

interRAI Service Review – Summary Report

Target Service Design

October 2020



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// Introduction

The interRAI assessment service has been very successful in standardising assessments for older people's care needs and reducing variances in care provision and support across NZ. It has also built a national database of assessments, with more than 500,000 assessments conducted that provide significant insights into trends in the health of ageing people and local, regional and national care needs and provision.

Building on this success, the Ministry of Health (MoH) and Technical Advisory Services (TAS) have jointly commissioned a service review and design that seeks to identify and evaluate the future opportunities for the interRAI service. This follows the interRAI software review, which highlighted, amongst other things, some user experience issues that were not directly related to technology.

The focus of this service review and design is on the potential future improvements that are available to the assessment service. In particular, the objectives are to:

1. Understand and document the current interRAI service – from establishment through delivery to data consumption
2. Identify, quantify and prioritise key opportunities to improve the overall service for consumers and stakeholders



// Objectives & Approach

Objectives

The objectives of this review and design are to understand and document the current interRAI service and identify, quantify and prioritise key improvement options for a desired target state interRAI service. Specific outputs sought include:

1. A definition of the current state service model
2. Identified and evaluated opportunities for improving the overall service for all stakeholders
3. A proposed target service design
4. Recommendations and roadmap, including potential investments/benefits

Service Review & Design Approach

Presented in the diagram opposite is a summary of the approach and major stages undertaken.



// interRAI Service Summary



Purpose

The primary purpose of the interRAI assessment is to determine the characteristics of an older person accurately, in order to fully understand their needs – which may range from clinical to social support – and to prepare a care plan. The information provided by the interRAI assessment supports the decisions made by a healthcare professional.

The core purpose of the service is the provision of a national tool and capabilities to deliver a consistent suite of assessments to older people



Key Components

The NZ delivery of the interRAI International standard assessment comprises:

- A national software tool that is mandated to be used by healthcare providers in aged care centres and in-home settings
- A national training and competency programme to train assessors in:
 - The use of the tool
 - The delivery of comprehensive needs assessments using interRAI
- A repository of longitudinal information that is provided to data consumers for a variety of uses
- The implementation of five interRAI assessments across different uses, with opportunities for more assessments to be added



Cost

The current service costs \$8.9m per annum to establish and operate. Additional costs are incurred by assessment providers to maintain a trained workforce



The National Service is Not

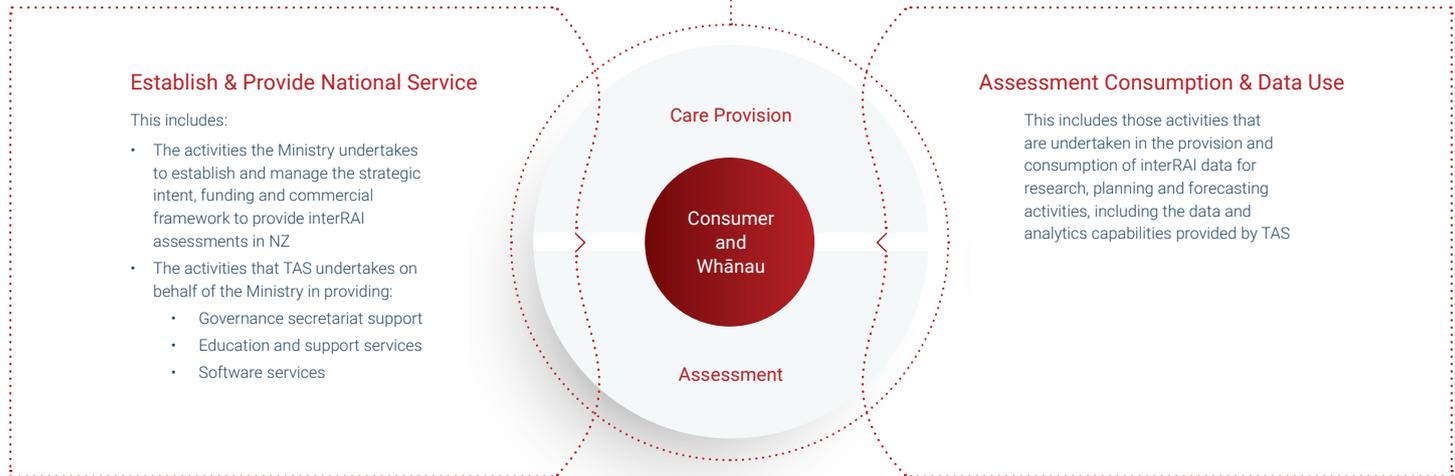
- Responsible for care planning
- A patient management system
- Responsible for delivering healthcare services
- Responsible for how the assessment is used in practice, including frequency, timeliness and consistency

// Scope of Review & Design

The scope of this review and design has been defined as the overall interRAI service, including the establishment and provision, delivery and subsequent use of the interRAI tool as it is being used by Aged Residential Care (ARC) and District Health Board (DHB) community providers to assess health needs in over 65s.

Assessment Service Components – Establishment Through Delivery

Those activities that assessors from ARC or DHB providers undertake 'in the field' using the interRAI (NZ) tools



// Summary of Current State Review

The scope of this review has been defined as the overall interRAI service, including the establishment and provision, delivery and subsequent use of the interRAI tool as it is being used by ARC and DHB community providers to assess health needs in over 65s. Outlined below are the dimensions for service assessment and a summary of findings.

