



THE NATIONAL TELEHEALTH SERVICE

ANNUAL PLAN

2020-2021

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Foreword from the CEO

*Kua tawhiti kē tō haerenga mai,
kia kore e haere tonu.
He nui rawa o mahi,
kia kore e mahi tonu*

*You have come too far not to go further,
you have done too much not to do more*

– Tā Hēmi Hēnare (Sir James Hēnare) Ngāti Hine elder and leader



This is the fifth annual plan for the National Telehealth Service (NTS), which continues to build on our strong foundations, extend our reach across the health ecosystem, particularly into priority populations, and continue to deliver collaborative, forward- focused solutions to improving the health of Aotearoa.

Over the last eighteen months, Aotearoa and the health landscape has experienced a number of events, from the tragic events in Christchurch in March 2019, through to the measles epidemic and the Whakaari explosion, then for the last year, responding and acclimatising to the impacts of the global coronavirus (COVID-19) pandemic. These events have collectively reshaped the future of NTS.

As a central front door for COVID-19 related health advice and information to the public, NTS has been immersed in supporting the Government, our partners and the national response to the pandemic since the beginning of February 2020, to levels not experienced before.

Our whānau expanded to more the 1,200 people at the peak of the pandemic, allowing NTS to deliver scalability, new capability, and develop innovative solutions at pace to ensure we could continue to provide physical, mental and social support to whānau, communities and colleagues across New Zealand.

This level of response was also made possible with the immense support and collaboration from our expanding partner network.

As an organisation, we are immensely proud of the enormous effort, commitment and resilience of the entire team to respond and adapt to the needs of the nation. It is always a privilege to serve the people of Aotearoa.

As the new year begins, NTS continues to balance the continuing demands (both from the pandemic and maintaining core business activity), while also trying to remain relevant and innovative to meet changing consumer needs and ultimately, provide greater access and reach to more New Zealanders, particularly those in vulnerable communities.

These factors have made developing this year's annual plan a unique but exciting challenge. To meet the uncertainties influencing our future landscape, we acknowledge that our focus on equity-led solutions needs to reach deeper into both whānau and community, our operational excellence needs to be scalable yet sustainable, our partnerships need to be collaborative and engaging, and our system needs to have continuity and integrity.

The 2020/21 Annual Plan centres around three key focus areas that over the next 12 months, will collectively see NTS deliver

integrated solutions across the physical, mental and social health sectors, while continuing to provide more equitable and sustainable health outcomes for every New Zealander.

These focuses will enable NTS to extend our reach to New Zealand's most inequitable areas of health – priority populations, children, mental health, primary care – while also continuing to adapt and enhance our services and experiences. This will be complimented by driving organisational excellence through growing the leadership and capability of the NTS team, which will, in turn, deliver new insights and value to our partners and the health ecosystem.

I am confident that this plan will continue to allow NTS to extend its reach, grow and strengthen its services in the year ahead however, the plan has been developed on an understanding that our response and actions will need to adapt and evolve to reflect emerging needs and priorities, and any post-COVID environmental changes we do not yet fully understand.

With our unrelenting focus on clinical excellence of both whānau and partners, I know we are ready to meet this year's challenge.

Andrew Slater
CHIEF EXECUTIVE OFFICER

*Ko te pae tawhiti, whāia kia tata. Ko te pae tata,
whakamaua kia tīna*

*Seek out the distant horizons, while cherishing
those achievements at hand.*

The National Telehealth Service

In November 2015, the Ministry of Health (the Ministry) partnered with social enterprise Homecare Medical (owned by primary health organisations ProCare and Pegasus Health) to develop and deliver the enhanced, integrated, national telehealth service for New Zealand.

The National Telehealth Service ('NTS' or 'service') provides the New Zealand public with access to free physical, mental and social support and information, 24 hours a day, seven days a week across seven digital channels, including voice, webchat and text.

NTS is co-funded by the Ministry, the Accident Compensation Corporation (ACC), Te Hiringa Hauora/Health Promotion Agency (HPA), Ministry of Social Development (MSD), and the Department of Corrections. The service is underpinned by a 10-year contract that commenced in 2015 and is governed by a Service Improvement Board.



Homecare Medical – Our whakapapa

With over 4,000 contacts received each day, Homecare Medical is the organisation entrusted to ensure that every New Zealander has access to free, high-quality health and social care.

Homecare Medical works collaboratively with Government and other health partners to understand what problems we can solve, how we can reach more people and respond better, smarter, and faster by delivering deep, cross-functional service integration.

In addition to providing the NTS services, Homecare Medical also independently delivers clinical support through several other services, including Employer Advice Line, Mental Health After Hours, Safe to Talk, Puāwaitanga and General Practices after hours.

Eight clinical teams work around the clock to provide people with the best quality telehealth advice and care, delivered by registered nurses, mental health nurses, psychologists, psychotherapists, psychiatrists, counsellors, doctors, paramedics, poisons officers, health advisors, sexual harm professionals, and emergency triage nurses.

Our workforce includes more than 600 people. They are based in contact centres in Auckland, Wellington, and Christchurch and over 180 people work from their home offices, from Kaitiāia to Bluff.

Our partners

NTS is co-funded by the Ministry of Health (the Ministry), the Accident Compensation Corporation (ACC), Te Hiringa Hauora/Health Promotions Agency (HPA), the Ministry of Social Development (MSD), and the Department of Corrections.

Ministry of Health

The Ministry works across the health sector to deliver better health outcomes for New Zealanders, through implementation of the New Zealand Health Strategy and achievement of the Government's priorities.

The Ministry works closely with agencies across Government to improve social outcomes for vulnerable children and other population groups at risk of poor outcomes. This includes sharing and using health data (including within the Integrated Data Infrastructure) to support cross-government priorities such as mental health and the Ministry for Children Oranga Tamariki's work programme.

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". This is achieved through pursuit of three outcomes:

- reduce the incidence and severity of injury
- rehabilitate injured people more effectively
- ensure New Zealand has an affordable and sustainable scheme.

Te Hiringa Hauora

Te Hiringa Hauora/Health Promotions Agency is a Crown entity established by the New Zealand Public Health and Disability Act 2000. HPA's overall function is to lead and support national health programmes and activities. It also has alcohol-specific functions.

HPA's work involves promoting health and wellbeing, enabling health promoting initiatives and environments, and informing health policy and practice through national surveys and monitors. One of their functions is to market and promote the NTS services in partnership with Homecare Medical, ACC and the Ministry of Health.

HPA develops, delivers and manages tools and resources for consumers and concerned others e.g. The Lowdown and Journal as part of the National Depression Initiative.

Our vision

The NTS vision reflects the collaborative, forward-focused approach to the health of New Zealand:

Deliver care, support, and advice to people in New Zealand to positively impact and improve their wellbeing and health outcomes through phone and digital channels.

The service achieves this by:

- providing access to health advice and information to populations with otherwise low health-system engagement, improving outcomes as a result of accessing services earlier
- delivering the right care at the right time by the right person in the right place
- reducing acute and unplanned care, improving self-care, support for clients, and health literacy
- building and maintaining public trust and confidence in the service
- being integrated with local, regional and national health, social and injury services
- being adaptable, flexible and evolve over time to meet the changing needs of consumers and technology, and enable additional services and government agencies to utilise its infrastructure and relationships, as required
- having a strong focus on continuous quality improvement
- taking responsibility for the clinical quality of all the services NTS delivers. Clinical governance mechanisms, including structures and processes have been established enabling NTS to provide high quality, current and accountable telehealth services, through telephone and digital channels
- supporting increased use of self-care, care at home or in the community with the same or better outcomes
- accessing, using and contributing to shared patient records that will be viewed and updated by those providing care or advice
- providing prompt assistance with public health issues and national disasters
- promoting evidence-based approaches, activities, information and resources that contribute to protecting and improving the health and wellbeing of New Zealand.

Our purpose and objectives

NTS, as a key player in the broader health and social system, is guided by the Ministry's priorities and supports achievement of the related key objectives of its key funding partners.

The overarching purpose and objectives of NTS are to:

- be a trusted part of the health care system that offers a confidential, reliable and consistent source of advice on health care in order to enable consumers to manage their health care in an appropriate manner
- facilitate the right person delivering the right care at the right time and at the right place
- increase cost-effectiveness in the health care sector and reduce demand on other health services
- have the flexibility to adapt and develop over time to meet the changing needs of users and technology.

