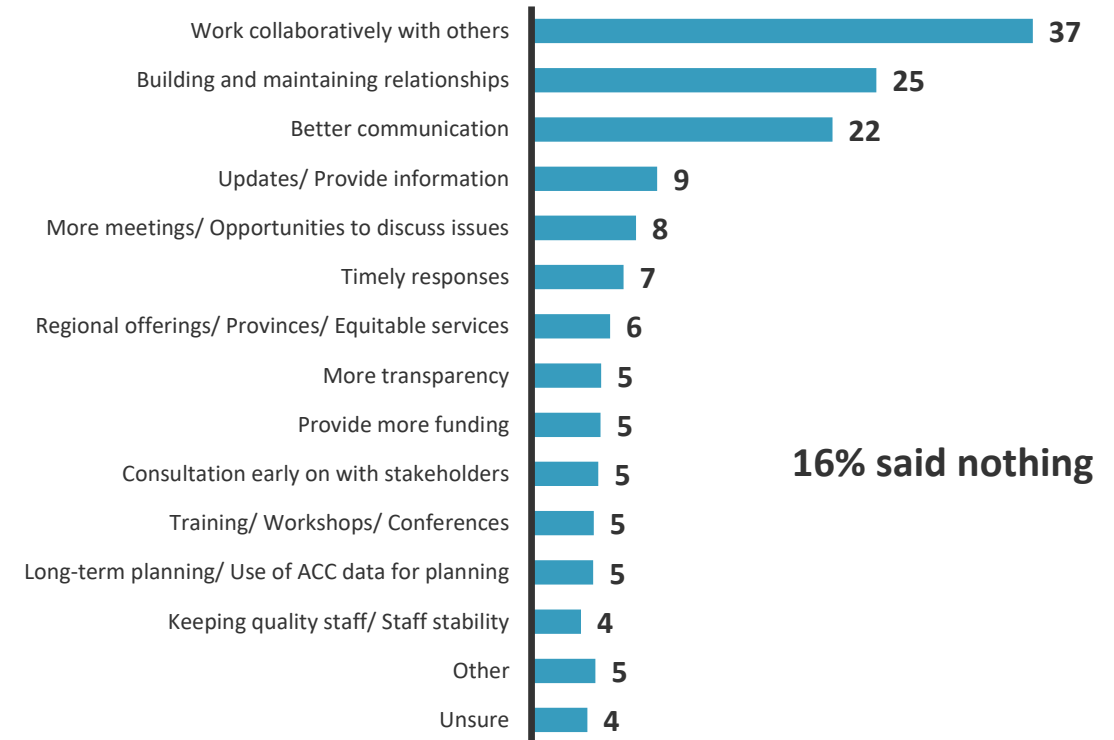
Restructuring/losing quality staff (12%)	Being inconsistent/differing feedback (10%)	Not communicating effectively (internally and externally) (8%)
<p>“Shuffling the deck chairs on the titanic.” – <i>Professional health body</i></p> <p>“Stabilize staff changes through restructuring.” – <i>Other health service provider</i></p> <p>“Restructuring. We keep losing key contacts due to high staff turnover.” – <i>NGO</i></p> <p>“Stop losing good staff.” – <i>Government (Local and Central)</i></p>	<p>“Being inconsistent. Making changes without consultation or lead in times. Making assumptions.” – <i>DHB</i></p> <p>“Inconsistent CAP reviews. Too much time taken to progress agreed initiatives. Funding ultrasound investigations where this is not evidence based.” – <i>Professional health body</i></p> <p>“Fragmented approach when others visit different parts of the organization and don't advise my role.” – <i>DHB</i></p> <p>“Ignoring my group. Developing one sided contracts. Developing different groups contracts that have different conditions for the same service.” – <i>Professional health body</i></p>	<p>“Ensure they are aligned across the organization as there have been conflicting messages and outcomes and it is extremely frustrating. The ACC have still been unable to overcome this issue, and this means we end up working well with one part of the organization whilst failing to progress at all with the other.” – <i>Professional health body</i></p> <p>“In some areas, making it tricky to have those formal, face to face contacts to build relationships.” – <i>Other health service provider</i></p> <p>“ACC has an MOU with the CE level at DHB,s and a lot of the communication goes to the CE but doesn't filter down to operational. Need to have more contact with operational level.” – <i>DHB</i></p>

Selection of quotes

Engagement – ACC should start doing


- When asked to think about things that ACC can do to improve engagement with their organisation, over a third (37%) of stakeholders said ACC should start working collaboratively with other providers/agencies.
 - This was followed by a quarter mentioning building and maintaining relationships and 22% saying ACC should communicate better.
- Under a fifth (16%) said there is nothing ACC should start doing.

 *Thinking about things that ACC can do to improve engagement with your organisation; What ACC should start doing?*



Base: All respondents; multi response question

Engagement – ACC should start doing - verbatims


 *Thinking about things that ACC can do to improve engagement with your organisation; What ACC should start doing?*

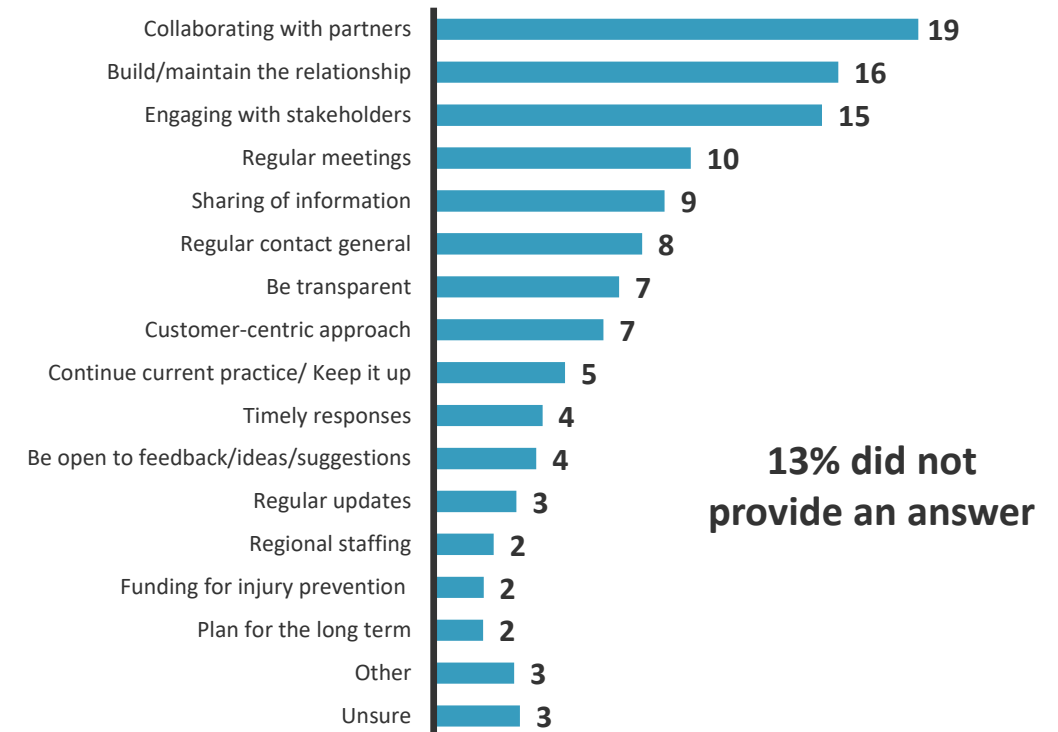
Work collaboratively with others (37%)	Building and maintaining relationships (25%)	Better communication (22%)
<p>“Provide suppliers with roles and responsibilities within ACC staff especially with the current changes occurring at ACC - i.e. don't be silo-ed.” – <i>DHB</i></p> <p>“Continue the collaborative relationship that has been developed.” – <i>Other health service provider</i></p> <p>“Aligning the entire organisation to work differently, not just small pockets.” – <i>Private hospital</i></p> <p>“Sharing its (best practice) approach across government for understanding performance, risks and opportunities.” – <i>Government (Local and Central)</i></p>	<p>“More engagement with providers on a regional level.” – <i>Other health service provider</i></p> <p>“Leveraging and rewarding team members to build sustainable relationships internally and externally.” – <i>Private hospital</i></p> <p>“Trusting the provider, thinking holistically about the clients needs, working together as opposed to silo. Already with the new structure it has become apparent the internal departments (within ACC) are unaware of what each other are doing.” – <i>DHB</i></p> <p>“Re-engaging with all professional bodies and consulting with them on policy.” – <i>Professional health body</i></p>	<p>“Open communication with organisations, invite feedback.” – <i>Professional health body</i></p> <p>“Include the designated ACC contact in correspondence.” – <i>DHB</i></p> <p>“Have better dissemination of information on major changes. Have a collaborative approach to changes.” – <i>Other health service provider</i></p> <p>“Being clear and transparent about support to meet contractual requirements.” – <i>NGO/Community</i></p>

Selection of quotes

Engagement – ACC should continue doing


- When asked to think about things that ACC can do to improve engagement with their organisation, stakeholders considered collaborating with partners (19%) the main engagement activity ACC should continue doing.
- This was closely followed by building/maintaining the relationship (16%) and engaging with stakeholders (15%).
- 13% of stakeholders did not provide an answer.

 *Thinking about things that ACC can do to improve engagement with your organisation; What ACC should continue doing?*



Base: All respondents; multi response question

Engagement – ACC should continue doing - verbatimims

 Thinking about things that ACC can do to improve engagement with your organisation; What ACC should continue doing?

