

Summary

Objective

To ensure any concerns or complaints shared by a client, their authorised representative, business customer or provider are captured and addressed.

Background

All ACC clients, their authorised representatives, business customers or providers can share their concerns about a decision we've made or the service we've provided. They can make a complaint or discuss their concerns with us. These are managed at local level (by staff receiving the complaint), or by the Customer Resolution team.

Customer Resolutions work with clients and ACC to resolve issues that have been escalated to them. They will also investigate and respond to complaints made under the Code of ACC Claimants Rights.

Owner [Out of Scope]

Expert

Procedure

1.0 Receive and Forward Feedback / Complaint

ACC Staff Member, Resolution Specialist

- a** Receive complaint or feedback sharing concern.

NOTE What if it was received via phone call and you are a Resolution Specialist?

Go to 3.0g.

NOTE What if it was received via phone call and you are not a Resolution Specialist?

Complaints can be addressed at local level (by the person receiving the complaint of local management.
If the issue cannot be resolved with the client or the client specifically requests, transfer the call to the Customer Resolutions Team via their hunt line 80583 or advise caller to ring 0800 650 222. This process ends.

NOTE What if it was received via other channels? (le Email, heartbeat, letters, social media, etc.)

Complaints can be addressed at local level (by the person receiving the complaint of local management.
Email feedback, concern or complaint to customerfeedback@acc.co.nz. This process ends.

2.0 Triage and Allocate Complaint

Resolution Specialist

- a** Open the allocations spreadsheet and check capacity of Resolution Specialists to ensure equal allocation.

NOTE How do you access the allocations spreadsheet?

The allocations spreadsheet is located in the Customer Resolution Team's shared folder found here: \\ACCFILES\Data\Branch Servers\Customer Resolution\Triage and Allocations\Resolution Services Triage Allocations 2.xls

NOTE What do you need to consider when allocating?

Consider the current workload of the Resolution Specialist (le Do they have complex / code investigations?)

NOTE What time do you need to complete allocations by?

Allocations must be done in the morning by 9am. However, the mailbox must be monitored intermittently throughout the day as new complaints could come in during the course of the day.

- b** Check the 'customer feedback' mailbox in Outlook and open the oldest email.


- c** Review email to determine the rating of the complaint.

NOTE What is a rating?

A rating is used to add weighting to complaints, to ensure an even distribution of work.

NOTE What do you need to consider?

- Is there already an open or recent complaint?
- Has the client made any previous complaints?
- What type of complaint is it? (le Chief Executive, Ministerial, Business, Provider, Remote Claims Unit, etc)
- Is the client on a management plan?
- Does the client have a care indicator?
- Is there an advocate involved?
- Will the complaint involve extensive work? (le Looking through a large file)
- Is the complaint high risk? (le Has it been escalated? Is there media risk?)
- Is the client asking for an investigation under the Code of Claimants' Rights?
- Could this be a potential Code of Claimants' Rights investigation?

-  Working with the Code of ACC Claimants' Rights Policy

NOTE What if there is uncertainty of complaint received and you require additional support?

If there is any uncertainty or complaint requires immediate escalation, advise the Senior Resolution Specialist or Team Manager.

- d** Assign a rating to the complaint. Refer to Customer Resolutions Allocation Rating Guide.

-  Allocation Rating Guide - Customer Resolutions

- e** In Eos, locate the party record and create a feedback case (for all complaints rated 2-7).

NOTE What if the person making the complaint cannot be located in Eos?

This is called an anonymous complaint. Use the Eos Party record 'Mr ACC Customer Resolutions'.

NOTE What if it is a Remote Claims Unit complaint?

Do not create a feedback case, forward the complaint in an email to [Out of Scope] (Pseudonym Resolutions Specialists).

NOTE What if it was rated as a Level 1?

- Do not create a feedback case as it is likely that there will not be multiple actions/interactions on the complaint
- Forward the email to a Resolution Specialist advising 'no feedback case required'.
- Update the allocations spreadsheet
- Go to 2.0k

NOTE What if it is a complaint/concern received by a Business Customer?

In Juno, create a feedback case (for complaints rated 2-7).

f Assign the feedback case to the most appropriate Resolution Specialist and update the allocations spreadsheet.

g Complete all fields in the Task Template.

NOTE Where is the Task Template located?

The Task Template is located in a shared folder and can be found here: \\ACCFILES\Data\Branch Servers\Customer Resolution/Triage and Allocations/TASK TEMPLATE.docx

h Copy the Task Template information into the email and forward to a Resolution Specialist.

i Copy the Task Template information into the [feedback case]task that has been assigned to the Resolution Specialist.

j Access the Resolution Specialist's task queue and take the task off hold. This will ensure the task is not 'hidden'.

k Move the email from the 'customer feedback' mailbox to the relevant Resolution Specialist's email folder.

NOTE What if it was a Chief Executive complaint?


Add this to the report located in \\ACCFILES\Data\Branch Servers\Customer Resolution/Reports/CE report

NOTE What if it was a Provider Complaint?

Add this to the report located in \\ACCFILES\Data\Branch Servers\Customer Resolution/Reports/Provider report

3.0 Listen, Gather info and Clarify Resolution Specialist

a Upload the original email received (with complaint information) into Eos using the filing away process. Refer to Inbound Filing Away of Emails and Email attachments - System Steps.

 Inbound Filing Away of Emails and Email attachments - System Steps

b Link the relevant claim to the feedback case.

c Review the complaint information in the email to understand the issue.

NOTE What if it is a Ministerial or Chief Executive complaint?


Notify the Ministerial team or Executive office that you are managing this complaint.

NOTE What if it is an Accredited Employer or Third Party Administrator complaint?

Send an email to aepquires@acc.co.nz to inform them that you have received a complaint and keep them updated with the outcome.

If the complaint is a work related claim, please also make the Employer aware of the complaint. The list of employer contacts can be found on the Accredited Employer Te Whariki page under prime contact.

For all non-work claim complaints – please email TPAsupport@acc.co.nz

 Accredited Employer Te Whariki Page

d Review claim in Eos or Juno (if it is a Business Customer Complaint) to obtain greater understanding of history and situation.

NOTE What do you need to review?

Familiarise yourself with the claim by reviewing contacts, documents and tasks in Eos; or Interactions and documentation in Juno.

e Contact relevant business unit to advise that a complaint has been received.

f Acknowledge complaint has been received by making contact with the person who made the complaint (within 48 hours where possible) and save contact/interaction note including any documents in Eos or Juno.

NOTE What do you do to acknowledge the receipt of a complaint?

You can acknowledge the receipt of the complaint via:

- Phone call
- Email or
- In writing, using the COM03 letter in Eos.

 COM03 Acknowledgment of your complaint

g Discuss the issue/complaint with the person who is making the complaint (to understand from their point of view), what is the issue/concern and what outcome is being sought.

NOTE What if complaint resolution is achieved on the call?


Go to 7.0g.

h Advise them of the next steps to be taken, including expected timeframes. Set clear expectations with the client around how they would like to be communicated with throughout the process. (Ie Does the client want regular updates?)

i Record details of the conversation in Eos or Juno and create a feedback case or dissatisfaction contact, if required (Ie a feedback case may not have initially been created).


4.0 Investigate complaint Resolution Specialist

a Determine what type of complaint it is (Ie Is it code or non-code?). Refer to Working with the Code of ACC Claimants' Rights Policy.

 Working with the Code of ACC Claimants' Rights Policy

NOTE What if it is a code complaint?

- Create the ACC7407 Complaints investigation issue history form.
- Ensure each of the issues for investigation are recorded separately on this form as well as in the Eos feedback case.

 ACC7407 Complaint investigation issue history

NOTE What information do you need to add to the ACC7407 Complaints investigation issue history form?

The form needs to clearly show the information you have gathered and considered as part of your investigation that will determine the outcome decision you make.

