

nationally. They focus on key processes and outcomes. The PQS apply to all services provided under the terms of this Contract.

C4.2 These PQS include:

- a) specifications which all providers must comply with, (Division One)
- b) specifications which providers delivering providing intervention services must comply with (Division Two)
- c) specifications which providers delivering public health services must comply with (Division Three)

C4.3 The type of services being provided by you is set out in Part F of this Agreement.

C4.4 The PQS may be supplemented in contracts by Service Specific Quality Specifications (SSQS) or by specific quality requirements in the Service Specification.

C5 Auditing and Reporting

C5.1 We may, at any time, audit your service against an H&DS Standard or against a PQS or SSQS by asking you to demonstrate compliance with it. This is part of the Provider Quality Improvement Strategy, which may include regular, random and risk based auditing of services. The PQS and SSQS are not, at present, subject to regular reporting unless required elsewhere in the Agreement or as part of any specified Quality Improvement initiative. You are, however, invited to raise with us at any time any concerns you have about your ability to meet these PQS so corrective processes can be put in place.

PROVIDER QUALITY SPECIFICATIONS

C6 PQS Apply to All Services

C6.1 You will operate all services covered in this Agreement according to these PQS. You will implement these requirements in a manner that is appropriate for your Organisation, taking into account:

- a) requirements of Government Māori Health Policy and Strategies,
- b) identified needs of consumers, carers and families,
- c) service goals and objectives,
- d) parameters of activities,
- e) management of risks,
- f) any good practice guidelines endorsed by us and by the Ministry of Health,
- g) professional standards and codes relevant to your service,
- h) the size of your organisation and the population served; and
- i) cultural values of the population served.

C7 Written Policy, Procedures, Programme, Protocol, Guideline, Information, System or Plan

C7.1 Where, to meet an H&DS Standard or a PQS or SSQS, you need to develop a written policy, procedure, programme, protocol, guideline, information system or plan (document), you will:

- a) develop the documents;

- b) demonstrate systems for reviewing and updating all these documents regularly and as required by current performance or risks;
- c) demonstrate implementation, through documentation supported as requested through interviews with your employees, assistants, volunteers, students and permitted subcontractors (staff), consumers, and Māori;
- d) demonstrate that staff are adequately informed of the content and the intent of these written documents; and
- e) provide us with a copy of any documents we request.

C8 All Staff Informed

C8.1 You will ensure that:

- a) these PQS are attached to each and every service specification contracted by us and delivered by you,
- b) employees and sub-contractors are aware of your and their responsibilities for these PQS and relevant Service Specifications as they relate to services provided

C9 Requirements for Māori

C9.1 These requirements (either described in this section or elsewhere in this Agreement) do not apply to Services provided solely for ethnic group other than Māori.

C9.2 Your services will meet the diverse needs of Māori, and apply any strategy for Māori Health issued by the Minister.

C10 Māori Participation

C10.1 Māori participation will be integrated at all levels of strategic and service planning, development and implementation within your organisation at governance, management and service delivery levels.

This will include:

- a) consultation with, and involvement of, Māori¹ in your strategic, operational and service processes,
- b) development of a monitoring strategy in partnership with Māori that reviews and evaluates whether Māori needs are being met by your organisation, including:
 - i. removal of barriers to accessing your services;
 - ii. facilitation of the involvement of whanau and others;
 - iii. integration of Māori values and beliefs, and cultural practices;
 - iv. availability of Māori staff to reflect the consumer population
 - v. existence, knowledge and use of referral protocols with Māori service providers in your locality.
- c) Education and training of staff in Māori values and beliefs and cultural practices, and in the requirements of any Māori Health Strategy,
- d) Support and development of a Māori workforce

¹ Reference to "Māori" includes the development of a relationship with local tangata whenua and if appropriate, regional tangata whenua, Māori staff, Māori providers, and Māori community organisations to achieve the required Māori input.

QUALITY MANAGEMENT

You are required to develop, document, implement and evaluate a transparent system for managing and improving the quality of services to achieve the best outcomes for consumers.