Collaborating with partners (19%)	Build and maintain relationships (16%)	Engaging with stakeholders (15%)
<p>“Collaboration and networking with the sector and individual organisations.” – <i>NGO/Community</i></p>	<p>“Continued relationship with my Supplier Manager.” – <i>Other health service provider</i></p>	<p>“Regular stakeholder engagements.” – <i>Professional health body</i></p>
<p>“Working with service providers to improve client outcomes.” – <i>Other health service provider</i></p>	<p>“Building strong cross agency relationships and networks.” – <i>Government (Local and Central)</i></p>	<p>“Having regular meetings with engagement and performance team.” – <i>DHB</i></p>
<p>“Building strong cross agency relationships and networks.” – <i>Government (Local and Central)</i></p>	<p>“Having direct access to category managers for suppliers so that messages are not mixed and contradictory.” – <i>Professional health body</i></p>	<p>“Engaging with providers but ensure that the person who is engaging is in a position to do something about the feedback. Not just 'pass it up the ladder.’” – <i>Other health service provider</i></p>
<p>“Working in partnership with providers to develop systems that provide superior outcomes to ACC claimants.” – <i>Private hospital</i></p>	<p>“Build on the partnership relationship.” – <i>NGO/Community</i></p>	<p>“Being clear and transparent about support to meet contractual requirements.” – <i>NGO/Community</i></p>

Selection of quotes

Types of engagement



Key findings

Types of engagement

- A clear majority of stakeholders (79%, up 1%) declared that the engagement with their relationship manager was about right.
- The proportion of those who said the contact with executive team members was about right declined significantly from 2018 to 55% (down 11%) and those who said it was too little rose 8% to 32%.
- Personal forms of communication was regarded highly to develop and sustain a relationship.
 - A strong majority declared that formal face-to-face (90%, no change) and telephone (84%, up 2%) were important to develop and sustain a relationship.
 - Written communication (82%) was considered to be the third most important form of communication, however importance rating dropped 8% from 2018.
- Attendance at external seminars and workshops was considered the least important (47%, down 5%) engagement.

- A high proportion (83%, down 2%) said the contact with ACC staff involved sharing information collaboratively, 75% (down 10%) said it involved gaining understanding of the other's point of view, 69% (down 9%) said consultation on ACC initiatives and 67% (down 10%) said contract requirements.
 - Private hospital, NGO/Community and DHB stakeholders were more likely to have contact involving contract requirements.
- Other topics discussed were regulatory requirements (55%, down 6%) and consultation on your initiatives (57%, down 4%).

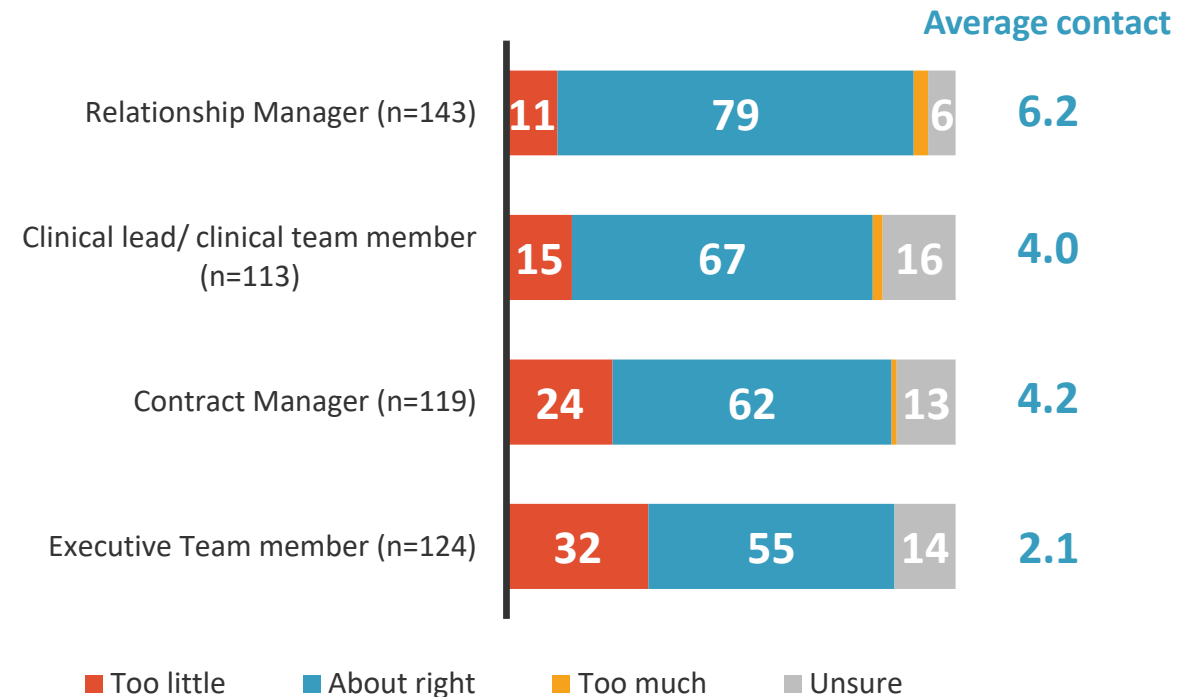
Key insights

- A high proportion of stakeholders felt the amount of contact with their relationship manager is about right (as in 2018).
- Formal face-to-face engagement is the most important approach for developing and sustaining relationships with stakeholders and is, perhaps, more important in wake of staff changes / turnover within ACC and a loss of personal relationships.

Appropriateness of the amount of engagement with ACC staff

- Stakeholders mostly contacted their relationships managers and had done so on average 6 times in the last year. Most felt this amount of contact was about right (79%) and 11% thought it was too little. These findings are similar to 2018, where the average contact was 5 times and 78% felt the contact was about right.
- Engagement with clinical lead/clinical team members occurred on average 4 times a year. Around two thirds of stakeholders (67%, down 7%) felt this contact was about right and 15% (down 3%) thought it was too little.
- Stakeholders has a similar amount of contact (4 times on average) with contract managers as they did with clinical leads but were slightly less likely to feel the contact was about right (62%, down 9% from 2018). Around a quarter (24%, up 6%) felt the contact was too little.
- Stakeholders made the least contact with executive team members (2 times a year). 55% (down 11%) felt this contact was about right and 32% (up 8%) thought it was too little.

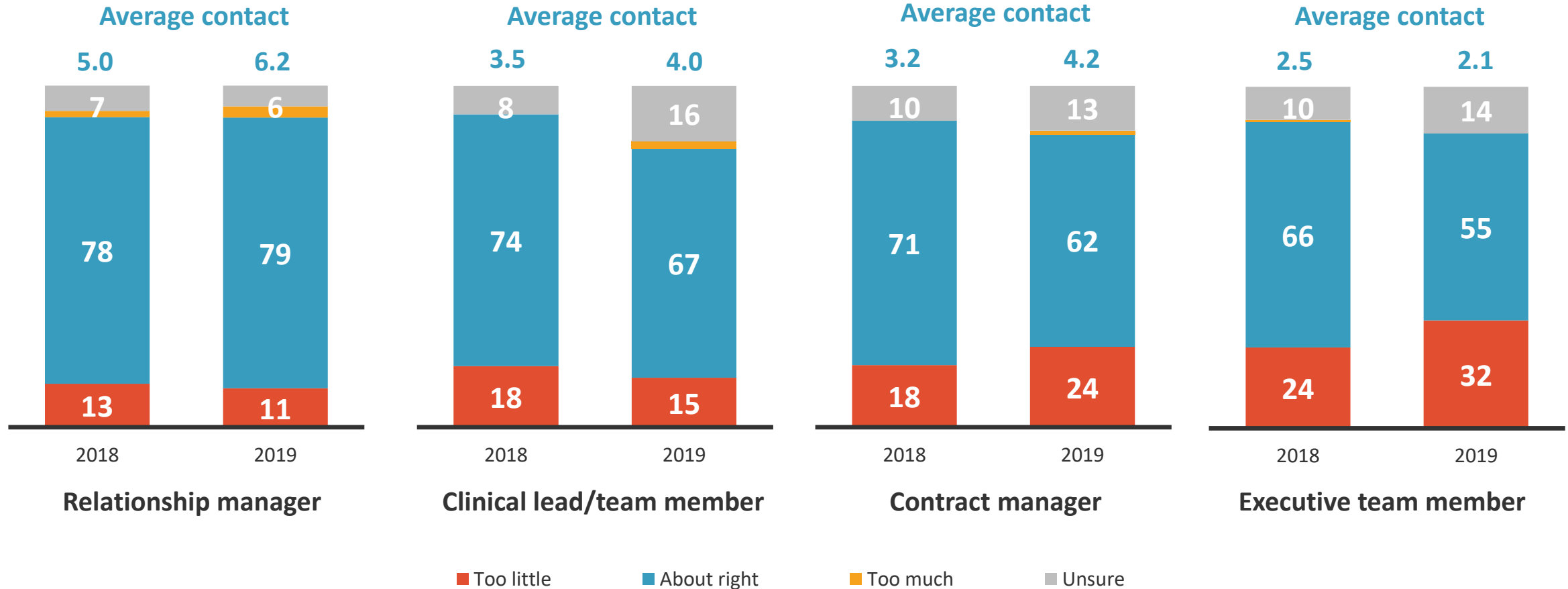
And, thinking about the engagement you have had with ACC staff, was the amount of engagement you had with them....



* Those who said none/not applicable have been removed from the above chart, thus bases for each team member differs

Appropriateness of contact with ACC staff - tracking

Q And, thinking about the engagement you have had with ACC staff, was the amount of engagement you had with them....



* Those who said none/not applicable have been removed from the above chart, thus bases for each team member differs

Importance of communication vs number of contact - 2019

Note: The chart for the below commentary is on the following slide.

