

# Position Description

Vacancy ID: 4854

<b>Position:</b>	<b>Interventional Cardiologist</b>
<b>Reports to:</b>	<p>Operations Executive, Acute &amp; Elective Specialist Services            Service Manager, Medical Subspecialties &amp; Ambulatory Care Services            Clinical Executive, Acute &amp; Elective Specialist Services through Medical Head, Cardiology Service</p>
<b>Role Relationships:</b>	<p><u>Internal</u>            Primary Care Teams            Consultants and Resident Medical Officers            Cardiology Technicians            Other health professionals and hospital staff</p> <p><u>External</u>            Patients and relatives</p>
<b>FTE:</b>	1.0
<b>Level of Authority</b>	The position is at the level of Senor Medical Officer as defined in the “New Zealand District Health Boards’ Senior Medical and Dental Officers’ Collective Agreement”
<b>Nature of Appointment:</b>	Permanent, Full time

## Future Direction:

MidCentral District Health Board (MDHB) is embarking upon a transformational change programme to firmly establish itself as a high performing health system that meets the current and future demands of its communities, that provides improved patient experiences for service users, and that achieves improved patient and community health and wellbeing.

MDHB will build on its significant achievements to date, in particular its investment in developing primary and community care services and relationships. It will work to further reduce service duplication and fragmentation, to move care into and closer to people’s homes, and to achieve an integrated and community focused high performing health system.

MDHB will continue to transform its specialist and hospital services, improving patient experience, decreasing length of stay, improving productivity in theatres, and managing demand. Quality improvement, patient and consumer engagement, evidence based decision making, integration with primary and community services and clinical leadership will be key areas of focus.

<i>Compassionate Ka whai aroha</i>	<i>Respectful Ka whai ngākau</i>	<i>Courageous Ka mātātoa</i>	<i>Accountable Ka noho haepapa</i>
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MDHB will increasingly look to work with intersectoral partners to improve the health and wellbeing of its community, with particular reference to vulnerable and high needs population groups.

To achieve this transformational change, MDHB needs to support clinicians and provider agencies to develop new ways of working together. This will require MDHB to develop new relationships, new systems and new capabilities. This will be achieved while continuing to meet the expectations of external stakeholders such as the Minister and Ministry with regards to priorities and performance.

## Role Purpose

### PRIMARY OBJECTIVES:

To provide a high standard of clinical practice and clinical expertise and effective general medical and cardiology services to the community and region served by the Organisation.

To provide advice to Service Manager, Medical Subspecialties & Ambulatory Care Services, on Cardiology management matters and professional standards of practice.

To provide supervision and instruction for Resident Medical Officers rostered to the Cardiology service.

At all times the employee is required to undertake their clinical responsibilities and to conduct themselves in all matters relating to their employment, in accordance with best practice and relevant ethical and professional standards and guidelines as determined from time to time by:

- the New Zealand Medical Association’s code of ethics;
- the practitioner’s relevant medical college/s and/or professional associations/s;
- the Medical Council of New Zealand;
- the Health and Disability Commissioner; and

the employer’s policies and procedures except to the extent that they may be inconsistent with any other provision of this Agreement.

## Responsibilities

Areas of Responsibility/Key Tasks		Measures of Performance
<ul style="list-style-type: none"> <li>• <b>Clinical</b></li> </ul>		
1.1	Delivery of clinical care to patients requiring Cardiology services and assisting with delivery of clinical care to patients requiring general medical services.	<ul style="list-style-type: none"> <li>• Maintains a high standard of professional care in accordance with the NZMA Code of Ethics, statutory and regulatory requirements and Organisation policies, and any subsequent amendments thereto.</li> <li>• Takes professional care of and undertakes delegated clinical responsibilities for cardiology patients.</li> <li>• Cardiac catheterisation</li> </ul>