C11 Quality Plan

C11.1 You will have a written, implemented and at least annually reviewed Quality Plan designed to improve outcomes for consumers. This plan may be integrated into your business plan. It will describe how you manage the risks associated with the provision of services. The plan will outline a clear quality strategy and will identify the organisational arrangements to implement it. The plan will be of a size and scope appropriate to the size of your service, and will at least include:

- a) an explicit quality philosophy,
- b) clear quality objectives,
- c) commitment to meeting these and any other relevant Quality Specification and Standards, and guidelines for good practice as appropriate,
- d) quality improvement systems,
- e) written and implemented systems for monitoring and auditing compliance with your contractual requirements,
- f) designated organisational and staff responsibilities,
- g) processes for and evidence of consumer input into services and into development of the Quality Plan,
- h) processes for sound financial management,
- i) how you will address Māori issues including recognition of:
 - i. Māori participation with Strategic, Governance, Management and Service Delivery planning, implementation and review functions,
 - ii. Māori as a Government Health Gain priority area,
 - iii. The Pathways set out in any Māori Health Strategy issued by the Minister,
 - iv. Māori specific quality specifications,
 - v. Māori specific monitoring requirements,
 - vi. Māori service specific requirements.

C12 Auditing and Reporting

C12.1 As part of our provider quality improvement strategy, we may, at any time, audit your services against a PQS or SSQS by asking you to demonstrate compliance with it. The PQS and SSQS are not, at present, subject to regular reporting unless required elsewhere in this Agreement or as part of any specified quality improvement initiative. You may raise with us at any time any concerns you have about your ability to meet these PQS so corrective processes can be put in place.

C13 Employees Registration, Education and Training

C13.1 Employees will be, where relevant, registered with the appropriate statutory body, and will hold a current statutory certificate.

C13.2 Employees will have access to continuing education to support maintenance of professional registration and enhancement of service delivery/clinical practice, and to ensure practice is safe and reflects knowledge of recent developments in service delivery.

- C13.3 Your employment policies and practices will support professional career pathway development for Māori health workers; Māori service advisory positions; Māori change management positions, and the recruitment and retention of Māori employees at all levels of the organisation to reflect the consumer population.
- C13.4 demonstrate workforce development planning and how this is applied to the professional development of staff.

C14 Training and Supervision of Assistants and Volunteers.

- C14.1 Assistants, volunteers and other relevant support employees will receive training to enable them to provide services safely, and will work only under the supervision and direction of appropriately qualified staff.

C15 Supervision of Trainees.

- C15.1 Trainees will be identified and will provide services only under the supervision and direction of appropriately qualified staff.

C16 Performance Management

- C16.1 You will be required to develop and maintain systems:

- of performance management for all employees; and
- to review professional practices and processes used in service delivery.

The systems will include input from relevant health professionals.

C17 Clinical Audit

- C17.1 You will have in place clinical audit/peer review processes that incorporate input from relevant health professionals from all services.

C18 Access

- C18.1 All eligible people will have fair, reasonable and timely access to effective services within the terms of this agreement. You will define and apply criteria for providing services, including any priority or eligibility criteria agreed between us. You will manage access to services within available resources and according to those criteria. You will maintain records of people who receive services and those who do not, and the criteria by which these decisions are made.

C19 Service Information

- C19.1 Potential and current consumers, and referrers, will have access to appropriately presented information in order for eligible people to access your services. This information may be in the form of a brochure and will include at least:

- a) the services you offer,
- b) the location of those services,
- c) the hours the service is available,
- d) how to access the service (e.g. whether a referral is required),

- e) consumer rights and responsibilities including copy of H&DC Code of Rights, and Complaints Procedure,
- f) availability of cultural support,
- g) after hours or emergency contact if necessary or appropriate,

- h) any other important information in order for people to access your services.

This information will be presented in a manner appropriate to the communication needs of consumers and communities.