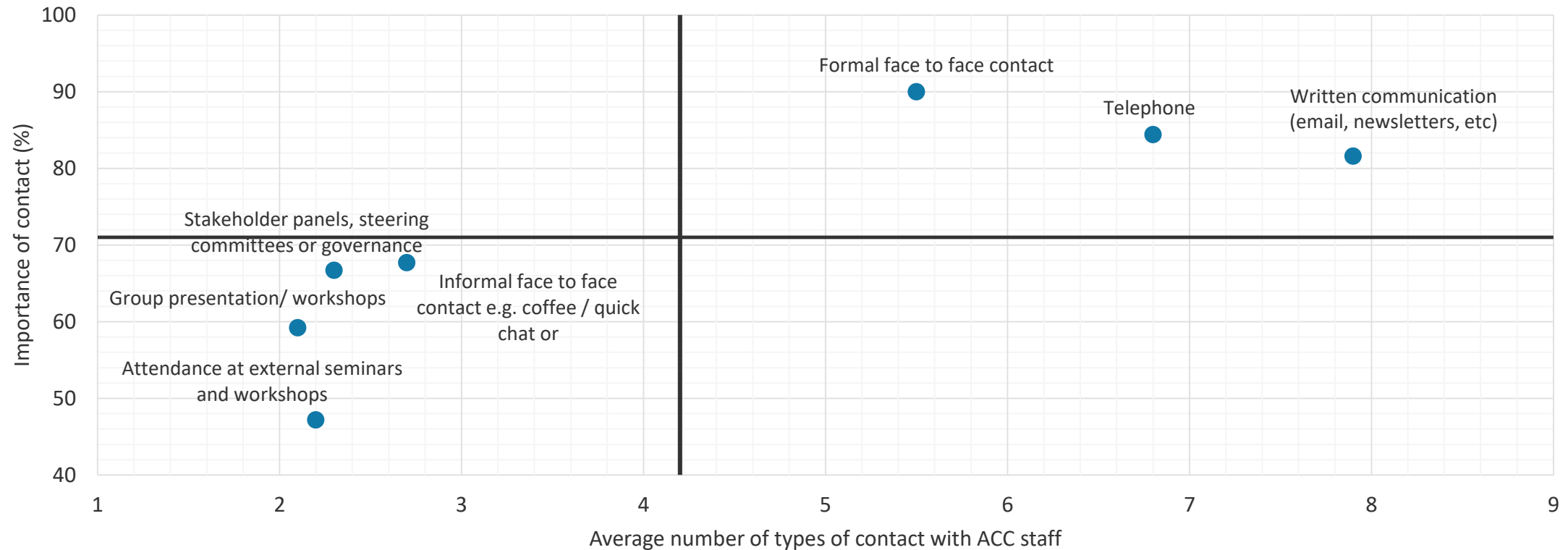
- Formal face to face communication was considered the most important form of communication to develop and sustain a relationship (90% importance, no change from last year).
 - Formal face to face communication was used on average 6 times in the last year.
- Telephone contact was the second most important form of communication (84%, up 2%) and this was used on average 7 times in the last year.
- Written communication was rated by 82% (down 8%) of stakeholders as an important form of communication and used on average 8 times in the past year; it was the most commonly used form of communication among those tested.)
- Formal face to face, telephone and written communication were also considered to be important forms of communication in 2018.
- Forms of communication which were used less often were also seen as less important.
 - Informal face to face (68% (up 6%) importance, used on average 3 times)).
 - Stakeholder panels, steering committees or governance groups (67% (up 4%) importance, used on average 2 times)).
 - Group presentation/workshops (60% (up 5%) importance, used on average 2 times)).
 - Attendance at external seminars and workshops (47% (down 5%) importance, used on average 2 times)).

Importance of communication vs number of contact - 2019



How many times have you had contact with ACC staff using the following approaches?

How important are the following approaches for developing and sustaining the relationship?



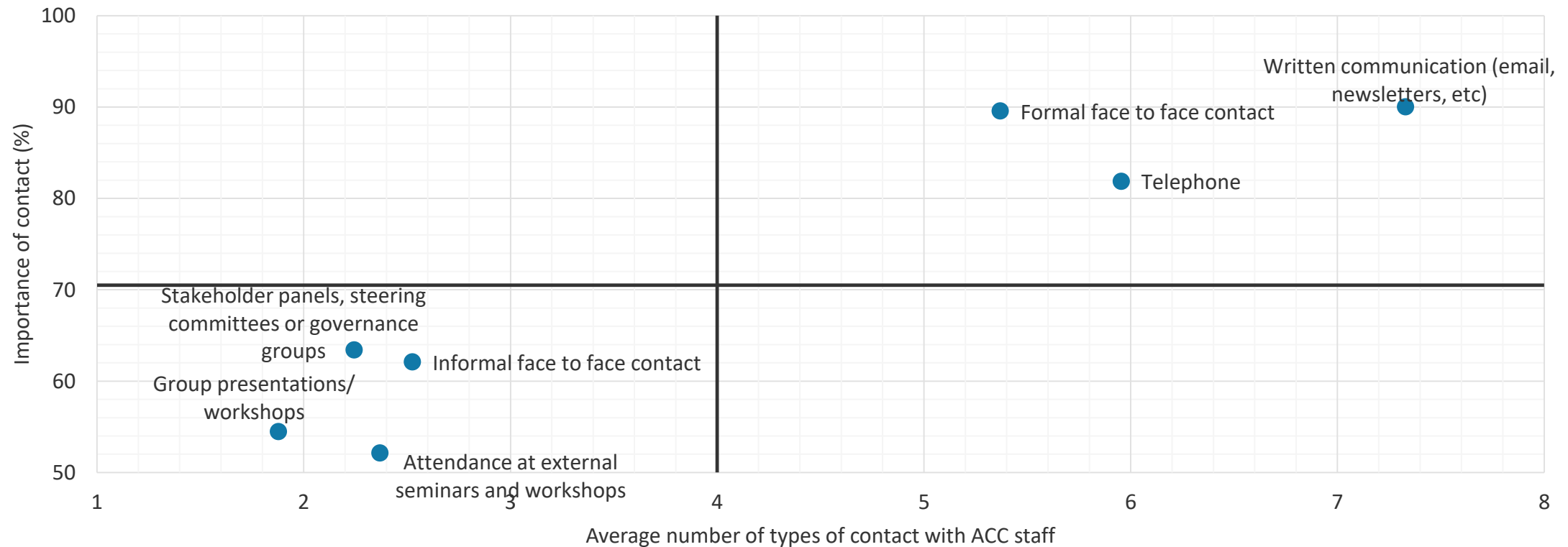
Base: All respondents (n = 183)

Importance of communication vs number of contact - 2018



How many times have you had contact with ACC staff using the following approaches?

How important are the following approaches for developing and sustaining the relationship?



Base: All respondents (n = 169)

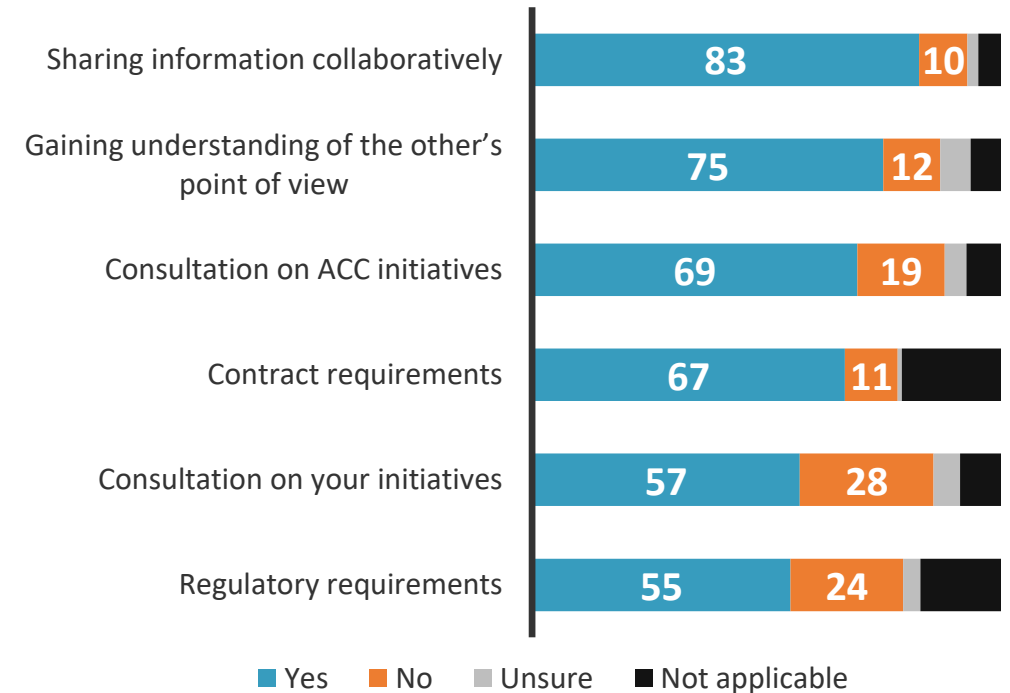
Contact involvement

- A clear majority of the contact involved sharing information collaboratively (83%, down 2%) and gaining understanding of the other's point of view (75%, down 10%).
- Around two thirds said it involved consultation on ACC initiatives (69%, down 9%) and contract requirements (67%, down 10%).
- Just over half said the contact involved consultation on their initiatives (57%, down 4%) and regulatory requirements (55%, down 6%).

Demographic differences:

- Stakeholders in the government sector were less likely to have made contact in relation to contract requirements (33%) as were those in the professional health body sector (45%).
- All private hospital stakeholders (n=15) said the contact involved contract requirements.
- Stakeholders in the DHB sector (89%), NGO/Community sector (85%) and other health service providers (83%), were also likely to have had contact involving contract requirements:

Have the contacts involved....



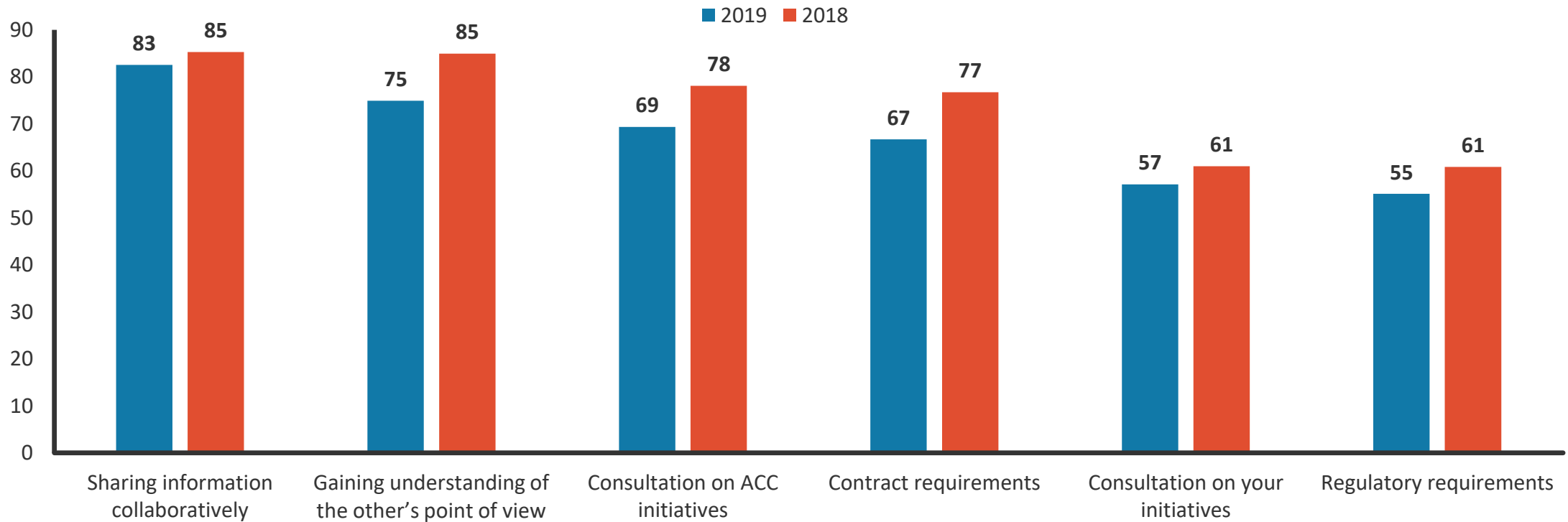
Base: All respondents (n = 183)

Contact involvement – tracking




Have the contacts involved...

