

## Agenda

10:00 – 12:00, 11 June 2019

Bluebell Room, Level 1, ACT Legislative Assembly Building

	Sponsor
<b>Item 1 Welcome and apologies</b>	
1.1 Introductions	Chair
1.2 Background update on first meeting for new members	Chair
<b>Item 2 Minutes and actions arising from the previous meeting</b>	
2.1 Minutes from 28 March 2019	Chair
2.2 Review of Actions arising register	
<b>Item 3 Presentation [<i>Presentation to commence at 11.15am</i>]</b>	
3.1 Presentation from Health Services Commissioner (HSC)	HSC
<b>Item 4 Updates</b>	
4.1 Member Updates - verbal	All members
<b>Item 5 Decision and discussion items</b>	
5.1 Terms of Reference	Chair
5.2 Implementation of Recommendations	Chair
5.3 Referrals from Panel	Chair
5.4 Public commitment by stakeholder members	Chair
5.5 Stakeholder Engagement – Colleges (verbal discussion)	D-G, HD
<b>Item 6 Information items</b>	
6.1 Communications Plan update	D-G, HD / EBM, CRI
6.2 Government Response to the Final Report	Chair
6.3 Culture Review Implementation Steering Group	D-G, HD
<b>Item 7 Other Business</b>	
7.1 Communique	Chair
7.2 Other business	Chair

Next meeting: 4 September 2019

## (Draft) Minutes

28 March 2019

10:00am – 12:00pm

Bluebell Room, level 1, ACT Legislative Assembly Building

### Members:

- Ms Meegan Fitzharris MLA, Minister for Health and Wellbeing (Chair)
- Mr Shane Rattenbury MLA, Minister for Mental Health
- Mr Michael De'Ath, Director-General, Health Directorate
- Ms Bernadette McDonald, Chief Executive Officer, Canberra Health Services
- Ms Barbara Reid, Regional Chief Executive Officer, Calvary ACT
- Mr Matthew Daniel, Branch Secretary, ANMF ACT
- Dr Antonio Di Dio, President, AMA ACT
- Ms Madeline Northam, Regional Secretary, CPSU (via teleconference)

### Also present:

- Ms Vanessa Attridge, Office of Minister for Health and Wellbeing, Ms Meegan Fitzharris MLA
- Ms Lisa Gelbart, Office of Minister for Mental Health, Mr Shane Rattenbury MLA
- Ms Tania Vlahos, Culture Review Implementation Team, Office of the Director-General (minutes)

### Apologies:

- Ms Darlene Cox, Executive Director, Health Care Consumers Association (ACT)

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#### Item 1 Welcome

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The Chair formally opened the meeting, welcomed members and noted Ms Cox as an apology.

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#### Item 2 Introduction by Chair

The Chair gave an introduction to the inaugural Culture Review Oversight Group meeting and invited members to give their own opening comments. Members reflected that the Review's findings and recommendations provide a unique opportunity to effect lasting cultural change and that it is a privilege to be part of the Culture Review Oversight Group (Oversight Group).

Dr Di Dio tabled his letter to the Minister on the Culture Review Oversight Group papers. (added to meeting papers on official file).

The Chair thanked members for their initial thoughts.

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### **Item 3 Discussion Items**

#### **3.1 Membership**

The Chair proposed that the membership be extended to include:

- President, ASMOF ACT
- President, VMOA ACT
- Dean, College of Health and Medicine ANU
- Executive Dean, Faculty of Health, University of Canberra

**DECISION: The Group agreed to add the President of ASMOF ACT, the President of VMOA ACT, the Dean of the College of Health and Medicine ANU and the Executive Dean of the Faculty of Health University of Canberra as members.**

**ACTION: Minister to write to the nominees to seek their agreement to joining the Group.**

#### **3.2 Culture Review Oversight Group (Oversight Group) Terms of Reference**

Membership section amended as per decision taken in 3.1.

The meeting agreed to discuss the draft Terms of Reference at this meeting but also list them for discussion with a view to endorsement at the next Oversight Group meeting.

The meeting endorsed the Minister for Mental Health, Mr Shane Rattenbury MLA as Deputy Chair.

Meeting noted some minor changes to wording of the draft Terms of Reference.

The Chair agreed that in the event that a member believes they might not be able to attend every Oversight Group meeting, they should nominate an official proxy by name at the June 2019 Oversight Group meeting and the Chair will consider appointing them as an official proxy.

**DECISION: The amended draft TORs are to be circulated to members out-of-session. Next meeting's agenda to include draft TORs for discussion and endorsement.**

**ACTION: Amend draft Terms of Reference. Circulate amended draft to members out-of-session. Add item to next meeting's agenda.**

**ACTION: Members to nominate an official proxy, if required, for the Chair to consider at the June 2019 Oversight Group meeting.**

#### **3.3 Referrals**

The Chair tabled a paper on the Referrals made by the Review Panel.

The meeting had a long and productive discussion on the issue of the Referrals made by the Review Panel and on 'clusters', including early action taken by the ACT Public Health Leadership team to address issues.

The Chair urged members to be open and frank in their discussions in the Oversight Group, that it is a safe space to raise issues, and that if there are 'known individuals' who are behaving

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inappropriately then to please name them either in the Group, to the Ministers, the Leadership team or to the Health Services Commissioner.

The meeting noted the information provided, the complexities involved and the work underway to address them in the ACT Public Health System.

The meeting agreed to respect the confidentiality of the process.

The meeting also agreed to list this item for discussion at the June 2019 Oversight Group meeting.

**DECISION: The Group agreed to the confidentiality of the process; that the Leadership team will update the Culture Review Oversight Group on progress at each meeting; and that the item and agenda paper will also be listed for general discussion at the June 2019 Oversight Group meeting.**

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#### **Item 4 Information Items**

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##### **4.1 Implementation Timeline**

Noted the paper. Noted that the first achievement was establishing the Culture Review Oversight Group. Noted that a more detailed implementation timeline would be brought back to the June 2019 Oversight Group meeting.

**ACTION: A more detailed implementation timeline to be listed on the agenda for the June 2019 Oversight Group meeting.**

##### **4.2 Updates from Leadership Team**

The Leadership team provided their updates during the meeting discussions.

The Group noted that the ACT Public Health Leadership Team will provide a one page update each for Oversight Group meetings.

**ACTION: ACT Public Health Leadership Team will provide a one page update each for Oversight Group meetings.**

##### **4.3 Culture Review Implementation Steering Group (CRISG)**

The Group suggested some changes to the draft CRISG Terms of reference on membership and specifically listing the development of the implementation plan in the role description.

**ACTION: The draft CRISG Terms of Reference to be amended as per suggestions.**

##### **4.4 Communications Plan**

The Group noted that a Communications Plan for the Culture Review Oversight Group would be brought to the June 2019 Oversight Group meeting.

**ACTION: The Communications Plan for the Oversight Group to be brought to the June 2019 Oversight Group meeting.**

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#### **4.5 Government Response to Final Report**

The Chair advised that she intends to present the Government Response to the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services in the May 2019 Legislative Assembly sittings. The meeting noted this information and that the Minister will forward a copy of the Government response when it is finalised.

**ACTION: Government response to be sent to members when it is finalised.**

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#### **Item 5 Other Business**

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##### **5.1 Meeting Schedule for 2019**

The Group noted: the intention for the Oversight Group to meet every quarter; that the next meeting will occur in the week of 11 June 2019; and that dates will be advised as soon as possible.

**ACTION: The Secretariat to advise the Group of the meeting schedule when it is finalised.**

##### **5.2 Communications about the Culture Review Oversight Group meetings**

The meeting noted the paper.

**DECISION: The Group agreed that a communique should be issued after each meeting.**

##### **5.3 General Themes for communique 28 March meeting**

The Group discussed themes to be included in the Communique for this meeting. The Group noted that: the Chair will contact the new members to invite them to join the Oversight Group; then send the draft Communique out for clearance by members with a view to public release as soon as possible.

**ACTION: The Minister's office will send out the draft communique to members for clearance.**

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The meeting ended at 12.10 pm

## Action Items

Meeting date	Agenda Item	Action required	Officer resp	Due date
28/3/19	3.1	Minister to write to the nominees to seek their agreement to joining the Group.	Secretariat	28/3/19
	3.2	Amend draft Terms of Reference.	Secretariat	
		Circulate amended draft TORs to members out-of-session.	Secretariat	
		Add amended draft TORs to next meeting's agenda.	Secretariat	June 19
		Members to nominate an official proxy, if required, for the Chair to consider at the June 2019 Culture Review Oversight Group meeting.	Members	15/5/19
	3.3	Referrals / Clusters discussion paper – add to June 2019 meeting's agenda.	Secretariat	June 19
		Cluster – progress – update each meeting from Leadership team – add to Standing Agenda template.	Secretariat	28/3/19
	4.1	Detailed implementation plan to be brought to the June 2019 Oversight Group meeting.	Michael De'Ath	June 19
	4.2	One page update from each Leadership team member for each Oversight Group meeting – add to standing agenda.	Secretariat	28/3/19
	4.3	Amend draft CRISG TORs – membership and role description.	Secretariat	28/3/19

<b>4.4</b>	Communications Plan for the Oversight Group to be tabled at June 2019 meeting.	Michael De'Ath	June 19
<b>4.5</b>	Government Response to be sent to members when final.	Secretariat	May 19
<b>5.1</b>	Meeting schedule for 2019.	Secretariat	April 19
<b>5.3</b>	Draft Communique to be sent to members for clearance ASAP following the meeting.	Secretariat	28/3/19

### **Finalised Items**

(for noting at the next meeting then deletion off the updated action list)

## Meeting Paper

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**Agenda Item:** 4.1

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**Topic:** Member Updates

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**Meeting Date:** 11 June 2019

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**Action Required:** Noting/Decision

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**Cleared by:** Chair

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**Presenter:** All members

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### Purpose

1. Members to provide an update to the meeting on any issues relevant to implementation.

### Background / Issues

2. The Director General, ACT Health; CEO, Canberra Health Services, and Regional CEO, Calvary Health Care ACT have prepared written updates for the information of Members, as requested at the meeting on 28 March 2019. A copy of these written updates are provided at Attachment A.

