

8 July 2016

P A Hamill
fyi-request-3975-9c381f91@requests.fyi.org.nz

Dear Ms Hamill

Official Information Act Request

Thank you for your email of 6 May 2016. I apologise for the time take to respond to this request.

Your request

You have asked for the information shown in italics below under the Official Information Act 1982 (the Act). Our response to each question is set out below:

Question 1

What is the total number of staff working at the SCU on a full-time or part-time basis, that is, the number of Case Managers, Team Manager's, Case Owners, Technical Claims Manager's, Case Administrators, Specialised Clinicians Support staff etc.

Response to question 1

Please see the organisation chart attached to this letter.

Question 2

How many teams form part of the SCU and what is the make-up and composition of each team, e.g. does a team work to specific geographic areas, how many members to a team, its leadership, nature of each teams specific roles and so on.

Response to question 2

Please refer to our response to question one. The SCU Teams do not work to specific geographical areas or groups apart from one services coordination team which specialises in Child & Adolescent Claims. ACC anticipates that a second Child and Adolescent Claims team will be added in the future.

Question 2a

To whom does each SCU staff member report to, that is, what are the lines of communications for each SCU employee, and/or team.

Response to question 2a

Please refer to our response to question One.

Question 3

What are the qualifications (by way of a specific breakdown), of the specialised team of case managers and all other staff working at the SCU, for example, are the Case and Team Manager's tertiary qualified in the complete and wider area of sexual abuse and if so, what are the qualifications that employees (its specialised staff) at SCU hold.

Response to question 3

As you can see from the organisation chart, the SCU team no longer has "Case Managers" or "Team Managers". Under the new SCU structure, claims are managed by service co-ordinators. The service coordinator role is a new role and is generic across all teams except the Child and Adolescent teams. Qualifications that staff within the unit hold vary and include social work, psychology, counselling and criminology. The job description for this role is attached.

Question 4

Exactly how does ACC-SCU define specialised clinicians, how many specialised and qualified clinicians are working at SCU and, what are these specialised clinicians qualifications and roles at SCU.

Response to question 4

The Sensitive Claims unit utilises the services within ACC of one Branch Medical Advisor (BMA), and 12 Branch Advisory Psychologists (BAP) (neither of which are part of the Sensitive Claims Unit so are not shown on the SCU Organisation Chart) made up of one Psychotherapist, one Psychiatrist and 10 Clinical Psychologists. All hold a current annual practicing certificate and registrations with their relevant professional body. Their roles are defined as:

- BMAs are responsible for ensuring that staff have access to consistent, timely, quality medical advice to enable them to achieve strategic objectives. The major component of the role is to analyse and interpret medical information and make recommendations that always meet legislative requirements and which are consistent with policies and procedures. The BMA is required to represent ACC when communicating with health providers and professional groups and to contribute to the development and/or updating of medical policies.
- The purpose of the BAP position is to provide a resource to the branches in the determination of mental injury cover, the early identification of psychological barriers to rehabilitation and to recommend appropriate interventions and direction in rehabilitation. An additional purpose is the training of claims management staff in psychological aspects of physical injury and sensitive claims. BAPs are also responsible for establishing supportive and constructive relationships with external providers.

Question 5

To whom are these specialised clinicians directly responsible to and what are their direct reporting lines.

Response to question 5

The BMAs and the BAPs are directly responsible to the Clinical Services Directorate within ACC, and report into two Managers.

Question 6

What is the specific role of the SCU Branch Unit Manager and to whom does the SCU Branch Report to.

Response to question 6

The Manager Sensitive Claims reports to the Manager Specialist Services. The job description for the Sensitive Claims Unit Manager is attached. The Role of the Sensitive Claims Unit Manager is:

- responsible for ensuring that the Unit resources are effectively/efficiently used to provide optimum delivery of services to clients
- accountable for the achievement of the Unit key performance indicators. The Manager will achieve this through clarifying expected results with their direct reports and actively monitoring the achievement of these
- assisting to represent the focus of Sensitive Claims to the provider community nationwide. This involves raising awareness and obtaining acceptance of ACC's purpose, functions and strategies. Achieving this will involve external communications and relationships and liaison with providers nationwide. Ability to anticipate, accommodate, manage and promote change is also integral to the position.

Question 7

Does the BM of the SCU hold ultimate accountability and responsibility for the roles of all the staff at SCU, in respect of their actions, conduct, case management and so on.

Response to question 7

Yes, the Branch Manager of the SCU holds ultimate accountability and responsibility for the roles of all the staff at SCU, in respect of their actions, conduct, case management.