C20 Support for Māori

You will facilitate support from whanau/hapu/iwi; kuia/kaumatua; rongoa practitioners; spiritual advisors; Māori staff and others as appropriate for Māori accessing your service.

ACCEPTABILITY

C21 Consumer Rights

C21.1 Each consumer will receive services in a manner that complies with the Health and Disability Commissioner Act 1994, and with all aspects of the Health and Disability Commissioner (Code of Health and Disability Services Consumers' Rights) Regulations 1996 (H&DC Code). This will include provision for the:

- a) right to be treated with respect for person, privacy and culture,
- b) freedom from discrimination, coercion, harassment, and exploitation,
- c) right to dignity and independence,
- d) right to services of an appropriate standard including legal, professional, ethical,
- e) right to effective communication,
- f) right to be fully informed,
- g) right to make an informed choice and give informed consent,
- h) right to support person present,
- i) rights in respect of teaching or research,
- j) right to complain,

You will make available and known to consumers and visitors to the service the Code of Health and Disability Services Consumers' Rights. You will ensure staff are familiar with and observe their obligations under this Code.

C22 Confidentiality

C22.1 You will disclose information about consumers to any third party only:

- a) with the person's informed consent or,
- b) in accordance with the Health Information Privacy Code,
- c) to assist in effective service provision and achieving positive outcomes for the consumer.

C23 Cultural Values

C23.1 You will deliver services in a culturally appropriate and competent manner, ensuring that the integrity of each consumer's culture is acknowledged and respected. You will take account of the particular needs within the community served in order that there are no barriers to access or communication, and that your services are safe for all people. You will include significant local or service specific ethnic and other cultural groups in assessing satisfaction with services.

C23.2 You will incorporate Māori principles/tikanga into your organisation. These may be explained in the following ways:

Wairua	Spirit or spirituality	A recognition that the Māori view of spirituality is inextricably related to the wellbeing of the Māori consumer
Aroha	Compassionate love	The unconditional acceptance which is the heart of care and support
Turangawaewae	A place to stand	The place the person calls home, where their origins are. Must be identified for all Māori consumers
Whanaungatanga	The extended family	Which takes responsibility for its members and must be informed of where its member is
Tapu/Noa	Sacred/profane	The recognition of the cultural means of social control envisaged in tapu and noa including its implications for practices in working with Māori consumers
Mana	Authority, standing	Service must recognise the mana of Māori consumers
Manaaki	To care for and show respect to	Services show respect for Māori values; traditions and aspirations
Kawa	Protocol of the marae, land, iwi	Determines how things are done in various circumstances. Respect for kawa is very important. If the kawa is not known the tangata whenua should be consulted.

C24 Consumer Advocates

C24.1 You will inform consumers and staff, in a manner appropriate to their communication needs, of their right to have an advocate, including to support the resolution of any complaint. You will allow advocates reasonable access to facilities, consumers, employees and information to enable them to carry out their role as an advocate. You will know of and be able to facilitate access to a Māori advocate for consumers who require this service.

C25 Consumer/Family/Whanau and Referrer Input

C25.1 You will regularly offer consumers/families/whanau and referrers the opportunity to provide feedback as a means of improving the outcomes for consumers. When you obtain feedback from consumers by means of written surveys, you will comply with the Ministry of Health Guidelines for Consumer Surveys. Consumer input will be reflected in the maintenance and improvement of quality of service, both for the individual consumer and across the service as a whole. You will actively seek feedback from Māori by appropriate methods to improve organisation responsiveness to Māori. When requested you will make available to us the results of such surveys.

C26 Community Involvement

C26.1 You will have in place and follow active processes for consulting with the local community in matters affecting them such as service location and building programmes.

C27 Complaints Procedure

C27.1 You will enable consumers/families/whanau and other people to make complaints through a written and implemented procedure for the identification and management of Complaints. This procedure will meet the H&DC Code requirements and will also ensure that:

- a) the complaints procedure itself is made known to and easily understandable by consumers,
- b) all parties have the right to be heard,