Our partnership values

The following values guide the service and how we work with our partners:

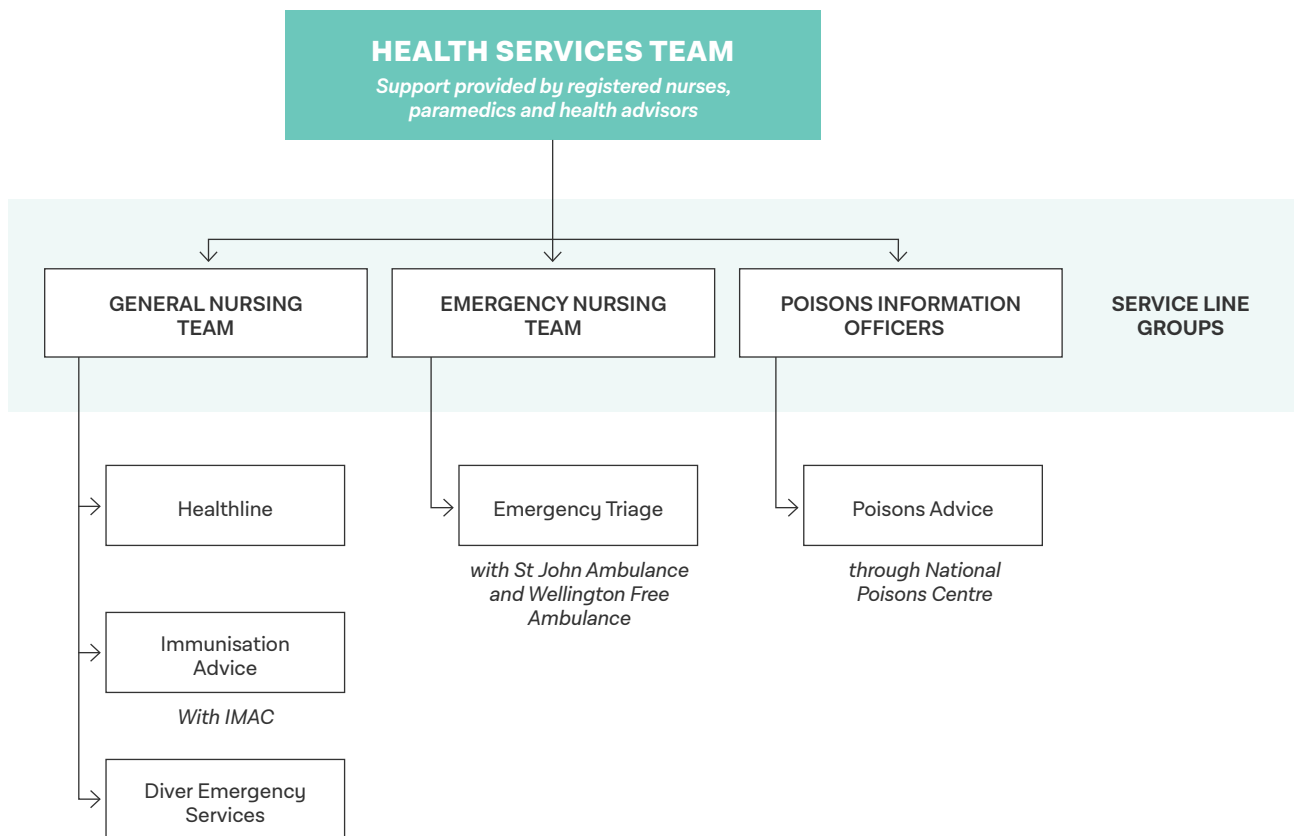
- **Service user focus:** our decisions will be based on what's best for – and what works for – New Zealanders
- **Partnership:** work together as partners in areas of mutual interest, proactively seeking input, valuing the expertise and opinions of others. We will encourage innovation and keep an open mind
- **Good faith:** to, at all times, act openly with honesty, trust and sincerity, and treat information provided by others with care and in confidence
- **No surprises:** provide early warning to our partners on matters that may require a response, may be contentious in any way, or may attract attention from shared stakeholders, media or the public.

Our services

NTS enables people to access health information, support and advice from trained health advisors and professionals through physical and virtual services on an integrated platform. Using a range of communication channels, people can receive the right care at the right time and in the right place.

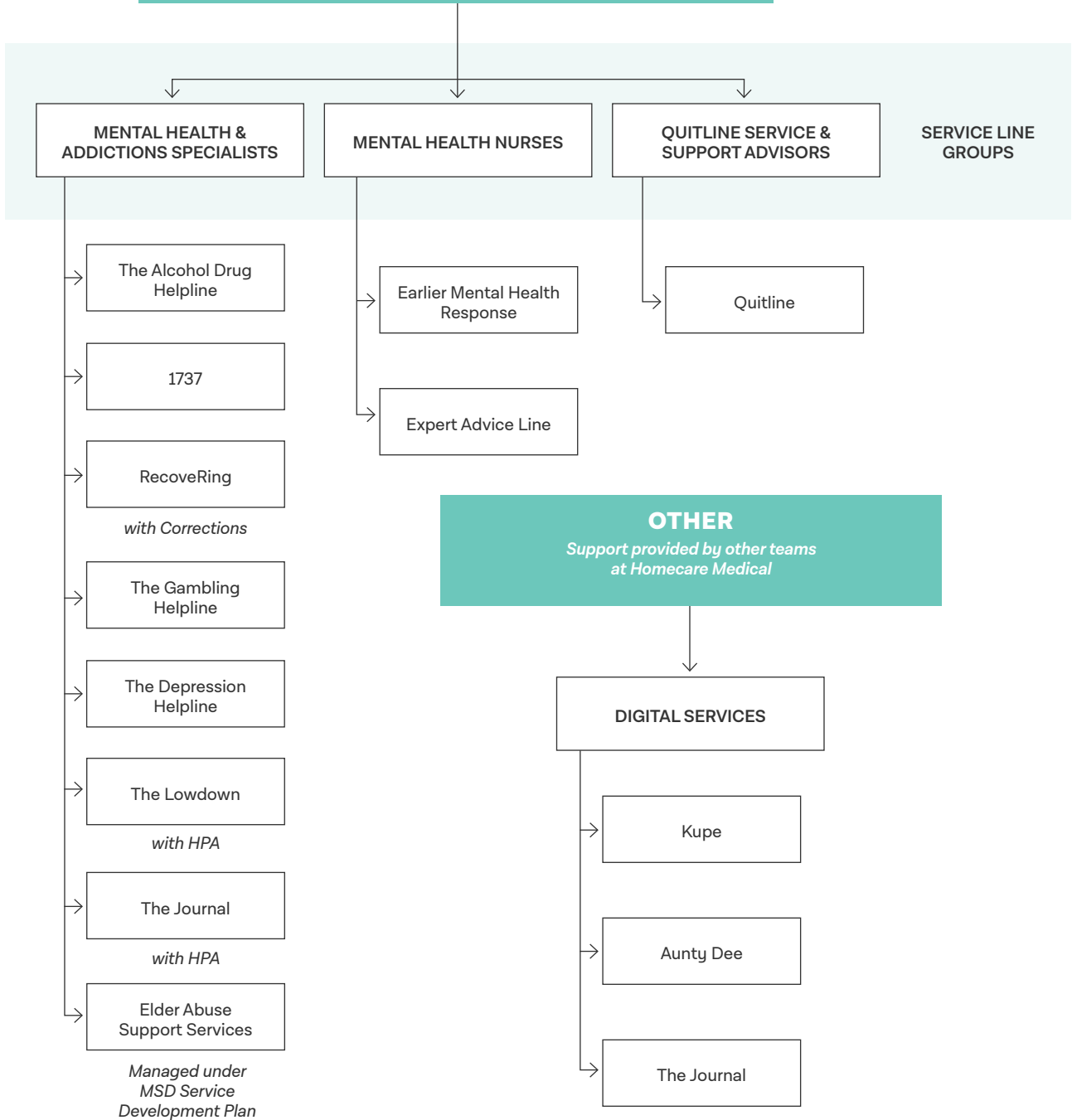
Most services fit under the umbrellas of our Health Services Team (covering physical health) or our Mental Health and Addictions team - exceptions are noted below.

A description of each service is provided in Appendix A.



MENTAL HEALTH & ADDICTIONS TEAM

Support provided by health advisors, counsellors, addiction specialists, social workers, psychotherapists, and psychologists



Homecare Medical also runs several other services independent of the NTS service, including Employer Advice Line, Mental Health After Hours, Family Violence and Safe to Talk, Puāwaitanga, Whītiki Tauā, General Practice After Hours and the Bowel & Cervical Screening registers.





