



ACT
Government

ACT Health

FOI19-22



Freedom of Information Request: FOI19/22

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the Act), received by ACT Health Directorate on 30 May 2019 in which you sought access to:

"I would like copies of documents related to the Independent Culture Review Panel;

- *Correspondence between members of the Independent Health Culture Panel, the Minister for Health and Wellbeing and the Director-General of ACT Health and other senior officials in ACT Health during the panel's existence and after the panel submitted its report. This also includes correspondence between the Minister, ACT Health and Canberra Health Services sparked by documents sent by members of the Independent Health Culture Panel to the Minister for Health and Wellbeing, ACT Health and Canberra Health Services.*
- *Briefs prepared for the Minister for Health and Wellbeing and the Minister for Mental Health and Wellbeing directly related to the Independent Panel on Health Culture and its findings. This includes all briefs including Question Time Briefs and Estimates Briefs.*
- *Reports prepared for the Director-General of ACT Health and other senior officials in ACT Health related to the findings of the Independent Panel and implementation of its recommendations.*
- *Documents related to the preparation of a response to the report of the Independent Panel on Health Culture.*
- *Communications strategy for the release of the Interim and final report on health culture and communications strategy and associated correspondence.*
- *Documents related to the initial meeting of the Culture Review Oversight Group on 28 March 2019 including agenda, minutes, notes, reports prepared for the meeting, action items and correspondence related to the work of the Oversight Group since 28 March 2019. This does not include purely administrative details such as time and venue of the meeting."*

I am an Information Officer appointed by the Director-General of ACT Health under section 18 of the Act to deal with access applications made under Part 5 of the Act. ACT Health Directorate was required to provide a decision on your access application by 19 July 2019.

Decision on access

Searches were completed for relevant documents and 58 documents were identified that fall within the scope of your request.

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

I have decided not to grant access to 4 documents. Documents 24 and 25 are completely comprised of Cabinet information. Documents 38 and 49 I consider, on balance, contrary to the public interest to release.

Public Interest Factors Favouring Disclosure

The following factors were considered relevant factors in favour of the disclosure of the documents:

- Schedule 2.1 (a) (i) promote open discussion of public affairs and enhance the government's accountability; and
- Schedule 2.2 (a) (ii) contribute to positive and informed debate on important issues or matters of public interest.

Public Interest Factors Favouring Non-Disclosure

The following factors were considered relevant in favour of the non-disclosure of the documents:

- Schedule 2.2 (a) (xii) prejudice an agency's ability to obtain confidential information; and
- Schedule 2.2 (a) (xv) prejudice the management function of an agency or the conduct of industrial relations by an agency.

Although I consider the factors favouring disclosure to be relevant, they are significantly outweighed by the factors favouring non-disclosure, therefore on balance, the information identified is considered contrary to the public interest and I have decided not to disclose this information.

I have decided to grant access in full to 28 documents relevant to your request and partial access to 26 documents, as I consider it to be information that would, on balance, be contrary to the public interest to disclose under the test set out in section 17 of the Act.

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

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

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

- The FOI Act;
- The contents of the documents that fall within the scope of your request;
- The views of relevant third parties; and
- The Human Rights Act 2004.

Documents 4–8 and 10–15 of the identified documents contains information that I consider, on balance, to be contrary to the public interest to disclose under the test set out in section 17 of the Act as the information contained in these folios is personal information.

Public Interest Factors Favouring Disclosure

I have identified that there are no factors favouring disclosure of this information under Schedule 2, section 2.1.

Public Interest Factors Favouring Non-Disclosure

- Schedule 2.2 (a) (ii) prejudice the protection of an individual's right to privacy or any other right under the Human Rights Act 2004.

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

Documents 3, 38, 40, 42, 48-50 and 52 of the identified documents contains information that I consider, on balance, to be contrary to the public interest to disclose under the test set out in section 17 of the Act as the information may prejudice an agency's ability to obtain confidential information and the management function.

Public Interest Factors Favouring Disclosure

- Schedule 2.1 (a) (i) the release of the document could be expected to promote open discussion of public affairs and enhance the government's accountability;

- Schedule 2.1(a) (ii) the release of the documents could contribute to positive and informed debate on important issues or matters of public interest.

Public Interest Factors Favouring Non-Disclosure

- Schedule 2.2 (a) (xii) prejudice an agency's ability to obtain confidential information; and
- Schedule 2.2 (a) (xv) prejudice the management function of an agency or the conduct of industrial relations by an agency.

Although I consider the factors favouring disclosure to be relevant, they are significantly outweighed by the factors favouring non-disclosure, therefore on balance, the information identified is considered contrary to the public interest and I have decided not to disclose this information.

Documents 1-2 of the identified documents contains information that I consider, on balance, to be contrary to the public interest to disclose under the test set out in section 17 of the Act as the information contained in these folios contains personal information, the information may prejudice an agency's ability to obtain confidential information and the management function, and may also impede the administration of justice generally, including procedural fairness.

Public Interest Factors Favouring Disclosure

- Schedule 2.1 (a) (i) the release of the document could be expected to promote open discussion of public affairs and enhance the government's accountability;
- Schedule 2.1 (a) (ii) the release of the documents could contribute to positive and informed debate on important issues or matters of public interest.

Public Interest Factors Favouring Non-Disclosure

The following factors were considered relevant in favour of the non-disclosure of the documents:

- Schedule 2.2 (a) (ii) prejudice the protection of an individual's right to privacy or any other right under the Human Rights Act 2004;
- Schedule 2.2 (a) (iv) impede the administration of justice generally, including procedural fairness;
- Schedule 2.2 (a) (xii) prejudice an agency's ability to obtain confidential information; and
- Schedule 2.2 (a) (xv) prejudice the management function of an agency or the conduct of industrial relations by an agency.

Although I consider the factors favouring disclosure to be relevant, they are significantly outweighed by the factors favouring non-disclosure, therefore on balance, the information identified is considered contrary to the public interest and I have decided not to disclose this information.

Documents 18 and 23-27 are partially comprised of Cabinet information and I therefore considered contrary to the public interest to release, under Schedule 1.6 (1) Cabinet Information.

Charges

Processing charges are not applicable to this request.

Online publishing – disclosure log

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

Ombudsman review

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

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

The ACT Ombudsman
GPO Box 442
CANBERRA ACT 2601
Via email: ACTFOI@ombudsman.gov.au.

ACT Civil and Administrative Tribunal (ACAT) review

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

Further information may be obtained from the ACAT at:

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

If you have any queries concerning ACT Health Directorate's processing of your request, or would like further information, please contact the FOI Coordinator on (02) 5124 9829 or email HealthFOI@act.gov.au.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Vanessa Dal Molin', with a small dash at the end.

Vanessa Dal Molin
Executive Branch Manager
Office of the Director-General

18 July 2019

FREEDOM OF INFORMATION REQUEST SCHEDULE

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

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

Information about what is published on open access is available online at: <http://www.health.act.gov.au/public-information/consumers/freedom-information>

NAME	WHAT ARE THE PARAMETERS OF THE REQUEST	File No
<div style="background-color: black; width: 100px; height: 20px; margin-bottom: 5px;"></div>	<p><i>"I would like copies of documents related to the Independent Culture Review Panel;</i></p> <ul style="list-style-type: none"> • <i>Correspondence between members of the Independent Health Culture Panel, the Minister for Health and Wellbeing and the Director-General of ACT Health and other senior officials in ACT Health during the panel's existence and after the panel submitted its report. This also includes correspondence between the Minister, ACT Health and Canberra Health Services sparked by documents sent by members of the Independent Health Culture Panel to the Minister for Health and Wellbeing, ACT Health and Canberra Health Services.</i> • <i>Briefs prepared for the Minister for Health and Wellbeing and the Minister for Mental Health and Wellbeing directly related to the Independent Panel on Health Culture and its findings. This includes all briefs including Question Time Briefs and Estimates Briefs.</i> 	<p>FOI19/22</p>

	<ul style="list-style-type: none"> • <i>Reports prepared for the Director-General of ACT Health and other senior officials in ACT Health related to the findings of the Independent Panel and implementation of its recommendations.</i> • <i>Documents related to the preparation of a response to the report of the Independent Panel on Health Culture.</i> • <i>Communications strategy for the release of the Interim and final report on health culture and communications strategy and associated correspondence.</i> • <i>Documents related to the initial meeting of the Culture Review Oversight Group on 28 March 2019 including agenda, minutes, notes, reports prepared for the meeting, action items and correspondence related to the work of the Oversight Group since 28 I would like copies of documents related to the Independent Culture Review Panel March 2019. This does not include purely administrative details such as time and venue of the meeting."</i> 	
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Ref No	No of Folios	Description	Date	Status	Reason for non-release or deferral	Open Access release status
1.	1 - 2	Email from Michael De'Ath (Dee Chicco) to M Reid – Correspondence	13 December 2018	Partial Release	Schedule 2.2 (a) (ii) (iv) (xii) (xv)	YES
2.	3 - 5	Email from Christina Grant to Alice West and DGACT – Letter from Review Chair	18 December 2018	Partial Release	Schedule 2.2 (a) (ii) (iv) (xii) (xv)	YES
3.	6 - 7	Email from WorkplaceCultureReview (Fay Prowse) to Michael De'Ath – Letter	7 January 2019	Partial Release	Schedule 2.2 (a) (xii) (xv)	YES
4.	8 - 9	Email from Christina Grant to CEOHealth, DGACT and John Merchant – Office of the Review – Weekly Update	29 October 2018	Partial Release	Schedule 2.2 (a) (ii)	YES

5.	10 - 11	Email from Christina Grant to CEOHealth, DGACTION and John Merchant – Office of the Review – Weekly Update	7 November 2018	Partial Release	Schedule 2.2 (a) (ii)	YES
6.	12 - 13	Email from Christina Grant to CEOHealth, DGACTION and Greg Bayliss – Weekly Update	13 November 2018	Partial Release	Schedule 2.2 (a) (ii)	YES
7.	14 - 15	Email from Christina Grant to CEOHealth, DGACTION and John Merchant – Office of the Review – Weekly Update	20 November 2018	Partial Release	Schedule 2.2 (a) (ii)	YES
8.	16 - 17	Email from Christina Grant to CEOHealth, DGACTION and John Merchant – Office of the Review – Weekly Update	26 November 2018	Partial Release	Schedule 2.2 (a) (ii)	YES
9.	18 – 19	Email from Christina Grant to CEOHealth, DGACTION and John Merchant – Independent Review – Weekly Update	3 December 2018	Full Release		YES
10.	20 – 22	Email from Christina Grant to CEOHealth, DGACTION and Mark Dykgraaf – Independent Review – Weekly Update	10 December 2018	Partial Release	Schedule 2.2 (a) (ii)	YES
11.	23 - 24	Email from Christina Grant to CEOHealth, DGACTION and Mark Dykgraaf – Weekly Update	17 December 2018	Partial Release	Schedule 2.2 (a) (ii)	YES
12.	25 - 26	Email from Christina Grant to CEOHealth, DGACTION and Mark Dykgraaf – Workplace Culture Review – Weekly Update	7 January 2019	Partial Release	Schedule 2.2 (a) (ii)	YES

