



24 February 2021

[REDACTED]
[REDACTED]
[REDACTED]

Dear [REDACTED]

Re: OIA request – Auckland Regional Dental Service (ARDS) documents or correspondence

Thank you for your Official Information Act request on 25 January 2021 seeking information from Waitematā DHB about ‘final letters’ and correspondence received by ARDS regarding delays in treatment.

Before responding to your specific questions, it may be useful to provide some context about our services.

Waitematā is the largest and one of the most rapidly growing DHBs in the country, serving a population of around 650,000 across the North Shore, Waitakere and Rodney areas. We are the largest employer in the district, employing around 8,500 people across more than 80 locations.

In addition to providing care to our own resident population, we are the Northern Region provider of forensic mental health services and child rehabilitation services, plus the metro Auckland provider of child community dental services and community alcohol and drug services.

ARDS provides oral health and dental services to approximately 280,000 preschool and school-aged children, up to and including Year 8 students, living in the Auckland metropolitan area. The service is managed by Waitematā DHB on behalf of the three Auckland metropolitan DHBs - Auckland, Counties Manukau Health and Waitematā.

You requested the following information:

- 1. A copy of any document or correspondence regarding the decision by the Auckland Regional Dental Service to disestablish “final letters” (i.e. if a document or email outlines the reasoning for disestablishing the letters, please provide this).***
- 2. Since March 23, 2020, copies of any correspondence received by the Auckland Regional Dental Service regarding delay in treatment for children/young people.***

On 25 January, we contacted you to clarify if your second question related to correspondence from patients/parents or from external agencies such as Ministry of Health. The next day you clarified as follows:

“...from external agencies please (including schools or workers from those agencies, i.e. a school nurse or principal).”

In response to your requests, we can provide the following information:

- 1. A copy of any document or correspondence regarding the decision by the Auckland Regional Dental Service to disestablish “final letters” (i.e. if a document or email outlines the reasoning for disestablishing the letters, please provide this).**

Before responding to your specific questions it may be useful to provide the following context.

In August and September 2018, a review of ARDS’ booking and scheduling standard operating procedures was conducted with the view of improving booking and scheduling practices. As a result, it was decided to discontinue the ‘final letter’ and replace it with a ‘contact letter’ which supports families/whānau to contact the service, with wording that aligns more closely to our organisational values.

As part of a wider suite of changes, we now connect with a range of internal and external sources including schools, GPs, other services within the DHB, Well Child Tamariki Ora providers, public health nurses, social workers and Oranga Tamariki to ensure a proactive system of keeping track of children in our service.

These changes, along with other improvement strategies, have seen a drop in the non-attendance rate, which has decreased from 18% in August 2018 (the month prior to the ‘final letter’ being disestablished) to 7.6% in August 2020.

The service continuously reviews its processes in order to improve communication and engagement with families/whānau and improve attendance rates.

Some names within the attachments have been redacted and contact details withheld under section 9(2)(a) of the Official Information Act 1982 to protect the privacy of individual staff members who were not involved in the decision-making process to disestablish final letters, but have merely provided feedback to the service manager.

Parts of the attachments have been redacted as they are outside the scope of your request and do not relate to information about ‘final letters’.

A redaction has been made at the bottom of page 2 on Attachment 11, under section 9(2)(g)(i) of the Official Information Act to maintain the effective conduct of public affairs through the free and frank expression of opinions of public service employees.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to seek a review is available at www.ombudsman.parliament.nz or Freephone 0800 802 602.

Documents or correspondence regarding the decision by ARDS to disestablish “final letters”*

Attachment #	Date of email	Subject	Number of attachments
1	10 August 2018	Email from ARDS service delivery manager to patients service manager: “ARDS final letter”.	1
2	13 August 2018	Email thread between ARDS service delivery manager and a team leader: “RE: Thank you for meeting yesterday”.	2
3	13 August 2018	ARDS Clinical Governance Group minutes.	-
4	23-31 August 2018	Email chain between ARDS service delivery manager and operations manager: “RE: Draft of business rules for booking and scheduling pilot project”.	2
5	30 August 2018	Email exchange between service delivery manager to	

		project manager and support analyst "RE: Letters for email project".	-
6	31 August 2018	Email from ARDS service delivery manager to a support analyst regarding: "RE: Letters for email project".	-
7	11 September 2018	Email from service delivery manager to support analyst: "Approval to change letters".	-
8	12 September 2018	Memo sent on behalf of the service delivery manager to all ARDS staff: "Memo to staff re letters and FTA [failed to attend] changes in Titanium".	
9	13 September 2018	Email thread between the service delivery manager and a dental therapist: "RE: Memo to staff re letters and FTA changes in Titanium".	-
10	19 September 2018	Email exchange between ARDS service delivery manager and a dental assistant: "RE: new contact letter".	-
11	19 September 2018	An email exchange between ARDS Service delivery manager and a dental therapist: "RE: contact letter".	-

*Some of the attached emails make reference to Titanium which is ARDS' information system and holds the records of all patients. References to "TUG" are in relation to ARDS' Titanium user group.

2. Since March 23, 2020, copies of any correspondence received by the Auckland Regional Dental Service regarding delay in treatment for children/young people from external agencies please (including schools or workers from those agencies, i.e. a school nurse or principal).

ARDS has not received any correspondence from external agencies such as schools or a school worker or principal or other workers from those agencies regarding the delay in oral health care for children.

I trust that this information is helpful.

Waitematā DHB supports the open disclosure of information to assist community understanding of how we are delivering publicly funded healthcare. This includes the proactive publication of anonymised Official Information Act responses on our website from 10 working days after they have been released.