2019-2020
PERFORMANCE

Key 2019-2020 performance

In the last 12 months, the National Telehealth Service received:

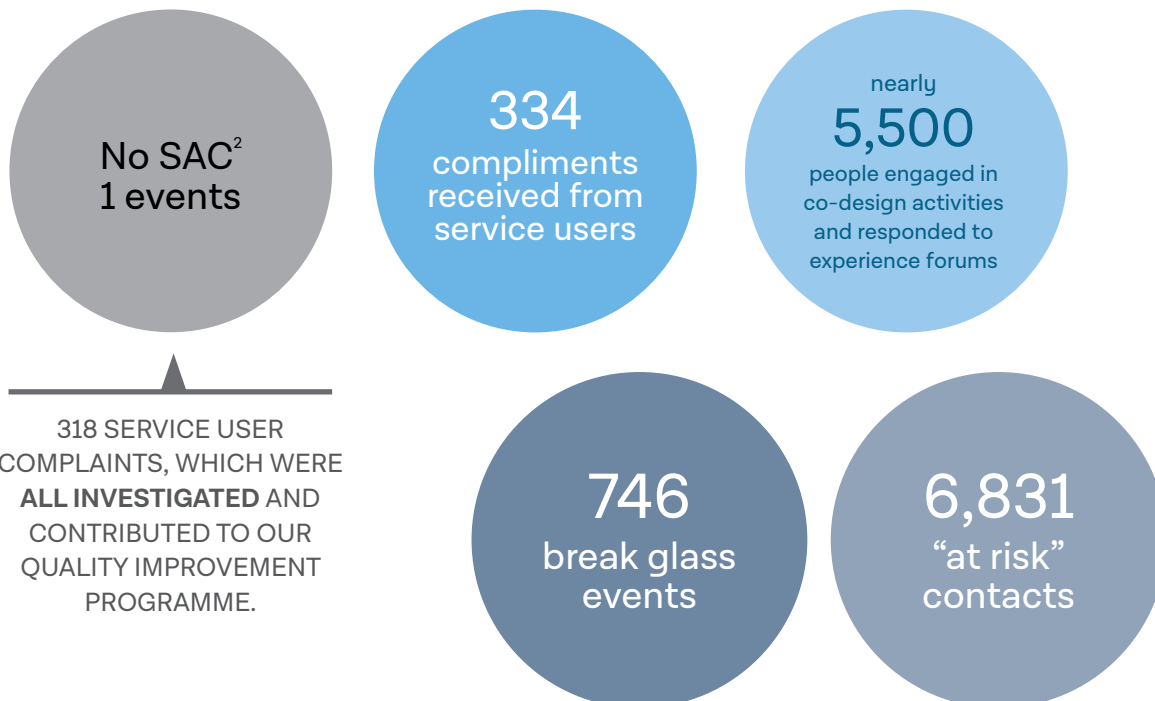


MORE THAN **36,000 CONTACTS** ABOVE FORECAST IN THE ANNUAL PLAN. AND **12% INCREASE** ON FY19 CONTACTS.

IN ADDITION TO THE ANSWERED CONTACTS, MORE THAN **215,000 OUTBOUND CONTACTS** WERE ALSO MADE ACROSS THE NTS SERVICES IN THE YEAR.

64% OF CONTACTS WERE RESPONDED TO WITHIN AGREED SERVICE LEVELS.

THESE CONTACTS WERE ANSWERED IN THE FOUR MONTHS BETWEEN 1 FEBRUARY AND 30 JUNE 2020, TAKING THE TOTAL CONTACTS ANSWERED THROUGH NTS SERVICES DURING FY20 TO **OVER 1 MILLION CONTACTS¹**.



318 SERVICE USER COMPLAINTS, WHICH WERE **ALL INVESTIGATED** AND CONTRIBUTED TO OUR QUALITY IMPROVEMENT PROGRAMME.

Refer to Appendix B for full end of year performance for financial year ending 30 June 2020.

1. Aside from where specified, all numbers exclude contacts received through the COVID-19 line.

2. The Severity Assessment Code (SAC) is a numerical rating (1-4) which defines the severity of an adverse event and as a consequence, the required level of reporting and investigation to be undertaken for the event https://www.hqsc.govt.nz/assets/Reportable-Events/Publications/National_Adverse_Events_Policy_2017/SAC_rating_and_triage_tool_WEB_FINAL.pdf

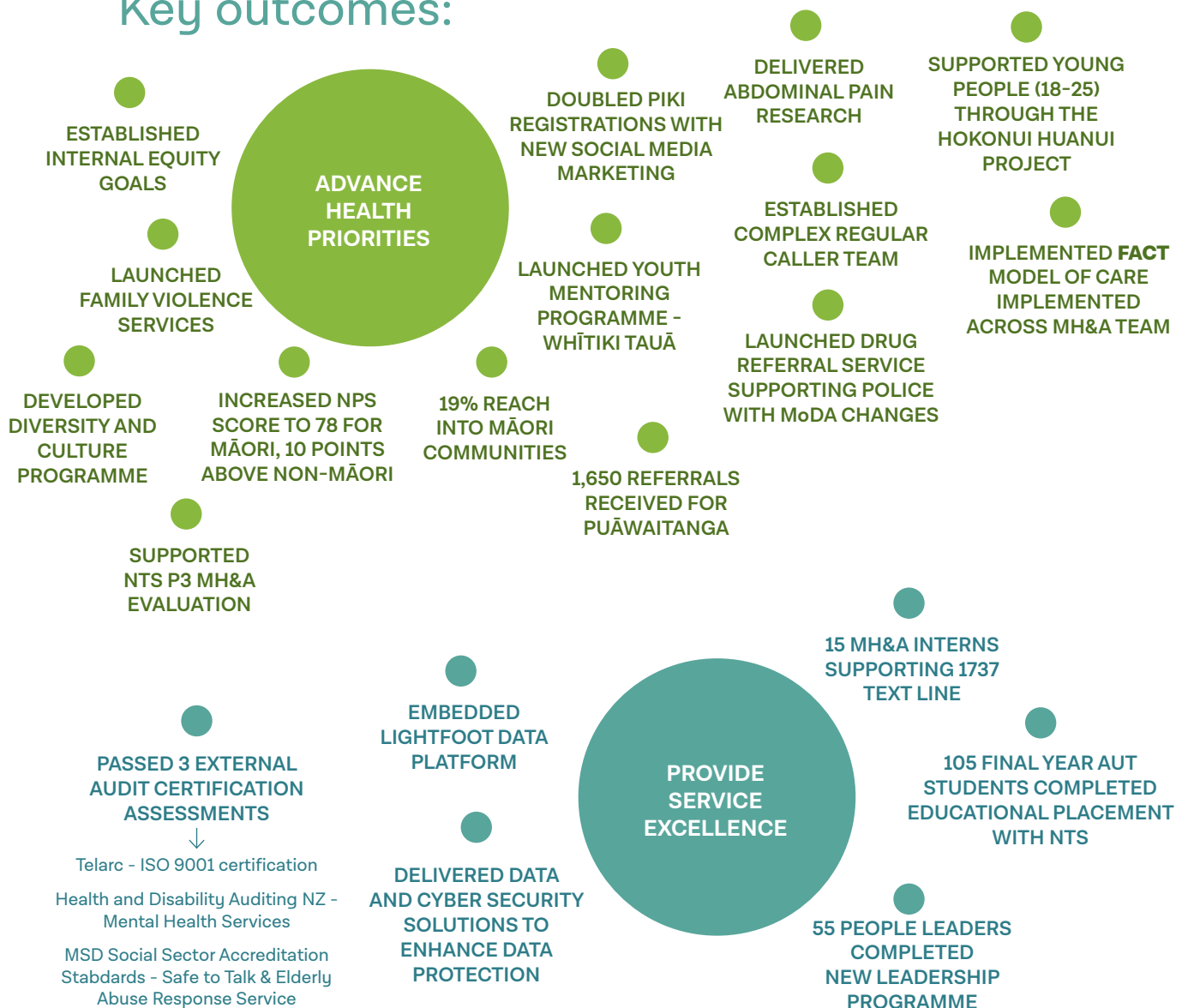
At a key service level:

The **HEALTH SERVICES TEAM** answered **393,354** Healthline contacts from **331,800** people.