13.	27 - 28	Email from Christina Grant to CEOHealth, DGACT and Mark Dykgraaf – Weekly Update	4 February 2019	Partial Release	Schedule 2.2 (a) (ii)	YES
14.	29 - 30	Email from Christina Grant to CEOHealth, DGACT and Mark Dykgraaf – Weekly Update	18 February 2019	Partial Release	Schedule 2.2 (a) (ii)	YES
15.	31 - 34	Email from Christina Grant to CEOHealth, DGACT and Mark Dykgraaf – Weekly Update	25 February 2019	Partial Release	Schedule 2.2 (a) (ii)	YES
16.	35 - 42	Ministerial Briefs – Independent Review into the Workplace Culture within ACT Public Health Services	31 January 2019	Full Release		YES
17.	43 - 94	Question Time Briefs provided to Minister’s	From 17 September 2018	Full Release		YES
18.	95 - 212	Ministerial Brief and attachments – GBC19/111 – Final Report	11 March 2019	Partial Release	Schedule 1.6 (1)	YES
19.	213 - 222	Ministerial Brief and attachments – MIN19/602 – Public Commitment – Recommendation 17	15 May 2019	Full Release		YES
20.	223 - 225	Email from Tracey Pulli to Michael De’Ath and Jodie Junk-Gibson – Fitzharris + Rattenbury Media Release	16 May 2019	Full Release		YES
21.	226 - 227	Email from DGACT (Vanessa Dal Molin) to All Staff, Health	16 May 2019	Full Release		YES

22.	228 - 231	Ministerial Brief and attachments – MIN19/602 – Public Commitment – Recommendation 17	15 May 2019	Full Release		YES
23.	232 - 234	Ministerial Brief GBC19/149 – Government Response to the Final report of the Independent Review	15 April 2019	Partial Release	Schedule 1.6 (1)	YES
24.	235	Cabinet Brief - 19/185 - Minister for Health and wellbeing	13 May 2019	Refused Release	Schedule 1.6 (1)	NO
25.	236	Cabinet Brief - 19/185 – Minister for Mental Health	13 May 2019	Refused Release	Schedule 1.6 (1)	NO
26.	237 - 286	Ministerial Brief and attachments - GBC19/231 - CAB19/185 ACT Government Response	6 May 2019	Partial Release	Schedule 1.6 (1)	YES
27.	287 - 385	Ministerial Brief and attachments - GBC19/231 - CAB19/185 ACT Government Response	6 May 2019	Partial Release	Schedule 1.6 (1)	YES
28.	386	Draft words for the all staff messages	Undated	Full Release		YES
29.	387 - 410	Email and attachments from ACT Health DLO	16 May 2019	Full Release		YES
30.	411 - 413	Communication materials – Independent review into the workplace culture	Undated	Full Release		YES
31.	414 - 416	Release of the final report - Independent review into the workplace culture	Undated	Full Release		YES

32.	417 - 418	Key Messages - Independent review into the workplace culture	1 February 2019	Full Release		YES
33.	419 - 423	Issues Management Plan	Undated	Full Release		YES
34.	424 - 425	Media Release	Undated	Full Release		YES
35.	426 - 428	Release of the final report: communication materials - Independent review into the workplace culture	Undated	Full Release		YES
36.	429 - 430	Draft message to all ACT Health, CHS and Calvary staff from DG, CEO CHS and CEO Calvary	Undated	Full Release		YES
37.	431 - 432	Draft message to all ACT Health, CHS and Calvary staff from DG, CEO CHS and CEO Calvary	Undated	Full Release		YES
38.	433 - 439	Culture Review Oversight Group Agenda and meeting paper	28 March 2019	Refused Release	Schedule 2.2 (a) (xii) (xv)	NO
39.	440 - 442	Media Release – Implementation of the Independent Workplace Culture Review underway	March 2019	Full Release		YES
40.	443 - 449	Culture Review Oversight Committee – Talking Points for DG	28 March 2019	Partial Release	Schedule 2.2 (a) (xii) (xv)	YES
41.	450 - 455	Letter from AMA to Ms Meegan Fitzharris – Culture Review Oversight Group	27 March 2019	Full Release		YES

42.	456 - 477	Ministerial Brief and attachments MIN19/377 – Establishment of the Culture Review Oversight Group	20 March 2019	Partial Release	Schedule 2.2 (a) (xii) (xv)	YES
43.	478 - 503	Draft - Ministerial Brief and attachments MIN19/377 – Establishment of the Culture Review Oversight Group	15 March 2019	Full Release		YES
44.	504 - 517	Email and attachments from Michael De’Ath (Dee Chicco) DGACTION	16 May 2019	Full Release		YES
45.	518 - 520	Email from DGACTION (Vanessa Dal Molin) to All Staff, Health – Weekly wrap up	29 March 2019	Partial Release	Out of scope	YES
46.	521 - 522	Culture Review Oversight Group – Communique of meeting	28 March 2019	Full Release		YES
47.	523	Culture Review Oversight Group Members	Undated	Full Release		YES
48.	524 - 575	Initiated Brief and attachments – MIN19/411 First meeting of the Culture Review Oversight Group	22 March 2019	Partial Release	Schedule 2.2 (a) (xii) (xv)	YES
49.	576 - 584	Annotated Agenda for the chair - Culture Review Oversight Group	28 March 2019	Refused Release	Schedule 2.2 (a) (xii) (xv)	NO
50.	585 - 622	Email and attachments from Fitzharris - Culture Review Oversight Group – Inaugural Meeting – Agenda and papers	27 March 2019	Partial Release	Schedule 2.2 (a) (xii) (xv)	YES

51.	623 - 627	Ministerial Brief – MIN19/466 – Draft minutes of the first meeting of the Culture Review Oversight Group	9 April 2019	Full Release		YES
52.	628 - 648	Ministerial Brief – MIN19/466 – Culture Review Oversight Group – letter attaching draft agenda	14 May 2019	Partial Release	Schedule 2.2 (a) (xii) (xv)	YES
53.	649 - 651	Email from DGACT (Vanessa Dal Molin) An important message for staff in the ACT public health system	30 January 2019	Full Release		YES
54.	652 - 654	Email from DGACT (Vanessa Dal Molin) An important message for staff in the ACT public health system	1 February 2019	Full Release		YES
55.	655 - 656	Email from DGACT (Vanessa Dal Molin) A message from ACT Minister for Health and Wellbeing	1 February 2019	Full Release		YES
56.	657 - 660	Email from DGACT (Vanessa Dal Molin) A message from the Director General – Weekly wrap-up	8 February 2019	Partial Release	Out of scope	YES
57.	661 - 663	Email from DGACT (Dee Chicco) - An important message for staff in the ACT public health system	6 March 2019	Full Release		YES

58.	664 - 670	Email from DGACT (Vanessa Dal Molin) A message from the Director General – Weekly wrap-up	8 March 2019	Partial Release	Out of scope	YES
Total No of Docs						
58						

West, Alice (Health)

From: Chicco, Dee (Health) on behalf of De'Ath, Michael (Health)
Sent: Thursday, 13 December 2018 11:03 AM
To: [REDACTED]
Subject: Correspondence from the Director-General - ACT Health Directorate
Attachments: Signed letter to M Reid - Chair - Culture Review.pdf

UNCLASSIFIED Sensitive

Dear Mick

Please see the attached.

Regards

Michael De'Ath

Director-General | ACT Health

Level 5, 2-6 Bowes Street, Phillip | GPO Box 825 Canberra ACT 2601

T: (02) 5124 9400 | **E:** michael.de'ath@act.gov.au | **W:** www.health.act.gov.au

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ACT
Government

ACT Health

Office of the Director-General

CONFIDENTIAL - SENSITIVE

Mick Reid

Chair

Independent Review into the Workplace Culture within ACT public health services

[REDACTED]

Dear Mick

Thank you for referring [REDACTED]

[REDACTED]

Thank you again for referring this matter to the Directorate.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Michael De'Ath'.

Michael De'Ath
Director-General

12 December 2018

West, Alice (Health)

From: Grant, Christina (Health)
Sent: Tuesday, 18 December 2018 10:29 AM
To: West, Alice (Health); DGACTHealth
Subject: Letter from the Review Chair to the Director General ACT Health
[SEC=UNCLASSIFIED, DLM=Sensitive]
Attachments: panel to DG re referrals Dec 18.pdf

Good morning Alice,
Please see attached letter from the Review Chair Mr Mick Reid to the CEO.
Regards
Christina

Christina Grant | Director
Phone: 6207 3043 [REDACTED] Email: christina.grant@act.gov.au
Office of the Review | Independent Review into the Workplace Culture within ACT Public Health Services
Bowes St, Philip, ACT 2602 | GPO Box 825, Canberra, ACT 2601
www.health.act.gov.au/Culture-Review

INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

CONFIDENTIAL

Mr Michael De'Ath
Director-General
ACT Health Directorate

Dear Michael

Thank you for your note regarding [REDACTED]

You will recall that I would indicate to you and, separately to Bernadette and Mark Dykgraaf, areas of concern emerging from our deliberations. [REDACTED]

I welcome the opportunity to discuss this area with you should you wish.

Yours sincerely



Mick Reid
Chair

18 December 2018

Accessibility

If you have difficulty reading a standard printed document and would like an alternative format, please phone 13 22 81.



If English is not your first language and you need the Translating and Interpreting Service (TIS), please call 13 14 50.