If you consider there are good reasons why this response should not be made publicly available, we will be happy to consider your views.

Yours sincerely



**Executive Director Hospital Services
Waitematā District Health Board**

Denise Poole (WDHB)

From: Frances Cullinane (WDHB)
Sent: Friday, 10 August 2018 11:10
To: Jackie Turner (WDHB)
Subject: ARDS Final Letter
Attachments: Final Letter.docx

Hi Jackie!

[REDACTED]

ARDS have a 'final letter' which is sent to parents of children who either:

- cancel twice
- do not attend twice
- do not return consent forms or
- are non-contactable for two years.

I'd love to discuss this letter with you, and compare it to the wording of SAS's 10 day letter (may I have a copy of this letter please)?

[REDACTED]

Kind regards,

Frances Cullinane | Service Delivery Manager
Auckland Regional Dental Service | Waitemata DHB
Level 2, Snelgar Building, Waitakere Hospital
[REDACTED] e: frances.cullinane@waitematadhb.govt.nz
www.waitematadhb.govt.nz





Children's Community Dental Clinic

Free for children 0-17 years

To the Parent/Guardian of:

NHI:

Date

Final Letter

Dear Parent/Guardian,

Your child's dental care is now **overdue** for the following reasons:

- 2 consecutive cancelled dental appointments
- 2 consent forms for dental treatment not returned
- 2 failed dental appointments
- No contact for two years. Your child has been removed from our dental roll.
Please contact us if you would like your child to continue to receive free dental care.

Please contact us on
update your contact details.

to arrange an appointment and

Kind Regards

Dental Therapist

For more information please contact your local
Community Dental Clinic or phone 0800 Talk Teeth
- 0800 825 583 or visit website: www.ards.co.nz



Denise Poole (WDHB)

From: Frances Cullinane (WDHB)
Sent: Monday, 13 August 2018 08:30
To: Karyn Thwaites-Valter (Dental)
Subject: RE: Thank you for meeting yesterday

[REDACTED]

From: Karyn Thwaites-Valter (Dental)
Sent: Friday, 10 August 2018 3:58 p.m.
To: Frances Cullinane (WDHB)
Subject: RE: Thank you for meeting yesterday

Hi Frances, [REDACTED]

I have attached the business rules, I know there's been discussion around them and the Supportive Treatment pathway is supposed to be one of the ways to support families and clinics so we don't have clients getting the final letter or years of DNA's.
When I met Patsy last week I think they are stopping the final letter, not sure – but we will still need some form of communication with our parents (perhaps email).
I've attached above both the forms for you.

[REDACTED]

Karyn Thwaites-Valter | South 3 Team Leader
Auckland Regional Dental Service | Waitemata DHB
Puhinui Child & Adolescent Community Dental Clinic
2c Grayson Ave
Papatoetoe, AKL 2104

[REDACTED]

p: 0800 TALK TEETH | 09 839 0565 | f: 09 839 0566



From: Frances Cullinane (WDHB)
Sent: Thursday, 9 August 2018 8:46 a.m.
To: Karyn Thwaites-Valter (Dental)
Subject: Thank you for meeting yesterday

Hi Karyn,

[REDACTED]

[REDACTED]

[REDACTED]

Would you mind sending me a copy of the one-page ARDS business rules that you had on your wall, as well as a copy of the Final Letter sent to patients? I've tried to find copies of both on the G drive but can't see them. All good for my learning!

Thanks again Karyn.

Kind regards,

Frances Cullinane | Service Delivery Manager
Auckland Regional Dental Service | Waitemata DHB
Level 2, Snelgar Building, Waitakere Hospital
[REDACTED] e: frances.cullinane@waitematadhb.govt.nz
www.waitematadhb.govt.nz



Arrears Management Process – Business Rules

DNA 1st time- The Therapist must

- Contact the parent by phone on the day of the DNA
- If no response to phone call leave message with an appointment and post the appointment letter, aim to rebook within 2 weeks
- Click on **Green** telephone icon to activate a text reminder
- Document what you have done in Titanium

DNA 2nd time

If two consecutive DNAs and attempts have been made to contact the parent **The Therapist must**

- Post Overdue Final letter and put the child forward according to the caries risk status **either 6 or 12 months.**
- Document what you have done in Titanium

Treatment Consent Form not returned

If two treatment consent forms have not been returned

- Make phone contact with parent or leave message
- Still no contact, post 3rd 'Treatment Consent Form' with Overdue Final letter and **put patient forward** according to caries risk status either 6 or 12 months
- Document what you have done in Titanium

Two cancellations from parent/caregiver

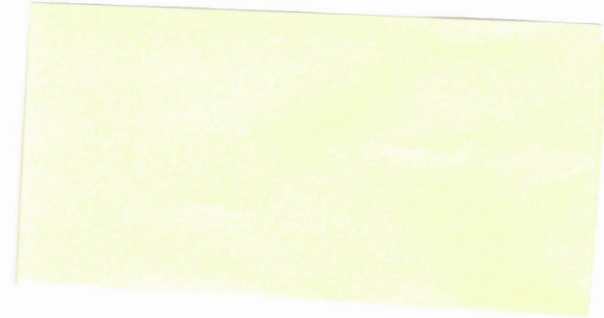
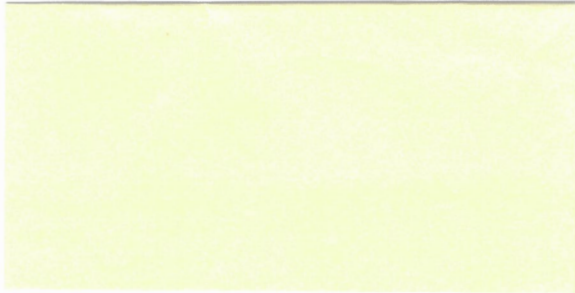
If two consecutive cancellations and attempts have been made to contact the parent

- If no response post Overdue Final letter and put recall forward according to caries risk status

No contact

- If patient has not had contact for two consecutive years and all attempts have been made to make an appointment make patient inactive.