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Ka whai aroha

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Areas of Responsibility/Key Tasks		Measures of Performance
		<ul style="list-style-type: none"> <li>• PCI</li> <li>• Exercise ECG</li> <li>• Permanent pacemakers</li> <li>• Echocardiograms including TOE</li> <li>• Holter monitoring</li> <li>• Wanganui Outpatient Clinics (as negotiated)</li> <li>• Community Cardiology Clinics within MidCentral DHB as negotiated.</li> <li>• Conducts outpatient clinics and ward rounds and other duties in accordance with the schedule attached, using the allocated time efficiently and effectively towards achieving the goals of the annual business plan.</li> <li>• Consults the Service Manager of waiting lists in accordance with the patients' clinical requirements and within waiting time limits agreed as acceptable by the Operations Executive and the Transitional Health Authority.</li> <li>• When necessary, assists in the management of patients with acute cardiac emergency.</li> <li>• Sees and advises promptly on patients referred for a cardiology opinion.</li> </ul>
1.2	Delivery of clinical care to patients requiring cardiology services at community based locations throughout the DHB	<ul style="list-style-type: none"> <li>• Conducts outpatient cardiac clinics at a PHO based facility</li> <li>• Works alongside general practitioners and specialist nurses in the management of cardiac patients within the primary health environment.</li> <li>• Case reviews and assists GPs in the management of patients presenting with signs and symptoms of cardiac disease.</li> </ul>
1.3	Assisting with the provision of acute specialist care for general medicine (as negotiated)	<ul style="list-style-type: none"> <li>• Participates in the on-call roster for cardiology.</li> <li>• Shares on-call duty periods, providing 24 hour cover for the acute general medical service (as negotiated).</li> <li>• When "on-call" is available to respond within 5 minutes to requests for telephone advice, and to attend to patients requiring care within 20-30 minutes.</li> </ul>
1.4	Patient information and informed consent	<ul style="list-style-type: none"> <li>• Gives patients a full explanation of all procedures and treatments.</li> <li>• Obtains informed consent for all patients in accordance with the Organisation's policy for undertaking any operation, test or procedure.</li> </ul>

Areas of Responsibility/Key Tasks		Measures of Performance
1.5	Health Promotion and Disease Prevention	<ul style="list-style-type: none"> <li>Advises patients about the advantages of healthy lifestyles and specific measures that may prevent recurrences of ill health.</li> <li>Participates in health promotion awareness campaigns relevant to his speciality and the goals of MidCentral District Health Board</li> </ul>
1.6	Staff and patient relations	<ul style="list-style-type: none"> <li>Maintains effective interpersonal relationships with multidisciplinary staff, patients and relatives/whanau.</li> <li>Handles problems and complaints sensitively.</li> </ul>
<b>Teaching</b>		
2.1	In-service education of Resident Medical Officers.	<ul style="list-style-type: none"> <li>Provides clinical supervision and teaching for House Surgeons and Cardiology Registrars.</li> </ul>
2.2	Formal teaching activities for other health professionals.	<ul style="list-style-type: none"> <li>Provides teaching or educational presentations for nurses, resource nurse and other health professionals or groups with a Cardiological interest.</li> </ul>
<b>Management/Administration</b>		
3.1	Management within the Cardiology Service	<ul style="list-style-type: none"> <li>Utilises staff, technological, pharmaceutical and other publicly funded resources prudently and efficiently for cost effective patient care.</li> <li>Participates in monitoring resource allocation and decision making within the service.</li> <li>Provides reports and information as required by Operations Director.</li> <li>Participates in the development and updating of clinical management guidelines, including integrated clinical pathways.</li> </ul>
3.2	Management of Resident Medical Officers	<ul style="list-style-type: none"> <li>Assists with the supervision of, and provision of feedback on performance to, resident medical officers within the Cardiology / Internal Medical Service.</li> </ul>
3.3	Maintenance of adequate records and reports to referring doctors	<ul style="list-style-type: none"> <li>Comprehensive, accurate and up-to-date medical records are maintained for all patients under the Medical Officer care.</li> <li>Medical reports and discharge letters on inpatients as well as outpatient letters on patients seen by the Medical Officer are completed and dispatched in a timely manner.</li> </ul>
<b>Personal Education and Research</b>		
4.1	Knowledge and practice updated and maintained	<ul style="list-style-type: none"> <li>Demonstrates evidence of continuing self-education through, for example, attendance at relevant courses/ seminars/conferences; reading relevant literature.</li> </ul>