For further accessibility information, visit: www.health.act.gov.au/accessibility

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West, Alice (Health)

From: Prowse, Fay (Health) on behalf of WorkplaceCultureReview
Sent: Monday, 7 January 2019 9:36 AM
To: De'Ath, Michael (Health)
Cc: WorkplaceCultureReview
Subject: Letter from the Workplace Culture Review Panel Chair in relation to referrals [DLM=Sensitive]
Attachments: Further panel correspondence to DG re referrals Jan 19.pdf

Fay Prowse

Phone: 02 5124 9434 | Email: Fay.Prowse@act.gov.au or Fay.Prowse@culturereviewacthealth.com
Secretariat Office | Review into Workplace Culture within ACT Public Health Services
Level 2, 2 Bowes St, WODEN ACT 2606 | PO Box 17, WODEN, ACT 2606

Office of the Review

Phone: 620 59555 www.health.act.gov.au/Culture-Review

INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

CONFIDENTIAL

Mr Michael De'Ath
Director-General
ACT Health Directorate

Dear Michael

I appreciate you taking the time to contact the Office of the Review in regard to my letter dated 18 December 2018. I am available by phone to discuss at a high level the concerns in relation to the

I also wish to advise you that

I welcome the opportunity to discuss these matters with you.

Yours sincerely



Mick Reid
Chair

07 January 2019

West, Alice (Health)

From: Grant, Christina (Health)
Sent: Monday, 29 October 2018 2:30 PM
To: CEOHealth; DGACTHealth; John Merchant (Calvary)
Cc: Dal Molin, Vanessa (Health); Stevenson, Nicole (Health)
Subject: Office of the Review: Weekly Update [SEC=UNCLASSIFIED]
Attachments: Weekly Update 29 October 2018.docx

Follow Up Flag: Follow up
Flag Status: Completed

Good afternoon,
Attached is a weekly Independent Review update.
Please let me know if you have any questions.
Regards
Christina

Christina Grant | Director
Phone: 6207 3043 [REDACTED] Email: christina.grant@act.gov.au
Office of the Review | Independent Review into the Workplace Culture within ACT Public Health Services
2 Bowes St, Philip, ACT 2602 | GPO Box 825, Canberra, ACT 2601
www.health.act.gov.au/Culture-Review

INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

Office of the Review - Weekly Update

Week commencing 29 October 2018



Submissions

Submissions opened on 15 October 2018. An Independent email solution is in place. As at 9am 29 October 2018, the Office had received 30 submissions.

Communication

15 October – Call for submissions went out: all staff email, stakeholder and interested parties email and supporting information was published on the ACT Health Intranet and the ACT Health Culture Review Website. Media Release sent to media outlets.

24 October – All Staff / Nurses Information Forums at Calvary Hospital emailed out. Forums will be delivered by the Independent Panel.

27 & 31 October – Call for Submissions advertised in Canberra Times newspaper (includes search optimisation).

29 October – Invite for All Staff / Medical Officers / Nurses Information Forums at Canberra Hospital and the Health Directorate emailed out. Forums will be delivered by the Independent Panel.

Coming Up

30 October – Call for Submissions to be advertised in The Chronicle newspaper.

1 November – Panel Forums: All Directorate Staff, All Calvary Public Staff, Calvary Nurses and Medical Officers Forums.

2 November – Panel Forums: Canberra Hospital Nurses Forum, Canberra Hospital All Staff Forum.

9 or 19 November – Union Forum / NGO Forum / interested party and Executive meetings.

West, Alice (Health)

From: Grant, Christina (Health)
Sent: Wednesday, 7 November 2018 6:24 PM
To: CEOHealth; DGACTHealth; John Merchant (Calvary)
Cc: Dal Molin, Vanessa (Health); Stevenson, Nicole (Health); Mick Reid
Subject: Office of the Review: Weekly Update [SEC=UNCLASSIFIED]
Attachments: Weekly Update 5 November 2018 final.docx

Follow Up Flag: Follow up
Flag Status: Completed

Good evening,

Please find attached this weeks (slightly belated) weekly update.

Mick, Fiona and David also wish to thank you all for your support with the recent forums and of the Review more broadly.

Please let me know if you have any questions.

Regards

Christina

Christina Grant | Director

Phone: 6207 3043 [REDACTED] | Email: christina.grant@act.gov.au

Office of the Review | Independent Review into the Workplace Culture within ACT Public Health Services

2 Bowes St, Philip, ACT 2602 | GPO Box 825, Canberra, ACT 2601

www.health.act.gov.au/Culture-Review

INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

Office of the Review - Weekly Update

Week commencing 5 November 2018



Submissions

As at 7 November 2018, the Office had received 59 submissions.

Review Related Media

[AMA outlines concerns about staff complaints in ACT health review](#) - Canberra Times 5 Nov. 2018

[Minister grilled on potential detrimental action against doctors](#) - Canberra Times 5 Nov. 2018

Recent activities

Panel Forums	1 November	<ul style="list-style-type: none"> All Directorate staff (approx. 100 attendees) All Calvary Public staff (approx. 50 attendees) Calvary nurses (approx. 50 attendees) Medical officers (approx. 40 attendees)
Panel Forums	2 November	<ul style="list-style-type: none"> Canberra Hospital all staff forum (approx. 120 attendees) Canberra Hospital nurses forum (approx. 50 attendees)
Posters	6-8 November	<ul style="list-style-type: none"> The Office of Review has placed posters in ACT public health buildings (ACT Health Directorate, Canberra Health Services, Calvary Public and Health Centres) to raise awareness with staff and interested parties of the review and that the submission period is now open.
Paid advertising	5-9 November	<ul style="list-style-type: none"> Canberra Times online 31 October – 10 November (banner) Canberra Chronicle 6 November (1/4 page strip) Canberra Times 31 October (1/4 page strip)

Coming Up

Panel Meetings	9 November	<ul style="list-style-type: none"> Unions NGOs Directors of nursing Other interested parties and Executive meetings
Round Table Discussions	21 November	<ul style="list-style-type: none"> Allied Health Senior Nurses Other interested parties and Executive meetings
Workshops	21 November	<ul style="list-style-type: none"> Health Professionals
	30 November	<ul style="list-style-type: none"> Closing date for submissions

West, Alice (Health)

From: Grant, Christina (Health)
Sent: Tuesday, 13 November 2018 9:59 AM
To: CEOHealth; DGACTHealth; Greg Bayliss (Calvary)
Cc: Dal Molin, Vanessa (Health); Stevenson, Nicole (Health); Kanta Toraskar (Calvary)
Subject: Weekly Update 13 November 2018 final [SEC=UNCLASSIFIED]
Attachments: Weekly Update 13 November 2018 final.docx

Follow Up Flag: Follow up
Flag Status: Completed

Good morning,
Please find attached this week's update.
Please let me know if you have any questions.
Regards
Christina

Christina Grant | Director

Phone: 6207 3043 [REDACTED] Email: christina.grant@act.gov.au

Office of the Review | Independent Review into the Workplace Culture within ACT Public Health Services

2 Bowes St, Philip, ACT 2602 | GPO Box 825, Canberra, ACT 2601

www.health.act.gov.au/Culture-Review

INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

Office of the Review - Weekly Update

Week commencing 12 November 2018



Submissions

As at 13 November 2018, the Office had received 73 submissions.

Review related media

Nil

Recent activities

Posters	6-12 November	<ul style="list-style-type: none"> Posters placed in ACT public health buildings (ACT Health Directorate, Canberra Health Services, Calvary Public and Health Centres).
Paid advertising	5-9 November	<ul style="list-style-type: none"> Canberra Times online 31 October – 10 November (banner) Canberra Chronicle 6 November (1/4 page strip) Canberra Times 31 October (1/4 page strip)
Panel Meetings	9 November	<ul style="list-style-type: none"> Unions NGOs Directors of nursing Other interested parties and Executive meetings

Coming up

Round Table Discussions	21 November & 22 November	<ul style="list-style-type: none"> Allied Health (Canberra Health Services and Calvary) Senior Nurses (Canberra Health Services and Calvary) Other interested parties and Executive meetings
Workshops	21 November & 22 November	<ul style="list-style-type: none"> Medical and Nursing Health Executive Report Planning
Round Table Discussion	28 November	<ul style="list-style-type: none"> Emergency Clinical staff
	30 November	<ul style="list-style-type: none"> Closing date for submissions

West, Alice (Health)

From: Grant, Christina (Health)
Sent: Tuesday, 20 November 2018 3:55 PM
To: John Merchant (Calvary); CEOHealth; DGACTHealth
Subject: Office of the Review: Weekly Update 19/11/18 [SEC=UNCLASSIFIED]
Attachments: Weekly Update 19 November 2018.docx

Follow Up Flag: Follow up
Flag Status: Completed

Good afternoon,
Please find attached the latest weekly update.
Please let me know if you have any questions.
Regards
Christina

Christina Grant | Director

Phone: 6207 3043 [REDACTED] Email: christina.grant@act.gov.au

Office of the Review | Independent Review into the Workplace Culture within ACT Public Health Services

2 Bowes St, Philip, ACT 2602 | GPO Box 825, Canberra, ACT 2601

www.health.act.gov.au/Culture-Review

INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

Office of the Review - Weekly Update

Week commencing 19 November 2018



Submissions

As at 19 November 2018, the Office had received 104 submissions.

Review related media

Nil

Recent activities

Paid advertising	19-25 November	Submissions closing soon advertisements to commence this week: <ul style="list-style-type: none"> • Canberra Times 21 & 24 November (1/4 page strip) • Canberra Weekly 22 November • Canberra Chronicle 27 November (1/4 page strip)
Panel Meetings	9 November	<ul style="list-style-type: none"> • Executive meetings and other interested parties • Nurse Unit Managers • Junior Medical Officers

Coming up

Round Table Discussions	21 November	<ul style="list-style-type: none"> • Allied Health (Canberra Health Services and Calvary) • Senior Nurses (Canberra Health Services and Calvary)
Workshops	21 November & 22 November	<ul style="list-style-type: none"> • Medical and Nursing (21 Nov) • Health Executive (22 Nov) • Report Planning
All staff & key stakeholder emails	22 November	Bulk email reminder on submissions closing soon: <ul style="list-style-type: none"> • All staff across ACT Health Directorate, CHS and Calvary Public • key external stakeholders
Media release	22 November	<ul style="list-style-type: none"> • Media release reminding the community that submissions close soon
Pulse survey	26 November	<ul style="list-style-type: none"> • Pulse survey to issue to all staff across ACT Health Directorate, CHS and Calvary Public
Round Table Discussion	28 November	<ul style="list-style-type: none"> • Emergency Clinical staff
	30 November	<ul style="list-style-type: none"> • Closing date for submissions

West, Alice (Health)

From: Grant, Christina (Health)
Sent: Monday, 26 November 2018 2:54 PM
To: DGAHealth; CEOHealth; John Merchant (Calvary)
Cc: Dal Molin, Vanessa (Health); Stevenson, Nicole (Health); Kanta Toraskar (Calvary)
Subject: Weekly Update 26 November 2018 [SEC=UNCLASSIFIED]
Attachments: Weekly Update 26 November 2018.docx

Follow Up Flag: Follow up
Flag Status: Completed

Good afternoon,
Attached is the weekly update for the Independent Review.
Please let me know if you have any questions.
Regards,
Christina and the Review Team

Christina Grant | Director

Phone: 6207 3043 [REDACTED] Email: christina.grant@act.gov.au

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INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

Office of the Review - Weekly Update

Week commencing 26 November 2018



Submissions

As at 26 November 2018, the Office had received **150 submissions**.

