



Whakarongorau
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NATIONAL TELEHEALTH SERVICE

Plan 2022-2024

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Ngā mahi i whakatutukihia | 2021-22 Performance

In the last 12 months, the National Telehealth Service (NTS) had:

Across our **NTS and COVID services**, we responded to

Over 5.1 million contacts

an increase of 248% on the previous year

That's nearly

14,000 contacts per day

Those contacts came from

2.1 million people

(1 in 2 people in Aotearoa)

Across these services,

92% of calls

were answered within 10 minutes

In addition

538 service user compliments

were received from service users

Nearly

100,000 people provided feedback

in co-design activities and our experience surveys

570 service user complaints

were received across the NTS services. with a **further 876 complaints relating to COVID** services, which were all investigated and contributed to our quality improvement programme

1,596 break glass events*

occurred over the year

8,538 "at risk" contacts

were supported (up **25%** on the previous year)

No SAC 1 or SAC 2 events were recorded over the year**

* Break glass events occur where a high risk of harm is identified and personal information is disclosed to emergency services so they can locate the caller, without the consent from the caller to share that information.

** **The Severity Assessment Code (SAC)** is a numerical rating (1-4) defining the severity of an adverse event and, as a consequence, the level of reporting and investigation to be undertaken for the event

At a key service level:

Healthline nurses, paramedics, advisors and doctors supported

~477,000 calls

from over **367,000** people

They made more than

**191,000
outbound**

clinical calls, twice as many as the previous year

Across our COVID services,

**4.3 million
contacts**

Nearly **3 times** as many as last year

Connecting with over **2 million** people (**1 in 3** people in Aotearoa)

COVID Healthline answered more than

814,000 contacts

connecting with more than **495,000** people

COVID Vaccination Healthline answered more than

1.8 million contacts

and made almost

**950,000 outbound
contacts**

connecting with more than **1.4 million** people

COVID Welfare supported over

274,000 contacts

Connecting with more than **85,000** people

COVID CIQ managed over

350,000 calls

including **~62,000** clinical assessments.

Our **Mental Health and Addiction services** answered

**184,700+
contacts**

supporting around **74,000** people.

The **1737 service** answered

127,000 contacts

including over **70,000 text exchanges**, to support more than **47,000** people in distress

The **Depression** service answered over

36,000 contacts

were answered through the Depression service, supporting **over 14,700** people in distress

The **Alcohol and Other Drugs** team answered

16,320 contacts

supporting almost **10,000** people with addiction within their family

The **Gambling team** answered over

5,500 contacts

supporting more than **2,350** people dealing with the effects of problem gambling

The **Early Mental Health Response** team triaged

~ 12,000 contacts

from Police and ambulance services to support **6,000+** people in social and psychological distress

Our **Emergency Triage** nurses triaged over

43,000 incidents

almost half were redirected to non-emergency services

The **Poisons team** helped over

24,000 people

72% of contacts required no further treatment

The **Quitline team** supported over

16,000 people

on their quit journey, with **26%** smoke free after 4 weeks

* The total number of individual people in the year is the sum of unique service users each month, so may include users who have contacted the service in multiple months.

Refer to [Appendix B](#) for full end of year performance for the financial year ending 30 June 2022.



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Our te whāinga tōmua | 2022-24 Plan

Driving forces of pae ora

The Health and Disability System Reform encompasses every part of the health system and will provide the foundation for transforming our health system to support all New Zealanders to live longer and have the best possible quality of life.

Underpinning this transformation is the overarching health goal of achieving *pae ora / healthy futures*. Pae ora takes a holistic approach to health, with an emphasis on individual, whānau and their environments. Achieving pae ora means that people and whānau will live longer in good health, have improved health and quality of life, are part of healthy, inclusive and resilient communities, and live in environments that sustain their wellbeing.¹

The transformation of health sector, with the establishment of Te Whatu Ora and Te Aka Whai Ora in partnership with Manatū Hauora (Ministry of Health), will fundamentally change the landscape that we operate in, at a national, regional and local level.

Alignment with key principles

While the Reform creates a level of uncertainty and change across the health landscape, it also presents opportunities to review, reset and realign the NTS Plan with those of our guiding partners.