(Yes)



Base: All respondents

Contact involvement – demographics (2019)

 Have the contacts involved...

(yes)

	Sharing information collaboratively	Gaining understanding of the other's point of view	Consultation on ACC initiatives	Contract requirements	Consultation on your initiatives	Regulatory requirements
All (n=189)	83	75	69	67	57	55
Other health service provider (n=40)	80	73	73	83	55	63
NGO/ Community (n=34)	85	71	50	85	68	50
Professional health body (n=29)	76	69	72	45	48	48
Government (Central and Local) (n=27)	89	89	74	33	70	52
DHB (n=18)	89	72	56	89	61	50
Private hospital (n=15)	93	80	80	100	60	73
Non-health service provider (corporate or IT) (n=8)	100	88	88	88	50	50
Other (n=12)	67	83	58	33	42	50

Base: All respondents (n = 183)

Basis of the relationship



Key findings

- The compilation of the stakeholder sample was similar to 2018:
 - 50% (no change) describe their relationship with ACC as a commercial one.
 - 26% (up 2%) have a relationship based on common policy development and outcomes.
 - 20% (down 3%) have a relationship working on improved treatment and rehabilitation outcomes as professional/ governing bodies.
 - And 4% (up 1%) have a relationship based on injury prevention initiatives and other key sector issues as an NGO or community group.
- **For those with a commercial relationship**, a majority (60%, down 6%) agreed that working in partnership would support both their contractual arrangements and ACC's expected outcomes. Less than a third (31%, up 1%) agreed that their relationship was based more on their contractual requirements.
- **For those with a relationship based on common policy development and outcomes**, around two fifths agree (41%, down 4%) that the relationship is based on a shared policy agenda, while 36% (up 5%) state they are able to proceed based on clear objectives regardless of their own organisational perspectives. However, an unchanged proportion (24%) stated that the relationship is hampered by ACC's needs and priorities.
- **For those with a relationship based on injury prevention initiatives and treatment and rehab outcomes**, around two fifths (41%, down 13%) agree that their relationship is based on open and transparent sharing of information and over a quarter (30%, up 4%) believe their relationship is based on clear objectives regardless of their own organisation perspectives. 29% (up 9%) of stakeholders with a working relationship based on injury prevention initiatives and treatment and rehab outcomes say their relationship is hampered by ACC's needs and priorities.

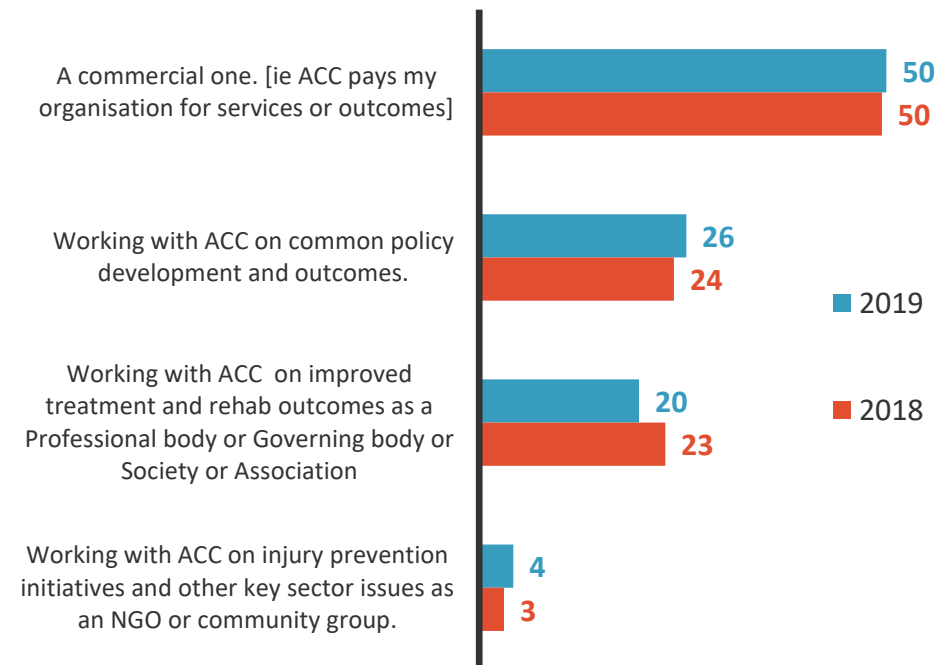
Key Insights

- **Injury prevention initiatives profile** – There was a significant increase (29%, up 9%) of stakeholders who feel the relationship is hampered by ACC's needs and priorities.
 - The lack of collaboration was also felt by stakeholders who belong to the injury prevention initiatives profile. There is a significant decline in those who said their relationship is based on open and transparent information (down 13% to 41%).

Stakeholder compilation

- The compilation of the stakeholder sample achieved in 2019 was similar to 2018.
 - 50% of stakeholders described their relationship as a commercial one.
 - Around a quarter (26%, up 2%) said they work with ACC on common policy development and outcomes.
 - A fifth (down 3%) said they work with ACC on improved treatment and rehab outcomes
 - A small proportion (4%, up 1%) said they work with ACC on injury prevention initiatives and other key sector issues.

 *Would you describe your relationship as mainly?*

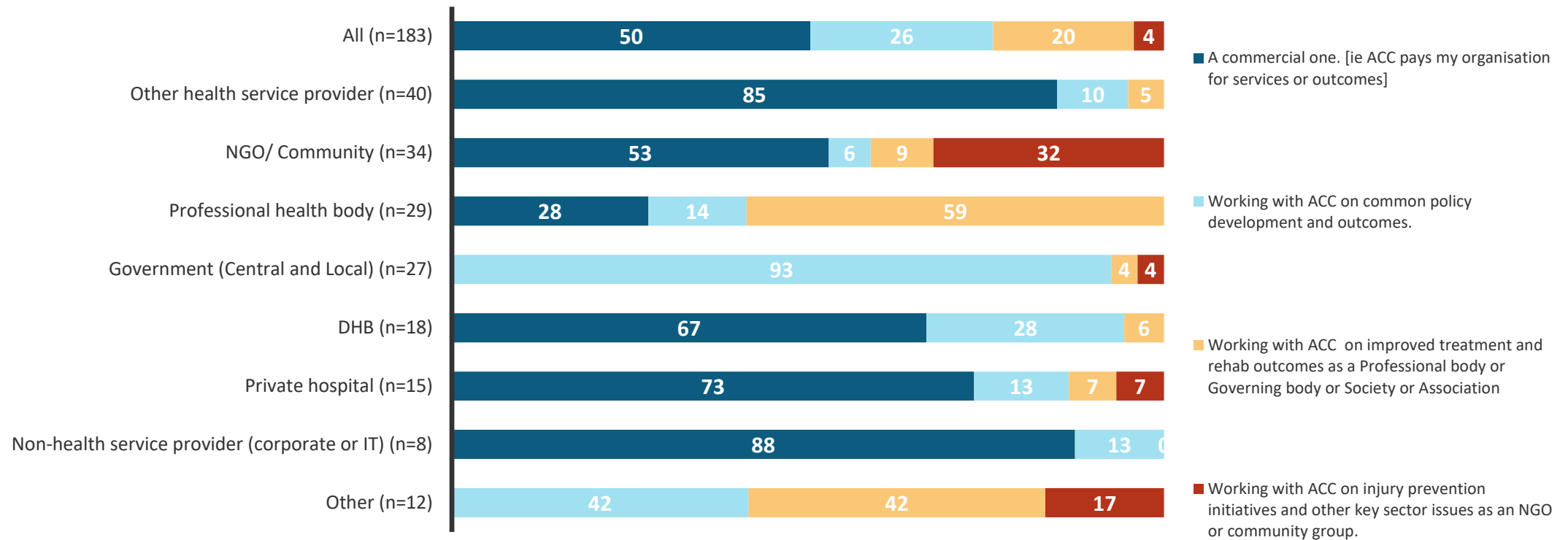


Base: All respondents (n = 183)

Stakeholder compilation – demographics (2019)



Would you describe your relationship as mainly?