Review related media

- [Anti-bullying statement delayed](#) Canberra Times 26 November 2018

Recent activities

Pulse survey	26 Nov	<ul style="list-style-type: none"> • Pulse survey issued to all staff across ACT Health Directorate, Canberra Health Services and Calvary Public. • As at 1pm 26 November 350 responses have been received.
Paid advertising	19-25 Nov	<p>Submissions closing soon advertisements placed in:</p> <ul style="list-style-type: none"> • Canberra Times 21 & 24 November (1/4 page strip) • Canberra Weekly 22 November • Canberra Chronicle 27 November (1/4 page strip)
Panel Meetings	21-22 Nov	<ul style="list-style-type: none"> • Executive meetings and other interested parties. • Nurse Unit Managers, Junior Medical Officers, Allied Health (Calvary) and Senior Nurses (Calvary).
Workshops	21-22 Nov	<ul style="list-style-type: none"> • Medical and Nursing (21 Nov) • Health Executive (22 Nov)
All staff & key stakeholder emails	22 Nov	<ul style="list-style-type: none"> • Bulk email reminder that submissions close soon issued to all ACT Public Health Services staff and key external stakeholders. • Notification to Unions regarding all staff survey email.
Media release	22 Nov	<ul style="list-style-type: none"> • Submissions closing soon media release issued to key journalists.

Coming up

Round Table Discussion	28 Nov	<ul style="list-style-type: none"> • Emergency Clinical staff
Submissions	30 Nov	<ul style="list-style-type: none"> • Closing date for submissions
Pulse survey	3 Dec	<ul style="list-style-type: none"> • Survey closes at midnight
Panel visit	6-7 Dec	<ul style="list-style-type: none"> • Meeting with the Minister for Health and Wellbeing (6 Dec) • Executive meetings and other interested parties

West, Alice (Health)

From: Grant, Christina (Health)
Sent: Monday, 3 December 2018 1:07 PM
To: DGACTHealth; CEOHealth; John Merchant (Calvary)
Cc: Dal Molin, Vanessa (Health); Stevenson, Nicole (Health); Kanta Toraskar (Calvary); WorkplaceCultureReview
Subject: Independent Review: Weekly Update 3 December 2018 [SEC=UNCLASSIFIED]
Attachments: Weekly Update 3 December 2018.docx

Follow Up Flag: Follow up
Flag Status: Completed

Good afternoon,
Please find attached the weekly update. Let me know if you have any questions.
Regards
Christina

INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

Office of the Review - Weekly Update

Week commencing 3 December 2018



Submissions

As at 3 December 2018, the Office has received around **340 submissions**. Some individuals and organisations have been granted extensions therefore we expect this number to increase by the end of the week.

Staff survey

As 12pm, 3 December 2018 **1,686** staff have responded to the all staff 'pulse' survey. The survey closes at midnight, Monday 3 December 2018.

Review related media

Nil

Recent activities

All staff email	3 Dec 28 Nov	<ul style="list-style-type: none"> All staff email reminder: 'pulse' survey closing today All staff email reminder: 'pulse' survey closing soon
Web content	3 Dec	<ul style="list-style-type: none"> Web content updated to notify staff and the community that submissions have closed
Submissions	30 Nov	<ul style="list-style-type: none"> Submissions closed
Panel interviews	27, 29 & 30 Nov	<ul style="list-style-type: none"> Individual Panel interviews

Coming up

Pulse survey	3 Dec	<ul style="list-style-type: none"> Survey closes (midnight)
Panel visit	6 Dec	<ul style="list-style-type: none"> Meeting with the Minister for Health and Wellbeing Meeting with Head of Service Executive meetings and other interested parties Tuggeranong health centre
	7 Dec	<ul style="list-style-type: none"> Medical, nursing & allied health forum (UC Hospital) Health centres (Belconnen & Kambah)

West, Alice (Health)

From: Grant, Christina (Health)
Sent: Monday, 10 December 2018 12:12 PM
To: DGACTHealth; CEOHealth; Mark Dykgraaf (Calvary)
Cc: Dal Molin, Vanessa (Health); Stevenson, Nicole (Health); Kanta Toraskar (Calvary)
Subject: Independent Review: Weekly Update 10/12/18 [SEC=UNCLASSIFIED]
Attachments: Weekly Update 10 December 2018.docx

Follow Up Flag: Follow up
Flag Status: Completed

Good morning,
Attached is this week's update.
Please let me know if you have any questions.
Regards
Christina

Christina Grant | Director
Phone: 6207 3043 [REDACTED] Email: christina.grant@act.gov.au
Office of the Review | Independent Review into the Workplace Culture within ACT Public Health Services
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INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

Office of the Review - Weekly Update

Week commencing 10 December 2018



Submissions

As at 10 December 2018, the Office has received approximately **350 submissions**.

Staff survey

The all staff 'pulse' survey completed last week, in total **1,953** staff responded. The Review team is working to setup a workshop for the panel to provide an overview of the results to executive officers.

Review related media

- Canberra Times Sunday 9 December: [ACT Health planned sharing private data of employees to third parties](#)
- Canberra Times Thursday 6 December: ['Talk to us': Minister urged to listen to clinicians to fix health](#)

Recent activities

Pulse survey	3 Dec	<ul style="list-style-type: none"> • All staff survey closed
Panel visit	6 Dec	<ul style="list-style-type: none"> • Meeting with the Minister for Health and Wellbeing • Meeting with Head of Service • Individual meetings • ICU consultants (CHS) • Tuggeranong health centre • Doctors forum (Calvary)
	7 Dec	<ul style="list-style-type: none"> • Medical, Nursing & Allied health forum (UC Hospital) • Health centres (Belconnen & Kambah)

Coming up

	18 Dec	<ul style="list-style-type: none"> • Meeting with Director-General • Meeting with General Manager Calvary • Survey Outcomes Overview Workshop
	19 Dec	<ul style="list-style-type: none"> • Meeting with interim Chief Executive Officer CHS • Ward services staff Forum

INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

Office of the Review - Weekly Update

Week commencing 10 December 2018



Submissions

As at 10 December 2018, the Office has received approximately **350 submissions**.

Staff survey

The all staff 'pulse' survey completed last week, in total **1,953** staff responded. The Review team is working to setup a workshop for the panel to provide an overview of the results to executive officers.

Review related media

- Canberra Times Sunday 9 December: [ACT Health planned sharing private data of employees to third parties](#)
- Canberra Times Thursday 6 December: ['Talk to us': Minister urged to listen to clinicians to fix health](#)

Recent activities

Pulse survey	3 Dec	<ul style="list-style-type: none"> • All staff survey closed
Panel visit	6 Dec	<ul style="list-style-type: none"> • Meeting with the Minister for Health and Wellbeing • Meeting with Head of Service • Individual meetings • ICU consultants (CHS) • Tuggeranong health centre • Doctors forum (Calvary)
	7 Dec	<ul style="list-style-type: none"> • Medical, Nursing & Allied health forum (UC Hospital) • Health centres (Belconnen & Kambah)

Coming up

	18 Dec	<ul style="list-style-type: none"> • Meeting with Director-General • Meeting with General Manager Calvary • Survey Outcomes Overview Workshop
	19 Dec	<ul style="list-style-type: none"> • Meeting with interim Chief Executive Officer CHS • Ward services staff Forum

West, Alice (Health)

From: Grant, Christina (Health)
Sent: Monday, 17 December 2018 3:46 PM
To: CEOHealth; DGACTHealth; Mark Dykgraaf (Calvary)
Cc: Stevenson, Nicole (Health); West, Alice (Health); WorkplaceCultureReview
Subject: Weekly Update 17 December 2018 [SEC=UNCLASSIFIED]
Attachments: Weekly Update 17 December 2018.docx

Good afternoon,
Please see attached weekly update.
Regards
Christina

Christina Grant | Director

Phone: 6207 3043 [REDACTED] | Email: christina.grant@act.gov.au

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INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

Office of the Review - Weekly Update

Week commencing 17 December 2018



Submissions

As at 17 December 2018, the Office has received approximately **385 submissions**.

Recent media

[Nurse safety strategy aims to reduce rates of hospital violence](#) Canberra Times 15 December

[Clown doctors brighten sick kids day](#) Canberra Times 16 December

Executive update

The Review team will provide an update on the Review with the Executive on Tuesday 18 December.

Recent activities

10-14 Dec	<ul style="list-style-type: none"> Meetings, forums and workshops with interested parties
-----------	--

Coming up

18 Dec	<ul style="list-style-type: none"> Executive meeting – review update Meeting with Director-General Meeting with General Manager Calvary Meeting with Junior Medical Officers
19 Dec	<ul style="list-style-type: none"> Meeting with Chief Executive Officer CHS Ward services staff forum Meetings with interested parties

West, Alice (Health)

From: Grant, Christina (Health)
Sent: Monday, 7 January 2019 11:09 AM
To: CEOHealth; DGACTHealth; Mark Dykgraaf (Calvary)
Cc: WorkplaceCultureReview
Subject: Workplace Culture Review - weekly update 7/1/19 [SEC=UNCLASSIFIED]
Attachments: Weekly Update 7 January 2019.docx

Follow Up Flag: Follow up
Flag Status: Completed

Good morning,
Please find attached this week's update and let me know if you have any questions.
Regards
Christina

Christina Grant | Director

Phone: 6207 3043 [REDACTED] Email: christina.grant@act.gov.au

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INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

Office of the Review - Weekly Update

Week commencing 7 January 2019



Submissions

At 7 January 2019, the Office has received **389 submissions**.