### Recommendation

That the Committee:

- *Note this information*



## Report *Health Directorate*

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**Meeting Date:** 11 June 2019

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**Summary of Activity:** The Government Response to the Final Report of the Independent Review was developed for Government consideration and tabled in the ACT Legislative Assembly on 16 May 2019.

The Directorate has undertaken extensive planning work around the implementation of recommendations arising from the Review.

There has also been significant engagement across the three arms of the ACT public health system to ensure that there is a strategic approach to implementation.

Recruitment to establish the Implementation Team within the Directorate is underway, and it is expected that staff will be engaged before end of June 2019.

Budget planning is also currently underway.

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**Progress against recommendations from The Final Report:** Public Commitment (Recommendation 17) signed by Minister for Health and Wellbeing, Minister for Mental Health and the three leaders of the ACT public health system, noting a further commitment will be made by all members of the Culture Review Oversight Group.

Culture Review Implementation Steering Group established, and first meeting held on 13 May 2019.

Values work well underway and staff engagement forums have been undertaken throughout May 2019.

Strategic Planning work for the ACT Health Directorate is also well underway, with staff and executive workshops also held throughout May 2019. It is envisaged that a Strategic Plan will be released for 1 July 2019.

A plan to engage NGOs and external stakeholders, in accordance with Recommendation 6, is in the process of being developed, with a paper to be considered by the ACT Health Directorate Leadership Committee in June 2019.

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A plan to engage Colleges in the work of the Culture Review Implementation is in the process of being developed by the ACT Health Directorate Office of Professional Leadership. Oversight Group thoughts on how to engage will be considered at the June 2019 meeting, with a formal paper to be presented to the Oversight Group in September 2019.

Partnership Board – membership finalised; first meeting to be held in July 2019.

Early work on a Culture Review Implementation Communications Plan has commenced. It is envisaged that this will be finalised by end July 2019 and presented to the next Oversight Group meeting.

Formal Project Management Plan in draft form – to be finalised by end of July 2019 and presented to the next Oversight Group meeting

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**Risks/ Issues:** Nil at present

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**Recommendation:** n/a

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**Attachments:** *List here*

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**Presenter:** *Michael De'Ath, Director-General, Health Directorate*

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## Report Calvary

**Meeting Date:** 11 June 2019

**Summary of Activity:**

- Staff to staff behaviour incident reporting module in Riskman
- Implementation of Respect, Equity and Diversity Contact Officer network
- Update of work health and safety policy and procedures
- Revamp of orientation for staff, contractors and volunteers with particular emphasis on work health and safety and bullying & harassment
- Development of culture transformation program to commence roll out in August
- Articulation of capability and behaviours required of all staff which is a tool to be used in workforce planning and performance development
- Launch of new performance planning tool scheduled for July with a major focus on valued based behaviours
- Employee engagement survey planned for 4<sup>th</sup> quarter of 2019. This will include ongoing pulse surveys as required

**Progress against recommendations from The Final Report:**

- Culture Review Oversight Group Inaugural Meeting 28/3/19
- Culture Review Implementation Steering Group Inaugural Meeting 13/5/19

**Risks/ Issues:**

HR resourcing

**Recommendation:** N/A

**Attachments:** *List here*

**Presenter:** Judi Childs Regional Chief Human Resource Officer ACT

## Report – Canberra Health Services

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**Meeting Date:** 11 June 2019

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**Summary of Activity:** *CHS has significantly progressed work relating to organisational culture particularly through the development of the Vision and Role for CHS which will form the foundation for our values and expected behaviours. Other initiatives are also progressing as outlined below.*

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- Progress against recommendations from The Final Report:**
- Vision and Role developed and launched on 14 May. Work on Values has commenced. This will then feed into and inform the strategic planning process for CHS.
  - Project Director Positive Workplace Strategy (PWS) advertising closed and shortlisting on 30 May. This role will work closely with the EBM Culture Implementation in the Directorate and will drive the implementation of the PWS in CHS. EBM Culture Implementation on the selection panel.
  - Employee Advocate selection process completed – incumbent to commence on 1 July.
  - Panel of Alternative Dispute Resolution providers established – meeting with EGMPC to ensure standardised approach.
  - HR Business Partners to commence early June.
  - Manager Workforce Inclusion appointed and commencing early June.
  - Director Workforce Planning appointed and commenced mid May.
  - Occupational Violence Strategy – consultant engaged and work commenced – expected strategy July 2019.
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
  - Preliminary work on Workplace Culture Survey commenced – intended to be conducted October / November 2019.
  - Executive Development sessions conducted week beginning 20 May.
  - Monthly reports on Preliminary Assessments and Investigations submitted to HSEC.
  - CHS working closely with EBM Culture Review Implementation.
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**Risks/ Issues:** Risk assessment to be conducted

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**Recommendation:** Note the work being conducted in CHS

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**Attachments:** *Nil*

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**Presenter:** *Bernadette McDonald and Janine Hammat*

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## Meeting Paper

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**Agenda Item:** 5.1

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**Topic:** Terms of Reference for the Culture Review Oversight Group

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**Meeting Date:** 11 June 2019

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**Action Required:** Noting and Action

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**Cleared by:** D-G, HD

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**Presenter:** Chair

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### Purpose

1. To endorse the draft Terms of Reference (TORs) for the Culture Review Oversight Group (Oversight Group).

### Background

2. The draft TORs of the Oversight Group have been developed in line with the Recommendations of the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services.
3. On 28 March 2019, the inaugural meeting of the Oversight Group considered the draft TORs. The Group agreed to amend the TORs. The changes endorsed by the Group included: membership; possible appointment of an official proxy; and tightening of some of the wording around role and functions.
4. The Group also agreed to reconsider the TORs at its June meeting to enable the full Oversight Group to consider and endorse, following the agreement to appoint four new members.

### Issues

5. The draft TORs are at [Attachment A](#).
6. The TORs are consistent with the governance requirements of peak committees across the health portfolio.
7. Of particular note are:
  - the membership section which outlines the process for handling conflicts of interest and remuneration;
  - the general policy of no proxies;
  - communication of issues between meetings; and

- confidentiality requirements.

### **Recommendation**

That the Oversight Group:

- *endorse the attached Terms of Reference for the Culture Review Oversight Group including the standing agenda template.*

## (draft) TERMS OF REFERENCE

<b>Role</b>	<p>The role of the Culture Review Oversight Group (Oversight Group) is to oversight the implementation of the recommendations of the Final Report of the Review into the Workplace Culture in ACT Public Health Services (the Review) (March 2019).</p>
<b>Values and Behaviours</b>	<p>Participation and engagement in the Committee will reflect organisational values and the commitment to collaborate within strong governance frameworks. Members will display signature behaviours such as:</p> <ul style="list-style-type: none"> <li>• Accountable, transparent, decision-making</li> <li>• Genuine and respectful engagement with colleagues within the Directorates, across the ACT Public Service and the Health System and with community members</li> <li>• Open sharing of information to improve the delivery of services, to enable good governance, quality and accurate reporting and the development of evidence-based policies and programs</li> <li>• Innovative improvement of systems and services to achieve safe and effective person and family-centred care, and</li> <li>• Confidentiality of the process.</li> </ul>
<b>Membership</b>	<ul style="list-style-type: none"> <li>○ Minister for Health and Wellbeing (Chair)</li> <li>○ Minister for Mental Health (Deputy Chair)</li> <li>○ Director-General, Health Directorate</li> <li>○ Chief Executive Officer, Canberra Health Services</li> <li>○ Regional Chief Executive Officer, Calvary ACT</li> <li>○ Regional Secretary, CPSU</li> <li>○ Branch Secretary, ANMF ACT</li> <li>○ President, AMA ACT</li> <li>○ Executive Officer, Health Care Consumers Association (ACT)</li> <li>○ President, ASMOF ACT</li> <li>○ President, VMOA ACT</li> <li>○ Dean, College of Health and Medicine ANU</li> <li>○ Executive Dean, Faculty of Health, University of Canberra</li> <li>○ Executive Branch Manager, Culture Review Implementation [ex-officio]</li> </ul> <p>The Oversight Group may also co-opt other individuals or representatives of organisations from time to time with the agreement of the Chair where special expertise or experience is required to assist the Group in its work.</p> <p>Members will be asked to declare any actual, potential, or perceived conflicts of interest, at each meeting.</p>



	There will be no sitting fees provided for meetings; however, travel or out of pocket costs may be reimbursed for attendance at meetings for stakeholder members and any subject matter experts requested to attend with the agreement of the Chair. Receipts should be submitted to the Secretariat.
<b>Secretariat</b>	Secretariat Support will be provided from the Culture Review Implementation Team within the Office of the Director-General.
<b>Meeting Frequency</b>	Meetings are to be held quarterly, or as required by the Chair. The Ministers or the ACT Public Health Leadership team (DG HD, CEO CHS or Regional CEO Calvary) may also seek the Oversight Group's advice on an 'out-of-session basis'. The Secretariat will circulate comments to members and provide a summary at the subsequent meeting.
<b>Quorum</b>	At least 50% +1 of members in attendance shall be deemed to be a quorum. With the Chair and the ACT Public Health Leadership team as mandatory attendees.
<b>Absences from Meetings and Proxy Attendance</b>	<p>All Members are strongly encouraged to prioritise meetings.</p> <p>The Oversight Group will have a general policy of no proxies; however, the Chair may consider appointing an official proxy for a member if that member believes they will not be able to attend quarterly meetings. Members should submit the name and position of their proposed official proxy for approval to the Chair.</p> <p>If a member requires a leave of absence and they do not have an official proxy, they are to formally write to the Chair at least three weeks before the quarterly meeting outlining the reasons for non-attendance and may request a proxy attend in their place. The request for a proxy will be considered on a case-by-case basis.</p> <p>If a member has not attended two meetings in a row, then they shall forfeit their membership and the Chair will appoint another member.</p>
<b>Functions</b>	<p>The Oversight Group will:</p> <ul style="list-style-type: none"> <li>• Review progress and updates on the Implementation Plan with a particular focus on assessment of actions and progress against goals;</li> <li>• Auspice an annual, independent and external review of the extent of implementation of the recommendations of the Review and consequent impact on cultural changes within the ACT Public Health System; and</li> <li>• Guide action under the Implementation Plan, including addressing issues of policy and strategy that impact on the delivery of the Implementation Plan.</li> </ul>
<b>Reporting Mechanisms</b>	<p>The Culture Review Oversight Group is the peak governance committee for the Culture Review Implementation. The Group receives information, regular reports and issues for escalation from members, through the Secretariat.</p> <p>The Culture Review Implementation Steering Group (CRISG) reports to the Culture Review Oversight Group.</p> <p>The Oversight Group will provide a meeting update to Government through the Chair. Following Government consideration, the Oversight Group will issue a communique.</p>