The **MENTAL HEALTH SERVICES TEAM** answered a total of **200,493** contacts supporting **114,975** people, an increase of 24% in 12 months. As part of this,

- o the 1737 SERVICE answered over **123,025** contacts supported more than **59,000** people in distress. This is annual growth of 42% in contacts and includes over **63,000 text** text exchanges
- o the ALCOHOL AND OTHER DRUGS LINE serviced **19,394** contacts supporting **16,254** people with addiction within their family
- o the GAMBLING LINE serviced **4,240** contacts supporting **3,221** people dealing with the effects of problem gambling.
- o more than **100,000** people accessed and interacted with THE JOURNAL website tools.

Key outcomes:



The **QUITLINE TEAM** answered almost **50,000** contacts supporting more than **11,600** people to start their quit journey, with **29%** reporting they were smoke free after 4 weeks.

The **POISONS TEAM** helped **24,182** people, with **76%** of contacts requiring no further medical treatment or self-care information.

The **EMERGENCY TRIAGE NURSES** triaged nearly **45,000** incidents, redirecting **51%** of contacts to non-emergency services, which helps keep our hospitals and ambulances available for emergencies.

The **EARLIER MENTAL HEALTH RESPONSE TEAM** triaged over **11,019** contacts from Police and Ambulance (an increase of 53%) To support more than **8,000** people in social and psychological distress.

ENHANCE SERVICE

DEVELOPED SERVICE IMPROVEMENT PLAN WITH AMBULANCE PARTNERS

REACHED 29,000 USERS THROUGH THE NEW YEAR QUIT CAMPAIGN

LAUNCHED GAMBLING SERVICES DEEP DIVE REPORT

INCREASED AMBULANCE REDIRECTION RATE TO 51%

LAUNCHED IMAGE UPLOAD TOOL IN EMERGENCY TRIAGE, RECEIVING +700 IMAGES

1 MILLION VIEWS OF THE 'QUIT FOR PET' CAMPAIGN

DELIVERED ACC 'INJURY-RELATED' DEEP DIVE REPORT

33 FEW AMBULANCES REQUIRED THROUGH EMERGENCY TRIAGE

ACCOLADES

2020 Genesys Innovation Awards:

WINNER CX Empathy award for Covid-19 response

Cutting Edge Addictions Conference:

WINNER Matua Raki National Workforce Development Innovation Award

Quit for Pets campaign won:

- 2020 Caples Awards - Not for Profit Winner, GOLD
- 2020 Caples Awards - Radical New Strategy, SILVER
- StopPress.co.nz 'Best sad dog campaign' WINNER
- D&AD Pencil Awards: WINNER Wood Pencil Award, Direct Response Film Category
- YouTube Ads Leaderboard - Fifth most watched 'ad' by kiwis on YouTube in 2019

NTS COVID-19 Response

The NTS COVID-19 response began on 7 February with the establishment of a dedicated phone service available 24/7 to a central front door for COVID-19 related health advice and information to the public. The COVID-19 0800 number has been widely promoted in all Ministry of Health (Ministry), media and wider government communications about COVID-19 since the beginning of the pandemic.

Over time, this service has extended to management of people and data crossing the border, supporting people in self isolation, support with contact tracing as required, provision of mental health support, and provision of advice to clinicians. Further extension is intended to provide an additional focus on priority and vulnerable populations.

Pattern of response

By 15 February, the NTS COVID-19 response included:

- Development of the dedicated 0800 COVID-19 and website
- Welfare and compliance checks on those in self isolation from Cat 1 countries (Isolation Card and online registration)
- Dedicated Line / Arrival Card with Health Declaration / Digital Border Information for Contact Tracing / Welfare Check on those in Self and Managed Isolation and Quarantine / Medical Review and needs assessments for those seeking managed isolation exemptions.

Moving into FY21, the COVID team are still managing:

- Dedicated Line:
 - o Public Information
 - o Clinical Assessment (and onward referral)
 - o Close Contact Referral
- Digital Border Arrival Card and Health Declaration (enables contact tracing, enforced health declaration and welfare checks)
- Self-Isolation / Managed Isolation / Quarantine Health, Welfare and Compliance Checks
- Clinician Advice Line
- Medical Review and needs assessments for those seeking managed isolation exemptions
- Business as usual NTS
 - o Healthline
 - o Mental Health and Addiction Services

Dedicated COVID team

A dedicated internal COVID-19 operational team was set up co-ordinate COVID-19 planning, clinical leadership, service delivery and troubleshooting, led by senior staff seconded from across the sector.

To help manage the volume of calls, a number of new non-clinical staff were recruited contracted from other call-centres. Clinical staff were seconded from DHBs and private practice.

In March 2020, the number of COVID-19-related inbound and outbound calls peaked at over 12,000 per day. The highest call volumes were received in the first week of April, with the highest day peaking on 2 April with 14,821 calls received.

By the end of the June 2020, calls had stabilised at around 2,000 calls per day, although spikes are noticed with the announcement of new cases or case definition / testing criteria.

FY21 Future focus

- Continuation of the dedicated COVID team and service channels
- Ongoing support in the administration of border processes that enable contact tracing and sharing of arrival card information with other agencies
- Ongoing support in the registration and subsequent welfare checks of people in managed self-isolation and self-isolation in the community. This includes building capacity to manage surge capacity, should future COVID waves emerge
- Provide a dedicated Clinical Advice Line to support, and provide advice and information to health professionals
- Deliver additional capacity in mental health and addiction services to support the growing psychosocial response and recovery plan as a result of COVID-19
- Develop an integrated health and social service approach that contributes towards achieving equitable health and social outcomes for Māori and Pacific peoples.



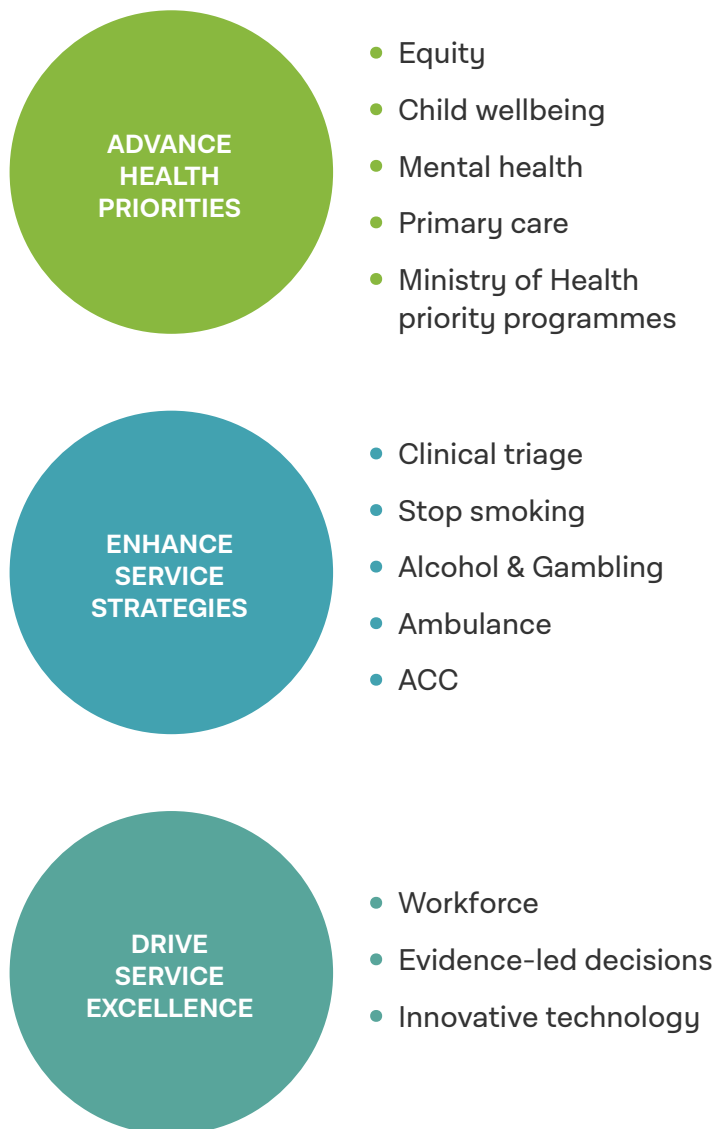
2020-2021
PLAN

2020-21 plan

This plan provides a comprehensive outline of the key areas the NTS and the Ministry plans to focus its efforts over the 2021 financial year.

Details of the 2020-21 work programme have been determined through a collaborative effort from all co-funding partners, who are committed to achieving alignment and advancement of the Government's health and wellbeing priorities.

It centres around three key focus areas that will collectively enable NTS to deliver integrated solutions across the physical, mental and social health sectors, while continuing to provide more equitable and sustainable health outcomes for every New Zealander.



Refer to Appendix C for the full 2020-21 work programme and identified initiatives.