The key to successfully achieving this will be aligning with the foundational documents and driving principles of our partners, which will guide the health system (and NTS) into the future. This includes the *purpose* of the Pae Ora (Health Futures) Act, the Health Sector *principles* outlined in the Act, the *priorities* of Te Whatu Ora, and continuing to support the *outcomes* of Whakamaua – Māori Health Action Plan.

Pae Ora Act <i>Purpose</i>	Health Sector <i>Principles</i>	Te Whatu Ora <i>Priorities</i>	Whakamaua <i>Outcomes</i>
Protect, promote, and improve the health of all New Zealanders	Be equitable	Meet the complex demands of a growing population	Iwi, hapū, whānau and Māori communities can exercise their authority to improve their health and wellbeing
Achieve equity by reducing health disparities among New Zealand's population groups, in particular for Māori	Engage with Māori, other population groups, and other people to develop and deliver services and programmes that reflect their needs and aspirations	Address the persistent inequalities experienced by Māori	The health and disability system is fair and sustainable and delivers more equitable outcomes for Māori
Build towards pae ora (healthy futures) for all New Zealanders.	Provide opportunities for Māori to exercise decision-making authority on matters of importance to Māori and for that purpose, have regard to both the strength or nature of Māori interests	Ensure greater access, experience and outcomes for those traditionally not well served by the system – Māori, Pasifika and Disabled People	The health and disability system addresses racism and discrimination in all its forms

¹ Interim Government Policy Statement on Health 2022-2024, Manatū Hauora Ministry of Health website ([link](#))

	in a matter and the interests of other health consumers and the Crown		
	Provide choice of quality services to Māori and other population groups their circumstances and preferences	Make use of modern technology and develop new and innovative ways of working	The inclusion and protection of mātauranga Māori throughout the health and disability system
	Protect and promote people’s health and wellbeing, including undertaking promotional and preventative measures to prevent, reduce, or delay the onset of the wider determinants of health, including climate change, that adversely affect people’s health.	Focus on keeping people, their whānau and their communities well and out of hospitals – not just caring for them when they get sick.	

A dynamic approach

It is acknowledged the scope of the Reform is significant, the changes to the New Zealand health environment will be substantial, and are expected to be transitional for some time to come. At the same time, there are a number of significant drivers for change, including address issues of equitable access and health outcomes, increasing expectations of consumer participation, and new and emerging technologies.

To support this changing landscape, the NTS Plan needs to dynamic in design to enable flex and timely response to emerging priorities from Te Whatu Ora and the health sector.

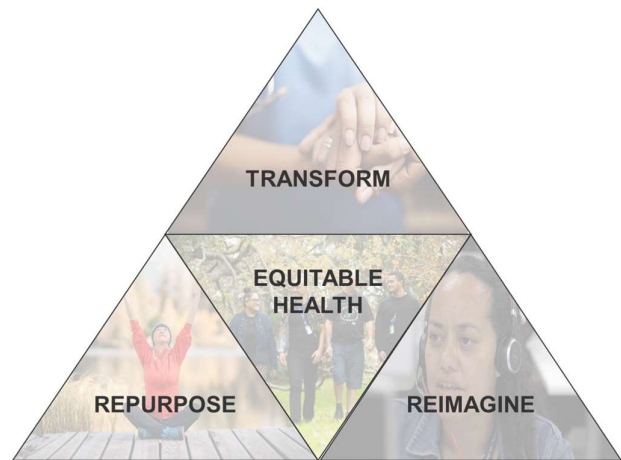
This year’s NTS Plan is focused on a two-year horizon, rather than the traditional annual period, to provide a more flexible approach, allowing for priorities to be recalibrated as new considerations and opportunities emerge and are refined (and funded) as part of the reform.

This approach means our pou will focus on the longer-term direction and expected outcomes over the next two years – from July 2022 to June 2024. However, shorter-term initiatives will be identified, monitored and reviewed (at regular intervals with the NTS Service Improvement Board) to enable the continued delivery of service improvements, sector alignment and innovations to best position NTS for the future.

