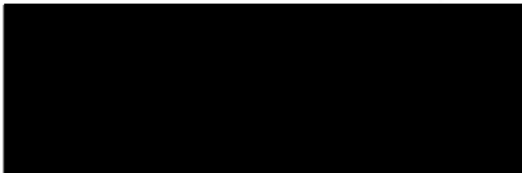




**ACT**  
Government

**ACT Health**

FOI18-82



Dear 

**Freedom of information request: FOI18/82**

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the Act), received by ACT Health on 28 September 2018.

In your application you requested:

*"All correspondence, briefings or documents held by the department regarding the Robert Griew Nous Group report (excluding the report or draft copies of the report)"*

As the Principle Officer of ACT Health, I am authorised to make a decision on access or amendment to government information in the possession or control of ACT Health.

ACT Health was required to provide a decision on your access application by 19 November 2018.

Decision on access

Searches were completed for relevant documents and 87 documents were identified that fall within the scope of your request.

I have included as Attachment A to this decision the schedule of relevant documents. This provides a description of each document that falls within the scope of your request and the access decision for each of those documents.

I have decided to grant full access to 6 documents and partial access to 81 documents.

My access decisions are detailed further in the following statement of reasons. The documents released to you are provided as Attachment B to this letter.

I have decided to grant access, under section 50 of the Act, to copies of documents with redactions applied to information that I consider would be contrary to the public interest to disclose.

In reaching my access decision, I have taken the following into account:

- the FOI Act, particularly Schedule 2;
- the content of the documents that fall within the scope of your request;
- the views of relevant third parties; and
- the *Human Rights Act 2004*

My reasons for deciding not to grant access to the identified documents and components of these documents are as follows.

Folios 1-21, 27-28, 30-40, 42-147 and 155 – 316 of the identified documents are composed of, or contain information that I consider, on balance, to be contrary to the public interest to disclose under the test set out in section 17 of the Act as the information contained in these folios is personal information about individuals.

Folios 5, 10, 145, 161, 238 and 315 of the identified documents are composed of, or contain information that I consider, on balance, to be contrary to the public interest to disclose under the test set out in section 17 of the Act as the information contained in these folios would prejudice the trade secrets or business affairs of an agency or individual.

I have identified that there are no factors favouring disclosure of this information under Schedule 2, section 2.1 and I have identified that the following factors favour non-disclosure:

- Schedule 2 2.2 (ii) - prejudice the protection of an individual's right to privacy or any other right under the *Human Rights ACT 2004*.
- Schedule 2 2.2 (xi) – prejudice trade secrets, business affairs or research of any agency or person.

On balance, the information identified is contrary to the public interest and I have decided not to disclose this information.

### Charges

Documents identified for release at Attachment B will be provided to you on receipt of payment of fees associated with processing your access application, being \$94.85. An itemised final determination of fees is attached with this letter.

### Online publishing – disclosure log

Under section 28 of the Act, ACT Health maintains an online record of access applications called a disclosure log. Your original access application, my decision and documents released to you in response to your access application will be published in the ACT Health disclosure log not less than three days but not more than 10 days after the date of this decision. Your personal contact details will not be published.

You may view ACT Health's disclosure log at <https://www.health.act.gov.au/about-our-health-system/freedom-information/disclosure-log>.

### Ombudsman review

My decision on your access request is a reviewable decision as identified in Schedule 3 of the Act. You have the right to seek Ombudsman review of this outcome under section 73 of the Act within 20 working days from the day that my decision is published on ACT Health's disclosure log, or a longer period allowed by the Ombudsman.

If you wish to request a review of my decision you may write to the Ombudsman at:

The ACT Ombudsman  
GPO Box 442  
CANBERRA ACT 2601

Via email: [ACTFOI@ombudsman.gov.au](mailto:ACTFOI@ombudsman.gov.au)

### ACT Civil and Administrative Tribunal (ACAT) review

Under section 84 of the Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision.

Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal  
Level 4, 1 Moore St  
GPO Box 370  
Canberra City ACT 2601  
Telephone: (02) 6207 1740  
<http://www.acat.act.gov.au/>

If you have any queries concerning the ACT Health's processing of your request, or would like further information, please contact the FOI Coordinator on 6205 1340 or e-mail [HealthFOI@act.gov.au](mailto:HealthFOI@act.gov.au).

Yours sincerely

Handwritten signature of Michael De'Ath in black ink, consisting of a stylized 'K' followed by 'i' and 'a' and a horizontal line.

 Michael De'Ath  
**Director-General**

19 November 2018




## FREEDOM OF INFORMATION REQUEST SCHEDULE

Please be aware that under the *Freedom of Information Act 2016*, some of the information provided to you will be released to the public through the ACT Government's Open Access Scheme. The Open Access release status column of the table below indicates what documents are intended for release online through open access.

Personal information or business affairs information will not be made available under this policy. If you think the content of your request would contain such information, please inform the contact officer immediately.

Information about what is published on open access is available online at: <https://www.health.act.gov.au/about-our-health-system/freedom-information/disclosure-log>

NAME	WHAT ARE THE PARAMETERS OF THE REQUEST	File No
	"All correspondence, briefings or documents held by the department regarding the Robert Griew Nours Group report (excluding the report or draft copies of the report)"	FOI18-82

Ref No	No of Folios	Description	Date	Status	Reason for non-release or deferral	Open Access release status
1	1 - 2	E-mail with attachment – Draft Governance Diagram	04/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
2	3-4	E-mail	05/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
3	5-6	E-mail	08/06/2018	Partial	Schedule 2, section 2.2 (ii) and (xi)	Yes
4	7-11	E-mail	13/06/2018	Partial	Schedule 2, section 2.2 (ii) and (xi)	Yes

<b>5</b>	<b>12-14</b>	E-mail	18/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>6</b>	<b>15-17</b>	E-mail	18/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>7</b>	<b>18-21</b>	E-mail with attachment – Stakeholder Listing	18/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>8</b>	<b>22-26</b>	E-mail with attachment – Ministerial Brief	20/06/2018	Full		Yes
<b>9</b>	<b>27-28</b>	E-mail	20/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>10</b>	<b>29</b>	E-mail	21/06/2018	Full		Yes
<b>11</b>	<b>30-35</b>	E-mail with attachment – Ministerial Brief	21/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>12</b>	<b>36-40</b>	E-mail with attachment – Stakeholder Listing	21/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>13</b>	<b>41</b>	E-mail	21/06/2018	Full		Yes
<b>14</b>	<b>42-47</b>	E-mail with attachment – Ministerial Brief	21/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>15</b>	<b>48-52</b>	E-mail with attachment – Stakeholder Listing	21/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>16</b>	<b>53</b>	E-mail	21/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>17</b>	<b>54</b>	E-mail	21/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>18</b>	<b>55-63</b>	E-mail with attachment - RFQ	21/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes

<b>19</b>	<b>64-73</b>	E-mail with attachment - RFQ	22/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>20</b>	<b>74-78</b>	E-mail with attachment – Stakeholder Listing	22/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>21</b>	<b>79-81</b>	E-mail	22/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>22</b>	<b>82-93</b>	E-mail with Attachment – RFQ and Stakeholder Listing	22/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>23</b>	<b>94-105</b>	E-mail with Attachment – RFQ and Stakeholder Listing	22/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>24</b>	<b>106-124</b>	E-mail with Attachment – RFQ, Stakeholder Listing, Ministerial Brief and New Governance Arrangements for ACT Health	22/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>25</b>	<b>125</b>	E-mail	24/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>26</b>	<b>126-129</b>	E-mail with attachment – Invite to Griew Consultations	26/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>27</b>	<b>130-132</b>	E-mail	26/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>28</b>	<b>133-135</b>	E-mail	26/09/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>29</b>	<b>136-137</b>	E-mail	26/09/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>30</b>	<b>138-147</b>	E-mail with attachment – RFQ	26/06/2018	Partial	Schedule 2, section 2.2 (ii) and (xi)	Yes

<b>31</b>	<b>148-154</b>	E-mail with attachments – Invite to Griew Consultations, DG-Message Schedule July and Hand out – Robert Griew Consultations	27/06/2018	Full		Yes
<b>32</b>	<b>155-163</b>	E-mail with attachment - RFQ	27/06/2018	Partial	Schedule 2, section 2.2 (ii) and (xi)	Yes
<b>33</b>	<b>164-166</b>	E-mail	27/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>34</b>	<b>167-171</b>	E-mail with attachments - Hand out – Robert Griew Consultations and Invite to Griew Consultations	28/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>35</b>	<b>172-175</b>	E-mail with attachment – Outline fac guide	28/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>36</b>	<b>176-177</b>	E-mail	28/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>37</b>	<b>178-181</b>	E-mail with attachment – Outline fac guide	29/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>38</b>	<b>182-184</b>	E-mail	29/06/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>39</b>	<b>185-193</b>	E-mail with attachment – Short Form Contract	04/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>40</b>	<b>194-196</b>	E-mail	04/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>41</b>	<b>197-198</b>	E-mail	05/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes

<b>42</b>	<b>199-201</b>	E-mail	06/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>43</b>	<b>202-203</b>	E-mail	06/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>44</b>	<b>204-205</b>	E-mail	06/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>45</b>	<b>206-207</b>	E-mail	08/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>46</b>	<b>208-209</b>	E-mail	09/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>47</b>	<b>210-213</b>	E-mail	09/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>48</b>	<b>214-216</b>	E-mail with – Hand Out – Robert Griew Consultations	11/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>49</b>	<b>217-218</b>	E-mail	12/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>50</b>	<b>219-221</b>	E-mail	12/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>51</b>	<b>222-223</b>	E-mail	13/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>52</b>	<b>224-226</b>	E-mail	16/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>53</b>	<b>227</b>	E-mail	17/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>54</b>	<b>228-240</b>	E-mail with attachment – Signed Ministerial Brief	18/07/2018	Partial	Schedule 2, section 2.2 (ii) and (xi)	Yes
<b>55</b>	<b>241-242</b>	E-mail	20/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>56</b>	<b>243-244</b>	E-mail	20/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>57</b>	<b>245-255</b>	E-mail with attachments – Consultation Sessions	20/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes

<b>58</b>	<b>256-258</b>	E-mail with attachment – Medical Associations Unions – ACT Health Nous Consultation Session	21/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>59</b>	<b>259-267</b>	E-mail with attachment – Feedback related to governance and transition	23/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>60</b>	<b>268-270</b>	E-mail	30/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>61</b>	<b>271</b>	E-mail	31/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>62</b>	<b>272-273</b>	E-mail	31/07/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>63</b>	<b>274-275</b>	E-mail	01/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>64</b>	<b>276-277</b>	E-mail	02/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>65</b>	<b>278-279</b>	E-mail	02/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>66</b>	<b>280</b>	E-mail	03/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>67</b>	<b>281</b>	E-mail	03/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>68</b>	<b>282-283</b>	E-mail	04/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>69</b>	<b>284-285</b>	E-mail	06/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>70</b>	<b>286-289</b>	E-mail with attachment – Hand Out – Robert Griew Consultations	07/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes

<b>71</b>	<b>290-292</b>	E-mail with attachment – ACT Health NGO Nous Consultation Session Follow Up Letter	10/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>72</b>	<b>293</b>	E-mail	12/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>73</b>	<b>294</b>	E-mail	12/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>74</b>	<b>295-296</b>	E-mail	20/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>75</b>	<b>297-300</b>	E-mail with attachment – ACT Health Alternate Pictures	26/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>76</b>	<b>301-304</b>	E-mail with attachment – Document Title	26/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>77</b>	<b>305</b>	E-mail	26/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>78</b>	<b>306</b>	E-mail	26/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>79</b>	<b>307-308</b>	E-mail	26/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>80</b>	<b>309-310</b>	E-mail	27/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>81</b>	<b>311</b>	E-mail	27/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>82</b>	<b>312</b>	E-mail	27/08/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
<b>83</b>	<b>313</b>	E-mail	16/09/2018	Partial	Schedule 2, section 2.2 (ii)	Yes

84	314-315	E-mail with attachment - Invoice	19/09/2018	Partial	Schedule 2, section 2.2 (ii) and (xi)	Yes
85	316	E-mail	24/09/2018	Partial	Schedule 2, section 2.2 (ii)	Yes
86	317	E-mail	25/09/2018	Full		Yes
87	318-321	E-mail with attachment – Ministerial Brief	27/09/2018	Full		Yes
<b>Total No of Docs</b>						
87						



**Stevenson, Nicole (Health)**

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**From:** Robert Griew <[REDACTED]@nousgroup.com.au>  
**Sent:** Monday, 4 June 2018 12:40 PM  
**To:** Leigh, Kathy; De'Ath, Michael (Health)  
**Cc:** Power, Leanne  
**Subject:** Work in progress - draft Health Governance Diagram.pptx  
**Attachments:** 180530 CMD03 draft Governance Diagram.pptx  
  
**Categories:** DG to Action

Hi there

This is revised diagram, subsequent to our discussion last Thursday.

For your comment, while I draft role descriptions. Any comments, pickups, additions, corrections to this revised diagram will help with drafting.

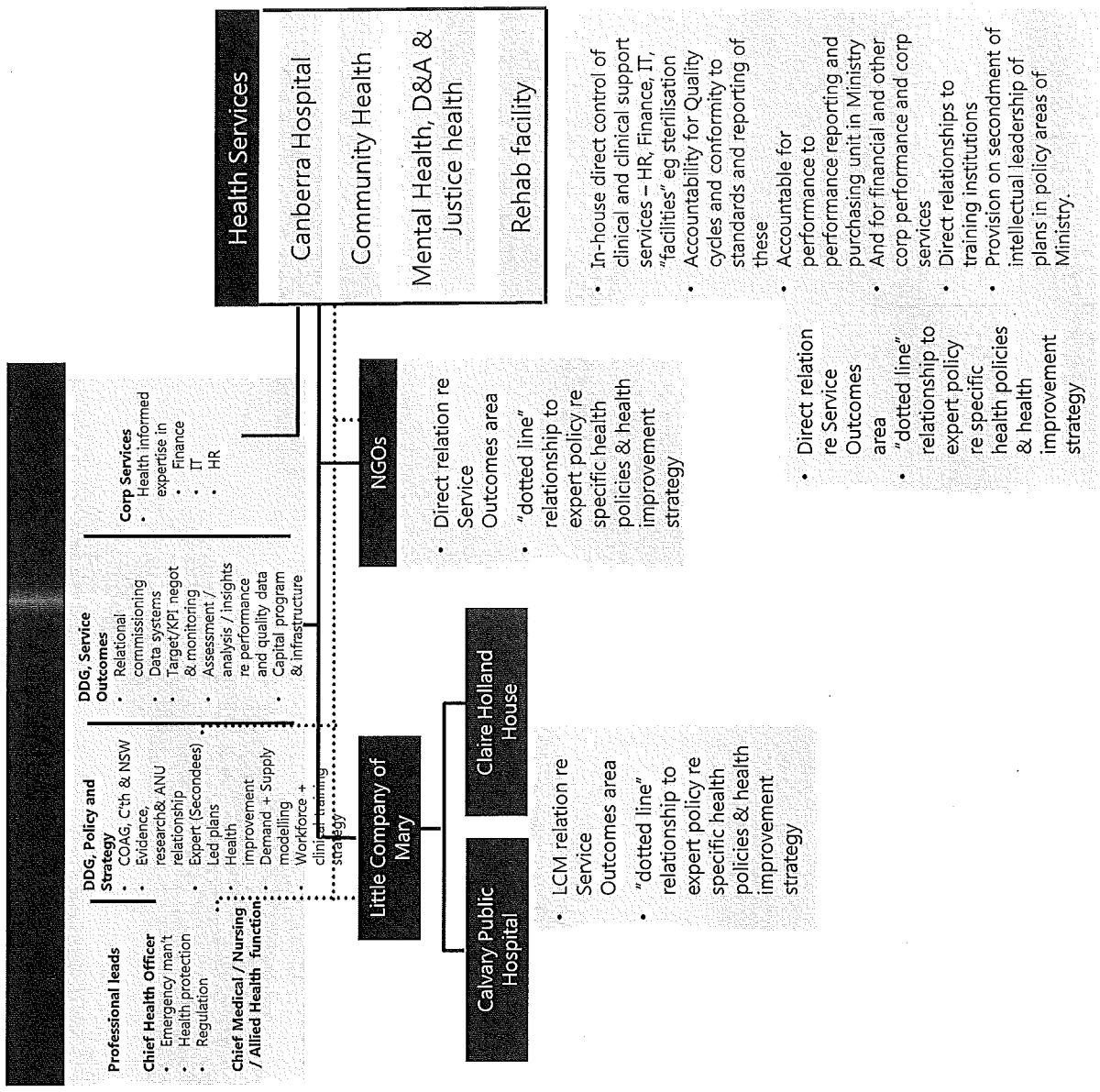
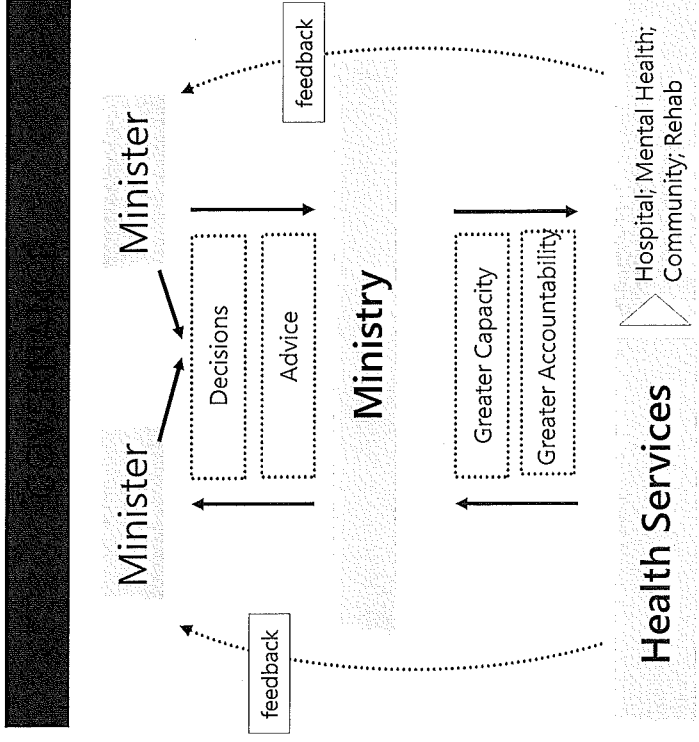
Thanks  
Robert

Robert Griew  
 Nous Group | Principal  
 d: + 61 2 6201 9010 | m: [REDACTED] | w: [www.nousgroup.com](http://www.nousgroup.com)

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## Dal Molin, Vanessa (Health)

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**From:** Power, Leanne  
**Sent:** Tuesday, 5 June 2018 12:20 PM  
**To:** Robert Griew  
**Cc:** Dal Molin, Vanessa (Health)  
**Subject:** DG roles in PSMA [SEC=UNCLASSIFIED]

Hi Robert, as discussed yesterday, below is an extract from the PSMA about Directors-General functions (noting that both positions will be established as DGs). The 'directions' concept is provided for by s. 19(2)(c)(i).

Thanks  
 Leanne

### *Public Sector Management Act 1994*

#### **13 Administrative units**

- (1) The Chief Minister may establish administrative units.
- (2) An administrative unit is made up of the offices within the administrative unit.
- (3) An instrument under subsection (1) is a notifiable instrument.

*Note* A notifiable instrument must be notified under the Legislation Act.

#### **19 Directors-general functions**

- (1) A director-general is—
  - (a) responsible for leadership of an administrative unit and leadership in the service; and
  - (b) answerable to the Minister responsible for the administrative unit and to the head of service.

*Note* A director-general is engaged by the head of service under section 31 (2).
- (2) A director-general has the following functions in relation to the director-general's administrative unit:
  - (a) to provide advice and reports to the Minister responsible for the administrative unit and the head of service on matters relating to the administrative unit;
  - (b) to manage the business of the administrative unit;
  - (c) any other function given to the director-general—
    - (i) by the Minister responsible for the administrative unit; or
    - (ii) by the head of service; or
    - (iii) under this Act or another territory law;
  - (d) to exercise a function mentioned in paragraphs (a) to (c) taking into account the responsibilities of the government as a whole, including by collaborating with other directors-general.

*Note 1* **Function** includes authority, duty and power (see Legislation Act, dict, pt 1).

*Note 2* A provision of a law that gives an entity (including a person) a function also gives the entity powers necessary and convenient to exercise the function (see Legislation Act, s 196 and dict, pt 1, def **entity**).

- (3) A director-general has the following leadership functions:
  - (a) to provide advice to the head of service about the development and coordination of whole-of-government strategies;
  - (b) to lead the implementation of whole-of-government strategies;
  - (c) to implement, at the direction of the head of service—
    - (i) strategies for the administration of the service; and
    - (ii) responses to critical or potentially critical issues;
  - (d) to work efficiently, effectively and constructively with other directors-general to ensure a whole-of-government focus and promote cooperation and collegiality within and between administrative units;

- (e) to promote and uphold in the service the public sector values, the public sector principles and the conduct required of a public servant, including by personal example;
- (f) any other function given to the director-general by—
  - (i) the Minister responsible for the administrative unit; or
  - (ii) the head of service.

**Leanne Power | Director, Office of the Head of Service**

Phone: 02 620 75990 | Mobile: [REDACTED] | Email: [leanne.power@act.gov.au](mailto:leanne.power@act.gov.au)

**Chief Minister, Treasury and Economic Development Directorate | ACT Government**

Level 5, Canberra Nara Centre, 1 Constitution Avenue Canberra ACT 2601 | GPO Box 158 Canberra ACT 2601 | [www.act.gov.au](http://www.act.gov.au)

## Dal Molin, Vanessa (Health)

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**From:** Power, Leanne  
**Sent:** Friday, 8 June 2018 3:20 PM  
**To:** Dal Molin, Vanessa (Health)  
**Subject:** FW: Extension of Advisory project on governance arrangements for new ACT Health structure [SEC=UNCLASSIFIED]

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Hi Vanessa

Proposal from Robert about the external consultation of the governance arrangements

Happy to discuss

Thanks

Leanne

Leanne Power | Director, Office of the Head of Service

Phone: 02 620 75990 | Mobile: [REDACTED] | Email: [leanne.power@act.gov.au](mailto:leanne.power@act.gov.au)

Chief Minister, Treasury and Economic Development Directorate | ACT Government

Level 5, Canberra Nara Centre, 1 Constitution Avenue Canberra ACT 2601 | GPO Box 158 Canberra ACT 2601 | [www.act.gov.au](http://www.act.gov.au)

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**From:** Robert Griew [<mailto:Robert.Griew@nousgroup.com.au>]

**Sent:** Thursday, 7 June 2018 10:43 PM

**To:** Power, Leanne <[Leanne.Power@act.gov.au](mailto:Leanne.Power@act.gov.au)>

**Cc:** [REDACTED]@nousgroup.com.au

**Subject:** Extension of Advisory project on governance arrangements for new ACT Health structure

Hi Leanne

I have had a chance now to examine the time we have left on the project we are doing and how we can get 5 days of my time in total to undertake consultations with Health stakeholders on governance arrangements for the new model.

The bottom line is that I think I can finish the project with 1 full day remaining. This will limit the write up of arrangements in other jurisdictions, which I have in draft. I can provide that information in a rough form, with further effort concentrated on the governance diagram and finalising the draft role descriptions I sent you. These two are probably the core of the deliverable of value to you.

I have interviewed [REDACTED] in Victoria (this morning) and will have a chance to take their points into account in the next version of both the diagram and role document. There are a couple of really sensible and salient points to add.

On this basis, I could do four days [REDACTED] including GST.

This would afford me no support from within Nous for writing notes. There are three possible answers to this:

- A DCM or Health staff member takes notes and shares them with me for editing
- I provide higher level notes such as I am able to take myself, while facilitating
- You allow of up to another [REDACTED] for a Nous staffer to take notes with me.

Can you let me know what you think?

I would envisage doing this over July?

With best regards  
Robert

**Robert Griew**

**Nous Group** | Principal

**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com) | [View Robert's profile](#)

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## Dal Molin, Vanessa (Health)

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**From:** O'Leary, Catherina (Health)  
**Sent:** Wednesday, 13 June 2018 5:10 PM  
**To:** Dal Molin, Vanessa (Health)  
**Subject:** FW: Extension of Advisory project on governance arrangements for new ACT Health structure [SEC=UNCLASSIFIED]

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Hi Vanessa,

In speaking with the team, we suggest the following groupings. Also the unions may need to be seen separately as they are unlikely to want to meet as a collective. Hope this helps.

Catherina

Internal:

- (Specific Meeting) DDG, CHHS (Chris Bone) and Chief Medical Officer, Chief Nurse and Midwifery Officer, Chief Allied Health Officer
- CEO, Calvary Health Care Bruce
- Southern NSW Local Health District - ?

Academic partners/training colleges: eg ANU / UC

Non-government sector:

- ACTCOSS
- ATODA
- CHN
- Carers ACT
- HCCA
- COTA
- Mental Health Community Coalition ( with Mental Health Consumers Network)
- Winnunga Nimmityjah Aboriginal Health Service
- Gugan Gulwan Youth Aboriginal Corporation
- Women's Centre for Health Matters
- Heart Foundation
- ~~FARE~~
- Pharmacy Guild ACT
- Group meeting: Sexual Health and Family Planning ACT/Aids Action Council/Hepatitis Council
- Youth Coalition of the ACT

Medical associations/bodies:

ASMOF - Australian Salaried Medical Officers Federation  
 AMA - Australian Medical Association  
 Royal College of Psychiatrists - ACT Branch  
 ACT Visiting Medical Officers Association

Unions:

ANMF  
 CPSU - Community and Public Sector Union  
 ANMF - Australian Nursing and Midwifery Federation ACT  
 HSU - Health Services Union  
 United Voice

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Tuesday, 12 June 2018 5:53 PM  
**To:** O'Leary, Catherina <Catherina.O'Leary@act.gov.au>  
**Subject:** RE: Extension of Advisory project on governance arrangements for new ACT Health structure  
 [SEC=UNCLASSIFIED]

Thanks so much Catherina,

DG's view is that Robert should do a high level stakeholder consultation. With only four days available, I think we should look at the high level peaks. My initial thoughts would be orgs such as:

- (Specific Meeting) DDG, CHHS (Chris Bone) and Chief Medical Officer, Chief Nurse and Midwifery Officer, Chief Allied Health Officer
- ACTCOSS
- ATODA
- CHN
- Carers ACT
- HCCA
- Carers ACT
- COTA
- Mental Health Community Coalition
- Winnunga Nimmityjah Aboriginal Health Service
- Gugan Gulwan Youth Aboriginal Corporation
- Women's Centre for Health Matters
- Heart Foundation
- FARE
- Pharmaceutical Society of Australia
- Pharmacy Guild
- CEO, Calvary Health Care Bruce - ?
- Southern NSW Local Health District - ?

These are just my first thoughts. Any other suggestions would be welcome!

In relation to the unions (of which there are many), one option might be to ask Robert to consult with peaks only – ie. AMA, ASMOF, CPSU and ANMF. But that could result in criticism from others. Alternatively we could arrange one union forum and Robert could consult with them as a whole group, with support from the transition team and People and Culture. Would you have a preference on this?

Very happy to discuss further if you would like.

Many thanks  
 Vanessa

---

**From:** O'Leary, Catherina  
**Sent:** Tuesday, 12 June 2018 3:10 PM  
**To:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
**Subject:** RE: Extension of Advisory project on governance arrangements for new ACT Health structure  
 [SEC=UNCLASSIFIED]

Hi Vanessa



We'd be happy to participate and scribe for Robert. We have a stakeholder list – there are over 200 names on it though, so any guidance about who/why would be great so we could narrow that down.

Regards  
Catherina

---

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Tuesday, 12 June 2018 1:41 PM  
**To:** O'Leary, Catherina <Catherina.O'Leary@act.gov.au>  
**Subject:** FW: Extension of Advisory project on governance arrangements for new ACT Health structure  
 [SEC=UNCLASSIFIED]

Hi Catherina,  
 Please see below a proposal that we've received from CMTEDD that is an extension of Robert Griew's contract to conduct some stakeholder consultation – four days. You'll see that part of the proposal suggests that a Health staff member could attend the consultations with Robert to take notes etc.

Can I just check that you are comfortable with the approach outlined below, and I will go back to CMTEDD, who own the contract for this task.

Also, in order to ensure that we get the most out of Robert's four days, I might look to pull together a high level stakeholder listing for him, and will run that by you – unless the transition team already has one?

Many thanks  
Vanessa

Vanessa Dal Molin | Business Manager  
 Office of the Director General, ACT Health  
**Ph:** (02) 6207 9532 | M [REDACTED] | Email: [vanessa.dalmolin@act.gov.au](mailto:vanessa.dalmolin@act.gov.au)  
[health.act.gov.au](http://health.act.gov.au)

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**From:** Power, Leanne  
**Sent:** Friday, 8 June 2018 3:20 PM  
**To:** Dal Molin, Vanessa (Health) <[Vanessa.DalMolin@act.gov.au](mailto:Vanessa.DalMolin@act.gov.au)>  
**Subject:** FW: Extension of Advisory project on governance arrangements for new ACT Health structure  
 [SEC=UNCLASSIFIED]

Hi Vanessa  
 Proposal from Robert about the external consultation of the governance arrangements  
 Happy to discuss  
 Thanks  
 Leanne

Leanne Power | Director, Office of the Head of Service  
 Phone: 02 620 75990 | Mobile: [REDACTED] | Email: [leanne.power@act.gov.au](mailto:leanne.power@act.gov.au)  
 Chief Minister, Treasury and Economic Development Directorate | ACT Government  
 Level 5, Canberra Nara Centre, 1 Constitution Avenue Canberra ACT 2601 | GPO Box 158 Canberra ACT 2601 | [www.act.gov.au](http://www.act.gov.au)

**From:** Robert Griew [mailto:[REDACTED]@nousgroup.com.au]  
**Sent:** Thursday, 7 June 2018 10:43 PM  
**To:** Power, Leanne <Leanne.Power@act.gov.au>  
**Cc:** [REDACTED]@nousgroup.com.au>  
**Subject:** Extension of Advisory project on governance arrangements for new ACT Health structure

Hi Leanne

I have had a chance now to examine the time we have left on the project we are doing and how we can get 5 days of my time in total to undertake consultations with Health stakeholders on governance arrangements for the new model.

The bottom line is that I think I can finish the project with 1 full day remaining. This will limit the write up of arrangements in other jurisdictions, which I have in draft. I can provide that information in a rough form, with further effort concentrated on the governance diagram and finalising the draft role descriptions I sent you. These two are probably the core of the deliverable of value to you.

I have interviewed [REDACTED] in Victoria (this morning) and will have a chance to take their points into account in the next version of both the diagram and role document. There are a couple of really sensible and salient points to add.

On this basis, I could do four days [REDACTED]

This would afford me no support from within Nous for writing notes. There are three possible answers to this:

- A DCM or Health staff member takes notes and shares them with me for editing
- I provide higher level notes such as I am able to take myself, while facilitating
- You allow of up to another [REDACTED] for a Nous staffer to take notes with me.

Can you let me know what you think?

I would envisage doing this over July?

With best regards  
 Robert

Robert Griew  
**Nous Group** | Principal  
**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com) | [View Robert's profile](#)

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**Stevenson, Nicole (Health)**

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**From:** Robert Griew <[REDACTED]@nousgroup.com.au>  
**Sent:** Monday, 18 June 2018 11:07 AM  
**To:** De'Ath, Michael (Health)  
**Cc:** Leigh, Kathy; Power, Leanne; [REDACTED] Dal Molin, Vanessa (Health)  
**Subject:** RE: 180616 Interim Report - New health governance arrangements for the ACT

Thanks Michael

Can certainly reference the relationships with unis and research. My sense from contacts on the academic side is that you are right. Current relationships underdone.

Re population health. This reflects the population make up of the ACT – positive social determinants of health... Can say that.

Kathy, if you have comments on draft, let me know and I will finalise this interim doc, with couple of points for Michael tomorrow.

I'll ring your office to set up a time to talk through consultations.

Cheers

Robert

Robert Griew

**Nous Group** | Principal

**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com)

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**From:** De'Ath, Michael (Health) <Michael.De'Ath@act.gov.au>  
**Sent:** Monday, 18 June 2018 8:56 AM  
**To:** Robert Griew <[REDACTED]@nousgroup.com.au>  
**Cc:** Leigh, Kathy <Kathy.Leigh@act.gov.au>; Power, Leanne <Leanne.Power@act.gov.au>; [REDACTED]  
[REDACTED]; [REDACTED]@nousgroup.com.au; Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
**Subject:** Re: 180616 Interim Report - New health governance arrangements for the ACT

Thank you Robert. This is all making sense to me. Obviously some finessing and then refinement post consultation yet to occur.

It would be good to see mention of our three universities and the medical school. In my discussions with these parties over the past few months, this seems to be one of our greatest lost opportunities in the Territory. They are fundamental to how we collaborate over research, practise improvement and policy development as we move forward. We don't need to go into any great detail but for them to be reflected in this will certainly assist as this becomes a publicly facing document. It also strengthens the case for the focus of ACT Health on these areas without the distraction of day to day operations.

I note the references on a few occasions to the ACT performing well on key indicators. I'd be cautious about this and maybe be more specific that we have very good health outcomes as a population. I'm not sure we could claim that we are particularly efficient as we stand and therefore claims around those measures could be strongly contested.

Thanks for getting this first draft pulled together. Look forward to discussing the consultation plan with you.

Michael De'Ath  
Interim Director General  
ACT Health  
ACT Government

On 16 Jun 2018, at 9:52 pm, Robert Griew <[REDACTED]@nousgroup.com.au> wrote:

Hi there

Attached is a draft of our Interim Report.

My thought is that you could extract the Executive Summary as a two page piece on your website, explaining what we have been doing and explaining both that we will be consulting and what about.

Couple of things to call out and on which to seek feedback:

- This is a draft. I need my colleagues [REDACTED] to go over it with sharp eyes for consistency, Nous style etc. I wanted to get it to you in rough, so you can consider more substantive questions while we polish. (R&E, the polished version needs to go, with Departmental briefing to ministers in couple of days only, so a good proof on Monday would be good.
- I have stepped the diagrams one step further back from structure, which is not the brief and which will be what lots of people (understandably) will focus on, once they sense that is what it is about! EG I have taken references to DDGs out of Policy and Strategy and Service Outcomes. I haven't stepped it right back though because some relationship to Michael's interim thinking re transition structure is useful. Does this work?
- Does explanation of Service Outcomes function stay out of purchaser-provider territory successfully?
- I have added a section on capabilities at end, which allows me to address some key issues in a gentler way than earlier in paper. Does this work for you?
- Overall, is the whole paper ok when FOI'd? I'd appreciate a sensitivity read from that point of view. I edited from that point of view, as well as crafting an Exec Summ which can be posted without too many hooks. But I was doing quite a bit when I knocked this out so won't be at all offended if you see anything you want us to think about reframing.

I think that is it. Let us know what you think? I am in Melbourne on Monday but reachable.

On Monday also I will be in touch with you Michael to talk consultation plan.

Hope you are having a lovely weekend.

