

<p><b>31 January 2019</b> <b>1.30pm – 2.00pm</b></p>	<p>DG to meet with Executive Team (by teleconference) to advise of the planned release of the report and potential media on 1 February.</p> <p>Cascading messaging for managers to be emailed to all executives who will be asked to arrange meetings with their staff on 1 February 2019.</p>	<p>CEO and CEO of Calvary ACT Hospitals may also wish to plan a similar meetings.</p> <ul style="list-style-type: none"> <li>• See attached dot points for the teleconference (for DG, CEO and CEO of Calvary ACT Hospitals)</li> <li>• See attached cascading message for executives to use in briefing staff</li> </ul>
<p><b>31 January 2019</b> <b>4pm to media</b></p>	<p>Minister for Health and Wellbeing to release the interim report to media (under-embargo until 11am on 1 February 2019)</p>	<p>Minister's Office to arrange release of the report.</p> <p>ACT Health to arrange for the report to be placed onto the ACT Health website and made live from 1 February 2019.</p>
<p><b>1 February 2019</b> <b>10am (1 hour prior to Media Embargo lift)</b></p>	<p>All staff message from DG, CEO and CEO of Calvary ACT Hospitals advising of the release of the report and details on how to access – plus process for implementation of recs/next steps</p>	<p>See draft message attached.</p> <p>Link to report on Health Hub and Calvary intranet.</p>
<p><b>1 February 2019</b> <b>10am (or just prior to above message going being sent)</b></p>	<p>Interim report published to the Culture Review page of the ACT Health Intranet</p>	<p>Draft website content to be developed</p>
<p><b>1 February 2019</b> <b>11am</b></p>	<p>Interim Report published to the ACT Health Internet page (public)</p>	<ul style="list-style-type: none"> <li>• Draft website content to be developed</li> </ul>
<p><b>1 February 2019</b> <b>11am</b></p>	<p>Minister's Media Release to be issued.</p>	
<p><b>1 February 2019</b> <b>11am</b></p>	<p>Minister and Chair of the Panel to do media Door Stop</p>	<p>Advice from MO is that no health staff will be required for stand up.</p>
<p><b>1 February 2019</b> <b>11am release (concurrently with embargo lift)</b></p>	<p>DG, CEO and CEO of Calvary ACT Hospitals to issue a joint media statement responding to the interim report – to be provided to media under embargo on 31 January 2019.</p> <p><u>Only if required:</u></p> <ul style="list-style-type: none"> <li>• DG, CEO – media stand-up to be coordinated</li> <li>• Stand up to be held at 6 Bowes Street, Level 5 conference room.</li> </ul>	<p>A joint statement from the three leaders will demonstrate that there is a cohesive and coordinated response to the Review of Culture.</p> <ul style="list-style-type: none"> <li>• See draft message attached.</li> </ul>
<p><b>4 – 5 February 2019</b></p>	<p>We understand that the Review Panel will meet with stakeholders.</p> <ul style="list-style-type: none"> <li>• Meeting arranged with DG, CEO and CEO of Calvary ACT Hospitals on 5 February from 1pm – 2pm</li> </ul>	<p>These meetings will be arranged directly by the Review Panel secretariat.</p> <ul style="list-style-type: none"> <li>• No health involvement required.</li> <li>• We understand that the Chair of the Panel will have no further direct engagement with staff.</li> </ul>

*Note: This media plan is a working document and will evolve overtime as media opportunities are finalised and new opportunities arise.*



<p><b>Late February/early March</b></p>	<p>Review Panel to provide the final report to Minister</p>	<p>This is an estimated timeframe.</p>
<p><b>Late February/early March</b></p>	<p>Briefing to be prepared by ACT Health Directorate for Ministers as soon as the report can be accessed.</p> <p>Support for Ministers in relation to any media and communication requirements etc will also be provided.</p>	<p>Briefing to be developed within a day of receiving the final report.</p> <p>Discussions to take place with the Minister's Offices in relation to media requirements</p>
<p><b>Late February/early March</b></p>	<p>DG/CEO/ CEO of Calvary ACT Hospitals message:</p> <p>It is recommended that a coordinated message is sent to all staff advising of the finalisation of the Review's report.</p> <p>At this stage, it is proposed that staff forums are arranged. DG/CEO/CEO of Calvary ACT Hospitals to arrange their own forums and dates for their staff.</p>	<p>Draft message to be developed.</p>