Assessment Dimensions

Outcomes & Benefits	Governance, Roles & Responsibilities	Delivery & Commercials	Efficiency & Effectiveness: Assessment	Efficiency & Effectiveness: Data & Insights	Technology Solutions
The setting and monitoring of measures and outcomes for the service in relation to the broader sector goals	The definition of roles, responsibilities, accountabilities and decision-making across the service	The contractual arrangements that structure and direct the service and its associated funding/costs	The performance of the service delivery and the improvements made to the service over time	The capturing, management and sharing of data and the leveraging of it to generate service/sector insights	The effectiveness of the underpinning technology solution in supporting the service provision and its outcomes
Commercial Construct			Service Efficiency & Effectiveness		Technology

Assessment Findings

Expectations in relation to future priorities and outcomes sought need to be clarified	Roles and responsibilities are complex and limit the ease and pace of significant improvements	The commercial landscape is complicated and does not reflect the current service	Services can be delivered more efficiently and more effectively once expectations are clarified	A better understanding of the potential uses of data is required to maximise its value at both individual and population levels	The technology and the way that it is deployed hinders rather than helps those that are using and managing it
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// Summary of Stakeholder Engagement

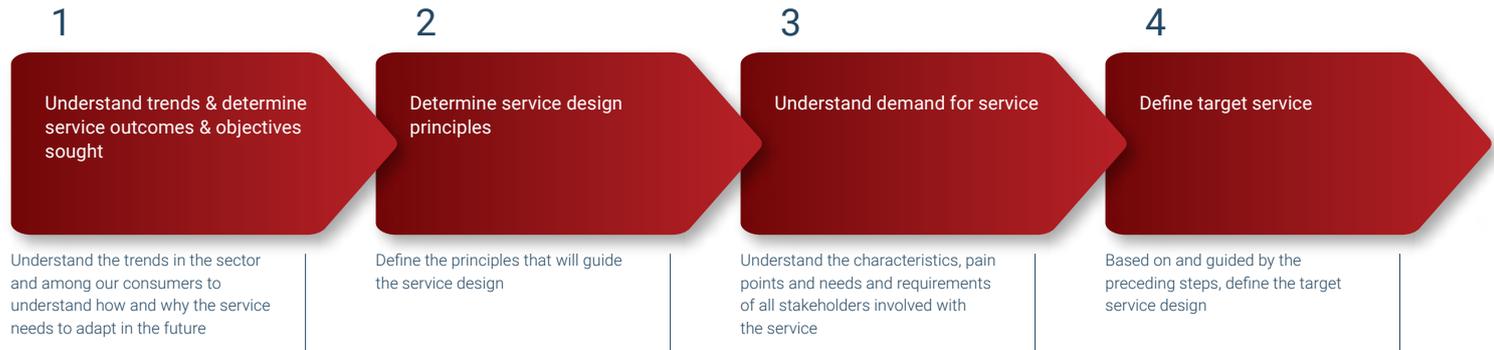
Through the course of this review, over 75 stakeholders across the below organisations were engaged to provide feedback and insight:

Care Providers	Central Government	DHBs/Needs Assessment and Service Coordination service (NASC)	interRAI Service Establishment	Universities	Other
<ul style="list-style-type: none"> • Nurse Maude • Te Kohao Health • Welcome Bay: Whaioranga Trust • Access Community Health • CHT Healthcare Trust • Nelson Bays Primary Health • Bupa • Summerset 	<ul style="list-style-type: none"> • Ministry of Health <ul style="list-style-type: none"> • Health of Older People • Emerging Health • Allied Health • Office of the Chief Nurse • HealthCERT • Data and Digital • ACC 	<ul style="list-style-type: none"> • Auckland DHB: NASC • Waitematā DHB: NASC • Waikato DHB: NASC • Bay of Plenty DHB: NASC • Lakes DHB: Strategy • MidCentral DHB: Health of Older People • Hutt Valley and Capital & Coast DHBs: NASC • Nelson Marlborough Health: NASC • Canterbury and West Coast DHBs: Health of Older People • Southern DHB: NASC 	<ul style="list-style-type: none"> • interRAI Board • Momentum Healthware • TAS: Health of Older People • TAS: interRAI NZ 	<ul style="list-style-type: none"> • University of Otago • Massey University • University of Auckland 	<ul style="list-style-type: none"> • Home and Community Health Association • NZ Aged Care Association • Age Concern • VCare

The engagement approach for this review was to conduct a targeted and focused series of engagements to inform the service design. It is anticipated that a further series of engagement and consultation on the recommendations raised through this review will follow.

// Target Service Design – Overview of Approach

Outlined below is a summary of the approach and major stages undertaken in designing the target service.



// Target Trends & Service Outcomes

The overall strategic context for the service design is illustrated below. The focus areas, outcomes, objectives and characteristics were defined through stakeholder insights, and determine the imperatives for the service design.

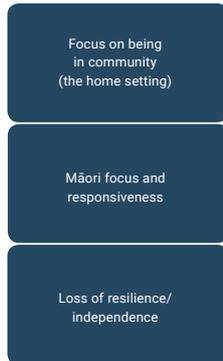
Trends & Drivers

The range of trends and drivers across the sector affecting the service.



Focus Areas

Priority areas for focus in the service design.



Service Outcomes

Outcomes that the service must enable or contribute to.