<b>Meetings and Agenda Requests</b>	<p>Meeting papers and the Agenda will be cleared by the Chair and circulated one week in advance of meetings.</p> <p>Meeting papers will be considered in-confidence by all members. Any other material that is made available to Oversight Group members which is by its nature confidential, marked as confidential or that the member ought to know is confidential, will be kept secret and confidential and not disclosed to anyone outside the Oversight Group.</p> <p>Requests for agenda items and papers should be submitted to the Secretariat at least two weeks prior to the meeting.</p> <p>Papers will be distributed to members electronically five working days prior to the meeting taking place.</p>
<b>Standing Agenda Items</b>	<p>A summary of standing agenda items is at Attachment A.</p>
<b>Minutes</b>	<p>The Secretariat will prepare minutes of each meeting, and record actions items. Minutes and action items will be distributed within two weeks of the meeting taking place.</p>
<b>TOR Review Frequency</b>	<p>The Terms of Reference will be reviewed annually, or as required to ensure alignment with governance arrangements.</p> <p>The next review is due by June 2020.</p>
<b>TOR Approval</b>	<p>Meegan Fitzharris, MLA Minister for Health and Wellbeing June 2019</p>

## Standing Agenda

10:00 – 12:00, (date)

Bluebell Room, Level 1, ACT Legislative Assembly Building

		Sponsor
<b>Item 1</b>	<b>Welcome and apologies</b>	
	1.1 Introductions	Chair
<b>Item 2</b>	<b>Minutes of the previous meeting</b>	
	2.1 Minutes from (date)	Chair
<b>Item 3</b>	<b>Presentation</b>	
	3.4 Presentation from guest speaker	
<b>Item 4</b>	<b>Updates</b>	
	4.1 Member Updates - verbal	All members
<b>Item 5</b>	<b>Decision and discussion items</b>	
	5.1 Implementation of Recommendations	Chair
	5.2	Chair
	5.3 add here	
<b>Item 6</b>	<b>Information items</b>	
	6.1 Communications Plan update	D-G, HD / JIG
	6.2 add here	Chair
	6.1 Culture Review Implementation Strategy Group	D-G, HD
<b>Item 7</b>	<b>Other Business</b>	
	7.1 Communique	Chair
	7.2 Other business	Chair

Next meeting: (date)

## Meeting Paper

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**Agenda Item:** 5.2

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**Topic:** Implementation of Recommendations

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**Meeting Date:** 11 June 2019

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**Action Required:** Noting/Decision

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**Cleared by:** EBM, CRI

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**Presenter:** D-G, HD

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### Purpose

1. To provide the Oversight Group with an update on progress made towards implementing the recommendations.

### Background

2. This is a standing agenda item.

### Issues

3. Recommendations that have largely been finalised are: Recommendation 18 (Commissioning of the Culture Review Oversight Group).
4. The Implementation Plan outlines progress and requirements against each recommendation and is provided at Attachment A. Work towards meeting the high level implementation timeline is progressing favourably.
5. A paper will be presented to the September Oversight Group meeting related to Recommendation 19, and specifically to 'auspice for the next three years, an annual, independent and external review of the extent of the implementation of the recommendations of the review and consequent impact on cultural changes within the ACT Public Health System'.

### Recommendation

That the Committee:

- *Note the progress towards implementation of the recommendations.*

## Independent Review into the Workplace Culture within ACT Public Health Services - Recommendations – Implementation Plan

Recommendation	Government Position – May 2019 Government Response	Responsibility	Timeframe- articulated in The Review	Measures and Status Update (A) Indicative Action Required	Project Status
1). That the three arms of the ACT Public Health System should commence a comprehensive process to re-engage with staff in ensuring the vision and values are lived, embraced at all levels, integrated with strategy and constantly reflected in leadership. To achieve this the Health Directorate should take the lead in providing the necessary tools and guidelines and coordinate the implementation by Canberra Health Services, Calvary Public Hospital and the Health Directorate.	<p>Recognising the territory-wide focus re-engagement with staff will occur across each of the three arms of the ACT Public Health System.</p> <p>Canberra Health Services and the ACT Health Directorate are embarking on projects to review their vision, values, role and behaviours. These projects will seek to ensure that, with the recent transition of ACT Health to two organisations, the vision and values of the new organisations are appropriate and clearly understood. This work will be completed by September 2019. There will be significant staff engagement as these projects are rolled out with a view to embedding the vision and values from November 2019.</p> <p>Calvary Public Hospital's values and vision are in line with the Little Company of Mary. As a key partner in the delivery of territory-wide services, Calvary will undergo re-engagement with staff to ensure the vision and values are embedded.</p>	<p><b>All</b> HD/CHS/CPH</p> <p>(Monitor: HD)</p>	Values and vision work by 1/10/19.	<p>Articulation of values and vision for three arms. Map values and visions for ACT public health system.</p> <p><u>Status Update:</u> HD- Values work underway and scheduled for completion by July 2019. CHS- Values and vision work has progressed significantly. Completion by July 2019.</p>	
			Embed from 1/10/19- 1/10/20.	To be embraced at all levels- further discussion required between HD, CHS and CPH to identify measures to demonstrate values being embraced- measures may also reflect increasing maturity overtime (A).	
			Evaluate from 1/10/20.	Linking values to code of conduct and behaviours- ensuring that policies are aligned and acknowledge values. Further discussion to occur between CHS, CH and HD to identify indicators of maturity (A).	
2). That Canberra Health Services and Calvary Public Hospital in conjunction with the Health Directorate, develop an appropriate suite of measures that: <ul style="list-style-type: none"> <li>reflect on elements of a great health service - both culture and strategy;</li> <li>monitor patient/client perspectives of outcomes/experience; and</li> <li>engage clinicians in their development.</li> </ul>	<p>Commencement of the development of the suite of measures will occur from July 2019 and it is anticipated that this will take at least six months to finalise phase one. The development and maturity of the measures will be iterative and ongoing to reflect the contemporary culture of the ACT Public Health System.</p>	<p><b>All</b> CHS/CPH/ HD</p> <p>(Monitor: HD)</p>	Develop suite of measures by 31/12/19.	<p><u>Status Update:</u> A range of agreed measures will be established. Discussion has commenced and this will be initiated in July 2019. Measures to be matured and developed further involving ongoing collaboration. Staff Survey to be implemented late in 2019.</p>	
			Conduct all staff survey 1/10/19.	Planning underway.	
			Implement/monitor suite of measures 1/1/20-31/12/20.	Annual Culture Survey- this will reflect positive improvement each year (by Independent Culture Reviewer).	
3). That a program designed to promote a healthier culture to reduce inappropriate workplace behaviour and bullying and harassment be implemented across the ACT Public Health System. The model adopted should be based on the Vanderbilt University Medical Center [sic] Patient Advocacy Reporting System (PARS) and Co-worker Observation Reporting System (CORS).	<p>The planning, procurement and foundational work for implementation of a program to promote a healthier culture will commence in July 2019.</p> <p>This will be a program based on the Vanderbilt system and the implementation model will be required to be consistent across the three arms of the ACT Public Health System.</p>	<p><b>All</b> HD / CHS / CPH</p> <p>(Monitor: HD)</p>	Planning, procurement and foundational work 1/8/19 – 1/5/20.	<p>Aggregate information and research gained to date across the ACT public health system (A). Next steps:</p> <ul style="list-style-type: none"> <li>- aggregate information</li> <li>- identify gaps, questions</li> <li>- develop concept/ proposal/ business case</li> <li>- including project planning</li> </ul>	
			Implementation 1/4/20 – 1/4/21.		
			Program delivery 1/2/21 ongoing.		



4). The Health Directorate convene a summit of senior clinicians and administrators of both Canberra Health Services and Calvary Public Hospital to map a plan of improved clinical services coordination and collaboration.	The Health Summit of senior clinicians and administrators from across the ACT Public Health System is planned for the second half of 2019.	HD	Plan summit 1/5/19-1/10/19.  Conduct first summit October 2019.	<u>Status Update:</u> HD- HSPR is undertaking initial concept development and planning.	
5). The CEO of Canberra Health Services should review mechanisms to better integrate clinical streams of the community health services within the Clinical Divisional Structures.	This work has commenced to better integrate the clinical streams of the community health services. This is reflected in the new organisational structure of Canberra Health Services.	CHS	Review and integrate – ongoing.  Evaluate April 2020.	<u>Status Update:</u> CEO CHS has continued with ongoing engagement. New organisational structure at CHS has reflected alignment and integration.	
6). That the Health Directorate re-establish open lines of communication with the NGO sector and other external stakeholders.	The Health Directorate has commenced the re-establishment of open lines of communication with the NGO sector with a view to establishing an NGO Leadership Group by October 2019.	HD	Commence re-opening of communication lines – now – 1/4/2020.  Establish NGO Leadership Group 1/10/2019.  Evaluate 1/7/2020.	<u>Status Update:</u> Communication has recommenced and further opportunities are currently being explored. A paper outlining re-engagement opportunities is scheduled to be considered by the ACTHD Directorate Leadership Committee in June 2019.	
7). The initiatives already underway to develop a valued and more coordinated research strategy in partnership with the academic sector and others are strongly supported. These provide a mechanism to encourage professional development and address culture, education, training, research and other strategic issues.	<p>The ACT Health Directorate is building on work commenced with the inaugural ACT Health Summit: ‘Research, Teaching and Training’, held on 13 November 2018 which included the development of relationships within the academia sector. An academic partnership and training strategy is being developed.</p> <p>The Culture Review Oversight Group membership was extended to include the Deans of the faculties of health at ANU and UC (see response to recommendation 18).</p>	HD	<p>Review existing arrangements 3/4/2019 – 31/12/2019.</p> <p>produce academic partnership &amp; training strategy 1/5/2019 – 1/10/2019.</p> <p>implement strategy 1/1/2020-1/1/2021.</p>	<p><u>Status Update:</u> Governance Review is currently underway.</p> <p>Partnership Board established and inaugural meeting held on 4 March 2019. Second meeting of the Board is scheduled for 21 June 2019.</p>	