Question 8

If the Branch Mgr of the SCU is not responsible for the staff of SCU and their conduct etc, who does hold this ultimate accountability.

Response to question 8

Not applicable, please see answer to question 7.

Question 9

What is the rate of staff turnover for staffing at SCU from the period 2010 - 2016.

Response to question 9

The average rate of voluntary staff turnover within SCU between 2010 and 2016 was 19.31%.

Question 10

SCU promotes that its staff maintains regular "coaching" sessions for training of its staff, to update its staff, support them etc. What does the term coaching mean, what is its purpose and how is it constituted, and what are the checks and balance/quality assurance models in place to ensure quality case management principles are adhered to. Who undertakes this coaching for Case Manager's et al.

Response to question 10

The purpose of coaching is to provide quality feedback based on observations and appraisals completed. Coaching is the responsibility of Team, Line and Unit Managers within SCU. This is monitored by the Client Service Delivery Performance Team (CSDPT), which is a separate team within ACC. CSDPT's role is to provide quality checks and feedback to the

Sensitive Claims unit regarding its quality and adherence to the acceptable standard including the provision of coaching.

Question 11

Are any staff, engaged in qualification appropriate supervision internally at the SCU and how many staff receives appropriately qualified external supervision. If not, why not.

Response to question 11

All staff are encouraged to undertake fortnightly external professional supervision and 39 staff are currently in receipt of this. Staff also receive coaching from their direct line manager.

Question 12

Have the staff at SCU been offer the AUT courses that ACC has offered to other case managers within ACC. If not will SCU case managers be offered he course. If yes to date how many have been through the AUT course and what was the pass/fail rate.

Response to question 12

Yes, although staff are still required to meet the criteria that AUT has set in order to be eligible to complete the study. Six members of staff are currently completing tertiary study through AUT. ACC receives an anonymous grades report for all staff undertaking AUT study and this is not broken down in such a way as to identify SCU staff.

Queries or concerns

If you have any questions, ACC will be happy to work with you to answer these. You can contact us at GovernmentServices@acc.co.nz or in writing to *Government Services, PO Box 242, Wellington 6140.*

Yours sincerely

Government Services

Position Description



POSITION TITLE	Service Coordinator
BUSINESS GROUP	Operations
REPORTS TO	Team Manager
COVERAGE	Optional: Collective or Individual Employment Agreement

ABOUT ACC

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

ACC values:

- People before process
- Safe Kiwis
- Fair and Open
- Good partners
- Responsible stewards

ACC is the Crown entity set up under the Accident Compensation Act 2001 to deliver New Zealand's accident insurance scheme (the Scheme).

The purpose of the Scheme is to deliver no-fault personal injury cover for everyone in New Zealand, including overseas visitors. ACC's role is to manage the Scheme in a way that ensures the delivery of high quality services to clients and is financially sustainable for future generations.

ACC works to prevent injury treat it when it occurs, and rehabilitate people back to productive life as soon as is practicable. The organisation is governed by a Board appointed by the Minister for ACC. All taxpayers, employers, self-employed people and motor vehicle owners contribute to the funding of the Scheme by paying levies

POSITION PURPOSE

Working with a caseload of Serious Injury clients whose support needs are stable, the Service Coordinator, under the guidance of either the Senior Support Coordinator or direction of the Area Team Manager, is responsible for achieving both quality and cost effective client outcomes in line with Business Group objectives. An integral aspect of this role is managing liabilities and client service to provide lifetime support for clients with an acquired disability.

The role is outcomes focused, supporting clients to maintain optimal independence and participation in the community.

SCOPE OF POSITION

Direct reports: 0

Number of staff in cost centre: Varies

KEY WORKING RELATIONSHIPS

Internal:

- Area Team Manager
- Senior Support Coordinators
- Support Coordinators
- Other Service Coordinators
- Other Serious Injury Service Staff
- Branch Network staff
- Service Centres
- Other internal customers, e.g. local Branch Manager, Injury Prevention, actuarial services

External:

- Clients
- Client family members
- Client advocates and/or lawyers
- Employers
- Health Professionals
- Healthcare organisations in the local community, including the local primary healthcare organisation (PHO) and all hospitals, after-hour and Accident & Emergency clinics in the region
- Service Providers e.g. Supported Employment; Supported Living
- Review and DRSL
- Community Agencies and Disability Support Services
- Other agencies who provide services or assistance to ACC
- Other central and local government agencies providing services to the disability sector such as the Work & Income service of the Ministry for Social Development, Housing NZ, local councils