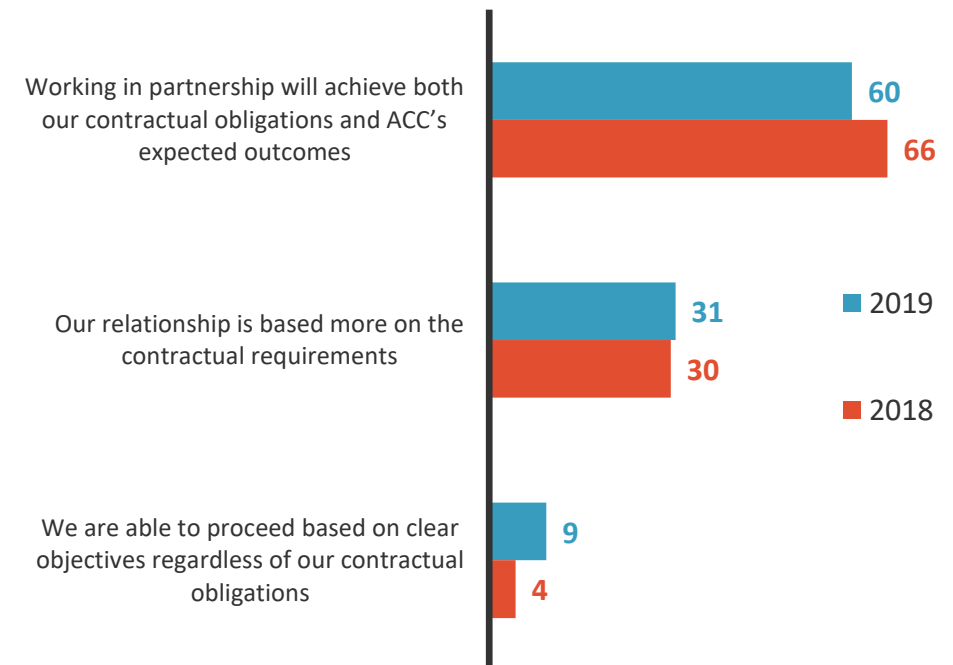


Base: All respondents (n = 183)

Commercial profile

- Relationship attributes for stakeholders with a **commercial profile** remained relatively similar to that recorded in 2018.
 - 60%, down 6% of commercial stakeholders viewed their relationship as working in partnership to achieve both contractual obligations and ACC's expected outcomes.
 - Under a third (31%, up 1%) viewed their relationship as based more on the contractual requirements.
 - A small proportion (9%, up 5%) said their relationship proceeded based on clear objectives.

 Which of the following is closest to your view?

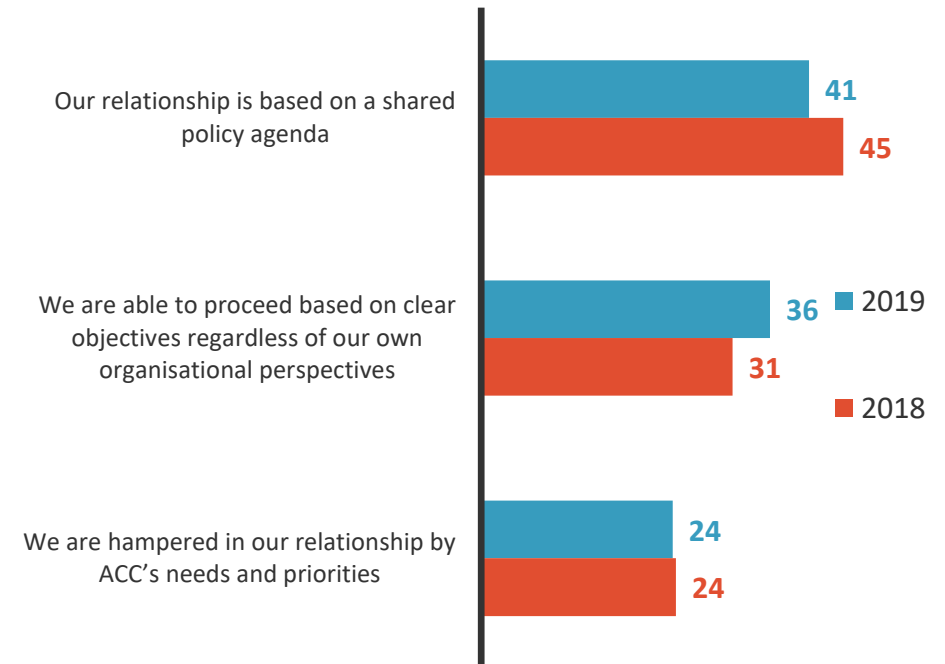


Base n = 90 (those who describe their relationship as a commercial one)

Common policy profile

- Relationship attributes for stakeholders with a **common policy profile** remained relatively similar to that recorded in 2018.
 - Around two fifths (41%, down 4%) of stakeholders who work with ACC on common policy development and outcomes, thought their relationship was based on a shared policy agenda. This is similar to the proportion recorded in 2018.
 - Just over a third (36%, up 5%) said they are able to proceed based on clear objectives.
 - Around a quarter (24%, no change from 2018) felt their relationship was hampered by ACC's needs and priorities.

Which of the following is closest to your view?

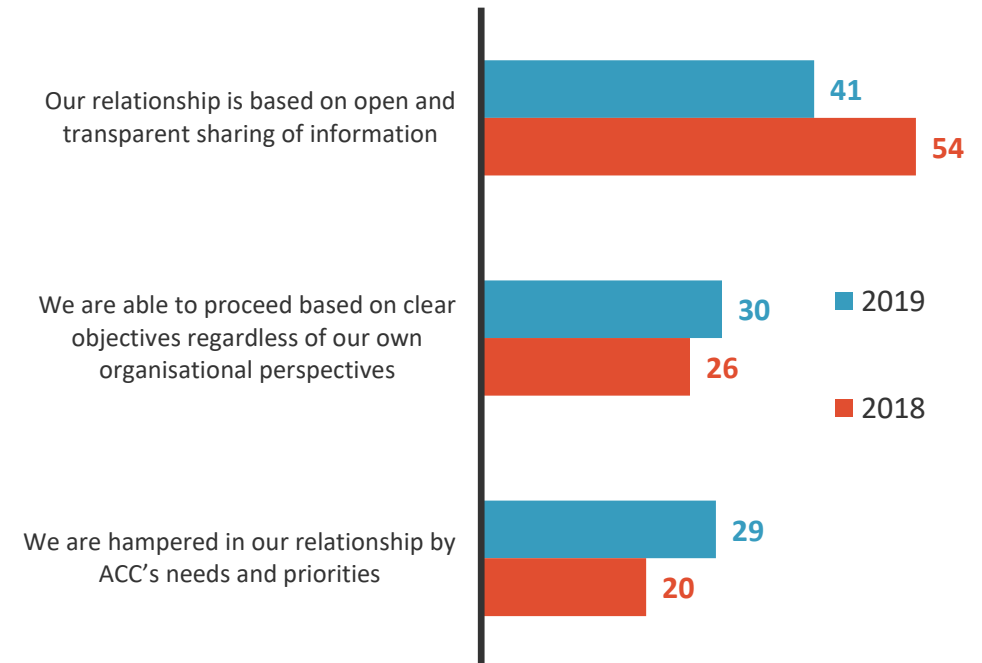


Base n = 48 (those who describe their relationship as working with ACC on common policy development and outcomes)

Injury prevention and treatment outcomes profile

- There were significant drops in those who felt their relationship has lost its openness and transparency and significant increased in those who felt their relationship is hampered by ACC's needs and priorities.
 - The proportion of stakeholders (who work with ACC on injury prevention initiatives and treatment outcomes) who felt their relationship was based on open and transparent sharing of information has decreased by 13% since 2018 to 41%.
 - 29%, up 9% felt their relationship was hampered by ACC's needs and priorities.
 - A similar proportion to 2018, under a third (30%, up 4%) felt they were able to proceed based on clear objectives.

Which of the following is closest to your view?



Base n = 45 (those who describe their relationship as working with ACC on injury prevention initiatives or on improved treatment and rehab outcomes)

Appendix

Sector summary



Professional health body – 2019 summary

- In terms of their relationship and engagement satisfaction with ACC, professional health body stakeholders had similar satisfaction levels to those of the overall external stakeholder sample.
- However, professional health body stakeholders were more likely to declare that their relationship has not changed over the last 12 months. This indicates that there is an opportunity to improve strategic relationships with these stakeholders.
- Professional health body stakeholders were less likely to agree that their relationship was a trust-based relationship than the overall external stakeholder sample, which again indicated there may be opportunities around relationship management to regain the trust among these stakeholders.
- With regards to key engagement attributes, professional health body stakeholders were generally less likely to agree with these attributes. Again, this suggests that relationships needs improving and that more collaboration with these stakeholders is necessary.

**Due to small sample sizes (n=29), these results are only indicative unless stated otherwise*

Professional health body – 2019 summary

Satisfaction with ACC – statement satisfaction

	Sample size	Overall, how satisfied are you with the relationship you have with your ACC relationship manager and their team	How satisfied are you with your understanding of ACC's role in supporting New Zealanders who experience injury through an accident
	n	% Satisfied (1+2)	% Satisfied (1+2)
All	183	64	76
Professional health body	29	62	69

Relationship with ACC over the last 12 months

	Sample size	Getting better	About the same	Getting worse	It's too early to say
	n	%	%	%	%
All	183	31	49	15	5
Professional health body	29	24	62	10	3

Stakeholder engagement – statement agreement

	Sample size	I know what to expect in our relationship	We have a trust – based relationship	I am kept informed about issues that are important to my organisation
	n	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)
All	183	64	60	50
Professional health body	29	59	48	52

Key attributes of engagement – statement agreement

	Sample size	My ACC contacts do what they say they will do	My opinion is valued and listened to	We work together to address and solve problems and issues	ACC is easy to engage with	Our relationship is based on clear objectives	ACC engages proactively with me	ACC is consistent in its messages and behaviours
	n	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)
All	183	67	57	56	49	47	46	37
Professional health body	29	59	48	45	45	34	45	31

Satisfaction engagement – statement satisfaction

	Sample size	Was a good use of my time and effort	Was effective, meeting expected outcomes	Supported the delivery of my organisation's business objectives
	n	% Satisfied (1+2)	% Satisfied (1+2)	% Satisfied (1+2)
All	183	56	54	47
Professional health body	29	62	55	45

Other health service provider – 2019 summary

- Other health service providers have a similar satisfaction levels to that of the overall external stakeholder sample.
- However, they were slightly more likely to say their relationship was getting worse than the overall sample.
- These stakeholders also felt less informed on key issues important to their organisations.
- Other health service providers were less likely to be satisfied with their engagement results and were also more negative towards key engagement attributes.
- As with professional health body stakeholders, ACC's relationships with other service providers have declined during the last year and work is required to address this.