Regards all

Robert

Robert Griew

**Nous Group** | Principal

d: + 61 2 6201 9010 | m: [REDACTED] | w: [www.nousgroup.com](http://www.nousgroup.com) | [View Robert's profile](#)

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**Dal Molin, Vanessa (Health)**

---

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Monday, 18 June 2018 2:12 PM  
**To:** [REDACTED]  
**Cc:** Chicco, Dee (Health)  
**Subject:** RE: 180616 Interim Report - New health governance arrangements for the ACT [DLM=For-Official-Use-Only]

Hi [REDACTED]

Thanks for your email. Unfortunately Michael is not available this afternoon, but he could do a catch up between 2.45pm and 3.45pm tomorrow, if that works for Robert? Otherwise, any time after 4.30pm tomorrow also.

Many thanks

Vanessa

**From:** [REDACTED]@nousgroup.com.au]  
**Sent:** Monday, 18 June 2018 12:13 PM  
**To:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
**Subject:** FW: 180616 Interim Report - New health governance arrangements for the ACT

Hi Vanessa,

Hope you had a good weekend.

Robert has asked if he could get some time in Michaels diary for phone chat either today or tmr. He'll be in Woden for a meeting from 4 to 5pm, he could drop in afterwards too, if that's an option.

Let me know if Michael has any time :)

Cheers,

**Nous Group** | [REDACTED]  
**d:** + 61 2 6201 9020 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com)

**From:** De'Ath, Michael (Health) <Michael.De'Ath@act.gov.au>  
**Sent:** Monday, 18 June 2018 8:56 AM  
**To:** Robert Griew <[REDACTED]@nousgroup.com.au>  
**Cc:** Leigh, Kathy <Kathy.Leigh@act.gov.au>; Power, Leanne <Leanne.Power@act.gov.au>; [REDACTED]  
 <[REDACTED]@nousgroup.com.au>; [REDACTED]@nousgroup.com.au>; Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
**Subject:** Re: 180616 Interim Report - New health governance arrangements for the ACT

Thank you Robert. This is all making sense to me. Obviously some finessing and then refinement post consultation yet to occur.



It would be good to see mention of our three universities and the medical school. In my discussions with these parties over the past few months, this seems to be one of our greatest lost opportunities in the Territory. They are fundamental to how we collaborate over research, practise improvement and policy development as we move forward. We don't need to go into any great detail but for them to be reflected in this will certainly assist as this becomes a publicly facing document. It also strengthens the case for the focus of ACT Health on these areas without the distraction of day to day operations.

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Thanks for getting this first draft pulled together. Look forward to discussing the consultation plan with you.

Michael De'Ath  
Interim Director General  
ACT Health  
ACT Government

On 16 Jun 2018, at 9:52 pm, Robert Griew <[REDACTED]@nousgroup.com.au> wrote:

Hi there

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Couple of things to call out and on which to seek feedback:

- This is a draft. I need my colleagues [REDACTED] to go over it with sharp eyes for consistency, Nous style etc. I wanted to get it to you in rough, so you can consider more substantive questions while we polish. (R&E, the polished version needs to go, with Departmental briefing to ministers in couple of days only, so a good proof on Monday would be good.
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- Overall, is the whole paper ok when FOI'd? I'd appreciate a sensitivity read from that point of view. I edited from that point of view, as well as crafting an Exec Summ which can be posted without too many hooks. But I was doing quite a bit when I knocked this out so won't be at all offended if you see anything you want us to think about reframing.

I think that is it. Let us know what you think? I am in Melbourne on Monday but reachable.

On Monday also I will be in touch with you Michael to talk consultation plan.

Hope you are having a lovely weekend.

Regards all



Robert

Robert Griew

**Nous Group** | Principal

**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com) | [View Robert's profile](#)

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**Dal Molin, Vanessa (Health)**

---

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Monday, 18 June 2018 6:08 PM  
**To:** Attridge, Vanessa  
**Subject:** Robert Griew Consultation - Suggested stakeholder consultation list [DLM=For-Official-Use-Only]  
**Attachments:** Stakeholder Listing.docx

Dear Nessa,

This morning during Minister's meeting, we discussed the consultation which Robert Griew was planning to undertake in relation to the transition process.

Please find attached a list of stakeholders which we are proposing to pass to Robert – for your consideration.

Very happy to discuss further if you need.

Many thanks  
Vanessa

### ACT Health Transition – Suggested Stakeholder Consultation List

- The Director, Office of Transition, ACT Health will attend meetings to assist with scribing, as per Mr Griew's proposal.

#### Internal Meetings:

Canberra Hospital DDG, and Chiefs	Chris Bone, Deputy Director General, CHHS Jeffrey Fletcher, Chief Medical Officer Margaret McLeod, Chief Nurse and Midwifery Officer Jo Morris, Chief Allied Health Officer
Canberra Hospital Executive – Executive Directors Meeting	This could be included on the agenda for the hospital Executive meeting, which takes place every Tuesday morning, from 8.30am.
Calvary Health Care - Bruce	[REDACTED]
Southern NSW Local Health District	[REDACTED]

#### Academic Partners:

Australian National University	Professor [REDACTED] (or representatives) <ul style="list-style-type: none"> <li>[REDACTED], ANU College of Health and Medicine</li> <li>[REDACTED], ANU Medical School</li> </ul>
University of Canberra	[REDACTED] (or representative) <ul style="list-style-type: none"> <li>[REDACTED]</li> <li>[REDACTED]</li> </ul>

#### Non Government Sector:

ACT Council of Social Service	[REDACTED]
ATODA ACT Inc	[REDACTED]
Capital Health Network	[REDACTED]
Carers ACT	[REDACTED]
Health Care Consumers Association	[REDACTED] [REDACTED]
Council on the Ageing	[REDACTED]

Mental Health Community Coalition (with Mental Health Consumers Network)	[REDACTED]
	[REDACTED]
Winnunga Nimmityjah Aboriginal Health Service	[REDACTED]
Gugan Gulwan Youth Aboriginal Corporation	[REDACTED]
Women's Centre for Health Matters	[REDACTED]
Heart Foundation	[REDACTED]
Pharmacy Guild ACT	[REDACTED]
Sexual Health and Family Planning ACT Aids Action Council Hepatitis Council	[REDACTED]
Youth Coalition of the ACT	[REDACTED]

#### Medical Association / Bodies

Australian Salaried Medical Officers Federation	[REDACTED]
Australian Medical Association	[REDACTED]
Royal Australian and New Zealand College of Psychiatrists - ACT Branch	[REDACTED]
ACT Visiting Medical Officers Association	[REDACTED]

#### Medical Association / Bodies

Australian Nursing and Midwifery Federation – ACT Branch	[REDACTED]
Community and Public Sector Union	[REDACTED]
	[REDACTED]

Health Services Union	

**Stevenson, Nicole (Health)**

---

**From:** Power, Leanne  
**Sent:** Wednesday, 20 June 2018 5:57 PM  
**To:** De'Ath, Michael (Health); Dal Molin, Vanessa (Health)  
**Subject:** CMTEDD 18-3184 ACT Health Governance - Griew Report [SEC=UNCLASSIFIED, DLM=Sensitive]  
**Attachments:** CMTEDD 18-3184 ACT Health Governance - Griew Report.docx

Hi Michael and Vanessa

Attached is the draft proposed brief to Ministers on the Nous report for your review and comment.

Robert is providing the final report tomorrow. Vanessa, you will see I have referenced the stakeholder engagement list as Attachment B. Can you please send it through.

Many thanks

Leanne



## MINISTERIAL BRIEF

Chief Minister, Treasury and Economic  
Development Directorate

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**To:** Minister for Health and Wellbeing  
Minister for Mental Health

Tracking No.: CMTEDD2018/3184

**Date:** 21 June 2018

**CC:** Chief Minister

**From:** Head of Service

**Subject:** Interim report – New health governance arrangements for the ACT

**Critical Date:** As soon as possible

**Critical Reason:**

**Purpose**

To advise on progress on developing the governance arrangements to underpin the new administrative arrangements for the ACT Public Service in relation to ACT Health.

**Recommendations**

That you:

1. Note the interim report *New health governance arrangements for the ACT* by Robert Griew, Principal Nous Group, attached to this brief.
2. Note that as a next step, the ACT Health Directorate and Nous Group will talk with ACT Health staff and external stakeholders to refine, test and improve thinking about the governance, roles, functions and relationship proposals presented in the interim report. The current proposed approach may alter with the benefit of this consultation.

**Noted / Please Discuss**

Meegan Fitzharris ...../...../.....

**Noted / Please Discuss**

Shane Rattenbury ...../...../.....

Minister's Office Feedback

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## Background

1. In March this year the Chief Minister agreed to a new governance structure for the ACT Health Directorate that structurally separates its policy and operational functions. The separation responds to the growing size and complexity of health service delivery in the ACT and region and aligns the Territory with the direction of reform in other jurisdictions across Australia.
2. The separation, which will be operational from 1 October 2018, entails the creation of a strategic function that has the core responsibility to oversee the operation of the health system as a whole and to set the direction for health services in the Territory, and an operational service delivery function that has the core responsibility to provide acute, subacute, primary hospital services to the ACT and surrounding region and the range of community-based health services to the ACT community.
3. In May this year I engaged Robert Griew, Principal Nous Group, to provide advice on the best practice governance, roles, functions and relationships for the new entities including the lines of accountability for the Director-General and Chief Executive Officer to Ministers and to each other.
4. Mr Griew was asked to consider the learnings from the governance arrangements for separated models in other jurisdictions and to tailor an approach for the unique needs of the Territory, allowing for a focus on the operational effectiveness and efficiency of clinical service delivery, as well as on the strategic policy and planning for the broader stewardship of the ACT public health system and the promotion of health and wellbeing in the ACT.
5. Mr Griew's significant experience in the health sector placed him in an advantageous position to provide expert advice. As a former Secretary of the Northern Territory Department of Health and Community Services, Mr Griew has direct experience in running a health system of comparable size to the ACT. As such he has practical insight and experience into lines of accountability, clinical service delivery and the overall stewardship of a health system.

## Issues

### Interim report

6. Mr Griew's approach involved a review of governance arrangements in Queensland, Victoria, New South Wales and Tasmania to identify issues and learnings. First principles thinking was then applied in discussions with myself, the interim Director-General ACT Health Directorate, the acting Deputy Director General Canberra Hospital and Health Services, the ACT Solicitor-General and the Under Treasurer.
7. Mr Griew has provided an interim report based on the reviews and discussions to date. A copy is at Attachment A.
8. In summary, the key elements of the proposed approach as currently developed are:
  - a. Establishing the role of the ACT Health Directorate as the system steward and strategic policy adviser to Ministers. The Directorate would have a view and responsibility across the health system, a role to drive collaboration and a whole of system perspective and a responsibility for outcomes including for

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the health of the ACT population through the non-acute, community, preventative and health promotion components of the health system.

- b. Establishing the accountability of the Canberra and Regional Health Services (CRHS) as the provider of all publicly owned health services. CRHS would focus on the professional, quality, efficient and effective delivery of health services to the ACT and the region.
9. The key features of the Directorate would comprise:
    - a. a streamlined senior structure
    - b. a central policy and strategy function that has clear roles for leading clinicians, health professionals and other staff and stakeholders associated with services in the formulation of policy and strategy through secondments and cross cutting governance committees
    - c. a central service outcomes function that relates to all service providers in the ACT health system and be the key area that negotiates Service Level Agreements, monitors service performance and provides advice back to each service provider, the Director-General and Ministers
    - d. a number of whole of system governance committees that promote collaboration on key areas, for example, clinical workforce planning, research and evidence, service coordination, public health emergency management.
  10. The key features of the CRHS would comprise:
    - a. funding provided through the Directorate as a separate and transparent appropriation
    - b. a Service Level Agreement with the Directorate that includes reporting on resource usage, performance outcomes and KPIs
    - c. the capacity for the CEO CRHS to administer the publicly owned health services including direct responsibility for ancillary and corporate service support necessary to effectively run the services.
  11. The roles and functions of the Director-General and the CEO CRHS would be prescribed in a protocol to be negotiated to the satisfaction of Ministers and the Head of Service.
  12. The CEO CRHS would provide policy and budget proposals to the Director-General. The Director-General would provide all proposals to Ministers for consideration. The Director-General would provide advice on the priority of proposals to Ministers.
  13. The Director-General would raise concerns regarding all performance concerns first with the CEO CRHS. If concerns persisted, the Director-General would have the responsibility to provide advice with recommended actions to the relevant Minister in regard to health performance issues (such as clinical standards) or the Head of Service in regard to personnel or financial management issues.

#### Next steps

14. Mr Griew has provided an interim report with the expectation that as a next step the Directorate and Nous Group will talk with ACT Health staff and external stakeholders

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to refine, test and improve thinking about the governance, roles, functions and relationships proposals presented in the report. The list of proposed consultations is at Attachment B.

15. The focus of the consultations will be to test the strengths and risks of what is proposed, to elicit feedback on the information required by staff and stakeholders to optimise performance in particular areas and to seek views on the skills and capabilities required by the Directorate and CRHS to make the new arrangements work.
16. The current proposed approach may alter with the benefit of these consultations.

### Financial Implications

17. The financial implications of establishing the governance arrangements and structure will be met within the existing ACT Health Directorate budget.

### Consultation

#### Internal

18. Nil.

#### Cross Directorate

19. Mr Griew engaged with the interim Director-General ACT Health Directorate, acting Deputy Director General Canberra Hospital and Health Services, the ACT Solicitor-General and the Under Treasurer.

#### External

20. Mr Griew engaged with senior executives in health departments in New South Wales, Queensland, Tasmania and Victoria.

### Media Implications

21. It is likely that there will be media interest in the new governance arrangements.

Signatory Name:

Kathy Leigh

Phone: x50246

Action Officer:

Leanne Power

Phone: x75990

### Attachments

Attachment	Title
Attachment A	Interim report, <i>New health governance arrangements for the ACT</i>
Attachment B	List of proposed consultations

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**Trevillian, Sarah (Health)**

---

**From:** Dal Molin, Vanessa (Health) on behalf of De'Ath, Michael (Health)  
**Sent:** Wednesday, 20 June 2018 7:44 PM  
**To:** OLeary, Catherina (Health)  
**Subject:** FW: 180616 Report - New health governance arrangements for the ACT [DLM=For-Official-Use-Only]  
**Attachments:** 180620 Report - New health governance arrangements for the ACT.pdf  
**Categories:** Review

Hi Catherina,

As promised, please see attached report from Robert Griew.

I understand that there may be some additional changes tonight – I will forward you the final document when it is received.

Thanks

Vanessa

**From:** Robert Griew [mailto:██████████@nousgroup.com.au]  
**Sent:** Wednesday, 20 June 2018 12:39 PM  
**To:** Leigh, Kathy <Kathy.Leigh@act.gov.au>; De'Ath, Michael (Health) <Michael.De'Ath@act.gov.au>  
**Cc:** Power, Leanne <Leanne.Power@act.gov.au>; ██████████@nousgroup.com.au; ██████████@nousgroup.com.au  
**Subject:** RE: 180616 Report - New health governance arrangements for the ACT

Attached with final nuance.

Just to confirm Kathy,

- Tas HS is still separate crown entity under most recent amendment, albeit Board removed.
- Top End Health Service and Central Australian Health Service in the NT are both legislated and thus separate from NT Health.

I've edited Tas section.

Cheers

Robert

Robert Griew

**Nous Group** | Principal

**d:** + 61 2 6201 9010 | **m:** ██████████ | **w:** [www.nousgroup.com](http://www.nousgroup.com)

**From:** Robert Griew  
**Sent:** Tuesday, 19 June 2018 9:39 PM  
**To:** Leigh, Kathy <Kathy.Leigh@act.gov.au>; De'Ath, Michael (Health) <Michael.De'Ath@act.gov.au>  
**Cc:** Power, Leanne <Leanne.Power@act.gov.au>; ██████████@nousgroup.com.au; ██████████

██████████@nousgroup.com.au>

**Subject:** 180616 Report - New health governance arrangements for the ACT

Hi there

Thanks both for your comments. I have endeavoured to incorporate them in the attached draft.

I had thought that the changes would not be extensive, so I intended to highlight changes in yellow. However, once I got into it, I realised the nuancing you wanted required quite a bit of minor but important editing.

So sorry, it is probably worth a scan through.

The things I have paid attention to include:

- Shifting the weight of rationale from problems in current arrangements to the growing ACT population and increased sophistication of your system. I've put in the data you got me Leanne on NSW flows as an Appendix and replaced the population health outcomes with a two sentence summary of that data.
- I've toned down language in the rationale and sentences that could be quote out of context in a negative way. Wasn't what we intended.
- I've updated terminology ACT Health Directorate and Canberra and Region Health Services; D-G and CEO.
- I've named the three unis – ANU, UC and ACU.
- I've taken out come of the CEO won't do this and that commentary in favour of stressing the hearing the CEO will get via the D-G
- I've used consistent language to describe the consults – by me and Directorate and covering staff as well.

Let me know further thoughts.

Michael and I had good meeting re consultation.

One last thing for us to do, while you have last look and prepare brief, is for us (ie someone with more distance from the doc than me!) to do a proofread and check Nous form guide, eg re figures and tables... We can do that tomorrow.

Think that is it.

Warm regards

Robert

Robert Griew

**Nous Group** | Principal

**d:** + 61 2 6201 9010 | **m:** ██████████ | **w:** [www.nousgroup.com](http://www.nousgroup.com) | [View Robert's profile](#)

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**Dal Molin, Vanessa (Health)**

---

**From:** De'Ath, Michael (Health)  
**Sent:** Thursday, 21 June 2018 8:31 AM  
**To:** Power, Leanne  
**Cc:** Dal Molin, Vanessa (Health)  
**Subject:** Re: CMTEDD 18-3184 ACT Health Governance - Griew Report [SEC=UNCLASSIFIED, DLM=Sensitive]

This looks to be a nice capture of the essential points required by Ministers at this stage Leanne. Vanessa will be looking over it first thing and will also comment.

We have. A good plan with Robert now for the consultation and that work is underway.

Michael De'Ath  
 Interim Director General  
 ACT Health  
 ACT Government

On 20 Jun 2018, at 5:56 pm, Power, Leanne <[Leanne.Power@act.gov.au](mailto:Leanne.Power@act.gov.au)> wrote:

Hi Michael and Vanessa

Attached is the draft proposed brief to Ministers on the Nous report for your review and comment.

Robert is providing the final report tomorrow. Vanessa, you will see I have referenced the stakeholder engagement list as Attachment B. Can you please send it through.

Many thanks

Leanne

<CMTEDD 18-3184 ACT Health Governance - Griew Report.docx>

**Dal Molin, Vanessa (Health)**

---

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Thursday, 21 June 2018 10:02 AM  
**To:** De'Ath, Michael (Health)  
**Subject:** Minor Changes to Brief re Griew Report [DLM=For-Official-Use-Only]  
**Attachments:** CMTEDD 18-3184 ACT Health Governance - Griew Report.pdf

Michael,

I've made some minor changes to the CMTEDD brief on Griew report – see attached. It's also in your clearance folder in your day pack.

Thanks  
Vanessa

**Vanessa Dal Molin** | Business Manager  
Office of the Director General, ACT Health  
**Ph:** (02) 6207 9532 | **M** [REDACTED] | **Email:** [vanessa.dalmolin@act.gov.au](mailto:vanessa.dalmolin@act.gov.au)  
[health.act.gov.au](http://health.act.gov.au)

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## MINISTERIAL BRIEF

Chief Minister, Treasury and Economic  
Development Directorate

UNCLASSIFIED

To: Minister for Health and Wellbeing  
Minister for Mental Health

Tracking No.: CMTEDD2018/3184

Date: 21 June 2018

CC: Chief Minister

From: Head of Service

Subject: Interim report – New health governance arrangements for the ACT

Critical Date: As soon as possible

Critical Reason:

**Purpose**

To advise on progress on developing the governance arrangements to underpin the new administrative arrangements for the ACT Public Service in relation to ACT Health.

**Recommendations**

That you:

1. Note the interim report *New health governance arrangements for the ACT* by Robert Griew, Principal Nous Group, attached to this brief.
2. Note that as a next step, the ACT Health Directorate and Nous Group will talk with ACT Health executive staff and external stakeholders to refine, test and improve thinking about the governance, roles, functions and relationship proposals presented in the interim report. The current proposed approach may alter with the benefit of this consultation.

**Noted / Please Discuss**

Meegan Fitzharris ...../...../.....

**Noted / Please Discuss**

Shane Rattenbury ...../...../.....

Minister's Office Feedback

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## Background

1. In March this year the Chief Minister agreed to a new governance structure for the ACT Health Directorate that structurally separates its policy and operational functions. The separation responds to the growing size and complexity of health service delivery in the ACT and region and aligns the Territory with the direction of reform in other jurisdictions across Australia.
2. The separation, which will be operational from 1 October 2018, entails the creation of a strategic function that has the core responsibility to oversee the operation of the health system as a whole and to set the direction for health services in the Territory, and an operational service delivery function that has the core responsibility to provide acute, subacute, primary hospital services to the ACT and surrounding region and the range of community-based health services to the ACT community.
3. In May this year I engaged Robert Griew, Principal Nous Group, to provide advice on the best practice governance, roles, functions and relationships for the new entities including the lines of accountability for the Director-General and Chief Executive Officer to Ministers and to each other.
4. Mr Griew was asked to consider the learnings from the governance arrangements for separated models in other jurisdictions and to tailor an approach for the unique needs of the Territory, allowing for a focus on the operational effectiveness and efficiency of clinical service delivery, as well as on the strategic policy and planning for the broader stewardship of the ACT public health system and the promotion of health and wellbeing in the ACT.
5. Mr Griew's significant experience in the health sector placed him in an advantageous position to provide expert advice. As a former Secretary of the Northern Territory Department of Health and Community Services, Mr Griew has direct experience in running a health system of comparable size to the ACT. As such he has practical insight and experience into lines of accountability, clinical service delivery and the overall stewardship of a health system.

## Issues

### Interim report

6. Mr Griew's approach involved a review of governance arrangements in Queensland, Victoria, New South Wales and Tasmania to identify issues and learnings. First principles thinking was then applied in discussions with myself, the interim Director-General ACT Health Directorate, the acting Deputy Director General Canberra Hospital and Health Services, the ACT Solicitor-General and the Under Treasurer.
7. Mr Griew has provided an interim report based on the reviews and discussions to date. A copy is at Attachment A.
8. In summary, the key elements of the proposed approach as currently developed are:
  - a. Establishing the role of the ACT Health Directorate as the system steward and strategic policy adviser to Ministers. The Directorate would have a view and responsibility across the health system, a role to drive collaboration and a whole of system perspective and a responsibility for outcomes including for

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the health of the ACT population through the non-acute, community, preventative and health promotion components of the health system.

- b. Establishing the accountability of the Canberra and Regional Health Services (CRHS) as the provider of all publicly owned health services. CRHS would focus on the professional, quality, efficient and effective delivery of health services to the ACT and the region.

9. The key features of the Directorate would comprise:

- a. a streamlined senior structure
- b. a central policy and strategy function that has clear roles for leading ~~clinicians~~ clinical leads, health professionals and other staff and stakeholders associated with services in the formulation of policy and strategy through secondments and cross cutting governance committees
- c. a central service outcomes function that relates to all service providers in the ACT health system and be the key area that negotiates Service Level Agreements, monitors service performance and provides advice back to each service provider, the Director-General and Ministers
- d. a number of whole of system governance committees that promote collaboration on key areas, for example, clinical workforce planning, research and evidence, service coordination, public health emergency management.

10. The key features of the CRHS would comprise:

- a. funding provided through the Directorate as a separate and transparent appropriation
- b. a Service Level Agreement with the Directorate that includes reporting on resource usage, performance outcomes and KPIs
- c. the capacity for the CEO CRHS to administer the publicly owned health services including direct responsibility for ancillary and corporate service support necessary to effectively run the services.

11. The roles and functions of the Director-General and the CEO CRHS would be prescribed in a protocol to be negotiated to the satisfaction of Ministers and the Head of Service.

12. The CEO CRHS would provide policy and budget proposals to the Director-General. The Director-General would provide all proposals to Ministers for consideration. The Director-General would provide advice on the priority of proposals to Ministers.

13. The Director-General would raise concerns regarding all performance concerns first with the CEO CRHS. If concerns persisted, the Director-General would have the responsibility to provide advice with recommended actions to the relevant Minister in regard to health performance issues (such as clinical standards) or the Head of Service in regard to personnel or financial management issues.

Next steps

14. Mr Griew has provided an interim report with the expectation that as a next step the Directorate and Nous Group will talk with ACT Health executive staff and external

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stakeholders to refine, test and improve thinking about the governance, roles, functions and relationships proposals presented in the report. The list of proposed consultations is at Attachment B.

15. The focus of the consultations will be to test the strengths and risks of what is proposed, to elicit feedback on the information required by staff and stakeholders to optimise performance in particular areas and to seek views on the skills and capabilities required by the Directorate and CRHS to make the new arrangements work.

16. The current proposed approach may alter with the benefit of these consultations.

~~16,17.~~ More extensive staff consultations are also planned to occur, through ACT Health's Transition Office, once the high level governance arrangements have been broadly settled.

### Financial Implications

~~17,18.~~ The financial implications of establishing the governance arrangements and structure will be met within the existing ACT Health Directorate budget.

### Consultation

#### Internal

~~18,19.~~ Nil.

#### Cross Directorate

~~19,20.~~ Mr Griew engaged with the interim Director-General ACT Health Directorate, acting Deputy Director General Canberra Hospital and Health Services, the ACT Solicitor-General and the Under Treasurer.

#### External

~~20,21.~~ Mr Griew engaged with senior executives in health departments in New South Wales, Queensland, Tasmania and Victoria.

### Media Implications

~~21,22.~~ It is likely that there will be media interest in the new governance arrangements.

Signatory Name:  
Kathy Leigh

Phone: x50246

Action Officer:  
Leanne Power

Phone: x75990

### Attachments

Attachment	Title
Attachment A	Interim report, <i>New health governance arrangements for the ACT</i>

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Tracking No.: CMTEDD2018/3184  
CMTEDD2018/3184

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Attachment B	List of proposed consultations
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Tracking No.: CMTEDD2018/3184Tracking No.:  
CMTEDD2018/3184

**Dal Molin, Vanessa (Health)**

---

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Thursday, 21 June 2018 11:03 AM  
**To:** O'Leary, Catherina (Health)  
**Subject:** Stakeholder Listing - 21 June [DLM=For-Official-Use-Only]  
**Attachments:** Stakeholder Listing - 21 June.docx

Catherina,

Just further to our discussions with DG yesterday, I've included some additional NGO organisations on the attached stakeholder listing. The list is not exhaustive, but have added a few more of the larger(ish) organisations.

Would you mind reviewing the list, just to see what you think, and I'll then add to the Robert Griew contract.

Thanks  
Vanessa

### ACT Health Transition – Suggested Stakeholder Consultation List

- Ms Catherina O’Leary, Director, Office of Transition, ACT Health will attend meetings to assist with scribing, as per Mr Griew’s proposal.

#### Internal Meetings: (60 minute meetings each)

Canberra Hospital DDG, and Chiefs  Calvary Health Care - Bruce	Chris Bone, Deputy Director General, CHHS Jeffrey Fletcher, Chief Medical Officer Margaret McLeod, Chief Nurse and Midwifery Officer Jo Morris, Chief Allied Health Officer  [REDACTED]
Canberra Hospital Executive – Executive Directors Meeting	This could be included on the agenda for the hospital Executive meeting, which takes place every Tuesday morning, from 8.30am.
ACT Health – - Executive Directors Meeting	A meeting to include all DDGs and Executive Directors on Directorate side of organisation.

#### Health Organisation (60 minute meeting)

Southern NSW Local Health District Capital Health Network	[REDACTED]
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#### Academic Partners (60 minute meeting)

Australian National University	[REDACTED] (or representatives) <ul style="list-style-type: none"> <li>[REDACTED] ANU College of Health and Medicine</li> <li>[REDACTED] ANU Medical School</li> </ul>
University of Canberra	[REDACTED] (or representative) <ul style="list-style-type: none"> <li>[REDACTED]</li> <li>[REDACTED]</li> </ul>
Australian Catholic University - Canberra	[REDACTED]

#### Indigenous Organisation (45 minute meeting)

Winnunga Nimmityjah Aboriginal Health Service	[REDACTED]
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**Non Government Sector (90 minute meeting):**

ACT Council of Social Service	[REDACTED]
ATODA ACT Inc	[REDACTED]
Carers ACT	[REDACTED]
Health Care Consumers Association	[REDACTED] [REDACTED]
Council on the Ageing	[REDACTED]
Mental Health Community Coalition (with Mental Health Consumers Network)	[REDACTED] [REDACTED]
Women's Centre for Health Matters	[REDACTED]
Heart Foundation	[REDACTED]
Sexual Health and Family Planning ACT	[REDACTED]
Aids Action Council	[REDACTED]
Hepatitis Council	[REDACTED]
Youth Coalition of the ACT	[REDACTED]
Diabetes ACT/NSW	[REDACTED]
Alzheimer's Australia	[REDACTED]
Asthma Foundation ACT	[REDACTED]
Arthritis Foundation of the ACT Inc	[REDACTED]
AIDS Action Council of the ACT	[REDACTED]
Cancer Council ACT	[REDACTED]

Palliative Care ACT	
A Gender Agenda Inc	

**Medical Association / Bodies (90 minute meeting)**

Australian Salaried Medical Officers Federation	[REDACTED]
Australian Medical Association	[REDACTED]
Royal Australian and New Zealand College of Psychiatrists - ACT Branch	[REDACTED]
ACT Visiting Medical Officers Association	[REDACTED]
Pharmacy Guild ACT	[REDACTED]
Australian Nursing and Midwifery Federation – ACT Branch	[REDACTED]
Community and Public Sector Union	[REDACTED] [REDACTED]
Health Services Union	[REDACTED]



**Dal Molin, Vanessa (Health)**

---

**From:** Attridge, Vanessa  
**Sent:** Thursday, 21 June 2018 11:24 AM  
**To:** Dal Molin, Vanessa (Health)  
**Cc:** ACT Health DLO  
**Subject:** RE: Robert Griew Consultation - Suggested stakeholder consultation list [DLM=For-Official-Use-Only]

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Hi Vanessa,

Further on this one – suggest you either consult just RACS, or preferably, all the colleges (physicians, Ob Gyn, etc etc). It doesn't really add up to consult just RACS and the Psychiatrists.

Hope that's ok,

N

**From:** Attridge, Vanessa  
**Sent:** Wednesday, 20 June 2018 2:43 PM  
**To:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
**Subject:** RE: Robert Griew Consultation - Suggested stakeholder consultation list [DLM=For-Official-Use-Only]

Thanks for this Vanessa.

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Monday, 18 June 2018 6:08 PM  
**To:** Attridge, Vanessa <VanessaS.Attridge@act.gov.au>  
**Subject:** Robert Griew Consultation - Suggested stakeholder consultation list [DLM=For-Official-Use-Only]

Dear Nessa,

This morning during Minister's meeting, we discussed the consultation which Robert Griew was planning to undertake in relation to the transition process.

Please find attached a list of stakeholders which we are proposing to pass to Robert – for your consideration.

Very happy to discuss further if you need.

Many thanks  
 Vanessa

**Dal Molin, Vanessa (Health)**

---

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Thursday, 21 June 2018 2:29 PM  
**To:** Power, Leanne  
**Subject:** RE: draft brief [SEC=UNCLASSIFIED]  
**Attachments:** CMTEDD 18-3184 ACT Health Governance - Griew Report.docx

Leanne,  
Here's the brief

---

**From:** Power, Leanne  
**Sent:** Thursday, 21 June 2018 2:18 PM  
**To:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
**Subject:** draft brief [SEC=UNCLASSIFIED]

Hi there, are there any comments on the brief – and can you please send me the attachment B. many thanks Leanne

Leanne Power | Director, Office of the Head of Service  
Phone: 02 620 75990 | Mobile: [REDACTED] | Email: [leanne.power@act.gov.au](mailto:leanne.power@act.gov.au)  
Chief Minister, Treasury and Economic Development Directorate | ACT Government  
Level 5, Canberra Nara Centre, 1 Constitution Avenue Canberra ACT 2601 | GPO Box 158 Canberra ACT 2601 | [www.act.gov.au](http://www.act.gov.au)



## MINISTERIAL BRIEF

Chief Minister, Treasury and Economic  
Development Directorate

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<b>To:</b>	Minister for Health and Wellbeing Minister for Mental Health	Tracking No.: CMTEDD2018/3184
<b>Date:</b>	21 June 2018	
<b>CC:</b>	Chief Minister	
<b>From:</b>	Head of Service	
<b>Subject:</b>	Interim report – New health governance arrangements for the ACT	
<b>Critical Date:</b>	As soon as possible	
<b>Critical Reason:</b>		

**Purpose**

To advise on progress on developing the governance arrangements to underpin the new administrative arrangements for the ACT Public Service in relation to ACT Health.

**Recommendations**

That you:

1. Note the interim report *New health governance arrangements for the ACT* by Robert Griew, Principal Nous Group, attached to this brief.
2. Note that as a next step, the ACT Health Directorate and Nous Group will talk with ACT Health executive staff and external stakeholders to refine, test and improve thinking about the governance, roles, functions and relationship proposals presented in the interim report. The current proposed approach may alter with the benefit of this consultation.

**Noted / Please Discuss**

Meegan Fitzharris ...../...../.....

**Noted / Please Discuss**

Shane Rattenbury ...../...../.....

Minister's Office Feedback

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## Background

1. In March this year the Chief Minister agreed to a new governance structure for the ACT Health Directorate that structurally separates its policy and operational functions. The separation responds to the growing size and complexity of health service delivery in the ACT and region and aligns the Territory with the direction of reform in other jurisdictions across Australia.
2. The separation, which will be operational from 1 October 2018, entails the creation of a strategic function that has the core responsibility to oversee the operation of the health system as a whole and to set the direction for health services in the Territory, and an operational service delivery function that has the core responsibility to provide acute, subacute, primary hospital services to the ACT and surrounding region and the range of community-based health services to the ACT community.
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4. Mr Griew was asked to consider the learnings from the governance arrangements for separated models in other jurisdictions and to tailor an approach for the unique needs of the Territory, allowing for a focus on the operational effectiveness and efficiency of clinical service delivery, as well as on the strategic policy and planning for the broader stewardship of the ACT public health system and the promotion of health and wellbeing in the ACT.
5. Mr Griew's significant experience in the health sector placed him in an advantageous position to provide expert advice. As a former Secretary of the Northern Territory Department of Health and Community Services, Mr Griew has direct experience in running a health system of comparable size to the ACT. As such he has practical insight and experience into lines of accountability, clinical service delivery and the overall stewardship of a health system.

## Issues

### Interim report

6. Mr Griew's approach involved a review of governance arrangements in Queensland, Victoria, New South Wales and Tasmania to identify issues and learnings. First principles thinking was then applied in discussions with myself, the interim Director-General ACT Health Directorate, the acting Deputy Director General Canberra Hospital and Health Services, the ACT Solicitor-General and the Under Treasurer.
7. Mr Griew has provided an interim report based on the reviews and discussions to date. A copy is at Attachment A.
8. In summary, the key elements of the proposed approach as currently developed are:
  - a. Establishing the role of the ACT Health Directorate as the system steward and strategic policy adviser to Ministers. The Directorate would have a view and responsibility across the health system, a role to drive collaboration and a whole of system perspective and a responsibility for outcomes including for

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the health of the ACT population through the non-acute, community, preventative and health promotion components of the health system.