Service Objectives

Objectives of the service design.



interRAI Service

FEEDBACK LOOPS & MEASUREMENT
Measurement of delivery of care vs support that is required
Measurement of these service objectives

EFFICIENCY
Ensuring the service is as efficient and cost effective as possible

CONSISTENCY
Ensuring consistency of needs assessment across providers

QUALITY
Ensuring that the assessment and the data it generates are of high quality

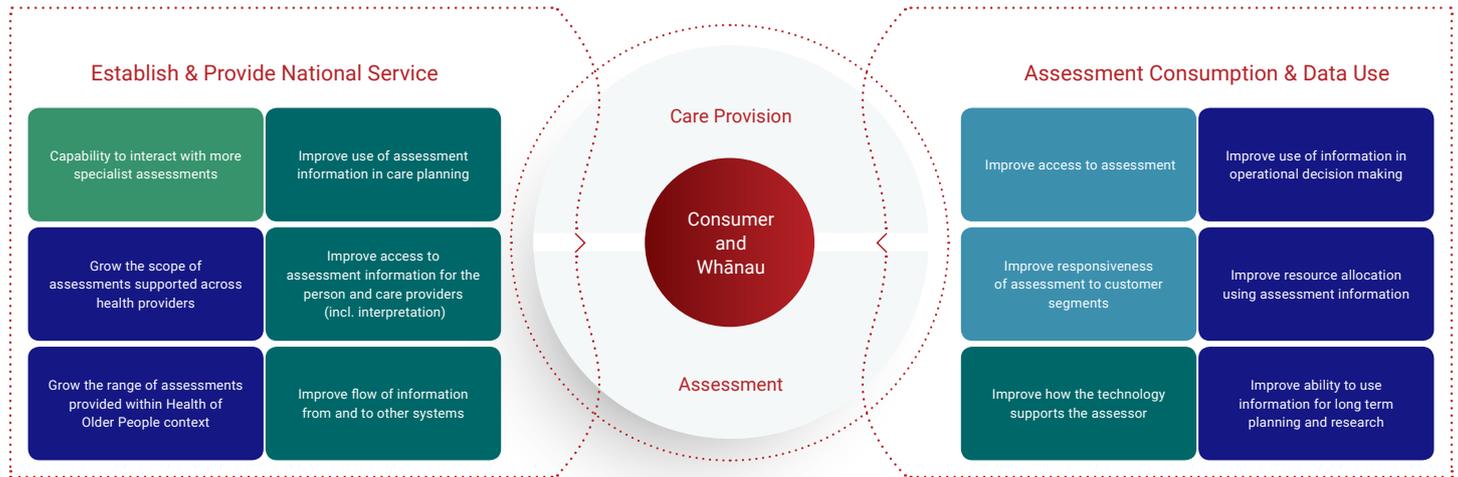
BROADER HEALTH & SOCIAL SYSTEMS VALUE
Leveraging the value of the investment and capabilities across the sector

Service Characteristics – Underpinning features that indicate the way the service should be designed.

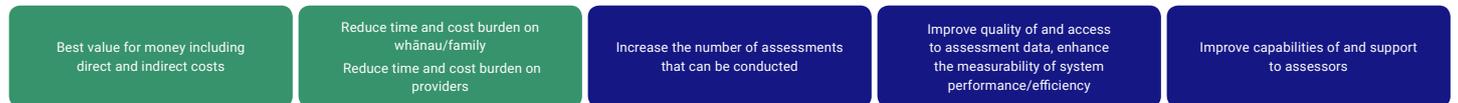
// Prioritisation of Service Opportunities

A series of objectives was identified for the service design. These objectives relate to improvements that are sought across the service components, with relative priorities defined.

interRAI Service Components



Service Characteristics:

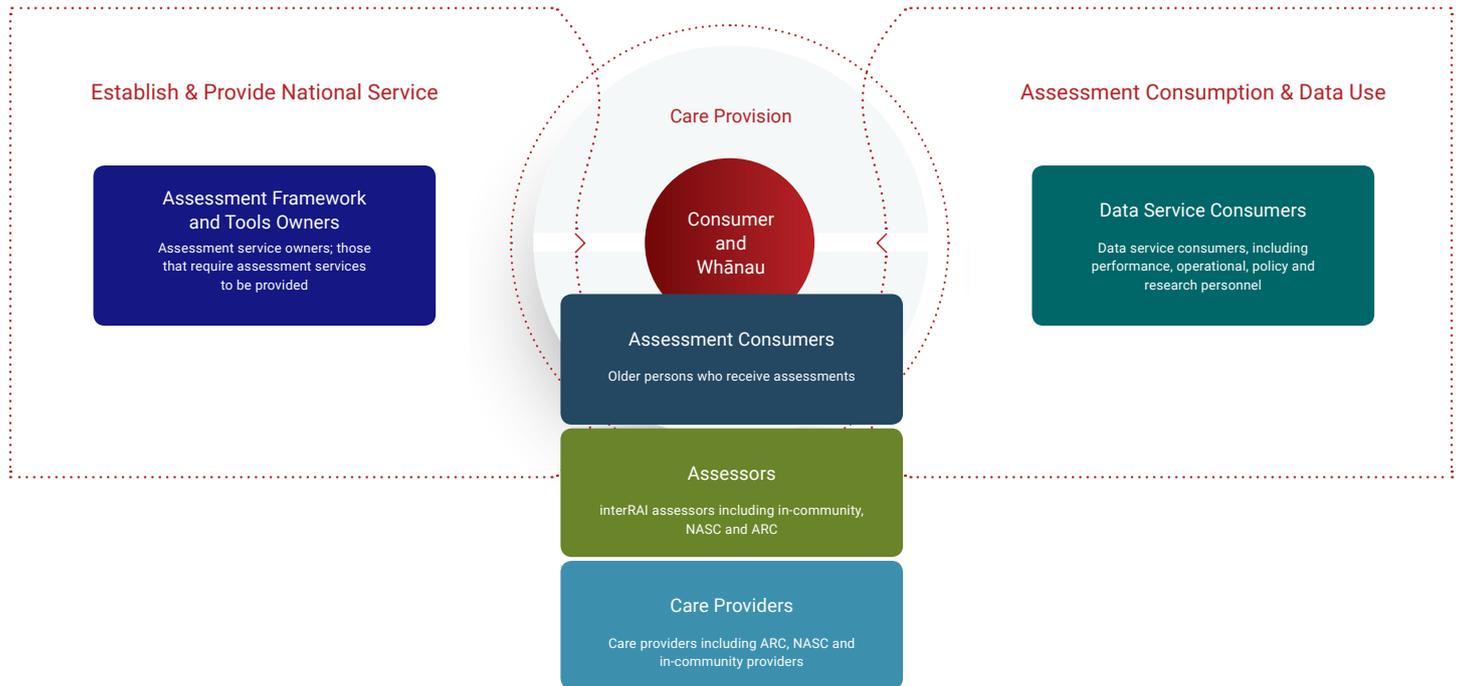


Priority of objectives for service design



// Assessment of Demand

In order to understand how each service should be designed, we need to understand stakeholders' situations and the demand for the service. The following pages outline the demand for the assessment service from the perspectives of all the parties involved.





// Assessment Consumers

Older Persons

- Typically aged 85+
- Some issues manifesting significantly earlier
- Assessment occurs in a time of high change or during an event
- Can present via multiple pathways to assessment, typically presenting for:
 - Showering or housework difficulties
 - Cognitive decline
 - Complex/acute needs
- Range in how forthright and informed they are during the assessment phase
- Have varying degrees of health literacy and engagement in the assessment process

Māori

- Tend to present later than non-Māori in their health journeys
- Tend to also have social needs such as housing that go unmet
- Comprise 8% of homecare assessments
- More likely to live alone
- Seeing cognitive decline before physical issues
- Likely to understate or minimise needs

Whānau

- Financial or legal considerations that may affect whānau, such as selling the family house for care
- May shield/delay need for intervention, or not be engaged in process
- May want higher levels of care sooner, and have high expectations of support
- May have high needs also
- May not be able to provide the level of care they would like to

Rural

- Lower frequency of contact with system
- More likely to be living alone
- Less engaged with health service
- May wait a long time for assessment or care delivery

Pain Points

As an older person, my pain points are:

- Dependency on primary care awareness of needs assessment service
- Having to repeat the same information to multiple people
- Not knowing what to expect during/from assessment
- An expectation of services that cannot be provided or are unavailable
- Many primary care agents delivering care with little connection
- Potential fear of needing to leave home

As an older Māori person, my pain points are that:

- The tool is not sensitive to Māori needs/not human centred
- Around one in five Māori consumers needs to be reassessed almost immediately
- The assessment delivery is not sensitive to Māori needs
- Social needs are ignored or not well captured e.g. damp housing
- There is a lack of Māori health professionals to conduct assessments

Needs & Requirements

As an older person, I need:

- Help, healthcare or support
- To retain and protect my independence and dignity
- To talk to someone and be listened to
- To have the context of my situation considered
- To have my needs assessed accurately and understood in a timely fashion

As an older Māori person, my needs include:

- To be assessed by people I know or can build trust with
- To be understood in my context
- To practice cultural needs e.g. karakia
- A desire for a whanaungatanga approach, listening to my stories
- For my personal data to be protected and secure – accordance with Māori Data Sovereignty'

// Assessors

Community Assessors

- Are registered health professionals with assessment experience
- Vary significantly in the number of assessments they conduct
- Are time poor, and not funded for organisational development
- Work under diverse operating models; they might be assigned to specific regions or demographics, or associated with primary care providers

ARC Assessors

- Registered Nurses
- High proportion of overseas trained nurses
- More assessors in ARC vs community services

Support Providers

- May be non-clinical but very experienced
- Separate organisations from assessors

Pain Points

As an assessor in the community, my pain points are that:

- Assessment is led by the tool
- Assessment isn't that valuable or reusable to me
- The perception of re-certification is that it is a heavy audit
- Assessment is not able to be pre-populated with consumer data
- Consumers may have no understanding of the process
- Momentum system is an impediment
- Tool does not enable issues to be solved easily or information to be accessed
- Separation between assessments and care planning does not enable the best consumer outcomes

As an assessor in ARC, my pain points are that:

- The re-entry of consumer information is time consuming and duplicates prior work/ knowledge
- Assessments are not accessible by other staff
- Assessment is not perceived to add value to care

As a support provider, my pain points are that:

- It is difficult to access interRAI data
- I may disagree with the level of care prescribed by the assessor

Needs & Requirements

As an assessor in the community, I need to:

- Have prior knowledge of the consumer
- Understand the full context of the consumer
- See how a consumer is living
- Be able to complete the assessment documentation easily
- Be aware of tikanga or cultural expectations
- Feel comfortable delivering the assessment
- Be assured I am asking/covering the right questions to understand the consumer's need
- Be able to draw on whānau/family to validate the assessment
- Be able to operate in a way that gets the best possible outcomes for my consumers without being penalised by audit
- Be empowered as a professional
- Have more ready access to FAQs or help
- Understand the assessment tool and be comfortable using it
- Have conversations that inform the questionnaire

As an assessor in ARC, I need to:

- Be able to access all information about a resident easily
- Be able to update changes over time

As a support provider, I need to:

- Know what decisions have been made prior
- Be able to get timely reassessments for consumers
- Be able to trust the assessments I receive

// Assessment & Care Providers

Providers

- Seeking to innovate service delivery
- Operate in a low trust environment
- Constrained by funding models
- Have workforce and funding constraints
- No standard model of care across region
- Expectation that staff will agree to be interRAI trained

NASC Providers

- Use interRAI by consensus
- 15–20 nationwide
- Some more advanced in use of data for planning and performance

Community Providers

- Limited ICT capabilities
- Provide assessment as well as many other services
- Require DHB to authorise access
- Limited ability to access data
- May only conduct one assessment type
- May only provide services based on upstream assessments

ARC Providers

- Obligated to use interRAI contractually
- High turnover of assessors
- Main chains represent 80–90% of beds
 - Have in-house ICT capacity
 - Typically have a national management system
- Small providers represent around 10% of beds
 - May have adopted Momentum capabilities for other functions

Pain Points

As a provider, my pain points are that:

- The Momentum tool is clunky and does not enable providers or efficiencies
- The lack of change management and communication support on changes to interRAI creates confusion
- There is low awareness of national interRAI changes
- It is slow to onboard and train new assessors
- I have no ability to share information from assessments
- There is no feedback loop back to interRAI
- Implementation of complex assessments to nurses creates backlogs
- Data needs are often misunderstood or data provided does not meet my needs

As an ARC provider, my pain points are that:

- There is a lack of integration and information flow
- There is a lack of clarity on contract/audit requirements

As a community provider, my pain point is that:

- Regional differences in interRAI delivery make comparisons difficult

Needs & Requirements

As a provider, I need to:

- Train new staff quickly and cost effectively
- Access up to date information on interRAI Standard Operating Procedures (SOPs)/changes
- Develop insights that are relevant to the facility
- Refer my consumers to other services as needed
- Access data easily in digestible formats
- Trust previous assessments
- Operate in a high trust environment with DHBs

As an ARC provider, I need:

- To be able to enter information once, then use it across systems
- To use assessment to drive care plans
- A highly efficient assessment and reassessment process
- Clear policies on reassessment
- Easy access to all staff and to all relevant systems

As a community provider, I need:

- To be able to benchmark and compare across other providers
- Flexibility in the assessment tools based on consumer need
- Ease of transference between providers



// Assessment Framework and Tools Owners

Assessment Owners

- High level strategic focus on core portfolio
- May overlap with other portfolios, and share consumers across portfolios
- Have discrete assessment needs for consumers within scope of portfolio
- Non-standardised assessment processes and models across different groups
- Work with a variety of influential stakeholders

Pain Points

As an Assessment Framework and Tools Owner, my pain points are:

- Default requirement to manage my own technology platforms and service provision
- The non-standardisation of assessment models across portfolio
- That current tools and processes do not support efficiency
- There is a lack of integration and information flows across different streams
- There is a lack of standardisation and shared services among comparable services

Needs & Requirements

As an Assessment Framework and Tools Owner, I need:

- To focus on the core strategic areas, while outsourcing the day to day operations of assessment delivery
- A robust, consistent and equitable assessment for my consumer base
- Assessments that meets strategic outcomes and those of the service consumers
- A process and assessment that are reliable and cost effective
- An outsourced data/technology platform management solution
- A consistent background service/ experience to support strategic needs
- A shared services model to manage day to day operations and deliver efficiencies

// Data Service Consumers

Management & Performance Planning

- Seeking to innovate service delivery
- Using analytics within operational platform (if available), data extracts and interRAI online visualisation tool
- Requirements range from simple to complex depending on specific use case

Operational

- Low time availability
- Not using data at any aggregate level
- Seeking individual or small number of records

Policy

- Looking to draw insights across long time spans using multiple data sources
- Looking to drive policy based on evidence
- Likely to combine with operational data for effectiveness measurement

Research

- Highly skilled in data management
- Looking to draw insights across long time spans using multiple data sources

Pain Points

In my role in management and performance planning, my pain points are:

- General low analytics capabilities
- That I am unable to access relevant information
- That it is unclear how to best use information to drive insights

As a policy planner or researcher, my pain points are:

- Slow access to data
- I am unsure of data characteristics or how to interpret them
- The regional differences in interRAI delivery make comparisons difficult

Needs & Requirements

In my role in management and performance planning, I need to be able to:

- Identify good practices to replicate, and poor practices to resolve
- Identify trends and future needs
- Compare facilities, regions and providers
- Protect commercially sensitive information
- Drive decisions and funding based on reliable and understood data
- Use data to promote transparency and trust across teams of care

As a policy planner or researcher, I need:

- Fast access to data
- Low levels of data curation
- To be able to combine data with multiple other data sources

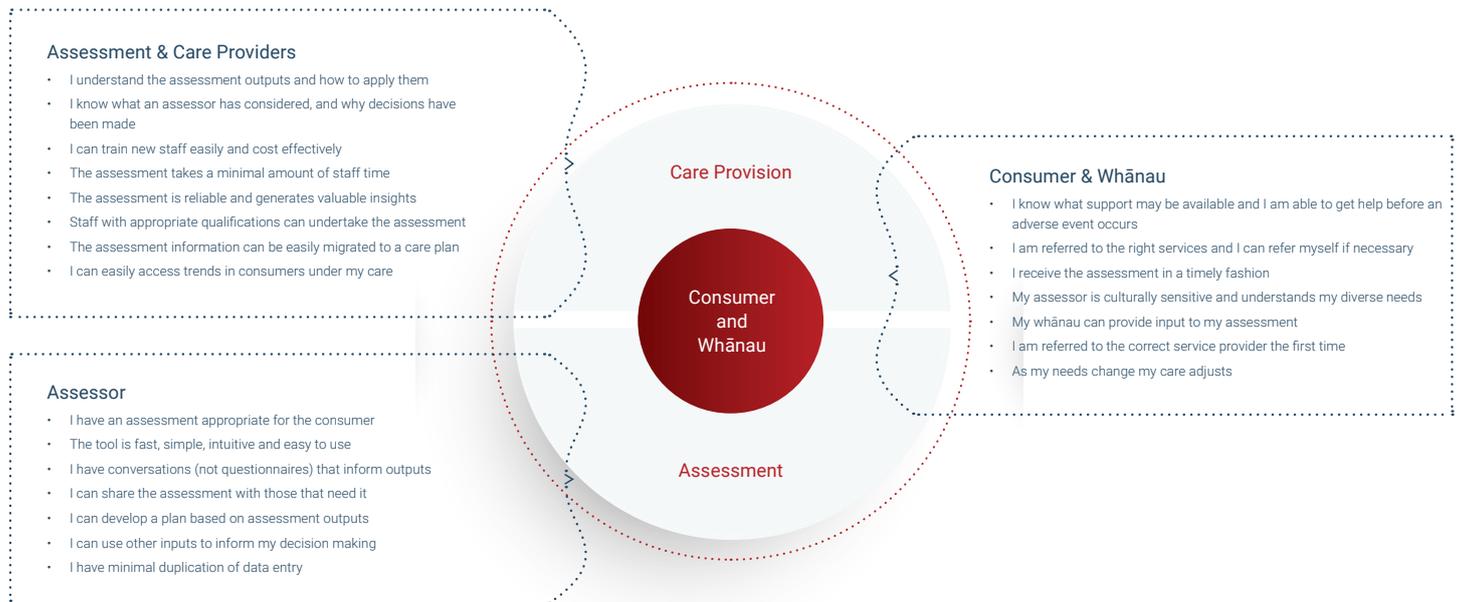
// Design Principles

Based on the demand analysis, the following design principles were incorporated to guide the target service design.

Principle	Rationale	Implications
1. Support responsiveness to Māori needs	<ul style="list-style-type: none"> • Relevance and equity are key objectives for service improvements and for the Health and Disability System Review • Will deliver better health outcomes 	<ul style="list-style-type: none"> • Shift emphasis from interRAI assessment to improving assessment delivery method • Move further toward a consumer/people led conversation vs assessor led questionnaire • Potentially enable different access and care provision models
2. Support (or do not inhibit) local/regional innovation and different delivery or funding models	<ul style="list-style-type: none"> • Significant variations exists across regions currently (e.g. funding and provider/assessor models) • Innovations in services/service delivery are being implemented across the sector to respond to local needs, which this service should support 	<ul style="list-style-type: none"> • Assessment service needs to support regional variations • Allow for flexibility, responsiveness to changes • Assessment on a versatile platform
3. Support flow of accessible and consumable information among people providing care to a person	<ul style="list-style-type: none"> • Improved efficiency and accuracy • Improved consumer and assessor/provider experience 	<ul style="list-style-type: none"> • Improve integration between systems • Improve system features that support information flow • Improve consumers' view of data relevant to the tasks they are undertaking
4. Support/Align with 'whole of system' direction	<ul style="list-style-type: none"> • Improved health outcomes if all parts of the system are aligned • Efficiency of effort and investment 	<ul style="list-style-type: none"> • Prioritise those improvements that align best with whole of system direction • Ensure decision making incorporates system view
5. Support integration of related consumer services	<ul style="list-style-type: none"> • Reduced duplication • Improved consumer experience/health outcomes 	<ul style="list-style-type: none"> • Understand consumer pathways to major related services • Improve coordination across major services

// Target Assessment Characteristics

Based on the stakeholder engagement, a series of characteristics was identified for the service stakeholders. These target state characteristics are represented in the diagram below.



// Target Service Design

The key features of target service design are presented in the model below.

National Assessment Service

- National Assessment Platform able to serve multiple assessment services/ service owners
- Multiple portfolios using assessment services (Mental Health, Disabilities, Acute Injuries, etc.)