Our pou

Our pou demonstrates the interconnectedness required to deliver our plan, drive long-term outcomes and embrace our commitment to achieve pae ora across the motu.

It centres around four key 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.



Over the next two years, our pou will provide long-term direction to achieving our high-level outcomes, while short term initiatives will help maintain momentum to ensure NTS continues to meet existing and emerging needs and is well placed to achieve better pae ora for all tangata whaiora.

The work programme relating to the short term initiatives will be a living document and sit alongside the NTS Plan. Details of the work programme are determined through a collaborative effort with all co-funding partners and aims to balance our focus on strengthening core foundations and reducing inequities while leveraging emerging technologies and data-driven insights to achieve alignment and advancement of the sector's health and wellbeing priorities.

Equitable health

This pou aims to reduce health inequities for priority populations and those who have been under-served in the past by increasing access to and engagement with equity-centred services.



It seeks to close the gaps in equity of access and outcomes through building relationships and a deep understanding of what matters to people, whānau and their communities.

Services are designed and delivered closer to communities, with particular focus on outcomes for Māori, Pacific Peoples, and those in the disabled community.

What success looks like

NTS has embedded services and capability to remove equity barriers and engage meaningfully with priority populations, where health services are developed and delivered in partnership with their communities to reflect their needs and aspirations.

The partnerships with Te Taki o Autahi, local iwi and new Localities ensures services are culturally safe and relevant, provide choice of quality services, and will directly improve hauora Māori outcomes. They lay the foundation to connect communities for better health outcomes by being grounded in and framed by te ao Māori (the Māori world view), enacted through tikanga Māori

(Māori ways of doing the right thing) and encapsulated within mātauranga Māori (Māori knowledge systems).²

Tangata whaiora have access to care when they need it and whānau are empowered to stay well in their home by reducing the need for people to travel for care, particularly where inequities or limited workforce is a barrier. Our embedded medical workforce works in partnership with primary care in a scalable way, providing a valued 'back stop' for local providers and telehealth support for clinicians and emergency frontline. This ensures 24/7 access and continuity of medical care for our priority and underserved populations across the motu.

This is further supported by innovative self-care tools that enable self-care advice, tips and prevention information to be sent to the caller following their contact with any of our services. The information is easily accessible, in simple language, from trusted sources, and translated into multiple languages.

NTS continues to support the development of the Māori and Pacific health workforce while activity growing a future pipeline of kaimahi in healthcare that reflects the communities we serve. Partnering with Te Taki o Autahi and the Auckland University of Technology has created a new and unique pathway for our iwi kaimahi to be supported and receive training in healthcare, and promotes health be a career of choice.

Transform the system

This pou prioritises pae ora initiatives and the system transformation by embracing and embedding the principles of Te Whatu Ora to deliver sustainable solutions that are nationally planned, regionally delivered, locally tailored.



What success looks like

Te Pae Tata and Te Mauri o Rongo | the Health Charter have been adopted, with NTS aligning to key priorities and outcomes that best support the system transformation.

NTS collaborate nationally and connect with Localities to design and deliver services that enable tailoring to local needs to support whānau to stay well, exercise choice and decision-making for their own health and wellbeing, and empower them to access and receive quality healthcare in their homes.

Our lived-experience and after hours services (primarily in primary care and crisis mental health services) have been amalgamated into the long-term NTS proposition and extended to all whānau across the motu. This includes working collaboratively with local response networks to best respond to community needs and whānau in distress.

Our investment in enhanced infrastructure has seen the successful migration to a new cloud-based telephony platform, delivering enhanced performance as well as new automation and scalability. This provides NTS with a more connected, equitable and sustainable health platform that supports integration across the health ecosystem, particularly with primary, rural and

² Te Tiriti o Waitangi, Ministry of Health, *Our Expression of Te Tiriti – Mana Māori*

ambulance services, and lays the foundations to align with the Data and Information Strategy and associated roadmap.

Repurpose core capability

This pou will focus on repurposing capabilities (people, process and technologies) that were developed through our COVID response to deliver consistent, sustainable clinical excellence and capabilities that provide exceptional care and health outcomes.