8). That discussions occur between ACT and NSW with a view to developing a Memorandum of Understanding (MoU) for improved collaboration between the two health systems for joint Ministerial consideration.	The ACT Government is currently renegotiating the ACT-NSW Memorandum of Understanding (MoU) for Regional Collaboration, to be re-signed in 2019. Improved Collaboration between the ACT and NSW health systems can be listed as an agreed priority area for this MoU. The ACT Health Directorate has begun work and will commence negotiations with a view to developing an MoU with NSW Health by the end of 2019.	HD	Commence Negotiations 1/5/2019 – 31/12/2019.  Implement MoU 1/1/2020.	<u>Status Update:</u> ACT CMTEED currently in discussions, with acknowledgement that Health MOU has been assigned highest priority.	
9). Clinical engagement throughout the ACT Public Health System, particularly by the medical profession, needs to be significantly improved. Agreed measures of monitoring such improvement needs to be developed through consensus by both clinicians and executives. Such measures should include participation in safety, quality and improvement meetings, reviews and other strategy and policy related initiatives.	Canberra Health Services and Calvary Public Hospital have begun work on measures to monitor the improvement in clinical engagement across the ACT Public Health System. It is proposed that the measures be finalised and agreed by December 2019.	CHS/CPH	Agree measures 1/5/2019 – 31/12/2019.  Ongoing monitoring and reporting 1/1/2020 ongoing.	<u>Status Update:</u> Initial discussions underway. Further engagement with POCs to talk about direction and agree on measures.	
10). There should be a clear requirement for senior clinicians to collaboratively participate in clinical governance activities.	Canberra Health Services and Calvary Public Hospital are developing governance participation plans to ensure senior clinicians are collaboratively participating in clinical governance activities. These plans will be finalised by end of June 2019 with a view to commencement in July 2019.	CHS/CPH	Develop Governance Participation Plan 1/5/2019 – 30/6/2019  Commence participation 1/7/2019  Monitor participation 30/12/2019 ongoing	<u>Status Update:</u> CHS has commenced review of governance processes.	
11). Canberra Health Services and Calvary Public Hospital should assess the appropriateness of the Choosing Wisely initiative as a mechanism for improving safety and quality of care, developing improved clinical engagement and greater involvement in clinical governance.	The Choosing Wisely Program will be assessed, and recommendations made to the CEO Canberra Health Services and Regional CEO Calvary ACT by October 2019.	CHS/CPH/HD (CHO)	Assess Program 1/5/2019 – 1/10/2019.  Implement 1/10/2019.  Monitor and ongoing.	<u>Status Update:</u> CHS- Initial planning to assess program has commenced.	
12). That Canberra Health Services adopt the progressive evolution of clinically qualified Divisional Directors across each Clinical Division with Business Manager support and earned autonomy in financial and personnel management.	The restructure of Canberra Health Services Divisions is complete. The progressive evolution of clinically qualified Divisional Directors across each Clinical Division with Business Manager support and earned autonomy in financial and personnel management will be piloted from May 2019.	CHS	Conduct pilot 1/5/2019 – 1/5/2020.  Rollout full recommendations 30/4/2020.	<u>Status Update:</u> CHS- initial position descriptions being reviewed and will support future performance agreements.	
13). That an executive leadership and mentoring program be introduced across the ACT Public Health System specifically designed to develop current and future leaders. This program should include both current and emerging leaders.	The early planning for an executive leadership and mentoring program is underway.	All HD/ CHS/ CPH	Planning 1/5/2019 – 1/5/2020.  Implementation 1/5/2020 ongoing.	<u>Status Update:</u> Initial discussions to inform concept development underway.	



14). The three arms of the ACT Public Health System should review their HR staffing numbers and functions in response to the concerns staff have expressed regarding timeliness and confidence in current HR procedures, and the future needs for HR, as proposed in this Review.	The initial review began with the transition to three organisations within the ACT Public Health System. Now that transition has settled, the HR resourcing and functions will be reassessed in line with this recommendation. Implementation of any findings will take place in the later part of 2019.	All HD/CHS/CPH	Conduct Initial Review 1/5/2019 – 31/12/2019  Implement changes. 1/1/2020.  Evaluate 1/10/2020.	Status Update: Planning and proposal to be discussed at June CRISG.	
15). The recruitment processes in the ACT Public Health System should follow principles outlined in the Enterprise Agreements, Public Sector Management Act 1994 and relevant standards and procedures.	In line with the transition to three organisations, the advice to staff is being reviewed.	All	Review staff advice 1/6/2019 – 1/10/2019.  Continual monitoring and evaluation 1/10/2019 ongoing.	Status Update: Review current status, baseline, regular update report, evaluation to commence shortly.	
16). The range of training programs for staff offered by the ACT Public Health System should be reviewed with respect to their purpose, target audience, curriculum, training styles and outcomes so that they address the issues raised in this Review.	The range of training programs is being reviewed. This is expected to be completed by October 2019. Training Programs, particularly focused on resolving workplace conflicts swiftly are being considered within the three organisations.	All	Conduct Training program review 1/5/2019 – 30/11/2019.  Implement Changes 1/10/2019 – 1/4/2020.		
17). Should the recommendations of this Review be accepted, a public commitment should be jointly made by the Ministers for Health and Wellbeing, and Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital and key representative organisations to collectively implement the recommendations of this Review to ensure ongoing cultural improvement across the ACT Public Health System.	Once the Government Response has been tabled in the ACT Legislative Assembly, the very same week the commitment of the ACT Government and senior leadership team of the ACT Public Health System to the implementation of the recommendations of the Review will be reaffirmed to staff and the community.	Ministers and Executive (All)	Deliver public commitment by 1 July 2019.	Status Update: Public commitment made by Ministers and Health Leaders on 16 May 2019. The June meeting of the Oversight Group is scheduled to consider how other key stakeholders might make a similar commitment.	
18). A 'Cultural Review Oversight Group' should be established to oversight the implementation of the Review's recommendations. The Group should be chaired by the Minister for Health and Wellbeing, and include the Minister for Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital, Senior Executives across the ACT Public Health System, the Executive Director Health Care Consumers Association of the ACT, President of the AMA (ACT), Branch Secretary ANMF (ACT), and Regional Secretary CPSU.	Agreed (with additions to the membership of the Culture Review Oversight Group).  The Culture Review Oversight Group has been established and the inaugural meeting was held on 28 March 2019.  Members include the: Minister for Health and Wellbeing (Chair), Minister for Mental Health (Deputy Chair), Director-General Health Directorate, Chief Executive Officer Canberra Health Services, Regional Chief Executive Officer Calvary ACT, Regional Secretary CPSU, Branch Secretary ANMF ACT, President AMA ACT, Executive Officer Health Care Consumers	Minister and HD (project coordinator EBM CRI)	Commence Group activities – DONE.  Quarterly Group Meetings – 1/7/19 onwards.	Status Update: The Culture Review Oversight Group was established, and its second meeting is scheduled for 11 June 2019.  It is now proposed to establish success indicators for the CROG. <ul style="list-style-type: none"> <li>- measure</li> <li>- review annually</li> <li>- deliverables</li> <li>- timeliness</li> <li>- cost</li> <li>- engagement</li> <li>- measures reflect trend improvement</li> </ul>	



	<p>Association (ACT), Executive Branch Manager Culture Review Implementation Team [ex-officio].</p> <p>At its first meeting, the Group agreed to extend its membership to include: President ASMOF, President VMOA ACT, Dean College of Health and Medicine ANU, and Executive Dean Faculty of Health University of Canberra.</p>				
19). That the 'Cultural Review Oversight Group' auspice for the next three years, an annual, independent and external review of the extent of implementation of the recommendations of the Review and consequent impact on cultural changes within the ACT Public Health System.	The Culture Review Oversight Group will auspice the next independent review commencing around November 2019.	All HD, CHS, CPH (project coordinator EBM CRI)	<p>Annual review 1/10/19-31/12/19.</p> <p>Annual Review 1/10/20-31/12/20.</p> <p>Annual review 1/10/21-31/12/21.</p>	<p><u>Status Update:</u></p> <p>Discussion paper will be presented at September Oversight Group to progress this.</p>	
20). As a result of this Review, the 'Cultural Review Oversight Group' should engage with staff in the development of a change management and communications strategy, which clearly articulates to staff, patients/clients and the community the nature of the issues to be addressed and the mechanisms for doing it.	<p>A comprehensive communications strategy is being developed for the Culture Implementation Program. This is being led by the Health Directorate and oversight provided by the Culture Review Oversight Group.</p> <p>A change management strategy will be developed to align with the phasing of the Culture Implementation.</p>	All HD, CHS, CPH (Project coordinator EBM CRI).	<p>Communication strategy 1/5/2019 – 1/5/2020.</p> <p>Change Management Strategy.</p>	<p><u>Status Update:</u></p> <p>Establish Culture Review Implementation Team, to include a Strategic Communications position. Positions to be filled by end June 2019.</p> <p>Communications plan is being developed in consultation with CHS and CPH.</p> <p>A Change management process will be developed separately from the Communications plan. This will be developed from July 2019.</p>	

#### Status Colour Key

ON TRACK
DELAYED / MINOR ISSUES
DELAYED / SIGNIFICANT ISSUES
COMPLETED
NOT ACTIONED AT THIS STAGE

## Meeting Paper

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**Agenda Item:** 5.3

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**Topic:** Referrals by Review

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**Meeting Date:** 11 June 2019

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**Action Required:** Noting

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**Cleared by:** Director-General

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**Presenter:** Director-General

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### Purpose

1. That members note the approach to be taken for referrals from the Independent Review.

### Background

2. The attached paper was presented to the inaugural meeting of the Culture Review Oversight Group on 28 March 2019. The Group agreed to hold the matter over to the June meeting when all members are present.
3. [REDACTED] Information provided to the Senior Executive was often general in nature, to ensure the identity of the submitters could not be exposed. Specifically identifying issues proved challenging in areas that had significant staff numbers. Against this background, the Senior Executives of identified areas are commencing work to better understand the issues and develop a focussed program to address them. This is in its early stages and regular updates will be provided to the Oversight Group by the Leadership Team.
4. It is acknowledged that there are identified risks related to confidentiality in that if specific work areas, and details surrounding the issues are made public, opportunities to improve workplace culture in those areas may be compromised.
5. There was agreement that an all-staff survey would be undertaken by each organisation in late 2019. Further, it was acknowledged that there was an opportunity through the auspice of an Independent annual review (Recommendation 19) in early 2020 to gain feedback on progress in the identified referrals.