Areas of Responsibility/Key Tasks		Measures of Performance
		<ul style="list-style-type: none"> <li>Utilises appropriately annual entitlement of Continuing Medical Education Leave.</li> <li>Attends and actively participates in local post-graduate medical education activities.</li> <li>Participates in RACP MOPS programme or equivalent.</li> </ul>
4.2	Research activities relevant to Cardiology	<ul style="list-style-type: none"> <li>Projects are approved by the Organisation's Ethics Committee, ethical guidelines are followed and research is published.</li> <li>Carries out reviews of drugs, equipment and methods of clinical management as time permits.</li> </ul>
<b>Quality Assurance/Peer Review</b>		
5.1	Participates in quality assurance programmes	<ul style="list-style-type: none"> <li>Attends and participates in regular departmental audit/peer review activities, including morbidity/ mortality reports.</li> <li>Quality of written records meets specified standards.</li> <li>Patient satisfaction is positive.</li> <li>Peer review is favourable.</li> <li>Meets with colleagues to discuss and record performance issues and professional/personal development, at least annually</li> </ul>
<b>Organisational - Wide Projects</b>		
6.1	Participates in and contributes to organisational-wide projects and initiatives	<ul style="list-style-type: none"> <li>Contributes to organisation-wide projects and initiatives as required</li> <li>Attends and participates in meetings as required</li> </ul>
<b>Health and Safety</b>		
7.1	Apply Health and Safety knowledge and skills to all work practices to ensure compliance with the Health and Safety at Work Act 2015 and any subsequent amendments or replacement legislation	<ul style="list-style-type: none"> <li>Is familiar with all policies and procedures as they affect the work environment.</li> <li>Ensure that safe working procedures are practised and no person is endangered through action or inaction.</li> <li>Is aware of and can identify hazards and take action accordingly, including preventing or minimising the adverse affects of hazards.</li> <li>Is able to apply MidCentral District Health Board's emergency procedures, including use of safety equipment and materials.</li> <li>Ensure that all incidents including near misses are reported within the required timeframe using the District Health Board's incident reporting system.</li> <li>Actively participate in the District Health Board's health and safety programmes, through input into meetings and feedback</li> </ul>



Areas of Responsibility/Key Tasks		Measures of Performance
		through committee structures.
<b>Risk Management</b>		
8.1	Aware of and manages risk appropriately	<ul style="list-style-type: none"> <li>Minimises organisational risk through compliance with statutory and regulatory requirements and maintenance of own competence/safe practice.</li> <li>Is familiar with and complies with MidCentral DHB policies, procedures and protocols.</li> <li>Reports critical incidents and potentially compensatable events.</li> </ul>
<b>Treaty of Waitangi</b>		
9.1	Has Treaty of Waitangi knowledge and application	<ul style="list-style-type: none"> <li>Has knowledge and understanding of the Treaty of Waitangi and its application in Health in terms of the articles and principles.</li> <li>Attends the MDHB Treaty of Waitangi education.</li> <li>Complies with MidCentral DHB's Treaty of Waitangi Policy.</li> </ul>

## Work Schedule

This work schedule specifies the expected weekly requirements subject to the exigencies of the service. Any significant amendment will require the agreement of both parties to this agreement.

The total hours are average hours only, and specific times rostered below will need to be varied from time to time to adequately staff the service, eg to cover leave, sickness and continuing medical education.

