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Background

1. Since joining ACT Health, the Director General has received feedback from staff about the current state of our culture and the challenges of working in ACT Health over the last three years. There was acknowledgement that the culture had deteriorated over that time.
2. Over the last three months, the ACT Health leadership team has worked hard to rebuild the organisational culture, particularly through the reaccreditation process. The commitment from the leadership team is starting to show signs of a significant shift in the positivity of the workforce culture across the organisation. This is evident in the comments provided by the ACHS surveyors in their Final Draft Advanced Completion report and through unsolicited feedback provided to the Director General.
3. Developing a high performing culture where people feel valued, are able to contribute and build effective partnerships is a high priority for the Executive.

Issues

4. The importance of continuing to rebuild the organisational culture is vital during this period of reform and transition, and is a specific focus for the Transition Team. The Director General is confident that the Directorate leadership team is capable of continuing to drive the positive change that is required over the next three, six and twelve months.
5. The proposed culture development work over the next 12 months will involve interrelated focus areas of leadership, values, engagement and communication.

Leadership and Values

- i. *Build a cohesive, values-based executive team.* This has been a major focus following the implementation of the form and function review and has centred on supporting staff during transition. It involves the Director General, Deputy Directors General and all Executive Directors.
- ii. *Build an environment where collaboration can thrive.* Collaborative leadership events will be held to bring many leaders together from across the organisation. Events will concentrate on engaging directly with the DG and senior executive, with dialogue and support to focus on the future in a constructive and inspiring way, break silos and provide opportunities to consult on key issues. The first Collaborative Leadership event is scheduled to be held on 14 August 2018 and will provide an opportunity to contribute to the future state of the organisation.
- iii. *Training on change leadership.* Training will be delivered to Directorate Leaders to support staff through key organisational changes, build resilience and improve change communications.
- iv. *Ensure the Employee Assistance Providers are briefed on organisational issues.* This will enable the counsellors to better support staff by having greater awareness of the context in which staff may be seeking assistance.

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- v. *The Clinical Culture Committee in its current form will be concluded.* A final meeting will be held to acknowledge the achievements of the committee (such as the Senior Doctors Leadership Program and Respect at Work seminars for doctors and all staff), inform members about key elements of the refocused culture development work, and to start considering the governance of culture required for the two new organisations.
External stakeholders including the Australian Medical Association, the ACT Visiting Medical Officers Association and the various medical colleges can be valuable partners in promoting and reinforcing respectful values-based behaviour and collaborative cultures among doctors. To that end, Canberra Hospitals and Health Services (as the new clinically focused organisation post-1 October 2018) will seek to explore how those partnerships could be strengthened.
- vi. *Embed cohesive senior leadership teams in the two organisations.* A leadership development program will be procured and customised for each organisation to accelerate the effectiveness of the leadership team working across the two organisations, and ensure that positive relationships can be maintained.
- vii. *Revise and refresh Vision and Values for the two organisations.* A process will be developed based on the recent work done within ACT Health for the University of Canberra Hospital and successful work undertaken in the Community Services Directorate. This work emphasised a wide-ranging consultative approach and the direct use of staff wording of values-based behaviours. The launch of two organisations is an opportune moment to commence this work.
- viii. *Assess culture six months after the two organisations are formed.* In the normal course of business, ACT Health would be due to have a culture survey in November 2018 (three years since the previous survey). That timing is not advisable given the move to two organisations and the need to allow the foundations of those organisations time to settle. A process for undertaking a survey across the two organisations will be considered once the organisations are formed and staff are settled.

Engagement and Communication

- ix. *Develop and implement a consultation framework.* It is proposed to develop a practical guide for Executives and Managers to ensure ongoing compliance with the industrial framework and to genuinely ensure staff voices can be heard.
- x. *Conduct bi-monthly staff forums and utilise cascading communication.* Recent forums have been well received and ensuring continuity of these is important. In addition, ensuring effective face-to-face cascading of key messages is critical given the time-poor nature of much of the workforce and the limited reach of electronic modes. Executives will be supported to ensure that critical messages can be relayed to all staff. This process has commenced and the transition program is trialling this approach to ensure staff awareness and engagement.
- xi. *Increase the focus on genuine "good news".* A process is being developed to enable the identification and promotion of the many instances of great care and service which happen across ACT Health every day. Values-based rewards and recognition practices will also be considered.