### 6. Recommendation

That the Committee note the information provided above and attached.

## Meeting Paper

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**Agenda Item:** 3.3

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**Topic:** Referrals by Review

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**Meeting Date:** 28 March 2019

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**Action Required:** Noting (to be tabled at the meeting – not for circulation)

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**Cleared by:**

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**Presenter:** Director-General

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### Purpose

1. That members note the approach to be taken for referrals from the Review.

### Background

2. There has been interest from stakeholders, the media and the ACT Legislative Assembly about the referrals made by the Independent Review into Workplace Culture within ACT Public Health Services (the Review).
3. The Reviewers decided if they were to identify the clusters that this would 'focus attention on these areas to the detriment of recognising the pervasive nature of poor workplace behaviours throughout' the system (page 13 of the Final Report).
4. The Review has advised the Chair that the referral of clusters was drawn from analysis of submissions to the Review but the Review did not investigate them on a case-by-case basis. Each referral related to a cluster of concerns raised in a particular work area.
5. The Review advised that the referrals were made to Senior Executives (the Director-General, CEO and General Manager Calvary ACT) between December 2018 and February 2019; and a letter was sent to the Minister for Health and Wellbeing following the release of the Final Report (see Attachment – letter from Independent Review into the Workplace Culture Within ACT Public Health Services).

### Issues

6. As you may be aware, the Final Report states (p.12):

*During analysis, it became apparent that a number of submissions repeatedly citing bullying and inappropriate behaviours were clustered in a few sections of the ACT Public Health System. As previously mentioned, it was outside the scope of this Review to investigate such allegations. Nevertheless, where these clusters were identified, the relevant Senior Executive was advised. The confidentiality of submissions was maintained in these referrals.*

*Consideration was given by the Reviewers to identify these clusters in this Report. On balance, it was thought this would focus attention on these areas to the detriment of recognising the pervasive nature of poor workplace behaviours throughout the ACT Public Health System. One of the tasks of the 'Cultural Review Oversight Group' proposed in Section 10, should be to monitor ongoing improvements in these areas. Where Reviewers were particularly concerned during interviews about the wellbeing of an individual, with the agreement of that individual, again the relevant Senior Executive was notified and/or the option was given to the individual to refer their issue to the ACT Public Sector Standards Commissioner.*

7. The issue of individual referrals is not able to be further discussed in CROG. The Review has advised that where Reviewers were particularly concerned about the wellbeing of an individual, that person was advised by the Reviewer on ways forward. The Review did not provide the Minister nor the Health Portfolio with a list of these type of referrals. The information on individual referrals is known only to the individual themselves and the Senior Executive or the Commissioner who was contacted by the Reviewer or the individual. Any discussion, even a general one, would risk compromising the privacy of the individuals involved.
8. The clusters referred by the Review are reproduced below:

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]





# INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

08 March 2019

Ms Megan Fitzharris MLA  
Minister for Health and Wellbeing  
Chair of the Cultural Review Implementation Group

Dear Minister

This letter provides an overview of referrals made by the Independent Review into Workplace Culture within ACT Public Health Services (the Review). These referrals were drawn from analysis of submissions, the Review has not investigated them on a case-by-case basis. Each referral relates to a cluster of concerns raised in a particular work area and all were referred to the relevant Executive between December 2018 and February 2019.

Providing these referrals to the Executive ensured they could commence activities to gain a greater understanding of staff concerns, and develop a tailored plan to address them. No specific details (examples) from individual submissions, or the identity of submitters, was provided to the Executive in these referrals. The referral letters provided the work area and nature of concerns raised for each area in a similar format to Page 2 of this letter.

As you are aware the Final Report states (p.12):

*During analysis, it became apparent that a number of submissions repeatedly citing bullying and inappropriate behaviours were clustered in a few sections of the ACT Public Health System. As previously mentioned, it was outside the scope of this Review to investigate such allegations. Nevertheless, where these clusters were identified, the relevant Senior Executive was advised. The confidentiality of submissions was maintained in these referrals.*

*Consideration was given by the Reviewers to identify these clusters in this Report. On balance, it was thought this would focus attention on these areas to the detriment of recognising the pervasive nature of poor workplace behaviours throughout the ACT Public Health Service. One of the tasks of the 'Cultural Review Oversight Group' proposed in Section 10 should be to monitor ongoing improvements in these areas. Where Reviewers were particularly concerned during interviews about the wellbeing of an individual, with the agreement of that individual, again the relevant Senior Executive was notified and/or the option was given to the individual of referral of their issue to the ACT Public Sector Standards Commissioner.*

To support this activity the details of clusters in work areas and concerns raised are provided below.



## Meeting Paper

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**Agenda Item:** 5.4

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**Topic:** Stakeholder Public Commitment – Recommendation 17

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**Meeting Date:** 11 June 2019

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**Action Required:** Decision

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**Cleared by:** Chair

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**Presenter:** Chair

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### Purpose

1. To finalise the arrangements for key representative organisations on the Oversight Group to make a public commitment to the implementation of the recommendations of the Review.

### Background

2. On Thursday 16 May 2019, the Minister for Health and Wellbeing tabled the Government Response to the Final Report of the Independent Review into the Workplace Culture within the ACT public health system in the ACT Legislative Assembly.
3. Together with the Minister for Mental Health and the three Leaders of the public health system, a public pledge was made to further emphasise the commitment to implementing the recommendations ([Attachment A](#)).

### Issues

4. Recommendation 17 states: *'Should the recommendations of this Review be accepted, a public commitment should be jointly made by the Ministers for Health and Wellbeing, and Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital and key representative organisations to collectively implement the recommendations of this Review to ensure ongoing cultural improvement across the ACT Public Health System'*
5. As the Oversight Group offers governance at the highest level, it is appropriate that the 'key representative organisations' of the Oversight Group, sign a similar public commitment. A draft is at [Attachment B](#) for discussion and consideration.
6. Should organisations agree to the wording of the commitment, it would then be appropriate for this document to be released to the media and staff of the ACT public health system.



7. Please find attached a copy of an email distributed by the AMA, for consideration by the Oversight Group (Attachment C).

### **Recommendation**

That the Oversight Group:

- *Agree to the wording and arrangements for the public commitment document for the key representative organisations on the Oversight Group.*

# CULTURE REVIEW IMPLEMENTATION

We are committed to improving the workplace culture within the ACT public health system and, through that, enhancing the standard of health care and services provided to the Canberra community.

We will work together to ensure all 20 recommendations of the review are addressed and implemented. This is our commitment to all who work in the ACT public health system and to the community.

We are focussed on embedding best practice to ensure the changes that are implemented from this review are enduring across the ACT's public health system. We will ensure strong governance is in place across all organisations and at all levels of leadership, to drive the implementation of the recommendations.

We look forward to new beginnings and the continuation of work already underway to improve workplace culture within our organisations.

Together, we are unreservedly committed to change for our staff and the community.

**Ms Meegan Fitzharris MLA**  
ACT Minister for  
Health and Wellbeing

**Mr Shane Rattenbury MLA**  
ACT Minister for  
Mental Health

**Mr Michael De'Ath**  
Director-General,  
ACT Health Directorate

**Ms Bernadette McDonald**  
Chief Executive Officer,  
Canberra Health Services

**Ms Barbara Reid**  
Regional Chief Executive  
Officer, Calvary ACT



(date)

## CULTURE REVIEW IMPLEMENTATION

(draft)

As organisations represented on the Culture Review Oversight Group,  
we are committed to working together with the  
Minister for Health and Wellbeing, the Minister for Mental Health and the three  
Leaders of the ACT public health system,  
to ensure all 20 recommendations of the Review are addressed and implemented.

This is our commitment to all who work in the ACT public health system  
and to the Canberra community.

Ms Madeline Northam  
Regional Secretary, CPSU

Mr Matthew Daniel  
Branch Secretary, ANMF ACT

Ms Darlene Cox  
Exec Director, HCCA ACT

Dr Antonio Di Dio  
President, AMA ACT

Dr Richard Singer  
President, ASMOF ACT

Dr Peter Hughes  
President, VMOA ACT

Professor Russell Gruen  
Dean, College of Health & Medicine ANU

Professor Michelle Lincoln  
Executive Dean, Faculty of Health, UC

## Dal Molin, Vanessa (Health)

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**From:** Peter Somerville <execofficer@ama-act.com.au>  
**Sent:** Tuesday, 28 May 2019 11:41 AM  
**To:** Darlene Cox; madeline.northam@cpsu.org.au; matthew@anmfact.org.au; anmfact@anmfact.org.au  
**Cc:** Steve Ross; 'Peter D Hughes'; Antonio Di Dio  
**Subject:** 'Public Sector Commitment' to Implementation of Independent Review Recommendations

Good morning

The week before last, Minister Fitzharris made a statement to the Legislative Assembly when releasing the Government's Response to the Final Report of the Independent Review; the links to the documents can be found here:

<https://www.health.act.gov.au/sites/default/files/2019-05/Ministerial%20Statement%20-%20Government%20Response%20to%20Independent%20Review.pdf>

and here:

<https://www.health.act.gov.au/sites/default/files/2019-05/Government%20Response%20to%20the%20Final%20Report%20of%20the%20Independent%20Review%20into%20the%20Workplace%20Culture%20within%20ACT%20Public%20Health%20Services.pdf>

The Government and the Minister have committed to implementing all recommendations and have further committed to working with stakeholders and staff to do so.