Recent media

- [Mum left with debilitating pain after understaffing led to birth delay](#) Canberra Times, 7 Jan 2019
- [Canberra Hospital's adult mental health unit bursting at the seams](#) Canberra Times, 7 Jan 2019
- [Emergency mental health patients 'made to feel worse' due to lack of care](#) Canberra Times, 1 Jan 2019
- [Canberra's health system needs leadership, not denial](#) Canberra Times, 29 December 2018

Recent activities

18 Dec	<ul style="list-style-type: none"> • Executive meeting – review update • Meetings with: <ul style="list-style-type: none"> ○ Director-General, Health Directorate ○ General Manager, Calvary Public Hospital ○ Junior Medical Officers
19 Dec	<ul style="list-style-type: none"> • Meeting with CEO, Canberra Health Services • Ward services staff forums & individual meetings

Coming up

15 Jan	<ul style="list-style-type: none"> • Meetings with: <ul style="list-style-type: none"> ○ Director-General, Health Directorate ○ CEO, Canberra Health Services ○ Minister for Health and Wellbeing ○ Minister for Mental Health
16 Jan	<ul style="list-style-type: none"> • Meetings with: <ul style="list-style-type: none"> ○ General Manager, Calvary Public Hospital ○ Head of Service & PSSC ○ Interested parties
31 Jan	<ul style="list-style-type: none"> • Interim report due

West, Alice (Health)

From: Grant, Christina (Health)
Sent: Monday, 4 February 2019 2:49 PM
To: DGACTHealth; CEOHealth; Dykgraaf, Mark (Health)
Cc: Dal Molin, Vanessa (Health); Stevenson, Nicole (Health); Kanta Toraskar (Calvary)
Subject: Weekly Update 4 February 2019 [SEC=UNCLASSIFIED]
Attachments: Weekly Update 4 February 2019.docx

Printed for DG for information. 4/2/19

Good afternoon,
Please find attached the 4 February Weekly Update.
Regards
Christina

Christina Grant | Director

Phone: 6207 3043 [REDACTED] Email: christina.grant@act.gov.au

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INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

Office of the Review - Weekly Update

Week commencing 4 February 2019



Recent media

- [‘Us and them’: Report finds conflict between Canberra’s two hospitals](#) Canberra Times, 4 Feb 2019
- [Time to rip the band-aid off health culture](#) Canberra Times, 2 Feb 2019
- [‘Fears for the future’ if review does not lead to change](#) Canberra Times, 2 Feb 2019
- [Damning report shows troubling level of bullying, unease in ACT Health](#) Canberra Times, 1 Feb 2019
- [Workplace bullying among Canberra health staff ‘worst’ nurses have seen](#) ABC Online 1 Feb
- [Review prescribes long-term treatment plan for ailing ACT health system](#) The RiotAct 1 Feb
- [Report ‘overwhelmingly’ exposes poor work culture](#) Citynews.com.au 1 Feb
- [Opposition slams Labor’s ‘sick’ health legacy](#) Citynews.com.au 1 Feb

Recent activities

4 Feb	<ul style="list-style-type: none"> • Mick Reid and ABC Radio breakfast re: release of Interim Report • Meetings with key stakeholders (AMA and ANMF) • Workshops with clinicians from Calvary Public and Canberra Hospitals
1 Feb	<ul style="list-style-type: none"> • Public release of Interim Report • Press conference with the Minister for Health and Wellbeing and Panel Chair, Mick Reid

Coming up

5 Feb	<ul style="list-style-type: none"> • Workshops with: <ul style="list-style-type: none"> - directors of nursing and nurse unit managers • Meetings with: <ul style="list-style-type: none"> - key stakeholders (NGO’s and ASMOF) - Director-General, Health Directorate - CEO, Canberra Health Services - General Manager, Calvary Public
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West, Alice (Health)

From: Grant, Christina (Health)
Sent: Monday, 18 February 2019 2:09 PM
To: DGACTHealth; CEOHealth; Dykgraaf, Mark (Health)
Cc: Dal Molin, Vanessa (Health); Stevenson, Nicole (Health); Kanta Toraskar (Calvary); WorkplaceCultureReview
Subject: Weekly Update 18 February 2019 [SEC=UNCLASSIFIED]
Attachments: Weekly Update 18 February 2019.docx

Printed for DG's information

Good afternoon,
Please see attached this week's update from the Review.
Regards
Christina

Christina Grant | Director

Phone: 6207 3043 [REDACTED] Email: christina.grant@act.gov.au

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INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

Office of the Review - Weekly Update

Week commencing 18 February 2019



Recent media

- [Canberra Hospital's intensive care unit could run out of beds from October, senior planner reveals](#), ABC online, 18 Feb
- [Medical care of mother at Calvary fell 'well short' before her death](#), Canberra Times 17 Feb
- [Probe into major Sydney hospital's handling of bullying claims](#), Canberra Times 15 Feb
- [Committee overseeing ACT Health 'doomed to fail': doctors' group](#), Canberra Times 13 Feb
- [Upheaval at ACT Health continues as chief health officer resigns](#), Canberra Times 12 Feb

Recent activities

11 & 14 Feb	Consultation with VMOA and RACS on Interim Report
February	Preparation of Final Report and implementation timeline

Coming up

21 Feb	Meetings with key stakeholders on Interim Report
28 Feb	Panel Meeting
March	Final Report due

West, Alice (Health)

From: Grant, Christina (Health)
Sent: Monday, 25 February 2019 1:09 PM
To: DGACTHealth; CEOHealth; Dykgraaf, Mark (Health)
Cc: Dal Molin, Vanessa (Health); Stevenson, Nicole (Health); Kanta Toraskar (Calvary)
Subject: Weekly Update 25 February 2019 [SEC=UNCLASSIFIED]
Attachments: Weekly Update 25 February 2019.docx

Good afternoon,
Please find attached this week's update.
Regards
Christina

Christina Grant | Director

Phone: 6207 3043 [REDACTED] Email: christina.grant@act.gov.au

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INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

Office of the Review - Weekly Update

Week commencing 25 February 2019



Recent media

- One ACT Health employee sacked, another resigns over alleged bullying, Canberra Times, 24 Feb
- St Vincent's reviews anti-bullying program amid staff backlash, Canberra Times, 23 Feb

Recent activities

21 Feb	Meetings with key stakeholders on Interim Report
	Preparation of Final Report and implementation timeline
	Drafting release arrangements and Office shutdown process

Coming up

28 Feb	Panel Meeting (Melbourne) Meetings with stakeholders on Interim Report
28 Feb – 5 March	Finalisation of Report
March	Final Report due

INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

Final Report: changes and additions

Section	What
Executive Summary	<ul style="list-style-type: none"> • Recommendation 6: A leadership group has been recommended to support collaboration with NGOs into the future. • Recommendation 18: The membership of the Cultural Review Oversight Group has been clarified. • Recommendation 20: The importance of engaging staff in the development of a change management and communications strategy has been emphasised.
2. Methodology	<ul style="list-style-type: none"> • Reviewers have further explained their decision to not identify clusters that were referred for further investigation.
3. The evidence	<ul style="list-style-type: none"> • Discussion on the link between poor workplace culture and reduced quality of health care has been added following consultation with key stakeholders. • Reviewers have noted union comments regarding the impact insufficient staffing levels have on workplace culture (see also recruitment under Section. 9 Role of Human Resources).
6. Partnerships and Relationships	<ul style="list-style-type: none"> • The inclusion of Capital Health Network (CHN), the Primary Health Network (PHN) as a critical external relationship. • Recommendation 6: A leadership group to support collaboration with NGOs into the future has been recommended as a way to re-establish open lines of communication. • The Reviewers have added the NGO sector as an important aspect of collaborative research. • Reviewers have noted an important outcome from discussions with NSW would be a clearer understanding of the future vision for the Canberra Hospital as a tertiary, academic institution.

Section	What
7. Clinical engagement and governance	<ul style="list-style-type: none"> • Examples of other contributing factors have been included i.e. failure to address WH&S concerns and a lack of time to attend governance activities.
8. Clinical leadership	<ul style="list-style-type: none"> • The Reviewers have emphasised that while the appointment of Divisional Directors is led by the CEO, consultation with the Divisional clinical workforce on appointments is also important.
9. Role of Human Resources	<ul style="list-style-type: none"> • Within the recruitment section, the Reviewers have further highlighted adverse outcomes when recruitment does not occur in a timely manner i.e. teams that are left short staffed for prolonged periods face increased workload pressures that contribute further to the poor workplace culture. • Attraction and Retention has been expanded to include other factors contributing to a lack of training (i.e. lack of time and KPIs). • The addition of a section on the current inadequacies of performance development throughout ACT Public Health Services. • Further analysis of the issues around HR data and the systems delivering the data.
10. Implementation	<ul style="list-style-type: none"> • The inclusion of an implementation timeline to assist ACT Public Health Services in implementing the recommendations of the Review. • Recommendation 18: The membership of the Cultural Review Oversight Group has been clarified. • Recommendation 20: The importance of engaging staff in the development of a change management and communications strategy has been emphasised.



MINISTERIAL BRIEF

ACT Health Directorate

UNCLASSIFIED

To: Minister for Health and Wellbeing

Date: 30 January 2019

From: Michael De'Ath, Director General

cc: Bernadette McDonald, Chief Executive Officer, Canberra Health Services

Subject: Independent Review into the Workplace Culture within ACT Public Health Services – Process for Implementing to Recommendations

Critical Date: 31 January 2019

Critical Reason: The Independent Review Panel will be providing to you their Interim Report by 31 January 2019, as required by the Terms of Reference

Tracking No.: Click here to enter text.

MIN 19/158

• DG

L/A [Signature]

Recommendations

That you note the information contained in this brief.

Noted / Please Discuss

Meegan Fitzharris MLA

31/1/2019

Minister's Office Feedback

Pls discuss how non-govt (ie; outside of ACTH, CHS, Calvary) will be engaged through a formal mechanism in addition to the high level response Committee ie. the steering Group

Background

- On 10 September 2018, you issued a statement on workplace culture, which included an announcement of several new initiatives designed to build on the work already undertaken to improve culture within the ACT public health system. This included the establishment of an Independent Panel to conduct a Review of Workplace Culture within the ACT Public Health System.

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1.

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2. The Review Panel is expected to deliver its Interim Report to you on 31 January 2019, with the final report expected to be provided to Government well before the 30 March 2019 due date.