- b. Establishing the accountability of the Canberra and Regional Health Services (CRHS) as the provider of all publicly owned health services. CRHS would focus on the professional, quality, efficient and effective delivery of health services to the ACT and the region.
9. The key features of the Directorate would comprise:
  - a. a streamlined senior structure
  - b. a central policy and strategy function that has clear roles for ~~leading clinicians~~clinical leads, health professionals and other staff and stakeholders associated with services in the formulation of policy and strategy through secondments and cross cutting governance committees
  - c. a central service outcomes function that relates to all service providers in the ACT health system and be the key area that negotiates Service Level Agreements, monitors service performance and provides advice back to each service provider, the Director-General and Ministers
  - d. a number of whole of system governance committees that promote collaboration on key areas, for example, clinical workforce planning, research and evidence, service coordination, public health emergency management.
10. The key features of the CRHS would comprise:
  - a. funding provided through the Directorate as a separate and transparent appropriation
  - b. a Service Level Agreement with the Directorate that includes reporting on resource usage, performance outcomes and KPIs
  - c. the capacity for the CEO CRHS to administer the publicly owned health services including direct responsibility for ancillary and corporate service support necessary to effectively run the services.
11. The roles and functions of the Director-General and the CEO CRHS would be prescribed in a protocol to be negotiated to the satisfaction of Ministers and the Head of Service.
12. The CEO CRHS would provide policy and budget proposals to the Director-General. The Director-General would provide all proposals to Ministers for consideration. The Director-General would provide advice on the priority of proposals to Ministers.
13. The Director-General would raise concerns regarding all performance concerns first with the CEO CRHS. If concerns persisted, the Director-General would have the responsibility to provide advice with recommended actions to the relevant Minister in regard to health performance issues (such as clinical standards) or the Head of Service in regard to personnel or financial management issues.

#### Next steps

14. Mr Griew has provided an interim report with the expectation that as a next step the Directorate and Nous Group will talk with ACT Health executive staff and external

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stakeholders to refine, test and improve thinking about the governance, roles, functions and relationships proposals presented in the report. The list of proposed consultations is at Attachment B.

15. The focus of the consultations will be to test the strengths and risks of what is proposed, to elicit feedback on the information required by staff and stakeholders to optimise performance in particular areas and to seek views on the skills and capabilities required by the Directorate and CRHS to make the new arrangements work.
16. The current proposed approach may alter with the benefit of these consultations.
- 16-17. More extensive staff consultations are also planned to occur, through ACT Health's Transition Office, once the high level governance arrangements have been broadly settled.

### Financial Implications

- 17-18. The financial implications of establishing the governance arrangements and structure will be met within the existing ACT Health Directorate budget.

### Consultation

#### Internal

- 18-19. Nil.

#### Cross Directorate

- 19-20. Mr Griew engaged with the interim Director-General ACT Health Directorate, acting Deputy Director General Canberra Hospital and Health Services, the ACT Solicitor-General and the Under Treasurer.

#### External

- 20-21. Mr Griew engaged with senior executives in health departments in New South Wales, Queensland, Tasmania and Victoria.

### Media Implications

- 21-22. It is likely that there will be media interest in the new governance arrangements.

Signatory Name:  
Kathy Leigh

Phone: x50246

Action Officer:  
Leanne Power

Phone: x75990

### Attachments

Attachment	Title
Attachment A	Interim report, <i>New health governance arrangements for the ACT</i>

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Attachment B	List of proposed consultations
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Tracking No.: CMTEDD2018/3184Tracking No.:  
CMTEDD2018/3184

**Dal Molin, Vanessa (Health)**

---

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Thursday, 21 June 2018 2:37 PM  
**To:** Power, Leanne  
**Subject:** Stakeholder Listing - 21 June [DLM=For-Official-Use-Only]  
**Attachments:** Stakeholder Listing - 21 June.docx

Leanne,  
Here is the stakeholder listing as it currently stands.

Thanks  
Vanessa



### ACT Health Transition – Suggested Stakeholder Consultation List

- Ms Catherine O'Leary, Director, Office of Transition, ACT Health will attend meetings to assist with scribing, as per Mr Griew's proposal.

#### Internal Meetings: (60 minute meetings each)

Canberra Hospital DDG, and Chiefs  Calvary Health Care - Bruce	Chris Bone, Deputy Director General, CHHS Jeffrey Fletcher, Chief Medical Officer Margaret McLeod, Chief Nurse and Midwifery Officer Jo Morris, Chief Allied Health Officer  [REDACTED]
Canberra Hospital Executive – Executive Directors Meeting	This could be included on the agenda for the hospital Executive meeting, which takes place every Tuesday morning, from 8.30am.
ACT Health – - Executive Directors Meeting	A meeting to include all DDGs and Executive Directors on Directorate side of organisation.

#### Health Organisation (60 minute meeting)

Southern NSW Local Health District Capital Health Network	[REDACTED]
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#### Academic Partners (60 minute meeting)

Australian National University	[REDACTED] (or representatives) <ul style="list-style-type: none"> <li>[REDACTED] ANU College of Health and Medicine</li> <li>[REDACTED] ANU Medical School</li> </ul>
University of Canberra	[REDACTED] (or representative) <ul style="list-style-type: none"> <li>[REDACTED]</li> <li>[REDACTED]</li> </ul>
Australian Catholic University - Canberra	[REDACTED]

#### Indigenous Organisation (45 minute meeting)

Winnunga Nimbitjyah Aboriginal Health Service	[REDACTED]
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**Non Government Sector (90 minute meeting) (final NGO listing to be confirmed):**

ACT Council of Social Service	[REDACTED]
ATODA ACT Inc	[REDACTED]
Carers ACT	[REDACTED]
Health Care Consumers Association	[REDACTED] [REDACTED]
Council on the Ageing	[REDACTED]
Mental Health Community Coalition (with Mental Health Consumers Network)	[REDACTED] [REDACTED]
Women's Centre for Health Matters	[REDACTED]
Heart Foundation	[REDACTED]
Sexual Health and Family Planning ACT	[REDACTED]
Aids Action Council	[REDACTED]
Hepatitis Council	[REDACTED]
Youth Coalition of the ACT	[REDACTED]
Diabetes ACT/NSW	[REDACTED]
Alzheimer's Australia	[REDACTED]
Asthma Foundation ACT	[REDACTED]
Arthritis Foundation of the ACT Inc	[REDACTED]
AIDS Action Council of the ACT	[REDACTED]
Cancer Council ACT	[REDACTED]

Palliative Care ACT	
A Gender Agenda Inc	

**Medical Association / Bodies (90 minute meeting)**

Australian Salaried Medical Officers Federation	
Australian Medical Association	
ACT Visiting Medical Officers Association	
Pharmacy Guild ACT	
Australian Nursing and Midwifery Federation – ACT Branch	
Community and Public Sector Union	
Health Services Union	

**Colleges (list to be confirmed in consultation with Chief Medical Officer and Mr Griew)**

Royal Australian and New Zealand College of Psychiatrists - ACT Branch	
Royal Australasian College of Surgeons (RACS)	
Royal Australian and New Zealand College of Obstetricians and Gynaecologists	
Royal Australian and New Zealand College of Radiologists	
Royal Australasian College of Physicians	

**Stevenson, Nicole (Health)**

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**From:** [REDACTED]@nousgroup.com.au>  
**Sent:** Thursday, 21 June 2018 4:55 PM  
**To:** Power, Leanne; Leigh, Kathy; De'Ath, Michael (Health)  
**Subject:** RE: final proofread Interim report

PS this proofread version has the sentence in capability section you pointed out Leanne taken out  
 RG

Robert Griew  
**Nous Group** | Principal  
**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com)

**From:** Robert Griew  
**Sent:** Thursday, 21 June 2018 4:49 PM  
**To:** 'Power, Leanne' <Leanne.Power@act.gov.au>; 'Leigh, Kathy' <Kathy.Leigh@act.gov.au>; 'De'Ath, Michael (Health)' <Michael.De'Ath@act.gov.au>  
**Subject:** final proofread Interim report

Hi there  
 Here is proofread version.  
 Best regards  
 Robert

Robert Griew  
**Nous Group** | Principal  
**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com) | [View Robert's profile](#)

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Nous Group is an award-winning management consulting firm. We partner with leaders across Australia and the UK to shape world-class businesses, effective government and empowered communities. Our people are bold and engaging and offer a broad consulting capability that creates strategic opportunities, enables performance improvement, and shapes agendas of national significance.

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**Dal Molin, Vanessa (Health)**

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**From:** Dal Molin, Vanessa (Health)  
**Sent:** Thursday, 21 June 2018 4:54 PM  
**To:** O'Leary, Catherina (Health)  
**Subject:** RE: Stakeholder Listing - 21 June [DLM=For-Official-Use-Only]

Thanks Catherina,  
 HoS office has come back and suggested that Robert facilitate two staff forums also – one at Bowes and one at CHHS. I'll add this to the list.

I'll also pop [REDACTED] in for one hour.

The Medical Advisory Committee was dis-established by Nicole Feely earlier this year. I don't believe there is one in existence at the moment, as it was going to be re-established as part of the territory wide health service redesign.

Thanks!  
 Vanessa

---

**From:** O'Leary, Catherina (Health)  
**Sent:** Thursday, 21 June 2018 4:11 PM  
**To:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
**Subject:** RE: Stakeholder Listing - 21 June [DLM=For-Official-Use-Only]

Hi

One to add could be the internal Medical Advisory Committee (or similar) if it exists.  
 Also add Charles Sturt University maybe?  
 Do you think [REDACTED] will need longer than 45min?

Thanks  
 C

---

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Thursday, 21 June 2018 11:03 AM  
**To:** O'Leary, Catherina (Health) <Catherina.O'Leary@act.gov.au>  
**Subject:** Stakeholder Listing - 21 June [DLM=For-Official-Use-Only]

Catherina,  
 Just further to our discussions with DG yesterday, I've included some additional NGO organisations on the attached stakeholder listing. The list is not exhaustive, but have added a few more of the larger(ish) organisations.

Would you mind reviewing the list, just to see what you think, and I'll then add to the Robert Griew contract.

Thanks  
 Vanessa

## Dal Molin, Vanessa (Health)

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**From:** Dal Molin, Vanessa (Health)  
**Sent:** Thursday, 21 June 2018 6:10 PM  
**To:** Roach, Tim (Health); O'Leary, Catherina (Health)  
**Subject:** Urgent Request - for comment - Request for Quote - Transition process - Stakeholder Consultation - June 2018 [DLM=For-Official-Use-Only]  
**Attachments:** Request for Quote - Transition process - Stakeholder Consultation - June 2018.docx

Hi Tim and Catherina,

The DG would like to issue the attached RFQ tomorrow, if at all possible. I've only just managed to write this up now.

I just wondered whether you might be able to review the attached and let me know if you think it is okay – or if you can see any significant problems.

Tim – I'd really appreciate a RFQ number also, if that's okay?

Very happy to discuss tomorrow, if you need anything clarified.

Many thanks for your assistance.

Vanessa

**Vanessa Dal Molin** | Business Manager  
 Office of the Director General, ACT Health  
**Ph:** (02) 6207 9532 | **Email:** [vanessa.dalmolin@act.gov.au](mailto:vanessa.dalmolin@act.gov.au)  
[health.act.gov.au](http://health.act.gov.au)

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## Goods and/or Services REQUEST FOR QUOTATION UNDER \$25,000

### REQUEST FOR QUOTATION INFORMATION

The Territory as represented by the **Health Directorate** would like to invite **Robert Griew, Principal, Nous Group** to respond to this Request for Quotation (RFQ).

This RFQ comprises:

- Schedule 1 – Statement of Requirement;
- Schedule 2 – General Terms and Conditions for Purchase Orders (Goods and/or Services); and
- Schedule 3 – Supplier's Quotation, including Supplier's declaration.

### SCHEDULE 1 - STATEMENT OF REQUIREMENT

<b>RFQ Title:</b>	<b>ACT Health - Organisational Transition (Stakeholder Consultation)</b>		
<b>RFQ Number:</b>	Insert RFQ Number	<b>Territory Contact Officer:</b>	For all matters relating to this RFQ contact: Vanessa Dal Molin at 62079532 or Vanessa.dalmolin@act.gov.au
<b>Purchasing Directorate:</b>	Health Directorate	<b>Section/Business Unit:</b>	Office of the Director General
<b>Issue Date:</b>	22/06/2018	<b>Closing Date:</b>	27/06/2018
<b>Supplies Required by:</b>	20/07/2018		
<b>Lodgement method:</b>	Quotations should be lodged with Vanessa Dal Molin via email at Vanessa.dalmolin@act.gov.au in pdf format by the closing date specified above. <b>Please note:</b> due to system restrictions responses cannot exceed one file and 3MB.		
<b>Questions</b>	Any questions relating to this RFQ should be addressed to the Territory Contact Officer and sent via email.		



## The Requirement

Item	Details
Description of Requirement (including warranties for goods):	<p>On 23 March 2018, the Minister for Health and Wellbeing and the Minister for Mental Health announced that ACT Health would be restructured to establish two agencies. One agency is to be responsible for clinical operations and will focus on the operational delivery of quality health care services to the community.</p> <p>The second organisation will be responsible for strategic policy and planning stewardship of the ACT's health system. It will oversee the health system as a whole and set the strategic direction for health services, as well as provide health protection services and health promotion.</p> <p>The new structure is to commence from 1 October 2018.</p> <p>In May 2018, the Nous Group (Robert Griew) was engaged by the Chief Minister, Treasury and Economic Development Directorate to provide advice on the best practice governance, roles, functions and relationships for the two new entities, including the lines of accountability for the Director General and Chief Executive Officer to Ministers and to each other.</p> <p>The NOUS Group has provided an interim report to the Head of Service – <i>New health governance arrangements for the ACT</i>, by Robert Griew, Principal Nous Group.</p> <p>It is proposed to ask the Nous Group to undertake a series of consultations with ACT Health staff and external stakeholders to refine and test the views outlined within the Interim Report.</p> <p>The focus of stakeholder consultations will be to seek feedback on the proposed governance model, including potential strengths and risks, and determine the skills and capabilities required within both organisations to ensure that the new arrangements will be successful.</p> <p>The Consultant will be required to engage with staff and stakeholders, as outlined in <u>Attachment A</u> (stakeholder consultation listing). This listing may be refined and reviewed following discussions between NOUS Group and ACT Health.</p> <p>The Consultant will undertake the required consultations over a period of three (3) days. It is envisaged that a further day (one day) will be required to refine and review the Interim Report titled <i>New health governance arrangements for the ACT</i>, following the consultation process, for provision to the Head of Service and Interim Director-General, ACT Health.</p> <p>ACT Health will provide support by way of scribing and note taking services.</p>
Background Information:	As above.

Item	Details
Delivery Instructions (for goods) or Service Timeframes/ Milestones (for services):	<p>The Consultant will provide the following deliverables in the required timeframes</p> <ul style="list-style-type: none"> <li>○ Undertake consultations, as agreed between ACT Health and Nous Group, up to a maximum of three (3) full days.</li> <li>○ Review and refine the Interim Report titled <i>New health governance arrangements for the ACT</i> – one (1) full day.</li> <li>○ Final report and presentation to the Head of Service and Interim Director-General, ACT Health. A final report is to be provided in the week commencing 16 July 2018.</li> </ul>
Required insurance/s	<p>The Supplier must effect and maintain all insurances required to be effected by it by law and the following insurances:</p> <ol style="list-style-type: none"> <li>1. Public liability insurance with coverage in the amount of no less than \$10 million in respect of each occurrence;</li> <li>2. For Supplies that include services, professional indemnity insurance with coverage in the amount of no less than \$10 million in the annual aggregate; and</li> <li>3. For supplies that include goods, product liability insurance to a value of \$10 million in the annual aggregate.</li> </ol> <p>The Supplier must provide evidence of the above insurances.</p>

## SCHEDULE 2 - GENERAL TERMS AND CONDITIONS FOR PURCHASE ORDERS (GOODS AND SERVICES)

If this quotation is accepted and approved by the Australian Capital Territory (indicated at the end of the document), the following general terms and conditions for purchase orders (Goods and/or Services) will apply to the provision of the supplies.

### 1. Provision of Supplies

- 1.1 The Supplier must provide the goods and/or services specified in the Purchase Order (**Supplies**) according to the provisions of the Purchase Order and these terms and conditions (collectively, **Contract**) and to a high standard of care, skill and diligence.
- 1.2 Supplies that are goods must be new and unused, free from any security interest, defects in materials and workmanship, of acceptable quality and must conform to any specifications and descriptions set out in the Purchase Order.
- 1.3 If the Supplies contain hazardous substances, the Supplier must provide material safety data sheets for those hazardous substances.

### 2. Price of Supplies

- 2.1 Except if otherwise stated in the Purchase Order, the price for the Supplies is:
  - (a) payable within 30 days of receipt by the Territory of an Invoice;
  - (b) inclusive of GST and all other taxes, duties and charges; and
  - (c) inclusive of all disbursements, including out of pocket expenses incurred by the Supplier.
- 2.2 An Invoice may be issued by the Supplier upon the satisfactory completion of each milestone set out in the Purchase Order, or if no milestones are specified, on the satisfactory completion of all services and acceptance of all goods comprising the Supplies.

### 3. Delivery and Acceptance

- 3.1 Supplies that are goods must be delivered at the times and places detailed in the Purchase Order, in good order and condition and marked with the relevant Purchase Order Number and full delivery point details. Delivery will be free into store unless otherwise specified in the Contract.
- 3.2 The Territory may reject Supplies supplied incorrectly, damaged, in excess of or less than specified quantities or otherwise found not to be in accordance with the Purchase Order.
- 3.3 If the Territory rejects any Supplies, the Supplier must, at no cost to the Territory and within any

timeframe specified by the Territory, remove the Supplies (in the case of goods) and:

- (a) replace any rejected Supplies that are goods; and
- (b) re-perform any rejected Supplies that are services; or
- (c) refund any payment for the rejected Supplies.

- 3.4 If the Territory does not reject the Supplies within 14 days of receiving the Supplies, the Territory is taken to have accepted the Supplies.

### 4. Title and Risk

Risk of loss and damage and title in Supplies that are goods passes to the Territory on its acceptance of those goods.

### 5. Warranty

For Supplies that are goods, the Supplier must:

- (a) during any warranty period specified in the Purchase Order, at no cost to the Territory, correct all defects in the Supplies by way of repair, replacement or such other means acceptable to the Territory; and
- (b) ensure, to the extent practicable and permitted by law, that the Territory receives the benefit of any warranty given by a third party with respect to any goods,

however, this does not in any way relieve the Supplier of any obligation or warranty by it under the Contract and the Supplier is liable for all costs incidental to the discharge of any warranty under the Contract.

### 6. Insurance

The Supplier must effect and maintain for the Purchase Order term any insurances specified in the Purchase Order.

### 7. Indemnity

The Supplier indemnifies the Territory, its employees and agents against all liability in respect of all claims, costs and expenses in relation to all loss, damage, injury or death to persons or property caused by the Supplier, in connection with the provision of the Supplies, except to the extent that the Territory caused the relevant loss, damage or injury.

## **8. Cancellation**

The Territory may cancel the Purchase Order in part or whole, at any time by notice to the Supplier, if the Supplier:

- (a) enters, or in the Territory's absolute opinion, is likely to enter, into any form of external administration or makes any arrangement with its creditors or takes advantage of any statute for the relief of insolvent debtors;
- (b) fails to provide the Supplies within, or to meet any other, timeframes or milestones specified in this Contract; or
- (c) is otherwise in breach of a provision of this Contract, where that breach:
  - (i) if capable of being remedied, is not remedied within the period specified in a notice by the Territory, or
  - (ii) is not capable of being remedied.

## **9. Assignment and Subcontracting**

The Supplier must not assign or subcontract any of its rights or obligations under this Contract without the prior written consent of the Territory.

## **10. Applicable Law**

The laws of the Australian Capital Territory apply to this Contract.

## **11. Variation**

This Contract may be varied only by the written agreement of the parties prior to the expiration of the Contract.

## **12. Entire Agreement**

The Contract constitutes the entire agreement of the parties in relation to the provision of the Supplies and all other agreements, warranties and representations are excluded.

**SCHEDULE 3 - SUPPLIER'S QUOTATION FOR SUPPLIES (TO BE COMPLETED BY SUPPLIER)****Supplier's Details**

Full legal name:	Nous Group.
Registered office or postal address:	121 Marcus Clarke Street, Canberra ACT 2601
ACN/ABN (if applicable):	Insert your ACN or ABN if applicable.
ABN (if applicable):	Insert your ABN if applicable.

**Contact Officer for the Supplier**

For all matters relating to this RFQ, including any notices, the Supplier's contact officer will be:

Name:	Mr Robert Griew
Position title:	Principal, Nous Group
Phone:	6201 9010
Mobile:	
Email:	@nousgroup.com.au

**Supplier's Quotation**

Details of relevant qualifications and/or certifications held:	List any relevant qualifications or certifications held.
If insurances are required by the Statement of Requirements, please state the insurances held:	List any relevant qualifications or certifications held.
Provide a brief summary of similar work undertaken/goods supplied in the past 12 months.	List any relevant qualifications or certifications held.

## SUPPLIER'S QUOTATION FOR SUPPLIES (CONTINUED...)

### Goods (if applicable)

Item Number	Item Description	Quantity	Unit Price (excluding GST)	GST Component	Unit Price (including GST)	Total
	List any relevant qualifications or certifications held.					
Total (including GST)						

### Details of Warranties (if applicable)

Insert the details of any warranty period that will be offered for these good/s.

### Services (if applicable)

<b>Brief response to Statement of Requirements, including milestones (if applicable)</b>  <b>Key personnel (if applicable) and pricing</b>  Please note: Total Cost field must be completed.	See attached Scope of Work Document					
	<b>Name and Position (if applicable)</b>		<b>Expected Hours/Days allocated</b>	<b>Hourly Rate (including GST)</b>	<b>Daily Rate (including GST)</b>	
	See attached Scope of Work Document					
Total Cost (including GST)						

**SUPPLIER'S DECLARATION**

 I/We quote to provide the goods and / or services described in the RFQ (**Supplies**) at the prices specified in this Supplier's Quotation.

I/We understand that if accepted by the Territory, this Supplier's Quotation becomes the purchase order for the provision of the Supplies.

I/We declare I/We have read and, if this Supplier's Quotation is accepted by the Territory, agree to provide the Supplies on the basis of the General Terms and Conditions for Purchase Orders (Goods and/ or Services).

Prior to signing ensure you have the legal authority to be a signatory for this quote.

**NB: physical signatures are not required for this document. Complete the information and return electronically to the email address provided in Schedule 1.**

Signatory's Full Printed Name:	Robert Griew	Signatory's Title/Position:	Principal, Nous Group
Signatory's Phone Number:	██████████	Signatory's email address:	██████████@nousgroup.com.au
Signatory's Signature:		Date:	Click here to enter a date.

**TERRITORY APPROVAL FORM (TO BE COMPLETED BY THE AUSTRALIAN CAPITAL TERRITORY)**

By signing this form I, *Michael De'Ath* within the Office of the Director General representing the Health Directorate on behalf of the Australian Capital Territory, commit to purchasing the above specified **consultancy services** in accordance with the methodology and price specified in the Supplier's Quotation.

Signatory's Full Printed Name:	Michael De'Ath	Signatory's Title/Position:	Interim Director General
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The Territory accepts the quotation and the Supplier is permitted to commence the provision of the Supplies.

Signature: \_\_\_\_\_

Date:        /        /

**Dal Molin, Vanessa (Health)**

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**From:** McDonald, Louise (Health)  
**Sent:** Friday, 22 June 2018 10:57 AM  
**To:** Dal Molin, Vanessa (Health)  
**Cc:** Roach, Tim (Health)  
**Subject:** 2018 5311 - consultancy service for Nous Group [SEC=UNCLASSIFIED]  
**Attachments:** 2018 5311 - RFQ.docx

Hello Vanessa

Please find attached the reviewed RFQ with the reference number of 2018 5311 added.

If you have any further enquiries please don't hesitate to contact me.

Warm regards  
 Louise

Louise McDonald | Acting Procurement Coordinator  
 Phone: 02 6207 9048 | Email: louise.mcdonald@act.gov.au Business Support Services | ACT Health | ACT  
 Government Level 4, 2 to 6 Bowes Street, Phillip, ACT 2606 | act.gov.au

-----Original Message-----

**From:** Roach, Tim (Health)  
**Sent:** Friday, 22 June 2018 9:32 AM  
**To:** McDonald, Louise (Health) <Louise.McDonald@act.gov.au>  
**Subject:** Re: Can we please discuss this [SEC=UNCLASSIFIED]

Have the chat with Cal. I have the same concerns you have.

Sent from my iPhone

> On 22 Jun 2018, at 9:28 am, McDonald, Louise (Health) <Louise.McDonald@act.gov.au> wrote:  
 >  
 > Hi Tim  
 >  
 > They are doing the same thing as they have previously done, only using a different way around it so they are not  
 stating Mill House in two packages, both packages say the following:  
 >  
 > The procurement method for this purchase will be one Quote with The Mill House Social Enterprise Accelerator. A  
 quotation was sought from one provider as The Mill House Social Enterprise Accelerator are the sole provider for  
 Canberra's social enterprise development.  
 >  
 > Only the second package says the company is CBRIN rather than Mill House. CBRIN are in partnership with Mill  
 House to do this work. The previous quote from the Mill House procurement is the same as the quote from CBRIN  
 and the CBRIN quote (attached) states that it is a Mill House program proposal.  
 >  
 > As both these are for the same company to develop a product for the social enterprise development, should this  
 be a single select, the total cost of both quotes is \$25,000, together we are paying \$50,000 including GST to develop  
 two different products that were selected through the same program.  
 >  
 > I am happy to discuss with Cal but wanted some thoughts from you first.  
 >  
 > Thank you  
 >



> Louise  
>  
> Louise McDonald | Acting Procurement Coordinator  
> Phone: 02 6207 9048 | Email:  
> [louise.mcdonald@act.gov.au](mailto:louise.mcdonald@act.gov.au)<<mailto:louise.mcdonald@act.gov.au>>  
> Business Support Services | ACT Health | ACT Government Level 4, 2 to  
> 6 Bowes Street, Phillip, ACT 2606 | [act.gov.au](http://www.act.gov.au/)<<http://www.act.gov.au/>>  
>  
> From: Chikwendu, Cal (Health)  
> Sent: Thursday, 21 June 2018 5:11 PM  
> To: McDonald, Louise (Health) <[Louise.McDonald@act.gov.au](mailto:Louise.McDonald@act.gov.au)>  
> Subject: Procurement of CBRIN [SEC=UNCLASSIFIED]  
>  
> Hi Louise  
>  
> Emily Harper, our ED HIB, has given permission for us to provide a grant to Canberra Innovation Network (CBRIN) for the Young people Design Competition 2019.  
>  
> The contract is the same as the one you have previously approved except that one will be with CBRIN rather than directly with the Mill House.  
>  
> Given the timeframes, are you happy for me to send this up to Emily now for her approval?  
>  
> Thank you very much  
>  
> Cal  
>  
> Cal Chikwendu | Manager  
> PH 6207 4434 | FAX 6207 9523  
> Health Improvement Branch | Population Health | Health Directorate |  
> ACT Government  
> 6 Bowes Street, Woden, ACT 2601 | GPO Box 825, Canberra City ACT 2601  
> | [www.act.gov.au](http://www.act.gov.au/)<<http://www.act.gov.au/>>  
>  
> [ACTGov\_Health\_small logo for signatures] P Please consider the  
> environment, do you really need to print this email?  
>  
> <Procurement package A - Grant to CBRIN.docx> <CBRIN Social Enterprise  
> Incubation Proposal\_product 2019.docx> <image001.jpg>  
> <2018 5287 - Procurement package A - Uncle Chucks.docx>  
> <2018 5287 - Quote from Millhouse.docx>

## Goods and/or Services REQUEST FOR QUOTATION UNDER \$25,000

### REQUEST FOR QUOTATION INFORMATION

The Territory as represented by the **Health Directorate** would like to invite **Robert Griew, Principal, Nous Group** to respond to this Request for Quotation (RFQ).

This RFQ comprises:

- Schedule 1 – Statement of Requirement;
- Schedule 2 – General Terms and Conditions for Purchase Orders (Goods and/or Services); and
- Schedule 3 – Supplier's Quotation, including Supplier's declaration.RF

### SCHEDULE 1 - STATEMENT OF REQUIREMENT

<b>RFQ Title:</b>	<b>ACT Health - Organisational Transition (Stakeholder Consultation)</b>		
<b>RFQ Number:</b>	2018 5311	<b>Territory Contact Officer:</b>	For all matters relating to this RFQ contact: Vanessa Dal Molin at 62079532 or Vanessa.dalmolin@act.gov.au
<b>Purchasing Directorate:</b>	Health Directorate	<b>Section/Business Unit:</b>	Office of the Director General
<b>Issue Date:</b>	22/06/2018	<b>Closing Date:</b>	27/06/2018
<b>Supplies Required by:</b>	20/07/2018		
<b>Lodgement method:</b>	Quotations should be lodged with Vanessa Dal Molin via email at Vanessa.dalmolin@act.gov.au in pdf format by the closing date specified above. <b>Please note:</b> due to system restrictions responses cannot exceed one file and 3MB.		
<b>Questions</b>	Any questions relating to this RFQ should be addressed to the Territory Contact Officer and sent via email.		

## The Requirement

Item	Details
Description of Requirement (including warranties for goods):	<p>On 23 March 2018, the Minister for Health and Wellbeing and the Minister for Mental Health announced that ACT Health would be restructured to establish two agencies. One agency is to be responsible for clinical operations and will focus on the operational delivery of quality health care services to the community.</p> <p>The second organisation will be responsible for strategic policy and planning stewardship of the ACT's health system. It will oversee the health system as a whole and set the strategic direction for health services, as well as provide health protection services and health promotion.</p> <p>The new structure is to commence from 1 October 2018.</p> <p>In May 2018, the Nous Group (Robert Griew) was engaged by the Chief Minister, Treasury and Economic Development Directorate to provide advice on the best practice governance, roles, functions and relationships for the two new entities, including the lines of accountability for the Director General and Chief Executive Officer to Ministers and to each other.</p> <p>The NOUS Group has provided an interim report to the Head of Service – <i>New health governance arrangements for the ACT</i>, by Robert Griew, Principal Nous Group.</p> <p>It is proposed to ask the Nous Group to undertake a series of consultations with ACT Health staff and external stakeholders to refine and test the views outlined within the Interim Report.</p> <p>The focus of stakeholder consultations will be to seek feedback on the proposed governance model, including potential strengths and risks, and determine the skills and capabilities required within both organisations to ensure that the new arrangements will be successful.</p> <p>The Consultant will be required to engage with staff and stakeholders, as outlined in <u>Attachment A</u> (stakeholder consultation listing). This listing may be refined and reviewed following discussions between NOUS Group and ACT Health.</p> <p>The Consultant will undertake the required consultations over a period of three (3) days. It is envisaged that a further day (one day) will be required to refine and review the Interim Report titled <i>New health governance arrangements for the ACT</i>, following the consultation process, for provision to the Head of Service and Interim Director-General, ACT Health.</p> <p>ACT Health will provide support by way of scribing and note taking services.</p>
Background Information:	As above.

Item	Details
Delivery Instructions (for goods) or Service Timeframes/ Milestones (for services):	<p>The Consultant will provide the following deliverables in the required timeframes</p> <ul style="list-style-type: none"> <li>○ Undertake consultations, as agreed between ACT Health and Nous Group, up to a maximum of three (3) full days.</li> <li>○ Review and refine the Interim Report titled <i>New health governance arrangements for the ACT</i> – one (1) full day.</li> <li>○ Final report and presentation to the Head of Service and Interim Director-General, ACT Health. A final report is to be provided in the week commencing 16 July 2018.</li> </ul>
Required insurance/s	<p>The Supplier must effect and maintain all insurances required to be effected by it by law and the following insurances:</p> <ol style="list-style-type: none"> <li>1. Public liability insurance with coverage in the amount of no less than \$10 million in respect of each occurrence;</li> <li>2. For Supplies that include services, professional indemnity insurance with coverage in the amount of no less than \$10 million in the annual aggregate; and</li> <li>3. For supplies that include goods, product liability insurance to a value of \$10 million in the annual aggregate.</li> </ol> <p>The Supplier must provide evidence of the above insurances.</p>

## SCHEDULE 2 - GENERAL TERMS AND CONDITIONS FOR PURCHASE ORDERS (GOODS AND SERVICES)

If this quotation is accepted and approved by the Australian Capital Territory (indicated at the end of the document), the following general terms and conditions for purchase orders (Goods and/or Services) will apply to the provision of the supplies.

### 1. Provision of Supplies

- 1.1 The Supplier must provide the goods and/or services specified in the Purchase Order (**Supplies**) according to the provisions of the Purchase Order and these terms and conditions (collectively, **Contract**) and to a high standard of care, skill and diligence.
- 1.2 Supplies that are goods must be new and unused, free from any security interest, defects in materials and workmanship, of acceptable quality and must conform to any specifications and descriptions set out in the Purchase Order.
- 1.3 If the Supplies contain hazardous substances, the Supplier must provide material safety data sheets for those hazardous substances.

### 2. Price of Supplies

- 2.1 Except if otherwise stated in the Purchase Order, the price for the Supplies is:
  - (a) payable within 30 days of receipt by the Territory of an Invoice;
  - (b) inclusive of GST and all other taxes, duties and charges; and
  - (c) inclusive of all disbursements, including out of pocket expenses incurred by the Supplier.
- 2.2 An Invoice may be issued by the Supplier upon the satisfactory completion of each milestone set out in the Purchase Order, or if no milestones are specified, on the satisfactory completion of all services and acceptance of all goods comprising the Supplies.

### 3. Delivery and Acceptance

- 3.1 Supplies that are goods must be delivered at the times and places detailed in the Purchase Order, in good order and condition and marked with the relevant Purchase Order Number and full delivery point details. Delivery will be free into store unless otherwise specified in the Contract.
- 3.2 The Territory may reject Supplies supplied incorrectly, damaged, in excess of or less than specified quantities or otherwise found not to be in accordance with the Purchase Order.
- 3.3 If the Territory rejects any Supplies, the Supplier must, at no cost to the Territory and within any

timeframe specified by the Territory, remove the Supplies (in the case of goods) and:

- (a) replace any rejected Supplies that are goods; and
- (b) re-perform any rejected Supplies that are services; or
- (c) refund any payment for the rejected Supplies.

- 3.4 If the Territory does not reject the Supplies within 14 days of receiving the Supplies, the Territory is taken to have accepted the Supplies.

### 4. Title and Risk

Risk of loss and damage and title in Supplies that are goods passes to the Territory on its acceptance of those goods.

### 5. Warranty

For Supplies that are goods, the Supplier must:

- (a) during any warranty period specified in the Purchase Order, at no cost to the Territory, correct all defects in the Supplies by way of repair, replacement or such other means acceptable to the Territory; and
- (b) ensure, to the extent practicable and permitted by law, that the Territory receives the benefit of any warranty given by a third party with respect to any goods,

however, this does not in any way relieve the Supplier of any obligation or warranty by it under the Contract and the Supplier is liable for all costs incidental to the discharge of any warranty under the Contract.