## Approvals

Action officer/s: Vanessa Dal Molin – ext. 49401

### Communications:

- Internal Communications – Merryn Jelbart – ext. 49649
- Media – Tracey Pulli – ext. 53708

Clearance –

Director General, ACT Health:

Chief Executive Officer, Canberra Health Services

*Note: This media plan is a working document and will evolve overtime as media opportunities are finalised and new opportunities arise.*





# Media release

Under embargo until 11am Friday 1 February 2019

## Leaders of ACT public health system welcome Interim Report on workplace culture

The ACT Health Directorate, Canberra Health Services and Calvary Healthcare have welcomed the release of the Interim Report by the Independent Review Panel today.

The Independent Review into workplace culture has been important for our public health system and for the staff who work in our health services.

The Interim Report is being taken very seriously. All recommendations have been accepted in-principle, with the ACT Health Directorate to lead a territory-wide response to the Independent Review.

The implementation of recommendations will be supported by the establishment of a new Implementation Steering Group and a team.

The Steering Group will include the Director-General of ACT Health and the CEO's of Canberra Health Services and Calvary ACT Hospitals to ensure work continues to be given the highest priority across the organisations. Recruitment of the Implementation Team, which will operate for three years, will begin shortly.

The Minister for Health and Wellbeing will also 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.

In addition, ACT Health, Canberra Health Services and Calvary Healthcare will continue to work with the Independent Review Panel to better understand areas of concern identified as part of the Interim Report and develop further initiatives to address specific issues raised.

ACT Health Directorate Deputy-Director-General Michael De'Ath said ACT Health was absolutely committed to improving workplace culture and staff engagement across our public health services.

"The Interim Report released today provides the opportunity to effect real change within the working environments of our health services," Mr De'Ath said.

"We are taking the report's findings very seriously. Through the governance processes that will be established, we will ensure recommendations are implemented effectively and efficiently. We will also ensure staff are appropriately engaged in the process.

"We have strong values and a lot of dedicated and hardworking people within our organisations and it's important that we also acknowledge the many positives that are highlighted in the Interim Report.

"With the work that has been underway over the past 12 months, we are already seeing a significant shift towards a more positive workforce culture. We will continue to build on this as we begin to implement the recommendations."

Canberra Health Services CEO Ms Bernadette McDonald said it was clear from the Interim Report that while the organisation has made significant inroads to address culture issues, there was still much work to do.

care for the people who deliver it," Ms McDonald said.

"Ensuring staff feel valued, can express their views without fear or favour and can work together effectively is of the utmost importance for me as the CEO.

"Initiatives already underway to address workplace culture include the introduction of an Employee Advocate role, regular staff forums and the formation of an Occupational Violence Working Group.

"Over the next three months, we will progress the development of vision and values for Canberra Health Services as a new organisation. The outcomes from the Independent Review will inform this work."

The CEO of Calvary ACT Hospitals Ms Barbara Reid said her organisation would work closely with ACT Health to support the implementation of recommendations at Calvary public hospital.

"INSERT," Ms Reid said.

"INSERT"

**Statement ends**

**Media contact/s:**

<b>ACT Health</b>	<b>M 0403 344 080</b>	<b>E <a href="mailto:healthmedia@act.gov.au">healthmedia@act.gov.au</a></b>
<b>Canberra Health Services</b>	<b>M 0466 948 935</b>	<b>E <a href="mailto:chsmedia@act.gov.au">chsmedia@act.gov.au</a></b>
<b>Calvary Healthcare</b>	<b>M XXXX XXX XXX</b>	<b>E</b>

**ACT Government | ACT Health Directorate**

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 GPO Box 158, Canberra ACT 2601     0403 344 080     [www.health.act.gov.au](http://www.health.act.gov.au)



# Independent Review into the Workplace Culture within ACT Public Health Services – release of the final report: communication materials

**Message to all ACT Health, CHS and Calvary staff from:**

- **Mr Michael De'Ath - Director General ACT Health,**
- **Ms Bernadette McDonald - Chief Executive Officer, Canberra Health Services, and**
- **Ms Barbara Reid - Regional Chief Executive Officer, Calvary ACT**

**To be released Wednesday 6 March 2019 at 3.00pm**

**Subject:** An important message for staff in the ACT public health system

Colleagues,

Tomorrow, 7 March 2019, the Minister for Health and Wellbeing, Ms Meegan Fitzharris MLA, will release the final report of the Independent Review into the Workplace Culture within ACT Public Health Services. The Report will be available for staff to review from 11.00 am.