On the same day, the **Minister for Health, the Minister for Mental health, CEO CHS, DG ACT Health and GM Calvary** signed a 'Public Sector commitment' and did media on the Commitment. The document and photo can be found at the bottom of the webpage accessed here: <https://www.health.act.gov.au/about-our-health-system/culture-review-implementation>

The public commitment is said to be the response to Rec 17 of the Final Report. However, Recommendation 17 states the following:

*'Should the recommendations of this Review be accepted, a public commitment should be jointly made by the Ministers for Health and Wellbeing, and Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital **and key representative organisations** to collectively implement the recommendations of this Review to ensure ongoing cultural improvement across the ACT Public Health System.'* **[My emphasis].**

It appears that our organisations have been excluded from participation in the 'Public Sector Commitment' despite the language of Rec 17.

In raising this matter with the Minister's office for clarification, we suggested that the AMA (ACT) was expecting to be a contributor to the formulation of the commitment, be part of the public commitment and be a signatory. The Minister's office has responded that they wished to move quickly on the issue, owed a duty of care to the community and staff and viewed the change as a relatively minor matter.

While the Minister's view is that the recently "Public Sector commitment" has been made on behalf of the public sector (including Calvary) and was in response to a 'Duty of Care' that owed to the Canberra community and staff, it is somewhat undercut by the fact that the Commitment specifically refers to Rec 17.



We take a somewhat different view to Minister Fitzharris – the point of recommendation 17 was to assure the community, consumers and staff – and our members - that the 'key representative organisations' are part of the Review's implementation and change processes - both publicly and in private. In addition, that we took these matters seriously and implementation should be consultative with changes or additions to the recommendations or impacting on the recommendations, subject to consultation with the CROG rather than appearing as media announcements.

There is considerable cynicism amongst our members and others, notwithstanding the Final Report, that the Report will not be fully implemented and the bare minimum will be done before it's filed away. On the other hand, the CROG has convened for an initial meeting and progress is being made on implementation – a fact which the Minister believes should be to the Government's credit, and probably correctly so.

In addition, the Minister says that the CROG should consider which 'representative organisations' should form part of a broader Rec 17 commitment and has referred to the various medical colleges and the College of Midwives but there are likely to be others. Of course, the more 'representative organisations' that become involved means the greater distance in time and difficulty in either amending the 'Public Sector commitment' or drafting and agreeing a second commitment that includes all organisations.

In summary and in our view, the exclusion of 'key representative organisations' from the 'Public Sector commitment' and part of the implementation of Rec 17 is not a good sign and runs counter to the commitment to implement all the recommendations.

AMA (ACT) has foreshadowed that this matter should be considered at the next CROG meeting but, in any event, we wanted to be a signatory to the 'Public Sector' commitment subject to a review of the language or that the 'Public Sector commitment' be amended to reflect the language and parties referred to in Recommendation 17.

Please call me on 0417 047 764 if you wish to discuss.

Regards

Peter

---

**Peter Somerville**  
Chief Executive Officer  
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E-mail - [execofficer@ama-act.com.au](mailto:execofficer@ama-act.com.au)  
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AMA  
(ACT) LIMITED

## Meeting Paper

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**Agenda Item:** 6.1

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**Topic:** Communications Plan update

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**Meeting Date:** 11 June 2019

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**Action Required:** Noting

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**Cleared by:** EBM, CRI

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**Presenter:** D-G, HD

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### Purpose

1. For the meeting to note.

### Background

2. Communication is critical in ensuring strong staff and stakeholder engagement throughout the implementation process.
3. The Communications Plan for the Implementation is being developed by the Directorate Communications Team in close consultation with the Executive Branch Manager Culture Review Implementation.

### Issues

4. The work towards the Communications Plan is progressing as part of the overall system approach for Culture and the implementation of the Review recommendations.
5. It is proposed to engage a communications specialist who will assist in developing and delivering the Communications Plan. This position was recently advertised and recruitment is expected to be finalised by end of June 2019.
6. The Communications Plan will be presented to the September 2019 meeting of the Oversight Group.

### Recommendation

That the Committee:

- *Note this information.*

## Meeting Paper

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**Agenda Item:** 6.2

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**Topic:** Government Response to the Final Report

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**Meeting Date:** 11 June 2019

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**Action Required:** Noting

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**Cleared by:** Chair

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**Presenter:** Chair

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### Purpose

1. That the Oversight Group note the ACT Government's Response to the Final Report of the Independent Review into the Workplace Culture with ACT Public Health Services.

### Background

2. On 16 May 2019, the Minister for Health and Wellbeing provided all members of the Culture Review Oversight Group with a copy of the Government Response.

### Issues

3. The Government Response was tabled in the ACT Legislative Assembly on Thursday 16 May 2019.

### Recommendation

That the Committee:

- *Note this information and the attached copy of the Government Response.*

**2019**

**LEGISLATIVE ASSEMBLY FOR THE  
AUSTRALIAN CAPITAL TERRITORY**

**GOVERNMENT RESPONSE TO THE FINAL REPORT OF THE INDEPENDENT  
REVIEW INTO THE WORKPLACE CULTURE WITHIN  
ACT PUBLIC HEALTH SERVICES**

**Presented by**

**Meegan Fitzharris MLA**

**Minister for Health and Wellbeing**

**16 May 2019**



## INTRODUCTION

On 19 March 2019 the Minister for Health and Wellbeing, Ms Meegan Fitzharris MLA, tabled the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the report), in the ACT Legislative Assembly.

The Minister announced the establishment of an Independent Review into Workplace Culture in the ACT public health system (the Review) on 10 September 2018. The Terms of Reference for the Review and details of the Independent Panel appointed to lead the Review were released on 21 September 2018.

The Terms of Reference for the Review tasked the Independent Panel to:

- Examine and report on the workplace culture of public health care services in the ACT and provide advice on any systemic and institutional issues.  
This examination was to consider any examples of best practice workplace culture and professional conduct in the delivery of public health care in the ACT, nationally and internationally.
- Examine claims made in relation to inappropriate conduct and behaviours.
- Examine and report on the existing workforce policies and complaints management practices to ensure their relevance and appropriateness.
- Provide recommendations for further improving workplace culture across the ACT public health system, and any additional support systems required for staff and management.

Further, the terms of reference required that the Independent Review Panel provide their Interim Report to the Minister for Health and Wellbeing by 31 January 2019, with a final report due by 30 March 2019.

The Panel delivered its Interim Report to the Minister on 30 January 2019 and it was subsequently released publicly on 1 February 2019.

The Final Report of the Review was publicly released on 7 March 2019.

The Government has agreed to all twenty recommendations contained in the Final Report.

The Government recognises the importance of working closely with staff and stakeholders to ensure that the recommendations are implemented in a way that drives the change we need to see.

The key themes highlighted in the Report indicate that:

- staff members within the public health system have been subjected to inappropriate behaviours, including bullying and harassment, in the workplace;
- there are inefficient processes and processes to manage complaints handling;
- additional training is required to support management in dealing with inappropriate workplace practices;
- an inability to make timely decisions;
- inefficient and inappropriate Human Resource practices;
- historically there has been a lack of effective leadership and management throughout the ACT Public health System; and
- there is a need to ensure greater clinical engagement to ensure that the system can benefit from expert knowledge and input of individuals.

The Review Panel recognised in the report that work has begun over the last 12 months to improve workplace culture; and acknowledged the positive effect that this has had within the workplace.

The Government has already established a strong governance framework to ensure that implementation of the recommendations made by the Review Panel is effective, efficient and accountable. The ACT Health Directorate, as system steward, will lead the response to ensure that there is a consistent and territory wide approach taken.

Governance will have oversight at the highest level. The inaugural meeting of the Culture Review Oversight Group was held on 28 March 2019, chaired by the Minister for Health and Wellbeing with the Minister for Mental Health as the Deputy Chair and included key senior stakeholders and the senior executive leadership team of the public health system.

The executive structures within the ACT Health Directorate, Canberra Health Services and Calvary Public Hospital Bruce have been, or are in the process of being, reformed to ensure that we have the

right people in place to lead a contemporary health service across the ACT. There has been rigorous focus on stabilising and refining organisational structures, working closely with all staff.

The Government was pleased to read in the Final Report that cautious optimism was expressed by many within the service regarding the new leadership.

The Review has fundamentally assessed and understood the core of the culture issues in ACT public health services; and has allowed staff and stakeholders to be heard, to share their experiences, their stories and contribute in a positive way to real change.

The Panel has provided a clear way forward. The Government would like to thank the Independent Panel members: Mr Mick Reid (Chair), Ms Fiona Brew and Professor David Watters for their expertise, leadership and compassionate approach in their conduct of this Review.

The Government is committed to providing to members of the ACT Legislative Assembly a biannual update on progress against the Recommendations for the next three years.

The Government has agreed to all the recommendations and the broad implementation timeline; noting that many of the initiatives will be ongoing and are aimed at embedding best practice and continuous improvement throughout the ACT Public Health System.

The Government assures staff, stakeholders and the community that it will implement the recommendations of the Independent Panel, and will do so in the same spirit of openness with which it embarked on the Review.