KEY ACCOUNTABILITIES

ACCOUNTABILITIES	DELIVERABLES
Assessment and Coordination	<ul style="list-style-type: none"> • Accurate identification of client needs and coordination of both appropriate and timely interventions to support these. • If directed by the Senior Support Coordinator or internal review panel initiate a comprehensive assessment with the client to: <ul style="list-style-type: none"> ○ Consider the client's particular individual circumstances when developing Individual Plans ○ Supporting the client to maintain participation in their home, work, or community ○ Confirm functional support needs and range of options that may increase the individuals independence • Involve the client's family, employers, GP and (where appropriate) treatment providers to ensure the individuals and any dependants circumstances are fully considered when developing an Individual Plan. • Develop an Individualised Plan that contains a unique set of responses / interventions that reflect the individual's needs circumstances and goals. • Liaise directly with clients and their representatives. • Inform clients of their rights, responsibilities and entitlements.

Risk Identification	<ul style="list-style-type: none"> Identifying those clients who through either a change in circumstance or potential transition period e.g. leaving school or for some other reason, and then referring those cases to the Senior Support Coordinator and Internal Case Review Panel within expected timeframes.
Participation	<ul style="list-style-type: none"> Support clients to achieve outcomes inline with social inclusion philosophy, disability principles and practices, and Business Group objectives. Meeting client service outcomes in line with client needs. Monitoring the provision of support services and equipment to ensure client outcomes are achieved in a timely and cost-effective manner. Complying with appropriate policies and work practices to balance client needs with liability management. Collaborating with all parties to implement client's Individual Plan (IP) to maximise independence in key life areas. Ongoing monitoring and review of client needs to maximise their independence in all life areas and determine the need for ongoing or additional support services or interventions. Attending, contributing to and following recommendations at the Internal Case Review Panel. Effective long term management.
Management	<ul style="list-style-type: none"> Conducting file reviews incorporating a holistic claims management approach and implementing other key strategies for managing risks. Contribute to the identification and implementation of initiatives to improve the management of claims including work practices, policies, computer systems, innovative solutions to claims issues and client outcomes etc. Adhere to the relevant claims delegations and authority levels as set out by ACC.
Delivering Customer Service	<ul style="list-style-type: none"> Ensure all communication meets clients' needs and Professionalism and Correspondence Standards set out by ACC. Develop and maintain effective working relationships with external providers and organisations to achieve optimal client outcomes. Deliver excellent customer service to ACC's external and internal customers.
Working Relationships	<ul style="list-style-type: none"> Liaise with ACC staff to ensure appropriate claims management and working relationships with various teams. Work collaboratively with Branch Management to ensure involvement in the day to day life of the branch, i.e. participation in weekly training and social activities. Represent ACC at community engagements to provide information, community education and specialist knowledge and possibly attending forums such as conferences, seminars (with Serious Injury Service Delivery Manager approval).
Review & Mediation	<ul style="list-style-type: none"> Reviews and mediations are managed in a timely and appropriate manner, including participation in review hearings, where needed.
Audit	<ul style="list-style-type: none"> Comply with specific control objectives/audit requirements.

BEHAVIOURAL COMPETENCIES

BEHAVIOURAL COMPETENCY	FOCUS AREAS
<p>Customer Focus</p> <p>Demonstrating Customer Focus is about acting with the customer in mind (internal or external) and ensuring the customer is at the centre of everything we do</p>	<p>Level 2</p> <p>Builds effective customer relationships</p> <ul style="list-style-type: none"> • Establishes and maintains effective relationships with customers and gains their trust and respect • Makes self available especially when the customer is going through a difficult period • Is dedicated to meeting the expectations and requirements of customers and internal stakeholders • Gives detailed reasons for providing or declining certain services in a manner that maintains positive relationships • Handles difficult customers tactfully and with respect • Takes proactive steps to ensure the privacy of customer information and makes suggestions for process improvements
<p>Motivation to Achieve</p> <p>Motivation to Achieve is about being action-oriented and responding positively to challenges and opportunities</p>	<p>Level 2</p> <p>Sets challenging objectives and overcomes obstacles</p> <ul style="list-style-type: none"> • Delivers on assigned objectives and strives to overcome obstacles or setbacks • Proposes new and innovative ways of achieving outcomes • Has a “can do” attitude – taking on new challenges and making the most of opportunities • Plans and prioritises work, and tracks delivery to meet objectives • Is action oriented to get results and pursues all tasks with energy and drive • Challenges colleagues and managers in a constructive way and accepts decisions made in the organisations best interests • Seldom gives up before finishing especially in the face of resistance or setbacks • Sets challenging objectives for themselves and others where appropriate– ones that are a stretch but are not unrealistic or impossible

