

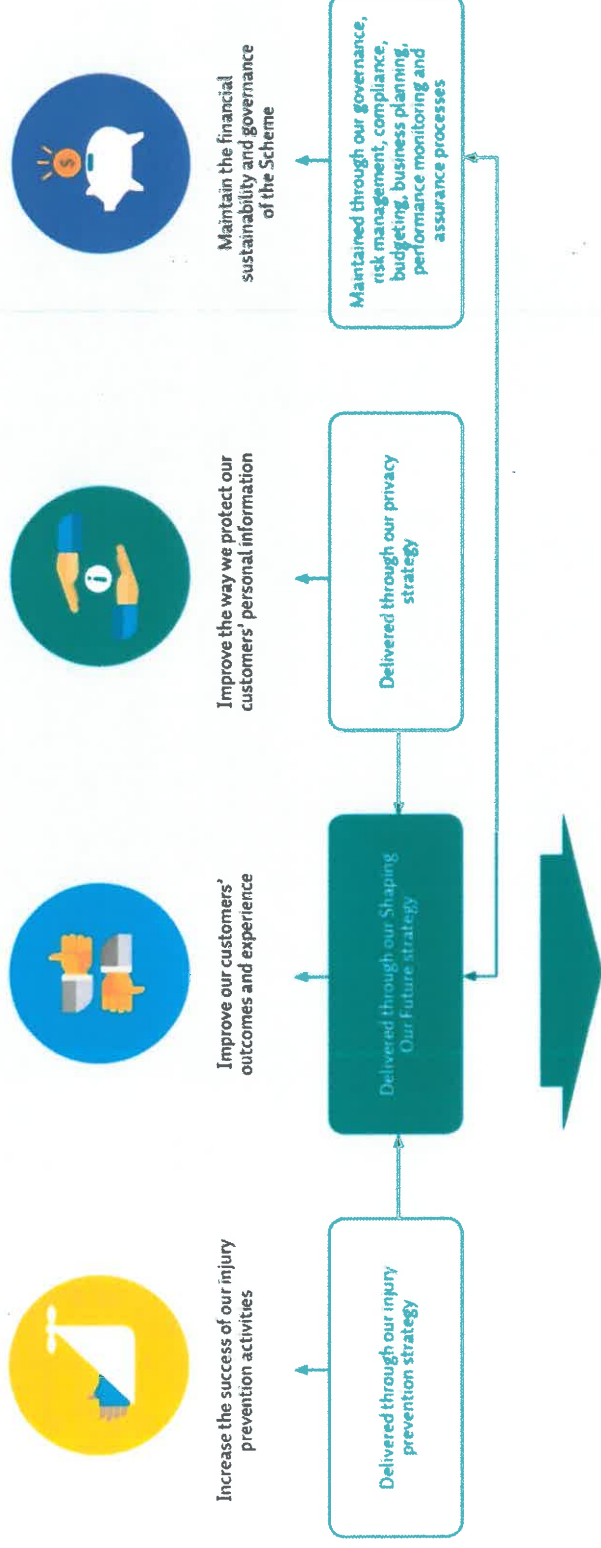
ACC

PREVENTION CARE RECOVERY
Te Kōwhirihihi Kōwhirihihi Kōwhirihihi



ACC Transformation – FINEOS User Group November 2016

Our strategic intentions



- One of our four strategic intentions is to improve our customers' outcomes and experiences.
- Shaping Our Future is our strategy to deliver change that puts our customers at the heart of what we do.
- We'll do this through our people, processes, technology and information.



Understanding the problems we need to solve

Our research:

- We spoke to over 5,500 New Zealanders, including 1,000 staff members.
- We found that we're a pretty hard organisation to navigate, from both the inside and outside.

We learnt that we need to improve our customers' outcomes and experiences so that:

- New Zealanders understand what we do and how we can help them.
- Customers find it easy to access the services they need, when they need them.
- We build trust and partnerships with providers by empowering them to deliver the right care at the right time.
- We take customer feedback seriously and improve services as a result.
- Partnering is the essence of what we do and how we engage with others.