Issues

3. The release of the Review Panel's report is expected to generate a significant level of interest from health portfolio staff, our stakeholders, the media and the public.
4. It will be important that there are clear messages provided to staff, and to the public, in relation to the delivery of the Report and its publication, as well as processes for handling the Government's response and implementing recommendations.
5. It is therefore proposed to establish early a formal plan for responding to the Report and implementing recommendations. It is proposed that this Implementation Plan is communicated to staff and stakeholders at the same time as the Interim Report is publically released.
6. I have discussed a proposed approach to implementation with the CEOs of Canberra Health Services and Calvary Hospitals ACT, and there is agreement to implement the following as a priority.
 - Response Lead: ACT Health Directorate to lead the response to the outcomes of the Independent Review, noting that a Territory wide approach will be required.
 - Implementation Response Committee: You will chair a high level Implementation Response Committee, who will be tasked with overseeing the implementation process and ensuring that momentum in delivering recommendations is maintained. Membership will include key stakeholders, such as the Australian Medical Association and the Australian Nursing and Midwifery Federation. Terms of Reference for the Response Committee will be established.
 - Implementation Steering Group: An Implementation Steering Group will be established to drive the work program. The Steering Group will comprise the Director General, ACT Health (Chair), Chief Executive Officer, Canberra Health Services and Chief Executive Officer, Calvary ACT Hospitals. Terms of Reference for the Oversight Group will also be established.
 - Establishment of a Culture Review Implementation Team: It is proposed to engage a team of staff responsible for driving the work required to be undertaken to implement the recommendations. Staff will be tasked with working across the three organisations to ensure that recommendations are implemented in a timely manner.

It is proposed that the Implementation Team will operate from the ACT Health Directorate and will be led by an Executive Branch Manager level position, reporting to the Director General.

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It is envisaged that the Implementation Team will be established for a period of three years, as recommended by the Review Panel.

In addition to the Implementation Team, it is proposed that there is a Project Lead situated within Canberra Health Services and Calvary Health Care who will drive the work program within their organisations. These positions will be funded from the Implementation budget allocation.

- **Funding for Implementation:** Funding to support the implementation of the Report recommendations will be sourced from unspent funding provided through the Budget Review process for the Review. Additional (new) funding will also be sought through the 2019-20 budget process.

Funding will be managed by the Implementation Team, and appropriate distribution will be discussed and managed by the Implementation Steering Group.

7. There will also need to be an agreed process for handling any recommendations which may require implementation at a whole of government level. ACT Health will work with Chief Minister, Treasury and Economic Development Directorate to agree an approach, particularly in terms of reporting to the Implementation Response Committee, and Ministers.
8. Against this background, Head of Service approval to establish a new Executive position to lead the implementation team is in the process of being sought. If approved, this position will be advertised as a priority as will all additional positions that may be required.
9. It is proposed that there will be regular updates provided to you throughout the implementation process.

Financial Implications

10. There will be a financial implication associated with the implementation of recommendations arising from the Review.

Consultation

Internal

11. Nil at this stage.

Cross Directorate

12. The Director General has discussed the proposed implementation approach with the CEO, Canberra Health Services and the National Director, Calvary Public Hospitals.

External

13. Nil at this stage. The National Director, Calvary Public Hospitals will be consulted in relation to the implementation approach over the coming days.

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Work Health and Safety

14. Not applicable.

Benefits/Sensitivities

15. The public release of the Review of Culture Interim and Final Reports will generate significant interest from staff, stakeholders, the media and the public more generally.
16. There will be clear messaging developed and provided to staff at various stages to ensure that they feel appropriately briefed on the public release of the Report and process for implementing any recommendations.
17. An issues Management Plan has been developed and is attached for your information (Attachment A). This Plan includes details of proposed actions to be undertaken to ensure that there is appropriate and coordinated messaging in relation to the publication of the Reports.
18. A full briefing on the contents of the report and its recommendations will be provided to you as soon as the Directorate is able to access a copy of the Report.

Communications, media and engagement implications

19. As noted earlier, public release of the Review of Culture Interim and Final Reports will generate significant interest from staff, stakeholders, the media and the public more generally.
20. The Media team will work with your office over the coming days to ensure that you are appropriately briefed to respond to media inquiries in the lead up to and following the release of the Interim Report.

Signatory Name:	Michael De'Ath	Phone:	49400
Action Officer:	Vanessa Dal Molin	Phone:	49401

Attachments

Attachment	Title
Attachment A	Issues Management Plan

UNCLASSIFIED



MINISTERIAL BRIEF

ACT Health Directorate

UNCLASSIFIED

To: Minister for Mental Health

Tracking No.: Click here to enter text.

Date: 30 January 2019

From: Michael De'Ath, Director General

cc: Bernadette McDonald, Chief Executive Officer, Canberra Health Services

Subject: Independent Review into the Workplace Culture within ACT Public Health Services – Process for Implementing to Recommendations

Critical Date: 31 January 2019

Critical Reason: The Independent Review Panel will be providing to you their Interim Report by 31 January 2019, as required by the Terms of Reference

• DG

30/1/19

Recommendations

That you note the information contained in this brief.

Noted / Please Discuss

Shane Rattenbury MLA

30/1/19

Minister's Office Feedback

Background

1. On 10 September 2018, the Minister for Health and Wellbeing issued a statement on workplace culture, which included an announcement of several new initiatives designed to build on the work already undertaken to improve culture within the ACT public health system. This included the establishment of an Independent Panel to conduct a Review of Workplace Culture within the ACT Public Health System.

UNCLASSIFIED

Tracking No.: Click here to enter text.

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UNCLASSIFIED

2. The Review Panel is expected to deliver its Interim Report to the Minister for Health and Wellbeing on 31 January 2019, with the final report expected to be provided to Government well before the 30 March 2019 due date.

Issues

3. The release of the Review Panel's report is expected to generate a significant level of interest from health portfolio staff, our stakeholders, the media and the public.
4. It will be important that there are clear messages provided to staff, and to the public, in relation to the delivery of the Report and its publication, as well as processes for handling the Government's response and implementing recommendations.
5. It is therefore proposed to establish early a formal plan for responding to the Report and implementing recommendations. It is proposed that this Implementation Plan is communicated to staff and stakeholders at the same time as the Interim Report is publically released.
6. I have discussed a proposed approach to implementation with the CEOs of Canberra Health Services and Calvary Hospitals ACT and there is agreement to implement the following as a priority.
 - Response Lead: ACT Health Directorate to lead the response to the outcomes of the Independent Review, noting that a Territory wide approach will be required.
 - Implementation Response Committee: The Minister for Health and Wellbeing will chair a high level Implementation Response Committee, who will be tasked with overseeing the implementation process and ensuring that momentum in delivering recommendations is maintained. Membership will include key stakeholders, such as the Australian Medical Association and the Australian Nursing and Midwifery Federation. Terms of Reference for the Response Committee will be established.
 - Implementation Steering Group: An Implementation Steering Group will be established to drive the work program. The Steering Group will comprise the Director General, ACT Health (Chair), Chief Executive Officer, Canberra Health Services and Chief Executive Officer, Calvary ACT Hospitals. Terms of Reference for the Oversight Group will also be established.
 - Establishment of a Culture Review Implementation Team: It is proposed to engage a team of staff responsible for driving the work required to be undertaken to implement the recommendations. Staff will be tasked with working across the three organisations to ensure that recommendations are implemented in a timely manner.

It is proposed that the Implementation Team will operate from the ACT Health Directorate and will be led by an Executive Branch Manager level position, reporting to the Director General.

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It is envisaged that the Implementation Team will be established for a period of three years, as recommended by the Review Panel.

In addition to the Implementation Team, it is proposed that there is a Project Lead situated within Canberra Health Services and Calvary Health Care who will drive the work program within their organisations. These positions will be funded from the Implementation budget allocation.

- **Funding for Implementation:** Funding to support the implementation of the Report recommendations will be sourced from unspent funding provided through the Budget Review process for the Review. Additional (new) funding will also be sought through the 2019-20 budget process.

Funding will be managed by the Implementation Team, and appropriate distribution will be discussed and managed by the Implementation Steering Group.

7. There will also need to be an agreed process for handling any recommendations which may require implementation at a whole of government level. ACT Health will work with Chief Minister, Treasury and Economic Development Directorate to agree an approach, particularly in terms of reporting to the Implementation Response Committee, and Ministers.
8. Against this background, Head of Service approval to establish a new Executive position to lead the implementation team is in the process of being sought. If approved, this position will be advertised as a priority as will all additional positions that may be required.
9. It is proposed that there will be regular updates provided to you throughout the implementation process.

Financial Implications

10. There will be a financial implication associated with the implementation of recommendations arising from the Review.

Consultation

Internal

11. Nil at this stage.

Cross Directorate

12. The Director General has discussed the proposed implementation approach with the CEO, Canberra Health Services and the National Director, Calvary Public Hospitals.

External

13. Nil at this stage. The National Director, Calvary Public Hospitals will be consulted in relation to the implementation approach over the coming days:

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Work Health and Safety

14. Not applicable.

Benefits/Sensitivities

15. The public release of the Review of Culture Interim and Final Reports will generate significant interest from staff, stakeholders, the media and the public more generally.
16. There will be clear messaging developed and provided to staff at various stages to ensure that they feel appropriately briefed on the public release of the Report and process for implementing any recommendations.
17. An issues Management Plan has been developed and is attached for your information (Attachment A). This Plan includes details of proposed actions to be undertaken to ensure that there is appropriate and coordinated messaging in relation to the publication of the Reports.
18. A full briefing on the contents of the report and its recommendations will be provided to you as soon as the Directorate is able to access a copy of the Report.

Communications, media and engagement implications

19. As noted earlier, public release of the Review of Culture Interim and Final Reports will generate significant interest from staff, stakeholders, the media and the public more generally.
20. The Media team will work with your office over the coming days to determine any specific requirements.