### 6. Insurance

The Supplier must effect and maintain for the Purchase Order term any insurances specified in the Purchase Order.

### 7. Indemnity

The Supplier indemnifies the Territory, its employees and agents against all liability in respect of all claims, costs and expenses in relation to all loss, damage, injury or death to persons or property caused by the Supplier, in connection with the provision of the Supplies, except to the extent that the Territory caused the relevant loss, damage or injury.

## **8. Cancellation**

The Territory may cancel the Purchase Order in part or whole, at any time by notice to the Supplier, if the Supplier:

- (a) enters, or in the Territory's absolute opinion, is likely to enter, into any form of external administration or makes any arrangement with its creditors or takes advantage of any statute for the relief of insolvent debtors;
- (b) fails to provide the Supplies within, or to meet any other, timeframes or milestones specified in this Contract; or
- (c) is otherwise in breach of a provision of this Contract, where that breach:
  - (i) if capable of being remedied, is not remedied within the period specified in a notice by the Territory, or
  - (ii) is not capable of being remedied.

## **9. Assignment and Subcontracting**

The Supplier must not assign or subcontract any of its rights or obligations under this Contract without the prior written consent of the Territory.

## **10. Applicable Law**

The laws of the Australian Capital Territory apply to this Contract.

## **11. Variation**

This Contract may be varied only by the written agreement of the parties prior to the expiration of the Contract.

## **12. Entire Agreement**

The Contract constitutes the entire agreement of the parties in relation to the provision of the Supplies and all other agreements, warranties and representations are excluded.

**SCHEDULE 3 - SUPPLIER'S QUOTATION FOR SUPPLIES (TO BE COMPLETED BY SUPPLIER)****Supplier's Details**

Full legal name:	Nous Group.
Registered office or postal address:	121 Marcus Clarke Street, Canberra ACT 2601
ACN/ARBN (if applicable):	Insert your ACN or ARBN if applicable.
ABN (if applicable):	Insert your ABN if applicable.

**Contact Officer for the Supplier**

For all matters relating to this RFQ, including any notices, the Supplier's contact officer will be:

Name:	Mr Robert Griew
Position title:	Principal, Nous Group
Phone:	6201 9010
Mobile:	
Email:	@nousgroup.com.au

**Supplier's Quotation**

Details of relevant qualifications and/or certifications held:	List any relevant qualifications or certifications held.
If insurances are required by the Statement of Requirements, please state the insurances held:	List any relevant qualifications or certifications held.
Provide a brief summary of similar work undertaken/goods supplied in the past 12 months.	List any relevant qualifications or certifications held.

## SUPPLIER'S QUOTATION FOR SUPPLIES (CONTINUED...)

### Goods (if applicable)

Item Number	Item Description	Quantity	Unit Price (excluding GST)	GST Component	Unit Price (including GST)	Total
	List any relevant qualifications or certifications held.					
					<b>Total (including GST)</b>	

### Details of Warranties (if applicable)

Insert the details of any warranty period that will be offered for these good/s.

### Services (if applicable)

Brief response to Statement of Requirements, including milestones (if applicable)	See attached Scope of Work Document				
	<b>Name and Position (if applicable)</b>	<b>Expected Hours/Days allocated</b>	<b>Hourly Rate (including GST)</b>	<b>Daily Rate (including GST)</b>	
Key personnel (if applicable) and pricing  Please note: Total Cost field must be completed.	See attached Scope of Work Document				
					<b>Total Cost (including GST)</b>



**SUPPLIER'S DECLARATION**



 I/We quote to provide the goods and / or services described in the RFQ (**Supplies**) at the prices specified in this Supplier's Quotation.

I/We understand that if accepted by the Territory, this Supplier's Quotation becomes the purchase order for the provision of the Supplies.

I/We declare I/We have read and, if this Supplier's Quotation is accepted by the Territory, agree to provide the Supplies on the basis of the General Terms and Conditions for Purchase Orders (Goods and/ or Services).

Prior to signing ensure you have the legal authority to be a signatory for this quote.

**NB: physical signatures are not required for this document. Complete the information and return electronically to the email address provided in Schedule 1.**

Signatory's Full Printed Name:	Robert Griew	Signatory's Title/Position:	Principal, Nous Group
Signatory's Phone Number:		Signatory's email address:	 @nousgroup.com.au
Signatory's Signature:		Date:	Click here to enter a date.

**TERRITORY APPROVAL FORM (TO BE COMPLETED BY THE AUSTRALIAN CAPITAL TERRITORY)**

By signing this form I, *Michael De'Ath* within the Office of the Director General representing the Health Directorate on behalf of the Australian Capital Territory, commit to purchasing the above specified **consultancy services** in accordance with the methodology and price specified in the Supplier's Quotation.

Signatory's Full Printed Name:	Michael De'Ath	Signatory's Title/Position:	Interim Director General
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The Territory accepts the quotation and the Supplier is permitted to commence the provision of the Supplies.

Signature: \_\_\_\_\_

Date:        /        /

**Trevillian, Sarah (Health)**

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**From:** Dal Molin, Vanessa (Health)  
**Sent:** Friday, 22 June 2018 11:56 AM  
**To:** Robert Griew  
**Cc:** [REDACTED] OLeary, Catherina (Health)  
**Subject:** RE: Consultations re ACT Health Transition [DLM=For-Official-Use-Only]  
**Attachments:** Stakeholder Listing - 21 June.docx

Dear Robert,

Thanks for your email, and my apologies for the delays. Our procurement team is just in the process of looking over the proposed contract, which I hope to have with you later today.

I've attached the latest schedule of meetings. Catherina's O'Leary's (Director of Transition Office) team will assist with arranging meetings etc.

Is there any chance that you might be free on Monday morning to discuss further? It might be helpful for you to have the draft contract with you at that time also?

Many thanks  
 Vanessa

Vanessa Dal Molin | Business Manager  
 Office of the Director General, ACT Health

Ph: (02) 6207 9532 | M [REDACTED] | Email: <mailto:vanessa.dalmolin@act.gov.au>  
 vanessa.dalmolin@act.gov.au

health.act.gov.au

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From: Robert Griew [mailto: [REDACTED]@nousgroup.com.au]  
 Sent: Friday, 22 June 2018 9:19 AM  
 To: Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
 Cc: Emma Wilson < [REDACTED]@nousgroup.com.au>  
 Subject: Consultations re ACT Health Transition

Hi Vanessa

Hope Estimates went well.

Just wondering how contract for extension is going?

I have been reviewing diary and timing is going to be tight.

I have three days in Sydney next week, two days the week after and child on vacation and a week off the week after.

Should we set up a time to talk today to see what we can schedule?

Cheers

Robert

Robert Griew  
 Nous Group | Principal  
 d: + 61 2 6201 9010 | m: [REDACTED] | w: [www.nousgroup.com](http://www.nousgroup.com) | <<http://www.nousgroup.com/people/robert-griew/>> View Robert's profile

<<https://www.nousgroup.com/au/about-us/news/nous-group-wins-four-awards-at-2017-client-choice-awards-including-best-man>> Best Management Consulting Firm | Financial Review Client Choice Awards 2017

<<https://www.nousgroup.com/nous-named-one-of-australias-top-five-workplaces/>> #5 Best Place to Work Australia | Best Places to Work awards 2017

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### ACT Health Transition – Suggested Stakeholder Consultation List

- Ms Catherina O’Leary, Director, Office of Transition, ACT Health will attend meetings to assist with scribing, as per Mr Griew’s proposal.

#### Internal Meetings: (60 minute meetings each)

Canberra Hospital DDG, and Chiefs	Chris Bone, Deputy Director General, CHHS Jeffrey Fletcher, Chief Medical Officer Margaret McLeod, Chief Nurse and Midwifery Officer Jo Morris, Chief Allied Health Officer
Calvary Health Care - Bruce	[REDACTED]
Canberra Hospital Executive – Executive Directors Meeting	This could be included on the agenda for the hospital Executive meeting, which takes place every Tuesday morning, from 8.30am.
ACT Health – - Executive Directors Meeting	A meeting to include all DDGs and Executive Directors on Directorate side of organisation.
Staff Forums x 2	One meeting at Bowes Street and second meeting at CHHS

#### Health Organisation (60 minute meeting)

Southern NSW Local Health District Capital Health Network	[REDACTED]
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#### Academic Partners (60 minute meeting)

Australian National University	[REDACTED]
University of Canberra	[REDACTED] (or representative) • [REDACTED] • [REDACTED]
Australian Catholic University - Canberra	[REDACTED]
Charles Sturt University	

**Indigenous Organisation (60 minute meeting)**

Winnunga Nimmityjah Aboriginal Health Service	
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**Non Government Sector (90 minute meeting) (final NGO listing to be confirmed):**

ACT Council of Social Service	
ATODA ACT Inc	
Carers ACT	
Health Care Consumers Association	
Council on the Ageing	
Mental Health Community Coalition (with Mental Health Consumers Network)	
Women's Centre for Health Matters	
Heart Foundation	
Sexual Health and Family Planning ACT	
Aids Action Council	
Hepatitis Council	
Youth Coalition of the ACT	
Diabetes ACT/NSW	
Alzheimer's Australia	
Asthma Foundation ACT	

Arthritis Foundation of the ACT Inc	
AIDS Action Council of the ACT	
Cancer Council ACT	
Palliative Care ACT	
A Gender Agenda Inc	

**Medical Association / Unions (90 minute meeting)**

Australian Salaried Medical Officers Federation	
Australian Medical Association	
ACT Visiting Medical Officers Association	
Pharmacy Guild ACT	
Australian Nursing and Midwifery Federation – ACT Branch	
Community and Public Sector Union	
Health Services Union	

**Colleges (90 minute meetings)**

Royal Australian and New Zealand College of Psychiatrists - ACT Branch	
Royal Australasian College of Surgeons (RACS)	
Royal Australian and New Zealand College of Obstetricians and Gynaecologists	
Royal Australian and New Zealand College of Radiologists	
Royal Australasian College of Physicians	
Royal Australian College of General Practitioners	

**Dal Molin, Vanessa (Health)**

---

**From:** Robert Griew <[REDACTED]@nousgroup.com.au>  
**Sent:** Friday, 22 June 2018 12:57 PM  
**To:** Dal Molin, Vanessa (Health)  
**Cc:** [REDACTED] O'Leary, Catherina (Health)  
**Subject:** RE: Consultations re ACT Health Transition [DLM=For-Official-Use-Only]

Hi Vanessa

And good to meet you Catherina.

Understand

How is 8.30am on Monday, on my way into the city, I come past you in Woden?

Cheers

Robert

Robert Griew

**Nous Group** | Principal

**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com)

**From:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
**Sent:** Friday, 22 June 2018 11:56 AM  
**To:** Robert Griew <[REDACTED]@nousgroup.com.au>  
**Cc:** [REDACTED]@nousgroup.com.au; O'Leary, Catherina (Health) <Catherina.O'Leary@act.gov.au>  
**Subject:** RE: Consultations re ACT Health Transition [DLM=For-Official-Use-Only]

Dear Robert,

Thanks for your email, and my apologies for the delays. Our procurement team is just in the process of looking over the proposed contract, which I hope to have with you later today.

I've attached the latest schedule of meetings. Catherina's O'Leary's (Director of Transition Office) team will assist with arranging meetings etc.

Is there any chance that you might be free on Monday morning to discuss further? It might be helpful for you to have the draft contract with you at that time also?

Many thanks  
 Vanessa

**Vanessa Dal Molin** | Business Manager  
 Office of the Director General, ACT Health  
**Ph:** (02) 6207 9532 | **M:** [REDACTED] | **Email:** [vanessa.dalmolin@act.gov.au](mailto:vanessa.dalmolin@act.gov.au)  
[health.act.gov.au](http://health.act.gov.au)

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**From:** Robert Griew [mailto: [REDACTED]@nousgroup.com.au]  
**Sent:** Friday, 22 June 2018 9:19 AM  
**To:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
**Cc:** [REDACTED]  
**Subject:** Consultations re ACT Health Transition

Hi Vanessa

Hope Estimates went well.

Just wondering how contract for extension is going?

I have been reviewing diary and timing is going to be tight.

I have three days in Sydney next week, two days the week after and child on vacation and a week off the week after.

Should we set up a time to talk today to see what we can schedule?

Cheers

Robert

**Robert Griew**

**Nous Group** | Principal

**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com) | [View Robert's profile](#)

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[#5 Best Place to Work Australia](#) | *Best Places to Work awards 2017*

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-----  
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**Dal Molin, Vanessa (Health)**

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**From:** Dal Molin, Vanessa (Health)  
**Sent:** Friday, 22 June 2018 1:46 PM  
**To:** Robert Griew  
**Cc:** O'Leary, Catherina (Health)  
**Subject:** Request for Quote - Transition Process - Stakeholder Consultation [DLM=For-Official-Use-Only]  
**Attachments:** Request for Quote - Transition process - Stakeholder Consultation - June 2018.docx; Stakeholder Listing - 21 June.docx

Dear Robert,

Please find attached a Request for Quote for the proposed Stakeholder consultations around the ACT Health transition process.

The attached RFQ sets out the Directorate's requirements, and I hope reflects recent discussions.

Schedule 3 (pages 6 and 7) will require some input from you outlining your response to the requirements. Once this is complete, we will review and seek Director General sign off and approval.

Very happy to discuss further next week.

Many thanks  
Vanessa

**Vanessa Dal Molin** | Business Manager  
 Office of the Director General, ACT Health  
**Ph:** (02) 6207 9532 | **M:** [REDACTED] | **Email:** [vanessa.dalmolin@act.gov.au](mailto:vanessa.dalmolin@act.gov.au)  
[health.act.gov.au](http://health.act.gov.au)  
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## Goods and/or Services REQUEST FOR QUOTATION UNDER \$25,000

### REQUEST FOR QUOTATION INFORMATION

The Territory as represented by the **Health Directorate** would like to invite **Robert Griew, Principal, Nous Group** to respond to this Request for Quotation (RFQ).

This RFQ comprises:

- Schedule 1 – Statement of Requirement;
- Schedule 2 – General Terms and Conditions for Purchase Orders (Goods and/or Services); and
- Schedule 3 – Supplier's Quotation, including Supplier's declaration.RF

### SCHEDULE 1 - STATEMENT OF REQUIREMENT

RFQ Title:	ACT Health - Organisational Transition (Stakeholder Consultation)		
RFQ Number:	2018 5311	Territory Contact Officer:	For all matters relating to this RFQ contact: Vanessa Dal Molin at 62079532 or Vanessa.dalmolin@act.gov.au
Purchasing Directorate:	Health Directorate	Section/Business Unit:	Office of the Director General
Issue Date:	22/06/2018	Closing Date:	27/06/2018
Supplies Required by:	20/07/2018		
Lodgement method:	Quotation should be lodged with Vanessa Dal Molin via email at Vanessa.dalmolin@act.gov.au in pdf format by the closing date specified above. <b>Please note:</b> due to system restrictions responses cannot exceed one file and 3MB.		
Questions	Any questions relating to this RFQ should be addressed to the Territory Contact Officer and sent via email.		

## The Requirement

Item	Details
Description of Requirement (including warranties for goods):	<p data-bbox="435 190 1457 376">On 23 March 2018, the Minister for Health and Wellbeing and the Minister for Mental Health announced that ACT Health would be restructured to establish two agencies. One agency is to be responsible for clinical operations and will focus on the operational delivery of quality health care services to the community.</p> <p data-bbox="435 421 1457 573">The second organisation will be responsible for strategic policy and planning stewardship of the ACT's health system. It will oversee the health system as a whole and set the strategic direction for health services, as well as provide health protection services and health promotion.</p> <p data-bbox="435 618 1177 651">The new structure is to commence from 1 October 2018.</p> <p data-bbox="435 696 1457 882">In May 2018, the Nous Group (Robert Griew) was engaged by the Chief Minister, Treasury and Economic Development Directorate to provide advice on the best practice governance, roles, functions and relationships for the two new entities, including the lines of accountability for the Director General and Chief Executive Officer to Ministers and to each other.</p> <p data-bbox="435 927 1457 1037">The NOUS Group has provided an interim report to the Head of Service – <i>New health governance arrangements for the ACT</i>, by Robert Griew, Principal Nous Group.</p> <p data-bbox="435 1081 1422 1191">It is proposed to ask the Nous Group to undertake a series of consultations with ACT Health staff and external stakeholders to refine and test the views outlined within the Interim Report.</p> <p data-bbox="435 1236 1398 1388">The focus of stakeholder consultations will be to seek feedback on the proposed governance model, including potential strengths and risks, and determine the skills and capabilities required within both organisations to ensure that the new arrangements will be successful.</p> <p data-bbox="435 1433 1457 1585">The Consultant will be required to engage with staff and stakeholders, as outlined in <u>Attachment A</u> (stakeholder consultation listing). This listing may be refined and reviewed following discussions between NOUS Group and ACT Health.</p> <p data-bbox="435 1630 1457 1816">The Consultant will undertake the required consultations over a period of three (3) days. It is envisaged that a further day (one day) will be required to refine and review the Interim Report titled <i>New health governance arrangements for the ACT</i>, following the consultation process, for provision to the Head of Service and Interim Director-General, ACT Health.</p> <p data-bbox="435 1861 1417 1895">ACT Health will provide support by way of scribing and note taking services.</p> <p data-bbox="435 1939 1425 2049"><u>Out of Scope</u> – there is no need for the Consultant to consult on the existing organisational structure or the outcomes of a recent form and function review.</p>

Item	Details
Background Information:	As above.
Delivery Instructions (for goods) or Service Timeframes/ Milestones (for services):	<p>The Consultant will provide the following deliverables in the required timeframes</p> <ul style="list-style-type: none"> <li>○ Undertake consultations, as agreed between ACT Health and Nous Group, up to a maximum of three (3) full days.</li> <li>○ Review and refine the Interim Report titled <i>New health governance arrangements for the ACT</i> – one (1) full day.</li> <li>○ Final report and presentation to the Head of Service and Interim Director-General, ACT Health. A final report is to be provided in the week commencing 16 July 2018.</li> </ul>
Required insurance/s	<p>The Supplier must effect and maintain all insurances required to be effected by it by law and the following insurances:</p> <ol style="list-style-type: none"> <li>1. Public liability insurance with coverage in the amount of no less than \$10 million in respect of each occurrence;</li> <li>2. For Supplies that include services, professional indemnity insurance with coverage in the amount of no less than \$10 million in the annual aggregate; and</li> <li>3. For supplies that include goods, product liability insurance to a value of \$10 million in the annual aggregate.</li> </ol> <p>The Supplier must provide evidence of the above insurances.</p>

## SCHEDULE 2 - GENERAL TERMS AND CONDITIONS FOR PURCHASE ORDERS (GOODS AND SERVICES)

If this quotation is accepted and approved by the Australian Capital Territory (indicated at the end of the document), the following general terms and conditions for purchase orders (Goods and/or Services) will apply to the provision of the supplies.

### 1. Provision of Supplies

- 1.1 The Supplier must provide the goods and/or services specified in the Purchase Order (**Supplies**) according to the provisions of the Purchase Order and these terms and conditions (collectively, **Contract**) and to a high standard of care, skill and diligence.
- 1.2 Supplies that are goods must be new and unused, free from any security interest, defects in materials and workmanship, of acceptable quality and must conform to any specifications and descriptions set out in the Purchase Order.
- 1.3 If the Supplies contain hazardous substances, the Supplier must provide material safety data sheets for those hazardous substances.

### 2. Price of Supplies

- 2.1 Except if otherwise stated in the Purchase Order, the price for the Supplies is:
  - (a) payable within 30 days of receipt by the Territory of an Invoice;
  - (b) inclusive of GST and all other taxes, duties and charges; and
  - (c) inclusive of all disbursements, including out of pocket expenses incurred by the Supplier.
- 2.2 An Invoice may be issued by the Supplier upon the satisfactory completion of each milestone set out in the Purchase Order, or if no milestones are specified, on the satisfactory completion of all services and acceptance of all goods comprising the Supplies.

### 3. Delivery and Acceptance

- 3.1 Supplies that are goods must be delivered at the times and places detailed in the Purchase Order, in good order and condition and marked with the relevant Purchase Order Number and full delivery point details. Delivery will be free into store unless otherwise specified in the Contract.
- 3.2 The Territory may reject Supplies supplied incorrectly, damaged, in excess of or less than specified quantities or otherwise found not to be in accordance with the Purchase Order.
- 3.3 If the Territory rejects any Supplies, the Supplier must, at no cost to the Territory and within any

timeframe specified by the Territory, remove the Supplies (in the case of goods) and:

- (a) replace any rejected Supplies that are goods; and
- (b) re-perform any rejected Supplies that are services; or
- (c) refund any payment for the rejected Supplies.

- 3.4 If the Territory does not reject the Supplies within 14 days of receiving the Supplies, the Territory is taken to have accepted the Supplies.

### 4. Title and Risk

Risk of loss and damage and title in Supplies that are goods passes to the Territory on its acceptance of those goods.

### 5. Warranty

For Supplies that are goods, the Supplier must:

- (a) during any warranty period specified in the Purchase Order, at no cost to the Territory, correct all defects in the Supplies by way of repair, replacement or such other means acceptable to the Territory; and
- (b) ensure, to the extent practicable and permitted by law, that the Territory receives the benefit of any warranty given by a third party with respect to any goods,

however, this does not in any way relieve the Supplier of any obligation or warranty by it under the Contract and the Supplier is liable for all costs incidental to the discharge of any warranty under the Contract.

### 6. Insurance

The Supplier must effect and maintain for the Purchase Order term any insurances specified in the Purchase Order.

### 7. Indemnity

The Supplier indemnifies the Territory, its employees and agents against all liability in respect of all claims, costs and expenses in relation to all loss, damage, injury or death to persons or property caused by the Supplier, in connection with the provision of the Supplies, except to the extent that the Territory caused the relevant loss, damage or injury.

**8. Cancellation**

The Territory may cancel the Purchase Order in part or whole, at any time by notice to the Supplier, if the Supplier:

- (a) enters, or in the Territory's absolute opinion, is likely to enter, into any form of external administration or makes any arrangement with its creditors or takes advantage of any statute for the relief of insolvent debtors;
- (b) fails to provide the Supplies within, or to meet any other, timeframes or milestones specified in this Contract; or
- (c) is otherwise in breach of a provision of this Contract, where that breach:
  - (i) if capable of being remedied, is not remedied within the period specified in a notice by the Territory, or
  - (ii) is not capable of being remedied.

**9. Assignment and Subcontracting**

The Supplier must not assign or subcontract any of its rights or obligations under this Contract without the prior written consent of the Territory.

**10. Applicable Law**

The laws of the Australian Capital Territory apply to this Contract.

**11. Variation**

This Contract may be varied only by the written agreement of the parties prior to the expiration of the Contract.

**12. Entire Agreement**

The Contract constitutes the entire agreement of the parties in relation to the provision of the Supplies and all other agreements, warranties and representations are excluded.

**SCHEDULE 3 - SUPPLIER'S QUOTATION FOR SUPPLIES (TO BE COMPLETED BY SUPPLIER)****Supplier's Details**

Full legal name:	Nous Group.
Registered office or postal address:	121 Marcus Clarke Street, Canberra ACT 2601
ACN/ARBN (if applicable):	Insert your ACN or ARBN if applicable.
ABN (if applicable):	Insert your ABN if applicable.

**Contact Officer for the Supplier**

For all matters relating to this RFQ, including any notices, the Supplier's contact officer will be:

Name:	Mr Robert Griew
Position title:	Principal, Nous Group
Phone:	6201 9010
Mobile:	
Email:	@nousgroup.com.au

**Supplier's Quotation**

Details of relevant qualifications and/or certifications held:	List any relevant qualifications or certifications held.
If insurances are required by the Statement of Requirements, please state the insurances held:	List any relevant qualifications or certifications held.
Provide a brief summary of similar work undertaken/goods supplied in the past 12 months.	List any relevant qualifications or certifications held.



**SUPPLIER'S QUOTATION FOR SUPPLIES (CONTINUED...)**

**Goods (if applicable)**

Item Number	Item Description	Quantity	Unit Price (excluding GST)	GST Component	Unit Price (including GST)	Total
	List any relevant qualifications or certifications held.					
<b>Total (including GST)</b>						

**Details of Warranties (if applicable)**

Insert the details of any warranty period that will be offered for these good/s.

**Services (if applicable)**

<b>Brief response to Statement of Requirements, including milestones (if applicable)</b>  Please note: Total Cost field must be completed.	See attached Scope of Work Document					
	<b>Name and Position (if applicable)</b>		<b>Expected Hours/Days allocated</b>	<b>Hourly Rate (including GST)</b>	<b>Daily Rate (including GST)</b>	
	See attached Scope of Work Document					
<b>Total Cost (including GST)</b>						

**SUPPLIER'S DECLARATION**

**i** I/We quote to provide the goods and / or services described in the RFQ (**Supplies**) at the prices specified in this Supplier's Quotation.

I/We understand that if accepted by the Territory, this Supplier's Quotation becomes the purchase order for the provision of the Supplies.

I/We declare I/We have read and, if this Supplier's Quotation is accepted by the Territory, agree to provide the Supplies on the basis of the General Terms and Conditions for Purchase Orders (Goods and/ or Services).

Prior to signing ensure you have the legal authority to be a signatory for this quote.

**NB: physical signatures are not required for this document. Complete the information and return electronically to the email address provided in Schedule 1.**

Signatory's Full Printed Name:	Robert Griew	Signatory's Title/Position:	Principal, Nous Group
Signatory's Phone Number:		Signatory's email address:	@nousgroup.com.au
Signatory's Signature:		Date:	Click here to enter a date.

**TERRITORY APPROVAL FORM (TO BE COMPLETED BY THE AUSTRALIAN CAPITAL TERRITORY)**

By signing this form I, *Michael De'Ath* within the Office of the Director General representing the Health Directorate on behalf of the Australian Capital Territory, commit to purchasing the above specified **consultancy services** in accordance with the methodology and price specified in the Supplier's Quotation.

Signatory's Full Printed Name:	Michael De'Ath	Signatory's Title/Position:	Interim Director General
--------------------------------	----------------	-----------------------------	--------------------------

The Territory accepts the quotation and the Supplier is permitted to commence the provision of the Supplies.

Signature: \_\_\_\_\_

Date:        /        /

### ACT Health Transition – Suggested Stakeholder Consultation List

- Ms Catherina O’Leary, Director, Office of Transition, ACT Health will attend meetings to assist with scribing, as per Mr Griew’s proposal.

#### Internal Meetings: (60 minute meetings each)

Canberra Hospital DDG, and Chiefs	Chris Bone, Deputy Director General, CHHS Jeffrey Fletcher, Chief Medical Officer Margaret McLeod, Chief Nurse and Midwifery Officer Jo Morris, Chief Allied Health Officer
Calvary Health Care - Bruce	[REDACTED]
Canberra Hospital Executive – Executive Directors Meeting	This could be included on the agenda for the hospital Executive meeting, which takes place every Tuesday morning, from 8.30am.
ACT Health – - Executive Directors Meeting	A meeting to include all DDGs and Executive Directors on Directorate side of organisation.
Staff Forums x 2 (format to be confirmed in consultations between Robert Griew and Interim Director General, ACT Health)	One meeting at Bowes Street and second meeting at CHHS

#### Health Organisation (60 minute meeting)

Southern NSW Local Health District Capital Health Network	[REDACTED]
--	------------

#### Academic Partners (60 minute meeting)

Australian National University	[REDACTED] (or representatives) <ul style="list-style-type: none"> <li>[REDACTED] ANU College of Health and Medicine</li> <li>[REDACTED] ANU Medical School</li> </ul>
University of Canberra	[REDACTED] (or representative) <ul style="list-style-type: none"> <li>[REDACTED]</li> <li>[REDACTED]</li> </ul>
Australian Catholic University - Canberra	[REDACTED]
Charles Sturt University	

**Indigenous Organisation (60 minute meeting)**

Winnunga Nimmityjah Aboriginal Health Service	
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**Non Government Sector (90 minute meeting) (final NGO listing to be confirmed):**

ACT Council of Social Service	
ATODA ACT Inc	
Carers ACT	
Health Care Consumers Association	
Council on the Ageing	
Mental Health Community Coalition (with Mental Health Consumers Network)	
Women's Centre for Health Matters	
Heart Foundation	
Sexual Health and Family Planning ACT	
Aids Action Council	
Hepatitis Council	
Youth Coalition of the ACT	
Diabetes ACT/NSW	
Alzheimer's Australia	
Asthma Foundation ACT	
Arthritis Foundation of the ACT Inc	

AIDS Action Council of the ACT	
Cancer Council ACT	
Palliative Care ACT	
A Gender Agenda Inc	

**Medical Association / Unions (90 minute meeting)**

Australian Salaried Medical Officers Federation	
Australian Medical Association	
ACT Visiting Medical Officers Association	
Pharmacy Guild ACT	
Australian Nursing and Midwifery Federation – ACT Branch	
Community and Public Sector Union	
Health Services Union	

**Colleges (90 minute meetings)**

Royal Australian and New Zealand College of Psychiatrists - ACT Branch	
Royal Australasian College of Surgeons (RACS)	
Royal Australian and New Zealand College of Obstetricians and Gynaecologists	
Royal Australian and New Zealand College of Radiologists	
Royal Australasian College of Physicians	
Royal Australian College of General Practitioners	
Royal Australian and New Zealand College of Ophthalmologists	

**Dal Molin, Vanessa (Health)**

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**From:** Dal Molin, Vanessa (Health)  
**Sent:** Friday, 22 June 2018 1:48 PM  
**To:** Power, Leanne  
**Subject:** RFQ - Nous Consultations [DLM=For-Official-Use-Only]  
**Attachments:** Request for Quote - Transition process - Stakeholder Consultation - June 2018.docx;  
Stakeholder Listing - 21 June.docx

Dear Leanne,

As discussed, please find attached the RFQ that has been cleared by DG and has gone to Nous for consideration and response.

I believe the RFQ reflects our discussions, but please feel free to call me if you have any concerns.

Many thanks  
Vanessa

Vanessa Dal Molin | Business Manager  
Office of the Director General, ACT Health  
Ph: (02) 6207 9532 | M [REDACTED] | Email: [vanessa.dalmolin@act.gov.au](mailto:vanessa.dalmolin@act.gov.au)  
[health.act.gov.au](http://health.act.gov.au)

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## Goods and/or Services REQUEST FOR QUOTATION UNDER \$25,000

### REQUEST FOR QUOTATION INFORMATION

The Territory as represented by the **Health Directorate** would like to invite **Robert Griew, Principal, Nous Group** to respond to this Request for Quotation (RFQ).

This RFQ comprises:

- Schedule 1 – Statement of Requirement;
- Schedule 2 – General Terms and Conditions for Purchase Orders (Goods and/or Services); and
- Schedule 3 – Supplier's Quotation, including Supplier's declaration.RF

### SCHEDULE 1 - STATEMENT OF REQUIREMENT

RFQ Title:	ACT Health - Organisational Transition (Stakeholder Consultation)		
RFQ Number:	2018 5311	Territory Contact Officer:	For all matters relating to this RFQ contact: Vanessa Dal Molin at 62079532 or Vanessa.dalmolin@act.gov.au
Purchasing Directorate:	Health Directorate	Section/Business Unit:	Office of the Director General
Issue Date:	22/06/2018	Closing Date:	27/06/2018
Supplies Required by:	20/07/2018		
Lodgement method:	Quotation should be lodged with Vanessa Dal Molin via email at Vanessa.dalmolin@act.gov.au in pdf format by the closing date specified above. <b>Please note:</b> due to system restrictions responses cannot exceed one file and 3MB.		
Questions	Any questions relating to this RFQ should be addressed to the Territory Contact Officer and sent via email.		

## The Requirement

Item	Details
Description of Requirement (including warranties for goods):	<p>On 23 March 2018, the Minister for Health and Wellbeing and the Minister for Mental Health announced that ACT Health would be restructured to establish two agencies. One agency is to be responsible for clinical operations and will focus on the operational delivery of quality health care services to the community.</p> <p>The second organisation will be responsible for strategic policy and planning stewardship of the ACT's health system. It will oversee the health system as a whole and set the strategic direction for health services, as well as provide health protection services and health promotion.</p> <p>The new structure is to commence from 1 October 2018.</p> <p>In May 2018, the Nous Group (Robert Griew) was engaged by the Chief Minister, Treasury and Economic Development Directorate to provide advice on the best practice governance, roles, functions and relationships for the two new entities, including the lines of accountability for the Director General and Chief Executive Officer to Ministers and to each other.</p> <p>The NOUS Group has provided an interim report to the Head of Service – <i>New health governance arrangements for the ACT</i>, by Robert Griew, Principal Nous Group.</p> <p>It is proposed to ask the Nous Group to undertake a series of consultations with ACT Health staff and external stakeholders to refine and test the views outlined within the Interim Report.</p> <p>The focus of stakeholder consultations will be to seek feedback on the proposed governance model, including potential strengths and risks, and determine the skills and capabilities required within both organisations to ensure that the new arrangements will be successful.</p> <p>The Consultant will be required to engage with staff and stakeholders, as outlined in <u>Attachment A</u> (stakeholder consultation listing). This listing may be refined and reviewed following discussions between NOUS Group and ACT Health.</p> <p>The Consultant will undertake the required consultations over a period of three (3) days. It is envisaged that a further day (one day) will be required to refine and review the Interim Report titled <i>New health governance arrangements for the ACT</i>, following the consultation process, for provision to the Head of Service and Interim Director-General, ACT Health.</p> <p>ACT Health will provide support by way of scribing and note taking services.</p> <p><u>Out of Scope</u> – there is no need for the Consultant to consult on the existing organisational structure or the outcomes of a recent form and function review.</p>



Item	Details
Background Information:	As above.
Delivery Instructions (for goods) or Service Timeframes/ Milestones (for services):	<p>The Consultant will provide the following deliverables in the required timeframes</p> <ul style="list-style-type: none"> <li>○ Undertake consultations, as agreed between ACT Health and Nous Group, up to a maximum of three (3) full days.</li> <li>○ Review and refine the Interim Report titled <i>New health governance arrangements for the ACT</i> – one (1) full day.</li> <li>○ Final report and presentation to the Head of Service and Interim Director-General, ACT Health. A final report is to be provided in the week commencing 16 July 2018.</li> </ul>
Required insurance/s	<p>The Supplier must effect and maintain all insurances required to be effected by it by law and the following insurances:</p> <ol style="list-style-type: none"> <li>1. Public liability insurance with coverage in the amount of no less than \$10 million in respect of each occurrence;</li> <li>2. For Supplies that include services, professional indemnity insurance with coverage in the amount of no less than \$10 million in the annual aggregate; and</li> <li>3. For supplies that include goods, product liability insurance to a value of \$10 million in the annual aggregate.</li> </ol> <p>The Supplier must provide evidence of the above insurances.</p>

## SCHEDULE 2 - GENERAL TERMS AND CONDITIONS FOR PURCHASE ORDERS (GOODS AND SERVICES)

If this quotation is accepted and approved by the Australian Capital Territory (indicated at the end of the document), the following general terms and conditions for purchase orders (Goods and/or Services) will apply to the provision of the supplies.