How are we going to change?

We've already started:

- We're undergoing an incremental multi-year business transformation to make ACC more efficient and effective, and to increase New Zealanders' trust and confidence.
- To do this we've set up a Transformation Programme to help us deliver some of the Shaping Our Future strategy.

What's the difference between the Transformation Programme and the strategy?

- The Shaping Our Future strategy will deliver change that puts our customers at the heart of what we do. It allows all of us to work together to a common goal, there's no end date on the strategy, and it's something we'll consistently work towards.
- The Transformation Programme is responsible for the design of our Target Operating Model and some of the delivery of these initiatives, but the Programme won't be working in isolation. They'll be working with subject matter experts and business owners right across the organisation.

Our Target Operating Model



Our objectives



Through our Target Operating Model, we will deliver genuine, demonstrable and long-lasting benefits to the whole organisation, our customers and New Zealand.

- Improve customer confidence and trust
- Empower and engage our staff
- Improve productivity
- Reduce # of productive days lost to injury
- Increase operational resilience
- Improve levy collection

What will change look like?

Here is an overview of how our customers' experience will change



Now

Future

Injured People

- Not trusted
- Not cared for as individuals – process before personal needs and circumstances
- Not well informed – too little, too late
- Slow and complex processes – hard to do business with us
- Communications hard to understand

- Individual needs and circumstances considered
- Faster decision, faster payments, more closely aligned with them to help them recover
- Well-informed, every step of the way
- Easy-to-use digital tools to keep track of progress in real-time

Treatment Providers

- ACC don't trust us or respect us, our clinical judgement is challenged
- Inconsistent claims decisions
- Slow and complex processes
- Poor communications and customer service

- Trusted partnership – feel trusted, respected and valued
- Consistent decision making
- Multiple interaction options and easy-to-use digital tools to keep track of progress in real time
- Speedier decisions and payments
- Sharing our information with them

Employers & Levy Payers

- Levy invoicing issues
- Don't see ACC as value for money
- Hard to do business with us
- Poor support around return to work
- Poor communications and customer service

- Timely, accurate, easy-to-understand invoices
- Faster resolution of queries
- More options for doing business with us, including easy-to-use digital tools
- Business partner in injury prevention and staff well-being
- Understand the levies they pay and believe that the system is fair and good value

Communities & The Public

- ACC not very visible in the community
- Few strategic partnerships
- Few community champions

- Out from behind the desk and more visible in our communities
- Partnering with them to help people live work and play safely
- Understand what ACC does for them and the unique contribution we make to their way of life

Staff

- Process and quantitative KPIs drive activity
- Numerous paper-based processes, manual systems and cumbersome work-arounds
- Inconsistent application of discretionary decision-making

- More empowered to make decisions and take action
- Fewer paper-based processes and manual systems
- More time to help customers more directly
- Proud to be part of an organisation that does its best for New Zealand

What's happened so far?



- As part of our Discovery and Diagnostic Phase – or customer feedback phase – we completed comprehensive research to find out what our customers wanted. We ran surveys and workshops all over the country. They told us they want us to be more responsive, more transparent and easier to deal with.
- That's why we spent 2015 in the Integrated Design and Planning Phase. We've redesigned how we'll work to deliver a better customer experience, through our people, processes, technology & information.
- This work led to the development of new Target Operating Model focused on the needs of our customers, New Zealanders. Our existing operating model couldn't deliver what our customers really needed from us.
- It's about giving New Zealanders choice in the way they can interact with us – and that means having simpler and quicker processes, automated services and consistent customer service.
- We are now underway delivering the operating model transformation via the ACC Transformation Programme

Discovery and Diagnostic Phase
(October 2013 – September 2014)

Integrated Design & Planning Phase
(September 2014 – December 2015)

Delivery Phase
(January 2016 - 2020)

Our delivery plan



Our Business Customers

- Improved levy invoices
- Increased access to online self-service tools
- Increased levy payment options
- Integration with accounting software
- Able to view and be involved in employee return to work plans
- Improved understanding of levy contributions