Advance health priorities

This focus aligns to the portfolio of strategic priorities that the Government has identified for the health and disability sector, as part of the Ministry's "Health Output Plan 2018/19". It prioritises advancing NTS's initiatives and capabilities to enable an integrated, transformative and sustainable approach to New Zealand's most inequitable areas of health.

NTS will achieve this through

- **Equity** – strengthening our own internal cultural awareness and connecting information and people to inform and transfer knowledge to develop innovative ways to improve equity and prioritise equity engagement across all areas of our operations
- **Child wellbeing** – partnering to improve and strengthen our services for children and their whānau, particularly supporting young people's mental wellbeing
- **Mental health** – continuing to grow our reach and capabilities so that every New Zealander who needs it, can access and engage with a full range of free services that support and maintain their mental wellbeing
- **Primary care** – advancing 24/7 primary care 'access' by exploring solutions to use the GP as the 'front door' for all primary care needs, including improving after hours pathways, data integration as well as new virtual options
- **Ministry of Health priority programmes** – supporting key programmes relating to Cancer Control, Suicide Prevention and Abortion Law Reform to deliver digital platforms allowing better tools, engagement and outcomes for those impacted by these key priorities of health.

What success looks like

Working collaboratively across the health ecosystem, NTS is focused on improving access, choice and health outcomes for Māori, Pacific people, and people living in vulnerable communities. This is achieved by acknowledging that these communities may benefit from different approaches to achieve comparable or equitable outcomes. NTS has strong partnerships alongside providers, whānau, and community to co-design solutions, use data to support decision-making, drive innovation, and lay the foundation to connect communities for better health outcomes.

NTS has responded to growing demand for mental health and wellbeing support by extending our specialist mental health workforce to offer connected, innovative solutions that support the diversity and complexity of mental health needs, including psychologists, counselling as well as peer-based services. A full review of our services and the NTS evaluations, completed in collaboration with the Ministry and key partners, identified opportunities to enhance pathways into and through our services, which has transformed engagement with mental health and wellbeing services nationally through the response to He Ara Oranga and COVID-19.

Our virtual support and counselling services are a vital complement to face-to-face services, promoting a co-ordinated, person-centred approach across the sector to improve mental health outcomes and wellbeing.

NTS have successfully opened our GP after hours service nationally, augmenting Healthline to provide consistency at a national level and using GP as the 'front door' to primary healthcare.

By centrally triaging and early support for a service user's primary health needs, NTS has relieved pressure on the health system through helping users receive the right care, in the right place at the right time.

Leveraging our digital platforms and cultivating innovative approaches has advanced delivery of the Ministry's key programmes of work and contributed to the sector by enabling greater access, engagement, and experience of care for all people and whānau.

Enhance service strategies

This focus ensures each service is continuously being adapted and enhanced to meet changing user demands and innovative technologies.

NTS will achieve this through

- **Clinical triage** – leveraging learnings from COVID-19 to virtualise the Healthline model of care, including implementing innovative solutions, additional channels and clinical services, and connecting systems to deliver more integrated patient pathways and health information
- **Stop smoking** – optimising new web infrastructure to deliver a new nicotine addiction service, providing end-to-end, multi-channel user experiences in both tobacco and vaping quit options
- **Alcohol and Gambling** – understanding evolving service user needs through commissioning new insight reports and incorporating its recommendations into a redefined ‘addictions hub’
- **Ambulance** – embed the cross-agency service improvements with NTS and Ambulance services
- **ACC** – developing service improvements to effectively help NTS callers prevent, manage or recover from injury, including connecting and tracking key data points.

What success looks like

Sophisticated digital platforms and service improvement programmes enable NTS to bring relevant services and innovative tools to market quickly, delivering integrated experiences and efficiencies that enable cross-sector care pathways and information flow. Leveraging our digital infrastructure, NTS have identified and delivered additional service channels that meet changing health and vulnerable community needs.

These platforms embrace and promote te reo Māori and Pacific languages to increase awareness and engagement with vulnerable communities and make it as easy as possible for all people and their whānau to access and connect with their health and wellbeing.

NTS has built on our track record of co-designing innovative solutions with the new ‘addiction hubs’, which has seen the transformation of our Alcohol and Gambling services, bringing together the need and expertise of responding to the addiction rather than the substance.

Partnering with people, community and our partners to collectively support communities’ aspirations is fundamental to our success. Our continuous improvement programmes are built in full collaboration with our key stakeholders, understanding the changing needs of their business while sharing in our commitment to enable integrated, improved experiences while reducing inefficiencies. These programmes aim to balance our focus on strengthening core foundations while leveraging emerging technologies and data-driven insights to deliver new opportunities.

Drive service excellence

This focus drives continuous service and capability improvements across the NTS team to ensure exceptional health service experiences are provided at every interaction.

NTS will achieve this through

- **Workforce** – designing strategic pathways to grow resource pipeline, talent and capability to sustainably respond to growing demand and better resource alignment to match that demand. Enhanced wellness journeys will positively support and engage our people, empowering them to live and perform at their best
- **Evidence-led decisions** - establish internal research capability to support clinical research strategies
- **Innovative technology** – automate, simplify and digitise processes with continued investment in innovation and emerging technologies to advance key health priorities for the health system.

What will this look like

Our future workforce strategy is driven by understanding our current staff capabilities as well as defining and building those capabilities for the future and providing a future-focused workforce pipeline.

The team is united by belief in a common purpose, with every individual feeling respected and treated fairly in an inclusive work environment. This fosters a sense of diversity and belonging through the understanding of and contribution to meaningful, shared goals.

Robust governance, compliance and quality assurance defines our clinical excellence while the integrity, continuity, interoperability and performance of our systems provides confidence in our digital infrastructure and security mechanisms.

This is complimented by our connected data ecosystem and advanced data capabilities enabling high-quality insights and decision making, resulting in new value that can be delivered to our stakeholders.

These successes have resulted in NTS being a key contributor to national architecture design that enables data translation to knowledge and connectivity across the health ecosystem.

NTS's clinical expertise is enhanced by its dedicated research capability and collaboration with global research partners, delivering evidence-based insights to improve patient experiences and outcomes. This has positioned NTS as an indispensable clinical leader across the physical and mental health sectors.

2020–2021 innovation initiatives

NTS continues to focus on driving health innovation, particularly technology-enabled solutions, to deliver high-quality, multi-disciplined, clinically driven programmes that adapt with the changing needs and expectations of the population. The NTS Innovation Fund has been set up to support these innovative service enhancements and developments.

At 30 June 2020, the innovation fund balance was \$1,130,000. A number of innovations from the 2019–20 plan are carried over to allow for continued advancement of these solutions. The Data Exchange innovation of \$400,000 for the integration of HealthOne and development of the data exchange continues to be scoped.

Use of the fund requires the Designated Representative and Homecare Medical Board to agree and approve the funding. When funding requirements and project briefs are established, formal requests for innovation funding will be made to the Board and Ministry of Health.

Refer to Appendix D for the full 2020–21 innovation initiatives.



2020-2021
MEASURES
OF SUCCESS

Forecasted contacts by service

Our service contact forecasts are based on current levels of demand, our planned marketing activity, as well as potential impact from upcoming market and Ministry opportunities.

In the year ahead, given the ongoing impact of COVID-19 and potential movements in the market and health sector, most services are forecasted to remain flat or have a small uplift in the year ahead.

One noted lift is the allocation for Unplanned Health Events. Following discussions with the Ministry and following four major unplanned events in the past 18 months, the allocation for this contingency has agreed to be uplifted from FY21.

NTS contacts by service line	FY 2019-2020 annual forecast	FY 2019-2020 actual	FY 2020-2021 annual forecast
Demand driven service lines			
Health Services	353,602	393,354	359,097
Mental Health & Addictions	205,196	200,493	200,196
Quitline	55,000	49,614	55,102
Poisons	24,620	24,650	24,557
Capacity referral services			
Emergency Triage	54,530	44,473	52,479
Earlier Mental Health Response	9,439	11,109	10,637
Unplanned health events	2,000	1,489*	20,000
Unforecastable volumes			
Health System	2,000	1,489*	12,500
Mental Health & Addictions			5,000
Population Health			2,500

*Total for all services, note actuals exclude contacts related to Measles and COVID-19

Other measures of NTS performance will be developed and monitored by NTS during the year, including delivering to internal equity goals, driving engaging digital interactions as well as excelling in clinical quality management.

Performance reporting and insights

Homecare Medical are in the final stages of integrating an innovative data platform ('Lightfoot') that provides efficient quarterly and sector reporting, while reducing the sizeable effort that is currently needed to complete the reporting.