- A culturally appropriate assessment model with electronic access to data by individuals.
- Assessment and care model optimized to be responsive to Māori
- Close alignment between assessment and support providers
- A range of appropriate assessment tools are available
- Nationally consistent standards for assessment and service delivery

- Data available at an individual and/or population level within or across portfolios
- Mature data and analytics services supporting a range of stakeholders' purposes.
- The principles and requirements of data sovereignty are upheld and complied with.

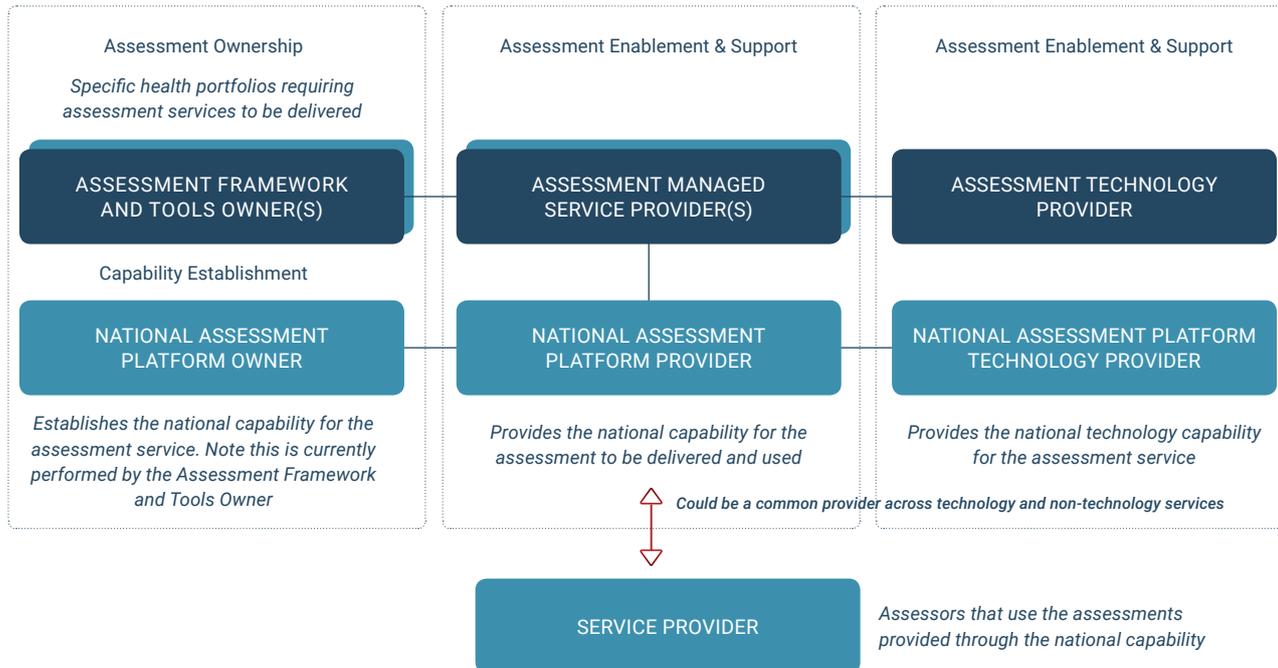


// Target Service Design - Stakeholder Roles

The full target service design proposes a national assessment platform capability that can support multiple assessments and assessment owners across multiple consumer groups. The recommendations in this report are phased across a series of time horizons. The diagram below shows how the underlying roles and responsibilities associated with service ownership, management and provision could change over time.

HORIZONS 1 & 2

HORIZON 3



// Recommendations & Horizons

Recommendations have been made across the service to achieve the target state. The recommendations are staged across three horizons. Horizons 1 and 2 seek to optimise the existing assessment capability, and Horizon 3 seeks to expand that capability and extends to multiple assessments. The recommendations are described in more detail on the following pages.

	Horizon 1: Mature Commercial Model	Horizon 2: Optimise Current Assessment Model	Horizon 3: Extend Assessment Capabilities
Commercial Construct			
Outcomes & Benefits ▷	1 Mature Service Management & Commercial Construct		7 Review Commercial Model
Governance, Roles & Responsibilities ▷	2 Revise Governance & Decision Making		
Delivery & Commercials ▷			
Efficiency & Effectiveness – ASSESSMENT ▷		3 Improve Consumer Access to Assessment	7 ^a Build Culturally Appropriate Assessment Model
		4 Improve Education & Support	7 ^b Build National Assessment Platform
Efficiency & Effectiveness – DATA & INSIGHTS ▷		5 Improve Data Service Confidence & Maturity	8 Extend Data Services
Technology Solutions ▷		6 Address Key Technology Impediments	9 Optimise Technology Support

// Horizon 1: Mature Commercial Model

Outlined below are the key recommendations pertaining to Horizon 1. They focus on establishing a robust commercial foundation for future service development.

1 Mature Service Management & Commercial Construct

The focus to date has been on implementing and establishing the interRAI assessment across NZ. To support future improvements and extensions, the management of the service and the underpinning commercial structure need to be matured.

Recommendations include:

1. Review and formalise service definition, characteristics and expected service levels
2. Review and formalise the allocation of functional responsibilities under a revised commercial construct
3. Establish a formal service management and measurement structure that reflects the revised commercial construct
4. Establish a commercial funding model that allows for cost sharing and scalability across multiple funders

2 Revise Governance & Decision Making

In order to ensure the appropriate management of the next stage of interRAI improvements, the interRAI Board representation must be examined in the context of the recommendations of this review.