<p>Teamwork</p> <p>Teamwork is about working together constructively and putting the team ahead of individual success</p>	<p>Level 1</p> <p>Contributes to a positive and supportive team environment</p> <ul style="list-style-type: none"> • Actively encourages team work - is supportive of others, treats people with respect and is able to work productively with all members of the team • Maintains honest and clear communication with others • Willingly shares information, knowledge and experiences with others, and is able to learn from others • Invests time and effort in building relationships within and outside ACC • Develops networks to complete tasks • Regularly attends, and actively participates in team meetings and team building sessions • Prioritises team goals/business plan objectives ahead of individual success • Supports team decisions, even when they may not be the preferred way forward • Is trusted with sensitive or confidential information • Admits to mistakes and brings them to the attention of people who can resolve the issue • Is positive and respectful of other staff and parts of the business in all communications; verbal and written
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ESSENTIAL EXPERIENCE AND QUALIFICATIONS

- Excellent interpersonal skills with the ability to communicate effectively in writing, orally when working with other staff, clients, employers, treatment and service providers.
- Appreciation of related social, psychological, treatment and support issues for clients who have a spinal or acquired brain injury and their families.
- Knowledge and understanding of transitional and permanent accommodation issues.
- Knowledge and understanding of planning modifications to homes and vehicles, equipment supply and support interventions.
- Knowledge and understanding of community services.
- Knowledge and understanding of vocational issues.
- Experience of operating in an environment that has multiple demanding key performance indicators.
- A tertiary qualification and/or Work experience in the disability sector, support services coordination, rehabilitation, health or other relevant environment.
- Sound knowledge of the physiological and psychological affects of an acquired disability and the impact of injury on work activities and activities of daily living.
- Ability to sensitively balance cost benefit and other considerations in appraising case management plans and services from both a program and individual claimant perspective.
- Understanding and experience of the issues related to equity, people with disabilities, and cultural and social needs.
- Current full driver's license.

Position Description



POSITION TITLE	Manager Sensitive Claims
BUSINESS GROUP	Operations
REPORTS TO	Manager Specialist Services
COVERAGE	Individual Employment Agreement

VISION AND VALUES

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

ACC values:

- People before process
- Safe Kiwis
- Fair and Open
- Good partners
- Responsible stewards

ACC is the Crown entity set up under the Accident Compensation Act 2001 to deliver New Zealand's accident insurance scheme (the Scheme). The purpose of the Scheme is to deliver no-fault personal injury cover for everyone in New Zealand, including overseas visitors.

POSITION PURPOSE

The Manager is responsible for ensuring that the Unit resources are effectively/efficiently used to provide optimum delivery of ACC's services to clients.

The Manager is accountable for the achievement of the Unit key performance indicators. The Manager will achieve this through clarifying expected results with their direct reports and actively monitoring the achievement of these.

The Manager will assist to represent the focus of Sensitive Claims to the provider community nationwide. This involves raising awareness and obtaining acceptance of ACC's purpose, functions and strategies. Achieving this will involve external communications and relationships and liaison with providers nationwide. Ability to anticipate, accommodate, manage and promote change is also integral to the position.

KEY ACCOUNTABILITIES

- Ongoing review of the Unit Performance against Key Performance Indicators and take action to ensure they are met.
- Provide General Manager with budgetary forecasts outlining the risk factors inherent in the forecast, and provide solutions for overcoming them.
- Ensure Unit operations and procedures are consistent with ACC's policies, national practice and guiding legislation.
- Ensure that all WorkSAFE systems are implemented and maintained for training, injury prevention, accident reporting and injury management to tertiary level of the Partnership Programme.
- Organise regular team meetings/activities that enable contribution to the development and implementation of business strategies and programmes.
- Lead the Business Excellence programme in the Unit and ensure implementation and monitoring of agreed processes
- Manage the business planning and budget process for the Unit.
- Review the Unit objectives to ensure that they are aligned to the overall strategic business plan.
- Communicate the Unit's vision and goals to its people and manage the implementation of the plan into the daily operations.