### 1. Provision of Supplies

- 1.1 The Supplier must provide the goods and/or services specified in the Purchase Order (**Supplies**) according to the provisions of the Purchase Order and these terms and conditions (collectively, **Contract**) and to a high standard of care, skill and diligence.
- 1.2 Supplies that are goods must be new and unused, free from any security interest, defects in materials and workmanship, of acceptable quality and must conform to any specifications and descriptions set out in the Purchase Order.
- 1.3 If the Supplies contain hazardous substances, the Supplier must provide material safety data sheets for those hazardous substances.

### 2. Price of Supplies

- 2.1 Except if otherwise stated in the Purchase Order, the price for the Supplies is:
  - (a) payable within 30 days of receipt by the Territory of an Invoice;
  - (b) inclusive of GST and all other taxes, duties and charges; and
  - (c) inclusive of all disbursements, including out of pocket expenses incurred by the Supplier.
- 2.2 An Invoice may be issued by the Supplier upon the satisfactory completion of each milestone set out in the Purchase Order, or if no milestones are specified, on the satisfactory completion of all services and acceptance of all goods comprising the Supplies.

### 3. Delivery and Acceptance

- 3.1 Supplies that are goods must be delivered at the times and places detailed in the Purchase Order, in good order and condition and marked with the relevant Purchase Order Number and full delivery point details. Delivery will be free into store unless otherwise specified in the Contract.
- 3.2 The Territory may reject Supplies supplied incorrectly, damaged, in excess of or less than specified quantities or otherwise found not to be in accordance with the Purchase Order.
- 3.3 If the Territory rejects any Supplies, the Supplier must, at no cost to the Territory and within any

timeframe specified by the Territory, remove the Supplies (in the case of goods) and:

- (a) replace any rejected Supplies that are goods; and
- (b) re-perform any rejected Supplies that are services; or
- (c) refund any payment for the rejected Supplies.

- 3.4 If the Territory does not reject the Supplies within 14 days of receiving the Supplies, the Territory is taken to have accepted the Supplies.

### 4. Title and Risk

Risk of loss and damage and title in Supplies that are goods passes to the Territory on its acceptance of those goods.

### 5. Warranty

For Supplies that are goods, the Supplier must:

- (a) during any warranty period specified in the Purchase Order, at no cost to the Territory, correct all defects in the Supplies by way of repair, replacement or such other means acceptable to the Territory; and
- (b) ensure, to the extent practicable and permitted by law, that the Territory receives the benefit of any warranty given by a third party with respect to any goods,

however, this does not in any way relieve the Supplier of any obligation or warranty by it under the Contract and the Supplier is liable for all costs incidental to the discharge of any warranty under the Contract.

### 6. Insurance

The Supplier must effect and maintain for the Purchase Order term any insurances specified in the Purchase Order.

### 7. Indemnity

The Supplier indemnifies the Territory, its employees and agents against all liability in respect of all claims, costs and expenses in relation to all loss, damage, injury or death to persons or property caused by the Supplier, in connection with the provision of the Supplies, except to the extent that the Territory caused the relevant loss, damage or injury.

## **8. Cancellation**

The Territory may cancel the Purchase Order in part or whole, at any time by notice to the Supplier, if the Supplier:

- (a) enters, or in the Territory's absolute opinion, is likely to enter, into any form of external administration or makes any arrangement with its creditors or takes advantage of any statute for the relief of insolvent debtors;
- (b) fails to provide the Supplies within, or to meet any other, timeframes or milestones specified in this Contract; or
- (c) is otherwise in breach of a provision of this Contract, where that breach:
  - (i) if capable of being remedied, is not remedied within the period specified in a notice by the Territory, or
  - (ii) is not capable of being remedied.

## **9. Assignment and Subcontracting**

The Supplier must not assign or subcontract any of its rights or obligations under this Contract without the prior written consent of the Territory.

## **10. Applicable Law**

The laws of the Australian Capital Territory apply to this Contract.

## **11. Variation**

This Contract may be varied only by the written agreement of the parties prior to the expiration of the Contract.

## **12. Entire Agreement**

The Contract constitutes the entire agreement of the parties in relation to the provision of the Supplies and all other agreements, warranties and representations are excluded.

**SCHEDULE 3 - SUPPLIER'S QUOTATION FOR SUPPLIES (TO BE COMPLETED BY SUPPLIER)****Supplier's Details**

Full legal name:	Nous Group.
Registered office or postal address:	121 Marcus Clarke Street, Canberra ACT 2601
ACN/ARBN (if applicable):	Insert your ACN or ARBN if applicable.
ABN (if applicable):	Insert your ABN if applicable.

**Contact Officer for the Supplier**

For all matters relating to this RFQ, including any notices, the Supplier's contact officer will be:

Name:	Mr Robert Griew
Position title:	Principal, Nous Group
Phone:	6201 9010
Mobile:	[REDACTED]
Email:	[REDACTED]@nousgroup.com.au

**Supplier's Quotation**

Details of relevant qualifications and/or certifications held:	List any relevant qualifications or certifications held.
If insurances are required by the Statement of Requirements, please state the insurances held:	List any relevant qualifications or certifications held.
Provide a brief summary of similar work undertaken/goods supplied in the past 12 months.	List any relevant qualifications or certifications held.

## SUPPLIER'S QUOTATION FOR SUPPLIES (CONTINUED...)

### Goods (if applicable)

Item Number	Item Description	Quantity	Unit Price (excluding GST)	GST Component	Unit Price (including GST)	Total
	List any relevant qualifications or certifications held.					
Total (including GST)						

### Details of Warranties (if applicable)

Insert the details of any warranty period that will be offered for these good/s.

### Services (if applicable)

<b>Brief response to Statement of Requirements, including milestones (if applicable)</b>	See attached Scope of Work Document				
<b>Key personnel (if applicable) and pricing</b>	<b>Name and Position (if applicable)</b>	<b>Expected Hours/Days allocated</b>	<b>Hourly Rate (including GST)</b>	<b>Daily Rate (including GST)</b>	
Please note: Total Cost field must be completed.	See attached Scope of Work Document				
		<b>Total Cost (including GST)</b>			

**SUPPLIER'S DECLARATION**

**i** I/We quote to provide the goods and / or services described in the RFQ (**Supplies**) at the prices specified in this Supplier's Quotation.

I/We understand that if accepted by the Territory, this Supplier's Quotation becomes the purchase order for the provision of the Supplies.

I/We declare I/We have read and, if this Supplier's Quotation is accepted by the Territory, agree to provide the Supplies on the basis of the General Terms and Conditions for Purchase Orders (Goods and/ or Services).

Prior to signing ensure you have the legal authority to be a signatory for this quote.

**NB: physical signatures are not required for this document. Complete the information and return electronically to the email address provided in Schedule 1.**

Signatory's Full Printed Name:	Robert Griew	Signatory's Title/Position:	Principal, Nous Group
Signatory's Phone Number:	[REDACTED]	Signatory's email address:	[REDACTED]@nousgroup.com.au
Signatory's Signature:		Date:	Click here to enter a date.

**TERRITORY APPROVAL FORM (TO BE COMPLETED BY THE AUSTRALIAN CAPITAL TERRITORY)**

By signing this form I, **Michael De'Ath** within the Office of the Director General representing the Health Directorate on behalf of the Australian Capital Territory, commit to purchasing the above specified **consultancy services** in accordance with the methodology and price specified in the Supplier's Quotation.

Signatory's Full Printed Name:	Michael De'Ath	Signatory's Title/Position:	Interim Director General
--------------------------------	----------------	-----------------------------	--------------------------

The Territory accepts the quotation and the Supplier is permitted to commence the provision of the Supplies.

Signature: \_\_\_\_\_

Date:        /        /

### ACT Health Transition – Suggested Stakeholder Consultation List

- Ms Catherina O’Leary, Director, Office of Transition, ACT Health will attend meetings to assist with scribing, as per Mr Griew’s proposal.

#### Internal Meetings: (60 minute meetings each)

Canberra Hospital DDG, and Chiefs	Chris Bone, Deputy Director General, CHHS Jeffrey Fletcher, Chief Medical Officer Margaret McLeod, Chief Nurse and Midwifery Officer Jo Morris, Chief Allied Health Officer
Calvary Health Care - Bruce	
Canberra Hospital Executive – Executive Directors Meeting	This could be included on the agenda for the hospital Executive meeting, which takes place every Tuesday morning, from 8.30am.
ACT Health – - Executive Directors Meeting	A meeting to include all DDGs and Executive Directors on Directorate side of organisation.
Staff Forums x 2 (format to be confirmed in consultations between Robert Griew and Interim Director General, ACT Health)	One meeting at Bowes Street and second meeting at CHHS

#### Health Organisation (60 minute meeting)

Southern NSW Local Health District Capital Health Network	
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#### Academic Partners (60 minute meeting)

Australian National University	(or representatives) <ul style="list-style-type: none"> <li>ANU College of Health and Medicine</li> <li>ANU Medical School</li> </ul>
University of Canberra	
Australian Catholic University - Canberra	
Charles Sturt University	

**Indigenous Organisation (60 minute meeting)**

Winnunga Nimmityjah Aboriginal Health Service	
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**Non Government Sector (90 minute meeting) (final NGO listing to be confirmed):**

ACT Council of Social Service	
ATODA ACT Inc	
Carers ACT	
Health Care Consumers Association	
Council on the Ageing	
Mental Health Community Coalition (with Mental Health Consumers Network)	
Women's Centre for Health Matters	
Heart Foundation	
Sexual Health and Family Planning ACT	
Aids Action Council	
Hepatitis Council	
Youth Coalition of the ACT	
Diabetes ACT/NSW	
Alzheimer's Australia	
Asthma Foundation ACT	
Arthritis Foundation of the ACT Inc	



AIDS Action Council of the ACT	
Cancer Council ACT	
Palliative Care ACT	
A Gender Agenda Inc	

**Medical Association / Unions (90 minute meeting)**

Australian Salaried Medical Officers Federation	
Australian Medical Association	
ACT Visiting Medical Officers Association	
Pharmacy Guild ACT	
Australian Nursing and Midwifery Federation – ACT Branch	
Community and Public Sector Union	
Health Services Union	

**Colleges (90 minute meetings)**

Royal Australian and New Zealand College of Psychiatrists - ACT Branch	
Royal Australasian College of Surgeons (RACS)	
Royal Australian and New Zealand College of Obstetricians and Gynaecologists	
Royal Australian and New Zealand College of Radiologists	
Royal Australasian College of Physicians	
Royal Australian College of General Practitioners	
Royal Australian and New Zealand College of Ophthalmologists	

**Dal Molin, Vanessa (Health)**

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**From:** Dal Molin, Vanessa (Health)  
**Sent:** Friday, 22 June 2018 2:49 PM  
**To:** Jean, David (Health)  
**Subject:** FW: RFQ - Nous Consultations [DLM=For-Official-Use-Only]  
**Attachments:** Request for Quote - Transition process - Stakeholder Consultation - June 2018.docx;  
 Stakeholder Listing - 21 June.docx; CMTEDD 18-3184 ACT Health Governance - Griew  
 Report.docx

As discussed.

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Friday, 22 June 2018 1:48 PM  
**To:** Power, Leanne <Leanne.Power@act.gov.au>  
**Subject:** RFQ - Nous Consultations [DLM=For-Official-Use-Only]

Dear Leanne,

As discussed, please find attached the RFQ that has been cleared by DG and has gone to Nous for consideration and response.

I believe the RFQ reflects our discussions, but please feel free to call me if you have any concerns.

Many thanks  
 Vanessa

**Vanessa Dal Molin** | Business Manager  
 Office of the Director General, ACT Health  
**Ph:** (02) 6207 9532 | **M:** [REDACTED] | **Email:** [vanessa.dalmolin@act.gov.au](mailto:vanessa.dalmolin@act.gov.au)  
[health.act.gov.au](http://health.act.gov.au)

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## Goods and/or Services REQUEST FOR QUOTATION UNDER \$25,000

### REQUEST FOR QUOTATION INFORMATION

The Territory as represented by the **Health Directorate** would like to invite **Robert Griew, Principal, Nous Group** to respond to this Request for Quotation (RFQ).

This RFQ comprises:

- Schedule 1 – Statement of Requirement;
- Schedule 2 – General Terms and Conditions for Purchase Orders (Goods and/or Services); and
- Schedule 3 – Supplier's Quotation, including Supplier's declaration.RF

### SCHEDULE 1 - STATEMENT OF REQUIREMENT

<b>RFQ Title:</b>	<b>ACT Health - Organisational Transition (Stakeholder Consultation)</b>		
<b>RFQ Number:</b>	2018 5311	<b>Territory Contact Officer:</b>	For all matters relating to this RFQ contact: Vanessa Dal Molin at 62079532 or Vanessa.dalmolin@act.gov.au
<b>Purchasing Directorate:</b>	Health Directorate	<b>Section/Business Unit:</b>	Office of the Director General
<b>Issue Date:</b>	22/06/2018	<b>Closing Date:</b>	27/06/2018
<b>Supplies Required by:</b>	20/07/2018		
<b>Lodgement method:</b>	Quotation should be lodged with Vanessa Dal Molin via email at Vanessa.dalmolin@act.gov.au in pdf format by the closing date specified above. <b>Please note:</b> due to system restrictions responses cannot exceed one file and 3MB.		
<b>Questions</b>	Any questions relating to this RFQ should be addressed to the Territory Contact Officer and sent via email.		

## The Requirement

Item	Details
Description of Requirement (including warranties for goods):	<p>On 23 March 2018, the Minister for Health and Wellbeing and the Minister for Mental Health announced that ACT Health would be restructured to establish two agencies. One agency is to be responsible for clinical operations and will focus on the operational delivery of quality health care services to the community.</p> <p>The second organisation will be responsible for strategic policy and planning stewardship of the ACT's health system. It will oversee the health system as a whole and set the strategic direction for health services, as well as provide health protection services and health promotion.</p> <p>The new structure is to commence from 1 October 2018.</p> <p>In May 2018, the Nous Group (Robert Griew) was engaged by the Chief Minister, Treasury and Economic Development Directorate to provide advice on the best practice governance, roles, functions and relationships for the two new entities, including the lines of accountability for the Director General and Chief Executive Officer to Ministers and to each other.</p> <p>The NOUS Group has provided an interim report to the Head of Service – <i>New health governance arrangements for the ACT</i>, by Robert Griew, Principal Nous Group.</p> <p>It is proposed to ask the Nous Group to undertake a series of consultations with ACT Health staff and external stakeholders to refine and test the views outlined within the Interim Report.</p> <p>The focus of stakeholder consultations will be to seek feedback on the proposed governance model, including potential strengths and risks, and determine the skills and capabilities required within both organisations to ensure that the new arrangements will be successful.</p> <p>The Consultant will be required to engage with staff and stakeholders, as outlined in <u>Attachment A</u> (stakeholder consultation listing). This listing may be refined and reviewed following discussions between NOUS Group and ACT Health.</p> <p>The Consultant will undertake the required consultations over a period of three (3) days. It is envisaged that a further day (one day) will be required to refine and review the Interim Report titled <i>New health governance arrangements for the ACT</i>, following the consultation process, for provision to the Head of Service and Interim Director-General, ACT Health.</p> <p>ACT Health will provide support by way of scribing and note taking services.</p> <p><u>Out of Scope</u> – there is no need for the Consultant to consult on the existing organisational structure or the outcomes of a recent form and function review.</p>

Item	Details
Background Information:	As above.
Delivery Instructions (for goods) or Service Timeframes/ Milestones (for services):	<p>The Consultant will provide the following deliverables in the required timeframes</p> <ul style="list-style-type: none"> <li>○ Undertake consultations, as agreed between ACT Health and Nous Group, up to a maximum of three (3) full days.</li> <li>○ Review and refine the Interim Report titled <i>New health governance arrangements for the ACT</i> – one (1) full day.</li> <li>○ Final report and presentation to the Head of Service and Interim Director-General, ACT Health. A final report is to be provided in the week commencing 16 July 2018.</li> </ul>
Required insurance/s	<p>The Supplier must effect and maintain all insurances required to be effected by it by law and the following insurances:</p> <ol style="list-style-type: none"> <li>1. Public liability insurance with coverage in the amount of no less than \$10 million in respect of each occurrence;</li> <li>2. For Supplies that include services, professional indemnity insurance with coverage in the amount of no less than \$10 million in the annual aggregate; and</li> <li>3. For supplies that include goods, product liability insurance to a value of \$10 million in the annual aggregate.</li> </ol> <p>The Supplier must provide evidence of the above insurances.</p>

## SCHEDULE 2 - GENERAL TERMS AND CONDITIONS FOR PURCHASE ORDERS (GOODS AND SERVICES)

If this quotation is accepted and approved by the Australian Capital Territory (indicated at the end of the document), the following general terms and conditions for purchase orders (Goods and/or Services) will apply to the provision of the supplies.

### 1. Provision of Supplies

- 1.1 The Supplier must provide the goods and/or services specified in the Purchase Order (**Supplies**) according to the provisions of the Purchase Order and these terms and conditions (collectively, **Contract**) and to a high standard of care, skill and diligence.
- 1.2 Supplies that are goods must be new and unused, free from any security interest, defects in materials and workmanship, of acceptable quality and must conform to any specifications and descriptions set out in the Purchase Order.
- 1.3 If the Supplies contain hazardous substances, the Supplier must provide material safety data sheets for those hazardous substances.

### 2. Price of Supplies

- 2.1 Except if otherwise stated in the Purchase Order, the price for the Supplies is:
  - (a) payable within 30 days of receipt by the Territory of an Invoice;
  - (b) inclusive of GST and all other taxes, duties and charges; and
  - (c) inclusive of all disbursements, including out of pocket expenses incurred by the Supplier.
- 2.2 An Invoice may be issued by the Supplier upon the satisfactory completion of each milestone set out in the Purchase Order, or if no milestones are specified, on the satisfactory completion of all services and acceptance of all goods comprising the Supplies.

### 3. Delivery and Acceptance

- 3.1 Supplies that are goods must be delivered at the times and places detailed in the Purchase Order, in good order and condition and marked with the relevant Purchase Order Number and full delivery point details. Delivery will be free into store unless otherwise specified in the Contract.
- 3.2 The Territory may reject Supplies supplied incorrectly, damaged, in excess of or less than specified quantities or otherwise found not to be in accordance with the Purchase Order.
- 3.3 If the Territory rejects any Supplies, the Supplier must, at no cost to the Territory and within any

timeframe specified by the Territory, remove the Supplies (in the case of goods) and:

- (a) replace any rejected Supplies that are goods; and
- (b) re-perform any rejected Supplies that are services; or
- (c) refund any payment for the rejected Supplies.

- 3.4 If the Territory does not reject the Supplies within 14 days of receiving the Supplies, the Territory is taken to have accepted the Supplies.

### 4. Title and Risk

Risk of loss and damage and title in Supplies that are goods passes to the Territory on its acceptance of those goods.

### 5. Warranty

For Supplies that are goods, the Supplier must:

- (a) during any warranty period specified in the Purchase Order, at no cost to the Territory, correct all defects in the Supplies by way of repair, replacement or such other means acceptable to the Territory; and
- (b) ensure, to the extent practicable and permitted by law, that the Territory receives the benefit of any warranty given by a third party with respect to any goods,

however, this does not in any way relieve the Supplier of any obligation or warranty by it under the Contract and the Supplier is liable for all costs incidental to the discharge of any warranty under the Contract.

### 6. Insurance

The Supplier must effect and maintain for the Purchase Order term any insurances specified in the Purchase Order.

### 7. Indemnity

The Supplier indemnifies the Territory, its employees and agents against all liability in respect of all claims, costs and expenses in relation to all loss, damage, injury or death to persons or property caused by the Supplier, in connection with the provision of the Supplies, except to the extent that the Territory caused the relevant loss, damage or injury.

## **8. Cancellation**

The Territory may cancel the Purchase Order in part or whole, at any time by notice to the Supplier, if the Supplier:

- (a) enters, or in the Territory's absolute opinion, is likely to enter, into any form of external administration or makes any arrangement with its creditors or takes advantage of any statute for the relief of insolvent debtors;
- (b) fails to provide the Supplies within, or to meet any other, timeframes or milestones specified in this Contract; or
- (c) is otherwise in breach of a provision of this Contract, where that breach:
  - (i) if capable of being remedied, is not remedied within the period specified in a notice by the Territory, or
  - (ii) is not capable of being remedied.

## **9. Assignment and Subcontracting**

The Supplier must not assign or subcontract any of its rights or obligations under this Contract without the prior written consent of the Territory.

## **10. Applicable Law**

The laws of the Australian Capital Territory apply to this Contract.

## **11. Variation**

This Contract may be varied only by the written agreement of the parties prior to the expiration of the Contract.

## **12. Entire Agreement**

The Contract constitutes the entire agreement of the parties in relation to the provision of the Supplies and all other agreements, warranties and representations are excluded.

**SCHEDULE 3 - SUPPLIER'S QUOTATION FOR SUPPLIES (TO BE COMPLETED BY SUPPLIER)****Supplier's Details**

Full legal name:	Nous Group.
Registered office or postal address:	121 Marcus Clarke Street, Canberra ACT 2601
ACN/ARBN (if applicable):	Insert your ACN or ARBN if applicable.
ABN (if applicable):	Insert your ABN if applicable.

**Contact Officer for the Supplier**

For all matters relating to this RFQ, including any notices, the Supplier's contact officer will be:

Name:	Mr Robert Griew
Position title:	Principal, Nous Group
Phone:	6201 9010
Mobile:	
Email:	@nousgroup.com.au

**Supplier's Quotation**

Details of relevant qualifications and/or certifications held:	List any relevant qualifications or certifications held.
If insurances are required by the Statement of Requirements, please state the insurances held:	List any relevant qualifications or certifications held.
Provide a brief summary of similar work undertaken/goods supplied in the past 12 months.	List any relevant qualifications or certifications held.



## SUPPLIER'S QUOTATION FOR SUPPLIES (CONTINUED...)

### Goods (if applicable)

Item Number	Item Description	Quantity	Unit Price (excluding GST)	GST Component	Unit Price (including GST)	Total
	List any relevant qualifications or certifications held.					
Total (including GST)						

### Details of Warranties (if applicable)

Insert the details of any warranty period that will be offered for these good/s.

### Services (if applicable)

Brief response to Statement of Requirements, including milestones (if applicable)	See attached Scope of Work Document					
Key personnel (if applicable) and pricing  Please note: Total Cost field must be completed.	Name and Position (if applicable)	Expected Hours/Days allocated	Hourly Rate (including GST)	Daily Rate (including GST)		
	See attached Scope of Work Document					
Total Cost (including GST)						

**SUPPLIER'S DECLARATION**

**1** I/We quote to provide the goods and / or services described in the RFQ (**Supplies**) at the prices specified in this Supplier's Quotation.

I/We understand that if accepted by the Territory, this Supplier's Quotation becomes the purchase order for the provision of the Supplies.

I/We declare I/We have read and, if this Supplier's Quotation is accepted by the Territory, agree to provide the Supplies on the basis of the General Terms and Conditions for Purchase Orders (Goods and/ or Services).

Prior to signing ensure you have the legal authority to be a signatory for this quote.

**NB: physical signatures are not required for this document. Complete the information and return electronically to the email address provided in Schedule 1.**

Signatory's Full Printed Name:	Robert Griew	Signatory's Title/Position:	Principal, Nous Group
Signatory's Phone Number:		Signatory's email address:	@nousgroup.com.au
Signatory's Signature:		Date:	Click here to enter a date.

**TERRITORY APPROVAL FORM (TO BE COMPLETED BY THE AUSTRALIAN CAPITAL TERRITORY)**

By signing this form I, **Michael De'Ath** within the Office of the Director General representing the Health Directorate on behalf of the Australian Capital Territory, commit to purchasing the above specified **consultancy services** in accordance with the methodology and price specified in the Supplier's Quotation.

Signatory's Full Printed Name:	Michael De'Ath	Signatory's Title/Position:	Interim Director General
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The Territory accepts the quotation and the Supplier is permitted to commence the provision of the Supplies.


Signature: \_\_\_\_\_

Date:        /        /

### ACT Health Transition – Suggested Stakeholder Consultation List

- Ms Catherina O’Leary, Director, Office of Transition, ACT Health will attend meetings to assist with scribing, as per Mr Griew’s proposal.




#### Internal Meetings: (60 minute meetings each)

Canberra Hospital DDG, and Chiefs	Chris Bone, Deputy Director General, CHHS Jeffrey Fletcher, Chief Medical Officer Margaret McLeod, Chief Nurse and Midwifery Officer Jo Morris, Chief Allied Health Officer
Calvary Health Care - Bruce	
Canberra Hospital Executive – Executive Directors Meeting	This could be included on the agenda for the hospital Executive meeting, which takes place every Tuesday morning, from 8.30am.
ACT Health – - Executive Directors Meeting	A meeting to include all DDGs and Executive Directors on Directorate side of organisation.
Staff Forums x 2 (format to be confirmed in consultations between Robert Griew and Interim Director General, ACT Health)	One meeting at Bowes Street and second meeting at CHHS

#### Health Organisation (60 minute meeting)

Southern NSW Local Health District Capital Health Network	
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#### Academic Partners (60 minute meeting)

Australian National University	
University of Canberra	
Australian Catholic University - Canberra	
Charles Sturt University	

**Indigenous Organisation (60 minute meeting)**

Winnunga Nimmityjah Aboriginal Health Service	
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**Non Government Sector (90 minute meeting) (final NGO listing to be confirmed):**

ACT Council of Social Service	
ATODA ACT Inc	
Carers ACT	
Health Care Consumers Association	
Council on the Ageing	
Mental Health Community Coalition (with Mental Health Consumers Network)	
Women's Centre for Health Matters	
Heart Foundation	
Sexual Health and Family Planning ACT	
Aids Action Council	
Hepatitis Council	
Youth Coalition of the ACT	
Diabetes ACT/NSW	
Alzheimer's Australia	
Asthma Foundation ACT	
Arthritis Foundation of the ACT Inc	

AIDS Action Council of the ACT	
Cancer Council ACT	
Palliative Care ACT	
A Gender Agenda Inc	

**Medical Association / Unions (90 minute meeting)**

Australian Salaried Medical Officers Federation	
Australian Medical Association	
ACT Visiting Medical Officers Association	
Pharmacy Guild ACT	
Australian Nursing and Midwifery Federation – ACT Branch	
Community and Public Sector Union	
Health Services Union	

**Colleges (90 minute meetings)**

Royal Australian and New Zealand College of Psychiatrists - ACT Branch	
Royal Australasian College of Surgeons (RACS)	
Royal Australian and New Zealand College of Obstetricians and Gynaecologists	
Royal Australian and New Zealand College of Radiologists	
Royal Australasian College of Physicians	
Royal Australian College of General Practitioners	
Royal Australian and New Zealand College of Ophthalmologists	



## MINISTERIAL BRIEF

Chief Minister, Treasury and Economic  
Development Directorate

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**To:** Minister for Health and Wellbeing  
Minister for Mental Health

Tracking No.: CMTEDD2018/3184

**Date:** 21 June 2018

**CC:** Chief Minister

**From:** Head of Service

**Subject:** Interim report – New health governance arrangements for the ACT

**Critical Date:** As soon as possible

**Critical Reason:**

**Purpose**

To advise on progress on developing the governance arrangements to underpin the new administrative arrangements for the ACT Public Service in relation to ACT Health.

**Recommendations**

That you:

1. Note the interim report *New health governance arrangements for the ACT* by Robert Griew, Principal Nous Group, attached to this brief.
2. Note that as a next step, the ACT Health Directorate and Nous Group will talk with ACT Health executive staff and external stakeholders to refine, test and improve thinking about the governance, roles, functions and relationship proposals presented in the interim report. The current proposed approach may alter with the benefit of this consultation.

**Noted / Please Discuss**

Meegan Fitzharris ...../...../.....

**Noted / Please Discuss**

Shane Rattenbury ...../...../.....

Minister's Office Feedback

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## Background

1. In March this year the Chief Minister agreed to a new governance structure for the ACT Health Directorate that structurally separates its policy and operational functions. The separation responds to the growing size and complexity of health service delivery in the ACT and region and aligns the Territory with the direction of reform in other jurisdictions across Australia.
2. The separation, which will be operational from 1 October 2018, entails the creation of a strategic function that has the core responsibility to oversee the operation of the health system as a whole and to set the direction for health services in the Territory, and an operational service delivery function that has the core responsibility to provide acute, subacute, primary hospital services to the ACT and surrounding region and the range of community-based health services to the ACT community.
3. In May this year I engaged Robert Griew, Principal Nous Group, to provide advice on the best practice governance, roles, functions and relationships for the new entities including the lines of accountability for the Director-General and Chief Executive Officer to Ministers and to each other.
4. Mr Griew was asked to consider the learnings from the governance arrangements for separated models in other jurisdictions and to tailor an approach for the unique needs of the Territory, allowing for a focus on the operational effectiveness and efficiency of clinical service delivery, as well as on the strategic policy and planning for the broader stewardship of the ACT public health system and the promotion of health and wellbeing in the ACT.
5. Mr Griew's significant experience in the health sector placed him in an advantageous position to provide expert advice. As a former Secretary of the Northern Territory Department of Health and Community Services, Mr Griew has direct experience in running a health system of comparable size to the ACT. As such he has practical insight and experience into lines of accountability, clinical service delivery and the overall stewardship of a health system.

## Issues

### Interim report

6. Mr Griew's approach involved a review of governance arrangements in Queensland, Victoria, New South Wales and Tasmania to identify issues and learnings. First principles thinking was then applied in discussions with myself, the interim Director-General ACT Health Directorate, the acting Deputy Director General Canberra Hospital and Health Services, the ACT Solicitor-General and the Under Treasurer.
7. Mr Griew has provided an interim report based on the reviews and discussions to date. A copy is at Attachment A.
8. In summary, the key elements of the proposed approach as currently developed are:
  - a. Establishing the role of the ACT Health Directorate as the system steward and strategic policy adviser to Ministers. The Directorate would have a view and responsibility across the health system, a role to drive collaboration and a whole of system perspective and a responsibility for outcomes including for

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the health of the ACT population through the non-acute, community, preventative and health promotion components of the health system.

- b. Establishing the accountability of the Canberra and Regional Health Services (CRHS) as the provider of all publicly owned health services. CRHS would focus on the professional, quality, efficient and effective delivery of health services to the ACT and the region.
9. The key features of the Directorate would comprise:
  - a. a streamlined senior structure
  - b. a central policy and strategy function that has clear roles for ~~leading clinicians~~clinical leads, health professionals and other staff and stakeholders associated with services in the formulation of policy and strategy through secondments and cross cutting governance committees
  - c. a central service outcomes function that relates to all service providers in the ACT health system and be the key area that negotiates Service Level Agreements, monitors service performance and provides advice back to each service provider, the Director-General and Ministers
  - d. a number of whole of system governance committees that promote collaboration on key areas, for example, clinical workforce planning, research and evidence, service coordination, public health emergency management.
10. The key features of the CRHS would comprise:
  - a. funding provided through the Directorate as a separate and transparent appropriation
  - b. a Service Level Agreement with the Directorate that includes reporting on resource usage, performance outcomes and KPIs
  - c. the capacity for the CEO CRHS to administer the publicly owned health services including direct responsibility for ancillary and corporate service support necessary to effectively run the services.
11. The roles and functions of the Director-General and the CEO CRHS would be prescribed in a protocol to be negotiated to the satisfaction of Ministers and the Head of Service.
12. The CEO CRHS would provide policy and budget proposals to the Director-General. The Director-General would provide all proposals to Ministers for consideration. The Director-General would provide advice on the priority of proposals to Ministers.
13. The Director-General would raise concerns regarding all performance concerns first with the CEO CRHS. If concerns persisted, the Director-General would have the responsibility to provide advice with recommended actions to the relevant Minister in regard to health performance issues (such as clinical standards) or the Head of Service in regard to personnel or financial management issues.

#### Next steps

14. Mr Griew has provided an interim report with the expectation that as a next step the Directorate and Nous Group will talk with ACT Health executive staff and external

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stakeholders to refine, test and improve thinking about the governance, roles, functions and relationships proposals presented in the report. The list of proposed consultations is at Attachment B.

15. The focus of the consultations will be to test the strengths and risks of what is proposed, to elicit feedback on the information required by staff and stakeholders to optimise performance in particular areas and to seek views on the skills and capabilities required by the Directorate and CRHS to make the new arrangements work.
16. The current proposed approach may alter with the benefit of these consultations.
- ~~16.~~ 17. More extensive staff consultations are also planned to occur, through ACT Health's Transition Office, once the high level governance arrangements have been broadly settled.

### Financial Implications

- ~~17.~~ 18. The financial implications of establishing the governance arrangements and structure will be met within the existing ACT Health Directorate budget.

### Consultation

#### Internal

- ~~18.~~ 19. Nil.

#### Cross Directorate

- ~~19.~~ 20. Mr Griew engaged with the interim Director-General ACT Health Directorate, acting Deputy Director General Canberra Hospital and Health Services, the ACT Solicitor-General and the Under Treasurer.

#### External

- ~~20.~~ 21. Mr Griew engaged with senior executives in health departments in New South Wales, Queensland, Tasmania and Victoria.

### Media Implications

- ~~21.~~ 22. It is likely that there will be media interest in the new governance arrangements.

Signatory Name:  
Kathy Leigh

Phone: x50246

Action Officer:  
Leanne Power

Phone: x75990

### Attachments

Attachment	Title
Attachment A	Interim report, <i>New health governance arrangements for the ACT</i>

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Attachment B	List of proposed consultations
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Tracking No.: CMTEDD2018/3184Tracking No.:  
CMTEDD2018/3184

## New Governance Arrangements for ACT Health

The ACT Health system has come a long way. The population it serves has grown and it supports the health service needs of a wide catchment. Currently, ACT Health provides services for a catchment of approximately 400,000 people in the ACT and a further 200,000 people from the surrounding Southern NSW area (inclusive of Southern NSW Local Health District LGAs as defined by NSW Health). Canberra now has its own medical school. The health system has relationships with three universities, training health professionals and engaging in world class health research.

In recognition of this growing sophistication and delivery, the ACT Government has decided to make changes to the structure and governance of its health system. Consistent with the direction of reform in other jurisdictions, the Government has decided to separate the Health Directorate and the provider of publicly owned health services in the ACT, which will become a new organisation, Canberra and the Canberra and Region Health Services (CRHS).

The Government wants to allow CRHS both the capacity to run the ACT's publicly owned health services and clear accountability for doing so. It also wants the Directorate to step up to a role ensuring the effective and efficient operation of the whole health system, including all health providers. The Government also wants stronger preventive health and health promotion outcomes across the whole of the ACT community.

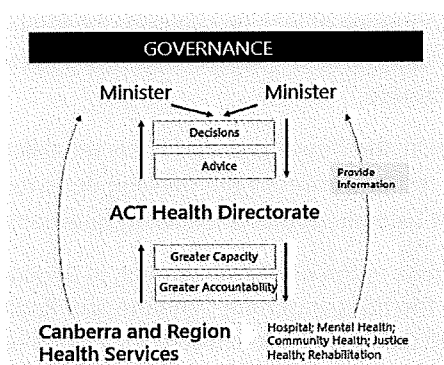
The Chief Minister's Directorate has engaged Nous Group (Nous) to advise on the governance, roles, functions and relationships across this restructured system. The aim is to ensure that the ACT gets the best combination of learning from similar reforms in other jurisdictions and an approach tailored for the unique needs of the Territory.