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Workforce Strategy

6. The Workforce Strategy Development Project commenced in 2017, with the aim of providing a future-fit approach to ensure ACT Health has the right people, in the right place, at the right time delivering patient and family centred, safe and high quality care.
7. KPMG was contracted to assist in the development of the Strategy. The project has provided some important insights into elements of culture within the Organisation.
8. As a first step the consultancy undertook a current state observation which identified a number of system wide issues and their implications for ACT Health and the Workforce Strategy. Consultants have subsequently provided a comprehensive document on change management going forward.
9. A full briefing will be provided to you shortly on the development of the Workforce Strategy for 2018 – 2027.

Financial Implications

10. Continuing to invest in culture development is important for ACT Health, particularly through the transition process. While the overarching development and coordination can be managed through existing resources within ACT Health, there will need to be expenditure to achieve a number of these recommendations. Costings will be considered as initiatives are further developed.

ConsultationInternal

11. Key elements of this proposal have been presented at Director-General staff forums on 14 June 2018.
12. Executive Workshops have been conducted to establish the framework for this program of work and commence building a collaborative and transparent culture.

Cross Directorate

13. ACT Health People and Culture staff have met with counterparts in CSD to discuss values development, as well as being aware of work done in CMTEDD on culture which may be applicable.

External

14. Not applicable.

Benefits/Sensitivities

15. The benefits in improving culture are wide ranging given the significant direct and ongoing impacts on:
 - Staffing (wellbeing, turnover, rates of unscheduled absence, willingness to recommend ACT Health as an employer)
 - Patient care (quality, avoidable errors, efficiency, patient experience)
 - Service delivery
 - Capability and capacity to cope with change, challenges and adversity.

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16. There are considerable risks if we do not pursue this work. They include reputational risks that can undermine staff and public confidence in the ACT Health system. If culture is not addressed effectively it will compromise the various reforms and higher standards required to ensure public healthcare in the ACT meets current and future expectations. At an operational level there will be a reduced ability to attract high quality, professional staff.
17. Investing in efforts to improve culture will build a solid foundation for ongoing change and will help to develop a resilient, adaptable workforce.

Media Implications

18. Not applicable.

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QUESTION TIME BRIEF

GBC18/554

Portfolio/s Health & Wellbeing

ISSUE: CLINICAL CULTURE COMMITTEE

Talking points:

- The Clinical Culture Committee (CCC) was established by the previous Minister for Health, Mr Simon Corbell MLA, as a Governance body in response to the findings of the 2015 KPMG Review (the Review) of the Clinical Training Culture at Canberra Hospital and Health Services (CHHS) and the findings of the Royal Australasian College of Surgeons (RACS) report on discrimination, bullying and sexual harassment.
- The Clinical Culture Committee met for the first time on 27 October 2015 and met regularly. The Committee was chaired by Ms Nicole Feely, previous Director-General, ACT Health. Membership included senior executives, senior medical staff and two junior medical staff (13 members in total).
- The Review of the Clinical Training Culture made seven key recommendations which were addressed through the Medical Culture Action Plan, endorsed in May 2016 by the Clinical Culture Committee (CCC).
- The initiatives progressed and completed from the Medical Culture Action Plan are as follows:
 - Development and delivery of Respect at Work courses to 135 Executive and Senior Medical Staff.
 - The Senior Doctor Leadership Program for Clinical and Unit Directors commenced delivery in August 2016 and concluded in June 2017.
 - Establishing a collaborative partnership with RACS.
 - Extensive review of our current complaints management processes and related policies.
 - Establishing a database to improve tracking and reporting of complaints and trends.
 - ACT Health's Respect at Work policy was updated to reflect this review.
 - Development of a new Respect at Work e-learning program and face-to-face training program.

QUESTION TIME BRIEF

- Development and delivery of the Addressing Workplace Issues training program for all staff in a managerial position. The program educates our managers on how to conduct a preliminary assessment to effectively resolve workplace issues (such as bullying).

Key Issues:

- The CCC in its current form will be concluded. A final meeting will be held to acknowledge the achievements of the committee; inform members about key elements of the refocused culture development work; and to start considering the governance of culture required for the two new organisations
- The Interim Director-General is implementing a overall Culture Strategy and Governance regarding Culture will form part of this to ensure that there are mechanicsims regarding Clinical Culture in place going forward.
- The Minister for Health and Wellbeing has recently announced that a Clinical Leadership Forum will be established to ensure strategic matters are dealt with including clinical culture, across all clinical disciplines.

Background Information

- In 2015 KPMG were engaged to do a Review into Clinical Training Culture at Canberra Hospital and Health Services. The Review examined:
 - Review governance structures in relation to the accountabilities and reporting requirements associated with bullying and harassment.
 - Strengthen policy statements to clarify and commit to consequences for unacceptable behaviour.
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