The FY21 initiatives include refreshing the sector reporting and integration both workforce and partner data into the platform to provide a more complete operational and performance reporting tool.

Our advanced reporting will focus on trend movements, insight analysis and the integrated impact on health outcomes, as opposed to discrete and siloed input measures. Ultimately, this will enhance the speed and scope of reporting to key partners and our ability to track measures of success on key work programmes.

Workforce by service type

NTS is led by an experienced and knowledgeable board of seven, a passionate and innovative chief executive and a well-rounded leadership team. Since NTS is dealing with the health of people every day, our Clinical Governance Committee (CGC) ensures every interaction is clinically safe, effective, patient centred, culturally sensitive, equitable and timely.

Eight clinical frontline teams work around the clock to deliver our telehealth services and provide the best quality health advice and care. Our teams include registered nurses, mental health nurses, emergency triage nurses, mental health and addictions advisers and professionals, service and support advisors, poisons officers and sexual harm professionals.

Two new workforces joined the NTS frontline teams in the last year – non-clinical advisers were introduced as part of our COVID-19 response to help with information-only requests, and life mentors joined as part of the Puāwaitanga / Whītiki Tauā virtual mentoring service.

During the peak of our COVID-19 response, the workforce ballooned to over 1,000 people (including third parties) but right-sizing the COVID-19 workforce sees this settle closer to 600.

Two NTS change requests addressing both our COVID-19 health and the psychosocial mental health response will support NTS growing our workforce (in size and capability) to meet increasing service user and sector needs.

Operationalising the plan

Considerations

In preparing this year's annual NTS plan, a high-level, preliminary risk assessment has been undertaken to compare key initiatives against the Homecare Medical risk register.

The likelihood of increases in the risk position is, on the outset, deemed to be low however, considerations have been identified in the following areas:

- **Workforce pressures**, including pay parity, workforce shortages, changing climate and retention
- **Workforce health & safety** employee wellbeing and work from home safety
- **Market risk** as levels of uncertainty relating to COVID-19, the health sector, government leadership and the economy remain heightened
- **Execution risk**, through project dependencies, prioritisation and fatigue
- **Reputational risk**, including negative media and the high visibility of COVID-19 response and mental health & addiction initiatives
- **Cyber risk**, including risk to or failure of data, platform and digital asset management
- **Demonstrating value** of the NTS contract across the greater health and social systems.

Individual risks will be assessed and addressed with each key initiative.

Refer to Appendix E for the high-level risk register.

Continuous improvement

It is acknowledged that initiatives may continue to evolve throughout the year to maintain momentum and capture opportunities as both sector priorities and technology innovations emerge, whilst always remaining within the context of the overall agreed strategic priorities.

This is particularly dependent on the trajectory and longevity of the COVID-19 response, and work programmes that are still to emerge from the Health & Disability System Review.

If necessary, NTS will reprioritise the plan in consultation with the Homecare Medical Board and NTS Service Improvement Board for any potential additions or reprioritisations impacting the 2020-2021 annual plan.

Strategic direction and governance

Successful delivery of the FY21 Annual Plan requires clarity and prioritisation about what needs to happen, when, with what resource / investment and by defining shorter-term milestones to monitor progress towards our desired future state.

The Homecare Medical governance framework provides clear and regular oversight by

- the Homecare Medical Board
- the Clinical Governance Committee
- the NTS Service Improvement Board.

This framework ensures all key stakeholders have regular engagement and transparency with the FY21 Annual Plan, so action and reprioritisations can be taken early, should the needs of the organisation or market change.



APPENDICES

Appendix A – National telehealth service

Service	Team	Description	Channels
Healthline	General Nursing	Health triage, advice and information	0800 611 116 www.healthline.govt.nz
Immunisation advice	General Nursing	Immunisation advice provided to the public in partnership with the Immunisation Advisory Centre (IMAC)	0800 IMMUNE www.immune.org.nz
Live Kidney Donation	General Nursing	A 'front door' for people enquiring about being a kidney donor	0800 LIVE DONOR
The Diver Emergency Service (DES)	General Nursing	Advice on diving related incidents, accidents or injuries, including the emergency management of decompression illness	0800 4 DES 111
Emergency Triage	Emergency Nursing Team	Clinical telephone assessments by registered nurses for low-acuity 111 calls to St John and Wellington Free Ambulance	111 calls to St John and Wellington Free Ambulance
Poisons Advice	Poisons Information Officers	Poisons advice delivered through the National Poisons Centre	0800 POISON www.poisons.co.nz
1737 Need to talk?	Mental Health Support Specialists	Front door for anyone dealing with stress, anxiety, depression, or just a need to talk to access support from a trained counsellor	Call or text 1737 www.1737.org.nz
The Depression Helpline	Mental Health Support Specialists	Support tools and information for emotional and psychological issues	0800 111 757 Text 4202 www.depression.org.nz
The Lowdown	Mental Health Support Specialists	Support to help young people recognise and understand depression or anxiety	www.thelowdown.co.nz Text 5626
The Journal	Mental Health Support Specialists	An online programme to help people learn skills to tackle depression	www.depression.org.nz/ thejournal
Earlier Mental Health Response	Mental Health Nursing	Faster and more appropriate support for people in social and psychological distress who call 111 for Police or Ambulance. Includes Expert Advice Line, supporting the mental health workforce	111 Calls
Alcohol Drug Helpline	Mental Health Support Specialists	Advice, information and support about drinking or other drug use	0800 787 797 Text 8681 www.alcoholdrughelp.org.nz
Gambling Helpline	Mental Health Support Specialists	Support for those worried about gambling or the gambling of others	0800 654 655 Text 8006 www.gamblinghelpline.co.nz
Quitline	Service and Support Advisors	Support for those who want to quit smoking and stay quit	0800 778 778 Text 4006 www.quit.org.nz
Elder Abuse Response Service	Mental Health Support Specialists	Advice, information, and support about elder abuse	0800 EA NOT OK
RecoverRing	Mental Health Support Specialists	Support for offenders and prisoners (and their whānau who are helping them) regarding alcohol or drug use	0800 678 789
Kupe	Digital services	Online decision support tool to help men and their whānau understand more about prostate cancer and to decide if they should see their doctor to get tested	www.kupe.net.nz

Appendix B – 2020-21 NTS end of year performance

TOTAL CONTACTS ANSWERED BY SERVICE LINE – 1 NOVEMBER 2015 TO 30 JUNE 2019

	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 NTS forecast	FY20 NTS actual	FY20 variation	Since inception
Healthline	233,366	356,748	366,168	351,082	353,602	393,354	39,752	1,700,718
Mental health and addiction	50,128	86,684	131,731	161,643	205,196	200,493	- 4,703	630,679
Depression	34,603	61,264	64,568	52,015	52,355	53,834	1,479	266,284
Need to Talk /1737	-	-	40,307	86,425	129,638	123,025	- 6,613	249,757
Alcohol and other drugs	10,982	18,576	20,596	19,022	19,022	19,394	372	88,570
Gambling	4,543	6,844	6,260	4,181	4,181	4,240	59	26,068
Quitline	65,364	78,999	51,004	51,192	55,000	49,614	- 5,386	296,173
The Journal	-	6,129	30,121	86,383	86,383	100,557	14,174	223,190
National Poisons Centre	19,369	23,230	23,133	23,903	24,620	24,650	30	114,285
Emergency Triage	21,522	31,036	46,983	53,990	54,530	44,473	- 10,057	198,004
Earlier Mental Health Response	-	200	5,379	7,261	9,439	11,109	1,670	23,949
Kupe	-	-	-	1,459	1,678	1,332	- 346	2,791
TOTAL	389,749	582,173	654,519	735,454	788,770	825,582	36,812	3,189,789

INDIVIDUAL USERS BY SERVICE LINE – 1 NOVEMBER 2015 TO 30 JUNE 2020

	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 NTS actual	Since inception
Healthline	213,832	327,056	330,233	317,763	331,800	1,520,684
Mental health and addiction service	25,968	50,156	98,061	148,724	114,975	323,024
Depression	14,207	31,010	55,387	79,751	53,834	234,189
Need to Talk / 1737	-	-	21,508	49,065	123,025	193,598
Alcohol and other drugs	8,392	14,340	17,078	16,580	19,394	75,784
Gambling	3,369	4,806	4,088	3,328	4,240	19,831
Quitline	48,324	59,796	36,359	33,421	30,890	208,790
The Journal	-	6,129	30,121	12,021	8,122	56,393
National Poisons Centre	19,246	23,096	22,436	21,625	24,182	110,585
Emergency Triage	21,048	30,324	45,897	52,540	43,248	193,057
Earlier Mental Health Response	-	157	3,589	5,026	8,106	16,878
Kupe	-	-	-	1,459	1,332	2,791
TOTAL	328,418	495,861	559,297	592,828	562,655	2,378,010