Our Clients

- Better services as a result of improved processes and systems
- Increased access to online self-service tools
- Immediate cover decisions
- Full digital experience for all clients
- Able to view and share rehabilitation pathway
- Targeted support based on their situation
- Greater visibility of how their entitlements are calculated



Our Providers

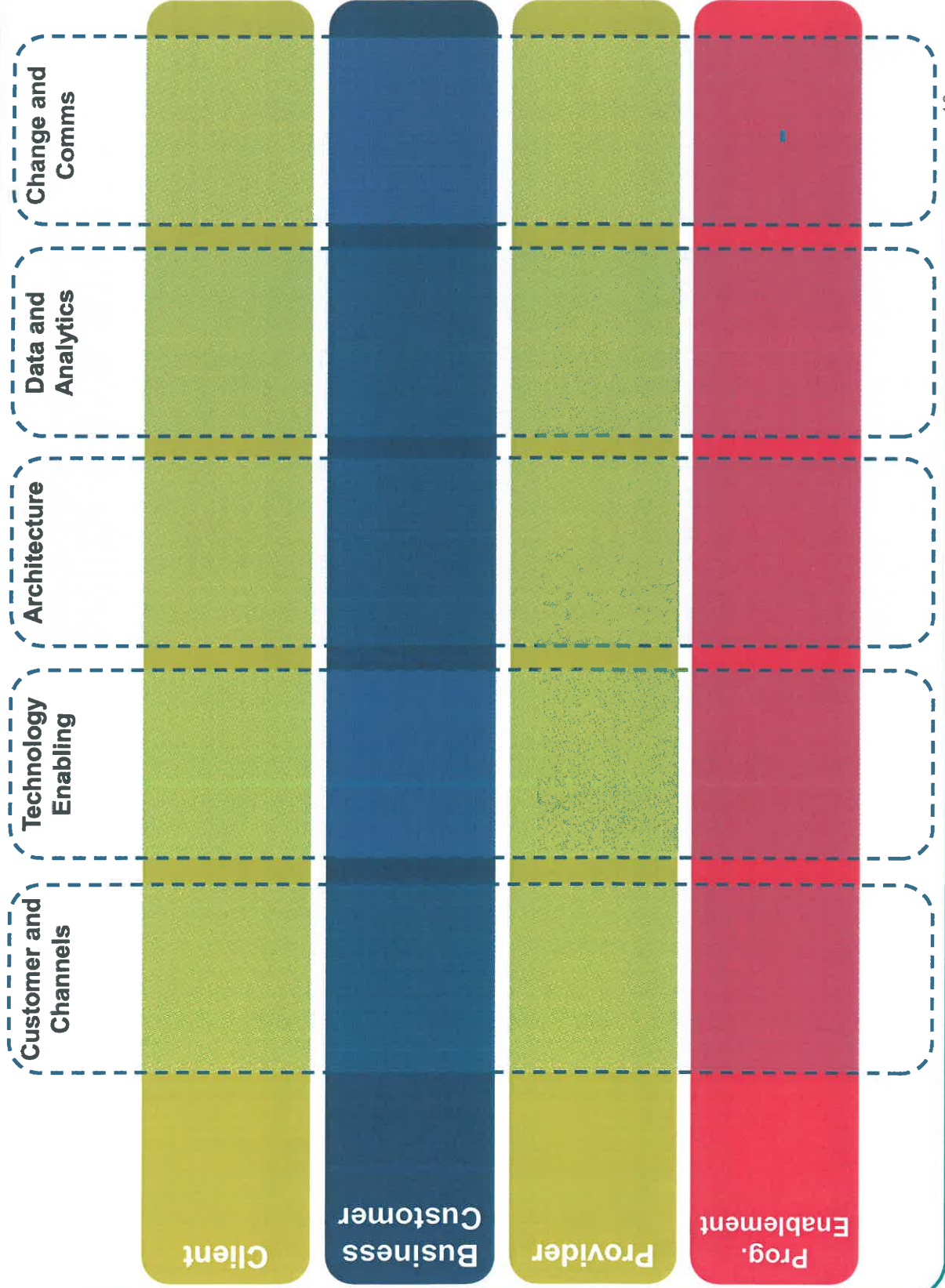
- Improved relationships with us
- Able to receive information digitally
- Increased uptake of digital registration
- Immediate and automated cover decisions
- Improved information about ACC and training available
- Access to online self-service tools
- Able to view, share information and adjust client rehabilitation pathway
- Better understanding and access to our rules
- Trusted to make the best decisions for clients