We anticipate the report will remain substantially the same as the interim report released on 1 February 2019. We understand that the panel was looking to refine the report, including the timeframes relating to implementation of the recommendations.

While the delivery of this final report marks the formal conclusion of the review process, it also signifies a time for important reflection, new beginnings and the continuation of the work already underway to improve workplace culture within our organisations.

We would like to take this opportunity to reaffirm our position. We are taking the findings of the report and its recommendations very seriously and are unreservedly committed to change.

To do what is right for Canberra's health system, for all staff and our community, we will work together to ensure every recommendation is addressed and implemented. This is our commitment to you and to the ACT Government.

As previously communicated, moving forward a strong governance framework will be in place to ensure there is alignment across all organisations and levels of leadership to drive the implementation of the recommendations in the report.

- A Cultural Review Oversight Group chaired by the Minister for Health and Wellbeing will be established.
- An Implementation Steering Group, chaired by the Director General, ACT Health will be stood up in the coming weeks.
- An Implementation Team tasked with developing a Territory-wide project plan to implement the report's recommendations is in the process of being formed. As the recommendations span across all public health services, the Implementation Team will sit within the ACT Health

Directorate, but staff will work across the ACT Health Directorate, Canberra Health Services and Calvary Public Hospital.

Staff forums will be held across our three organisations in the coming weeks to provide an opportunity for all staff to discuss the final report. More information about these events will be provided soon. We urge you to attend these events and to continue engaging in open and honest conversations about organisational culture with us and your peers.

To those of you who made a submission to the review, thank you. Thank you for sharing your experiences so openly and honestly. Your contribution to this process will help us continue to build more positive and stronger workplace cultures for the future.

We value and admire the work you all do to ensure the delivery of the highest quality care and support to our community. Thank you for your patience throughout the review's process.

Should you have any questions in relation to the final report, please email [CultureReviewImplementation@act.gov.au](mailto:CultureReviewImplementation@act.gov.au)

We would also like to remind you that if you need help and support, we encourage you to:

- talk to a Respect Equity and Diversity (RED) contact officer
- contact your relevant Employee Assistance Program (EAP) for free, confidential counselling
- contact the following Human Resources (HR) Units:

<b>Canberra Health Services Workforce Relations Unit</b>	Telephone: 5124 9610 Email: <a href="mailto:chswr@act.gov.au">chswr@act.gov.au</a>
<b>ACT Health Directorate HR Unit</b>	Telephone: 5124 9201 Email: <a href="mailto:HDHR@act.gov.au">HDHR@act.gov.au</a>
<b>Calvary HR Unit</b>	Telephone: 6264 7269 Email: <a href="mailto:hr@calvary-act.com.au">hr@calvary-act.com.au</a>

**Updates to ACT Health website:**

<https://www.health.act.gov.au/Culture-Review>

The Final Report into the workplace culture within ACT public health services was released by the Minister for Health and Wellbeing, Meegan Fitzharris MLA on 7 March 2019. Read the report. [insert hyperlink when available.]

The Interim Report was released on 1 February 2019. [Read the report.](#)

**Updates to HealthHub:**

All staff message to be published on the HealthHub homepage news feature containing a link to final report.

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**Draft message to all ACT Health, CHS and Calvary staff from:**

- Director General ACT Health,
- Chief Executive Officer, Canberra Health Services, and
- Chief Executive Officer, Calvary ACT Hospitals

To be released 30 January 2019 – 3.00pm release

Dear colleagues

You will be aware that on 10 September 2018, the Minister for Health and Wellbeing announced the establishment of an Independent Review into the Workplace Culture within ACT Public Health Services. On 21 September 2018, the Government released the Review's terms of reference and announced the appointment of an Independent Panel tasked to lead the review.

The terms of reference for the Review require the Panel to provide their Interim Report to the Minister for Health and Wellbeing by 31 January 2019. We understand that the Panel is on track to do this. We further understand that the Minister is likely to release the Interim Report by end of this week.

Following the release of the Interim Report we will carefully consider its contents and recommendations. We will respond appropriately and establish a formal plan for implementation. Further details will be provided to you as soon as they are available.