The duties and responsibilities as a Cardiologist employed by MidCentral District Health Board include participating with colleagues on the Roster for Cardiologist at Palmerston North Hospital.

### 1. WEEKLY TIMETABLE

The final make up of these duties will be discussed between yourself and the Clinical Executive.

This work schedule specifies the expected weekly requirements subject to the exigencies of the service. Any significant amendment will require the agreement of both parties to this contract.

The total hours are average hours only, and specific times will need to be agreed and may be varied from time to time to adequately staff the service, eg to cover leave, sickness and conferences.

Number of Hours	Activity
8	Cardiologist
12	Made up of:
8	Inpatient
4	Outpatient Clinic
8	Diagnostics
4	Reporting
8	Supporting Activities (teaching, audit, service improvement, CME, clinical meetings, peer review)
Total 40	
	Oncall
40 ord plus 4 hours call back and 6% availability	Total 40 hours

### ROSTERED HOURS OF WORK

Rostered hours per week shall be made up of call for Cardiology only.

These shall normally be shared with 3 other Cardiologists and are approximate number of hours per week will be determined when the call roster is introduced.

## Interventional Cardiologist Person Specification

Competencies are the skills, knowledge and attributes required to be fully competent in this position.

There will be a programme available for appointees to meet competencies where a need for continued development is identified.

For the purposes of selection essential competencies have been identified, and decisions will be made based on the ability of applicants to meet these:

- Registered as a Medical Practitioner with the Medical Council of New Zealand or eligible for registration with the Medical Council to enable practice within the Organisation's area
- Holds a higher qualification appropriate to the speciality, which is recognised by the Medical Council of New Zealand for Vocational Registration in Internal Medicine/Cardiology
- Has been qualified at least seven years and has had at least five years' experience in the speciality of cardiology
- Meets the statutory and organisational requirements for working with children, as per the Vulnerable Children Act 2014 and MidCentral District Health Board policy, including a satisfactory police check and other safety checking processes.
- Commitment to auditing standards of practice
- Proven knowledge of modern skills and techniques within Cardiology.
- Has demonstrated a high standard of clinical care, management and time management skills
- Is committed to continually updating skills and treatment methods
- Has demonstrated teaching skills in respect of junior medical staff, other staff, patients and their families
- Awareness of and sensitivity to cultural differences
- Ability to work effectively within a multidisciplinary team
- Ability to work effectively within a service and organisation committed to continuous quality improvement and to achieving accreditation



## Physical Attributes

Under the Human Rights Act 1993 discrimination based on disability is unlawful. MDHB will make all reasonable efforts to provide a safe and healthy work place for all, including persons with disability.

Every effort has been made to outline requirements clearly. If a potential applicant has uncertainties about their ability to fulfil these physical requirements, enquiry should be made whether it would be possible to accommodate a particular issue by obtaining advice from Occupational Health & Safety / Infection Control Team.

- Ability to move about and undertake necessary duties throughout Palmerston North Hospital including ability to work rostered on call duties over 24 hour period.
- Ability to sit and ability to stand, walk, stretch, twist and bend.
- Manual dexterity sufficient to drive, undertake necessary patient examinations, operate necessary equipment, undertake necessary procedures such as pacemaker insertion, TOES, echocardiography, ECGs and angiography procedures and contribute to /lead emergency management.
- Visual ability sufficient to drive, read and observe sufficiently to examine patients, operate necessary equipment, undertake necessary procedures such as pacemaker insertion, cardiac catheterisation, TOES and angiography procedures enabling accurate performance of essential job duties
- Hearing and speech, sufficient to effectively use stethoscope, communicate with patients / caregivers / co-workers and accurately undertake necessary examination procedures, monitor equipment and patient status.
- A high degree of mental concentration is required.
- Ability to wear gloves and at times, facemasks for infection prevention and control purposes and have infrequent contact with latex rubber.
- Skin should not be fissured scaly, cracked on hands, forearms, face or neck.
- Skin condition should allow frequent contact with water, soap/antiseptic soap and alcohol based hand products acceptable for infection control purposes.
- Absence of a health condition which could increase appointee's susceptibility if exposed to infections more frequently than in daily living.
- Work may present a hazard to immuno-compromised persons.
- Freedom from colonisation or infection with MRSA.
- The appointee's health condition should not result in undue hazard to the worker, client or others as a result of exposure to blood, body fluids / waste or infectious disease. (Note MidCentral DHB/s Policy for Work Restriction of Staff with Infectious Conditions especially skin Lesions section. Compliance with "Medical Council of NZ Guidelines on Transmissible Major Vital Infections".
- Must be able to function under rapidly changing and demanding conditions.