NOTE What if it is a service complaint that can be resolved by another unit?

- Forward to the appropriate Team Manager in the relevant business unit
- Advise client of next steps
- Go to 7.0g.

b Consider whether you need to seek advice/input from another business unit to help in your investigation.

NOTE What are other business units or teams that you may consider?

- Branch/Sites/Hubs
- Privacy team
- Technical services
- Clinical services
- Legal Services
- Government Services
- Accredited Employers
- Third Party Administrators

NOTE What if you need input from a business unit?

Call or send task as appropriate.

NOTE What if it is a complex complaint or code investigation relating to a privacy issue?

Send an email to privacy.officer@acc.co.nz with the following information:

For Resolution Services to complete Resolution Specialist/Review Specialist:
 Customer name:
 Claim number:
 Relevant ministerial, government services or review identifier:
 Date complaint/review received:
 Factual summary and timeline
 Please include relevant privacy history including previous privacy advice.
 Privacy advice required:

Privacy Team to complete
 Privacy Advisor:
 Privacy advice:
 Any other comments/considerations:

c Complete a full review of the claim file(s), party record and all other relevant information you have been provided from other parties.

d Document all steps of the investigation in Eos or Juno.


NOTE What if it is a code complaint?

- Update the ACC7407 Complaints investigation issue history form
- Upload the ACC7407 form to the feedback case in Eos.

5.0 Identify Outcome

Resolution Specialist

a Determine the outcome of the investigation.

 Working with the Code of ACC Claimants' Rights Policy

NOTE What if there was a breach?

Discuss best approach and course of action (ie apology or remedy) with Team Manager in the relevant business unit and record in Eos.

NOTE What if it is a Ministerial or Chief Executive complaint?

Email the Ministerial team or Executive office to advise the outcome.

NOTE What if it was a dissatisfaction or non-code complaint?


- Go to 5.0c if it was a complex complaint and a letter needs to be sent
- Go to 7.0d if it was a non-complex complaint and a letter is not required

NOTE What if you are unsure or would like further input on the outcome determined?

Check with a colleague, a Senior Resolution Specialist or Resolution Team Manager.

b Finalise the ACC7407 Complaints investigation issue history form and consider all the evidence you have found in your investigation.

c Create the COM01 Findings letter.

 COM01 Your complaint - Findings

d Email draft COM01 Findings letter to the Senior Resolution Specialist or Team Manager for checking.

6.0 Review Outcome

Resolutions Services Team Manager, Senior Resolution Specialist

a Review the COM01 Findings letter and provide feedback, if any.

NOTE What do you need to check?

Check rationale and findings, as well as spelling and grammar.

b Email the COM01 Findings letter back to the Resolution Specialist with feedback.

7.0 Advise Outcome and Close Complaint

Resolution Specialist

a Receive COM01 Findings letter back and make any updates/changes, or re-investigate complaint as required.

b Upload the COM01 Findings letter to the feedback case in Eos.

c Email a copy of the COM01 Findings letter to the Team Manager of the relevant business unit.

NOTE What if it was a Ministerial or Chief Executive complaint?

Email the Ministerial team or Executive office to advise the outcome.

d Contact the person who made the complaint to discuss and inform them of findings and/or outcome decision.

e Record details of the conversation in Eos or Juno.

f Send COM01 Findings letter (if it is a code complaint) to the person who made the complaint.

- g Complete the feedback case e-forms and close task to ensure complaint is closed.

NOTE What if there was no feedback case created?

Ensure contacts and any outgoing documents are captured in Eos or Juno.

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OFFICIAL INFORMATION ACT

Summary

Objective

Different ACC groups are responsible for managing different types of complaints. This policy outlines the roles, responsibilities and expected outcomes for each group, and the rules about ownership of complaint information and assigning complaints.

Owner

[Out of Scope]

Expert

Policy

1.0 Role

- a ACC business units, Accredited Employers (AEs) and Third Party Administrators (TPAs).

2.0 Responsibility

- a You must:

- listen to the client and seek to understand what their concerns are
- gather information and think about your approach to a resolution
- respond to the client in a timely manner
- escalate to the Customer Resolution team if multiple or complex issues are raised, or if the client has made a complaint under the Code of ACC Claimants' Rights
- work with the Customer Resolution team to resolve client concerns.

3.0 Expectation

- a You must:

- capture feedback information including complaints, and document it on Eos
- make contact with the client
- resolve concerns to the client's satisfaction within the parameters of the legislation, if possible
- consider resolution outcomes that do not strictly fall within the parameters of the legislation, but are realistic and will achieve a meaningful resolution for ACC and the client
- consider any recommendations given by the Customer Resolution team.

4.0 Customer Resolution - Role

- a Customer Resolution staff must assist clients, business units, Accredited Employers and Third Party Administrators achieve an outcome for client issues.

5.0 Customer Resolution - Responsibility

- a You must:

- work in partnership with clients and staff
- investigate complaint issues
- issue written outcomes or decisions under the Code of ACC Claimants' Rights
- approve services in line with delegations to resolve minor client concerns, such as one-off taxis or bank dishonour fees
- support business units to restore relationships with clients
- work in partnership with the Remote Claims Unit to resolve concerns and complaints raised by risky clients
- gather information from the client to clarify their concerns and identify the resolution/s they would like
- check information on Eos
- consider policy, procedures and legislation
- advise business units of the concerns and confirm the processes, expectations and timeframes for outcomes
- develop a planned approach for a resolution of concerns
- negotiate and recommend resolution outcomes with business units for complaints and review applications
- document all contact information, investigation and documents on Eos
- uphold the standards of the Code of ACC Claimants' Rights

6.0 Expectation

- a You must achieve an outcome when:

- the concern is straightforward, can be dealt with easily and resolved by making one or two phone calls
- the concern involves an urgent matter relating to entitlements or treatment
- it's not clear which business unit or case owner should manage the issue.



Summary

Objective

ACC, Accredited Employers (AE) and Third Party Administrators (TPA) must meet their obligations when managing complaints.

Owner [Out of Scope]


Expert

Policy

1.0 Rules for managing complaints

The...	must...	within...
Customer Resolution team or managing Business Unit	contact the client	two working day of receiving the complaint If we cannot contact the client by phone within this timeframe we must try again within two working days
Customer Resolution team or managing Business Unit	try to resolve the issue	four working days, or more if agreed to by the client
Business Unit	escalate to the Customer Resolution team if: <ul style="list-style-type: none"> the issue is getting complex the client is talking about breaches of the Code the client wants the complaint escalated 	one working day
Customer Resolution	acknowledge the complaint	one working day of registering the complaint
Customer Resolution	gather information on the ACC7407 Complaint Investigation issue history form and liaise with ACC staff to resolve the issue/s	no set timeframes apply
Customer Resolution	issue a decision letter when the investigation is complete	20 working days, or the timeframe specified in the acknowledgement letter
Business unit, AE, or TPA	implement the agreed resolution and notify Customer Resolution when complete	the timeframe agreed with Customer Resolution
Customer Resolution	complete a post-investigation follow up (PIFU)	three working days after the resolution is implemented

 Rules for managing complaints Policy.PNG

 ACC7407 Complaint investigation issue history

Resolution Specialist

ACC

PREVENTION. CARE. RECOVERY.

Te Kaporeihana Awhina Hunga Whara



Our vision is to create a unique partnership with every New Zealander, improving their quality of life by minimising the incidence and impact of injury.

At ACC, we recognise that diversity, inclusion and accessibility is important to our business. We embrace the unique perspective and capabilities of our current and future employees, which will help us continue to drive innovation and achieve our business goals.

Our culture enables us to create an environment of involvement, respect and connection with the communities where we work - benefitting individual employees and all our clients across New Zealand.

Position Purpose

The Resolution Specialist is responsible for managing customer complaints by providing ACC customers with credible and impartial customer feedback service on behalf of business units within ACC.