There are three phases to Nous' approach. First was a review of arrangements in four other jurisdictions, to learn lessons from others' experiences. Second has been a series of deep dive conversations with senior ACT public servants. This interim report is based on the first two phases.

The next phase will be to consult people across the ACT health system, including ACT Health staff. It is important to note that the hypotheses, draft propositions and conclusions in our work to date need to be tested and improved in a series of consultations.

Two diagrams summarise our thinking at the end of phase 2 of our work.

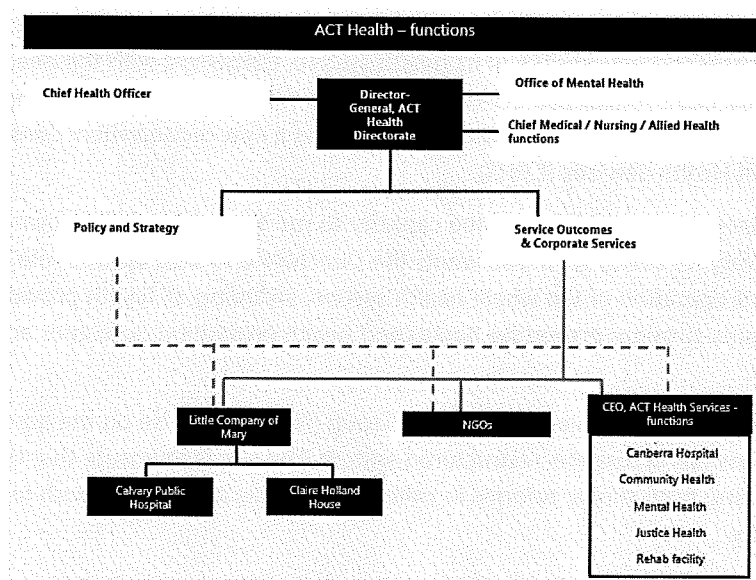
The first is a summary diagram of the governance relationship between the Ministers, the Directorate and the new CRHS.



The key points to be drawn from this are that the role of the Directorate as the policy adviser to ministers, the greater capacity and accountability of the CRHS as a provider of publicly owned health services in the ACT, including to its wider catchment.

The Directorate will have a view and responsibility across the health system, a role to drive collaboration and whole of system perspective and a responsibility for outcomes, including for the health of the ACT population. CRHS will focus on the professional, quality, efficient and effective delivery of its health services.

The second diagram explains a bit further the functions and relationships of the Directorate and health service providers in the ACT, including the new ACT Health Services. This is not a proposed structure for the Directorate. It is a diagram representing the key functional responsibilities and how they anchor key relationships.



The key points in this diagram are represented by the two red coloured lines.

The solid red line shows the centrality of the Service Outcomes function as the point in the Directorate that relates to all service providers. This area of the Directorate will need exceptional analytic, health data and health system performance intelligence because it will anchor the role of the Directorate in negotiating Service Level Agreements, monitoring performance and providing advice back to each provider, to the Director-General of the Directorate and to the Ministers. This area will also need exceptional relationship skills.

The dotted red line shows the importance of leading clinicians, health professionals and other staff and stakeholders associated with services in the formulation of policy and strategy for the ACT health system, through that function in the Directorate.

In consultations over the next phase, the Directorate and Nous will talk to staff, managers, clinical leaders and other stakeholders to refine, test and improve the thinking done to date. The focus of the consultations will include (but not be limited to) the following questions:

1. What are the strengths and risks in the new arrangement, in general and for the part of the system you work in or relate to? Do the titles, including Canberra and Region Health Services, and relationships described in the diagram above effectively describe optimal arrangements?
2. What are some of the opportunities we need to take to keep improving performance, for example, in terms of the functions put together in the new arrangements and in terms of communication?
3. What are the most important skills and capabilities for the Directorate and CRHS to acquire, develop further or refine to make the new arrangements work?

**Dal Molin, Vanessa (Health)**

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**From:** Dal Molin, Vanessa (Health)  
**Sent:** Sunday, 24 June 2018 11:19 PM  
**To:** Power, Leanne  
**Subject:** Robert Griew consultancy [DLM=For-Official-Use-Only]

Hi Leanne,

Our finance area is in the process of forecasting the payment to Robert Griew for the recent work he has done for CMTEDD. They have asked me to obtain a copy of the contract and supporting paperwork from you, to enable us to arrange reimbursement at the appropriate time? Also, do you have a timeframe of when you would be seeking reimbursement?

Thanks  
Vanessa

Vanessa Dal Molin | Business Manager  
Office of the Director General, ACT Health  
Ph: (02) 6207 9532 | M [REDACTED] | Email: [vanessa.dalmolin@act.gov.au](mailto:vanessa.dalmolin@act.gov.au)  
[health.act.gov.au](http://health.act.gov.au)

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**Dal Molin, Vanessa (Health)**

**From:** Jean, David (Health)  
**Sent:** Tuesday, 26 June 2018 5:11 PM  
**To:** Dal Molin, Vanessa (Health)  
**Subject:** FOR APPROVAL A message from the Interim Director-General - an update on transition [SEC=UNCLASSIFIED]  
**Attachments:** Invite to Griev Consultations.docx

Hi Vanessa, DG message below and letter attached for Michael's approval.

**David Jean**  
 Strategic Media and Communications Manager  
 Office of the Director-General, ACT Health

P | 6205 1780 M | [REDACTED]  
 E | [david.jean@act.gov.au](mailto:david.jean@act.gov.au)  
 URL | [www.health.act.gov.au](http://www.health.act.gov.au)

**From:** O'Leary, Catherina (Health)  
**Sent:** Tuesday, 26 June 2018 4:19 PM  
**To:** Jean, David (Health) <[David.Jean@act.gov.au](mailto:David.Jean@act.gov.au)>  
**Subject:** RE: DRAFT A message from the Interim Director-General - an update on transition [SEC=UNCLASSIFIED]

Thanks David, sorry for being slow – I have suggested some minor changes below. The attachment looked fine.  
 Regards  
 Catherina

**From:** Jean, David (Health)  
**Sent:** Tuesday, 26 June 2018 2:58 PM  
**To:** O'Leary, Catherina (Health) <[Catherina.O'Leary@act.gov.au](mailto:Catherina.O'Leary@act.gov.au)>  
**Cc:** Jean, David (Health) <[David.Jean@act.gov.au](mailto:David.Jean@act.gov.au)>  
**Subject:** DRAFT A message from the Interim Director-General - an update on transition [SEC=UNCLASSIFIED]

Hi Catherina. I've made a couple of changes to the versions I gave you this morning to clarify CHHS v CRHS. I've attached the letter as well in case you want to make any tracked changes. Let me know what you think.

Thanks,



A message from  
**Interim Director-General**  
 Michael De'Ath



Wednesday 27 June 2018

Good afternoon,

I would like to update you on the work being done to inform the development of our governance structures from 1 October 2018, when ACT Health will become two distinct organisations.

In May 2018, the Head of Service engaged Robert Griew, Principal of Nous Group, to provide advice on best practice governance, roles, functions and relationships for the two new organisations.

This work has been primarily focussed on the lines of accountability for the Director-General of Health and Chief Executive Officer (CEO) of Canberra Hospital and Health Services (CHHS) to Ministers and to each other.

Mr Griew has now provided an interim report to the Head of Service.

Proposals in the interim report include:

- Establishing the role of the ACT Health Directorate as the system steward and strategic policy advisor to Ministers.
- The Directorate would have a view and responsibility across the health system, and would drive collaboration and a whole of system perspective.
- The Directorate would have a responsibility for outcomes, including for the health of the ACT population through the non-acute, community, preventive and health promotion components of the health system.
- Establishing the *Canberra and Region Health Services (CRHS)* – currently CHHS – with accountability as the provider of all publicly owned health services.
- CRHS would focus on the professional, quality, efficient and effective delivery of health services to the ACT and the region.
- The roles and functions of the Director-General and the CEO CRHS would be prescribed in a protocol to be negotiated to the satisfaction of the Ministers and the Head of Service.
- The CEO CRHS would provide policy and budget proposals to the Director-General.
- The Director-General would provide all proposals to Ministers for consideration.
- The Director-General would provide advice on the priority of proposals to Ministers.

Next month, Mr Griew will conduct a series of consultations with ACT Health staff and external stakeholders. This will be to refine, test and improve the views proposed in the interim report.

These consultations will include staff forums at Bowes Street and Canberra Hospital. The Director of the Transition Office will also attend these staff forums.

If you would like to make a contribution to the design of the relationships between the two organisations and to Ministers, I would encourage you to attend one of these forums.

Invitations will be sent out shortly.

Mr Griew will also be meeting with executive teams, as well as our academic partners, non-government organisations, medical associations, unions and the specialist medical colleges.

This work is about establishing the high-level governance arrangements for the two organisations. It will complement and help inform the work being planned and executed by the Transition Office.

More detailed consultations around the structure of the two organisations will be conducted through the Transition Office in the coming weeks and months as we accelerate our planning for 1 October 2018.

Thank you

---

**Michael De'Ath**  
**Interim Director-General**  
**ACT Health**  
**[DGACTHealth@act.gov.au](mailto:DGACTHealth@act.gov.au)**

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Dear xxx,

On 23 March 2018, the Minister for Health and Wellbeing and the Minister for Mental Health announced that ACT Health would be separated into two distinct organisations.

One organisation will be responsible for clinical operations and will focus on the operational delivery of quality health care services to the community.

The second organisation will be responsible for strategic policy and planning stewardship of the ACT's health system.

In May 2018, the Nous Group (Robert Griew) was engaged to provide advice on the best practice governance, roles, functions and relationships for the two new organisations, including the lines of accountability for the Director General of Health and Chief Executive Officer of Canberra Hospital and Health Services (CHHS) to Ministers and to each other.

Mr Griew is now undertaking a series of consultations with ACT Health staff and external stakeholders to refine and test the views outlined within an interim report that he has prepared.

The focus of stakeholder consultations will be to seek feedback on the proposed governance model, including potential strengths and risks, and determine the skills and capabilities required within both organisations to ensure that the new arrangements will be successful.

To inform the consultation, a background paper has been developed, and is attached for your consideration.

The focus of the consultation will be to discuss the three key questions at the end of the paper.

I would like to invite you to attend a meeting with Mr Griew on xxx at xxx.

Your contribution will help ensure both organisations are set up for success.

Sincerely,

**Dal Molin, Vanessa (Health)**

---

**From:** Robert Griew <[REDACTED]@nousgroup.com.au>  
**Sent:** Tuesday, 26 June 2018 9:18 AM  
**To:** Dal Molin, Vanessa (Health)  
**Cc:** O'Leary, Catherina (Health)  
**Subject:** RE: documents and arrangements [DLM=For-Official-Use-Only]

Thanks Vanessa

I'm just harvesting up the insurance details etc

Robert Griew  
**Nous Group** | Principal  
**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com)

**From:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
**Sent:** Tuesday, 26 June 2018 8:47 AM  
**To:** Robert Griew <[REDACTED]@nousgroup.com.au>  
**Cc:** O'Leary, Catherina (Health) <Catherina.O'Leary@act.gov.au>  
**Subject:** RE: documents and arrangements [DLM=For-Official-Use-Only]

Thanks Robert.

We will be back in touch asap with exact times etc.

Can I just check to see whether you've had an opportunity to review the RFQ document as yet?

Many thanks

Vanessa

**From:** Robert Griew [mailto:[REDACTED]@nousgroup.com.au]  
**Sent:** Monday, 25 June 2018 4:43 PM  
**To:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>; O'Leary, Catherina (Health) <Catherina.O'Leary@act.gov.au>  
**Cc:** Power, Leanne <Leanne.Power@act.gov.au>; [REDACTED]  
**Subject:** documents and arrangements

Vanessa and Catherina

It was great to talk this morning.

I have attached both an updated Interim Report and a two page excerpt from the front, which clarifies Question 2 in the way we decided would be better for the consultations. The excerpt is in Word.

Just to recap on timing:

Date	Consultation
2/7 pm	Canberra Hospital DDG and Chiefs
3/7 am	Canberra Hospital & Health Service EDs
6/7	ACT Health EDs
6/7	Academic partners
RG to organise	Indigenous organisation
17/7	NGO sector (90 mins)
17/7 then 18/7	2 * staff fora (one Hospital & HS and one Corporate) (90 minutes)
17 or 18/7	Medical Assns / unions (90 mins)
17 or 18/7	Colleges (90 mins)

Can you advise re exact times asap, to both me and [REDACTED]?

I will refine run sheet for you and I Catherina.

Thanks ever so much.

Robert

**Robert Griew**

**Nous Group** | Principal

**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com) | [View Robert's profile](#)

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**Dal Molin, Vanessa (Health)**

---

**From:** Robert Griew <[REDACTED]@nousgroup.com.au>  
**Sent:** Tuesday, 26 June 2018 10:21 PM  
**To:** O'Leary, Catherina (Health); Dal Molin, Vanessa (Health)  
**Subject:** RE: documents and arrangements

I reckon 25 is more effective. Can go up to 40 without much loss but will be big group sessions with report backs...

**Robert Griew**  
**Nous Group** | Principal  
**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com)

---

**From:** O'Leary, Catherina (Health) <Catherina.O'Leary@act.gov.au>  
**Sent:** Tuesday, 26 June 2018 5:01 PM  
**To:** Robert Griew <[REDACTED]@nousgroup.com.au>; Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
**Subject:** RE: documents and arrangements

Hi Robert

A query on the staff sessions – did you want to limit the size of this audience? I imagine you wouldn't want more than 25 in a session – unless you are happy for a larger forum?

Regards

Catherina

---

**From:** Robert Griew [mailto:[REDACTED]@nousgroup.com.au]  
**Sent:** Monday, 25 June 2018 4:43 PM  
**To:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>; O'Leary, Catherina (Health) <Catherina.O'Leary@act.gov.au>  
**Cc:** Power, Leanne <Leanne.Power@act.gov.au>; [REDACTED]  
**Subject:** documents and arrangements

Vanessa and Catherina

It was great to talk this morning.

I have attached both an updated Interim Report and a two page excerpt from the front, which clarifies Question 2 in the way we decided would be better for the consultations. The excerpt is in Word.

Just to recap on timing:

Date	Consultation
2/7 pm	Canberra Hospital DDG and Chiefs
3/7 am	Canberra Hospital & Health Service EDs

Date	Consultation
6/7	ACT Health EDs
6/7	Academic partners
RG to organise	Indigenous organisation
17/7	NGO sector (90 mins)
17/7 then 18/7	2 * staff fora (one Hospital & HS and one Corporate) (90 minutes)
17 or 18/7	Medical Assns / unions (90 mins)
17 or 18/7	Colleges (90 mins)

Can you advise re exact times asap, to both me and [REDACTED]?

I will refine run sheet for you and I Catherina.

Thanks ever so much.

Robert

**Robert Griew**

**Nous Group** | Principal

**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com) | [View Robert's profile](#)

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**Dal Molin, Vanessa (Health)**

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**From:** Robert Griew <[REDACTED]@nousgroup.com.au>  
**Sent:** Tuesday, 26 June 2018 10:44 PM  
**To:** O'Leary, Catherina (Health)  
**Cc:** Dal Molin, Vanessa (Health)  
**Subject:** RE: Document to hand out

Hi Catherina

I am comfortable with these changes.

Would suggest play with layout to get the total doc back on two sides of a page. (Can shrink diagrams or text, widen margins, hey you used to be a consultant...)

Cheers

Robert

Robert Griew

**Nous Group** | Principal

**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com)

---

**From:** O'Leary, Catherina (Health) <Catherina.O'Leary@act.gov.au>

**Sent:** Tuesday, 26 June 2018 4:59 PM

**To:** Robert Griew <[REDACTED]@nousgroup.com.au>

**Cc:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>

**Subject:** Document to hand out

Hi Robert

I have made some suggested changes to the attached to make it easier to read as an introductory, standalone information sheet. I don't think it changes the intent or focus of the content. If you are comfortable with these amendments, I will have them incorporated into the version to be distributed along with the invitations.

We will start to arrange the meetings once we have this finalised.

Many thanks

Catherina

**Catherina O'Leary** | Director Transition Office

Office of the Director-General | **ACT Health**

6 Bowes Street Woden

Ph 02 62075391 | **Mob** [REDACTED]

[health.act.gov.au](http://health.act.gov.au)

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**Dal Molin, Vanessa (Health)**

---

**From:** Robert Griew <[REDACTED]@nousgroup.com.au>  
**Sent:** Tuesday, 26 June 2018 11:24 AM  
**To:** Dal Molin, Vanessa (Health)  
**Cc:** O'Leary, Catherina (Health); [REDACTED]  
**Subject:** RE: RFQ filled in  
**Attachments:** 26062018112229-0001.pdf

Sorry - use this one. I just realised I didn't put in the CAN & ABN

Robert Griew  
 Nous Group | Principal  
 d: + 61 2 6201 9010 | m: [REDACTED] w: www.nousgroup.com

-----Original Message-----

**From:** Robert Griew  
**Sent:** Tuesday, 26 June 2018 10:33 AM  
**To:** 'Dal Molin, Vanessa (Health)' <Vanessa.DalMolin@act.gov.au>  
**Cc:** O'Leary, Catherina (Health) <Catherina.O'Leary@act.gov.au>; [REDACTED]  
**Subject:** RFQ filled in

Hi Vanessa  
 Here is a pdf of the RFQ filled in and signed.  
 Please let me know if you want me to elaborate any of it.  
 Thanks  
 Robert

Robert Griew  
 Nous Group | Principal  
 d: + 61 2 6201 9010 | m: [REDACTED] | w: www.nousgroup.com

-----Original Message-----

**From:** ApeosPort-VI C5571 <Syd\_A@nousgroup.com.au>  
**Sent:** Tuesday, 26 June 2018 10:32 AM  
**To:** Robert Griew <[REDACTED]@nousgroup.com.au>  
**Subject:** Scan Data from FX-12948D

Number of Images: 8  
 Attachment File Type: PDF

Device Name: ApeosPort-VI C5571  
 Device Location:

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Nous Group (Nous) is a leading Australian owned management consulting firm, partnering with clients throughout Australia, Europe and Asia.  
 We create bold ideas and influential, enduring solutions in the areas of business and digital strategy, public policy, organisational capability and executive and talent development.

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## Goods and/or Services REQUEST FOR QUOTATION UNDER \$25,000

### REQUEST FOR QUOTATION INFORMATION

The Territory as represented by the **Health Directorate** would like to invite **Robert Griew, Principal, Nous Group** to respond to this Request for Quotation (RFQ).

This RFQ comprises:

- Schedule 1 – Statement of Requirement;
- Schedule 2 – General Terms and Conditions for Purchase Orders (Goods and/or Services); and
- Schedule 3 – Supplier's Quotation, including Supplier's declaration.RF

### SCHEDULE 1 - STATEMENT OF REQUIREMENT

RFQ Title:	ACT Health - Organisational Transition (Stakeholder Consultation)		
RFQ Number:	2018 5311	Territory Contact Officer:	For all matters relating to this RFQ contact: Vanessa Dal Molin at 62079532 or Vanessa.dalmolin@act.gov.au
Purchasing Directorate:	Health Directorate	Section/Business Unit:	Office of the Director General
Issue Date:	22/06/2018	Closing Date:	27/06/2018
Supplies Required by:	20/07/2018		
Lodgement method:	Quotation should be lodged with Vanessa Dal Molin via email at Vanessa.dalmolin@act.gov.au in pdf format by the closing date specified above. <b>Please note:</b> due to system restrictions responses cannot exceed one file and 3MB.		
Questions	Any questions relating to this RFQ should be addressed to the Territory Contact Officer and sent via email.		

## The Requirement

Item	Details
Description of Requirement (including warranties for goods):	<p>On 23 March 2018, the Minister for Health and Wellbeing and the Minister for Mental Health announced that ACT Health would be restructured to establish two agencies. One agency is to be responsible for clinical operations and will focus on the operational delivery of quality health care services to the community.</p> <p>The second organisation will be responsible for strategic policy and planning stewardship of the ACT's health system. It will oversee the health system as a whole and set the strategic direction for health services, as well as provide health protection services and health promotion.</p> <p>The new structure is to commence from 1 October 2018.</p> <p>In May 2018, the Nous Group (Robert Griew) was engaged by the Chief Minister, Treasury and Economic Development Directorate to provide advice on the best practice governance, roles, functions and relationships for the two new entities, including the lines of accountability for the Director General and Chief Executive Officer to Ministers and to each other.</p> <p>The NOUS Group has provided an interim report to the Head of Service – <i>New health governance arrangements for the ACT</i>, by Robert Griew, Principal Nous Group.</p> <p>It is proposed to ask the Nous Group to undertake a series of consultations with ACT Health staff and external stakeholders to refine and test the views outlined within the Interim Report.</p> <p>The focus of stakeholder consultations will be to seek feedback on the proposed governance model, including potential strengths and risks, and determine the skills and capabilities required within both organisations to ensure that the new arrangements will be successful.</p> <p>The Consultant will be required to engage with staff and stakeholders, as outlined in <u>Attachment A</u> (stakeholder consultation listing). This listing may be refined and reviewed following discussions between NOUS Group and ACT Health.</p> <p>The Consultant will undertake the required consultations over a period of three (3) days. It is envisaged that a further day (one day) will be required to refine and review the Interim Report titled <i>New health governance arrangements for the ACT</i>, following the consultation process, for provision to the Head of Service and Interim Director-General, ACT Health.</p> <p>ACT Health will provide support by way of scribing and note taking services.</p> <p><u>Out of Scope</u> – there is no need for the Consultant to consult on the existing organisational structure or the outcomes of a recent form and function review.</p>

Item	Details
Background Information:	As above.
Delivery Instructions (for goods) or Service Timeframes/ Milestones (for services):	<p>The Consultant will provide the following deliverables in the required timeframes</p> <ul style="list-style-type: none"> <li>○ Undertake consultations, as agreed between ACT Health and Nous Group, up to a maximum of three (3) full days.</li> <li>○ Review and refine the Interim Report titled <i>New health governance arrangements for the ACT</i> – one (1) full day.</li> <li>○ Final report and presentation to the Head of Service and Interim Director-General, ACT Health. A final report is to be provided in the week commencing 16 July 2018.</li> </ul>
Required insurance/s	<p>The Supplier must effect and maintain all insurances required to be effected by it by law and the following insurances:</p> <ol style="list-style-type: none"> <li>1. Public liability insurance with coverage in the amount of no less than \$10 million in respect of each occurrence;</li> <li>2. For Supplies that include services, professional indemnity insurance with coverage in the amount of no less than \$10 million in the annual aggregate; and</li> <li>3. For supplies that include goods, product liability insurance to a value of \$10 million in the annual aggregate.</li> </ol> <p>The Supplier must provide evidence of the above insurances.</p>

## SCHEDULE 2 - GENERAL TERMS AND CONDITIONS FOR PURCHASE ORDERS (GOODS AND SERVICES)

If this quotation is accepted and approved by the Australian Capital Territory (indicated at the end of the document), the following general terms and conditions for purchase orders (Goods and/or Services) will apply to the provision of the supplies.

### 1. Provision of Supplies

- 1.1 The Supplier must provide the goods and/or services specified in the Purchase Order (**Supplies**) according to the provisions of the Purchase Order and these terms and conditions (collectively, **Contract**) and to a high standard of care, skill and diligence.
- 1.2 Supplies that are goods must be new and unused, free from any security interest, defects in materials and workmanship, of acceptable quality and must conform to any specifications and descriptions set out in the Purchase Order.
- 1.3 If the Supplies contain hazardous substances, the Supplier must provide material safety data sheets for those hazardous substances.

### 2. Price of Supplies

- 2.1 Except if otherwise stated in the Purchase Order, the price for the Supplies is:
  - (a) payable within 30 days of receipt by the Territory of an Invoice;
  - (b) inclusive of GST and all other taxes, duties and charges; and
  - (c) inclusive of all disbursements, including out of pocket expenses incurred by the Supplier.
- 2.2 An Invoice may be issued by the Supplier upon the satisfactory completion of each milestone set out in the Purchase Order, or if no milestones are specified, on the satisfactory completion of all services and acceptance of all goods comprising the Supplies.

### 3. Delivery and Acceptance

- 3.1 Supplies that are goods must be delivered at the times and places detailed in the Purchase Order, in good order and condition and marked with the relevant Purchase Order Number and full delivery point details. Delivery will be free into store unless otherwise specified in the Contract.
- 3.2 The Territory may reject Supplies supplied incorrectly, damaged, in excess of or less than specified quantities or otherwise found not to be in accordance with the Purchase Order.
- 3.3 If the Territory rejects any Supplies, the Supplier must, at no cost to the Territory and within any

timeframe specified by the Territory, remove the Supplies (in the case of goods) and:

- (a) replace any rejected Supplies that are goods; and
- (b) re-perform any rejected Supplies that are services; or
- (c) refund any payment for the rejected Supplies.

- 3.4 If the Territory does not reject the Supplies within 14 days of receiving the Supplies, the Territory is taken to have accepted the Supplies.

### 4. Title and Risk

Risk of loss and damage and title in Supplies that are goods passes to the Territory on its acceptance of those goods.

### 5. Warranty

For Supplies that are goods, the Supplier must:

- (a) during any warranty period specified in the Purchase Order, at no cost to the Territory, correct all defects in the Supplies by way of repair, replacement or such other means acceptable to the Territory; and
- (b) ensure, to the extent practicable and permitted by law, that the Territory receives the benefit of any warranty given by a third party with respect to any goods,

however, this does not in any way relieve the Supplier of any obligation or warranty by it under the Contract and the Supplier is liable for all costs incidental to the discharge of any warranty under the Contract.

### 6. Insurance

The Supplier must effect and maintain for the Purchase Order term any insurances specified in the Purchase Order.

### 7. Indemnity

The Supplier indemnifies the Territory, its employees and agents against all liability in respect of all claims, costs and expenses in relation to all loss, damage, injury or death to persons or property caused by the Supplier, in connection with the provision of the Supplies, except to the extent that the Territory caused the relevant loss, damage or injury.

## **8. Cancellation**

The Territory may cancel the Purchase Order in part or whole, at any time by notice to the Supplier, if the Supplier:

- (a) enters, or in the Territory's absolute opinion, is likely to enter, into any form of external administration or makes any arrangement with its creditors or takes advantage of any statute for the relief of insolvent debtors;
- (b) fails to provide the Supplies within, or to meet any other, timeframes or milestones specified in this Contract; or
- (c) is otherwise in breach of a provision of this Contract, where that breach:
  - (i) if capable of being remedied, is not remedied within the period specified in a notice by the Territory, or
  - (ii) is not capable of being remedied.

## **9. Assignment and Subcontracting**

The Supplier must not assign or subcontract any of its rights or obligations under this Contract without the prior written consent of the Territory.

## **10. Applicable Law**

The laws of the Australian Capital Territory apply to this Contract.

## **11. Variation**

This Contract may be varied only by the written agreement of the parties prior to the expiration of the Contract.

## **12. Entire Agreement**

The Contract constitutes the entire agreement of the parties in relation to the provision of the Supplies and all other agreements, warranties and representations are excluded.



**SCHEDULE 3 - SUPPLIER'S QUOTATION FOR SUPPLIES (TO BE COMPLETED BY SUPPLIER)****Supplier's Details**

Full legal name:	Nous Group.
Registered office or postal address:	121 Marcus Clarke Street, Canberra ACT 2601
ACN/ARBN (if applicable):	086 210 344
ABN (if applicable):	66 086 210 344

**Contact Officer for the Supplier**

For all matters relating to this RFQ, including any notices, the Supplier's contact officer will be:

Name:	Mr Robert Griew
Position title:	Principal, Nous Group
Phone:	6201 9010
Mobile:	[REDACTED]
Email:	[REDACTED]@nousgroup.com.au

**Supplier's Quotation**

Details of relevant qualifications and/or certifications held:	Nous Group has undertaken extensive public policy consulting work, including going directly to the governance and administrative arrangements in government. Nous Principal Robert Griew is an ex Secretary of the Department of Health and Community Services in the NT.
If insurances are required by the Statement of Requirements, please state the insurances held:	[REDACTED]
Provide a brief summary of similar work undertaken/goods supplied in the past 12 months.	This quotation is for an extension to the interim report on new governance arrangements for ACT Health completed by Robert Griew of Nous Group for the Chief Minister's Directorate recently. The service sought here is for consultation with staff and other stakeholders on the matters covered in that interim report.

SUPPLIER'S QUOTATION FOR SUPPLIES (CONTINUED...)

Goods (if applicable)

Item Number	Item Description	Quantity	Unit Price (excluding GST)	GST Component	Unit Price (including GST)	Total
					Total (including GST)	

Details of Warranties (if applicable)

Insert the details of any warranty period that will be offered for these good/s.

Services (if applicable)

Brief response to Statement of Requirements, including milestones (if applicable)	Nous Principal Robert Griew will conduct 3 days of consulting plus 1 day to finalise Interim Report already provided, in light of the consultations.					
	Key personnel (if applicable) and pricing	Name and Position (if applicable) Robert Griew, Nous Principal and Leader of Canberra Office		Expected Hours/Days allocated	Hourly Rate (including GST)	Daily Rate (including GST)
		See attached Scope of Work Document		4 days		\$6,050
		Total Cost (including GST)				\$24,200

**SUPPLIER'S DECLARATION**

*I/We quote to provide the goods and / or services described in the RFQ (Supplies) at the prices specified in this Supplier's Quotation.*

*I/We understand that if accepted by the Territory, this Supplier's Quotation becomes the purchase order for the provision of the Supplies.*

*I/We declare I/We have read and, if this Supplier's Quotation is accepted by the Territory, agree to provide the Supplies on the basis of the General Terms and Conditions for Purchase Orders (Goods and/ or Services).*

Prior to signing ensure you have the legal authority to be a signatory for this quote.

**NB: physical signatures are not required for this document. Complete the information and return electronically to the email address provided in Schedule 1.**

Signatory's Full Printed Name:	Robert Griew	Signatory's Title/Position:	Principal, Nous Group
Signatory's Phone Number:	[REDACTED]	Signatory's email address:	[REDACTED]@nousgroup.com.au
Signatory's Signature:	[REDACTED]	Date:	26/06/2018

**TERRITORY APPROVAL FORM (TO BE COMPLETED BY THE AUSTRALIAN CAPITAL TERRITORY)**

By signing this form I, **Michael De'Ath** within the Office of the Director General representing the Health Directorate on behalf of the Australian Capital Territory, commit to purchasing the above specified **consultancy services** in accordance with the methodology and price specified in the Supplier's Quotation.

Signatory's Full Printed Name:	Michael De'Ath	Signatory's Title/Position:	Interim Director General
--------------------------------	----------------	-----------------------------	--------------------------

The Territory accepts the quotation and the Supplier is permitted to commence the provision of the Supplies.

Signature: \_\_\_\_\_

Date:        /        /

**Dal Molin, Vanessa (Health)**

---

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Wednesday, 27 June 2018 2:00 PM  
**To:** De'Ath, Michael (Health)  
**Cc:** Jean, David (Health); O'Leary, Catherina (Health)  
**Subject:** FOR APPROVAL A message from the Interim Director-General - an update on transition [SEC=UNCLASSIFIED]  
**Attachments:** Invite to Griew Consultations.pdf; DG-MessageSchedule-July.docx; Hand Out - Robert Griew Consultations.pdf

Michael,

Please see below a DG Message that we hope to get out tomorrow which advises all staff about the Griew consultations. In addition, the attached PDF is an invite that will be sent to all stakeholders when we are set up the external stakeholder meetings for your approval also. The attached Hand Out is a summary of the Interim Report – that we also propose to send out with the invitations and to Executives for their meetings. Catherina made some minor changes to the hand out which have been approved by Robert.

Catherina has approved the message and invitation.

One query is would you be happy for the hand out to be attached to your message below that is scheduled to go out tomorrow?

Cheers  
 Vanessa



Good afternoon,

I would like to update you on the work being done to inform the development of our governance structures from 1 October 2018, when ACT Health will become two distinct organisations.

In May 2018, the Head of Service engaged Robert Griew, Principal of Nous Group, to provide advice on best practice governance, roles, functions and relationships for the two new organisations.

This work has been primarily focussed on the lines of accountability for the Director-General of Health and Chief Executive Officer (CEO) of Canberra Hospital and Health Services (CHHS) to Ministers and to each other.

Mr Griew has now provided an interim report to the Head of Service.

Proposals in the interim report include:

- Establishing the role of the ACT Health Directorate as the system steward and strategic policy advisor to Ministers.
- The Directorate would have a view and responsibility across the health system, and would drive collaboration and a whole of system perspective.
- The Directorate would have a responsibility for outcomes, including for the health of the ACT population through the non-acute, community, preventive and health promotion components of the health system.
- Establishing the *Canberra and Region Health Services (CRHS)* – currently CHHS – with accountability as the provider of all publicly owned health services.
- CRHS would focus on the professional, quality, efficient and effective delivery of health services to the ACT and the region.
- The roles and functions of the Director-General and the CEO CRHS would be prescribed in a protocol to be negotiated to the satisfaction of the Ministers and the Head of Service.
- The CEO CRHS would provide policy and budget proposals to the Director-General.
- The Director-General would provide all proposals to Ministers for consideration.
- The Director-General would provide advice on the priority of proposals to Ministers.

Next month, Mr Griew will conduct a series of consultations with ACT Health staff and external stakeholders. This will be to refine, test and improve the views proposed in the interim report.

These consultations will include staff forums at Bowes Street and Canberra Hospital. The Director of the Transition Office will also attend these staff forums.

If you would like to make a contribution to the design of the relationships between the two organisations and to Ministers, I would encourage you to attend one of these forums.

Invitations will be sent out shortly.

Mr Griew will also be meeting with executive teams, as well as our academic partners, non-government organisations, medical associations, unions and the specialist medical colleges.

This work is about establishing the high-level governance arrangements for the two organisations. It will complement and help inform the work being planned and executed by the Transition Office.

More detailed consultations around the structure of the two organisations will be conducted through the Transition Office in the coming weeks and months as we accelerate our planning for 1 October 2018.

Thank you

Michael De'Ath  
Interim Director-General  
ACT Health  
[DGACTHealth@act.gov.au](mailto:DGACTHealth@act.gov.au)

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EXCELLENCE  
COLLABORATION  
INTEGRITY

[www.health.act.gov.au](http://www.health.act.gov.au)

Dear xxx,

On 23 March 2018, the Minister for Health and Wellbeing and the Minister for Mental Health announced that ACT Health would be separated into two distinct organisations.

One organisation will be responsible for clinical operations and will focus on the operational delivery of quality health care services to the community.

The second organisation will be responsible for strategic policy and planning stewardship of the ACT's health system.

In May 2018, the Nous Group (Robert Griew) was engaged to provide advice on the best practice governance, roles, functions and relationships for the two new organisations, including the lines of accountability for the Director General of Health and Chief Executive Officer of Canberra Hospital and Health Services (CHHS) to Ministers and to each other.

Mr Griew is now undertaking a series of consultations with ACT Health staff and external stakeholders to refine and test the views outlined within an interim report that he has prepared.

The focus of stakeholder consultations will be to seek feedback on the proposed governance model, including potential strengths and risks, and determine the skills and capabilities required within both organisations to ensure that the new arrangements will be successful.

To inform the consultation, a background paper has been developed, and is attached for your consideration.