We would like to assure you that we will be seriously considering the contents of the report and any recommendations made. This report provides us with an important opportunity to implement positive change within our organisations, building on the improvements that we have already achieved. We will be looking to all staff to assist in this process.

We are anticipating significant interest in the release of the Interim Report, from staff, stakeholders and the media. We encourage you to discuss any concerns you may have with your Executive leaders and line area managers. Other options for support include:

- talking to a Respect Equity and Diversity (RED) contact officer
- contacting your relevant Employee Assistance Program (EAP) for free, confidential counselling
- contacting the following Human Resources (HR) Units:

Canberra Health Services Workforce Relations Unit	Telephone: 5124 9610 Email: <a href="mailto:chswr@act.gov.au">chswr@act.gov.au</a>
ACT Health Directorate HR Unit	Telephone: 5124 9201 Email: <a href="mailto:HDHR@act.gov.au">HDHR@act.gov.au</a>
Calvary Health Care HR Unit	Telephone: Email:

For urgent emotional and psychological support contact:

- beyondblue support service – call 1300 22 4636 or visit [www.beyondblue.org.au](http://www.beyondblue.org.au)

- Lifeline – call 13 11 14 or visit [www.lifeline.org.au](http://www.lifeline.org.au)
- MensLine Australia – call 1300 789 978 or visit [www.mensline.org.au](http://www.mensline.org.au)
- Suicide Call Back Service – call 1300 659 467 or visit [www.suicidecallbackservice.org.au](http://www.suicidecallbackservice.org.au)
- SANE Australia Helpline – call 1800 18 SANE (7263) or visit [www.sane.org](http://www.sane.org)

We will provide you with further information as soon as it becomes available.

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**Draft message to all ACT Health, CHS and Calvary staff from:**

- Director General ACT Health,
- Chief Executive Officer, Canberra Health Services and
- CEO, Calvary ACT Hospitals

**To be released 1 February 2019 – 10.30am**

Dear colleagues

Earlier this week we wrote to you about the upcoming release of the Interim Report of the Independent Review into the Workplace Culture within ACT Public Health Services.

We can now advise that the Minister for Health and Wellbeing will publicly release the report later this morning. The Report is now available for all staff to review[insert hyperlink]. We encourage all staff to take the time to read the Interim Report in detail.

Our understanding is that the Review Panel will be meeting with stakeholders over the coming week. It will then look to finalise the Report without delay.

We welcome the Panel's Interim Report and will now carefully consider its contents and recommendations. We will await the Final Report before developing a formal response. In the meantime we are commencing work to establish an Implementation Team, including the recruitment of a Project Lead, who will be tasked with developing a Territory wide project plan to implement the recommendations. As the recommendations span across all public health services, the Implementation Team will sit within the ACT Health Directorate, working closely with Canberra Health Services and Calvary Health Care.

There will be a strong governance framework established to oversight and drive implementation of the Report's recommendations, including the establishment of an Implementation Response Committee, to be chaired by the Minister for Health and Wellbeing, and an Implementation Steering Group, chaired by the Director General, ACT Health. Terms of Reference will be developed for both of these groups, and will be shared with you.

As we have previously communicated to you, we will be seriously considering the contents of both the Interim and Final Reports, including all of the recommendations. These reports provide us with a significant opportunity to all work together, across organisations, to improve our workplace culture and staff engagement.

The Government makes a significant investment in the delivery of public health services to ensure safe, high quality care is provided for the ACT community and the surrounding region. Whilst we are taking care of our community, we will also be working hard to ensure that all our staff are looked after and are provided with every opportunity to excel.

This is our opportunity to effect change in our working environments, and lead the nation in developing a positive workplace culture across our health system. We are already seeing initiatives being rolled out that are designed to improve our workplace culture and provide you with additional mechanisms to address your concerns.

If you have any questions in relation to the Interim Report or the implementation process, please raise these with your managers in the first instance or email [CultureReviewImplementation@act.gov.au](mailto:CultureReviewImplementation@act.gov.au)



Staff forums will be held across the three organisations once the Final Report is released. Further details on these forums will be provided soon.

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## Meegan Fitzharris MLA

Minister for Health and Wellbeing  
Minister for Higher Education  
Minister for Medical and Health Research  
Minister for Transport  
Minister for Vocational Education and Skills

Member for Yerrabi

XX March 2019

# Implementation of the Independent Workplace Culture Review underway

Today the first meeting of the new Culture Review Oversight Group took place, with members coming together to make a public commitment to collectively implement recommendations of the Independent Review into Workplace Culture within ACT Public Health Services.