The Resolution Specialist works with the customer and internal staff to manage the end to end resolution process by identifying problems and working in partnership with both parties to implement the best solution in order to restore the relationship and act in accordance with the legislation. In some instances this may include issuing decisions under the ACC Code of Claimants Rights, engaging with alternative dispute resolution and mediation practices, working with advocacy services and attending review hearings.

Key Accountabilities and Outcomes

- Manage a caseload of customer feedback received via the 0800 complaint telephone line, email and written communication
- Use delegation to resolve simple issues and suggest remedies for complex issues
- Provide information and advice to the customer as required in an attempt to resolve the issue. In some complex cases, this may require meeting with the customer in person to develop a resolution plan
- Ensure the customer is kept fully informed about the process, timelines and any outcomes
- Work in partnership with both the external and internal customer to resolve issues
- Offer complaint handling advice and tools to ACC staff to assist them with managing customers particularly in the frontline
- Work with case owners to manage more complex resolution, consider decisions and present new information in order to resolve issues
- Triage review of decision applications – consider the customers view and the decision made and look to resolve where possible
- Suggest mediation or conciliation where appropriate in order to resolve the issue for the customers
- Suggest alternative agency support if resolution with ACC is not possible

- Gather information and issue decisions on breaches lodged under the Code of ACC Claimants Rights where required
- Represent ACC at review of decisions on the Code of ACC Claimants' Rights.
- Complete all required documentation and data entry for each complaint within allocated timeframes.
- Work collaboratively across ACC to resolve issues for the customer, highlighting business improvement opportunities and maintain effective relationships
- Inform Management of any legislative anomalies or process improvements as a consequence of the dissatisfaction

Key Working Relationships

Internal:

- Client Service Delivery
- Business Service Delivery
- Provider Service Delivery
- Government Services
- Specialist Units
- Chief Executive office

External:

- Clients and their support network
- Accredited Employers and Fairway Resolution
- Client Advocates
- Legal representatives
- Other government or private agencies

ACC Behaviours



Accountable: He tangata pono

I make considered decisions; I'm responsible for my actions, and I take practical steps to overcome challenges.



Inclusive: He tangata kotihanga

I encourage others; I respect different perspectives; I collaborate and make it easy for ideas to be shared.



Curious: He tangata mahira

I am open to new ideas; I welcome feedback and seek opportunities to improve.



Customer focused: He tangata aro kiritaki

I enable my customers to achieve the right outcomes by being responsive, clear and transparent.

Essential Experience and Qualifications

- Trained or experience in complaints management, dispute resolution and/or mediation
- Solid experience in a client facing role
- Experience working in partnership with internal and external customers to resolve issues
- Ability to enquire or investigate issues and liaise with SME's to determine the correct action
- Sound negotiation skills – considering each parties information
- Working knowledge of ACC and its subsidiaries. Sound knowledge of the legislative and regulatory environment governing the Corporation's activities
- Excellent written and oral communication skills, including proven report and business writing experience.
- Ability to maintain composure and responsibility for personal resilience

Manager Resolution Services



PREVENTION. CARE. RECOVERY.

Te Kaporeihana Āwhina Hunga Whara



Tā mātou nei whakakitenga, he waihanga i ngā hononga ahurei me ngā tāngata kātoa o Aotearoa, kia ngāwari ake ngā wā e whara ai te tangata, hei whakapiki i tā rātou nei oranga.

Our vision is to create a unique partnership with every New Zealander, improving their quality of life by minimising the incidence and impact of injury.

At ACC, we recognise that diversity, inclusion, and accessibility is important to our business. We embrace the unique perspective and capabilities of our current and future employees, which will help us continue to drive innovation and achieve our business goals.

Our culture enables us to create an environment of involvement, respect, and connection with the communities where we work - benefitting individual employees and all our clients across New Zealand.

Position purpose

The Manager Resolution Services is responsible for leading ACC's review management and customer resolution functions. The role is responsible for the operational delivery of the dispute management provisions of the Accident Compensation Act 2001 and the management of customer complaints.

The role is accountable for continually improving the customer experience, particularly for customers with review requests or complaints by delivering proactive and quality services. They also support the use of intelligence derived from reviews and complaints to generate reporting and insights to support improvement initiatives across ACC.

Leadership aspirations at ACC

Our leaders understand, are invested in, and are committed to what we are looking to achieve now and in the future. They bring our purpose to life for their teams driving desired outcomes through prioritisation, focus, empowerment, continuous improvement and change leadership. Leaders at ACC are proactive in their attempts to implement Whāia te Tika, the ACC Maori Strategy, creating better access for Māori to ACC services and better experiences of them which is an urgent strategic priority.

Our people are motivated to make a difference for our customers, because leaders are a source of motivation and energy, and insight, and they have the courage to make the right decisions the right way at the right time and model our behaviours for their teams.

Key Accountabilities and Outcomes

- Lead and manage a multi-site team to effectively deliver to operational requirements while streamlining associated processes to ensure a pro-active approach to optimise customer experience and outcomes.
- Ensure the information provided by the team meets the required quality standards and activities comply with internal and external standards and drive the ongoing evolution and improvement of these standards.

- Develop and enhance relationships with clients, business customers, providers, external organisations, the advocate community, and the public.
- Drive root cause analysis on feedback and review themes to help define opportunities for continuous improvement to proactively address customer issues at the source.
- Work closely with the Performance Lead to produce customer complaint reporting and other performance insights that will drive improvements to our customer performance
- Work collaboratively with Customer Solutions colleagues and with client facing Operations and Customer Connection teams to design and deliver improvements to enhance the customer experience, minimise reviews lodged and increase the proportion of decisions upheld.
- Lead the procurement and contract management of mediation, review and navigation services for ACC ensuring there are inclusive services available to reach a diverse range of customer needs.
- Provide thought leadership to the rest of ACC on how to effectively deal with dissatisfied customers.
- Work with Talent and Knowledge & Capability teams in the Operations and Customer Groups to develop and implement frontline education, guidelines, and training.
- Work with the Business Manager to prepare the annual budget for the team within agreed corporate guidelines and ensure expenditure remains within budget, action is taken to avoid overspend and expenditure is in line with ACC policies and procedures.
- Ensure that appropriate Business Continuity Plans (including for third party providers) are in place and regularly reviewed and updated.
- Take accountability for your function's execution of ACC's Customer Strategy ensuring that the work your team delivers is aligned to the strategic direction, and supports ACC continually changing to be a more customer centric organisation, delivering an improved customer experience.
- Focus your team on the competencies of customer centricity so that everyone is continuously learning what is important to our customers, and leveraging the collective insights, skills and knowledge of the Customer Group so that they can partner effectively with the business to drive positive change for our customers.
- Support the development of a customer centric culture throughout the organisation by role modelling shared values and behaviours that focus ACC on delivering great customer experiences and bring to life the Customer Group's overarching CX framework.
- Support your teams to develop a continuous delivery mindset so that they able to respond to the changing demands from internal and external customers by being flexible and responsive to change.
- Effectively build and lead a cohesive, constructive, and supportive team who are clear on their purpose and capable and motivated to deliver.
- Build constructive and collaborative relationships with the rest of the Customer Group and other key leaders.
- Lead efficient and effective business and resource management for the Resolutions Team and contribute to the business strategy and planning process for the Customer Performance business unit.
- Champion opportunities to embed Whāia te Tika and to promote diversity and inclusion.
- Effectively develop the team through delegation, empowerment, and support.
- Actively monitor team and individual performance and drive improved performance through regular collaborative coaching discussions to encourage the right outcomes achieved in the right way.
- Work within the five lines of assurance to provide assurance that risks are being managed effectively.
- Actively lead and promote health, safety and wellbeing engagement and participation in the workplace to support employee wellbeing and a safe and secure work environment.