**Due to small sample sizes (n=40), these results are only indicative unless stated otherwise*

Other health service provider – 2019 summary

Satisfaction with ACC – statement satisfaction

	Sample size	Overall, how satisfied are you with the relationship you have with your ACC relationship manager and their team	How satisfied are you with your understanding of ACC's role in supporting New Zealanders who experience injury through an accident
	n	% Satisfied (1+2)	% Satisfied (1+2)
All	183	64	76
Other health service provider	40	60	80

Relationship with ACC over the last 12 months

	Sample size	Getting better	About the same	Getting worse	It's too early to say
	n	%	%	%	%
All	183	31	49	15	5
Other health service provider	40	33	40	23	5

Stakeholder engagement – statement agreement

	Sample size	I know what to expect in our relationship	We have a trust – based relationship	I am kept informed about issues that are important to my organisation
	n	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)
All	183	64	60	50
Other health service provider	40	68	58	43

Key attributes of engagement – statement agreement

	Sample size	My ACC contacts do what they say they will do	My opinion is valued and listened to	We work together to address and solve problems and issues	ACC is easy to engage with	Our relationship is based on clear objectives	ACC engages proactively with me	ACC is consistent in its messages and behaviours
	n	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)
All	183	67	57	56	49	47	46	37
Other health service provider	40	63	53	48	45	43	35	33

Satisfaction engagement – statement satisfaction

	Sample size	Was a good use of my time and effort	Was effective, meeting expected outcomes	Supported the delivery of my organisation's business objectives
	n	% Satisfied (1+2)	% Satisfied (1+2)	% Satisfied (1+2)
All	183	56	54	47
Other health service provider	40	48	50	40

DHB – 2019 summary

- DHB stakeholders were slightly more positive towards their relationship with ACC and their engagement with ACC than other stakeholders.
- At the same time, DHBs tended to be more polarised in their views towards their relationship with ACC during the past year, with more thinking the relationship is getting better and more thinking it is getting worse than all stakeholders.
- DHBs were more likely to agree with the key engagement attributes and significantly more likely to agree that they work together with ACC to address and solve problems and issues.
- They were also more satisfied with the support provided by ACC to deliver their business objectives.
- These results indicate that the work done over the past year has paid dividends and achieved some relationship and engagement improvements among some DHBs.
- However, there is are still DHB stakeholders who believes the relationship is getting worse, which suggests there are is still more room for improvements.

**Due to small sample sizes (n=18), these results are only indicative unless stated otherwise*

DHB – 2019 summary

Satisfaction with ACC – statement satisfaction

	Sample size	Overall, how satisfied are you with the relationship you have with your ACC relationship manager and their team	How satisfied are you with your understanding of ACC's role in supporting New Zealanders who experience injury through an accident
	n	% Satisfied (1+2)	% Satisfied (1+2)
All	183	64	76
DHB	18	67	83

Relationship with ACC over the last 12 months

	Sample size	Getting better	About the same	Getting worse	It's too early to say
	n	%	%	%	%
All	183	31	49	15	5
DHB	18	39	33	28	0

Stakeholder engagement – statement agreement

	Sample size	I know what to expect in our relationship	We have a trust – based relationship	I am kept informed about issues that are important to my organisation
	n	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)
All	183	64	60	50
DHB	18	61	61	50

Key attributes of engagement – statement agreement

	Sample size	My ACC contacts do what they say they will do	My opinion is valued and listened to	We work together to address and solve problems and issues	ACC is easy to engage with	Our relationship is based on clear objectives	ACC engages proactively with me	ACC is consistent in its messages and behaviours
	n	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)
All	183	67	57	56	49	47	46	37
DHB	18	78	61	78	50	61	50	39

Satisfaction engagement – statement satisfaction

	Sample size	Was a good use of my time and effort	Was effective, meeting expected outcomes	Supported the delivery of my organisation's business objectives
	n	% Satisfied (1+2)	% Satisfied (1+2)	% Satisfied (1+2)
All	183	56	54	47
DHB	18	56	56	56

Government (Central and Local – 2019 summary

- Government (Central and Local) have similar satisfaction levels to that of the overall external stakeholder sample.
- They were also more likely to declare that their relationship with ACC was about the same over the last 12 months.
- Government stakeholders were more likely to agree that their relationship with ACC is a trust-based relationship.
- These stakeholders were more likely to agree with all key engagement attributes.
- As with DHBs, government stakeholders were also significantly more likely to agree they work together with ACC to address and solve problems and issues.
- However, government stakeholders were less likely to be satisfied that their engagement was a good use of their time and effort, and it was effective meeting expected outcomes.
- Overall these findings suggest that relationships with government stakeholders have improved over the last year.
- However, satisfaction with the engagement outcomes is lower than the overall stakeholder sample and suggests there are still opportunities to improve the relationships further.

**Due to small sample sizes (n=27), these results are only indicative unless stated otherwise*

Government (Central and Local – 2019 summary

Satisfaction with ACC – statement satisfaction

	Sample size	Overall, how satisfied are you with the relationship you have with your ACC relationship manager and their team	How satisfied are you with your understanding of ACC's role in supporting New Zealanders who experience injury through an accident
	n	% Satisfied (1+2)	% Satisfied (1+2)
All	183	64	76
Government (Central and Local)	27	67	70

Relationship with ACC over the last 12 months

	Sample size	Getting better	About the same	Getting worse	It's too early to say
	n	%	%	%	%
All	183	31	49	15	5
Government (Central and Local)	27	33	56	11	0

Stakeholder engagement – statement agreement

	Sample size	I know what to expect in our relationship	We have a trust – based relationship	I am kept informed about issues that are important to my organisation
	n	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)
All	183	64	60	50
Government (Central and Local)	27	63	67	59

Key attributes of engagement – statement agreement

	Sample size	My ACC contacts do what they say they will do	My opinion is valued and listened to	We work together to address and solve problems and issues	ACC is easy to engage with	Our relationship is based on clear objectives	ACC engages proactively with me	ACC is consistent in its messages and behaviours
	n	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)
All	183	67	57	56	49	47	46	37
Government (Central and Local)	27	78	63	67	59	56	56	48

Satisfaction engagement – statement satisfaction

	Sample size	Was a good use of my time and effort	Was effective, meeting expected outcomes	Supported the delivery of my organisation's business objectives
	n	% Satisfied (1+2)	% Satisfied (1+2)	% Satisfied (1+2)
All	183	56	54	47
Government (Central and Local)	27	63	63	56

NGO – 2019 summary

- NGO stakeholders tended to be significantly more satisfied with their overall relationship than other stakeholders.
- However, their satisfaction with the understanding of ACC's role was similar to that of the overall stakeholder sample.
- NGOs were slightly less likely to be satisfied with their engagement outcomes specifically with regards to their use of time and effort and meeting expected outcomes.
- However, while findings suggests that overall relationships are good, ACC must make sure they to continue to engage proactively and work with NGOs to address issues related to the engagement outcomes.

**Due to small sample sizes (n=34), these results are only indicative unless stated otherwise*

NGO – 2019 summary

Satisfaction with ACC – statement satisfaction

	Sample size	Overall, how satisfied are you with the relationship you have with your ACC relationship manager and their team	How satisfied are you with your understanding of ACC's role in supporting New Zealanders who experience injury through an accident
	n	% Satisfied (1+2)	% Satisfied (1+2)
All	183	64	76
NGO	34	82	74

Relationship with ACC over the last 12 months

	Sample size	Getting better	About the same	Getting worse	It's too early to say
	n	%	%	%	%
All	183	31	49	15	5
NGO	34	24	53	12	12

Stakeholder engagement – statement agreement

	Sample size	I know what to expect in our relationship	We have a trust – based relationship	I am kept informed about issues that are important to my organisation
	n	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)
All	183	64	60	50
NGO	34	59	71	50

Key attributes of engagement – statement agreement

	Sample size	My ACC contacts do what they say they will do	My opinion is valued and listened to	We work together to address and solve problems and issues	ACC is easy to engage with	Our relationship is based on clear objectives	ACC engages proactively with me	ACC is consistent in its messages and behaviours
	n	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)
All	183	67	57	56	49	47	46	37
NGO	34	71	68	56	50	62	44	26

Satisfaction engagement – statement satisfaction

	Sample size	Was a good use of my time and effort	Was effective, meeting expected outcomes	Supported the delivery of my organisation's business objectives
	n	% Satisfied (1+2)	% Satisfied (1+2)	% Satisfied (1+2)
All	183	56	54	47
NGO	34	44	47	47

Private hospital – 2019 summary

- Overall, Private hospital stakeholders tended to be more positive on their relationship and engagement with ACC than other stakeholders.
- No private hospital stakeholders felt their relationship over the past year was getting worse.
- They were significantly more likely to:
 - Agree they knew what to expect in their relationship.
 - Agree they have a trust-based relationship.
 - Agree their opinion is valued and listened to.
 - Agree their relationship is based on clear objectives.
- However, while findings suggests that relationships are good, ACC must continue to ensure relationship are based on clear objectives.

**Due to small sample sizes (n=15), these results are only indicative unless stated otherwise*

Private hospital – 2019 summary

Satisfaction with ACC – statement satisfaction

	Sample size	Overall, how satisfied are you with the relationship you have with your ACC relationship manager and their team	How satisfied are you with your understanding of ACC's role in supporting New Zealanders who experience injury through an accident
	n	% Satisfied (1+2)	% Satisfied (1+2)
All	183	64	76
Private hospital	15	73	80

Relationship with ACC over the last 12 months

	Sample size	Getting better	About the same	Getting worse	It's too early to say
	n	%	%	%	%
All	183	31	49	15	5
Private hospital	15	47	47	0	7

Stakeholder engagement – statement agreement

	Sample size	I know what to expect in our relationship	We have a trust – based relationship	I am kept informed about issues that are important to my organisation
	n	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)
All	183	64	60	50
Private hospital	15	93	87	73

Key attributes of engagement – statement agreement

	Sample size	My ACC contacts do what they say they will do	My opinion is valued and listened to	We work together to address and solve problems and issues	ACC is easy to engage with	Our relationship is based on clear objectives	ACC engages proactively with me	ACC is consistent in its messages and behaviours
	n	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)
All	183	67	57	56	49	47	46	37
Private hospital	15	87	87	80	73	60	80	60

Satisfaction engagement – statement satisfaction

	Sample size	Was a good use of my time and effort	Was effective, meeting expected outcomes	Supported the delivery of my organisation's business objectives
	n	% Satisfied (1+2)	% Satisfied (1+2)	% Satisfied (1+2)
All	183	56	54	47
Private hospital	15	73	67	67

Non-health service provider – 2019 summary

- All non-health service providers were satisfied with their relationship and their understanding of ACC's role.
- No non-health service providers felt their relationship over the past year was getting worse.
- They were significantly more likely to:
 - Agree they have a trust-based relationship (all thought this).
 - Agree their opinion is valued and listened to.
 - Agree their relationship is based on clear objectives.
 - Agree ACC is consistent in its messaging and behaviours.
- They were also significantly more likely to be satisfied with the engagement outcomes.
- Again, while findings suggests that relationships with non-health service providers are much better than with other stakeholders, ACC must make sure to maintain these and to ensure relationship are based on clear objectives.