Establishment of the new Oversight Group was a key recommendation of the Workplace Culture Review, which was released earlier this month.

As well as making the public commitment to collectively implement all recommendations, the Group endorsed the Terms of Reference and confirmed the final membership.

Minister for Health and Wellbeing Meegan Fitzharris, who is the chair, said that the first meeting of the Group was a positive symbol of the work that was to come.

"The Government is committed to driving the change we need to see in our public health system," Minister Fitzharris said.

"I am pleased to say the new Oversight Group is now established and will drive the implementation of all recommendations of the Independent Review and ensure a strong governance framework for the territory-wide response.

"But to drive the changes that are needed and to truly effect positive change to the workplace culture across our health system, we need everyone to come together and work together.

"That's why, the final membership of the Group will also include the ACT Visiting Medical Officers Association, the Australian Salaried Medical Officer's Federation and the two Deans of the Faculties of Health at Australian National University and the University of Canberra, amongst our leaders and key stakeholders across the public health system."

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### ACT Legislative Assembly

Phone (02) 6205 0051 Email: [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)

@ MeeganFitzMLA

MeeganFitzharrisMLA





## Meegan Fitzharris MLA

Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills

Member for Yerrabi

Minister Fitzharris said the Oversight Group wouldn't be the only forum for health leaders and clinical experts to get involved in improving the health system.

"Since the final report of the Workplace Culture Review was released earlier this month, we have also opened expressions of interest for clinical experts who wish to be a part of the ACT's new Clinical Leadership Forum," Minister Fitzharris said.

"We want our senior health leaders to be more engaged in how we plan and provide public health services, which is increasingly important as our city grows.

"The Clinical Leadership Forum will play an important role in providing independent and expert advice to the ministers on infrastructure and health services planning, clinical culture, and training and education, and I encourage interested people to apply to the EOI." Minister Fitzharris said.

Meetings of the Culture Review Oversight Group will be held quarterly. The Group will provide a quarterly update to the Government, which will be released publicly as a communique.

The final membership of the Review Group includes the:

- Minister for Health and Wellbeing (Chair) and Minister for Mental Health
- Director-General of the ACT Health Directorate
- Chief Executive Officer of Canberra Health Services
- Regional Chief Executive Officer of Calvary ACT
- Regional Secretary of the CPSU
- Branch Secretary of the ANMF ACT
- President of the AMA ACT
- President of the Health Care Consumers Association (ACT)
- President of the ASMOF
- President of the VMOA ACT
- Dean, College of Health and Medicine ANU
- Executive Dean, Faculty of Health, University of Canberra

The Terms of Reference of the Group are at: (INSERT)

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### ACT Legislative Assembly

Phone (02) 6205 0051 Email: [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)

@ MeeganFitzMLA

MeeganFitzharrisMLA





## Meegan Fitzharris MLA

Minister for Health and Wellbeing  
Minister for Higher Education  
Minister for Medical and Health Research  
Minister for Transport  
Minister for Vocational Education and Skills

Member for Yerrabi

Applications for the Clinical Leadership Forum EOI process are due by 12 April 2019. Further information can be found at: [www.health.act.gov.au/health-professionals/clinical-leadership-forum](http://www.health.act.gov.au/health-professionals/clinical-leadership-forum)

Statement ends

### Media contact/s:

Claire Johnston T (02) 6205 0022 M 0452 597 459 [ClaireV.johnston@act.gov.au](mailto:ClaireV.johnston@act.gov.au)

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### ACT Legislative Assembly

Phone (02) 6205 0051 Email: [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)