To the Parent/Guardian of:



Final Letter

Dear Parent/Guardian,

Your child is now **overdue** to be seen by our service due to the following:

- 2 consecutive cancelled dental appointments
- 2 consent forms for dental treatment not returned
- 2 failed dental appointments
- No contact for two years. Your child has been removed from our dental roll.
Please contact us if you would like your child to continue to receive free dental care.

Please contact us on 09 2781975 to arrange an appointment and update your contact details.

Kind Regards,

Dental Therapist

[Redacted text block]

6 Access to Concerto (Clinical Portal)

- As part of the Supportive Treatment Pathway, Team Leaders were given access to Clinical Portal to view contact details, recent clinical contacts (and develop relationships with these agencies)
- Any Team Leader in North or Central without access to Clinical Portal can get in contact with Patsy/Adele
- South Team Leaders do not have access to Clinical Portal. They are awaiting access to Pathway, a discussion involving Mana Kids
- ENCHIP will assist with accurate contact details as it shares information across regional Auckland and Northland
- Email Project will provide another contact method. A communication strategy will go to the teams to verify emails. Verification will begin in mid-October for WDHB, and we'll have the ability to contact these verified email address at the end of 2018.

7 FTA/DNA Processes including the Final Letter

- A memo needs to be drafted for Team Leaders to stop using the Final Letter
- However, DTs/DAs have escalated challenges in discussing the contents of the Final Letter to parents
- Jess has pulled data on 1600 patients who have not attended 4+ appointments
- The Supportive Treatment Pathway has a script as part of its Appendix as to why their child has been referred to the STP

[Redacted text block]

[Redacted text block]

Meeting close 2:22pm

From: [Patsy Prior \(WDHB\)](#)
To: [Frances Cullinane \(WDHB\)](#); [REDACTED] (WDHB)
Subject: RE: DRAFT of business rules for Booking and Scheduling Pilot Project
Date: Friday, 31 August 2018 15:52:53
Attachments: [image001.jpg](#)

Hi Frances
Approved

Kind regards

Patsy

Patsy Prior | Operations Manager
Auckland Regional Dental Service/Waiemata DHB
Street address 55-77 Lincoln Rd | Henderson | Private Bag 93-115
p: (09) 8390000 | [REDACTED]
www.waitematadhb.govt.nz

From: Frances Cullinane (WDHB)
Sent: Thursday, 23 August 2018 12:20 p.m.
To: Patsy Prior (WDHB); [REDACTED] (WDHB)
Subject: DRAFT of business rules for Booking and Scheduling Pilot Project

Hello,

Please find attached the following drafts/proposals - I would appreciate your feedback/approval to implement these **for the Pilot**:

- [REDACTED]
- [REDACTED]
- The new Contact Letter for an Appointment – to replace the Final Letter
- The new Contact Letter for the Consent Form – to replace the Final Letter

I would also appreciate your feedback/approval to implement the following **immediately**:

- [REDACTED]
- Replace the Final Letter and existing Appointment Letter with the appendices attached
- [REDACTED]
- [REDACTED]

Kind regards,

Frances Cullinane | Service Delivery Manager
Auckland Regional Dental Service | Waitemata DHB
Level 2, Snelgar Building, Waitakere Hospital
[REDACTED] e: frances.cullinane@waitematadhb.govt.nz
www.waitematadhb.govt.nz



Private Bag 93 115
Henderson 0650
Waitakere
Ph: 09 839 0565
Fax: 09 839 0566
Email: ards@waitematadhb.govt.nz
Website: www.ards.co.nz

To the Parent/Guardian of:

Cold Power
123 Long
Te Atatu South
Auckland 0610

27/01/17
NHI::JGM7617

Your child is overdue their **free** dental appointment. We are sorry we have been unsuccessful in contacting you via mail, text message and phone over the last few weeks to organise this appointment.

We would appreciate it if you would contact us to arrange a time for your child's appointment. Please phone us on XXX XXXX. Alternatively, please drop by one of our clinics to talk to our team.

Please note:

- We can arrange an interpreter for your appointment if you require one
- Some of our clinics also have appointments available in the evenings or on Saturdays, which may be more convenient for you
- You can contact us at any time to update your address, phone number(s) or email

Your child's teeth are important to us. We look forward to seeing you and your child soon.

Kind regards,

Dental Therapist.



Private Bag 93 115
Henderson 0650
Waitakere
Ph: 09 839 0565
Fax: 09 839 0566
Email: ards@waitematadhb.govt.nz
Website: www.ards.co.nz

To the Parent/Guardian of:

Cold Power
123 Long
Te Atatu South
Auckland 0610

27/01/17
NHI::JGM7617

Your child is overdue their **free** dental appointment. We are sorry we have been unsuccessful in contacting you via mail, text message and phone over the last few weeks to organise the return of their consent form.

We would appreciate it if you would contact us to discuss this consent form. Please phone us on XXX XXXX. Alternatively, please drop by one of our clinics to talk to our team.

Please note:

- We can arrange an interpreter for you if you require one
- You can contact us at any time to update your address, phone number(s) or email

Your child's teeth are important to us. We look forward to seeing you and your child soon.

Kind regards,

Dental Therapist.