Scope of Position

Direct Reports:

- 6-8

Financial Management:

- Cost Centre Management

Essential Experience and Qualifications

- Tertiary qualification in law, business or related discipline and/or relevant experience in a similar role with proven performance and results.
- Relevant experience leading a customer service function, preferably in a large and complex environment.
- Ability to vary working and leadership styles to meet the needs of different situations and individuals.
- Strong coaching and mentoring skills.
- Business experience encompassing operational management, financial management, reporting, business analysis, performance improvement and risk management.
- Highly effective communication, influencing and relationship management skills.
- Strong business judgement and decision-making capabilities.
- Proven ability to work collaboratively as part of a cross-functional leadership team.

ACC Behaviours



Accountable: He tangata pono

I make considered decisions; I'm responsible for my actions, and I take practical steps to overcome challenges.



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I enable my customers to achieve the right outcomes by being responsive, clear and transparent.

ACC Leadership Capabilities

- | | |
|---|---|
| Navigating for the future: | Leading strategically, leading with influence, and engaging others. |
| Making it happen: | Achieving ambitious goals, managing work priorities, and achieving through others |
| Stewardship of the scheme: | Enhancing organisation performance and system performance |
| Identifying and developing our talent: | Enhancing talent performance and developing talent |

Behaviours to uphold the Code of ACC Claimants' Rights

A resource for ACC staff

Contents

Introduction	1
Right one	2-3
Right two	4-5
Right three	6-7
Right four	8-9
Right five	10-11
Right six	12-13
Right seven	14-15
Right eight	16-17

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Introduction

The purpose of the Code of ACC Claimants' Rights, effective 1 February 2003, is to meet the reasonable expectations of claimants about how ACC should deal with them.

It confers rights on claimants and imposes obligations on ACC. ACC has a number of strategies in place to help it meet the obligations imposed by the ACC Code. These include agreed customer service behaviours and the adoption of the ACC values.

This document lists the rights and obligations in the ACC Code and identifies the customer service behaviours, the ACC values and additional behaviours identified by staff, which can be used to uphold each right.

Spirit of the ACC Code

The table below identifies key messages from the spirit of the ACC Code and lists eight essential behaviours staff can use to uphold them.

Key messages from the spirit of the ACC Code

- 1 The ACC Code encourages positive interactions between ACC and claimants.
- 2 For ACC to assist claimants, a partnership based on mutual trust, respect, understanding and participation, is critical.
- 3 Co-operation is key to effective rehabilitation.

Eight essential behaviours to uphold the spirit of the ACC Code

All ACC staff uphold the spirit of the ACC Code by:

- 1 putting people first, injuries second
- 2 telling the truth and keeping promises
- 3 helping claimants to receive their entitlements
- 4 ensuring behaviour is professional in every respect
- 5 setting up working relationships with claimants and staff that enhance individual self-esteem
- 6 being sensitive to culture, values and beliefs
- 7 making decisions based on facts, not assumption, bias or prejudice
- 8 communicating in a clear, simple and helpful manner, to minimise the potential for misunderstanding.

Right one

Right 1 You have the right to be treated with dignity and respect.

Our obligations

- We will treat you with dignity and respect.
- We will treat you with honesty and courtesy.
- We will recognise that you may be under physical, emotional, social, or financial strain.

Customer service behaviours

- **Friendly, Professional, Consistent.**
 - We demonstrate ACC values.
 - We use and pronounce customer name/ title correctly.
 - We offer appropriate assistance in a manner that indicates keenness to assist.
 - We answer the phone in a professional manner.
 - We ensure correspondence is to a professional standard and is understandable.

Additional behaviours that support right one

Staff with claimant contact

- Putting people first, injuries second.
- Taking responsibility by not passing the buck.
- Paying attention to greetings, courtesies and pronunciation.
- Tailoring our approach to each claimant's needs.
- Keeping claimants regularly informed.
- Keeping ourselves educated about the effects and impacts of injury.
- Recognising that claimants are often under physical, emotional, social or financial strain.
- Being honest and straightforward.
- Empathising with the claimant.
- Listening actively and responding appropriately.
- Recognising that each claimant is unique.
- Offering encouragement and understanding.
- Responding with compassion, patience and understanding.

Staff who do not have claimant contact

- Keeping internal customers informed so that claimant's needs can be met.
- Recognising that claimants are our customers.
- Creating a professional, respectful workplace that supports work with claimants.
- Responding to internal requests in a timely manner.
- Acting on facts, not assumptions.
- Acknowledging that some claimants have lost trust in the organisation.
- Designing processes that engender trust.
- Providing consistent and professional service to all claimants.
- **The right to be treated with dignity and respect underpins all the rights.**

Relevant ACC values

- **Customer Service.**
 - Meets ACC Corporate identity standards – in all correspondence, correct corporate dress standards, etc.
 - Keeps customer files/record up to date and confidential.
 - Delivers services in a culturally appropriate manner/medium.
 - Builds effective relationships with other professionals.
 - Actively seeks feedback on service delivery and adjusts behaviour.
 - Constantly seeks new opportunities to widen networks and build productive professional relationships.

 - **Integrity.**
 - Raises questions or concerns with the person(s) concerned directly.
-

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Right two

Right ② You have the right to be treated fairly and to have your views considered.

Our obligations

- We will treat you fairly.
- We will listen to you and consider your views.
- We will take into account, and be responsive to any impairment you may have.

Customer service behaviours

- **Acknowledge the injury and its impact.**
 - We acknowledge the injury and its impact.
 - We discuss the help claimants need and what ACC can offer.
 - We discuss expected recovery time.

Additional behaviours that support right two

Staff with claimant contact

- Putting people first, injuries second.
- Offering information, without waiting to be asked.
- Responding appropriately to people with disabilities.
- Listening professionally.
- Taking time to repeat information or explain it until we are sure the claimant has understood.
- Using a consultative approach.
- Being proactive.
- Ensuring a consistent approach.
- Meeting service promises.
- Exploring options together.
- Paraphrasing and checking understanding.
- Fully informing of all options in a clear and simple manner.
- Staying open and not pre judging.
- Asking what the claimant's issues are.
- Treating others as you would wish to be treated.
- Encouraging the claimant to own their rehabilitation.
- Not using ACC jargon.

Staff who do not have claimant contact

- Using a consultative approach.
- Making it easy for staff to navigate and understand new information.
- Proactively offering information.
- Clearly explaining legislation.
- Valuing and listening to feedback from frontline staff.

Relevant ACC values

- **Customer Service.**
 - Identifies customer needs by asking, listening and seeking clarification.
 - Listens to the customer's point of view, seeks clarification and checks understanding.
 - Looks at issues from the customer's perspective as well as their own.

 - **Integrity.**
 - Treats people fairly and impartially – according to their needs, not role, status or personal characteristics.

 - **Valuing people and their diversity.**
 - Shows respect for, and sensitivity towards, the needs of others that may be based in culture, gender or disability.
-

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Right three

Right ③ You have the right to have your culture, values and beliefs respected.

Our obligations

- We will be respectful of, and responsive to, the culture, values and beliefs of Maori.
- We will be respectful of, and responsive to, all cultures, values and beliefs.

Customer service behaviours

- There are no specific cultural behaviours listed in the customer service programme.

Additional behaviours that support right three

Staff with claimant contact

- Not assuming a culture, value or belief.
- Checking our claimant's cultural, values or belief-based needs.
- Using interpreters (when necessary).
- Listening to claimants' needs and perspectives.
- Supplying brochures, website, and information in other languages (where available).
- Working in partnership with claimants.
- Establishing relationships with Iwi and Maori service providers.
- Consulting with Pae Arahi.
- Offering alternatives and exploring options.
- Establishing what is important to the claimant and understanding why.
- Checking with the claimant about their individual needs.
- Following up to ensure needs have been met.
- Displaying a willingness to learn about and respond to other cultures.
- Encouraging whanau participation.
- Being open minded and flexible.
- Recognising the principle of partnership.
- Offering a choice of providers.