Recommendations include:

1. Confirm the expectations and capacity of the interRAI Board - specifically whether it is an advisory or a governance group.
2. Review governance representation to reflect revised commercial construct, service priorities and operational demand
3. Establish specific representation for:
 - Responsiveness to Māori
 - Technology and data governance
 - Service performance and demand
 - Clinical excellence
4. Rebalance interRAI focus specifically on 'assessment'

// Horizon 2: Optimise Current Assessment Model

Outlined below are the key recommendations pertaining to Horizon 2. The focus of these recommendations is on seeking improvement within the existing assessment service, increasing the value and improving the experience of the service.

3 Improve Consumer Access to Assessment

An agreed objective for improving the interRAI service design was to over-achieve equitable access to assessments and information. The interventions below have been identified and captured through our stakeholder engagement, although most are likely outside the agreed scope of this review.

Recommendations include:

1. Raise awareness of the availability of care services amongst target consumers
2. Proactively target priority consumer groups to raise awareness and ensure ready access to assessments
3. Reduce impediments and review thresholds/regional variations for assessment
4. Extend who can refer or undertake assessments

interRAI Service Review

4 Improve Education & Support

There are two major approaches to improving the delivery of training:

- a. Modernising and rightsizing the existing training model
- b. Devolving training delivery to providers (providers have accredited trainers on staff).

These may be best explored sequentially and undertaken in line with a phased approach to optimising the overall service model.

Recommendations include:

1. Improve training relevance
2. Modernise training model
3. Improve access to information
4. Decentralise training delivery
5. Assess training landscape to ensure workforce needs are covered across sector training capabilities

5 Improve Data Service Confidence & Maturity

There is opportunity to extend the value of the current data and analytics capabilities to users. The recommendations suggest building more 'pre-packaged' analytics products that can be consumed by clinical users. This represents a shift from the current model of enabling users to develop their own analytics.

Recommendations include:

1. Improve data governance and strategy
2. Build strategic capability – required to support the sector direction with respect to more interoperable/integrated data
3. Develop analytics products that are 'pre-made' for specific users/purposes
4. Publish data characteristics to accurately inform the use of data by external users
5. Improve data access – particularly for accredited institutional users
6. Extend data quality standards

6 Address Key Technology Impediments

There are opportunities to improve the way the current technology supports the assessment delivery as part of Horizon 2 – improvements to the current assessment model that will address immediate pain points. Note that Recommendation 9 includes recommendations for a future platform that may render these unnecessary, dependent on time horizons.

Recommendations include:

1. Mature Technology Strategy and delivery model through establishing technology and architecture capabilities and leading a strategy aligned to broader sector direction (e.g. the national Health Information Platform) and technology trends
2. Immediate remediation – platform (e.g. review security model)
3. Immediate remediation – data flow (e.g. simple import/export)
4. Future considerations – (e.g. care plan activities, analytics/operational reporting)

// Horizon 3: Extend Assessment Capabilities

Outlined below are the key recommendations pertaining to Horizon 3. These recommendations should be considered together; however, consideration could be given to Recommendation 7a separately and ahead of Horizon 3.

7 Review Commercial Model	7a Build Culturally Appropriate Assessment Model	7b Build National Assessment Platform	8 Extend Data Services	9 Optimise Technology Support
<p>To achieve the recommendations contained in Horizon 3, a further review of the commercial and governance models is required to accommodate the scope and focus of the expanded service.</p>	<p>To address the broader issues that exist in the current assessment service delivery, consideration should be given to designing, developing and promoting nationally a 'model' assessment approach that can be used in training assessors and is responsive to Māori and culturally appropriate.</p>	<p>There is a significant opportunity to expand the service model to accommodate a future national assessment capability. This would be based on providing a common capability that could support a range of assessments across instrument types or health portfolios.</p>	<p>As the assessment platform grows and the use of the associated analytics increases, there will be a need to further extend the products and services supporting this.</p> <p>There is an opportunity to extend and tailor data services to support identified use cases, ranging from operational to advanced research.</p>	<p>Adopting the recommendations in Horizon 3 will necessitate new technology capabilities. These capabilities may be found in the same provider or it may require multiple service and support providers</p>
<p>Recommendations include:</p> <ol style="list-style-type: none"> Review and adapt the commercial and governance model to support required initiatives in Horizon 3. Further information on potential models is contained in the detailed recommendations 	<p>Recommendations include:</p> <ol style="list-style-type: none"> Develop and promote a common assessment model/ approach that: <ol style="list-style-type: none"> Is culturally appropriate and responsive to Māori needs Incorporates all necessary material for DHBs to implement it effectively Is not siloed within assessment providers 	<p>Recommendations include:</p> <ol style="list-style-type: none"> Define, scope and evaluate further the required capabilities for and benefits of a national, scalable assessment model Establish and extend the assessment platform nationally with appropriate support in regions 	<p>Recommendations include:</p> <ol style="list-style-type: none"> Further understand and develop relevant analytics and reporting products to suit operational, management and performance, and policy/research user segments Continually evolve capability and capacity in line with demand Regularly review understanding of demand through user forums 	<p>Recommendations include:</p> <ol style="list-style-type: none"> Define and scope the required information and functional capabilities required to support 7a and 7b, with a specific focus on sharing of information, and extensibility to multiple assessments Evaluate available market solutions for providing these capabilities Develop detailed business case for implementation