

Support, Growth and Opportunity: Inside The Doctors Bayfair and Papamoa's Thriving Team Culture

Through what has been a tough year for many, The Doctors Bayfair and Papamoa have thrived. We sat down with GP Lead, **Dr Richard Dales** and Medical Centre Manager, **Shamane Naidoo** to hear how they've achieved success.



The Doctors Bayfair team.

Challenges and a supportive start

Richard shares, "The biggest challenge, like many practices in New Zealand, is recruitment and the clinical shortages at times, especially with GPs. The pressure falls on other team members, and this can have negative consequences if they're not supported proactively. We've been through this ourselves, but we're in a good place now. We've got a great culture which is very attractive to doctors for work, and we're in a fortunate position that we're in a period of growth."

With a career spanning decades, Dr Richard Dales moved to New Zealand three years ago. Originally from the UK, he was a GP partner for 20 years and co-founded Taurus Healthcare Limited, a leading GP federation. Discussing his experience starting at Green Cross Health - a network of over 66 medical practices throughout New Zealand - he says, "I was very fortunate to have an exceptional mentor to help me settle in. During this time, I also obtained my New Zealand GP Fellowship. I firmly believe that new GPs should get the same support I did when they join us, to allow them to integrate into our team, and I'm proud that we provide this within our practice."

Insight into a corporate: Growth, flexibility, and team collaboration

Shamane Naidoo has over 27 years' experience working in primary healthcare. Previously a practice manager at The Doctors Motueka, she moved to one of our Bay of Plenty practices when the opportunity arose. Shamane says, "I jumped at the chance, the Bay of Plenty is a very attractive place to live, we love it here. It was fantastic to stay within the same network as I was familiar with the systems and support from head office. I was confident that my new team would share the same values of people-centred healthcare. Since starting here, I've also helped manage The Doctors Tauranga while they were recruiting for a new practice manager. That's one of the best things I've found about Green Cross Health, the opportunities within the network, whether that be relocation, or supporting neighbouring practices in our region."

Talking about The Doctors Bayfair and Papamoa's success, Richard and Shamane say their team is at the heart of it. "We ensure our staff are in the loop with what's changing, to make them feel part of the decision making, that's very important," says

Shamane. "Our team is solid, we feel supported by our Regional Business Manager and head office, and have a very open, honest and trustworthy environment."

Richard continues, "We work in a safety critical industry, so it's very important that we provide a no-blame, listening and learning culture. We want to understand our teams' concerns and make sure that things are working well for everyone. We foster a

with us and feel looked after. We feel strongly that they have the best health outcomes when we're able to provide them with continuity of care."

Working within a corporate model has several advantages, such as access to back-office financial, legal, property and HR support.



Richard says,

We're part of a larger team. If we need support, we know it's there. It also means that we have access to the virtual healthcare team through The Doctors Online. So, if we're suddenly short of staff, we can still meet the needs of our community. I've seen this work fantastically for some of the network's smaller practices who have struggled to recruit permanent GPs.



GP Lead, Dr Richard Dales and Medical Centre Manager, Shamane Naidoo

friendly and supportive place to work, with room for learning and advancing people's career aspirations."

Safe work environment for delivering people-centred healthcare

"What's most important is that our clinical staff are working in a safe environment with a comfortable workload. Throughout my career, I've seen times when a GP is under enormous pressure with a large volume of patients crammed into their day. They're at risk of burnout and are struggling to provide the quality of care that they'd like to as a doctor. This is not the philosophy at Green Cross Health.

As much as possible we tailor the workload to the individual, rather than a one-size-fits-all approach. We find we get the best from people, they feel supported, and it provides space for them to focus on the patient's needs and ensure they're met."

Both Richard and Shamane emphasise that patients are their number one priority. "Our goal is to always provide excellent care. We want our patients to stay

Building for the future

What's next for The Doctors Bayfair? Shamane and Richard were excited to share plans for their new building which is underway, "It's purpose-built, which is very exciting. It will enable us to look after more people in our community, and we can't wait to move there by autumn 2025."

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Contact **Anna Drakeford**, our Medical Talent Acquisition Manager to discuss opportunities.

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