Staff who do not have claimant contact

- Ensuring the right training is in place.
- Supplying access to the right services, eg interpreters.
- Consulting with appropriate groups.
- Providing timely advice when needed.
- Integrating knowledge and practice about culture values and beliefs into the internal services.
- Making sure we understand the information needs of specific groups.

Relevant ACC values

- **Valuing people and their diversity.**
 - Understands the role of the Treaty of Waitangi in the delivery of services and relationships with communities and stakeholders.
 - Uses gender neutral language.
 - Shows respect for and sensitivity towards the needs of others that may be based in culture, gender or disability.
 - Checks on and pronounces names correctly.
 - Uses correct Maori pronunciation.
 - Identifies what cultural protocols may apply in different situations, and ensures they know how to behave appropriately.
 - Actively seeking to become familiar with the cultural needs of customer groups and working in ways that take these into consideration.

 - **Customer Service.**
 - Delivers service in a culturally appropriate manner/medium.
-

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Right four

Right ④ You have the right to a support person or persons.

Our obligations

- We will welcome you and your support person(s) provided that the safety of all involved can be assured.

Customer service behaviours

- There are no specific customer service behaviours for right four.

Additional behaviours that support right four

Staff with claimant contact

- Advising and encouraging claimants to have a support person or persons present.
- Using an interpreter service, when appropriate.
- Providing information on how to obtain a support person or who they can bring.
- Discussing what all parties expect from a meeting and setting realistic agenda and timeframes.
- Acknowledging, welcoming and including the support person.
- Taking responsibility for managing the meeting, staying focused and moving on.
- Clarifying the role of the support person and addressing any privacy issues.

Staff who do not have claimant contact

- Ensuring that relevant training is applicable and available.
- Communicating updates/issues from support and advocacy groups to frontline staff.
- Establishing links with support and advocacy organisations.
- Providing appropriate information to support and advocacy groups.
- Welcoming the involvement of support persons.
- Establishing effective links with support and advocacy organisations, service providers, employers and iwi.

Relevant ACC values

- **Valuing people and their diversity.**
 - Modifies own behaviour, communication style in recognition of an individual's diversity.
- **Participation.**
 - Values the involvement and contribution of all people.

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Right five

Right 5 You have the right to effective communication.

Our obligations

- We will communicate with you openly, honestly and effectively.
- We will respond to your questions and requests in a timely manner.
- We will provide you with an interpreter when necessary and reasonably practicable.
- We will provide information in a form which you can access, in a timely manner.

Customer service behaviours

- **Keeping customers informed of progress.**
 - We explain the process.
 - We outline the timeframes.
 - We proactively contact all parties.
 - We inform parties of decisions before giving in writing (if appropriate).
 - We keep customers informed of progress.
- **Informing people of their entitlements.**
 - We know all the entitlements available.
 - We ensure that the customer is given full information.
 - We check that the customer understands the services, their role in accessing those services and ACC's role in providing the services.
- **Keeping service promises.**
 - We give accurate information.
 - We meet commitments made to customers.

Additional behaviours that support right five

Staff with claimant contact

- Listening professionally.
- Setting and meeting professional standards for all claimant communication.
- Being proactive.
- Supplying or welcoming an interpreter service when appropriate.
- Demonstrating professional communication skills.
- Giving clear explanations and describing processes.
- Avoiding jargon and explaining terminology wherever possible.
- Giving bad news or significant decisions with sensitivity - planning the best approach, environment, and venue.
- Communicating decisions in person, then following up in writing.
- Presenting a range of options to claimants.
- Giving choices where choices exist.
- Having buddy system in place so claimant can still talk to someone if their case manager/case co-ordinator is not available.

- Being sensitive and adapting to the claimant's communication difficulties (literacy, hearing impairment, visual impairment, brain injury).
- Offering both verbal and written information.
- Asking claimants to confirm their understanding.

Staff who do not have claimant contact

- Ensuring processes are clear, simple and unambiguous.
- Promoting ACC as a professional organisation.
- Answering requests from staff in a timely manner.
- Providing clear information for claimants, the public and potential claimants.
- Creating positive and professional first impressions.

Relevant ACC values

- **Customer Service.**
 - Takes responsibility for the outcome of the interaction with customers and providers.
 - Builds effective community networks that will assist customers.
 - Agrees appropriate referrals to other providers with customers.
 - Consistently meets service promises made to customers.
 - Keeps commitments and promises made to customers.
- **Integrity.**
 - Is open and honest in dealings with others – tells the truth.
- **Teamwork.**
 - Models open communication – through the sharing of information and knowledge.
 - Demonstrates active listening skills.
- **Valuing people and their diversity.**
 - Modifies own behaviour communication style in recognition of an individual's diversity.
- **Participation.**
 - Demonstrates respect for people and their ideas, and provides support in having these ideas be heard.

Right six

Right ⑥ You have the right to be fully informed.

Our obligations

- We will provide information on how to make a claim for cover and entitlements.
- We will keep you fully informed.
- We will provide you with full and correct information about your claim, entitlements, obligations and responsibilities.
- We will inform you if your entitlements change.
- We will give you information about how we provide services, and how to access them.
- We will discuss expected time frames with you.
- We will inform you of your review and appeal rights under the Act.

Customer service behaviours

- **Informing people of their entitlements.**
 - We know the entitlements and the applicable rules.
 - We ensure that the customer is given full information.
 - We check that the customer understands the services, their role in accessing those services and ACC's role in providing the services.
- **Keeping service promises.**
- **Speed of delivery.**
 - We meet standards for payments, returning phone calls, IRP's, etc.
 - We meet internal service delivery timeframes.
- **Keeping Customers Informed.**
 - We set appropriate expectations.
 - We make proactive outbound calling to reduce the need for further inbound calls.

Additional behaviours that support right six

Staff with claimant contact

- Giving clear information to current and potential claimants.
- Providing advice on other agencies that can assist, when ACC is unable to.
- Knowing what claimants are entitled to and giving them full information.
- Expecting that claimants may access their files.
- Being positive when advising claimants that they are entitled to more than they are currently receiving.
- Valuing claimant and ACC time.
- Discussing timeframes.
- Proactively contacting claimants with progress updates especially when a timeframe may not be met.
- Using tools such as Pathway, fact sheets, and brochures to give full and accurate information.

-
- Ensuring claimants participate in any decision making about any aspect of their claim.
 - Promoting discussion that enhances claimants' understanding.
 - Ensuring claimants fully understand and accept the impact of decisions before they sign anything.

Staff who do not have claimant contact

- Ensuring that treatment providers are well informed about ACC entitlements and services.
- Ensuring employers are well informed about their obligations to employees who are claimants and ACC entitlements and services.
- Creating easily accessible processes for accessing information.
- Interpreting and explaining legislation.

Relevant ACC values

- **Integrity.**
 - Treats people fairly and impartially, according to their needs, not role, status or personal characteristics.
 - Is open and honest in dealings with others, tells the truth.
 - **Customer Service.**
 - Provides the customer with full information so that the customer is able to make well-informed decisions.
 - Is realistic about the extent of services ACC can provide (is clear about what can be provided and what cannot be provided).
 - Consistently meets service promises to the required standard within agreed timeframes.
 - **Participation.**
 - Is co-operative, working with others to achieve results.
-

Right seven

Right 7 You have the right to have your privacy respected.

Our obligations

- We will respect your privacy.
- We will comply with all relevant legislation relating to privacy.
- We will give you access to your information, in accordance with legislation.

Customer service behaviours

- There are no specific customer service behaviours for right seven.