What success looks like

Our whānau-based approach embraces and promotes te reo Māori and Pacific languages as well as channels for those people with disabilities, 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.

Leveraging our capabilities built through COVID and our modern digital infrastructure, NTS has identified and delivered additional service channels that meet changing health and vulnerable community needs. The new digitised Healthline channels (Healthline Online) provides online options to receive clinical support, with a focus on engaging service users that are low users of the health system as well as improving earlier engagement and resolution with the health system.

Complementing this, our outbound capabilities, equity-reach and technology supports local providers and iwi to proactively engage, follow up and book tangata whaiora and whānau into key health and prevention programmes. Supported by a centralised system, the service tracks and engages as an individual's moves through their screening and immunisation lifecycle, and could extend to support chronic care management, Did Not Attend appointment follow ups, and support with remote care and monitoring.

Following the success of the 105 Police number, NTS has launched a new national three-digit non-emergency health number, in partnership with our emergency services, central agencies and telecommunication partners. This easy to remember number is accessible from anywhere free of charge and has simplified the multiple health numbers across NTS. It is also helping to ease pressure on 111 services, particularly at times of high demand.

Reimagine existing services

This pou acknowledges the evolution of the sector and the NTS services, and prioritises continuous improvement and innovation to achieve greater engagement and access to telehealth by harnessing clinical leadership, innovation, and modern technologies to meet changing user demand.



It aims to balance our focus on strengthening core foundations while leveraging partnerships, emerging technologies and data-driven insights to deliver new opportunities.

What success looks like

With the lifecycle of the NTS contract over half complete, our services have been reimaged and innovated to best meet changing user demand and deliver long-term sustainability.

Sophisticated digital, integrated platforms has seen NTS evolve its proposition to bring culturally relevant services and innovative tools to market quickly, delivering connected experiences and efficiencies across care pathways. This provides more valued experiences for our services users, call time is saved as data is already collected, simplified processes for our kaimahi, and data is aligned with the future national health platform.

Fundamental to our success is partnering with our key stakeholders, proactively engaging with iwi and local community, as well as listening to the voice of our users to ensure our service evolution addresses the individual, local and clinical needs of people across Aotearoa. Working particularly with our ACC and emergency service partners, new service enhancements have helped smooth and connect the patient pathways to support whānau receive the care they need in their homes (where possible), as well as ease pressures on primary services.

2022-23 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.

As at 30 June 2022, the innovation fund balance was \$1,000,000.

Use of the fund requires the Designated Representative and Whakarongorau Aotearoa 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 Whakarongorau Board and Te Whatu Ora.

As part of the NTS Plan, six initiatives that have a future-focused, innovative lens have been identified for funding through the Innovation Fund.

Refer to [Appendix C](#) for the identified initiatives to deliver innovation and service enhancements.



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**Te ine i te angitū |
2022-23
measures of success**

Our service contact forecasts are based on funding levels as part of the NTS contract.

In the year ahead, given potential movements in the market and health sector, most services are forecasted to remain flat or a small uplift in the year ahead.

NTS contacts by service line	FY 2021-2022 forecast contacts	FY 2021-2022 actual contacts	FY 2022-2023 forecast contacts
Demand driven service lines			
Health Services	359,097	476,752	359,097
Mental Health & Addictions	200,196	184,533	184,533
Quitline	55,102	57,372	55,102
Poisons	24,557	31,744	24,557
Capacity referral services			
Emergency Triage	52,479	43,094	52,479
Earlier Mental Health Response	11,701	11,806	11,806
Unforecastable volumes			
Health System	12,500	0	12,500
Mental Health & Addictions	5,000	0	5,000
Population Health	2,500	0	2,500
TOTAL	723,132	805,301	707,574

Note that FY 2022-23 funded volumes are based on the original NTS Best and Final Offer (BAFO) model. This model was originally based on the number of interactions per contact. To be more comparable against contacts, the funded volumes have been adjusted to be total contacts based on FY2021-2022 actuals.

It is noted that the integration of COVID services and capability into the base NTS services is expected to be completed in FY23, which may result in some of the service forecasting being reset to align with base commissioning levels.