The focus of the consultation will be to discuss the three key questions at the end of the paper.

I would like to invite you to attend a meeting with Mr Griew on xxx at xxx.

Your contribution will help ensure both organisations are set up for success.

Sincerely,

## **DG MESSAGE SCHEDULE**

### Wednesday 27/6

- Governance message with link to key documents on intranet.

### Thursday 28/8

- Announcement of Griew forums.
- Mary Wood.

### Friday 29/6

- Form and Function acknowledgement of Feedback and confirmation of structure.

### Monday 2/7

- Accreditation message congratulating staff on work. With attachment of checklist.

### Tuesday 3/7

### Wednesday 4/7

### Thursday 5/7

- Accreditation message informing staff of likely outcome

### Friday 6/7

- Invitation to Griew forums

### Week beginning 9/7

- Executive announcements
- Form and Function arrangements



## Developing new governance arrangements for ACT Health

The ACT Health system has come a long way. The population it serves has grown and it supports the health service needs of a wide catchment. Currently, ACT Health provides services for a catchment of approximately 400,000 people in the ACT and a further 200,000 people from the surrounding Southern NSW area (inclusive of Southern NSW Local Health District LGAs as defined by NSW Health). Canberra now has its own medical school. The health system has relationships with three universities, training health professionals and engaging in world class health research.

In recognition of this growing sophistication and delivery, the ACT Government has decided to make changes to the structure and governance of its health system. Consistent with the direction of reform in other jurisdictions, the Government has decided to separate the Health Directorate and the provider of publicly owned health services in the ACT, which will become a new organisation, to be known as the Canberra and Region Health Services (CRHS).

The Government wants to allow CRHS both the capacity to run the ACT's publicly owned health services and clear accountability for doing so. It also wants the Directorate to step up to a role ensuring the effective and efficient operation of the whole health system, including all health providers. The Government also wants stronger preventive health and health promotion outcomes across the whole of the ACT community.

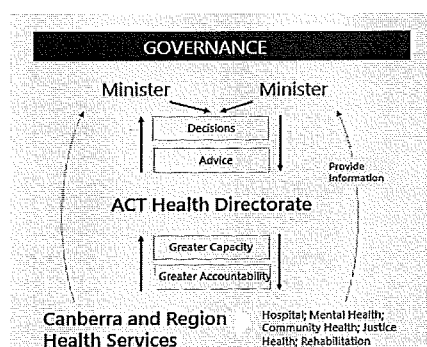
The Chief Minister's Directorate has engaged Nous Group (Nous) to advise on the governance, roles, functions and relationships across this restructured system. The aim is to ensure that the ACT gets the best combination of learning from similar reforms in other jurisdictions and an approach tailored for the unique needs of the Territory.

There are three phases to Nous' approach. First was a review of arrangements in four other jurisdictions, to learn lessons from others' experiences. Second has been a series of deep dive conversations with senior ACT public servants.

The next phase will be to consult people across the ACT health system, including ACT Health staff. It is important to note that the hypotheses, draft propositions and conclusions in our work to date need to be tested and improved in a series of consultations.

Two diagrams summarise our thinking at the end of phase two of our work.

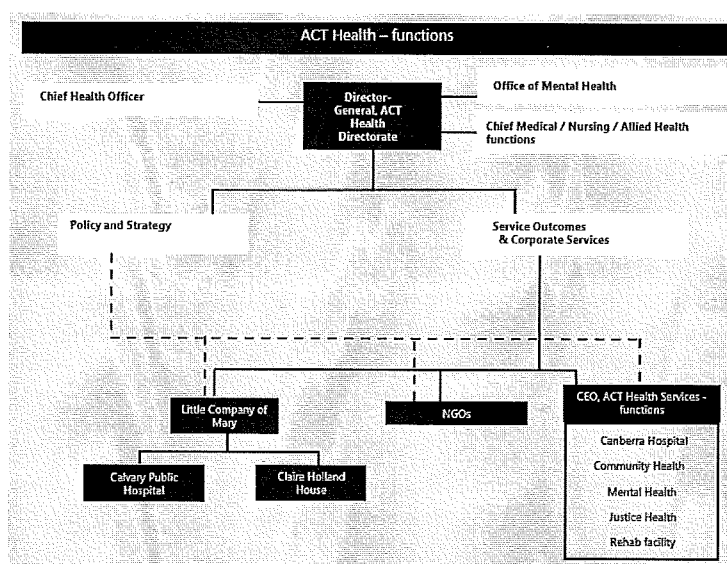
The first is a summary diagram of the governance relationship between the Ministers, the Directorate and the new CRHS.



The key points to be drawn from this are that the role of the Directorate as the policy adviser to Ministers, the greater capacity and accountability of the CRHS as a provider of publicly owned health services in the ACT, including to its wider catchment.

The Directorate will have a view and responsibility across the health system, a role to drive collaboration and whole of system perspective and a responsibility for outcomes, including for the health of the ACT population. CRHS will focus on the professional, quality, efficient and effective delivery of its health services.

The second diagram explains a bit further the functions and relationships of the Directorate and health service providers in the ACT, including the new ACT Health Services. **This is not a proposed structure for the Directorate.** It is a diagram representing the key functional responsibilities and how they anchor key relationships.



The key points in this diagram are represented by the two red coloured lines.

The solid red line shows the centrality of the Service Outcomes function as the point in the Directorate that relates to all service providers. This area of the Directorate will need exceptional analytic, health data and health system performance intelligence because it will anchor the role of the Directorate in negotiating Service Level Agreements, monitoring performance and providing advice back to each provider, to the Director-General of the Directorate and to the Ministers. This area will also need exceptional relationship skills.

The dotted red line shows the importance of leading clinicians, health professionals and other staff and stakeholders associated with services in the formulation of policy and strategy for the ACT health system, through that function in the Directorate.

In consultations over the next phase, the Directorate and Nous will talk to staff, managers, clinical leaders and other stakeholders to refine, test and improve the thinking done to date. The focus of the consultations will include (but not be limited to) the following questions:

1. What are the strengths and risks in the new arrangement, in general and for the part of the system you work in or relate to? Do the titles, including the proposed name of Canberra and Region Health Services, and the relationships described in the diagram above effectively describe optimal arrangements?
2. What are some of the opportunities we need to take to keep improving performance, for example, in terms of the functions put together in the new arrangements and in terms of communication?
3. What are the most important skills and capabilities for the Directorate and CRHS to acquire, develop further or refine to make the new arrangements work?

**Dal Molin, Vanessa (Health)**

---

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Wednesday, 27 June 2018 4:08 PM  
**To:** Robert Griew  
**Cc:** McDonald, Louise (Health); O'Leary, Catherina (Health); Power, Leanne  
**Subject:** Signed RFQ - 2018 5311 [DLM=For-Official-Use-Only]  
**Attachments:** scan\_vanessa dal molin\_2018-06-27-16-01-35.pdf

Dear Robert,  
Please find attached the signed RFQ documentation – for your records.

Please let me know if you have any questions.

Many thanks  
Vanessa

Vanessa Dal Molin | Business Manager  
Office of the Director General, ACT Health  
**Ph:** (02) 6207 9532 | **M** [REDACTED] | **Email:** [vanessa.dalmolin@act.gov.au](mailto:vanessa.dalmolin@act.gov.au)  
[health.act.gov.au](http://health.act.gov.au)

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## Goods and/or Services REQUEST FOR QUOTATION UNDER \$25,000

### REQUEST FOR QUOTATION INFORMATION

The Territory as represented by the Health Directorate would like to invite Robert Griew, Principal, Nous Group to respond to this Request for Quotation (RFQ).

This RFQ comprises:

- Schedule 1 – Statement of Requirement;
- Schedule 2 – General Terms and Conditions for Purchase Orders (Goods and/or Services); and
- Schedule 3 – Supplier's Quotation, including Supplier's declaration.RF

### SCHEDULE 1 - STATEMENT OF REQUIREMENT

RFQ Title:	ACT Health - Organisational Transition (Stakeholder Consultation)		
RFQ Number:	2018 5311	Territory Contact Officer:	For all matters relating to this RFQ contact: Vanessa Dal Molin at 62079532 or Vanessa.dalmolin@act.gov.au
Purchasing Directorate:	Health Directorate	Section/Business Unit:	Office of the Director General
Issue Date:	22/06/2018	Closing Date:	27/06/2018
Supplies Required by:	20/07/2018		
Lodgement method:	Quotation should be lodged with Vanessa Dal Molin via email at Vanessa.dalmolin@act.gov.au in pdf format by the closing date specified above. <b>Please note:</b> due to system restrictions responses cannot exceed one file and 3MB.		
Questions	Any questions relating to this RFQ should be addressed to the Territory Contact Officer and sent via email.		

## The Requirement

Item	Details
Description of Requirement (including warranties for goods):	<p>On 23 March 2018, the Minister for Health and Wellbeing and the Minister for Mental Health announced that ACT Health would be restructured to establish two agencies. One agency is to be responsible for clinical operations and will focus on the operational delivery of quality health care services to the community.</p> <p>The second organisation will be responsible for strategic policy and planning stewardship of the ACT's health system. It will oversee the health system as a whole and set the strategic direction for health services, as well as provide health protection services and health promotion.</p> <p>The new structure is to commence from 1 October 2018.</p> <p>In May 2018, the Nous Group (Robert Griew) was engaged by the Chief Minister, Treasury and Economic Development Directorate to provide advice on the best practice governance, roles, functions and relationships for the two new entities, including the lines of accountability for the Director General and Chief Executive Officer to Ministers and to each other.</p> <p>The NOUS Group has provided an interim report to the Head of Service – <i>New health governance arrangements for the ACT</i>, by Robert Griew, Principal Nous Group.</p> <p>It is proposed to ask the Nous Group to undertake a series of consultations with ACT Health staff and external stakeholders to refine and test the views outlined within the Interim Report.</p> <p>The focus of stakeholder consultations will be to seek feedback on the proposed governance model, including potential strengths and risks, and determine the skills and capabilities required within both organisations to ensure that the new arrangements will be successful.</p> <p>The Consultant will be required to engage with staff and stakeholders, as outlined in <u>Attachment A</u> (stakeholder consultation listing). This listing may be refined and reviewed following discussions between NOUS Group and ACT Health.</p> <p>The Consultant will undertake the required consultations over a period of three (3) days. It is envisaged that a further day (one day) will be required to refine and review the Interim Report titled <i>New health governance arrangements for the ACT</i>, following the consultation process, for provision to the Head of Service and Interim Director-General, ACT Health.</p> <p>ACT Health will provide support by way of scribing and note taking services.</p> <p><u>Out of Scope</u> – there is no need for the Consultant to consult on the existing organisational structure or the outcomes of a recent form and function review.</p>

Item	Details
Background Information:	As above.
Delivery Instructions (for goods) or Service Timeframes/ Milestones (for services):	<p>The Consultant will provide the following deliverables in the required timeframes</p> <ul style="list-style-type: none"> <li>○ Undertake consultations, as agreed between ACT Health and Nous Group, up to a maximum of three (3) full days.</li> <li>○ Review and refine the Interim Report titled <i>New health governance arrangements for the ACT</i> – one (1) full day.</li> <li>○ Final report and presentation to the Head of Service and Interim Director-General, ACT Health. A final report is to be provided in the week commencing 16 July 2018.</li> </ul>
Required insurance/s	<p>The Supplier must effect and maintain all Insurances required to be effected by it by law and the following insurances:</p> <ol style="list-style-type: none"> <li>1. Public liability insurance with coverage in the amount of no less than \$10 million in respect of each occurrence;</li> <li>2. For Supplies that include services, professional indemnity insurance with coverage in the amount of no less than \$10 million in the annual aggregate; and</li> <li>3. For supplies that include goods, product liability insurance to a value of \$10 million in the annual aggregate.</li> </ol> <p>The Supplier must provide evidence of the above insurances.</p>

## SCHEDULE 2 - GENERAL TERMS AND CONDITIONS FOR PURCHASE ORDERS (GOODS AND SERVICES)

If this quotation is accepted and approved by the Australian Capital Territory (indicated at the end of the document), the following general terms and conditions for purchase orders (Goods and/or Services) will apply to the provision of the supplies.

- 1. Provision of Supplies**
  - 1.1 The Supplier must provide the goods and/or services specified in the Purchase Order (Supplies) according to the provisions of the Purchase Order and these terms and conditions (collectively, **Contract**) and to a high standard of care, skill and diligence.
  - 1.2 Supplies that are goods must be new and unused, free from any security interest, defects in materials and workmanship, of acceptable quality and must conform to any specifications and descriptions set out in the Purchase Order.
  - 1.3 If the Supplies contain hazardous substances, the Supplier must provide material safety data sheets for those hazardous substances.
- 2. Price of Supplies**
  - 2.1 Except if otherwise stated in the Purchase Order, the price for the Supplies is:
    - (a) payable within 30 days of receipt by the Territory of an Invoice;
    - (b) inclusive of GST and all other taxes, duties and charges; and
    - (c) inclusive of all disbursements, including out of pocket expenses incurred by the Supplier.
  - 2.2 An Invoice may be issued by the Supplier upon the satisfactory completion of each milestone set out in the Purchase Order, or if no milestones are specified, on the satisfactory completion of all services and acceptance of all goods comprising the Supplies.
- 3. Delivery and Acceptance**
  - 3.1 Supplies that are goods must be delivered at the times and places detailed in the Purchase Order, in good order and condition and marked with the relevant Purchase Order Number and full delivery point details. Delivery will be free into store unless otherwise specified in the Contract.
  - 3.2 The Territory may reject Supplies supplied incorrectly, damaged, in excess of or less than specified quantities or otherwise found not to be in accordance with the Purchase Order.
  - 3.3 If the Territory rejects any Supplies, the Supplier must, at no cost to the Territory and within any timeframe specified by the Territory, remove the Supplies (in the case of goods) and:
    - (a) replace any rejected Supplies that are goods; and
    - (b) re-perform any rejected Supplies that are services; or
    - (c) refund any payment for the rejected Supplies.
  - 3.4 If the Territory does not reject the Supplies within 14 days of receiving the Supplies, the Territory is taken to have accepted the Supplies.
- 4. Title and Risk**

Risk of loss and damage and title in Supplies that are goods passes to the Territory on its acceptance of those goods.
- 5. Warranty**

For Supplies that are goods, the Supplier must:

  - (a) during any warranty period specified in the Purchase Order, at no cost to the Territory, correct all defects in the Supplies by way of repair, replacement or such other means acceptable to the Territory; and
  - (b) ensure, to the extent practicable and permitted by law, that the Territory receives the benefit of any warranty given by a third party with respect to any goods,

however, this does not in any way relieve the Supplier of any obligation or warranty by it under the Contract and the Supplier is liable for all costs incidental to the discharge of any warranty under the Contract.
- 6. Insurance**

The Supplier must effect and maintain for the Purchase Order term any insurances specified in the Purchase Order.
- 7. Indemnity**

The Supplier indemnifies the Territory, its employees and agents against all liability in respect of all claims, costs and expenses in relation to all loss, damage, injury or death to persons or property caused by the Supplier, in connection with the provision of the Supplies, except to the extent that the Territory caused the relevant loss, damage or injury.

**8. Cancellation**

The Territory may cancel the Purchase Order in part or whole, at any time by notice to the Supplier, if the Supplier:

- (a) enters, or in the Territory's absolute opinion, is likely to enter, into any form of external administration or makes any arrangement with its creditors or takes advantage of any statute for the relief of insolvent debtors;
- (b) fails to provide the Supplies within, or to meet any other, timeframes or milestones specified in this Contract; or
- (c) is otherwise in breach of a provision of this Contract, where that breach:
  - (i) if capable of being remedied, is not remedied within the period specified in a notice by the Territory, or
  - (ii) is not capable of being remedied.

**9. Assignment and Subcontracting**

The Supplier must not assign or subcontract any of its rights or obligations under this Contract without the prior written consent of the Territory.

**10. Applicable Law**

The laws of the Australian Capital Territory apply to this Contract.

**11. Variation**

This Contract may be varied only by the written agreement of the parties prior to the expiration of the Contract.

**12. Entire Agreement**

The Contract constitutes the entire agreement of the parties in relation to the provision of the Supplies and all other agreements, warranties and representations are excluded.



**SCHEDULE 3 - SUPPLIER'S QUOTATION FOR SUPPLIES (TO BE COMPLETED BY SUPPLIER)****Supplier's Details**

Full legal name:	Nous Group.
Registered office or postal address:	121 Marcus Clarke Street, Canberra ACT 2601
ACN/ARBN (if applicable):	086 210 344
ABN (if applicable):	66 086 210 344

**Contact Officer for the Supplier**

For all matters relating to this RFQ, including any notices, the Supplier's contact officer will be:

Name:	Mr Robert Griew
Position title:	Principal, Nous Group
Phone:	6201 9010
Mobile:	
Email:	@nousgroup.com.au

**Supplier's Quotation**

Details of relevant qualifications and/or certifications held:	Nous Group has undertaken extensive public policy consulting work, including going directly to the governance and administrative arrangements in government. Nous Principal Robert Griew is an ex Secretary of the Department of Health and Community Services in the NT.
If insurances are required by the Statement of Requirements, please state the insurances held:	
Provide a brief summary of similar work undertaken/goods supplied in the past 12 months.	This quotation is for an extension to the interim report on new governance arrangements for ACT Health completed by Robert Griew of Nous Group for the Chief Minister's Directorate recently. The service sought here is for consultation with staff and other stakeholders on the matters covered in that interim report.

### SUPPLIER'S QUOTATION FOR SUPPLIES (CONTINUED...)

Goods (if applicable)

Item Number	Item Description	Quantity	Unit Price (excluding GST)	GST Component	Unit Price (including GST)	Total
Total (including GST)						

Details of Warranties (if applicable)

Insert the details of any warranty period that will be offered for these good/s.

Services (if applicable)

Brief response to Statement of Requirements, including milestones (if applicable)	Nous Principal Robert Griew will conduct 3 days of consulting plus 1 day to finalise Interim Report already provided, in light of the consultations.					
	Key personnel (if applicable) and pricing	Name and Position (if applicable) Robert Griew, Nous Principal and Leader of Canberra Office	Expected Hours/Days allocated	Hourly Rate (including GST)	Daily Rate (including GST)	
	Please note: Total Cost field must be completed.	See attached Scope of Work Document	4 days		\$6,050	
Total Cost (including GST)						\$24,200

## SUPPLIER'S DECLARATION



*I/We quote to provide the goods and / or services described in the RFQ (Supplies) at the prices specified in this Supplier's Quotation.*

*I/We understand that if accepted by the Territory, this Supplier's Quotation becomes the purchase order for the provision of the Supplies.*

*I/We declare I/We have read and, if this Supplier's Quotation is accepted by the Territory, agree to provide the Supplies on the basis of the General Terms and Conditions for Purchase Orders (Goods and/ or Services).*

Prior to signing ensure you have the legal authority to be a signatory for this quote.

**NB:** physical signatures are not required for this document. Complete the information and return electronically to the email address provided in Schedule 1.

Signatory's Full Printed Name:	Robert Griew	Signatory's Title/Position:	Principal, Nous Group
Signatory's Phone Number:	[REDACTED]	Signatory's email address:	[REDACTED]@nousgroup.com.au
Signatory's Signature:	[REDACTED]	Date:	26/06/2018

## TERRITORY APPROVAL FORM (TO BE COMPLETED BY THE AUSTRALIAN CAPITAL TERRITORY)

By signing this form I, *Michael De'Ath* within the Office of the Director General representing the Health Directorate on behalf of the Australian Capital Territory, commit to purchasing the above specified *consultancy services* in accordance with the methodology and price specified in the Supplier's Quotation.

Signatory's Full Printed Name:	Michael De'Ath	Signatory's Title/Position:	Interim Director General
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The Territory accepts the quotation and the Supplier is permitted to commence the provision of the Supplies.

Signature: [REDACTED]

Date: 26 / 6 / 18

**Dal Molin, Vanessa (Health)**

---

**From:** [REDACTED]@nousgroup.com.au>  
**Sent:** Wednesday, 27 June 2018 2:35 PM  
**To:** Dal Molin, Vanessa (Health); Robert Griew; O'Leary, Catherina (Health)  
**Cc:** Power, Leanne; McDonald, Ben (Health)  
**Subject:** RE: documents and arrangements [DLM=For-Official-Use-Only]

Hi Vanessa,

Any chance the meetings could be brought fwd by 30 or 15 minutes?

Cheers,

**Nous Group** | [REDACTED]  
**d:** + 61 2 6201 9020 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com)

**From:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
**Sent:** Wednesday, 27 June 2018 1:35 PM  
**To:** Robert Griew <[REDACTED]@nousgroup.com.au>; O'Leary, Catherina (Health) <Catherina.O'Leary@act.gov.au>  
**Cc:** Power, Leanne <Leanne.Power@act.gov.au>; [REDACTED] McDonald, Ben (Health) <Ben.McDonald@act.gov.au>  
**Subject:** RE: documents and arrangements [DLM=For-Official-Use-Only]

Dear Robert and [REDACTED]

Can I just confirm next week's meetings with you in the first instance. The CHHS Executives are going to be slightly complicated next week in view of the AC Accreditation survey that is taking place from 3 – 5 July. Therefore, could we do:

- 2 July 2018 - Canberra Hospital DDG and Chiefs from 1.30pm – 2.30pm
- 2 July 2018 – Canberra Hospital Executive – DDG, Chiefs and Executive Directors – 2.30pm to 3.30pm

If you're happy with these times, I'll ask CHHS to book them in. We will then work to book in other meetings asap tomorrow.

Many thanks

Vanessa

**From:** Robert Griew [[mailto:\[REDACTED\]@nousgroup.com.au](mailto:[REDACTED]@nousgroup.com.au)]  
**Sent:** Monday, 25 June 2018 4:43 PM  
**To:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>; O'Leary, Catherina (Health) <Catherina.O'Leary@act.gov.au>  
**Cc:** Power, Leanne <Leanne.Power@act.gov.au>; [REDACTED]  
**Subject:** documents and arrangements

Vanessa and Catherina

It was great to talk this morning.

I have attached both an updated Interim Report and a two page excerpt from the front, which clarifies Question 2 in the way we decided would be better for the consultations. The excerpt is in Word.

Just to recap on timing:

Date	Consultation
2/7 pm	Canberra Hospital DDG and Chiefs
3/7 am	Canberra Hospital & Health Service EDs
6/7	ACT Health EDs
6/7	Academic partners
RG to organise	Indigenous organisation
17/7	NGO sector (90 mins)
17/7 then 18/7	2 * staff fora (one Hospital & HS and one Corporate) (90 minutes)
17 or 18/7	Medical Assns / unions (90 mins)
17 or 18/7	Colleges (90 mins)

Can you advise re exact times asap, to both me and [REDACTED]

I will refine run sheet for you and I Catherina.

Thanks ever so much.

Robert

**Robert Griew**

**Nous Group** | Principal

**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com) | [View Robert's profile](#)

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**Dal Molin, Vanessa (Health)**

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Thursday, 28 June 2018 3:32 PM  
**To:** O'Leary, Catherina (Health); McDonald, Ben (Health)  
**Subject:** RE: Consults [DLM=For-Official-Use-Only]  
**Attachments:** Hand Out - Robert Griew Consultations.pdf; Invite to Griew Consultations.docx

Hi Catherina and Ben.

Please see below Robert's proposed schedule – I've included an extra column which includes suggested dates/times. Catherina – we can probably just go with these, if you're comfortable?

DG has approved the attached invitation to go out – maybe just in diary invites? And the background paper needs to be attached to all the diary invites.

Hope that helps, but please let me know if you need anything from me to assist!

Please note that Robert has asked we could send him back the table below so that he can lock in the dates in his diary – copy in [REDACTED] as well.

Thanks

Vanessa

**From:** Robert Griew [mailto:[REDACTED]@nougroug.com.au]  
**Sent:** Thursday, 28 June 2018 3:20 PM  
**To:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
**Cc:** [REDACTED]  
**Subject:** Consults

Date	Consultation	Vanessa's suggestions around timing Confirmed Time
2/7 pm	Canberra Hospital DDG and Chiefs	CONFIRMED - 1pm – 2pm – Canberra Hospital, Building 24, Meeting Room 1
2/7 am	Canberra Hospital & Health Service EDs	CONFIRMED - 2pm – 3pm – Canberra Hospital, Building 24, Meeting Room 1
6/7	ACT Health Directorate EDs – Just the EDs on the Directorate side	Try for 1pm – 2pm on 6/7 Book at Bowes Street
6/7	Academic partners	Try and book this one for 2.30pm – 3.30pm on 6/7



Date	Consultation	Vanessa's suggestions around timing Confirmed Time
- As per list		
RG to organise	Indigenous organisation	
17/7	NGO sector (90 mins)	Maybe look to book this one in at on 17 July 9.30am – 11am
17/7 then 18/7	2 * staff fora (one Hospital & HS and one Corporate) (90 minutes)	11.00 am – 12.30pm 17 July – At Hospital Auditorium  2pm – 3.30pm – Bowes Street forum
17 or 18/7	Medical Assns / unions (90 mins)	Maybe book in at 9.30am on 18 July at Bowes Street – until 11am
17 or 18/7	Colleges (90 mins)	11.30am – 1.00pm – on 18 July at Bowes Street possibly provide some lunch

**Robert Griew**

**Nous Group** | Principal

**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com) | [View Robert's profile](#)

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## Developing new governance arrangements for ACT Health

The ACT Health system has come a long way. The population it serves has grown and it supports the health service needs of a wide catchment. Currently, ACT Health provides services for a catchment of approximately 400,000 people in the ACT and a further 200,000 people from the surrounding Southern NSW area (inclusive of Southern NSW Local Health District LGAs as defined by NSW Health). Canberra now has its own medical school. The health system has relationships with three universities, training health professionals and engaging in world class health research.

In recognition of this growing sophistication and delivery, the ACT Government has decided to make changes to the structure and governance of its health system. Consistent with the direction of reform in other jurisdictions, the Government has decided to separate the Health Directorate and the provider of publicly owned health services in the ACT, which will become a new organisation, to be known as the Canberra and Region Health Services (CRHS).

The Government wants to allow CRHS both the capacity to run the ACT's publicly owned health services and clear accountability for doing so. It also wants the Directorate to step up to a role ensuring the effective and efficient operation of the whole health system, including all health providers. The Government also wants stronger preventive health and health promotion outcomes across the whole of the ACT community.

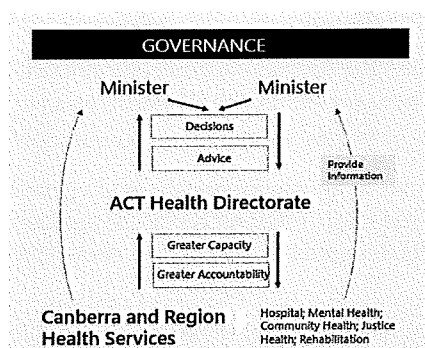
The Chief Minister's Directorate has engaged Nous Group (Nous) to advise on the governance, roles, functions and relationships across this restructured system. The aim is to ensure that the ACT gets the best combination of learning from similar reforms in other jurisdictions and an approach tailored for the unique needs of the Territory.

There are three phases to Nous' approach. First was a review of arrangements in four other jurisdictions, to learn lessons from others' experiences. Second has been a series of deep dive conversations with senior ACT public servants.

The next phase will be to consult people across the ACT health system, including ACT Health staff. It is important to note that the hypotheses, draft propositions and conclusions in our work to date need to be tested and improved in a series of consultations.

Two diagrams summarise our thinking at the end of phase two of our work.

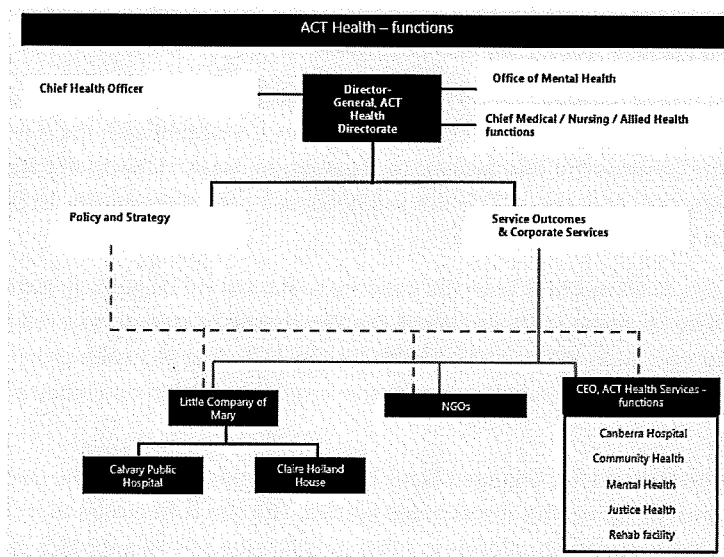
The first is a summary diagram of the governance relationship between the Ministers, the Directorate and the new CRHS.



The key points to be drawn from this are that the role of the Directorate as the policy adviser to Ministers, the greater capacity and accountability of the CRHS as a provider of publicly owned health services in the ACT, including to its wider catchment.

The Directorate will have a view and responsibility across the health system, a role to drive collaboration and whole of system perspective and a responsibility for outcomes, including for the health of the ACT population. CRHS will focus on the professional, quality, efficient and effective delivery of its health services.

The second diagram explains a bit further the functions and relationships of the Directorate and health service providers in the ACT, including the new ACT Health Services. **This is not a proposed structure for the Directorate.** It is a diagram representing the key functional responsibilities and how they anchor key relationships.



The key points in this diagram are represented by the two red coloured lines.

The solid red line shows the centrality of the Service Outcomes function as the point in the Directorate that relates to all service providers. This area of the Directorate will need exceptional analytic, health data and health system performance intelligence because it will anchor the role of the Directorate in negotiating Service Level Agreements, monitoring performance and providing advice back to each provider, to the Director-General of the Directorate and to the Ministers. This area will also need exceptional relationship skills.

The dotted red line shows the importance of leading clinicians, health professionals and other staff and stakeholders associated with services in the formulation of policy and strategy for the ACT health system, through that function in the Directorate.

In consultations over the next phase, the Directorate and Nous will talk to staff, managers, clinical leaders and other stakeholders to refine, test and improve the thinking done to date. The focus of the consultations will include (but not be limited to) the following questions:

1. What are the strengths and risks in the new arrangement, in general and for the part of the system you work in or relate to? Do the titles, including the proposed name of Canberra and Region Health Services, and the relationships described in the diagram above effectively describe optimal arrangements?
2. What are some of the opportunities we need to take to keep improving performance, for example, in terms of the functions put together in the new arrangements and in terms of communication?
3. What are the most important skills and capabilities for the Directorate and CRHS to acquire, develop further or refine to make the new arrangements work?

Dear xxx,

On 23 March 2018, the Minister for Health and Wellbeing and the Minister for Mental Health announced that ACT Health would be separated into two distinct organisations.

One organisation will be responsible for clinical operations and will focus on the operational delivery of quality health care services to the community.

The second organisation will be responsible for strategic policy and planning stewardship of the ACT's health system.

In May 2018, the Nous Group (Robert Griew) was engaged to provide advice on the best practice governance, roles, functions and relationships for the two new organisations, including the lines of accountability for the Director General of Health and Chief Executive Officer of Canberra Hospital and Health Services (CHHS) to Ministers and to each other.

Mr Griew is now undertaking a series of consultations with ACT Health staff and external stakeholders to refine and test the views outlined within an interim report that he has prepared.

The focus of stakeholder consultations will be to seek feedback on the proposed governance model, including potential strengths and risks, and determine the skills and capabilities required within both organisations to ensure that the new arrangements will be successful.

To inform the consultation, a background paper has been developed, and is attached for your consideration.

The focus of the consultation will be to discuss the three key questions at the end of the paper.

I would like to invite you to attend a meeting with Mr Griew on xxx at xxx.

Your contribution will help ensure both organisations are set up for success.

Sincerely,

**Dal Molin, Vanessa (Health)**

---

**From:** Robert Griew <[REDACTED]@nousgroup.com.au>  
**Sent:** Thursday, 28 June 2018 3:52 PM  
**To:** O'Leary, Catherina (Health)  
**Cc:** Dal Molin, Vanessa (Health); [REDACTED]  
**Subject:** 160628 HDA 1806 outline fac guide  
**Attachments:** 160628 HDA 1806 outline fac guide.docx

Hi facilitation colleague!

For comments and suggestions, just to kick things off.

I will be in Sydney tomorrow but reachable by phone.

Cheers

Robert

Robert Griew

**Nous Group** | Principal

**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com) | [View Robert's profile](#)

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# Developing new governance arrangements for ACT Health

## Consultations with staff and stakeholders

July 2018

Facilitated by Robert Griew (Nous Group) and Catherina O'Leary (ACT Health)

Date	Consultation
2/7 1pm	Canberra Hospital DDG and Chiefs
2/7 2pm	Canberra Hospital & Health Service EDs
6/7 am if poss	ACT Health EDs
6/7 am if poss	Academic partners
RG to organise	Indigenous organisation
17 or 18/7	NGO sector (90 mins)
17 or 18/7	2 * staff fora (one Hospital & HS and one Corporate) (90 minutes)
17 or 18/7	Medical Ass'ns / unions (90 mins)
17 or 18/7	Colleges (90 mins)

## Objectives

- Gain feedback on dimensions of the Interim report on Governance arrangements to support creation of two Agencies – the ACT Health Directorate and Canberra and Region Health Services.
- Specifically, to answer the following questions:
  - What are the strengths and risks in the new arrangement, in general and for the part of the system participants work in or relate to? Do the titles, including the proposed name of Canberra and Region Health Services, and the relationships described in the diagram above effectively describe optimal arrangements?
  - What are some of the opportunities we need to take to keep improving performance, for example, in terms of the functions put together in the new arrangements and in terms of communication?
  - What are the most important skills and capabilities for the Directorate and CRHS to acquire, develop further or refine to make the new arrangements work?

**60 minute session outlines**

Time	Session	Lead/facilitate
15 mins pre	<b>Participants arrive</b> - Coffee & tea available	ACT Health
10 mins	<b>Introductions</b> – Robert present task, interim question & consult	Robert
15 mins	<b>Question 1 – general comments with facilitators drawing out:</b> <ul style="list-style-type: none"> <li>What are the strengths and risks in the new arrangement, in general and for the part of the system participants work in or relate to? Do the titles, including the proposed name of Canberra and Region Health Services, and the relationships described in the diagram above effectively describe optimal arrangements?</li> </ul>	Catherina
15 mins	<b>Question 2 – alignment of functions with facilitator drawing out:</b> <ul style="list-style-type: none"> <li>What are some of the opportunities we need to take to keep improving performance, for example, in terms of the functions put together in the new arrangements and in terms of communication?</li> </ul>	Robert
15 mins	<b>Question 3 – capabilities needed, with facilitator drawing out:</b> <ul style="list-style-type: none"> <li>What are the most important skills and capabilities for the Directorate and CRHS to acquire, develop further or refine to make the new arrangements work?</li> </ul>	Catherina
5 mins	<b>Summary comments</b> – facilitator summarise headline points hears	Robert

NB, Robert or Catherina, when not facilitating, write notes on large sticky butchers paper

**90 minute session outlines**

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15 mins pre	<b>Participants arrive</b> - Coffee & tea available	ACT Health
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NB, Robert or Catherina, when not facilitating, write notes on large sticky butchers paper

**Dal Molin, Vanessa (Health)**

**From:** Robert Griew <[REDACTED]@nousgroup.com.au>  
**Sent:** Thursday, 28 June 2018 3:36 PM  
**To:** Dal Molin, Vanessa (Health)  
**Cc:** [REDACTED]  
**Subject:** RE: Consults

Sorry – updated as far as we know.