Denise Poole (WDHB)

From: Frances Cullinane (WDHB)
Sent: Thursday, 30 August 2018 14:39
To: Clayton Redfern (WDHB); [REDACTED] (WDHB)
Cc: Patsy Prior (WDHB); Kevin Blair (WDHB)
Subject: RE: Letters for email project

Hi Clayton,

[REDACTED]

We would like to get these letters in the system asap, given the content of the current Final Letter does not reflect the message we want for our community (telling parent's they've 'failed' etc).

[REDACTED]

In the meantime, I'll seek Patsy's advice.

Kind regards,

Frances Cullinane | Service Delivery Manager
Auckland Regional Dental Service | Waitemata DHB
Level 2, Snelgar Building, Waitakere Hospital
[REDACTED] e: frances.cullinane@waitematadhb.govt.nz
www.waitematadhb.govt.nz



From: Clayton Redfern (WDHB)
Sent: Thursday, 30 August 2018 12:02 p.m.
To: Frances Cullinane (WDHB); [REDACTED] (WDHB)
Cc: Patsy Prior (WDHB); Kevin Blair (WDHB)
Subject: RE: Letters for email project

Thanks Frances,

[REDACTED]

[REDACTED]

Thanks.

Clayton Redfern | Senior Project Manager
Project Services Office | Waitemata District Health Board
Level 1, 3 Mary Poynton Cres, Takapuna, Private Bag 93-503
Phone: [REDACTED] Email:clayton.redfern@waitematadhb.govt.nz

[REDACTED]

From: Frances Cullinane (WDHB)
Sent: Thursday, 30 August 2018 10:40 a.m.
To: Clayton Redfern (WDHB); [REDACTED] (WDHB)
Cc: Patsy Prior (WDHB)
Subject: Letters for email project

Hello

Please find attached the two letters that should be used by ARDS to contact patients. These were approved at the ARDS Management Meeting yesterday.

They will replace the existing Appointment letter and Final letter in Titanium too.

[REDACTED]

Kind regards,

Frances Cullinane | Service Delivery Manager
Auckland Regional Dental Service | Waitemata DHB
Level 2, Snelgar Building, Waitakere Hospital
[REDACTED] e: frances.cullinane@waitematadhb.govt.nz
www.waitematadhb.govt.nz



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Denise Poole (WDHB)

From: [REDACTED] (WDHB)
Sent: Friday, 31 August 2018 09:00
To: Frances Cullinane (WDHB)
Subject: RE: Letters for email project

Hi Frances,
I have finished Appointment letter in Train. I have few queries. Will discuss with you Monday.

Thanks

[REDACTED] | Functional Application Support Analyst
Auckland Regional Dental Service | Waitemata DHB
2nd Floor Snelgar Building, Private Bag 93115, Henderson
[REDACTED]
www.waitematadhb.govt.nz | www.ards.co.nz

From: Frances Cullinane (WDHB)
Sent: Thursday, 30 August 2018 10:40 a.m.
To: Clayton Redfern (WDHB); [REDACTED] (WDHB)
Cc: Patsy Prior (WDHB)
Subject: Letters for email project

Hello

Please find attached the two letters that should be used by ARDS to contact patients. These were approved at the ARDS Management Meeting yesterday.

They will replace the existing Appointment letter and Final letter in Titanium too.

Rajesh are you able to test these to see that the following information can be generated from Titanium:

- Appointment letter
 - Child's name
 - Address
 - Parent's mobile number (or home phone if no mobile)
 - Email address
 - NHI
 - Appointment time, date, location and length
 - Clinic phone number
 - Date letter was sent

- Contact letter
 - Child's name
 - Address
 - Parent's mobile number (or home phone if no mobile)
 - Email address
 - NHI
 - Clinic phone number
 - Date letter was sent

Kind regards,

Denise Poole (WDHB)

From: Frances Cullinane (WDHB)
Sent: Tuesday, 11 September 2018 14:33
To: [REDACTED] (WDHB)
Cc: [REDACTED] (ARDS - WDHB)
Subject: Approval to change letters and FTA

Hi [REDACTED]

We got the go-ahead to:

- Swap the current Appointment Letter to the new version
- Swap the current Final Letter to the new Contact Letter
- Change the term FTA to DNA

Would you mind implementing these changes in Titanium? We need to ensure that the old Appointment Letter and Final Letter are removed from all systems completely so there is no confusion.

[REDACTED]

The Team Leaders were informed today, and a memo will go out tomorrow.

Kind regards,

Frances Cullinane | Service Delivery Manager
Auckland Regional Dental Service | Waitemata DHB
Level 2, Snelgar Building, Waitakere Hospital
[REDACTED] e: frances.cullinane@waitematadhb.govt.nz
www.waitematadhb.govt.nz

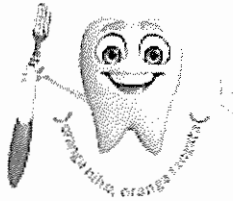
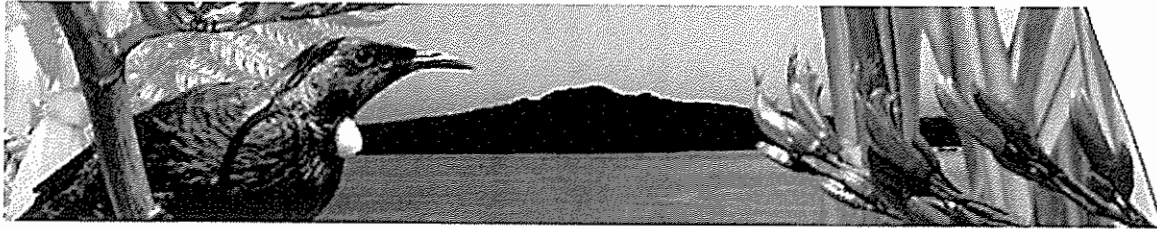


Waitemata
District Health Board

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Denise Poole (WDHB)

From: [REDACTED] (Dental)
Sent: Wednesday, 12 September 2018 14:24
To: # ARDS Regional
Subject: Memo to staff re letters and FTA changes in Titanium



MEMORANDUM



DATE: 12-09-18
TO: all ARDS Staff
SUBJECT: letters and FTA changes in Titanium

Hello,

As part of ARDS' commitment to continually improve our service for our patients, the following has been reviewed:

- [REDACTED]
- 2. The Final Letter has been replaced with a Contact Letter in Titanium. The Final Letter is no longer to be used [REDACTED]

It is important that our letters and language align with the organisational values and are consistent with the rest of Waitemata DHB's communications.