Workforce by service type

NTS is led by an experienced and knowledgeable board of seven directors, 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 ensures every interaction is clinically safe, effective, patient-centred, culturally sensitive, equitable and timely.

Thirteen 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, general practitioners, mental health and addictions advisers and professionals, service and support advisers, poisons officers, sexual harm and family violence professionals, life mentors, and non-clinical advisors as part of our COVID response.

Our kaimahi includes more than 600 people within Whakarongorau and our iwi Partner Call Centres. They are based in contact centres in Kaitaia, Auckland, Rotorua, Hastings Wellington, and Christchurch, as well as kaimahi working from their home offices across the motu.

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 Whakarongorau Aotearoa 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 and safety** employee wellbeing and work from home safety
- **Market risk** as levels of uncertainty relating to COVID, complexity in the health sector (and transition changes), government leadership with a national election in 2023, and ongoing economic pressures
- **Execution risk**, through project dependencies and prioritisation
- **Reputational risk**, including negative media and the high visibility of COVID response
- **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
- **Environmental risk** impacting the wider determinants of health, including climate change.

Individual risks will be assessed and addressed with each key initiative. Refer to [Appendix D](#) for the high-level risk register.

Strategic direction and governance

Successful delivery of the NTS 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 Whakarongorau Aotearoa governance framework provides clear and regular oversight by

- the Whakarongorau Aotearoa Board
- the Clinical Governance Committee
- the NTS Service Improvement Board.

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



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Ngā Āpitihianga Kōrero | Appendices

Appendix A – National telehealth services

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
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
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

Appendix B – 2021-22 NTS end of year performance

Total contacts answered by service line – 1 November 2015 to 30 June 2022

	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 TOTAL	FY21 TOTAL
Healthline	233,366	356,748	366,168	351,082	393,354	397,806
Mental health and addiction	50,128	86,684	131,731	161,643	200,493	206,278
Depression	34,603	61,264	64,568	52,015	53,834	50,568
Need to Talk / 1737	-	-	40,307	86,425	123,025	131,619
Alcohol and other drugs	10,982	18,576	20,596	19,022	19,394	19,028
Gambling	4,543	6,844	6,260	4,181	4,240	5,063
Quitline	65,364	78,999	51,004	51,192	49,614	46,253
National Poisons Centre	19,369	23,230	23,133	23,903	24,650	25,454
Emergency Triage	21,522	31,036	46,983	53,990	44,473	46,479
Earlier Mental Health Response		200	5,379	7,261	11,109	10,954
TOTAL	389,749	576,897	624,398	649,071	723,693	733,224

*Includes Mental Health & Addictions psychosocial uplift.

FY22 NTS forecast	FY22 NTS actual	FY22 variation	Since inception
359,097	476,752	117,655	2,098,524
200,196	184,533	-15,663	1,021,490
54,626	35,988	-18,638	299,006
120,608	126,777	6,169	385,128
16,242	19,907	-3,665	108,111
5,055	5,543	488	32,434
55,102	57,372	9,047	399,798
24,557	31,744	7,187	171,483
52,479	43,094	-9,385	287,577
11,701	11,806	105	46,709
703,132	805,301	102,169	4,502,333

Individual users by service line – 1 November 2015 to 30 June 2022

	FY16 TOTAL	FY17 TOTAL	FY18 TOTAL	FY19 TOTAL	FY20 NTS actual	FY21 NTS actual
Healthline	213,832	327,056	330,233	317,763	331,800	312,317
Mental health and addiction	25,968	50,586	79,435	102,970	118,821	110,701
Depression	14,207	31,530	36,575	34,131	33,670	29,131
Need to Talk / 1737	-	-	21,467	48,779	65,251	63,275
Alcohol and other drug	8,392	14,271	17,033	16,555	16,610	14,894
Gambling	3,369	4,785	4,360	3,505	3,290	3,401
Quitline	48,324	59,796	36,359	33,421	30,890	27,929
National Poisons Centre	19,246	23,096	22,436	21,625	24,182	24,880
Emergency Triage	21,048	30,324	45,897	52,540	43,248	45,127
Earlier Mental Health Response	-	157	3,589	5,026	8,106	7,504
TOTAL	328,418	491,015	517,949	533,345	557,047	528,458

FY22 NTS actual	Since inception
305,400	2,138,401
84,449	572,930
25,526	204,770
47,802	246,574
13,846	101,601
3,077	25,787
17,561	254,280
24,366	159,831
43,002	281,186
5,990	30,372
480,768	3,437,000

* The total number of individual people in the year is the sum of unique service users each month, so may include users who have contacted the service in multiple months.