For your addition of times for 6/7, 17/7 and 18/7, if possible each clustered in ams or pms. I'd prefer am on 6<sup>th</sup>.

Cheers

Robert

Date	Consultation
2/7 1pm	Canberra Hospital DDG and Chiefs
2/7 2pm	Canberra Hospital & Health Service EDs
6/7 prefer am	ACT Health EDs
6/7 prefer am	Academic partners
RG to organise	Indigenous organisation
17 or 18/7	NGO sector (90 mins)
17 or 18/7	2 * staff fora (one Hospital & HS and one Corporate) (90 minutes)
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**Robert Griew**  
**Nous Group** | Principal  
**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com)

**From:** Robert Griew  
**Sent:** Thursday, 28 June 2018 3:20 PM  
**To:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>  
**Cc:** [REDACTED]@nousgroup.com.au  
**Subject:** Consults



Date	Consultation
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**Robert Griew**

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**Dal Molin, Vanessa (Health)**

---

**From:** Robert Griew <[REDACTED]@nousgroup.com.au>  
**Sent:** Friday, 29 June 2018 11:42 PM  
**To:** O'Leary, Catherina (Health)  
**Cc:** Dal Molin, Vanessa (Health); [REDACTED]  
**Subject:** 160628 HDA 1806 outline fac guide  
**Attachments:** 160628 HDA 1806 outline fac guide.docx

Hi there

I have revised the facilitation guide to insert your excellent suggestion.

Thanks Catherina, I am looking forward to working with you over the next 3 weeks.

Cheers

Robert

Robert Griew

**Nous Group** | Principal

**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com) | [View Robert's profile](#)

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15 mins	<b>Question 3 – capabilities needed, with facilitator drawing out:</b> <ul style="list-style-type: none"> <li>What are the most important skills and capabilities for the Directorate and CRHS to acquire, develop further or refine to make the new arrangements work?</li> </ul>	Catherina
5 mins	<b>Summary comments</b> – facilitator summarise headline points	Robert

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**Dal Molin, Vanessa (Health)**

---

**From:** Robert Griew <[REDACTED]@nousgroup.com.au>  
**Sent:** Friday, 29 June 2018 9:40 PM  
**To:** O'Leary, Catherina (Health)  
**Cc:** Dal Molin, Vanessa (Health); [REDACTED]  
**Subject:** RE: 160628 HDA 1806 outline fac guide

Sorry – to finish message, I will adjust run sheet before Monday.

Do we have schedule for rest of consults yet?

Cheers

RG

Robert Griew

**Nous Group** | Principal

**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com)

---

**From:** Robert Griew

**Sent:** Friday, 29 June 2018 9:35 PM

**To:** O'Leary, Catherina (Health) <Catherina.O'Leary@act.gov.au>

**Cc:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>; [REDACTED]  
 <Emma.Wilson@nousgroup.com.au>

**Subject:** RE: 160628 HDA 1806 outline fac guide

Agreed Catherina

Good point

Robert Griew

**Nous Group** | Principal

**d:** + 61 2 6201 9010 | **m:** [REDACTED] | **w:** [www.nousgroup.com](http://www.nousgroup.com)

---

**From:** O'Leary, Catherina (Health) <Catherina.O'Leary@act.gov.au>

**Sent:** Friday, 29 June 2018 1:29 PM

**To:** Robert Griew <[REDACTED]@nousgroup.com.au>

**Cc:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>; [REDACTED]  
 [REDACTED]@nousgroup.com.au>

**Subject:** RE: 160628 HDA 1806 outline fac guide

Thanks Robert. This looks fine, although we may need to allow extra time up front for people to ask questions about the briefing paper, or at least confirm their understanding of the concepts being discussed.

Regards

Catherina

**From:** Robert Griew [mailto:██████████@nousgroup.com.au]

**Sent:** Thursday, 28 June 2018 3:52 PM

**To:** O'Leary, Catherina (Health) <Catherina.O'Leary@act.gov.au>

**Cc:** Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>; ██████████

<██████████@nousgroup.com.au>

**Subject:** 160628 HDA 1806 outline fac guide

Hi facilitation colleague!

For comments and suggestions, just to kick things off.

I will be in Sydney tomorrow but reachable by phone.

Cheers

Robert

**Robert Griew**

**Nous Group** | Principal

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**Dal Molin, Vanessa (Health)**

---

**From:** Power, Leanne  
**Sent:** Wednesday, 4 July 2018 12:18 PM  
**To:** Dal Molin, Vanessa (Health)  
**Subject:** RE: End of Financial year timetable [DLM=For-Official-Use-Only]  
**Attachments:** Contract 1806DGO - Robert Griew Nous Group - signed.pdf

Hi Vanessa

Attached is the signed contract which has been notified on the Government's contract website.  
 The consultancy is for the ACT Health restructure and will need to be reimbursed from ACT Health.

Thanks

Leanne

Leanne Power | Director, Office of the Head of Service

Phone: 02 620 75990 | Mobile: [REDACTED] | Email: [leanne.power@act.gov.au](mailto:leanne.power@act.gov.au)

Chief Minister, Treasury and Economic Development Directorate | ACT Government

Level 5, Canberra Nara Centre, 1 Constitution Avenue Canberra ACT 2601 | GPO Box 158 Canberra ACT 2601 | [www.act.gov.au](http://www.act.gov.au)

---

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Tuesday, 3 July 2018 9:34 PM  
**To:** Power, Leanne <[Leanne.Power@act.gov.au](mailto:Leanne.Power@act.gov.au)>  
**Cc:** Knight, Judith (Health) <[Judith.Knight@act.gov.au](mailto:Judith.Knight@act.gov.au)>  
**Subject:** FW: End of Financial year timetable [DLM=For-Official-Use-Only]

Leanne,

Just to follow up on an earlier email, would it be at all possible to receive the Robert Griew contract for his original contract for which Health is required to pay, and any documentation which stipulates that Health will reimburse CMTEDD for this consultancy - as you will see below, the Finance team is requesting the documentation.

Judith – I've included as much detail as I have at present against your questions below.

Thanks

Vanessa

---

**From:** Knight, Judith (Health)  
**Sent:** Tuesday, 3 July 2018 2:11 PM  
**To:** Dal Molin, Vanessa (Health) <[Vanessa.DalMolin@act.gov.au](mailto:Vanessa.DalMolin@act.gov.au)>  
**Subject:** FW: End of Financial year timetable [DLM=For-Official-Use-Only]

Hi Vanessa

If we do not receive any supporting documentation regarding the attached by 4.30pm today, it will be too late to accrue into this financial year.

Kind Regards

Judith Knight

A/g Finance Manager

Financial Operations Support | Strategic Finance | ACT Health

T (02) 620 52576 |

L4, 2-6 Bowes Street Woden  
 E: [Judith.Knight@act.gov.au](mailto:Judith.Knight@act.gov.au) W: [www.health.act.gov.au](http://www.health.act.gov.au)  
 Postal Address: PO Box 11, Woden ACT 2606

---

**From:** Knight, Judith (Health)  
**Sent:** Friday, 29 June 2018 1:21 PM  
**To:** Dal Molin, Vanessa (Health) <[Vanessa.DalMolin@act.gov.au](mailto:Vanessa.DalMolin@act.gov.au)>  
**Subject:** FW: End of Financial year timetable [DLM=For-Official-Use-Only]

Hi Vanessa

In regard to the attached, are you able to provide the following information please?

1. Is this consultancy happening this financial year? – YES
2. Any supporting documentation to provide the details as to the expectation of reimbursement from ACT Health. – CMTEDD TO PROVIDE
3. Amount expected to be paid? \$53 050 (ex GST)
4. Which cost centre to be reimbursed out of? 66111

If you can provide this information asap it would be greatly appreciated as we only have until lunchtime Tuesday to get all accruals in.

Let me know if you have any question regarding this.

Cheers

Judith Knight

**A/g Finance Manager**  
**Financial Operations Support | Strategic Finance | ACT Health**

T (02) 620 52576 |  
 L4, 2-6 Bowes Street Woden  
 E: [Judith.Knight@act.gov.au](mailto:Judith.Knight@act.gov.au) W: [www.health.act.gov.au](http://www.health.act.gov.au)  
 Postal Address: PO Box 11, Woden ACT 2606

---

**From:** Dal Molin, Vanessa (Health)  
**Sent:** Wednesday, 20 June 2018 11:20 PM  
**To:** Knight, Judith (Health) <[Judith.Knight@act.gov.au](mailto:Judith.Knight@act.gov.au)>  
**Cc:** Wilson, Kristen (Health) <[Kristen.Wilson@act.gov.au](mailto:Kristen.Wilson@act.gov.au)>; Chicco, Dee (Health) <[Dee.Chicco@act.gov.au](mailto:Dee.Chicco@act.gov.au)>; Wijemanne, Naveen (Health) <[Naveen.Wijemanne@act.gov.au](mailto:Naveen.Wijemanne@act.gov.au)>  
**Subject:** FW: End of Financial year timetable [DLM=For-Official-Use-Only]

Hi Judith,  
 Just sending you the attached email for your reference, in response to your email below.

Can you let me know if you need anything further from us in relation to this issue.

Thanks

Vanessa

**From:** Knight, Judith (Health)  
**Sent:** Wednesday, 20 June 2018 10:07 AM  
**To:** Wilson, Kristen (Health) <[Kristen.Wilson@act.gov.au](mailto:Kristen.Wilson@act.gov.au)>  
**Cc:** Dal Molin, Vanessa (Health) <[Vanessa.DalMolin@act.gov.au](mailto:Vanessa.DalMolin@act.gov.au)>  
**Subject:** FW: End of Financial year timetable

Hi Kristen

Just a reminder that the End of Financial year is fast approaching and remind you of the Shared Services deadlines:

- Accounts Payable, Invoices that are scanned into APIAS by user must be in APIAS by 22 June and approved by 27 June (if invoices are received after 22 June, please hold back until 1 July and send me a copy for accruing).
- Accounts Payable, Invoices that are sent directly to APIAS by supplier must be approved by 27 June, (Strategic Finance will receive a report from Shared Services for any invoices in the system that are not approved by the due date)
- Accounts Receivable, if you need to raise an invoice through Shared Services it must be approved and received by Shared Services by 22 June
- Credit Card statement reconciliation's must be received by the Shared Services banking team by COB 22 June

If you have received any goods or services this financial year that have not been paid for, can you please send the details through to me prior to the end of the month so that I can accrue please?

Can you pass this information on to anyone that processes invoices within your division please?

Cheers

Judith Knight

**A/g Finance Manager**  
**Financial Operations Support | Strategic Finance | ACT Health**

T (02) 620 52576 |  
 L4, 2-6 Bowes Street Woden  
 E: [Judith.Knight@act.gov.au](mailto:Judith.Knight@act.gov.au) W: [www.health.act.gov.au](http://www.health.act.gov.au)  
 Postal Address: PO Box 11, Woden ACT 2606



## SHORT FORM CONTRACT

### for Goods and/or Services - \$25,000 and \$200,000

DATE: 16/05/2018

#### PARTIES AND ADDRESSES FOR SERVICE OF NOTICES

Procurement Reference Number:	
Contract Number:	1806DGO

#### Territory

Name:	AUSTRALIAN CAPITAL TERRITORY established under the <i>Australian Capital Territory (Self-Government) Act 1988</i> (Cwth) represented by Chief Minister, Treasury and Economic Development Directorate (Territory).		
Address:	Nara House 1 Constitution Avenue Canberra		
Territory Contract Manager:	Leanne Power	Ph: 02 62075990	Email: Leanne.power@act.gov.au

#### Supplier

Name:	Robert Griew Nous Group (Supplier)		
ABN/ACN/ARBN:	66 086 210 344		
Address:	Level 9, 121 Marcus Clarke St CANBERRA ACT 2601		
Supplier Contract Manager:	Robert Griew	Ph 6201 9000	Email: [REDACTED]@nousgroup.com.au

#### 1 – TERM

The commencement date is 18/05/2018 or when this Contract is signed by the second party, whichever is the later. The term of this Contract is to 15 June 2018. The term of this Contract may be extended for one additional period of one week by the written agreement of the parties, prior to the Contract expiration date.

#### 2 – THE SUPPLIES

Robert Griew and Nous Group will provide a consultancy service involving advice and a written report on the best practice governance model for the ACT Health system.

#### 3 – TIMING AND DELIVERY DATES

The Supplies are to be delivered in accordance with the following table:

Milestone/ Deliverable	Completion Date
1. Briefing with Head of Service and first stage discussion.	18/05/2018
2. Development of straw person models for role descriptions, governance arrangements and protocols and options for structure.	25/05/2018
3. Jurisdiction analysis.	31/05/2018

Milestone/ Deliverable	Completion Date
4. Conclusions and written report.	15/6/2017

**4 – DELIVERY LOCATION AND INSTRUCTIONS (FOR SUPPLIES THAT INCLUDE GOODS)**

N/A

**5 – CONTRACT PRICE AND PAYMENT**

The Contract Price is \$53,050 (excluding GST) as a fixed fee that includes all out of pocket costs including interstate travel and/or accommodation expenses incurred by the Supplier. The Contract Price is payable in instalments in accordance with the following table. Clause 2 of Attachment B - *General Conditions of Contract* applies.

Instalment	Amount of Instalment (excluding GST)	Milestone/ Deliverable	Date for Completion of Milestone/ Deliverable
1	\$25,000	Commissioning payment	18/05/2018
2	\$28,050	Contract negotiation complete	15/06/2018

**6 – WARRANTY PERIOD (FOR SUPPLIES THAT INCLUDE GOODS)**

Not applicable.

**7 – CONFIDENTIAL TEXT under the Government Procurement Act 2001 (ACT)**

Not used.

**8 – INSURANCE**


The Supplier must effect and maintain for the Term, all insurances required to be effected by it by law and the following insurances in the amounts stated:

1. Public Liability insurance with coverage in the amount of no less than \$10 million in respect of each occurrence.
2. For Supplies that include services, professional indemnity insurance with coverage in the amount of no less than \$10 million in the annual aggregate.


SIGNED AS A CONTRACT ON 18 May 2018

SIGNED for on behalf of the  
AUSTRALIAN CAPITAL TERRITORY


in the presence of:

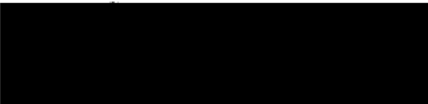
  
Signature of Territory delegate

LEANNE POLVER  
Print name

  
Signature of witness


SARAH KALESKE  
Print name

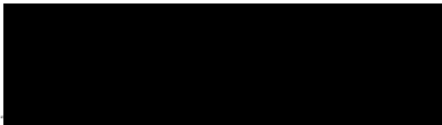
SIGNED by of for and on the behalf of  
 and Nous Group ABN 66 086 210 344


  
Signature of director/authorised officer/individual


ROBERT GRIEN  
Print name

in the presence of:

  
Signature of director/secretary/witness

  
Signature of second authorised officer

  
Print name

  
Print name and position

Affix common seal  
if required under  
constitution

**Note**

Date:

Must be dated on the date the last party signs the contract or, if signed counterparts of the contract are exchanged, the date of exchange. Also date the cover page.

Company:

Must be signed in accordance with section 127 of the *Corporations Act 2001* (Cwth), for example, by 2 directors or a director and a secretary. Common seal must be affixed if required under the Supplier's constitution.

Individual:

Must be signed by the individual supplier and witnessed.

Incorporated Association:

As a minimum, two authorised officers must sign. Otherwise, the contract must be signed in accordance with the Supplier's constitution. Common seal must be affixed if required under the constitution.

**ATTACHMENT B – GENERAL CONDITIONS OF CONTRACT****1. Provision of Supplies**

- 1.1 The Supplier must provide the Supplies according to the provisions of this Contract and to a standard of care, skill and diligence expected of a person who regularly acts in the capacity in which the Supplier is engaged.
- 1.2 Supplies that are goods must be new and unused, free from any security interest, defects in materials and workmanship, of acceptable quality and must conform to any specifications and descriptions set out in this Contract.

**2. Contract Price**

- 2.1 Except if otherwise stated in this Contract, the Contract Price is:
- (a) payable within 30 days of receipt by the Territory of an Invoice;
  - (b) inclusive of GST and all other taxes, duties and charges; and
  - (c) inclusive of all disbursements, including out of pocket expenses incurred by the Supplier.
- 2.2 An Invoice may be issued by the Supplier upon the satisfactory completion of each milestone set out in the Contract, or if no milestones are specified, on the satisfactory completion of all services and acceptance of all goods comprising the Supplies.

**3. Delivery and Acceptance**

- 3.1 Supplies that are goods must be delivered at the times and places detailed in the Contract, in good order and condition and marked with the relevant Reference Number and full delivery point details. Delivery will be free into store unless otherwise specified in the Contract.
- 3.2 The Territory may reject Supplies supplied incorrectly, damaged, in excess of or less than specified quantities or otherwise found not to be in accordance with the Contract.
- 3.3 If the Territory rejects any Supplies, the Supplier must, at no cost to the Territory and within any timeframe specified by the Territory, remove the Supplies (in the case of goods) and:
- (a) replace any rejected Supplies that are goods; and
  - (b) re-perform any rejected Supplies that are services; or
  - (c) refund any payment for the rejected Supplies.
- 3.4 If the Territory does not reject the Supplies within 14 days of receiving the Supplies, the Territory is taken to have accepted the Supplies.

**4. Title and Risk**

Risk of loss and damage and title in Supplies that are goods passes to the Territory on its acceptance of those goods.

**5. Warranty**

For Supplies that are goods, the Supplier must:

- (a) during any warranty period specified in the Contract, without delay and at no cost to the Territory, correct all defects in the Supplies by way of repair, replacement or such other means acceptable to the Territory; and
- (b) ensure, to the extent practicable and permitted by law, that the Territory receives the benefit of any warranty given by a third party with respect to any goods,

however:

- (c) this does not in any way relieve the Supplier of any obligation or warranty by it under this Contract; and
- (d) the Supplier is liable for all costs incidental to the discharge of any warranty under this Contract.

**6. Ownership and use of material****6.1 Ownership of:**

- (a) all Contract Material, including any intellectual property rights, vests on its creation with the Territory;
- (b) all Territory Material, including any intellectual property rights, remains with the Territory; and
- (c) all Support Material, including any intellectual property rights, remains the property of the Supplier.

6.2 The Territory grants to the Supplier a royalty-free, limited licence to use the Contract Material and Territory Material for the term specified in the Contract.

**6.3 The Supplier:**

- (a) grants to the Territory, a perpetual, royalty-free licence to use the Support Material to the extent necessary for the Territory to obtain the full benefit of the Supplies; and
- (b) warrants that the Territory's use of any Contract Material and Support Material under this Contract will not infringe the intellectual property rights of, or create any obligations in connection with, any third party.

6.4 The Supplier must safeguard and preserve Contract Material and Territory Material in its possession or control and deliver to the Territory all Contract Material and Territory Material on expiration or termination of this Contract (other than copies that the Territory authorised the Supplier to retain).

**7. Supplier's Personnel**

The Supplier must, in providing the Supplies:

- (a) engage only persons who have the skills, training and expertise appropriate for the Supplies; and
- (b) comply with all reasonable requirements notified by the Territory regarding suitability and fitness of persons engaged for the provision of the Supplies.

**8. Non-disclosure of Territory Information**

The Supplier must:

- (a) use Territory Information held in connection with this Contract only for the purposes of fulfilling its obligations under this Contract;
- (b) not transfer Territory Information held in connection with this Contract outside the Territory, or allow any person (other than its authorised personnel) outside the Territory to have access to it, without prior written approval of the Territory;
- (c) notify the Territory immediately if the Supplier becomes aware that a disclosure of Territory Information may be required by law or any unauthorised disclosure of Territory Information has occurred; and
- (d) in respect of any Personal Information held in connection with this Contract:
  - (i) comply with the TPPs and any applicable TPP Code and must not (and procure that any subcontractor engaged by the Supplier does not) act or engage in a practice that breaches a TPP or a TPP Code; and
  - (ii) co-operate with any reasonable requests or directions of the Territory arising directly from, or in connection with, the exercise of the functions of the Information Privacy Commissioner under the Information Privacy Act.

**9. Confidential Text under the Procurement Act**

9.1 In giving effect to the principles of open and accountable government, the Territory may disclose documents and information unless it has otherwise agreed, or is otherwise required under law, to keep the information confidential.

9.2 Except as provided in this Contract, the Territory must not disclose confidential text specified in the Contract to any person without the prior written consent of the Supplier (which consent will not be unreasonably withheld) except to the extent that the confidential text:

- (a) is required or authorised to be disclosed under law;
- (b) is reasonably necessary for the enforcement of the criminal law;
- (c) is disclosed to the Territory's solicitors, auditors, insurers or advisers;

- (d) is generally available to the public;
- (e) is in the possession of the Territory without restriction in relation to disclosure before the date of receipt from the Supplier;
- (f) is disclosed by the responsible Minister in reporting to the Legislative Assembly or its committees; or
- (g) is disclosed to the ombudsman or for a purpose in relation to the protection of public revenue.

**10. Indemnity**

The Supplier indemnifies the Territory, its employees and agents against all liability in respect of all claims, costs and expenses in relation to all loss, damage, injury or death to persons or property caused by the Supplier, in connection with the provision of the Supplies, except to the extent that the Territory caused the relevant loss, damage or injury.

**11. Termination**

The Territory may terminate this Contract in part or whole, at any time by notice to the Supplier, if the Supplier:

- (a) enters, or in the Territory's absolute opinion, is likely to enter, into any form of external administration or makes any arrangement with its creditors or takes advantage of any statute for the relief of insolvent debtors;
- (b) fails to provide the Supplies within, or to meet any other, timeframes or milestones specified in this Contract; or
- (c) is otherwise in breach of a provision of this Contract, where that breach:
  - (i) if capable of being remedied, is not remedied within the period specified in a notice by the Territory, or
  - (ii) is not capable of being remedied.

**12. Conduct in Territory Premises**

The Supplier must, when using Territory premises or facilities, comply with all reasonable directions of the Territory.

**13. Notices**

Any notice or communication under this Contract will be effective if it is in writing, and delivered to the other party. A notice will be deemed to have been delivered:

- (a) if delivered by hand, on delivery;
- (b) if sent by prepaid mail, on the expiration of two business days;
- (c) if sent by facsimile, on the sender's facsimile machine recording that the facsimile has been successfully and properly transmitted to the recipient's address; or
- (d) if sent by electronic mail, on the other party's acknowledgement of receipt by any means.

**14. Assignment and Subcontracting**



The Supplier must not assign or subcontract any of its rights or obligations under this Contract without the prior written consent of the Territory. If the Territory gives its consent, the Territory may impose any conditions.

#### 15. Survival

Clauses 6, 7 and 8 of this Contract survive the termination or expiration of this Contract.

#### 16. Applicable Law

The laws of the Australian Capital Territory apply to this Contract.

#### 17. Variation

This Contract may be varied only by the written agreement of the parties prior to the expiration of the Contract.

#### 18. Entire Agreement

This Contract constitutes the entire agreement of the parties in relation to the provision of the Supplies and all other agreements, warranties and representations are excluded.

#### 19. Definitions and Interpretation

**"Contract Material"** means all material created, written or otherwise brought into existence as part of, or for the purpose of providing the Supplies including all reports (whether in draft or final form), documents, information and data stored by any means.

**"Information Privacy Act"** means the *Information Privacy Act 2014* (ACT).

**"Invoice"** means an invoice that:

- (a) if GST is payable in respect of the provision of the Supplies, is a valid tax invoice for the purposes of the *A New Tax System (Goods and Services Tax) Act 1999* (Cwth);
- (b) clearly sets out details of the Supplies provided and of the amount that is due for payment, is correctly calculated and is in respect of Supplies provided in accordance with this Contract;
- (c) is accompanied by any other details or reports required under this Contract; and
- (d) is rendered at the time/s specified in clause 2.2.

**"Personal Information"** is information or an opinion about an identified individual or an individual who is reasonably identifiable:

- (a) whether the information is true or not; and
- (b) whether the information or opinion is recorded in a material form or not,

but does not include personal health information (as defined in the *Health Records (Privacy and Access) Act 1997* (ACT) about the individual.

**"Reference Number"** means the relevant, purchase order number, quote number or contract number for the provision of the Supplies.

**"Supplies"** means the goods and/ or services the subject of this Contract.

**"Support Material"** means the material specified as support material in the Contract (if any).

**"Territory Information"** means the kind of information that:

- (a) is or relates to documents, submissions, consultations, policies, strategies, practices and procedures of the Territory which are by their nature confidential;
- (b) is notified (whether in writing or not) by the Territory to the Supplier as being confidential; or
- (c) is Personal Information,

but does not include information that:

- (d) is or becomes public knowledge other than by breach of this Contract;
- (e) has been independently developed or acquired by the Supplier; or
- (f) has been notified by the Territory to the Supplier as not being confidential.

**"Territory Material"** means any material provided by the Territory to the Supplier for the purposes of this Contract including documents, equipment, information and data stored by any means.

**"TPPs"** means the Territory Privacy Principles provided for in section 13 and set out in Schedule 1 of the Information Privacy Act.

**"TPP Code"** means a code of practice about information privacy which, having regard to section 21(1) and (3) of the Information Privacy Act, binds an agency that engages the Supplier in the provision of the Supplies.

#### SPECIAL CONDITIONS

Not used.

## Trevillian, Sarah (Health)

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**From:** O'Leary, Catherina (Health)  
**Sent:** Wednesday, 4 July 2018 6:04 PM  
**To:** McDonald, Ben (Health)  
**Subject:** FW: Transition Consultation [DLM=For-Official-Use-Only]

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

To add to the feedback log  
 Thanks  
 C

**From:** Dykgraaf, Mark (Health)  
**Sent:** Tuesday, 3 July 2018 12:52 PM  
**To:** [REDACTED]@nousgroup.com.au; O'Leary, Catherina (Health) <Catherina.O'Leary@act.gov.au>  
**Subject:** Transition Consultation [DLM=For-Official-Use-Only]

Hi Robert/ Catherina,

Thank you both for the opportunity to talk through issues of governance, alignment of function, capability etc. in relation to the separation of ACT Health into a Ministry and Clinical Service. Taking you up on your offer to provide further feedback, I thought it would be useful to offer a number of additional comments while touching on a number of issues we discussed yesterday.

### Capability

- It is important to note that the corporate functions that have resided at Bowes Place are significantly degraded as a result of:
  - Poorly defined organisation priorities and direction in recent years
  - High churn in staff over the past 3 years – examples include:
    - We have had 4 different people in the role of ED People and Culture in 3 years
    - There has been a constant churn in the finance team, this has included people moving in and out of new roles, constant restructures and staff leaving
    - A completely degraded data/ reporting function that has been restructured many times, had reporting lines changed frequently and has seen some very key staff leave including at least 4 people who were given responsibility for data and reporting
      - A key issue here has been poorly defined priorities – a constant requirement for information at short notice from the data team to feed the Ministry/ Political imperatives and minimal focus on meaningful operational performance data that drives the business – we cannot get the most basic of reports easily or at all;

The point I am making is that with a restructure of the scale envisaged into a Ministry and a Clinical Business there would be a resultant dip in operational performance in a strongly run health organisation – in the case of ACT Health we are coming off a struggling base. Areas in which we have significant weakness include – HR, finance, data, planning and communications. In splitting the Directorate we need to give consideration to where these key business functions must be strongest. This is clearly the clinical business.

### Alignment of function –

- To the health service - this must include finance, HR, data (operational/ demand increases, etc), Internal communications, procurement, WHS, occupational medicine unit, quality, facilities and maintenance, planning function (business, strategic).
- To the ministry –

- longer term planning, major budget bids, structure of territory wide services i.e. mix of public vs not for profit vs private service delivery mix for example, “contract management” with the service providers (budgets, KPIs), territory wide infrastructure planning, health financing issues as distinct from operational budget management.

As noted in the discussion the Health Service will:

- deliver improving services through 3 – 5 year strategic plans and annual business plans;
- the Ministry needs to support care delivery with 3 -5 year budget cycles and 5, 10 , 15, 20 year health service design/ redesign
- the Ministry needs to set the structures to allow all of the above to occur. Senior Ministry staff need to be very clear on role and function. The temptation that Ministry staff must resist is to try and “meddle” in business operations
- IT services – this requires careful thought. This is an area of service delivery that has improved over the past two years under Peter O’Halloran and with significant investment. In this case the approach to consider:
  - High level operational strategic planning, thinking, redesign, improvement of IT systems – the real need is to improve these systems in the service delivery (clinical) space – Canberra and Region Health Service. It is important to note that the under investment in these systems stretches back many years. This is very clear from the very aged systems we operate, which don’t talk to each other. This is a key strategic issue in service delivery and therefore rightly sits inside the clinical business
  - The funding and system wide IT issues need to be fully considered in a Ministry context – including how we might link to NSW and National Initiatives.

## Governance

As discussed the key issues for consideration need to include:

- Not duplicating the DGs office function and have frequent ad hoc requests for information to the CEOs office – this needs to be very clearly defined;
- Communication between and to the DG and CEO and how meetings work with Ministers – the Ministries have a key role to play in terms of ensuring minimal disputation by utilising open and transparent processes for communications/ meetings – requests for information need to be very disciplined
- The idea of the “first among equals” makes sense between DG and CEO. However it is potentially a very difficult position for the CEO. It is operational performance that will get all of the scrutiny and questions potentially flowing to the CEOs office but the resources to answer those questions will be sitting with the DGs office, probably rightly. This will require careful further thought. The CEO cannot be constantly distracted by feeding the ad hoc political imperatives – how meetings are scheduled and operational performance measured and reported is critical to the governance process and needs to be established early. It is my view that operational performance to Ministers should only be reported and discussed monthly, in line with business reporting. Of course there is the subsequent annual reporting, potentially half year reporting etc. Currently the Minister of Health gets daily operational reports, this is problematic

A couple of final comments if I may:

- As mentioned we need to be clear that teams that have the same name in a Ministry and a Clinical Business actually serve different purposes. e.g. Finance in a Ministry is about funding, projection modelling, broad allocation of resources to service providers. Finance in a Health Service is about running the business and managing the predictable horizon, out to 5 years in terms of demand and driving ongoing operational efficiencies
- You made the offer to perhaps revisit this conversation in some form with Executive. I would find it useful to be able to discuss the provisionally landed position on these issues once you have brought your consultation/ thoughts together. This would give the executive the chance to provide any final commentary and you the opportunity to test your thinking.

Once again thank you,

Kind regards,

Mark

Mark Dykgraaf  
A/g Chief of Clinical Operations  
Canberra Hospital and Health Services  
T - 02 6244 3125  
M - [REDACTED]  
e - [mark.dykgraaf@act.gov.au](mailto:mark.dykgraaf@act.gov.au)

**Trevillian, Sarah (Health)**

---

**From:** McDonald, Ben (Health)  
**Sent:** Thursday, 5 July 2018 3:32 PM  
**To:** Deputy Vice-Chancellor Academic  
**Subject:** RE: ACT Health Consultation Session - Robert Griew [DLM=Sensitive]

Hi [REDACTED]

Thank you for your response.

Kind Regards,

Ben McDonald

ACT Health Organisational Reform Transition Team

Level 4, 4 Bowes Pl, Woden

Phone: (02) 6207 8786 | Email: ben.mcdonald@act.gov.au <mailto:ben.mcdonald@act.gov.au>

For all questions or comments regarding the ACT Health organisational reform please email  
 <mailto:healthreferencegroup@act.gov.au> healthreferencegroup@act.gov.au

From: [REDACTED]@canberra.edu.au] On Behalf Of [REDACTED]  
 Sent: Thursday, 5 July 2018 3:10 PM  
 To: McDonald, Ben (Health) <Ben.McDonald@act.gov.au>  
 Subject: RE: ACT Health Consultation Session - Robert Griew [DLM=Sensitive]

Dear Ben

Thankyou for your phone message – I would like to provide apologies from [REDACTED] as he cannot accept the invitation to a meeting with Mr Griew on Friday 6 July as he will interstate.

Thank you

Regards

From: McDonald, Ben (Health) <Ben.McDonald@act.gov.au <mailto:Ben.McDonald@act.gov.au> >

Sent: Tuesday, 3 July 2018 3:58 PM

To: [REDACTED]

Subject: ACT Health Consultation Session - Robert Griew [DLM=Sensitive]

Printed for [REDACTED] and sent to him. Apologies as event on Friday 6 July 2018. I will discuss tomorrow morning. 3.7.18

Kind Regards,

Ben McDonald

ACT Health Organisational Reform Transition Team

Level 4, 4 Bowes Pl, Woden

Phone: (02) 6207 8786 | Email: ben.mcdonald@act.gov.au <mailto:ben.mcdonald@act.gov.au>

For all questions or comments regarding the ACT Health organisational reform please email  
<mailto:healthreferencegroup@act.gov.au> healthreferencegroup@act.gov.au

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**Trevillian, Sarah (Health)**

---

**From:** Mitchell, Imogen (Health)  
**Sent:** Friday, 6 July 2018 8:53 AM  
**To:** McDonald, Ben (Health)  
**Cc:** [REDACTED]  
**Subject:** FW: ACT Health Consultation Session - Robert Griew [DLM=Sensitive]

Thanks Ben, much appreciated

[REDACTED]

[REDACTED]

[REDACTED]

T: +61411402892

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 05 July 2018 21:35  
**To:** Mitchell, Imogen (Health)  
**Subject:** FW: ACT Health Consultation Session - Robert Griew [DLM=Sensitive]

**From:** McDonald, Ben (Health) [mailto:Ben.McDonald@act.gov.au]  
**Sent:** Thursday, 5 July 2018 5:33 PM  
**To:** [REDACTED] Dahlstrom, Jane (Health) <Jane.Dahlstrom@act.gov.au>; [REDACTED]  
**Subject:** RE: ACT Health Consultation Session - Robert Griew [DLM=Sensitive]

Good afternoon,

Hope this email finds you well.

An invite was extended to you both to attend an ACT Health Consultation Session hosted by the Nous group to discuss the upcoming ACT Health Organisational Reform tomorrow, Friday 6th of July. As we have not been able to reach the minimum amount of attendees for the session due to the short notice it has been decided to reschedule for a more convenient date later this month.

Invites for the session will be sent out shortly.

Thank you for your interest and we look forward to working with you.

Kind regards,

Ben McDonald

ACT Health Organisational Reform Transition Team

From: McDonald, Ben (Health)

Sent: Tuesday 3 July 2018 15:57

To: [REDACTED] Dahlstrom, Jane (Health); [REDACTED]

Subject: ACT Health Consultation Session - Robert Griew [DLM=Sensitive]

Kind Regards,

Ben McDonald

ACT Health Organisational Reform Transition Team

Level 4, 4 Bowes Pl, Woden

Phone: (02) 6207 8786 | Email: ben.mcdonald@act.gov.au <mailto:ben.mcdonald@act.gov.au>

For all questions or comments regarding the ACT Health organisational reform please email  
<mailto:healthreferencegroup@act.gov.au> healthreferencegroup@act.gov.au



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