For feedback/queries/concerns, please contact your Clinical Team Leaders or email Frances.Cullinane@waitematadhb.govt.nz.

Regards

Frances Cullinane | Service Delivery Manager
Auckland Regional Dental Service | Waitemata DHB
Level 2, Snelgar Building, Waitakere Hospital
[REDACTED] e: frances.cullinane@waitematadhb.govt.nz

Denise Poole (WDHB)

From: [REDACTED] (Dental)
Sent: Thursday, 13 September 2018 10:18
To: Frances Cullinane (WDHB)
Subject: RE: Memo to staff re letters and FTA changes in Titanium

[REDACTED]

Kind regards

[REDACTED]

*Dental Therapist
Sylvia Park Community Dental Clinic
23 Longford Street
Mt Wellington
1060*

[REDACTED]

From: Frances Cullinane (WDHB)
Sent: Thursday, 13 September 2018 8:27 a.m.
To: [REDACTED] (Dental)
Subject: RE: Memo to staff re letters and FTA changes in Titanium

Hi [REDACTED]

[REDACTED]

Thank you
Frances

From: [REDACTED] (Dental)
Sent: Thursday, 13 September 2018 8:10 a.m.
To: Frances Cullinane (WDHB)
Subject: RE: Memo to staff re letters and FTA changes in Titanium

[REDACTED]

Kind regards

[REDACTED]

*Dental Therapist
Sylvia Park Community Dental Clinic*

23 Longford Street
Mt Wellington

1060

From: Frances Cullinane (WDHB)
Sent: Wednesday, 12 September 2018 4:15 p.m.
To: [REDACTED] (Dental); [REDACTED] (Dental)
Cc: [REDACTED] (WDHB); [REDACTED] (Dental); [REDACTED] (Dental)
Subject: RE: Memo to staff re letters and FTA changes in Titanium

[REDACTED]

I wonder if we could meet after the TUG on Tuesday to discuss the two letters. I'd like to go through my version with you to talk you through the changes made, and I'd be really keen to hear the changes that have been made to your letter.

Kind regards,

Frances Cullinane | Service Delivery Manager
Auckland Regional Dental Service | Waitemata DHB
Level 2, Snelgar Building, Waitakere Hospital
[REDACTED] e: frances.cullinane@waitematadhb.govt.nz
www.waitematadhb.govt.nz



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From: [REDACTED] (Dental)
Sent: Wednesday, 12 September 2018 4:10 p.m.
To: Frances Cullinane (WDHB); [REDACTED] (Dental)
Cc: [REDACTED] (WDHB); [REDACTED] (Dental); [REDACTED] (Dental)
Subject: RE: Memo to staff re letters and FTA changes in Titanium

Hi Frances

[REDACTED]

Kind regards

[REDACTED]

From: Frances Cullinane (WDHB)
Sent: Wednesday, 12 September 2018 3:55 p.m.
To: [REDACTED] (Dental)
Cc: [REDACTED] (WDHB); [REDACTED] (Dental); [REDACTED] (Dental)
Subject: RE: Memo to staff re letters and FTA changes in Titanium

Thank you [REDACTED]

[REDACTED]

Kind regards,

Frances Cullinane | Service Delivery Manager
Auckland Regional Dental Service | Waitemata DHB
Level 2, Snelgar Building, Waitakere Hospital
[REDACTED] e: frances.cullinane@waitematadhb.govt.nz
www.waitematadhb.govt.nz



From: [REDACTED] (Dental)
Sent: Wednesday, 12 September 2018 3:44 p.m.
To: Frances Cullinane (WDHB)
Cc: [REDACTED] (WDHB); [REDACTED] (Dental); [REDACTED] (Dental)
Subject: RE: Memo to staff re letters and FTA changes in Titanium

[REDACTED]

Kind regards

[REDACTED]

*Dental Therapist
Sylvia Park Community Dental Clinic
23 Longford Street
Mt Wellington
1060*

[REDACTED]

From: Frances Cullinane (WDHB)
Sent: Wednesday, 12 September 2018 3:31 p.m.
To: [REDACTED] (Dental); [REDACTED] (Dental); [REDACTED] (Dental); [REDACTED] (Dental)
Subject: RE: Memo to staff re letters and FTA changes in Titanium

Hi [REDACTED]

[REDACTED]

[REDACTED]

Kind regards,

Frances Cullinane | Service Delivery Manager
Auckland Regional Dental Service | Waitemata DHB
Level 2, Snelgar Building, Waitakere Hospital
[REDACTED] e: frances.cullinane@waitematadhb.govt.nz



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From: Frances Cullinane (WDHB)
Sent: Wednesday, 12 September 2018 2:48 p.m.
To: [REDACTED] (Dental); [REDACTED] (Dental); [REDACTED] (Dental); [REDACTED] (Dental)
Subject: RE: Memo to staff re letters and FTA changes in Titanium

Thank you for highlighting [REDACTED]

[REDACTED]

Kind regards,

Frances Cullinane | Service Delivery Manager
Auckland Regional Dental Service | Waitemata DHB
Level 2, Snelgar Building, Waitakere Hospital
m: 021 715 637 e: frances.cullinane@waitematadhb.govt.nz
www.waitematadhb.govt.nz



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From: [REDACTED] (Dental)
Sent: Wednesday, 12 September 2018 2:44 p.m.
To: [REDACTED] (Dental); [REDACTED] (Dental); [REDACTED] (Dental); Frances Cullinane (WDHB)
Subject: RE: Memo to staff re letters and FTA changes in Titanium

For feedback/queries/concerns, please contact your Clinical Team Leaders or email
Frances.Cullinane@waitematadhb.govt.nz.