Appendix C – 2020-21 Work programme

ADVANCE HEALTH PRIORITIES

FY21 priorities	Key initiatives
Equity	<p>Deliver online Cultural & Diversity Programme content, followed by roll out of interactive workshops</p> <p>Co-design culture-specific triaging/support for Māori and Pacific service users</p>
Child wellbeing	<p>Reach new/underserved users of our services with targeted and innovative marketing approaches</p> <p>Expand and grow youth pilots with MSD - Whītiki Tauā (virtual mentoring) and MSD Youth Services</p>
Mental health	<p>Review NTS Mental health and Addiction services to develop a service improvement plan and align with the He Ara Oranga report, starting with a cross-agency workshop in 2Q21 to enable the parties to share information and expectations, and agree a plan and process for this review</p> <p>Align the service review with NTS P3 Evaluation recommendations - MH&A ecosystem pathways and system integration</p> <p>Embed and extend Complex Regular Caller programme</p>
Primary care	<p>Develop business case to provide primary care National After Hours Service*</p> <p>Improve patient experience through improved data integration, initially with HealthOne and St John*</p> <p>Publish research on revamp abdominal pain assessments, with an aim to reduce diagnostic variation and strain on health sector*</p>
Ministry of Health work programmes	<p>Provide web & digital support for pending programmes, as requested:</p> <ul style="list-style-type: none"> • Suicide Prevention Office • Cancer Control Agency • Abortion Law Reform

ENHANCE SERVICE STRATEGIES

FY21 priorities	Key initiatives
Clinical triage	<p>Design the Future of Healthline by leveraging learnings from COVID-19 to develop Healthline model of care and implement additional channels, innovations and system integration*</p> <p>Integrate Image Upload technology into Healthline and Ambulance services</p>
Stop smoking	<p>Evolution of Quitline (nicotine addiction service), including digitisation and vaping solutions</p>
Alcohol & Gambling	<p>Complete Gambling deep dive review and advance implementation of any improvement recommendations, including enablers external to NTS</p> <p>Review gambling data capture and categorisation (e.g. online gambling), and deliver required system enhancements</p> <p>Deliver Alcohol deep dive review in partnership with HPA</p>
Ambulance	<p>Advance cross agency Service Improvement Plan</p> <p>Explore opportunities with Ambulance and Poisons services, including leveraging image upload technology</p>
ACC	<p>Develop Service Improvement Plan for injury-related contacts and cross-agency future opportunities. This includes continuing to explore and deliver effective mechanisms to capture and track injury-related advice and patient outcomes.</p>

PROVIDE SERVICE EXCELLENCE

FY21 priorities	Key initiatives
Workforce	Deliver tertiary post-graduate Virtual Health certification Formalise tertiary placement programme (pending CGC approval)
Evidence-led decisions	Deliver two pieces of research (abdominal pain & image upload) Deliver report on NTS impact and response to unplanned events, specifically the Christchurch terror attack Review and develop the Emergency Incident Commissioning model
Innovative technology	Complete implementation of Lightfoot platform and leverage insights Refresh quarterly and sector reporting Support National Health Information Platform and data requirements* Explore integrated digital channel strategy for health system

*Indicates initiatives that has/may request funding from the NTS Innovation Fund.

Appendix D – 2020-21 Innovation initiatives

Innovation	Description		
Data management and analytics	As an organisation, our data holdings and range of services have grown over the years. Invest in a reporting framework that leverages our single Customer Relationship Management (CRM) and telephony system to monitor and report on the NTS services. This has started with the implementation of the Lightfoot data platform, which will continue to be enhanced through sector data integration and insight capability.		
		FY21 initiatives Embed the newly developed data architecture, extend data integration (with DHBs, partners and MHA sector), leverage insights and refresh quarterly and sector reporting.	FY21 outcome Increase the reach, access and engagement with our services to drive better patient outcomes, equity and support pathways through the sector.
Data exchange	Integration with HealthOne will be implemented using standards-based methods where possible, so that additional integrations can easily be rolled out to other organisations. This is key to maintaining trust and confidence in NTS as a key member of the wider health sector. This is a carry-over project from last year		
		FY21 initiatives <ul style="list-style-type: none"> Integrate data between our Earlier Mental Health Response service and HealthOne to view patient data, understand patient pathways and the impact of telehealth on health outcomes. A similar data join up will be delivered with St John through the Lightfoot platform. 	FY21 outcome Improve care by providing clinicians with a more complete picture of the patient record and more connected support plans as patients move across the sector.
National Primary Care After Hours service pilot	COVID-19 demonstrated Homecare Medical's unique ability to rapidly scale-up and provide clinical triaging on mass during a crisis. This was particularly evident when GP and primary care providers were unable to open or struggled with capacity, particularly in remote regions. By centrally triaging and supporting after-hours primary care needs on a national scale, Homecare Medical can help support our frontline clinicians, relieve pressure on the wider health system by avoiding unneeded acute care presentations, and providing greater health support for remote or vulnerable communities.		
		FY21 initiatives <ul style="list-style-type: none"> Development of a business case for NTS to provide after-hours primary care support consistently at a national level. Pilot integrated primary care service in Wairarapa region to measure and quantify the potential impact of this ecosystem on GPs, acute demand and priority populations. 	FY21 outcome Improve access and health outcomes by delivering end-to-end primary care integration.

Abdominal symptom recommendations

As a result of information received through the Hutt Valley improvement project and international benchmarking, an opportunity to review and implement recommendations around managing abdominal pain has been identified. The review has been commissioned by the CGC. With the review complete, service improvements have been recommended and are being tested in Healthline. With project analysis complete, FY21 will see the project move into the publication and integration phase.

FY21 initiatives

- Key service improvements will be rolled out across Healthline and St John service, allowing pre and post analysis to be completed.
- Data integration with a DHB will provide visibility from advice to treatment.

FY21 outcome

Demonstrate the direct impact on the number of abdominal pain related referrals to the broader healthcare system every day by using the best clinical standards.
 Deliver a published research paper.

FY21 measure of success

Increase in appropriateness of abdominal pain referrals to the broader health sector.

FY21 - To be scoped

Addictions Hub

There is an opportunity to reshape the Alcohol and Gambling service lines to be more “addiction” focused, leveraging the learnings received through the Gambling deep dive review. This is expected to include developing addiction service improvement programmes, system and reporting enhancements, and integrating with NGO and community services to support those accessing support across the ecosystem.

Nicotine Addiction Hub

Evolving Quitline to the Nicotine Addiction Hub will help bring together solutions, resources and improvements for both tobacco and vaping. The new service will have a strong focus on the Quit experience for service users, aligning all Quit channels to seamlessly work together and provide an integrated end-to-end quit experience. Our approach to vaping will be redefined in line with new legislation and blended through the programme (vape-to-quit and quit-to-vape), as well as identifying and leveraging best practice approaches and clinical processes.