Signatory Name: Michael De'Ath Phone: 49400
 Action Officer: Vanessa Dal Molin Phone: 49401

Attachments

Attachment	Title
Attachment A	Issues Management Plan

UNCLASSIFIED

ISSUE: INDEPENDENT REVIEW INTO ACT HEALTH'S CULTURE**Talking points:**

- Together with the Minister for Health and Wellbeing, I have been extremely clear around my expectation for a positive culture in the delivery of public health care in the ACT.
- The Government has a zero tolerance for bullying and harassment.
- Since March 2018, there has been significant work undertaken within our public health system to improve culture and governance, and to build an environment of genuine engagement.
- I have seen significant improvements in workplace culture since March 2018. These improvements were confirmed by the Australian Council on Healthcare Standards, through their accreditation report handed down in August 2018.
- Indeed an independent external review into Mental Health Services, commissioned in response to the March 2018 accreditation process, made some very complementary remarks about ACT Health staff. There was strong praise for many aspects of our mental health inpatient services and facilities.
- Building on these achievements, on 10 September 2018, the Minister for Health and Wellbeing announced her decision to put in place several processes to assist in further improving culture within ACT Health. This has included the establishment of an Independent Review of the Workplace Culture within ACT Public Health Services and the formation of a Clinical Leadership Forum.
- Both of these initiatives complement a broader package of initiatives that are being implemented by the Executive within ACT Health, aimed at further improving the workplace culture within ACT Health.

Cleared as complete and accurate: 17/09/2018
Cleared by: Director-General Ext: 50823
Information Officer name:
Contact Officer name: Vanessa Dal Molin Ext: 79532
Lead Directorate: Health

TRIM Ref: GBC18/553

QUESTION TIME BRIEF

- I am aware of the calls by Australian Salaried Medical Officers Federation (ASMOF) and Australian Medical Association (AMA) to establish a formal Board of Inquiry.
- I have taken their views into consideration and am supportive of the Minister's decision to undertake an Independent Review, rather than a full Board of Inquiry.
- The Independent Review will be about the workforce, and not just about the doctors.
- All staff across the workforce have a right to feel safe, supported and heard during this Review process, regardless of their position.
- I understand that the Minister is working to finalise the terms of reference for the Review as a priority.
- I am aware that there will be extensive engagement and consultation by the Review panel, whilst ensuring that the privacy of individuals coming forward is maintained.
- I will be working closely with the Minister for Health and Wellbeing to ensure that the Review is appropriate and effective.

Key Issues:

- On 10 September 2018 the Minister for Health and Wellbeing issued a statement on ACT Health culture.
- As part of this statement the Minister announced the establishment of an Independent Review into the Workplace Culture within ACT Public Health Services.
- The AMA, ASMOF and ACT Visiting Medical Officers Association (VMOA) have called for the establishment of a Board of Inquiry.

Cleared as complete and accurate: 17/09/2018
Cleared by: Director-General Ext: 50823
Information Officer name:
Contact Officer name: Vanessa Dal Molin Ext: 79532
Lead Directorate: Health

TRIM Ref: GBC18/553

ISSUE: INDEPENDENT REVIEW INTO ACT HEALTH'S CULTURE

Talking points:

- Together with the Minister for Health and Wellbeing, I have been extremely clear around my expectation for a positive culture in the delivery of public health care in the ACT.
- The Government has a zero tolerance for bullying and harassment.
- Since March 2018, there has been significant work undertaken within our public health system to improve culture and governance, and to build an environment of genuine engagement.
- I have seen significant improvements in workplace culture since this time. These improvements were confirmed by the Australian Council on Healthcare Standards, through their accreditation report handed down in August 2018.
- Indeed an independent external review into Mental Health Services, commissioned in response to the March 2018 accreditation process, made some very complementary remarks about ACT Health staff. There was strong praise for many aspects of our mental health inpatient services and facilities.
- Building on these achievements, on 10 September 2018, the Minister for Health and Wellbeing announced her decision to put in place several processes to assist in further improving culture within ACT Health. This has included the establishment of an Independent Review of the Workplace Culture within ACT Public Health Services and the formation of a Clinical Leadership Forum.
- Both of these initiatives complement a broader package of initiatives that are being implemented by the Executive within ACT Health, aimed at further improving the workplace culture within ACT Health.

Cleared as complete and accurate: 22/10/2018
Cleared by: Director-General Ext: 50823
Information Officer name:
Contact Officer name: Vanessa Dal Molin Ext: 79532
Lead Directorate: Health

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- I have taken their views into consideration and am supportive of the Minister's decision to undertake an Independent Review, rather than a full Board of Inquiry.
- The Independent Review will be about the workforce, and not just about the doctors.
- All staff across the workforce have a right to feel safe, supported and heard during this Review process, regardless of their position.
- The Minister announced the terms of reference for the Review on 21 September 2018, together with the details of the Review Panel members who had been appointed to conduct the review.
- The Review Panel is made up of three highly experienced individuals – Mr Mick Reid (Chair), Ms Fiona Brew and Professor David Watters.
- I had an introductory meeting with two members of the Review Panel earlier this month.
- The Review panel have a mandate to undertake extensive engagement and consultation, whilst ensuring that the privacy of individuals coming forward is maintained. To this end, the Review Panel issued a call for submissions on 15 October 2018.
- Anyone is able to make a submission to the Review. The call for submissions will be open until 30 November 2018.
- The Panel has publicly stated that the protection of people's confidentiality and privacy is of the utmost importance to the Review Panel.
- I will continue to work closely with the Minister for Health and Wellbeing to ensure that the Review is appropriate and effective.

Cleared as complete and accurate: 22/10/2018
Cleared by: Director-General Ext: 50823
Information Officer name:
Contact Officer name: Vanessa Dal Molin Ext: 79532
Lead Directorate: Health

TRIM Ref: GBC18/675

QUESTION TIME BRIEF

Key Issues:

- On 10 September 2018 the Minister for Health and Wellbeing issued a statement on ACT Health culture.
- As part of this statement the Minister announced the establishment of an Independent Review into the Workplace Culture within ACT Public Health Services.
- The AMA, ASMOF and ACT Visiting Medical Officers Association (VMOA) have called for the establishment of a Board of Inquiry.

Cleared as complete and accurate: 22/10/2018
Cleared by: Director-General Ext: 50823
Information Officer name:
Contact Officer name: Vanessa Dal Molin Ext: 79532
Lead Directorate: Health

TRIM Ref: GBC18/675

QUESTION TIME BRIEF

GBC18/823

Portfolio/s Mental Health

ISSUE: INDEPENDENT REVIEW INTO ACT HEALTH'S CULTURE

Talking points:

- Together with the Minister for Health and Wellbeing, I have been extremely clear around my expectation for a positive culture in the delivery of public health care in the ACT.
- The Government has a zero tolerance for bullying and harassment.
- Since March 2018, there has been significant work undertaken within our public health system to improve culture and governance, and to build an environment of genuine engagement.
- I have seen significant improvements in workplace culture since this time. These improvements were confirmed by the Australian Council on Healthcare Standards, through their accreditation report handed down in August 2018.
- Indeed an independent external review into Mental Health Services, commissioned in response to the March 2018 accreditation process, made some very complementary remarks about ACT Health staff. There was strong praise for many aspects of our mental health inpatient services and facilities.
- Building on these achievements, on 10 September 2018, the Minister for Health and Wellbeing announced her decision to put in place several processes to assist in further improving culture within ACT Health. This has included the establishment of an Independent Review of the Workplace Culture within ACT Public Health Services and the formation of a Clinical Leadership Forum.
- Both of these initiatives complement a broader package of initiatives that are being implemented by the Executive within ACT Health and Canberra Health Services, aimed at further improving workplace culture.

Cleared as complete and accurate: 26/11/2018
Cleared by: Director-General Ext: 50823
Information Officer name:
Contact Officer name: Vanessa Dal Molin Ext: 79532
Lead Directorate: Health

TRIM Ref: GBC18/823

QUESTION TIME BRIEF

- The Independent Review is about the entire workforce, and not just about the doctors.
- All staff across the workforce have a right to feel safe, supported and heard during this Review process, regardless of their position.
- The Minister announced the terms of reference for the Review on 21 September 2018, together with the details of the Review Panel members who had been appointed to conduct the review.
- The Review Panel is made up of three highly experienced individuals – Mr Mick Reid (Chair), Ms Fiona Brew and Professor David Watters, who have been working hard since their appointment in September.
- I had an introductory meeting with two members of the Review Panel In October 2018.
- The Review panel have a mandate to undertake extensive engagement and consultation, whilst ensuring that the privacy of individuals coming forward is maintained. To this end, the Review Panel issued a call for submissions on 15 October 2018.
- Anyone is able to make a submission to the Review. The call for submissions will be open until 30 November 2018.
- The Panel has publicly stated that the protection of people’s confidentiality and privacy is of the utmost importance to the Review Panel.
- I will continue to work closely with the Minister for Health and Wellbeing to ensure that the Review is appropriate and effective.

Cleared as complete and accurate: 26/11/2018
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 Information Officer name:
 Contact Officer name: Vanessa Dal Molin Ext: 79532
 Lead Directorate: Health



QUESTION TIME BRIEF

Key Issues:

- On 10 September 2018 the Minister for Health and Wellbeing issued a statement on ACT Health culture.
- As part of this statement the Minister announced the establishment of an Independent Review into the Workplace Culture within ACT Public Health Services.
- The AMA, ASMOF and ACT Visiting Medical Officers Association (VMOA) have called for the establishment of a Board of Inquiry.

Cleared as complete and accurate: 26/11/2018
Cleared by: Director-General Ext: 50823
Information Officer name:
Contact Officer name: Vanessa Dal Molin Ext: 79532
Lead Directorate: Health

TRIM Ref: GBC18/823

QUESTION TIME BRIEF

GBC19/225

Portfolio/s Mental Health

ISSUE: INDEPENDENT REVIEW INTO ACT HEALTH'S CULTURE

Talking points:

- Together with the Minister for Health and Wellbeing, I have been extremely clear around my expectation for a positive culture in the delivery of public health care in the ACT.
- The Government has zero tolerance for bullying and harassment.
- Since March 2018, there has been significant work undertaken within our public health system to improve culture and governance, and to build an environment of genuine engagement.
- I have seen significant improvements in workplace culture since this time.
- Building on these achievements, the decision was made to put in place several processes to assist in further improving culture within ACT Health. This included the establishment of an Independent Review of the workplace culture within ACT Public Health Services and the formation of a Clinical Leadership Forum.
- The Terms of Reference (released on 21 September 2018) for the Independent Review required the appointed Panel to deliver an interim report to me by 31 January 2019, with a final report due on or before the end of March 2019.
- The Review Panel delivered its interim report to me by the due date, and this was subsequently released publicly on 1 February 2019.
- The Final Report was released to staff and the public on 7 March 2019. And was tabled on 19 March 2019.
- I welcome the Final Report. The ACT Government has agreed to all recommendations in principle. The formal Government response to the Final Report will be tabled by the Minister for Health and Wellbeing this week.