Government Response – Workplace Culture Review Recommendation, Position and Comments		
Recommendation	Position	Comment
<p>1). That the three arms of the ACT Public Health System should commence a comprehensive process to re-engage with staff in ensuring the vision and values are lived, embraced at all levels, integrated with strategy and constantly reflected in leadership. To achieve this the Health Directorate should take the lead in providing the necessary tools and guidelines and coordinate the implementation by Canberra Health Services, Calvary Public Hospital and the Health Directorate.</p>	Agree	<p>Recognising the territory-wide focus re-engagement with staff will occur across each of the three arms of the ACT Public Health System.</p> <p>Canberra Health Services and the ACT Health Directorate are embarking on projects to review their vision, values, role and behaviours. These projects will seek to ensure that, with the recent transition of ACT Health to two organisations, the vision and values of the new organisations are appropriate and clearly understood. This work will be completed by September 2019. There will be significant staff engagement as these projects are rolled out with a view to embedding the vision and values from November 2019.</p> <p>Calvary Public Hospital's values and vision are in line with the Little Company of Mary. As a key partner in the delivery of territory-wide services, Calvary will undergo re-engagement with staff to ensure the vision and values are embedded.</p>
<p>2). That Canberra Health Services and Calvary Public Hospital in conjunction with the Health Directorate, develop an appropriate suite of measures that:</p> <ul style="list-style-type: none"> <li>• reflect on elements of a great health service - both culture and strategy;</li> <li>• monitor patient/client perspectives of outcomes/experience; and</li> <li>• engage clinicians in their development.</li> </ul>	Agree	<p>Commencement of the development of the suite of measures will occur from July 2019 and it is anticipated that this will take at least six months to finalise phase one. The development and maturity of the measures will be iterative and ongoing to reflect the contemporary culture of the ACT Public Health System.</p>

Government Response to the Final Report of the Independent Review  
into the Workplace Culture within ACT Public Health Services

<i>3). That a program designed to promote a healthier culture to reduce inappropriate workplace behaviour and bullying and harassment be implemented across the ACT Public Health System. The model adopted should be based on the Vanderbilt University Medical Center [sic] Patient Advocacy Reporting System (PARS) and Co-worker Observation Reporting System (CORS).</i>	Agree	<p>The planning, procurement and foundational work for implementation of a program to promote a healthier culture will commence in July 2019.</p> <p>This will be a program based on the Vanderbilt system and the implementation model will be required to be consistent across the three arms of the ACT Public Health System.</p>
<i>4). The Health Directorate convene a summit of senior clinicians and administrators of both Canberra Health Services and Calvary Public Hospital to map a plan of improved clinical services coordination and collaboration.</i>	Agree	<p>The Health Summit of senior clinicians and administrators from across the ACT Public Health System is planned for the second half of 2019.</p>
<i>5). The CEO of Canberra Health Services should review mechanisms to better integrate clinical streams of the community health services within the Clinical Divisional Structures.</i>	Agree	<p>This work has commenced to better integrate the clinical streams of the community health services. This is reflected in the new organisational structure of Canberra Health Services.</p>
<i>6). That the Health Directorate re-establish open lines of communication with the NGO sector and other external stakeholders</i>	Agree	<p>The Health Directorate has commenced the re-establishment of open lines of communication with the NGO sector with a view to establishing an NGO Leadership Group by October 2019.</p>

<p><i>7). The initiatives already underway to develop a valued and more coordinated research strategy in partnership with the academic sector and others are strongly supported. These provide a mechanism to encourage professional development and address culture, education, training, research and other strategic issues.</i></p>	<p>Agree</p>	<p>The ACT Health Directorate is building on work commenced with the inaugural ACT Health Summit: 'Research, Teaching and Training', held on 13 November 2018 which included the development of relationships within the academia sector. An academic partnership and training strategy is being developed.</p> <p>The Culture Review Oversight Group membership was extended to include the Deans of the faculties of health at ANU and UC (see response to recommendation 18).</p>
<p><i>8). That discussions occur between ACT and NSW with a view to developing a Memorandum of Understanding (MoU) for improved collaboration between the two health systems for joint Ministerial consideration</i></p>	<p>Agree</p>	<p>The ACT Government is currently renegotiating the ACT-NSW Memorandum of Understanding (MoU) for Regional Collaboration, to be re-signed in 2019. Improved Collaboration between the ACT and NSW health systems can be listed as an agreed priority area for this MoU. The ACT Health Directorate has begun work and will commence negotiations with a view to developing an MoU with NSW Health by the end of 2019.</p>
<p><i>9). Clinical engagement throughout the ACT Public Health System, particularly by the medical profession, needs to be significantly improved. Agreed measures of monitoring such improvement needs to be developed through consensus by both clinicians and executives. Such measures should include participation in safety, quality and improvement meetings, reviews and other strategy and policy related initiatives.</i></p>	<p>Agree</p>	<p>Canberra Health Services and Calvary Public Hospital have begun work on measures to monitor the improvement in clinical engagement across the ACT Public Health System. It is proposed that the measures be finalised and agreed by December 2019.</p>

Government Response to the Final Report of the Independent Review  
into the Workplace Culture within ACT Public Health Services

10). <i>There should be a clear requirement for senior clinicians to collaboratively participate in clinical governance activities.</i>	Agree	Canberra Health Services and Calvary Public Hospital are developing governance participation plans to ensure senior clinicians are collaboratively participating in clinical governance activities. These plans will be finalised by end of June 2019 with a view to commencement in July 2019.
11). <i>Canberra Health Services and Calvary Public Hospital should assess the appropriateness of the Choosing Wisely initiative as a mechanism for improving safety and quality of care, developing improved clinical engagement and greater involvement in clinical governance.</i>	Agree	The Choosing Wisely Program will be assessed, and recommendations made to the CEO Canberra Health Services and Regional CEO Calvary ACT by October 2019.
12). <i>That Canberra Health Services adopt the progressive evolution of clinically qualified Divisional Directors across each Clinical Division with Business Manager support and earned autonomy in financial and personnel management.</i>	Agree	The restructure of Canberra Health Services Divisions is complete. The progressive evolution of clinically qualified Divisional Directors across each Clinical Division with Business Manager support and earned autonomy in financial and personnel management will be piloted from May 2019.
13). <i>That an executive leadership and mentoring program be introduced across the ACT Public Health System specifically designed to develop current and future leaders. This program should include both current and emerging leaders.</i>	Agree	The early planning for an executive leadership and mentoring program is underway.

14). <i>The three arms of the ACT Public Health System should review their HR staffing numbers and functions in response to the concerns staff have expressed regarding timeliness and confidence in current HR procedures, and the future needs for HR, as proposed in this Review.</i>	Agree	The initial review began with the transition to three organisations within the ACT Public Health System. Now that transition has settled, the HR resourcing and functions will be reassessed in line with this recommendation. Implementation of any findings will take place in the later part of 2019.
15). <i>The recruitment processes in the ACT Public Health System should follow principles outlined in the Enterprise Agreements, Public Sector Management Act 1994 and relevant standards and procedures.</i>	Agree	In line with the transition to three organisations, advice to staff regarding relevant legislation, standards and procedures for recruitment processes is being reviewed and updated to ensure it remains contemporary, clear and effective.
16). <i>The range of training programs for staff offered by the ACT Public Health System should be reviewed with respect to their purpose, target audience, curriculum, training styles and outcomes so that they address the issues raised in this Review.</i>	Agree	The range of training programs is being reviewed. This is expected to be completed by October 2019. Training Programs, particularly focused on resolving workplace conflicts swiftly are being considered within the three organisations.



<p>17). <i>Should the recommendations of this Review be accepted, a public commitment should be jointly made by the Ministers for Health and Wellbeing, and Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital and key representative organisations to collectively implement the recommendations of this Review to ensure ongoing cultural improvement across the ACT Public Health System.</i></p>	<p>Agree</p>	<p>Following the tabling of the Government Response, Ministers and the senior leadership team of the ACT Public Health System will reaffirm their collective commitment to implement the recommendations of the Review.</p>
<p>18). <i>A 'Cultural Review Oversight Group' should be established to oversight the implementation of the Review's recommendations. The Group should be chaired by the Minister for Health and Wellbeing, and include the Minister for Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital, Senior Executives across the ACT Public Health System, the Executive Director Health Care Consumers Association of the ACT, President of the AMA (ACT), Branch Secretary ANMF (ACT), and Regional Secretary CPSU.</i></p>	<p>Agree (with additions to the membership of the Culture Review Oversight Group).</p>	<p>Agreed (with additions to the membership of the Culture Review Oversight Group).</p> <p>The Culture Review Oversight Group has been established and the inaugural meeting was held on 28 March 2019.</p> <p>Members include the: Minister for Health and Wellbeing (Chair), Minister for Mental Health (Deputy Chair), Director-General Health Directorate, Chief Executive Officer Canberra Health Services, Regional Chief Executive Officer Calvary ACT, Regional Secretary CPSU, Branch Secretary ANMF ACT, President AMA ACT, Executive Officer Health Care Consumers Association (ACT), Executive Branch Manager Culture Review Implementation Team [ex-officio].</p> <p>At its first meeting, the Group agreed to extend its membership to include: President ASMOF, President VMOA ACT, Dean College of Health and Medicine ANU, and Executive Dean Faculty of Health University of Canberra.</p>

Government Response to the Final Report of the Independent Review  
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19). That the 'Cultural Review Oversight Group' auspice for the next three years, an annual, independent and external review of the extent of implementation of the recommendations of the Review and consequent impact on cultural changes within the ACT Public Health System.	Agree	The Culture Review Oversight Group will auspice the next independent review commencing around November 2019.
20). As a result of this Review, the 'Cultural Review Oversight Group' should engage with staff in the development of a change management and communications strategy, which clearly articulates to staff, patients/clients and the community the nature of the issues to be addressed and the mechanisms for doing it.	Agree	A comprehensive communications and change management strategy is being developed for the Culture Implementation Program. This is being led by the Health Directorate and oversight provided by the Culture Review Oversight Group.

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## Meeting Paper

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**Agenda Item:** 6.3

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**Topic:** Culture Review Implementation Steering Group update

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**Meeting Date:** 11 June 2019

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**Action Required:** Noting

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**Cleared by:** Chair

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**Presenter:** D-G, Health Directorate

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### Purpose

1. That the meeting note that the inaugural meeting of the Culture Review Implementation Steering Group (Steering Group) was held on 13 May 2019.

### Background / Issues

2. At that meeting the Steering Group reviewed the draft Terms of Reference (TORs) for the Steering Group. The revised draft TORs will be considered at the next Steering Group meeting in June 2019 for endorsement. A copy of the draft TORs is provided at Attachment A.
3. The Steering Group discussed the importance of ensuring a strategic approach to the culture review implementation focussed on organisational health and a positive workplace.
4. The Steering Group agreed to meet monthly to ensure the implementation process is timely. The next meeting will be held in late June 2019.
5. A copy of the draft minutes of the Steering Group meeting is provided at Attachment B. Please note that these minutes will be endorsed at the next Steering Committee meeting in June 2019, and final minutes provided to the September 2019 Oversight Group meeting.