## Conditions of Appointment

### EMPLOYMENT AGREEMENT

The Collective Agreement which covers the work of this position is the New Zealand District Health Boards Senior Medical and Dental Officers Collective Agreement (Collective Agreement) which applies to employees appointed to roles that are covered by the Collective Agreement and who are members of the Association of Salaried Medical Specialists (ASMS).

### NATURE AND TENURE OF APPOINTMENT

The appointment will be subject to the conditions contained in this schedule, MidCentral District Health Board's policies and appropriate legislation.

The appointment is permanent but may be terminated by three months notice in writing by either party. In the event of the appointee being found to have breached the organisation's code of conduct or other policies, the appointment may be terminated without notice.

### SALARY

The commencing salary for this appointment will be within the salary scale, as specified in the Collective Agreement that applies at the time the position is taken up, with movement through the salary steps being by annual increment, subject to agreed performance criteria and as per the Collective Agreement.

Part-time (less than 40 hours) salary is pro-rata the full-time rate in the Collective Agreement.

The position's "job size" is the average weekly number of hours the appointee is required to undertake:

- Routine duties and responsibilities, including scheduled activities such as outpatient clinics, theatre lists and departmental meetings;
- Non-clinical duties and responsibilities;
- Duties at locations other than the usual workplace; and
- Rostered after hours' on-call duties, including telephone consultations and other relevant discussions.

Details of the work schedule and hours required will be detailed in the appointee's offer of employment and remuneration schedule, including payment of an availability allowance if the position includes on-call.

All salary payments will be made by direct credit to a nominated bank account in the appointee's name (or jointly including the appointee's name).

### INSURANCE

The appointee must take out and maintain in force professional indemnity protection (e.g. through Medical Protection Society) in respect of alleged professional negligence or unskilful treatment of patients and it is recommended that advantage be taken of the unlimited indemnity which is available. The cost of this will be reimbursed by MidCentral District Health Board, subject to it not having been reimbursed by a previous employer.

### HOURS OF WORK

Hours of work will be 40 per week.

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*Respectful*  
*Ka whai ngākau*

*Courageous*  
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## **ANNUAL LEAVE**

The annual leave entitlement is 30 working days per annum (pro-rata for part-time employees), in addition to 11 Public Holidays as per the Holidays Act 2003.

## **SICK LEAVE**

Sick leave will be granted as and when such circumstances arise. If sickness exceeds three months, MidCentral District Health Board may seek a medical review in respect of the employee's ability to return to work. The Organisation offers an Employee Assistance Programme for employees whose work performance is being adversely affected by personal problems. Such assistance is provided on a strictly confidential basis and receiving such assistance is in no way detrimental to an employee's career.

## **CONTINUING MEDICAL EDUCATION**

The appointee will be entitled to the Continuing Medical Education leave provisions as set out in the Collective Agreement applicable at the time of employment. In addition, the appointee may claim reimbursement of professional development costs as per the Collective Agreement. Provisions for accumulation of both leave and reimbursement allocations are set out in the Collective Agreement.

This provision does not apply to an appointment of six months or less duration.