Appendix C – Innovation Fund initiatives

Pou	Innovation	
Equitable Health	<p>Build future Māori workforce pipeline in partnership with AUT and Te Taki o Autahi.</p> <p>What is the enhancement</p> <p>Through our Te Taki o Autahi partnership, and working in collaboration with AUT, a new generation of future healthcare workers are able to be identified and supported into training pathways and careers in the healthcare sector.</p> <p>Why is it important</p> <p>Growing the Māori & Pacific health workforce is a key enabler for improved health outcomes and equity for Māori. For our services to better reflect and deliver services closer to the communities we serve, our Māori / Pacific workforce needs to grow in both capacity and capability.</p> <p>What success looks like</p> <p>Partnering with AUT is supporting the engagement and development of the future Māori / Pacific health workforce, it provides unique pathways for our iwi kaimahi, and helps develop a future pipeline of Māori / Pacific workforce for Whakarongorau.</p>	Funding requirement - \$100k
	<p>Leverage digital messaging capability to send self-care actions and tips following calls to Healthline and Poisons</p> <p>What is the enhancement</p> <p>Develop innovative tools within our platform to enable frontline advisors to immediately send (via SMS) self-care advice and links, as well as a simple summary of their consult, directly to the caller via an SMS or email link.</p> <p>Why is it important</p> <p>Our services provide great advice while the caller is on the phone, but often self-care advice or key details of the advice are forgotten once the caller hangs up. It can also be especially difficult if the caller is of lower health literacy and / or English is not their first language.</p> <p>What success looks like</p> <p>NTS has worked with trustworthy health information sources (e.g., Health Navigator / Kids Health) to build a valuable and extensive source of self-care advice, tips and prevention information that can be immediately sent following their contact with any of our services. The information is simple, helpful, and translated into multiple languages.</p>	Funding requirement - \$120k
Repurpose core capability	<p>Leverage digital infrastructure to deliver new Healthline channels.</p> <p>What is the enhancement</p> <p>By delivering a short online tool (Healthline Online) to capture demographic data and answer simple screening questions, the service user's call-back will be channeled to the most appropriate workforce and within the most appropriate timeframe, based on the information they provide.</p> <p>Why is it important</p> <p>During a specific health event (such as COVID, flu outbreak) many service users contact Healthline for health information, while others seek assessment of specific symptoms and clear guidance on symptom management. Call numbers can escalate, resulting in long wait times for all callers and potential double handling between non-clinical advisor and clinical support.</p> <p>What success looks like</p> <p>This opens a new channel of contact for Healthline and the first step in identity management. Service users can request a call back, rather than waiting on the phone, connect with the best workforce to meet their current needs (and culture), and register their details so they can be easily and quickly identified. This enables both the service user and clinician to focus the call, and the clinician can access information about prior contacts from the service user to help better support their needs.</p>	Funding requirement - \$150k