Nāku noa

[REDACTED]
ARDS Management Team Administrative Support
Ph: [REDACTED]

From: [REDACTED] (Dental)
Sent: Wednesday, 12 September 2018 2:35 p.m.
To: [REDACTED] (Dental); [REDACTED] (Dental); [REDACTED] (Dental)
Subject: FW: Memo to staff re letters and FTA changes in Titanium

[REDACTED]

Kind regards



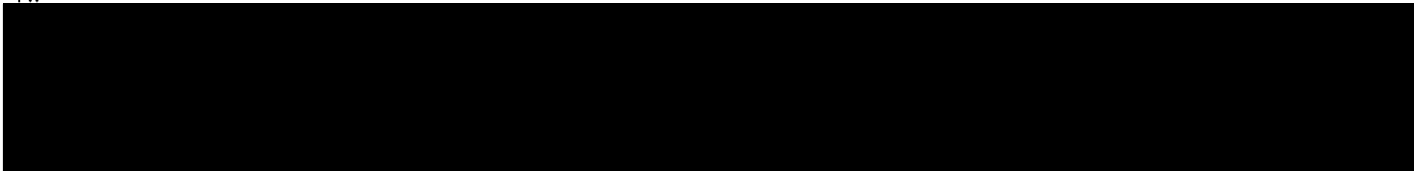
*Dental Therapist
Sylvia Park Community Dental Clinic
23 Longford Street
Mt Wellington*

1060

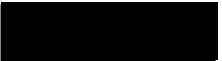


From: [Redacted] (Dental)
Sent: Wednesday, 12 September 2018 2:33 p.m.
To: [Redacted] (Dental); [Redacted] (Dental); [Redacted] (Dental)
Subject: RE: Memo to staff re letters and FTA changes in Titanium

Hi



Kind regards

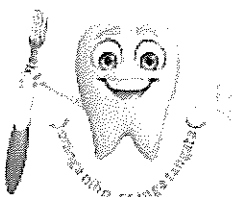
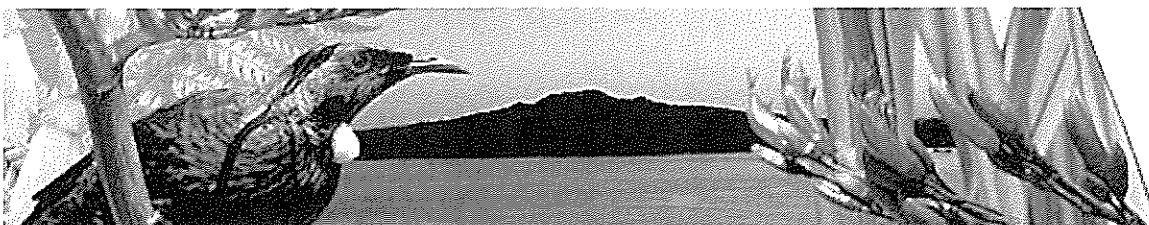


*Dental Therapist
Sylvia Park Community Dental Clinic
23 Longford Street
Mt Wellington*

1060



From: [Redacted] (Dental)
Sent: Wednesday, 12 September 2018 2:24 p.m.
To: # ARDS Regional
Subject: Memo to staff re letters and FTA changes in Titanium



MEMORANDUM



DATE: 12-09-18

TO: all ARDS Staff

SUBJECT: letters and FTA changes in Titanium

Hello,

As part of ARDS' commitment to continually improve our service for our patients, the following has been reviewed:

1. The Appointment Letter has been revised and updated in Titanium
2. The Final Letter has been replaced with a Contact Letter in Titanium. The Final Letter is no longer to be used
3. The term 'FTA' (Failed To Attend) will soon be changed to 'DNA' (Did Not Attend) in Titanium and on all reports

It is important that our letters and language align with the organisational values and are consistent with the rest of Waitemata DHB's communications.

For feedback/queries/concerns, please contact your Clinical Team Leaders or email Frances.Cullinane@waitematadhb.govt.nz.

Regards

Frances Cullinane | Service Delivery Manager
Auckland Regional Dental Service | Waitemata DHB
Level 2, Snelgar Building, Waitakere Hospital
e: frances.cullinane@waitematadhb.govt.nz
www.waitematadhb.govt.nz



Waitemata
District Health Board

Best Care for Everyone

Denise Poole (WDHB)

From: [REDACTED] (Dental)
Sent: Wednesday, 19 September 2018 16:08
To: Frances Cullinane (WDHB)
Subject: RE: re new Contact letter.