Appendix E – 2020-21 Considerations

Risk/Challenge	Homecare Medical action plan	Ministry of Health support required
<p>WORKFORCE PRESSURES</p> <p>The initial National Telehealth Service (NTS) funding model was based on employing staff on higher remuneration levels compared to the DHBs.</p> <p>Sector wide year-on-year pay parity increases, individual DHB negotiations along with nurse pay equity disputes are all putting pressure on NTS being able to maintain pay parity rates, amplifying recruitment and retention challenges.</p> <p>COVID-19 response has put unplanned pressure on our staffing models.</p>	<p>Workforce cost pressures will be managed through reprioritisation and service efficiencies.</p> <p>The NTS change request to support our COVID-19 response allows NTS to leverage different levels of workforce (clinical and non-clinical) and scale up quickly, while also providing capacity and succession opportunities, which will support retention of quality clinicians.</p> <p>The dedicated COVID-19 team creates operational delineation between different services, relieving some pressure on BAU activity while still providing surge capacity and cross-functional opportunities across our Health Services team.</p>	<p>Successful Budget Bid for pay parity funding.</p> <p>Ensuring NTS is included in any Pay Equity Act changes.</p> <p>Expedite change and funding for rapid and ongoing resource uplifts to respond to unplanned events.</p>
<p>WORKPLACE HEALTH & SAFETY</p> <p>There have been four significant unplanned events in the past two years, which has seen significant increases in volume, staffing levels, system changes and growing complexity of service user needs. This constant state of heightened activity has taken a toll on some staff and senior leaders, with managing annual leave balances and staff wellbeing a growing risk across the organisation.</p> <p>The volume of team members working from home has grown through the COVID-19 response, often rapidly and without the usual ‘work from home’ safety checks in place. While this was necessary for a rapid response with physical limitations, this approach is not sustainable.</p>	<p>Staff wellbeing initiatives and climate checks have been elevated along with internal comms activity connecting teams, sharing good news stories and updates. Our Health & Safety Committee actively monitors staff wellbeing each month.</p> <p>People Leadership development continues to be a priority to help our leaders regularly engage with team members to discuss wellbeing and identify early indicators of stress or fatigue with our teams. This also includes focused management of annual leave balances, capacity planning and wellbeing support.</p> <p>Work from home performance, processes and set ups are being checked and amendments made where required to ensure our staff are working safely, wherever they are based.</p>	<p>Expedite change and funding for rapid and ongoing resource uplifts to respond to unplanned events, allowing extra pressures on existing staff to be relieved.</p>
<p>MARKET RISK</p> <p>There are multiple factors that have the potential to reshape the landscape of health in the next 12 months, influencing how the sector and NTS continue to operate. The ongoing uncertainty and socio-economic impacts of the COVID-19 pandemic, the adoption of the Health & Disabilities Sector Review, and the potential for a change in Government policy, to name a few.</p>	<p>Our strategic roadmap focuses on a three-year horizon, providing a more sustainable, future-focused view of all service lines. Our strategic goals help define our desired future outcomes however, the team’s agility and scalability allow the delivery of these outcomes to pivot and adapt to meet the needs of the sector and the community.</p> <p>Our close relationship with the Ministry, other key agencies and partners means market disruption can be identified early and responded to quickly.</p>	<p>Ongoing support and guidance from the Ministry and key partners on early identification of activities that could cause a potential organisational, market and/ or media risks, and then collaborating on comprehensive plans to front-foot our response.</p>

Risk/Challenge	Homecare Medical action plan	Ministry of Health support required
<p>EXECUTION RISK</p> <p>Our key challenge in achieving sustainable growth this year will be our continued ability and agility to strengthen service line innovations and achieve efficiencies within the core processes. Our ability to achieve these improvements in the timeframes relies on:</p> <ul style="list-style-type: none"> • third parties to prioritise and improve integrations into their systems • minimising programme interdependencies, including resource conflicts • robust prioritisation and business communication plans • business capacity to adopt and implement new projects and technologies • our ability to define and deliver long term measures of success. <p>The organisational wide response to COVID-19 has resulted in key programmes of work to be paused, with resources redirected to COVID-19. This has a flow on effect for delivering service improvements, integration and increases interdependencies for some future projects (particularly in digital innovation).</p>	<p>Extension of the Programme Management team (both COVID-19 and BAU) to deliver the capacity, capability and attention to Programme Management disciplines to reduce business distraction and/or resource conflicts through forward-focused project planning and prioritisation. The schedule of programmes has also been defined to add clarity and focus across the organisation for our specified programme deliverables in FY21.</p> <p>Implementing strong, regular governance processes as well as business engagement meetings are established to balanced programme priorities, mitigate risks and drive cadence to keep critical deliverables on track.</p> <p>Leverage strong relationships and collaboration with key partners and providers to deliver seamless, integrated solutions.</p>	<p>Ongoing engagement and prioritisation from the Ministry to build clear, forward-focused project expectations and outcomes, including providing scope and scale for future work programmes.</p> <p>Creating opportunities and opening doors to for cross-sector collaboration and system integration.</p>
<p>REPUTATIONAL RISK</p> <p>Public and media responses to health and unexpected nationwide events have been heightened in the past 18 months, testing our ability, speed and leadership in responding to a range of media, sector and market needs.</p> <p>This has also heightened public awareness and demand of NTS service as a result of our role in the COVID-19 response, which is likely to continue with the increased public visibility and expectation surrounding key Ministry priorities.</p>	<p>Strong relationships with key partners, agencies and media allows quick communication and response to any reputational threat or epidemic and provide communication leadership and guidelines to our stakeholders.</p> <p>Internally, this is supported by our formal feedback, our Reputational Risk Management Framework and communication processes and guidelines for team members to respond to issues and feedback.</p>	<p>Appropriate level of liaison and protocols in place with the Ministry and key partners on early identification of activities that could cause a potential organisational, market and/ or media risks, and then collaborating on comprehensive plans to front-foot our response.</p>

Risk/Challenge	Homecare Medical action plan	Ministry of Health support required
<p>CYBER RISK</p> <p>With the volume of personal health data captured across NTS services and the rapid release of virtual health services during COVID-19, keeping in front of the exponential growth in cyber security and digital asset management is a key priority for the IT team.</p> <p>The rapid and exponential expansion of our work from home platform resulted in new infrastructure developed and released at pace. While testing was completed prior to release, the scale of the release risks compromising IT performance (in the short term) and lacked Business Continuity Planning. Any outages risk service users being able to access services when required, particularly during surges, and could potentially risk clinical safety.</p>	<p>The continuous uplift in security and information controls is key to mitigating future-proofing against cyber risks. Our annual system penetration audit is completed by independent specialist agency, while additional support from our IT partners helps mitigate any short-term risks.</p> <p>Continuous improvements in capability, including the recent appointment of a dedicated Chief Information Officer, will deliver strength and stability to our IT foundations and security practices.</p> <p>These mitigants complement our quality management platform and clinical governance, which regular review our policies, procedures and clinical safety.</p>	<p>Strong partnership with the Ministry's Data and Digital team to leverage nationwide platforms and insights.</p>
<p>DEMONSTRATING SUSTAINABLE VALUE</p> <p>Expectations for NTS to deliver increased reach and value across the NZ health system through enhanced patient experiences, pathway integration and delivering service solutions to reduce demand on the wider health sector. However, providing evidence of success and the direct impact of NTS services remains a challenge.</p> <p>A growing number of requests are also being received from the sector for quantitative and longitudinal data. This puts additional pressure on our stretched data analytics resources and does not allow for value-driven insights to be developed on the data required.</p>	<p>Continue to grow and optimise the new reporting platform supported by building new insights and decision support capability.</p> <p>Contribute to service reviews and advance implementation of any improvement recommendations, including incorporating insights from the NTS Evaluations.</p> <p>Advance discussions with the Ministry of Health to collaboratively evolve and enhance reporting and insights requirements.</p> <p>Regular stakeholder engagement and governance ensures expectations are managed, priorities are agreed and relevant information and insights are shared in a sustainable way.</p>	<p>Strong partnership in delivering a value-driven performance framework and enhanced regular reporting based data-driven insights.</p> <p>Support in evaluating and sharing the impacts of NTS.</p>

Glossary of terms

Abandoned call	A phone call that has been terminated by the caller before it has been answered by a staff member. A short message is played to callers as the call is connected, and some calls are abandoned during or soon after the message. Other calls are abandoned after the caller has waited for some time.
Call	A contact from a service user made by phone.
Call transfer	A call that is transferred to another staff member (e.g. from Healthline to Depression) or to another service (e.g. emergency services, GP practice).
Chat conversation	A contact made via web chat. Often leads to a series of exchanges between the service user and NTS staff, but the initial chat contact from the service user is counted as a conversation.
Contact	An occasion when a service user has contacted one of the NTS services via any channel. There may be multiple contacts from one service user.
Email conversation	A contact made by email. Often leads to a series of email exchanges between the service user and NTS staff, but the initial email from the service user is counted as a conversation.
Email interaction	An inbound or outbound email message that forms part of an email conversation. An email conversation may include more than 10 email interactions.
Frequent user	A service user who contacts one or more than one NTS service on multiple occasions, usually more than 20 times a month.
Hang-up	A call that is terminated by the caller as soon as a staff member answers the call, without the caller saying anything.
Individual service user	A person who has used an NTS service in a given time period. May have used the service more than once in that time period.
Interaction	An inbound or outbound message or communication that forms part of an email, chat or SMS conversation. An email conversation may include more than 10 email interactions, and an SMS conversation may contain more than 20 interactions.
Outbound call	A phone call made by staff to a service user as part of service provision.
Phone queue	A queue within the NTS phone system of calls waiting to be answered.
SMS conversation	A contact made by SMS messaging often leads to a series of text exchanges between the service user and NTS staff, but the initial message from the service user is counted as a conversation.



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