Cleared as complete and accurate:	07/05/2019	
Cleared by:	Executive Branch Manager	Ext: 49400
Contact Officer name:	Jodie Junk-Gibson	Ext: 49923
Lead Directorate:	Health	
Cleared for release	Yes	
Information Officer name:	Jodie Junk-Gibson	
TRIM Ref:	GBC19/225	

QUESTION TIME BRIEF

- We understand the importance of working with staff and stakeholders to put the final recommendations into practice in a way that drives the real change we need to see. The Final Report has also given the Government clear implementation and timeline guidance.
- Through the establishment of strong and transparent governance arrangements, we will ensure that implementation is efficient and effective, and that staff and stakeholders are appropriately engaged.
- The Government is moving quickly to begin implementation and I attended the inaugural Culture Review Oversight Group meeting on 28 March 2019 which was chaired by the Minister for Health and Wellbeing.
- The membership of the Group has been settled and includes representation from unions, tertiary institutions, ACT Health Directorate, Canberra Health Services, Calvary and relevant colleges.
- The inaugural meeting of the Culture Review Oversight Group also considered, amongst other things, our Terms of Reference and the Implementation Timeline for the the Independent Review's recommendations.
- I look forward to working closely with the members of the Group to ensure that our public health care system continues to deliver a high level of care to the community and is seen as an employer of choice for health professionals.
- We do not shy away from the fact that, at times, the Report makes difficult reading. It is disappointing to read that staff working in our public health system have experienced bullying, intimidation and harassment.
- The ACT Government invests significantly in the delivery of public health services to ensure safe, high quality healthcare for the ACT community and our surrounding region. In addition to taking care of our community, we are also working hard to ensure that our staff are looked after.
- With new Executive leadership teams being established across our three health services there is a strong commitment to developing a positive workplace culture. Signs of a shift in positivity are already being demonstrated, and it was pleasing to read in the Final Report that there is cautious optimism by many within the service around the new leadership.

Cleared as complete and accurate:	07/05/2019	
Cleared by:	Executive Branch Manager	Ext: 49400
Contact Officer name:	Jodie Junk-Gibson	Ext: 49923
Lead Directorate:	Health	
Cleared for release	Yes	
Information Officer name:	Jodie Junk-Gibson	
TRIM Ref:	GBC19/225	

QUESTION TIME BRIEF

- The Final Report also highlights the fact that the issue of culture within public health services is not unique to the ACT – it is a concern at a national level.
- The Review recommendations give us practical recommendations which provide us now with the opportunity to lead the nation in developing a positive workplace culture across our health systems.
- This Review has provided staff with the opportunity to be heard, to share their experiences, their stories and contribute in a positive way to real change.
- I want to thank the staff, individuals and organisations that contributed to the Review. That so many made a submission to the Review panel is a testament to the confidence that the Canberra community, including staff and patients, had in the Review team to deliver appropriate recommendations.
- I would also like to take this opportunity to again thank Panel members, Mick Reid, Fiona Brew and David Watters for the extensive work they have undertaken throughout this process.

Clinical Leadership Forum

- This is a high level forum that will provide advice to both Ministers.
- The Forum will provide independent advice to contribute to the continuous improvement of the ACT's health system.
- The Forum will include a range of areas from across Canberra Health Services, Calvary Public Hospital and the broader ACT health services sector.
- The Forum will provide an important mechanism for clinical leaders to advise on health services planning and infrastructure, clinical culture and training and education.
- Work is well underway to appoint members to the Forum, with an Expression of Interest process recently closing.

Cleared as complete and accurate:	07/05/2019	
Cleared by:	Executive Branch Manager	Ext: 49400
Contact Officer name:	Jodie Junk-Gibson	Ext: 49923
Lead Directorate:	Health	
Cleared for release	Yes	
Information Officer name:	Jodie Junk-Gibson	
TRIM Ref:	GBC19/225	

ACT Health Cultural Survey

- Culture is complex and dynamic, particularly in large health care organisations such as ACT Health. Over many years ACT Health has been closely monitoring its workplace culture and utilising a range of methods drawn from best practice to encourage respectful and supportive environments for staff and patients.
- ACT Health's Quality Strategy 2018-2028 was officially launched in March 2018. The Strategy supports the delivery of person-centred, safe and effective care, through three key enablers – Culture, Leadership and Communication. The inclusion of culture as a key enabler will further strengthen the implementation of the Strategy.
- Given the ACT Government's decision to create two organisations from October 2018, as well as the need to address other key organisational challenges, culture development is a central area of focus. Key actions focusing on leadership, values and engagement are being planned and implemented.
- Building a cohesive senior leadership team is critical to improved workplace culture in both organisations. Since July 2018, the Director-General, Deputy Directors-General and Executives have participated in a number of high-level workshops to discuss culture improvement, refreshing organisational vision, values-based behaviours and leading staff through the organisational transition.
- The findings and recommendations of the independent review into the workplace culture within public health services will help inform the content of the next Staff Culture Surveys for both organisations.
- The timing for the next Staff Culture Survey will be considered as part of the implementation of recommendations of the Review into the Workplace Culture within ACT Public Health Services.

BackgroundReview Panel Profiles

- Mr Reid has undertaken many roles in the Australian health system, spanning four decades. He has been a bureaucrat, consultant and academic which gives him a breadth of experience and depth of knowledge of the Australian health care system.

Cleared as complete and accurate:	07/05/2019	
Cleared by:	Executive Branch Manager	Ext: 49400
Contact Officer name:	Jodie Junk-Gibson	Ext: 49923
Lead Directorate:	Health	
Cleared for release	Yes	
Information Officer name:	Jodie Junk-Gibson	
TRIM Ref:	GBC19/225	

QUESTION TIME BRIEF

- Ms Fiona Brew has a nursing background. She is a senior health executive with more than ten years' experience in managing public health services and aged care in various senior roles. She is a values-based leader and an expert in reforming culture in health services.
- Professor Watters was president of the Royal Australian College of Surgeons (RACS) from 2015 to 2016. During this time, he established an expert group to combat bullying, harassment and discrimination in the health sector. This included looking at how RACS could lead the elimination of bullying and harassment from hospitals and health departments. He has a strong interest in workplace culture and professional issues across the health sector. Professor Watters is Professor of Surgery at Deakin University, working at Barwon Health and the University Hospital Geelong.
- The membership of the Culture Review Oversight Group includes:
 - the Director-General of the ACT Health Directorate
 - The chief Executive officer of Canberra Health Services
 - The Regional Chief Executive of Calvary ACT
 - The Branch Secretary of the ANMF ACT
 - The President of the AMA ACT
 - The Regional Secretary of the CPSU
 - The President of ASMOF ACT
 - The President of the VMOA ACT
 - The Dean of the College of Health and Medicine at ANU
 - The Executive Dean of the Faculty of Health at the University of Canberra
 - The Minister for Mental Health as Deputy Chair
 - The Minister for Health and Wellbeing as Chair

Cleared as complete and accurate:	07/05/2019	
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Contact Officer name:	Jodie Junk-Gibson	Ext: 49923
Lead Directorate:	Health	
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Information Officer name:	Jodie Junk-Gibson	
TRIM Ref:	GBC19/225	

ISSUE: INDEPENDENT REVIEW INTO ACT HEALTH'S CULTURE**Talking points:**

- Together with the Minister for Health and Wellbeing, I have been extremely clear around my expectation for a positive culture in the delivery of public health care in the ACT.
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- Indeed an independent external review into Mental Health Services, commissioned in response to the March 2018 accreditation process, made some very complementary remarks about ACT Health staff. There was strong praise for many aspects of our mental health inpatient services and facilities.
- Building on these achievements, on 10 September 2018, the Minister for Health and Wellbeing announced her decision to put in place several processes to assist in further improving culture within ACT Health. This has included the establishment of an Independent Review of the Workplace Culture within ACT Public Health Services and the formation of a Clinical Leadership Forum.
- The Terms of Reference (released on 21 September 2018) for the Independent Review required the appointed Panel to deliver an interim report to the Minister for Health and Wellbeing by 31 January 2019, with a final report due on or before the end of March 2019.
- The Review Panel delivered its interim report by the due date, and this was subsequently publicly released by the Minister for Health and Wellbeing on 1 February 2019.
- The Final Report has now been received and was released to staff and the public on 7 March 2019.

Cleared as complete and accurate:	12/03/2019	
Cleared by:	Director-General	Ext: 49400
Contact Officer name:	Vanessa Dal Molin	Ext: 49400
Lead Directorate:	Health	
Cleared for release	Yes	
Information Officer name:	Director-General	
TRIM Ref:	GBC19/93	

QUESTION TIME BRIEF

- I welcome the Final Report. The ACT Government has agreed to all recommendations in principle. We understand the importance of working with staff and stakeholders to put the final recommendations into practice in a way that drives the real change we need to see.
- Through the establishment of strong and transparent governance arrangements, we will ensure that implementation is efficient and effective, and that staff and stakeholders are appropriately engaged.
- I do not shy away from the fact that, at times, the Report makes difficult reading. It is disappointing to read that staff working in our public health system have experienced bullying, intimidation and harassment.
- The ACT Government invests significantly in the delivery of public health services to ensure safe, high quality healthcare for the ACT community and our surrounding region. In addition to taking care of our community, we are also working hard to ensure that our staff are looked after.
- With new Executive leadership teams being established across our three health services there is a strong commitment to developing a positive workplace culture. Signs of a shift in positivity are already being demonstrated, and it was pleasing to read in the Final Report that there is cautious optimism by many within the service around the new leadership.
- The Final Report also highlights the fact that the issue of culture within public health services is not unique to the ACT – it is a concern at a national level.
- The Review recommendations give us practical recommendations which provide us now with the opportunity to lead the nation in developing a positive workplace culture across our health systems.
- The Final Report has also given the Government clear implementation and timeline guidance.
- This Review has provided staff with the opportunity to be heard, to share their experiences, their stories and contribute in a positive way to real change.
- I would like to take this opportunity to thank Panel members, Mick Reid, Fiona Brew and David Watters for the extensive work they have undertaken throughout this process.

Cleared as complete and accurate:	12/03/2019	
Cleared by:	Director-General	Ext: 49400
Contact Officer name:	Vanessa Dal Molin	Ext: 49400
Lead Directorate:	Health	
Cleared for release	Yes	
Information Officer name:	Director-General	
TRIM Ref:	GBC19/93	