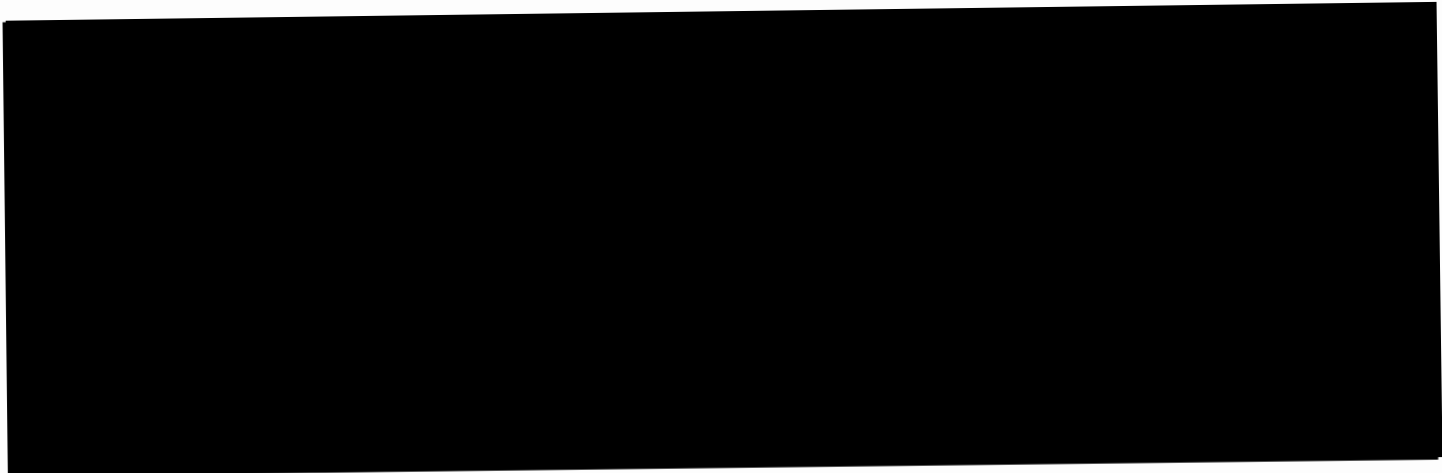
Thank you I appreciate you reply and I do understand that language has to be understood by all people, at the same time I feel that this letter is much friendly and has a positive reaction to DNA's as that last letter only advised Final Letter. Parents often commented that they got the FINAL letter, they were not always happy about that. It can only get better and more effective.

Regards [REDACTED]

From: Frances Cullinane (WDHB)
Sent: Wednesday, 19 September 2018 3:21 p.m.
To: [REDACTED] (Dental)
Subject: RE: re new Contact letter.

Hi [REDACTED]

Thank you for the feedback.



Kind regards,

Frances Cullinane | Service Delivery Manager
Auckland Regional Dental Service | Waitemata DHB
Level 2, Snelgar Building, Waitakere Hospital
[REDACTED] e: frances.cullinane@waitematadhb.govt.nz
www.waitematadhb.govt.nz



Waitemata
District Health Board

Best Care for Everyone



From: [REDACTED] (Dental)
Sent: Wednesday, 19 September 2018 2:50 p.m.
To: Frances Cullinane (WDHB)
Subject: RE: re new Contact letter.

Hi Frances,

[REDACTED]

Regards [REDACTED]

From: Frances Cullinane (WDHB)
Sent: Wednesday, 12 September 2018 4:09 p.m.
To: [REDACTED] (Dental)
Subject: RE: re new Contact letter.

[REDACTED]

From: [REDACTED] (Dental)
Sent: Wednesday, 12 September 2018 4:08 p.m.
To: Frances Cullinane (WDHB)
Subject: RE: re new Contact letter.

[REDACTED]

From: Frances Cullinane (WDHB)
Sent: Wednesday, 12 September 2018 3:59 p.m.
To: [REDACTED] (Dental)
Subject: RE: re new Contact letter.

Hi [REDACTED]

[REDACTED]

For the moment, please use the new Appointment Letter as you would the previous Appointment Letter, and please use the Contact Letter as you would the previous Final Letter.

We are doing a pilot to look at new ways to book and schedule, and once the pilot is evaluated we hope to roll out some new business rules for the service. In doing so, we aim to reduce our DNAs and reduce the time it takes our staff to contact parents/caregivers. We'll keep you updated!

Thank you,
Kind regards,

Frances Cullinane | Service Delivery Manager
Auckland Regional Dental Service | Waitemata DHB
Level 2, Snelgar Building, Waitakere Hospital
e: frances.cullinane@waitematadhb.govt.nz
www.waitematadhb.govt.nz



From: [REDACTED] (Dental)
Sent: Wednesday, 12 September 2018 3:47 p.m.
To: Frances Cullinane (WDHB)
Subject: re new Contact letter.

Hi Frances,
I am assuming the business case stays the same for missed and cancelled appointments.
Regards [REDACTED]

Denise Poole (WDHB)

From: [REDACTED] (Dental)
Sent: Wednesday, 19 September 2018 10:43
To: Frances Cullinane (WDHB)
Subject: RE: contact letter

Sure thing, that's fine

Kind Regards

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[REDACTED] | **Dental Assistant | S2 Team**
Auckland Regional Dental Service | Waitemata DHB
Manurewa Intermediate Child & Adolescent Dental Clinic
76B Russell Rd - Manurewa 2102
p: [REDACTED] p: 0800 TALK TEETH (0800 825 583)
www.waitematadhb.govt.nz | www.ards.co.nz



Waitemata
District Health Board

Best Care for Everyone

From: Frances Cullinane (WDHB)
Sent: Friday, 14 September 2018 4:35 p.m.
To: [REDACTED] (Dental)
Cc: [REDACTED] (Dental); [REDACTED] (WDHB)
Subject: RE: contact letter

Hi [REDACTED]

I really appreciate you taking the time to give feedback.