### Recommendation

That the Committee:

- *Note this information.*

## (draft) Minutes

13 May 2019

9:30 – 11:00

Level 5, 6 Bowes St

### Members Present:

- Michael De'Ath, Director-General, Health Directorate (Chair)
- Bernadette McDonald, Chief Executive Officer, Canberra Health Services (Deputy Chair)
- Barbara Reid, Regional Chief Executive Officer, Calvary ACT
- Jodie Junk-Gibson, Executive Branch Manager, Culture Review Implementation
- Janine Hammat, Executive Group Manager, People and Culture, CHS
- Judi Childs, Chief Human Resource Officer, Calvary ACT

### Member Present for part of the meeting (9.30-10.20):

- John Fletcher, Executive Group Manager, Corporate Governance, HD

### Also present:

- Tania Vlahos, Culture Review Implementation, Office of the Director-General (Secretariat)

### Apologies:

- Nil

Item 1	<b>Welcome</b>
	The Chair welcomed members to the inaugural meeting of the Culture Review Implementation Steering Group ('the Steering Group').
Item 2	<b>Discussion Items</b>  <b>2.1 Terms of Reference</b>  The draft Terms of Reference (TOR) were presented at the meeting. The chair noted that the draft TORs had been presented to the initial meeting of the Culture Review Oversight Group ('the Oversight Group') who asked that the second dot point under role include 'develop the implementation plan'.  The CRISG members asked for some minor changes to the draft TORs. The Chair asked that the changes occur and the TORs brought back to the next meeting for official endorsement.

**ACTION:** Minor changes to Terms of Reference – typos in position titles and modify wording to ‘develop the implementation plan’. Agreement to bring back to next meeting for formal sign off.

## **2.2 Detailed update from each organisation within the ACT public health system**

The three leaders provided verbal updates to the meeting on the progress towards implementation.

## **2.3 System approach to positive and healthy culture and wellbeing**

The Chair invited discussion on how we move forward in a strategic way, addressing the requirement for a detailed implementation plan that works across the three organisations.

[John Fletcher had to leave the meeting part way through this item]

The meeting discussed various approaches and the requirement for a ‘road map’ to provide system-wide direction.

The Chair asked that Jodie Junk-Gibson, Judi Childs, Janine Hammat and John Fletcher work on an options paper, due in a week, and the Steering Group will teleconference to discuss it.

**ACTION:** Jodie J-G, Judi Childs, Janine Hammat and John Fletcher to work on options paper due to Group by the 20 May 2019. Teleconference to be scheduled to decide on way forward.

## **2.4 Culture**

The Chair invited discussion on the definition of culture and referred to the agenda paper and its attached definitions.

The meeting discussed various definitions and the use of a definition to provoke conversations when problem-solving.

The Chair asked that the options be reworked over the next week.

**ACTION:** Review paper and send to Group within the week for comments and feedback. Comments to be returned by 14 June 2019.

## **2.5 Workplace Culture Review Recommendations Table – Working Document – May 2019**

Jodie Junk-Gibson advised that this document is a starting point for tracking progress against recommendations while the overarching strategy / road map is being developed.

The meeting discussed the HR Review (Recommendation 14) including the work already done by consultants before the split. There was discussion around the next steps including that there needs to be an independent HR Review and then a briefing to Government on any financial / staffing implications of the recommendations.

### **ACTION:**

- Jodie Junk-Gibson to develop a paper on the next steps in the HR Review. Paper to be brought back to the Steering Group.
- Jodie Junk-Gibson to forward recommendations working document for completion by members with POC and updates.

	<ul style="list-style-type: none"> <li>Janine Hammat to provide document derived from the consultants prior to the transition which outlined resourcing gaps etc</li> </ul>
<b>Item 3</b>	<p><b>Information Items</b></p> <p><b>3.1 Culture Review Oversight Group</b></p> <p>The meeting noted the draft TORs and the communique for the 28/3/19 meeting of the Oversight Group.</p> <p><b>3.2 Communication Plan update</b></p> <p>Jodie Junk-Gibson provided a brief update.</p> <p><b>3.3 Government Response to the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services</b></p> <p>The Chair advised that this was being considered by Government on 13 May 2019 with a view to tabling in the ACT Legislative Assembly on 16 May 2019. The Chair also noted that the Public Commitment (Recommendation 17) would occur on the same day.</p> <p><b>3.4 Referrals / Clusters</b></p> <p>The meeting noted the paper and that the Oversight Group has carriage of this matter.</p> <p><b>ACTION:</b> Jodie Junk-Gibson to provide the three Leaders with the Minister's messaging around this matter.</p>
<b>Item 4</b>	<b>Committee Reports</b>
	<b>4.1 nil</b>
<b>Item 5</b>	<b>Other business</b>
	<p><b>5.1 Meeting schedule for 2019</b></p> <p>The Group agreed to meet monthly.</p> <p><b>DECISION:</b> The Group agreed to meet monthly.</p> <p><b>ACTION:</b> Secretariat to diarise monthly meetings.</p> <p><b>5.2 Communication from this meeting</b></p> <p>Jodie Junk-Gibson to provide key points for Leaders to include in their messaging to their organisations.</p>

## (draft) Terms of reference

<b>Role</b>	<p>The role of the Culture Review Implementation Steering Group (Steering Group) is to provide a forum that facilitates the implementation of the recommendations of the Final Report of the Review into the Workplace Culture in ACT Public Health Services (the Review). (March 2019).</p> <p>The Steering Group will:</p> <ul style="list-style-type: none"> <li>• Assist the Culture Review Oversight Group with the work of overseeing the implementation of the Review recommendations;</li> <li>• Develop and steer / enact / complete / realise / acquit / take carriage of the implementation plan;</li> <li>• Oversight and facilitate the annual review of workplace culture;</li> <li>• Ensure there is clear and effective governance around the culture review implementation, including discussion on new and emerging issues, opportunities and risks;</li> <li>• Facilitate information sharing and discussion of key issues affecting the culture review implementation;</li> <li>• Consider issues around organisational leadership and culture as they relate to the culture review implementation;</li> <li>• Support the Leadership Team (Director-General Health, CEO Canberra Health Services and the Regional CEO Calvary ACT) to meet their responsibilities stipulated within the Culture Review recommendations; and</li> <li>• Ensure alignment of implementation work across the Portfolio.</li> </ul>
<b>Values and Behaviours</b>	<p>Participation and engagement in the Committee will reflect organisational values and the commitment to collaborating within strong governance frameworks. Members will display signature behaviours such as:</p> <ul style="list-style-type: none"> <li>• Accountable, transparent, decision-making</li> <li>• Genuine and respectful engagement with colleagues within the Directorates, across the ACT Public Service and the Health System and with community members</li> <li>• Open sharing of information to improve the delivery of services, to enable good governance, quality and accurate reporting and the development of evidence-based policies and programs, and</li> <li>• Innovative improvement of systems and services to achieve safe and effective person and family-centred care.</li> </ul>

<b>Membership</b>	<ul style="list-style-type: none"> <li>• Director-General, Health Directorate (Chair)</li> <li>• Chief Executive Officer, Canberra Health Services (Deputy Chair)</li> <li>• Regional Chief Executive Officer, Calvary ACT (Deputy Chair)</li> <li>• Executive Group Manager, People and Culture, CHS</li> <li>• Executive Group Manager, Corporate and Governance, HD</li> <li>• Chief Human Resource Officer, Calvary ACT</li> <li>• Executive Branch Manager, Culture Review Implementation Team</li> </ul> <p>Relevant agency project officers responsible for ensuring efficient implementation will also be invited to attend to support the Steering Group</p> <p>The Steering Group may also co-opt other individuals or representatives of organisations from time to time with the agreement of the Chairs where special expertise or experience is required to assist the Steering Group in its work.</p> <p>Members will be asked to declare any actual, potential, or perceived conflicts of interest, at each meeting.</p>
<b>Secretariat</b>	Secretariat Support will be provided from the Culture Review Implementation Team within the Office of the Director- General
<b>Meeting Frequency</b>	Meetings are to be held monthly, or as required by the Chair.
<b>Quorum</b>	At least 50% +1 of members in attendance shall be deemed to be a quorum. With the Chair and Deputy Chairs as mandatory attendees.
<b>Absences from Meetings and Proxy Attendance</b>	All Members are strongly encouraged to prioritise meetings. Absences or proxy requests are to be submitted to the Secretariat a week prior to the meeting.
<b>Functions</b>	<p>The Culture Review Implementation Steering Group has been established to:</p> <ul style="list-style-type: none"> <li>• provide leadership and oversight of a sustained, transparent and measurable approach to the implementation of the Review recommendations;</li> <li>• provide advice and direction to the Culture Review Oversight Group on implementation priorities and initiatives;</li> <li>• action any requests from the Culture Review Oversight Group including for further work or advice on culture review implementation;</li> <li>• action the escalation of issues, risks, opportunities and recommendations from/to the Culture Review Oversight Group;</li> <li>• establish and monitor key priorities and strategies for implementation;</li> <li>• establish governance arrangements, to ensure appropriate authority, responsibility and accountability in implementing the review</li> </ul>



	<p>recommendations is supported across the organisation by its structure, delegations, policies and committee arrangements; and</p> <ul style="list-style-type: none"> <li>• discuss and progress concept papers towards implementation of the Review recommendations.</li> </ul>
<b>Reporting Mechanisms</b>	<p>The Steering Group reports to the Culture Review Oversight Group through the Chair.</p> <p>The Steering Group receives information, regular reports and issues for escalation on implementation matters from each member.</p> <p>In addition, all members of the Steering Group are required to report on critical culture review implementation issues within their Division and/or professional group.</p> <p>Other organisational executives may also make direct submissions to the Steering Group following approval from the Chair.</p>
<b>Meetings and Agenda Requests</b>	<p>Requests to list agenda items and papers should be received by the Secretariat at least one week prior to the meeting.</p> <p>Papers will be distributed to members electronically at least three days prior to the meeting taking place.</p>
<b>Standing Agenda Items</b>	<p>Standing agenda.</p>
<b>Minutes</b>	<p>The Secretariat will prepare minutes of each meeting, and record actions items. Minutes and action items will be distributed within one week of the meeting taking place.</p>
<b>TOR Review Frequency</b>	<p>The Terms of Reference will be reviewed annually, or as required to ensure alignment with governance arrangements. The Committee will cease operation in May 2022 following full implementation of the cultural review.</p> <p>The next review is due by May 2020.</p>
<b>TOR Approval</b>	<p>Michael De'Ath Director-General ACT Health Directorate May 2019</p>