**Due to small sample sizes (n=8), these results are only indicative unless stated otherwise*

Non-health service provider – 2019 summary

Satisfaction with ACC – statement satisfaction

	Sample size	Overall, how satisfied are you with the relationship you have with your ACC relationship manager and their team	How satisfied are you with your understanding of ACC's role in supporting New Zealanders who experience injury through an accident
	n	% Satisfied (1+2)	% Satisfied (1+2)
All	183	64	76
Non-health service provider	8	100	100

Relationship with ACC over the last 12 months

	Sample size	Getting better	About the same	Getting worse	It's too early to say
	n	%	%	%	%
All	183	31	49	15	5
Non-health service provider	8	38	63	0	0

Stakeholder engagement – statement agreement

	Sample size	I know what to expect in our relationship	We have a trust – based relationship	I am kept informed about issues that are important to my organisation
	n	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)
All	183	64	60	50
Non-health service provider	8	88	100	63

Key attributes of engagement – statement agreement

	Sample size	My ACC contacts do what they say they will do	My opinion is valued and listened to	We work together to address and solve problems and issues	ACC is easy to engage with	Our relationship is based on clear objectives	ACC engages proactively with me	ACC is consistent in its messages and behaviours
	n	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)	% Agree (1+2)
All	183	67	57	56	49	47	46	37
Non-health service provider	8	100	88	75	75	88	75	88

Satisfaction engagement – statement satisfaction

	Sample size	Was a good use of my time and effort	Was effective, meeting expected outcomes	Supported the delivery of my organisation's business objectives
	n	% Satisfied (1+2)	% Satisfied (1+2)	% Satisfied (1+2)
All	183	56	54	47
Non-health service provider	8	88	100	88

Appendix

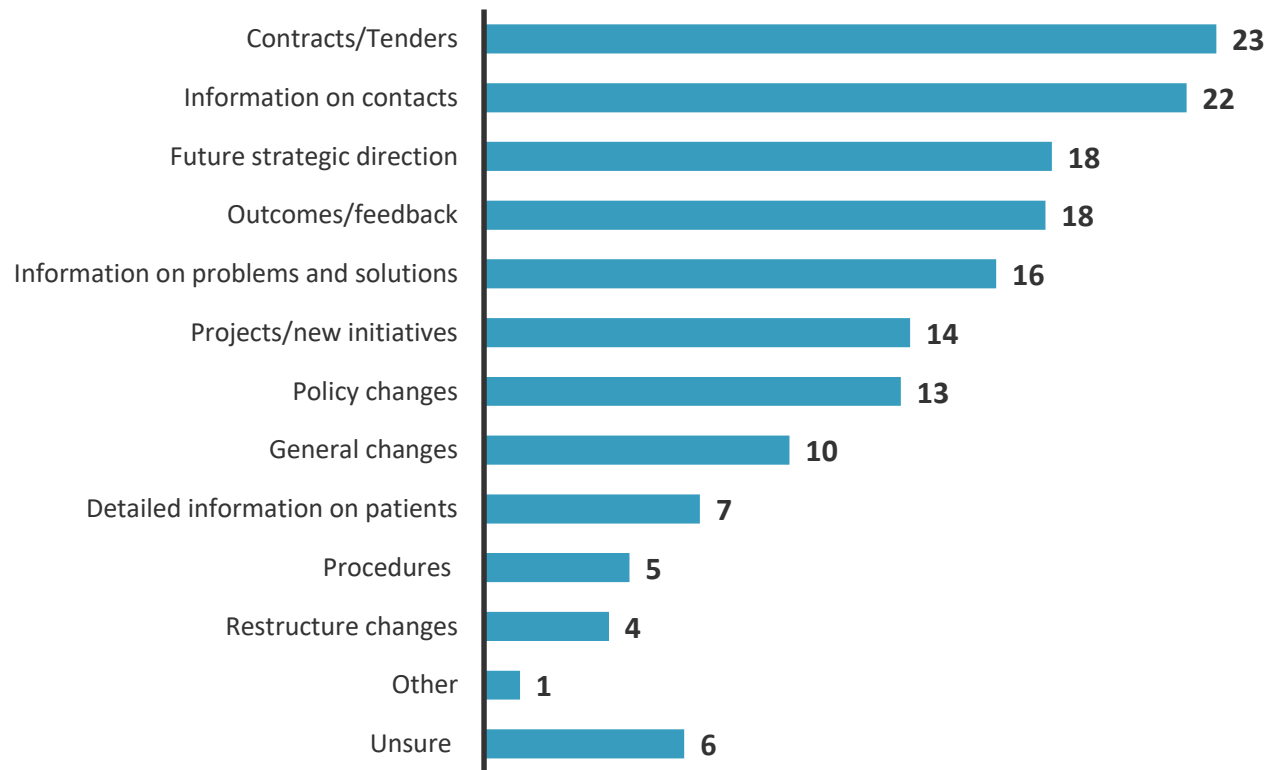
Verbatims



Most interesting information to receive



What kind of information are you most interested in receiving from ACC?



Verbatims from topics outside of the top three

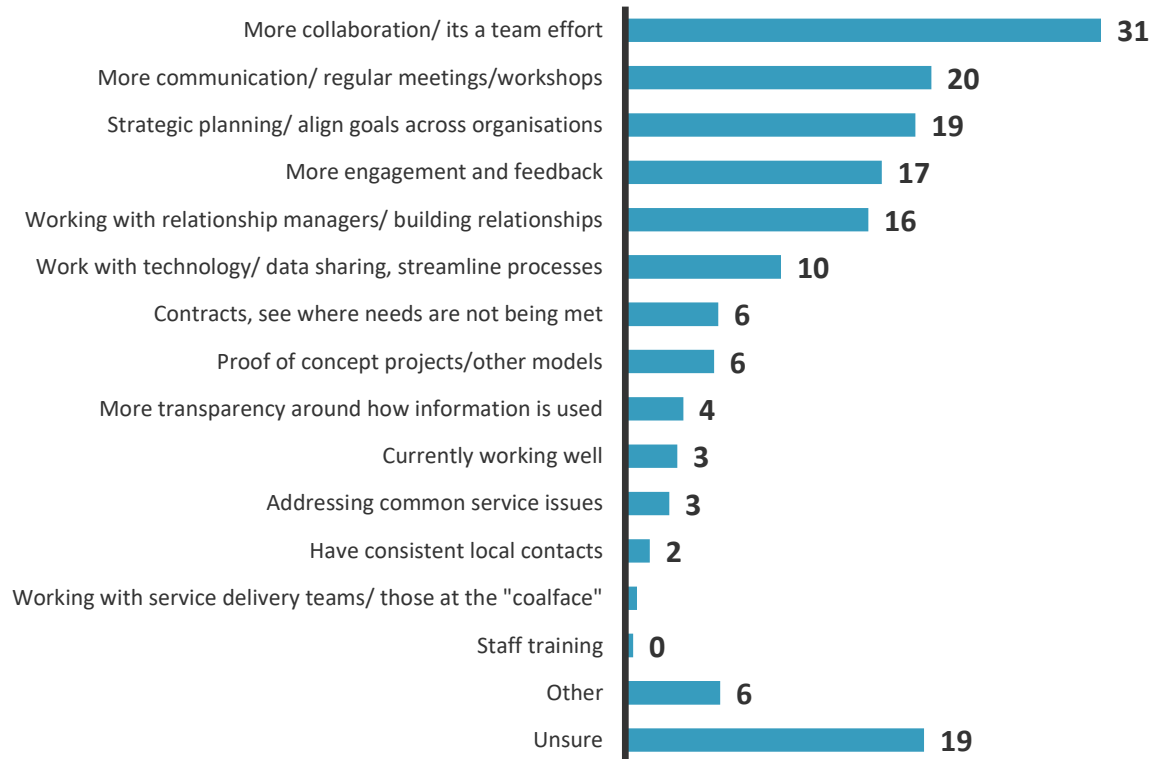
- “Policy with respect to notification of risk of harm.” – *Professional health body*
- “As a professional association, we would like to engage in honest meaningful trusting discussions where we identify issues and work collaboratively to find solutions. We would like these relationships to help influence policies that result in better outcomes for our patients - ACC clients.” – *Professional health body*
- “ACC's long term plan for services. Data on market share. What ACC is communicating to Case Owners regarding service provision and use of services.” – *Other health service provider*
- “Operational updates-changes in service design and delivery of case management . These changes have impact on business.” – *Other health service provider*
- “Information on performance of the scheme, emerging issues, planned responses etc.” – *Government (Central and Local)*
- “Consultation about change as DHB's are large complex organisations. How we are doing compared with sector (just started for elective surgery but adhoc) plenty of notice about change.” - *DHB*

Base: 19%, those who disagree with the statement, I am kept informed about issues that are important to my organisation, multi response question (n=39)

Opportunities for greater collaboration



What opportunities do you see for greater collaboration with ACC to improve the delivery of ACC services?