- Ensure that individual teams within the Unit set objectives that are in line with the overall business plans.
- Monitor progress in achieving the goals and objectives; highlight any areas of concern and if necessary take action to improve the results.
- Report on progress against strategic and operational unit plan to the General Manager including budget management, monitoring and variance analysis.
- Be aware of external factors and influences that may affect the working of the Unit, specifically media awareness and consequences.
- Work in partnership with national project and service development leaders to ensure new service strategies are compatible with the local needs and can be implemented within the Unit environment.
- Work in close association with the Network Branch Managers, to share ideas and information and to ensure that there is high quality service delivery across the entire delivery arm.
- Use the Performance Development Cycle to engage and motivate your direct report(s) to achieve desired results through appropriate behaviours and actions.
- Work within the three lines of defence to provide assurance that risks are being managed effectively.
- Strengthen our safety culture by role modelling health and safety best practice.
- Provide leadership and guidance to the team to ensure initiatives of the group strategy are met.
- Standardised rehabilitation and business processes are developed and mapped to the SOPPF framework.
- All staff are trained in the use of standard processes and compliance is monitored.
- KPI's are established for each business unit.
- KPI's drive behaviour that is consistent with the key drivers of the organisation.
- KPI's are monitored on a weekly basis.
- Information from KPI's is used in the continual improvement of the unit's performance and to support focused coaching.
- Maintain and support the Sensitive Claims National Advisory Group.
- Maintain a strong management link with the Healthwise Specialised Services Team.
- Manage the Peer Review Contractors process.
- Assist in representing ACC to the provider community in order to raise awareness and obtain acceptance of ACC's purpose, functions and strategies.
- Develop, manage and maintain effective working relationships with key service providers groups and other stakeholders.
- Establish effective working relationships with managers and other area staff.

BEHAVIOURAL COMPETENCIES

Competencies are our behavioural expectations of all staff and are linked closely to our Vision and Values and Code of Conduct. To be successful in your role, you'll need to display the behaviours and attitudes that are described in our Competency Framework.

For each role at ACC, the Framework sets out the behaviours we would expect someone in that position to demonstrate. There are four levels for each competency to capture varying degrees of complexity of the same behaviour.

<p>Customer Focus</p> <p>Demonstrating Customer Focus is about acting with the customer in mind (internal or external) and ensuring the customer is at the centre of everything we do</p>	<p>Level 1</p> <p>Satisfies customer needs</p>	<p>Level 2</p> <p>Builds effective customer relationships</p>	<p>Level 3</p> <p>Seeks customer input to improve outcomes</p>	<p>Level 4</p> <p>Builds collaboration between teams and partner organisations</p>
<p>Motivation to Achieve</p> <p>Motivation to Achieve is about being action-oriented and responding positively to challenges and opportunities</p>	<p>Level 1</p> <p>Adheres to measures of performance</p>	<p>Level 2</p> <p>Sets challenging objectives and overcomes obstacles</p>	<p>Level 3</p> <p>Uses research and innovation to improve business outcomes</p>	<p>Level 4</p> <p>Implements strategies to drive organisational performance</p>
<p>Teamwork</p> <p>Teamwork is about working together constructively and putting the team ahead of individual success</p>	<p>Level 1</p> <p>Contributes to a positive and supportive team environment</p>	<p>Level 2</p> <p>Builds a cohesive team environment</p>	<p>Level 3</p> <p>Role model collaborative behaviours across business groups</p>	<p>Level 4</p> <p>Creates strategic partnerships across ACC</p>
<p>Leadership</p> <p>Leadership is about providing clear direction and building commitment within the team to achieve ACC objectives</p>	<p>Level 1</p> <p>Communicates expectations and manages the team effectively</p>	<p>Level 2</p> <p>Inspires others to achieve their best</p>	<p>Level 3</p> <p>Articulates a core sense of purpose</p>	<p>Level 4</p> <p>Leads organisation-wide strategies to achieve ACC objectives</p>

SCOPE OF POSITION

Direct Reports:

- 6

Financial Management:

- Nil

KEY WORKING RELATIONSHIPS

Internal:

- Management and staff of the Branch Network
- Management and staff of other Divisions and Units in the Corporation

External:

- Local members of Parliament
- Employers and employer groups
- Service providers
- Claimants and claimant groups
- Sensitive Claims Advisory Group
- Peers in other organisations
- Key government agencies
- Community groups
- Others who provide services or assistance to the Corporation

ESSENTIAL EXPERIENCE AND QUALIFICATIONS

- Tertiary qualification in business or health related discipline (Work experience to equivalent level will be considered).
- Experience working at management level including achievement of KPI's, management of staff and financial resources.
- Knowledge of and experience in financial and business management processes, particularly business planning.
- Proven experience in change management.
- Demonstration of effective leadership skills.
- Working experience in the development, facilitation and management of internal and external communications and relationships.
- Knowledge and experience of performance development and management systems and techniques.
- Proven planning and organisational skills, including the ability to delegate, meet deadlines, and work under pressure.
- Knowledge of and commitment to the Treaty of Waitangi, Equal Employment Opportunities, and Occupational Health and Safety.
- An understanding of rehabilitation, injury prevention and primary, secondary and tertiary health care issues.