## **HEALTH DECLARATION**

Applicants are required to complete a Health Declaration Form and return this with their application. This and the other forms noted below are supplied.

## **DECLARATION OF CRIMINAL CONVICTIONS**

Applicants are required to complete a Declaration of Criminal Conduct and Other Information Convictions & Charges Pending Form and return this with their application.

## **DECLARATION OF MEDICAL LICENCE, LOSS OR SURRENDER**

Applicants are required to complete a Declaration of Any Loss or Surrender of Medical Licence to Practise or Hospital Suspensions Form and return this with their application.

## **RELEASE OF LIABILITY**

Applicants are required to complete a Release of Liability Form and return this with their application.

If the appointment is full-time the employee shall not engage in any other business or occupation without the prior consent of the Organisation. If an appointee is engaged in other business or occupation when taking up a full-time appointment with MidCentral District Health Board, and wishes to continue to participate in this other business or occupation, this must be disclosed to the hiring manager prior to accepting the appointment.

## **POLICE CLEARANCE/ CHECK(S)**

This appointment is subject to a Police Clearance which requires the applicant to complete a New Zealand Police Vetting Service Request and Consent Form. Additionally, overseas police checks may need to be applied for by the appointee if they have lived in any country other than New Zealand for 12 months or more within the last 10 years.

Shortlisted applicants will be advised of the requirement to undergo a New Zealand Police Clearance, and provide overseas police clearance/s, as required.

MidCentral District Health Board reserves the right to withdraw any offer to the appointee, or if the appointee has commenced work, terminate employment, if any adverse information arises out of the police check/s.

### **VULNERABLE CHILDREN ACT 2014**

Due to the this role having contact with children and MidCentral District Health Board's commitment to child protection, shortlisted applicants will be subject to 'safety checks' in accordance with the Vulnerable Children Act 2014 before any offer of employment is made. These checks are required periodically for existing employees in accordance with the relevant legislation.

### **CONFIDENTIALITY**

All employees are responsible for the security of confidential and sensitive information which is held by MidCentral District Health Board. All employees have a responsibility to comply with the requirements of the Privacy Act 1993 and the Health Information Privacy Code 1994 and any subsequent amendments.

It is a condition of employment for all employees that confidential or sensitive information is only accessed, used or disclosed as necessary to meet their employment or contractual obligations and in accordance with the relevant legislation, their professional obligations, and any other obligations imposed by law. Note: This does not preclude the sharing of clinical information among health professionals involved in the care or treatment of the individual on a "need to know" or consultancy basis.

Confidential information concerning a patient or client who is receiving or has received services provided by MidCentral District Health Board may not be accessed by employees not involved in the care or treatment of the patient or client, and also may not be disclosed to unauthorised persons, except for those specific cases defined in relevant legislation and as per MidCentral District Health Board's Confidentiality Policy.

### **TREATY OF WAITANGI**

MidCentral District Health Board is committed to its obligations under the Treaty of Waitangi. The appointee will be expected to incorporate the principles of the Treaty of Waitangi in their working practices.

### **EQUAL EMPLOYMENT OPPORTUNITIES**

MDHB is committed to the principles of Equal Employment Opportunities and all recruitment activities are conducted in accordance with these principles.

### **SMOKE FREE ENVIRONMENT**

MidCentral District Health Board provides smoke-free workplaces that protect the health and comfort of employees, patients/ clients, contractors, volunteers and visitors. All buildings, grounds and vehicles owned, occupied or leased by MidCentral District Health Board are smoke-free. Employees are expected to promote smoke-free lifestyles and act as role models when working with patients/ clients and in the community.

### **CODE OF CONDUCT**

MidCentral District Health Board has a Code of Conduct that sets out the standards of performance and conduct required of employees. Employees of MidCentral District Health Board are also required to act

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with a spirit of service to the community and meet high standards of integrity and conduct as set out in Standards of Integrity and Conduct - a code of conduct issued by the State Services Commissioner.