Our Staff

- Improved digital systems to resolve more calls at first contact
- Claims staff will have improved data to better understand individual client needs
- Improved relationships and digital systems with strategic providers
- Increased access to customer feedback
- Further improvements to systems to support our customers
- Access to robust evidence and data to make better decisions and achieve better outcomes for customers
- More time spent in a greater variety of settings, the community and in locations that need the most support
- Able to share information with providers instantly
- Improved working relationships with providers

Programme Workstream Overview



5 'big rocks' have been identified



'Big Rock'	Transformation Focus Areas	Current Delivery Expectation
Policy & Levy Management	<ul style="list-style-type: none"> • Replacement of IPS2 with Guidewire • Foundational capability for business customer self service • Leveraging Guidewire 'out of the box' processes • Customer Relationship Management for business customers • Integration into ACC environment 	T1 - September 2017
Client Payments	<ul style="list-style-type: none"> • Improved weekly compensation experience for clients • Replacement of Pathway with EOS for all payment types 	Customer Experience Improvements: T0 – in pilot Weekly Compensation Payments: T1 - June 2017 Lump Sum Payments: From June 2017
Provider Payments	<ul style="list-style-type: none"> • Improved payment experience for providers • Replacement of MFP • Improved engagement and services for providers 	In planning (to be completed by 12/10)
Online Capability	<ul style="list-style-type: none"> • Business Customer Self Service - portal, app, accounting system integration • Provider Self Service - portal, Practice Management System integration • Client Self Service - portal, app 	Progressive delivery of features across all channels from T0 (T1 for Clients and Providers)
Real Time Decisions	<ul style="list-style-type: none"> • Dynamic lodgement and real time eligibility decision • Real time entitlement approval • Real time modification of incapacity period 	Lodgement: T1 (October 2017) Entitlements: T1 Incapacity: T2

System Transformation Initiatives

The Transformation Programme is completing a number of technology-led transformation initiatives



Function	Description	Solution
Policy and Levy Management	Replacement of IPS2 system to manage business customers' policies and levy payments	Guidewire
Claims Lodgement	Automation of claims lodgement process utilising APIs from Provider practice management systems and dynamic online lodgement to FINEOS and development of automated real-time cover decision and notifications	FINEOS
Claims Management	De-customising current FINEOS product, implementing rules based triage and workflows, real-time eligibility decisions, case restructure to customer centric, and turning on version enhancements/features	FINEOS
Rehabilitation Tracking and Reporting	Utilising FINEOS team views and reporting to replace current Excel based case management reporting	FINEOS
Customer Centric Rehabilitation Plan	Implementation of a tool to utilise standard rehabilitation pathways, provider treatment collaboration, and customer participation in rehabilitation	To Be Procured
Provider Payments	Replacement of existing MFP system to a more automated, efficient, and integrated provider payments system	To Be Procured
CRM	Implementation of a CRM solution to manage business customers and providers	To Be Procured
Enterprise Business Rules Management System	Implementation of a EBRMS to centrally store, manage and govern enterprise-wide business rules, plus integrate to presentation layers to staff and customers	To Be Procured
Customer Feedback Solution	Implementation of a Customer Feedback Solution to transform voice of the customer feedback collection, analysis, learnings and improvement	To Be Procured
Digital Platform and Self Service Portals	Implementation of a Digital Platform to support integration via APIs across ACCs applications, customer self service portals, and with external party applications	To Be Procured