Additional behaviours that support right seven

Staff with claimant contact

- Honouring the ACC Confidentiality and Security Agreement.
- Applying the Privacy Act training principles.
- Conducting interviews in the most appropriate environment.
- Only discussing ACC work with people who are entitled to the information.
- Expecting that claimants may wish to access their files.
- Obtaining consent of the claimant before including participation of family/whanau, employer or other parties.
- Taking care when copying files.
- Checking that we are talking to the claimant when returning claimant calls.
- Being sensitive personal circumstances.

Staff who do not have claimant contact

- Taking care with claimant information.
- Ensuring that the right training is available to staff.
- Following the ACC standards for media calls.
- Links to values behaviours.
- Customer Service.
- Keeps customer files/records up to date and confidential.
- Integrity.
- Treats personal/sensitive information about others with sensitivity and respect.

Relevant ACC values

- **Customer Service.**
 - Keeps customers files/records up to date and confidential.
- **Integrity.**
 - Treats personal/sensitive information about others with respect.

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Right eight

Right ⑧ You have the right to complain.

Our obligations

- We will work with you to address problems and concerns.
- We will inform you about options available for resolving problems and concerns.
- We will inform you about the complaints process and the normal timeframes for dealing with complaints.

Customer service behaviours

- **We are ACC; we take ownership and responsibility.**
 - We are all employed to deliver the organisation's services.
 - We are the face of ACC and our actions are the actions of the organisation.
 - Demonstrates our commitment to service.
 - Helps us build confidence and trust.
 - Demonstrates that we are reliable.

Additional behaviours that support right eight

Staff with claimant contact

- Advising claimants of how to register a concern, make a complaint, or have ACC's decision reviewed.
- Listening to input from all parties.
- Seeking common ground.
- Being accountable for our own actions.
- Focusing on issues rather than personalities.
- Addressing problems within agreed timeframes.
- Keeping accurate records of all interactions to assist with the resolution of concerns and complaints.
- Discussing and explaining decisions in person before issuing a decision letter.
- Clarifying expectations and fully discussing issues in the first instance.
- Listening and acknowledging concerns and attempting to resolve them.

Staff who do not have claimant contact

- Creating smooth and accessible processes.
- Applying the complaints process fairly and professionally.
- Linking the feedback from complaints to systems, product and process design.
- Creating a professional image for ACC.
- Responding in a timely manner.
- Acting on facts, not assumptions.
- Supporting the complaints processes.

Relevant ACC values

- **Customer Service.**
 - Looks at issues from the customer's perspective as well as their own.
 - Takes responsibility for the outcome of the interaction with customers and providers.
 - Is realistic about the extent of services ACC can provide (is clear about what can be provided and what cannot be provided).

 - **Continuous Improvement.**
 - Learns from experience – is prepared to examine what didn't go well and why.
 - ACC welcomes feedback and the opportunity to improve service.

 - **Teamwork.**
 - Addresses the issues, rather than the person when putting forward an opposing point of view.
 - Works co-operatively with colleagues to generate and share new ideas, new ways of working, to make improvements for the team and/or its customers.

 - **Integrity.**
 - Acknowledges mistakes and seeks to correct them.
 - Publicly supports team and ACC decisions.
 - Honestly acknowledges concerns/difficult issues and works to find resolution.
 - Takes action to resolve concerns/difficult issues.

 - **Participation.**
 - Promotes and models open dialogue.
 - Offers positive solutions for problems, and takes ownership.
-

Disabled people

[Back to top](#) [At a glance](#) [Incidence and trends](#) [Access to ACC services](#) [Improving service design](#) [Interventions](#)

Use this page to learn more about:

- what ACC knows about clients with a non-injury related disability, as well as those who experience an injury
- access to ACC services among disabled people
- opportunities for ACC to improve access and services for disabled clients.

The [Population groups | Overview](#) page provides background and context for this page.

This page does not provide evidence about:

- ACC staff who identify as disabled
- serious injury clients. Some, but not all, disabled ACC clients may be serious injury clients. An upcoming report will focus on these clients.

On this page we use the term 'disabled people' to talk about people with disabilities, in line with [guidance from Issues](#) and New Zealand's [Disability Strategy](#) and [Action Plan](#). Some people may prefer other terms to identify 'people with disabilities'. Click [here](#) to learn more about talking about disability.

Some people who are injured may develop disabilities as a result of their injury

ACC does not currently collect information about the number of clients who identify as disabled, i who have experienced an injury-related disability.

Sometimes, information about serious injury clients has been used as a comparative population. F

the eligibility criteria for a serious injury is much narrower than the definition of disability us Zealand (see more about definitions under: 'New Zealand uses a rights-based model of dis: focuses on barriers to participation')

this means that only looking at serious injury clients would exclude a number of clients whc disabled (eg someone with a single limb amputation does not fit the ACC serious injury crit consider themselves disabled by their accident).

Other ACC concepts similar to disability include permanent impairment and incapacity for work – these concepts is directly equivalent to disability.

ACC also provides cover to injured people with non-injury related disability

Like all New Zealanders, people with non injury-related disabilities can become ACC clients if they accident-related injury.

ACC does not have much information about how many people with non injury-related disabilities services.

New Zealand uses a rights-based model of disability, which focuses on barriers to participation

Disability policy and service design in New Zealand is guided by a rights-based social model

This model distinguishes between the impairments that people have, and the barriers to social participation they experience, with a focus on universal human rights.

This model is based on the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) definition of disability, which New Zealand has ratified. The UNCRPD defines disability as follows:

“Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society with others.” [\[1\]](#)

ACC legislation is based on the medical model of disability

Disability as a concept is not mentioned in accident compensation law – instead, medical concepts of incapacity and permanent impairment are used to determine entitlements.

Prior to the disability rights movement in the 1970s, the medical model of disability was widely used in New Zealand. The medical model characterises impairment as the same as disability. This model supports the idea that impairment may reduce the individual’s quality of life and the aim is, with medical intervention or technology, this impairment will be diminished or corrected.

Because ACC is a social insurance scheme which compensates losses caused by injury, its legislation reflects a medical model of disability.

Specified clinical assessments and eligibility criteria are required by ACC's legislation in order to p
objectivity about entitlements. Operationally, this medical lens can mean that ACC's services to di
focus on minimising the effects of impairment through medical treatment, equipment, and modifi

By taking a broader view of the factors which hinder disabled people's full participation in society,
may be able to improve rehabilitation outcomes, independence and inclusion for disabled clients.

Te Ao Māori places disabled people within a whānau and community context

Disability within Te Ao Māori is centered around holistic concepts of health and well-being, and pl
individuals within a whānau and community context.

This model also recognises the impacts of colonisation and racism on a person's experience with c
an area where research is still developing. [🔗](#)

At a glance

What we know

1 in 4 New Zealanders identify as disabled

This means at least 1 in 4 people who access ACC cover and supports may have a disability.

Some of these disabilities will be pre-existing and/or unrelated to an injury covered by ACC. Other clients will to the injury they are seeking ACC supports for.

ACC does not currently collect information on whether a client identifies as disabled.




Longitudinal studies tell us that many ACC clients experience injury-related impairment or disability

Studies that follow ACC clients for several years after their injury tell us that:

- almost 1 in 2 clients (43%) report experiencing impairment or disability 3 months after injury (49% of Māori clients)
- around 1 in 10 clients continue to experience impairment or disability at 12 and 24 months after injury (10 Māori clients).