Reimagine existing services	Integrate systems to enable Healthline to start the ACC lodgement journey for those that may need self-care in the first instance	Funding requirement - \$150k
	What is the enhancement	
	By integrating the Healthline platform with ACC and aligning the injury-related data capture requirements, Healthline could start the ACC lodgment journey earlier for its service users with an injury-related symptom.	
	Why is it important	
	Approximately 9% of calls into Healthline each year are injury-related, with Healthline often referring callers to a doctor solely to get an ACC number assigned for the injury, rather than for treatment. Additionally, ACC is heavily under-utilised by Māori and Pacific communities, due to inequality barriers.	
	What success looks like	
	Callers are provided a faster, more efficient experience (particularly for those needing self-care advice or are in priority or remote communities), meaning they are more likely to access treatment earlier, which drives improved outcomes, prevents further harm, increases chances of successful rehabilitation & faster re-entry into workforce. For the sector, it can help reduce administrative non-clinical burden on primary care and build stronger intelligence on patient pathways and Healthline advice adherence.	
	Extend support for mental health calls to 111 by having a dedicated mental health nurse based within the Police Comms Centre.	Funding requirement - \$150k
	What is the enhancement	
	Successfully deliver pilot for Earlier Mental Health Response (EMHR) nurse to be based in Southern Police Comms Centre, with the aim of rolling out to other Comms Centres.	
	Why is it important	
	EMHR teams work collaboratively with the emergency services teams to reduce pressure on these services and ultimately help the caller receive the best support for their needs. Having a physical presence within their communication centres helps build understanding and rapport across the teams while enabling the infrastructure to operate from a separate secure location, as strictly required, would provide greater business continuity for the service.	
	What success looks like	
	Greater engagement and continuity with our emergency service teams helps support growing demand of mental health-related calls, help direct these calls to the right pathway, build relationships and coaching opportunities with Police, and ultimately, improve both caller and call-taker experience of mental health calls coming through Police.	
	Create workforce mobility for Emergency Triage by enabling Emergency Services infrastructure.	Funding requirement - \$50k
	What is the enhancement	
	Defining and developing secure infrastructure networks with our ambulance partners to enable ET staff to operate outside of the comms centre, particularly during incidents or when physical restrictions apply.	
	Why is it important	
	Our Emergency Triage team work collaboratively with the emergency services teams to reduce pressure on these services and ultimately help the caller receive the best support for their needs. Enabling the infrastructure to allow the team to operate from a separate secure location, as strictly required, would provide greater business continuity for both service and staff.	
	What success looks like	
	Greater engagement and flexible capability with our emergency service teams delivers stronger referral pathways and enhanced continuity to meet the needs of those seeking emergency or crisis support.	
To be scoped	Data integration across the sector (particularly with primary care and ambulance services) to 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. This will lay the foundations in preparation for the Hira integration.	

Appendix D – Considerations

Risk/Challenge	Whakarongorau Aotearoa action plan	Te Whatu Ora of Health support required
<p>Workforce pressures</p> <p>The initial National Telehealth Service (NTS) funding model was based on employing staff on similar remuneration levels compared to the DHBs. 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>Compounding the issues is that NTS is operating with a significantly larger workforce to support the COVID response, many of which, are short, fixed-term contracts. These contracts must align to the respective funding contracts, which are also short-term, making it challenging to provide assurance and certainty for this workforce and service partners.</p> <p>Sector-wide workforce shortages are also providing a challenge across the organisation, particularly in recruitment for qualified nurses and mental health professionals. Given the limited pool of resources and increasing need across the sector, the market is highly competitive with pay rates, working environment and professional development opportunities being key negotiation points.</p> <p>The greatest risk of not addressing these workforce pressures is that the calibre of our clinicians will erode, increasing our clinical risk and ability to meet our contractual terms, including decreasing service performance.</p>	<p>To date, our COVID response has allowed NTS to leverage different levels of workforce (clinical and non-clinical) and scale up quickly, while also providing operational delineation between different services, relieving some pressure on base activity while still providing surge capacity and cross-functional opportunities across our Health Services team.</p> <p>The NTS Change Request to support workforce cost pressures through the remainder of the NTS contract has been submitted and will be managed through workforce reprioritisation and service efficiencies (where possible) until additional funding is provided.</p> <p>Resolving this challenge is particularly important as the COVID commissioning comes to an end, the current workforce is right sized back to base levels, and NTS services are realigned to the new funding models.</p>	<p>The Te Whatu Ora works with NTS to address pay parity issues.</p> <p>Confirmations of funding contracts for ongoing resource uplifts and provide early indications of changes or extensions to these contracts.</p> <p>Where possible, contract variations are aligned to the end of the NTS contract to provide assurance and certainty to the NTS funding models.</p> <p>Ensuring NTS is included in any Pay Equity Act changes.</p>
<p>Market risk</p> <p>Multiple factors have the potential to influence both the sector and the landscape NTS will operate in over the next 12 months. The long-term uncertainty and socio-economic impacts of the COVID pandemic as well as the transition of the Health and Disability System Reform and realignment of the sector could change the shape and priorities for how NTS is preparing its strategic outcomes in the coming year.</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 Te Whatu Ora, other key agencies and partners means market change / disruption can be identified early and responded to quickly.</p>	<p>Ongoing support and guidance from the Te Whatu Ora, Te Aka Whai Ora, and key partners on early identification of activities that could cause potential organisational, market and/or media risks, and then collaborating on comprehensive plans to front-foot our response.</p>