### **‘SHARED APPROACH TO WORK PRINCIPLES’**

*Developing a shared approach to working together*

It is important that MidCentral District Health Board has a healthy and safe working environment in which all employees feel their contribution is valued and appreciated. The actions and behaviours below are intended to provide a guide and assist us all to develop and maintain this environment.

To be happy and proud in our work we will:

- Care for and support each other to have a safe work environment;
- Treat each other with trust and respect, recognising cultural and other differences;
- Communicate openly, honestly and act with integrity;
- Enable professional and organisational standards to be met;
- Support each other to achieve, and acknowledge contributions and successes.

MidCentral District Health Board does not tolerate bullying, harassment, or inappropriate behaviour in the workplace environment.

### **APPLICATIONS**

Applicants are required to complete an official form of application, providing names and addresses of three confidential referees\* – one being the current or most recent employer or educator, and attaching a CV and cover letter. Copies of recent testimonials or any other information considered pertinent to the position may also be included.

You can choose to submit your application via our online process or in writing.

To apply online, please visit the “Vacancies” page under “Working at MDHB” on our website: [www.midcentralthb.govt.nz/WorkingMDHB/Vacancies](http://www.midcentralthb.govt.nz/WorkingMDHB/Vacancies)

Alternatively, applications can be submitted to the Medical Recruitment Consultant, Human Resource Department, Palmerston North Hospital, Private Bag 11036, Palmerston North 4442, New Zealand.  
Fax: +64 6 350 8982 or email: [smo.vacancy@midcentralthb.govt.nz](mailto:smo.vacancy@midcentralthb.govt.nz)

*\*Referee reports obtained or provided are subject to Section 27 (1) (c) of the Official Information Act 1982 and Section 29 (1) (b) of the Privacy Act 1993 and shall not be released or their contents disclosed to the applicant or to any person not directly involved in MidCentral District Health Board’s appointment and review procedures.*

## MidCentral DHB's Values and Behaviours

All employees of MidCentral District Health Board will adopt the values and demonstrate the behaviours related to them of being Compassionate, Respectful, Courageous and Accountable - in the following ways:

### COMPASSIONATE - KIA WHAI AROHA

- Is responsive to the needs of people, whānau and the community.
- Strives to deliver beyond expectations and go the extra mile.
- Shows concern for others and offers proactive and timely assistance and support to others.
- Is empathetic and mindful of others and sensitive to their feelings.
- Creates an environment where others feel safe and supported, encouraging them to contribute and share their views and perspectives.

### RESPECTFUL – KIA MĀTĀTOA

- Shows politeness, admiration and honour to others and does not cause offence.
- Actively listens when someone is speaking and shows value for other peoples' perspectives.
- Genuinely engages and listens to others and considers their views while making decisions.
- Is inclusive of diverse perspectives and the cultural beliefs of others and actively seeks to improve own knowledge.
- Recognises team member strengths and development needs, and coaches them to maximise their potential.

### COURAGEOUS – KIA WHAI NGĀKAU

- Speaks up when things are not right.
- Is adventurous in search of feedback and is open to feedback.
- Puts organisational interests ahead of their own.
- Speaks up when they have to contribute or when other's behaviour is inconsistent with the DHB's values.
- Champions innovative ideas in the team, and on behalf of the team.
- Is willing to question accepted approaches and processes and open to challenge.

### ACCOUNTABLE – KIA NOHO HAEPAPA

- Acknowledges and assumes responsibility for their actions and does not blame others when things go wrong.
- Strives for excellence and delivers high quality care that focuses on the needs of the consumer and whānau.
- Is innovative and strives for quality and excellence.
- Following through on conversations – saying what you will do and doing what you say.
- Is able to intervene effectively when progress against budgets, plans or projects is off track.
- Is committed to rapid resolution of complaints, problems and issues.

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