Disabled people face barriers accessing ACC cover and services

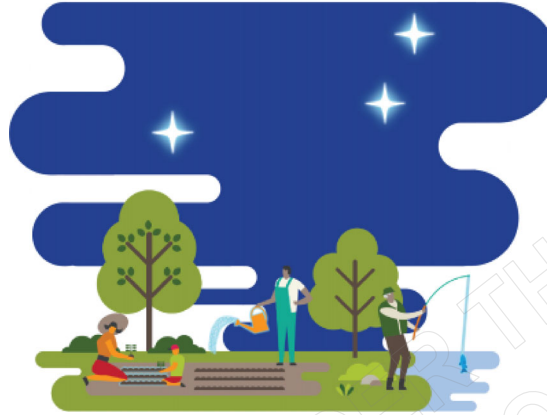
Barriers can prevent disabled people from accessing ACC supports they are entitled to. Barriers include:

- confusion around eligibility for ACC after an injury, because of a non injury-related disability
 - ACC information not being provided in accessible formats
 - ACC sites and treatment provider facilities not being accessible to people with physical disabilities
 - ACC staff not asking, or being aware of, how a disabled person's impairment impacts on their injury ar
 - lack of identification and reporting of injury by carers of disabled people. 
-

What we don't know

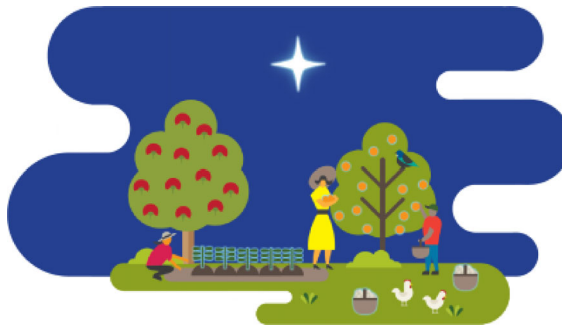
There is more we can learn about access to ACC cover and supports for people with disabilities, includin

- how non injury-related disability affects client's rehabilitation and return to work
- how non injury-related disability relates to injury incidence and severity
- whether people who identify as disabled, as well as their family and whānau, think ACC services are ef achieve their rehabilitation outcomes
- barriers to access to ACC for disabled Māori and their whānau.






Koanga (spring): time to plan and prepare

What works







Raumati (summer): time to gather and use

Making it easier for disabled people to access ACC services

- providing ACC information in a range of languages and alternate formats (such as easy-read and access readers) 
- ensuring all ACC staff are educated about disability, especially those in client-facing, policy, provider, and support roles 
- building relationships with providers and NGOs who have experience working with disabled people. 

Taking a person-centred approach

- offering disabled people choice and control over their funding, services, and providers   
- ensuring services and supports are individually tailored to the person, their family and whānau 
- understanding and working to address the social barriers to disabled people's participation, rather than treating their impairments as the problem
- working with multiple agencies and providers as required and navigating the system on behalf of/alongside

Opportunities for ACC



Consider more research

Consider more research about disabled people’s access to ACC cover and services, including their experi

Areas for future research include access and outcomes for clients with non-injury related disabilities, as well as between non-injury related disability and injury.

More research is needed about access to ACC for disabled Māori.

Collect data to identify clients with disabilities and follow their recovery

Identify clients with non injury-related disabilities who may require different or extra supports, early in their re data to identify and monitor the impact of disability on recovery, including client outcomes.

Improve service design and provision

Ensure ACC policy and services reflects knowledge about what works best for disabled people. This includes providing accessible formats, taking a person-centred, joined-up approach, and offering more flexible services (eg self-managed) to allow disabled people more choice and control over their supports.

Working with other agencies, NGOs, and employers

As a disability support agency, ACC has a role in influencing housing and urban development, transport and infrastructure, health and justice sector, and data collection policy across government to ensure that disabled people's rights are a centre of policymaking.

ACC is increasingly involved in cross-government work focused on improving outcomes for disabled people. This work includes collaborating with NGOs who work directly with disabled people, and working with employers to reduce stigma against disabled people in the workplace.



Improve service design and provision

In focus

Many ACC clients experience disability or impairment

Evidence suggests up to 1 in 2 ACC clients experience impairment or disability in the months following t

While ACC does not currently collect information to identify clients with disabilities or impairments, some evic studies that follow ACC clients after injury.

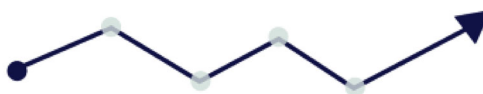
The Prospective Outcomes of Injury Study (POIS) found that:

- almost 1 in 2 clients (43%) report experiencing impairment or disability 3 months after injury
- around 1 in 10 clients continue to experience impairment or disability 12 and 24 months after injury
- Māori are more likely than non-Māori to experience impairment or disability 12 months after injury. 📍

Clients who reported experiencing impairment or disability after injury were more likely to:

- have 2 or more comorbidities
- experience trouble accessing healthcare services
- have been hospitalised due to their injury
- have inadequate household income
- not be working for pay before their injury. 📍

What is POIS?



The Prospective Outcomes of Injury Study (POIS) follows 2,856 ACC clients aged 18-65 who injured in 2

POIS asks clients about their recovery, work, health and wellbeing at 3, 12, 24 months, and 10 years after injury

It uses the [WHODAS II](#) to measure disability and impairment.

The study is led by the University of Otago and part-funded by ACC.

An upcoming page on POIS will provide more about the study's findings. Go to the [POIS website](#) to learn more

Clients with a pre-injury disability are more likely to experience impairment or disability during recover

About 5% of clients in the POIS study reported a pre-injury disability. These clients were more likely to experience disability at 3, 12, and 24 months after injury when compared to clients who did not report a pre-injury disability.

These findings suggest that asking clients about their level of disability prior to injury could help identify people who need additional supports during their recovery.

More research is needed to understand the impact of impairment or disability on a client's recovery and return to work.

Disabled people face barriers accessing ACC services




Evidence tells us that disabled people face barriers accessing ACC services

In some cases, these barriers have prevented disabled people from accessing ACC supports that they are entitled to.

Barriers include:



Health and personal situation

- Disabled people often experience health-related barriers that make it more difficult for them to access an services. 
- Some disabled people rely on family members and paid carers to advocate on their behalf, identify when occurred and seek appropriate medical supports. 
- Many disabled people receive income support and face economic barriers to afford co-payments for trea
- A lack of access to regular and reliable transport can also be a barrier. 
- People with intellectual impairments need ACC information to be easy to read, picture-based, and in a st

Awareness of ACC entitlements

- Many disabled people are not aware of ACC services they are entitled to beyond weekly compensation a treatment. 

- Some non-working disabled people think they do not qualify for ACC, or are uncertain about the impact ACC entitlements. 📄
- Awareness of ACC entitlements can be dependent on carer(s) and/or medical professional(s) giving disal information they can understand, and knowing what questions to ask. 📄
- Information in accessible formats is needed for blind and vision-impaired people to be aware of their AC avoid delays in providing payments or services due to non-contact. 📄










ACC's service delivery

- Evidence tells us that some disabled people can be reluctant to engage in ACC's medical model of assessment.
 - Some disabled people feel uncomfortable dealing with ACC via letter or telephone and prefer more face-to-face communication. 📄
 - Some ACC offices and treatment provider facilities are inaccessible to people with physical impairments.
 - Disabled people may choose not to pursue private or sensitive claims, particularly in instances where they receive their correspondence. 📄
-

ACC services could be better designed to achieve positive outcomes for disabled

Evidence has identified service features that lead to better health outcomes for disabled people

These are:

- giving disabled people choice and control over their funding, services, and providers   
- focusing on the utilisation of mainstream services (services that are available to everyone, not just disabled people)
- ensuring services and supports are individually tailored to the person, their family and whānau 
- taking a joined-up approach, working with multiple agencies and providers as required and navigating the system of/alongside the person. 
- ensuring services are delivered by culturally competent practitioners and use indigenous approaches to a range of needs of Māori with lived experience of disability and their whānau, Pasifika, and other priority populations

ACC does not always consider the impact of disability on a client's recovery

Some disabled people may need different or additional supports from ACC to reach their rehabilitation in the same way that an older person living on their own may need different supports than a young person with their partner might.