[REDACTED]

I have included information about how the letter was devised below (in red), in response to your comments.

Kind regards,

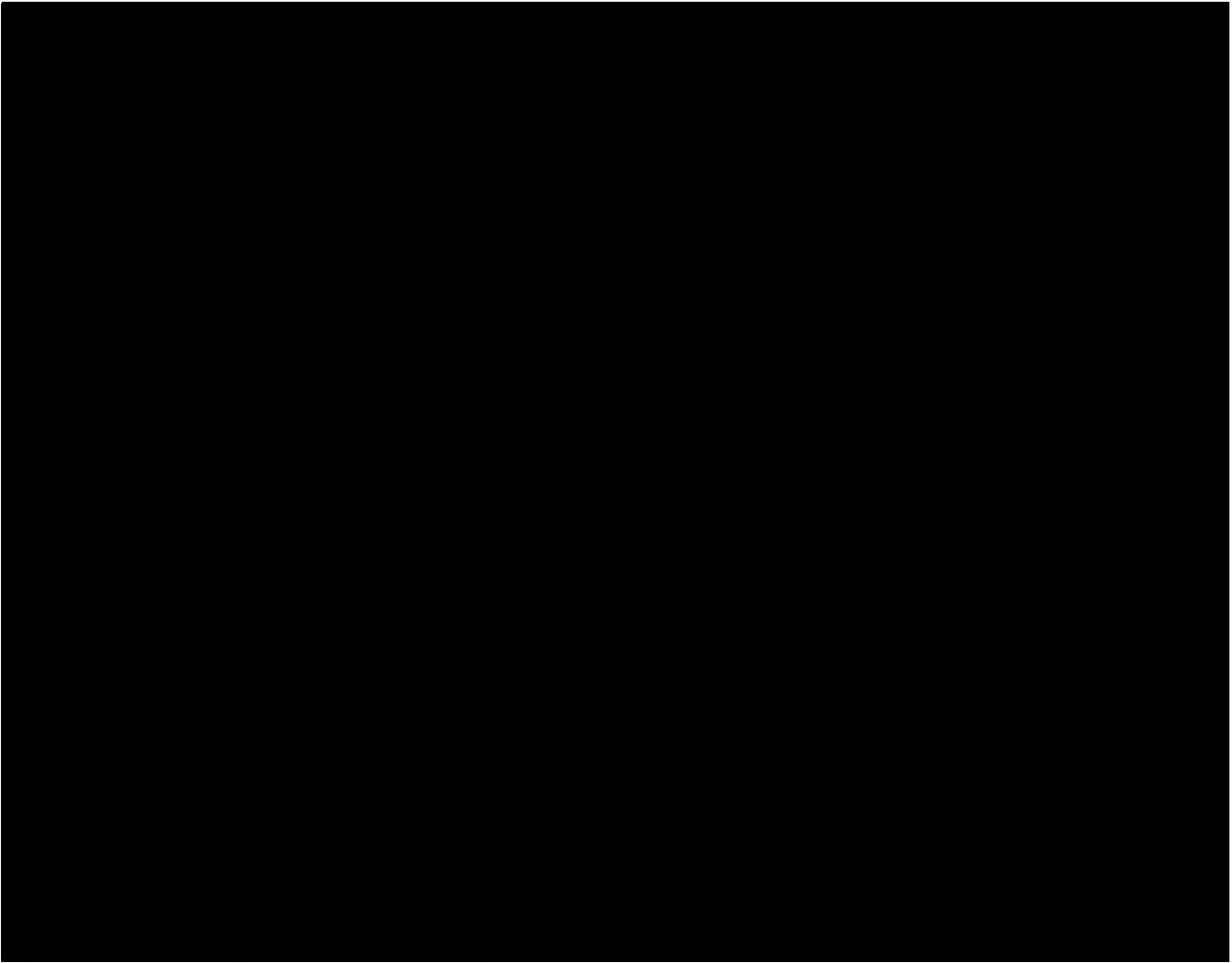
Frances Cullinane | Service Delivery Manager
Auckland Regional Dental Service | Waitemata DHB
Level 2, Snelgar Building, Waitakere Hospital
[REDACTED] e: frances.cullinane@waitematadhb.govt.nz
www.waitematadhb.govt.nz



From: [REDACTED] (Dental)
Sent: Friday, 14 September 2018 3:51 p.m.
To: Frances Cullinane (WDHB)
Cc: [REDACTED] (Dental)
Subject: contact letter

Hello there,

Just a bit of feedback regarding the letter.



Its great we are incorporating our values into this letter, but we also need to be clear so parents know what has happened in regards to missed appointments.
The current letter does not show that, whereas the final letter was clear cut straight to the point and worked well, as this is when parents would call up or come into the clinic to make appointments, or complete forms that haven't made it home or else children would be missed that year.
We needed to remove the Final Letter as it did not align to the organisational values. It would likely have prevented some families from engaging with us in the future [REDACTED] it is unfair to tell a parents their child has 'failed' two appointments, etc). I believe this letter got a response from some families due to its somewhat threatening tone. And there are many families who did not respond to it therefore it was not effective for them. I believe there is a way to get families to respond to such a letter, but it

needs to be written in a less-harsh manner. I am hoping this version is a step in that direction, and we can continually improve it with feedback such as yours.

The simpler the letter the better, chances are parents would read it.

I definitely agree with you here! And I'm sorry to hear you do not feel this letter is any simpler than the Final Letter. I will share your feedback with my colleagues, if that is OK with you, to see if they agree with your suggested changes.

Thanks

Kind Regards

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██████████ | *Dental Assistant | S2 Team*
Auckland Regional Dental Service | Waitemata DHB
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