Verbatims from topics outside of the top three

- “More transparency around RFP’s.” – *Private hospital*
- “Industry leader involvement in strategic planning including private business models versus tertiary/secondary health service provision. This applied more to serious injuries where a person is likely to have significant life long rehabilitation e.g. spinal, neurological, multi limb loss.” – *Other health service provider*
- “Meet with and collaborate with Suppliers on contract design. Get your actuaries to spend time with supplier and understand the cost of running a business and delivering community based rehabilitation.” – *NGO/Community*
- “Currently I think NZSOHNS has a pretty good relationship with ACC.” – *Professional health body*
- “Continue discussions and improve consultation prior to changes. Listen to providers and the people who deal directly with clients.” – *DHB*
- “Using data to inform insights and understandings - better integration and use of data with ACC and across the system.” – *Non-health service provider*
- “Open up additional training opportunities for ACC Mates & Dates facilitators” – *NGO/Community*

All respondents; multi response question

ACC should stop doing

 Thinking about things that ACC can do to improve engagement with your organisation; What ACC should stop doing:




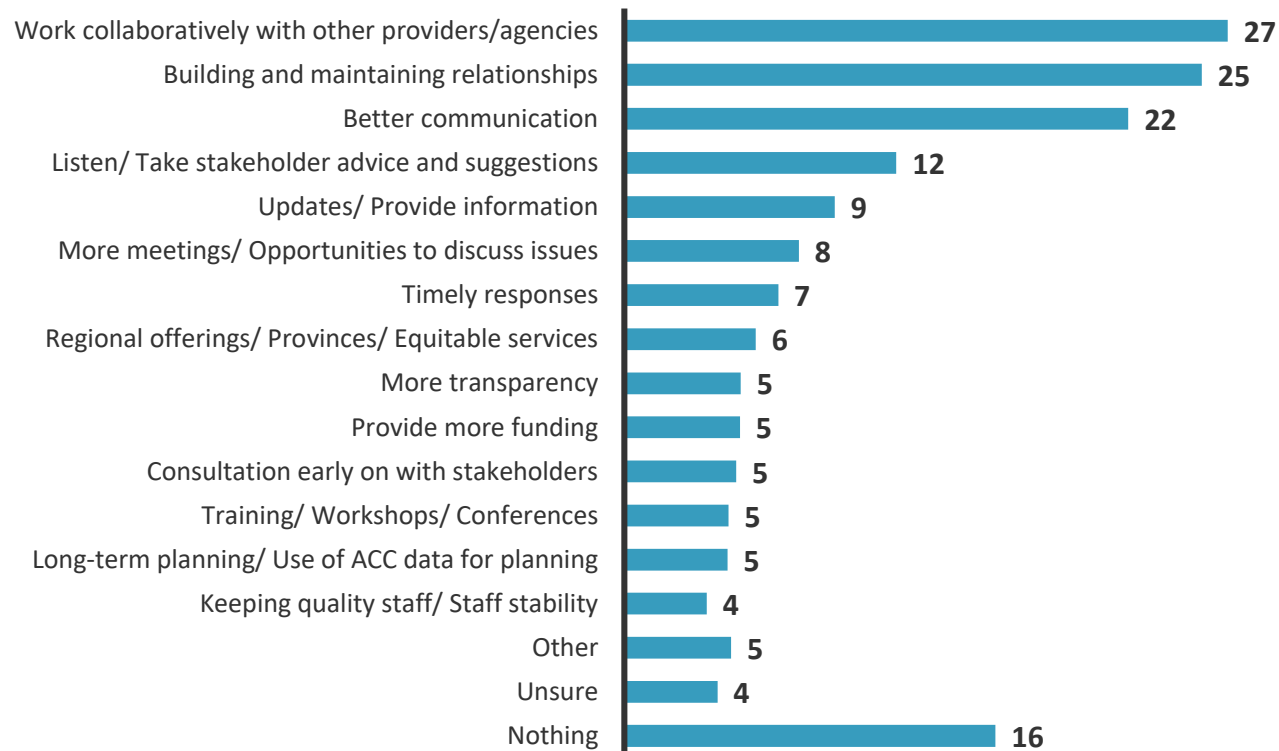
Verbatims from topics outside of the top three

- “Being so legalistic.” - *Government (Local and Central)*
- “Being defensive. In our dealings we feel ACC employees are defending ACC positions. They don't listen.” – *Professional health body*
- “Continuing to support people who don't services but make such a noise that ACC backs down and continues to provide funding.” – *NGO/Community*
- “Approval process generally ok - but can be inconsistent and prolonged.” – *Professional health body*
- “Being inconsistent. Making changes without consultation or lead in times. Making assumptions” – *DHB*
- “To a certain extent "ACC" is hamstrung by all of government procurement rules. ACC appear to be "forced" to use a particular contracting process which in some instances goes against what is needed to change a system as large and cumbersome as the health sector. In some cases the procurement process results in outcomes that are contrary to what the overall sector needs.” *Private hospitals*
- “Use of EPM role at present does not add value to the communications or enhance service delivery we want to provide ACC and contradicts advice we receive from other parts of the organisation.” – *Other health service provider*

All respondents; multi response question

ACC should start doing

 Thinking about things that ACC can do to improve engagement with your organisation; What ACC should start doing:




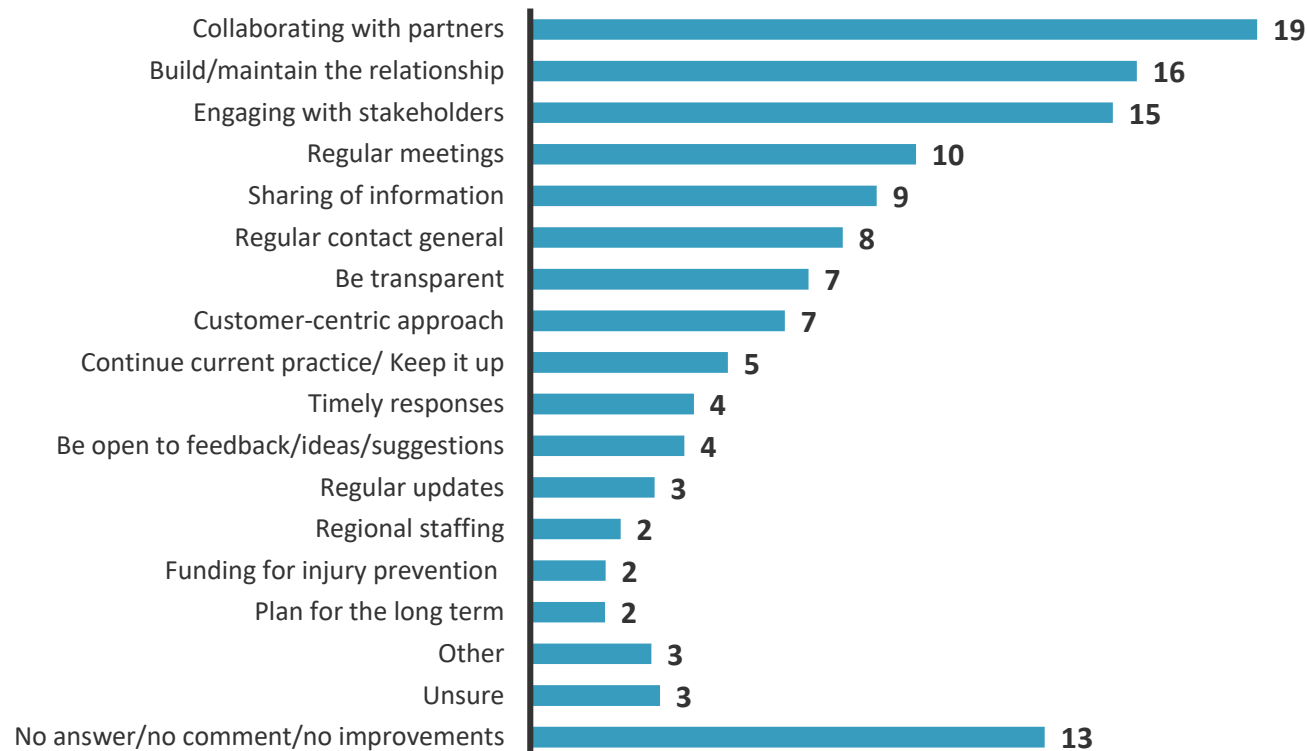
Verbatims from topics outside of the top three

- “Engaging with external stakeholders in the development of policy and strategies.” – *NGO/Community*
- “Ensure follow up where undertaken.” – *Government (Central/Local)*
- “We are still getting a lot of queries from members regarding ACC issues so improving channels of communication between psychologist providers and ACC would be useful so they can easily find answers to questions would assist.” – *NGO/Community*
- “In service training to case management team on contract IHCS.” – *Other health service provider*
- “Re-engaging with all professional bodies and consulting with them on policy.” – *Professional health body*
- “Increase its use of the national DHB/ACC meeting to develop better contracts. Need to have contracts focused on DHB and not use commercial contracts based on private providers.” – *DHB*
- “Supporting more out reach specialist services and regional centres.” – *Other health service provider*
- “Share more on its overall strategy - what's it want to be as an organisation?” – *Government (Central/Local)*

All respondents; multi response question

ACC should start doing

 Thinking about things that ACC can do to improve engagement with your organisation; What ACC should continue doing:



Verbatims from topics outside of the top three

- “Engaging with external stakeholders in the development of policy and strategies.” – *NGO/Community*
- “Rolling out value-based / outcomes based work.” – *Private hospital*
- “Our relationship with ACC is strong, I have not had any cause to question the relationship in terms of support when requested. The Case Managers are very quick to respond to any changes required in the individual's plan and also have a sound understanding of Ryder-Cheshire's social model of practice rather than the medical model.” – *NGO/Community*
- “Continue to engage with their suppliers openly. So we can continue to build trust. Be open to ideas or suggestions that will not only assist the supplier but also ACC long term.” – *DHB*
- “Helping the sector reduce the risk of harm.” – *Professional health body*
- “Support local staff. Continue to work towards partnership and transparency. Look at outcomes.” – *DHB*
- “Injury prevention work including injury to workers from the clients being treated, e.g. client assault on staff.” – *Other health service provider*

All respondents; multi response question

Appendix

Response rate and identification of respondent



Response rate

Sector	Response rate
Other health service provider	42%
NGO	56%
Professional health body	33%
Government (Central and Local)	49%
DHB	45%
Private hospital	50%
Non-health service provider	53%
Overall	42%

Note: These response rates are estimates as some sector responses provided in the survey did not match the sector allocated in the sample database.

Respondent identification

	Other health service provider	NGO/Community	Professional health body	Government (Central/Local)	DHB	Private hospital	Non-health service provider	Other
Population (n)	40	34	29	27	18	15	8	12
Yes % (n)	40 (16)	32 (11)	52 (15)	30 (8)	39 (7)	20 (3)	25 (2)	42 (5)
No % (n)	60 (24)	68 (23)	48 (14)	70 (19)	61 (11)	80 (12)	75 (6)	58 (7)