ACC does not always take a person's non-injury related disability into account when approving support, which means disabled people sometimes do not receive the support they need to recover. A disability that takes longer to heal, which should be taken into consideration when assessing a client's recovery journey. [\[link\]](#)

ACC could offer a wider range of flexible services that allow disabled people more choice and control over their support

New Zealand's health and disability system is beginning to offer more flexible supports for people. These supports include various forms of self-managed funding, and flexible outcomes-based funding for providers. [\[link\]](#)

There is room for ACC to also develop more services that provide more flexibility or control of services for disabled people, including self-managed funding.

ACC currently provides some services that embody these ideas, such as the [Living My Life](#) disability support. Living My Life focusses on the client identifying outcomes and steps to achieve these outcomes, in-home support, facilitation, and individualised supports coordinated by a provider.

Learnings from ACC interventions and programmes

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Supported Living
(2007)



Location: All of New Zealand

Target population:
Serious injury clients

Outcomes sought:



Independence

Supported Living was a service for disabled ACC clients that delivered individualised disability support

- Supported Living was delivered by ACC's National Serious Injury Service (NSIS), which was established for seriously injured clients, including clients with spinal cord injury, severe traumatic brain injury (TBI) and multiple amputations.

- The programme involved a service provider working closely with clients to develop and implement a si (covering the client's goals for their living situation, employment, recreation and leisure, and communit
- Supported Living was rolled out in November 2007 in three phases over a six-month period. At the tim July 2009, 246 clients and 16 providers had participated in the programme.
- Supported Living has been replaced with ACC's [Living My Life](#) service.

Key learnings

Supported Living enabled clients to achieve more independent living arrangements, with participants re quality of life

- A 2009 evaluation of Supported Living found that the programme increased participants' engagement i helped them to develop basic living skills, and engage in education (eg learning to use computer progra further study).
- Success factors included effective client and service provider relationship, the client's ability to engage take account of the client's circumstances.
- Factors that acted as a barrier to client success were: poor relationships between the client and service p of knowledge about certain types of serious injuries, providers not keeping in regular contact with their of understanding of the programme by ACC support co-ordinators.

Go to the [Supported Living evaluation report](#) to read more.

Supported Employment
(2008)



Location: All of New Zealand

Target population:
Serious injury clients

Outcomes sought:



Independence



Employment

Supported Employment helped disabled ACC clients maintain employment, or seek new paid employment

- Supported Employment was delivered by ACC's National Serious Injury Service (NSIS), which was es
needs of seriously injured clients, including those with spinal cord injury, severe traumatic brain injury
and multiple amputations.

- The programme involved a service provider working with a client to develop a career plan and provide coaching, and workplace assessment. ACC also provides employer subsidies for clients placed through t
- Supported Employment launched in January 2008 with a trial involving 15 clients with a Hamilton-based being rolled out nationally. At the time of its evaluation in July 2009, 147 clients and 19 providers had j
- Supported Employment has been replaced with ACC's [Living My Life](#) service.

Key learnings

Supported Employment participants reported a greater sense of purpose, direction and feelings of achievement found paid employment

- An evaluation of Supported Employment found that it increased client's confidence and sense of self-efficacy. Of the 15 clients interviewed for the evaluation, half (5) were in paid employment, with 3 directly placed into jobs by the provider. Other clients were engaged in voluntary work or actively looking for work.
- Success factors included participants' flexibility and willingness to consider a range of jobs, participant-provider relationship, a supportive workplace supervisor in a work placement.
- Factors that acted as a barrier included provider's lack of knowledge about head and spinal injuries, participant's lack of confidence, participant's health issues, participant's work-readiness.

Go to the [Supported Employment evaluation report](#) to read more.

Opportunities for ACC

Consider more research about disabled people's access, outcomes and experiences with ACC

More research is needed for ACC to:

better identify how disabilities impact access, experience, and outcomes for ACC clients, the and whānau

understand access to and experience with ACC for disabled Māori

explore whether rehabilitation outcomes differ for ACC clients with a disabilities (both injury injury related), and better understand the relationship between non-injury related disability

understand how disability affects client's rehabilitation and return to work

identify how non-injury related disability relates to injury incidence and severity

assess the economic costs and benefits to ACC of setting targets for new housing to be bui Design Standards.

Collect data to identify clients with disabilities and monitor their recovery

Improving ACC's data collection to identify clients with disabilities could:

allow people with non-injury related disabilities to identify this at the initial point of contact

help ACC monitor the recovery journey of disabled clients, including whether they feel ACC responsive to any disability-specific need, and whether this has impacted their recovery.

contribute to cross government disability data collection requirements under the current [Plan](#).

Ensure ACC policy and services reflect knowledge about what services work best for disabled people

This could include:

ensuring people in client-facing roles have specific training to support disabled people access services

increasing the available of ACC information in accessible formats (eg. for people who are blind or impaired)

undertaking disability impact assessments (alongside other priority populations) as part of development

exploring opportunities to provide more flexibility or control of services to disabled people, managed funding

ensuring services and supports are individually tailored to the person, their family and whānau, multiple agencies and providers as required

creating clear processes to ensure information about how disabled people and use A as technology use) can feed into service design and provision.

Continue ACC's collaboration with the health and disability sectors

ACC is currently working with other government agencies to improve outcomes for disabled people.

ACC is linked into a number of work programs run by the Ministry of Social Development, including

the [Disability Action Plan 2019 – 2023](#)

the [Mahi Aroha Carers' Strategy Action Plan 2019 – 2023](#).

ACC also works closely with the Ministry of Health around issues that impact our shared providers ([2017 Pay Equity settlement for home and community support workers](#)).

Continued collaboration with other agencies, NGOs and employers could improve outcomes for disabled people.

As a disability support agency, ACC has a role in influencing housing and urban development, transport infrastructure, the labour market and justice sector, and data collection policy across government. Disabled people's rights and interests are at the centre of policymaking.

Ensuring ACC's perspective is included in wider government policy development can improve the lives of ACC clients as they are supported by different parts of the system. We can also take learnings from other government agencies on disability related issues, especially where they relate to shared or similar services (such as vocational rehabilitation).

ACC could continue to:

identify and engage with work programs that will ensure ACC clients are supported across all sectors.

consider increasing collaboration with NGOs who work directly with disabled people.

continue partnerships with events like the [Attitude Awards](#), that recognize disability as a great strength for government organisations.

Further work programs that could affect ACC clients include:

the [Disability Employment Action Plan](#)

the [Health and Disability System Review](#)

increasing the accessibility of new housing.

Strengthen our role in the Disability sector through Paralympics NZ Partnership learnings

ACC Partners with Paralympics New Zealand (PNZ) to support clients to get involved in Para sport, contributing to improved rehabilitation outcomes.

Recent research undertaken by ACC to understand the experiences of seriously injured clients tells us that wellbeing was improved through participation in Para sport, with physical, mental and social connections having significant value. Benefits include improvements in physical and mental wellbeing, relationships, friendships, and a sense of belonging. Participation in Para sport also offers an environment where role modelling and sharing similar lived experiences contributes to resilience, purpose, self-esteem and independence. [Download](#)

Whānau play a key role in supporting seriously injured Māori into Para sports. Whānau highlight the importance of connecting out to smaller communities, and to iwi and marae to showcase Para sports in a safe and comfortable environment where whānau can support and learn. Activities which involve connection and opportunities for peer role modelling promote physical, mental and spiritual wellbeing and allow disabled people to fully participate in society, contributing to positive rehabilitation outcomes. Additional partnering opportunities could be explored beyond competitive sport, for example, Kapa Haka, as well as theatre, dance and other creative arts, which can provide the same benefits in connection and peer support.

Several opportunities have been identified through this research which ACC can consider to strengthen the Disability sector. These include:

the often poor accessibility of public spaces, places and events where sport takes place, including training facilities

the reduced visibility of disabled people because of restrictions on their ability to participate

financial inequity due to the additional costs of living with a disability and funding for regional providers across New Zealand

the need for a forum where Para athletes at all levels can come together to share information, experiences, learn from each other, and enable other sports to learn how they can support them

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