Risk/Challenge	Whakarongorau Aotearoa action plan	Te Whatu Ora 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 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>Programme management disciplines reduce business distraction and / or resource conflicts while balancing programme priorities, mitigate risks and drive cadence to keep critical deliverables on track.</p> <p>The schedule of programmes has also been defined to add clarity and focus across the organisation for our specified programme deliverables in 2022-23.</p> <p>Leverage strong relationships and collaboration with key partners, iwi and providers to deliver seamless, integrated solutions.</p>	<p>Ongoing engagement and prioritisation from the Te Whatu Ora 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 for cross-sector collaboration (including with Te Aka Whai Ora) and system integration to support the Te Pae Tata and future opportunities.</p>
<p>Reputational risk</p> <p>Heightened public awareness and demand of NTS service is likely to continue with the increased public visibility and expectation surrounding key Te Whatu Ora priorities and sector pressures.</p> <p>As NTS provides more of a ‘back stop’ solution to help support sector pressure and provide additional capacity where it may not be available, there is risk that NTS might be perceived as trying to compete in the sector, rather than compliment the sector.</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>The NTS Plan will focus on planning nationally but delivering locally, and regular engagement with Localities and local providers will help align needs, priorities and communications to help mitigate any potential misunderstanding or risks.</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 Te Whatu Ora, kaimahi 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>
<p>Cyber and Data risk</p> <p>With the volume of personal health data captured across NTS services and the increasing volume of (successful) cyber-attacks both domestically and globally, keeping in front of the growth curve 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. Any outages to 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 futureproofing against cyber risks. New systems were implemented through FY22 and our annual penetration audit is completed by independent specialist agency, while additional support from our IT partners helps mitigate any short-term risks.</p> <p>The new cloud-based infrastructure / telephony system in FY23 will also 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 Te Whatu Ora's Data and Digital team to leverage nationwide platforms and insights, including engagement through the roll-out of the Data and Information Strategy.</p>

Risk/Challenge	Whakarongorau Aotearoa action plan	Te Whatu Ora of Health support required
<p>Demonstrating sustainable value 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 and other service evaluations.</p> <p>Advance discussions with the Te Whatu Ora 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 and insights of NTS.</p>
<p>Environmental Risk With Aotearoa’s national and international commitment to climate change, the pae ora principles identify a new focus on preventing, reducing or delaying the onset of health determinants, including climate change.</p> <p>New initiatives and plans will need to include clear provision for providing environmental sustainability and preventing, reducing or delaying the adverse impact on people’s health.</p>	<p>The NTS top priority is to improve access to health care for every person and whānau in Aotearoa, which is key to reducing health determinants. Our focus on delivering equity-led services, closer to home further supports this key outcome, and will have a positive impact on reducing our carbon footprint.</p> <p>The NTS Plan also identifies the need to collaborate with cross-agency and iwi partners to understand the wider determinants of health and identify potential future initiatives to continue to prevent or reduce adverse impacts.</p> <p>Internally, this is supported by a strategic commitment to the Carbon Zero 2030 plan, and proactive initiatives to measure and reduce our organisational and service carbon footprint.</p>	<p>Providing clarity on how this provision will be realised and measured as part of the Health Sector principles, and how this will need to be demonstrated in future commissioning.</p> <p>Creating opportunities and opening doors for cross-sector collaboration (including with Te Aka Whai Ora) to support this priority within the Te Pae Tata and future opportunities.</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.