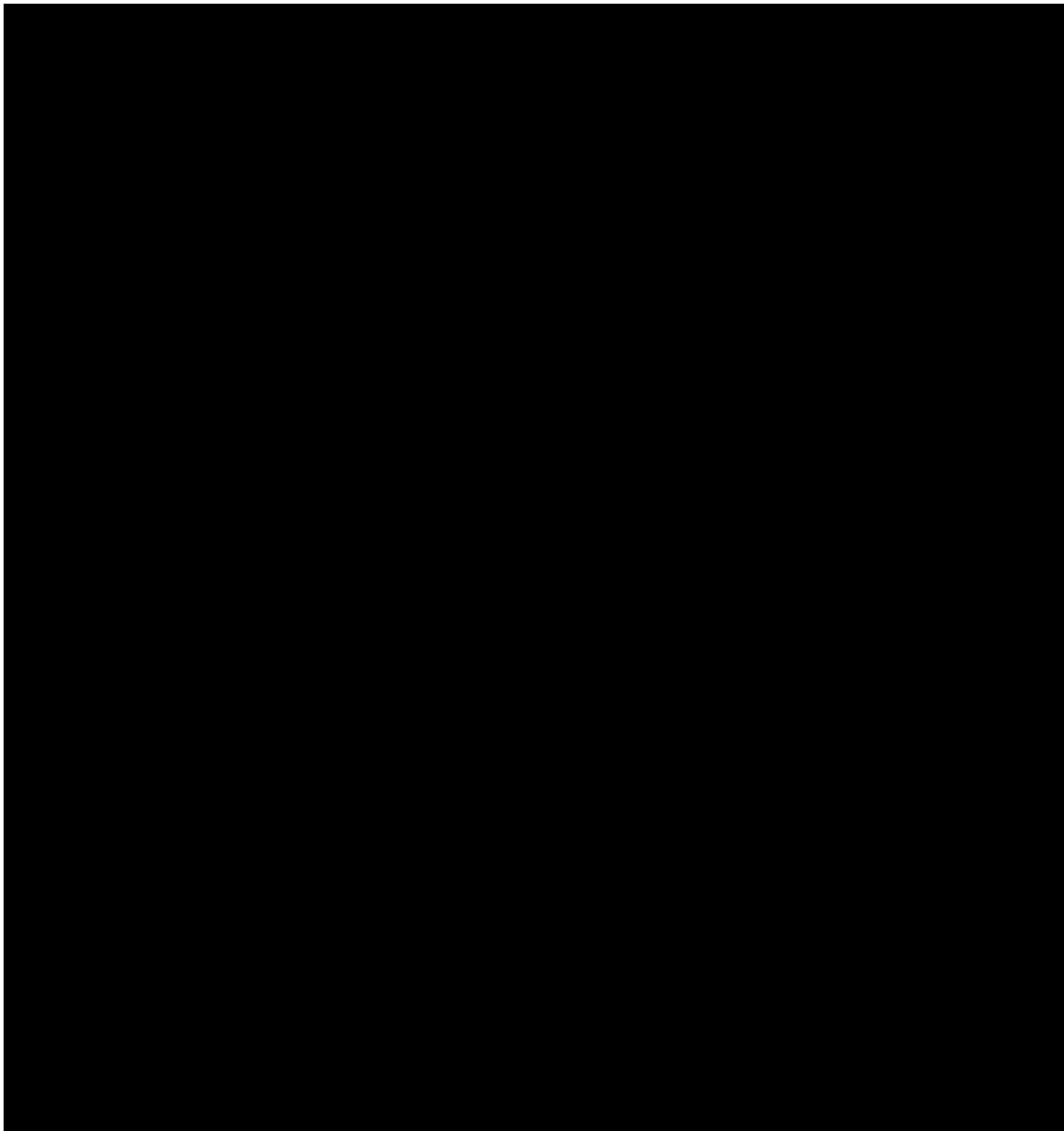
@MeeganFitzMLA

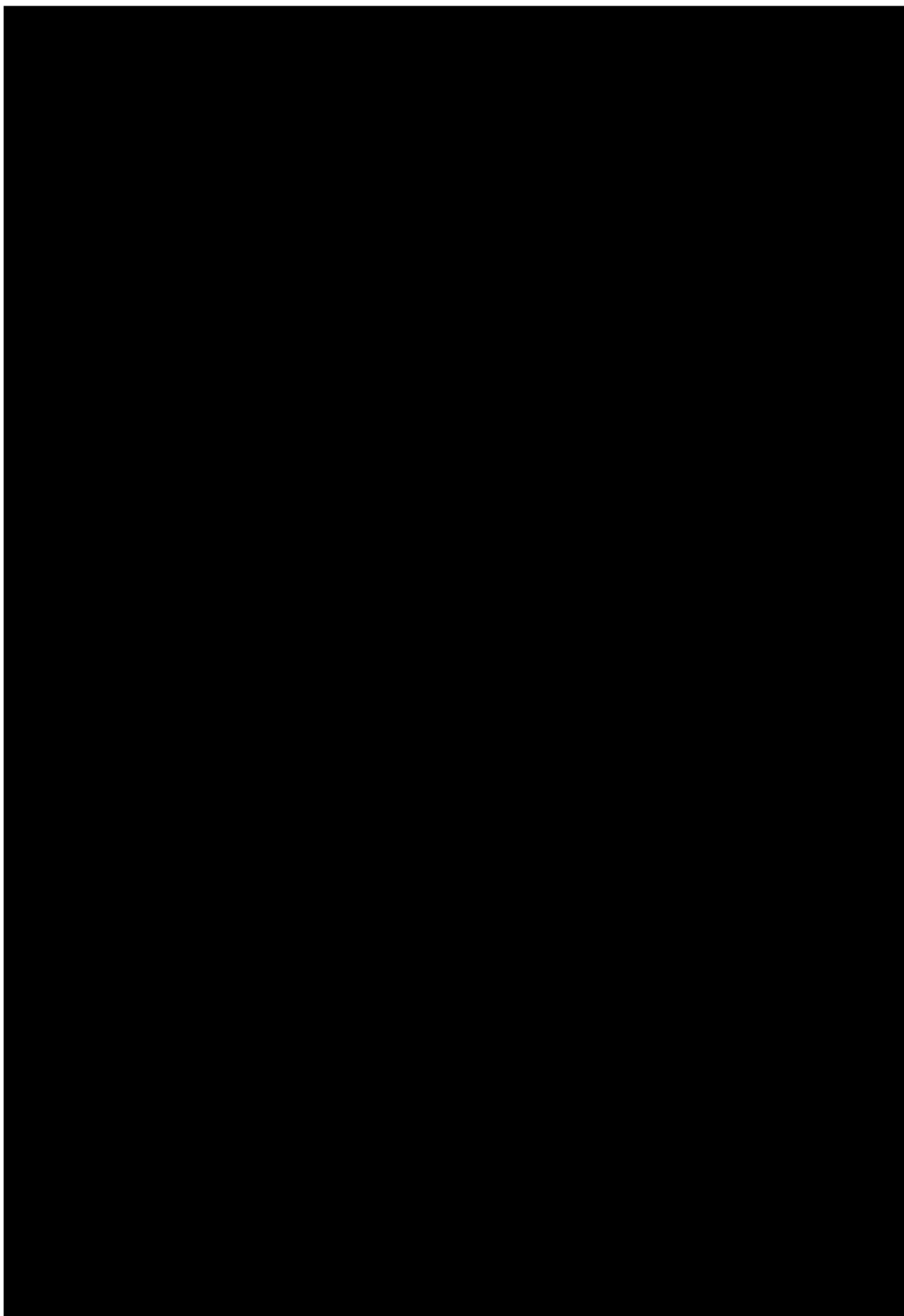
MeeganFitzharrisMLA



**Culture Review Oversight Committee -  
28 March 2019 – 10.00 am to 12 noon  
Talking Points for Director General**

**Item 3.3 – Referrals**







**Item 4.1 – Implementation Timeline**

- The paper you have before you outlines the implementation timeline for recommendations made within the Final Report of the Review.
- The timeline was developed by the Review Panel in consultation with the executive leadership team.
- We are commencing early planning work to implement the recommendations.
- The Implementation team that is in the process of being established will develop more detailed project planning in consultation with the relevant organisations.
- I expect that these plans will be provided to you for review at our next meeting.
- *[Seek comments from Members on the implementation timeline]*

**Item 4.2 – Updates from Leadership Team**

- I thought it would be useful to brief Members on the work that is currently underway within each of our organisations to improve workplace culture. Bernadette and Barbara will speak shortly about their organisations.

- The culture needs within the ACT Health Directorate are being carefully considered, particularly in light of our transition to two organisations back in October 2018.
- Work is being rolled out, which is underpinned by a strong focus on values and genuine engagement with staff and leadership.
- The work is focused on building a cohesive, values based executive team and on building an environment where collaboration can thrive. The findings and recommendations contained in the final report of the Review of Culture are fundamental to supporting the direction and areas of focus for this work.
- In terms of settling the organisation, I am pleased to advise that our new executive structure is largely finalised, with the last of our executive recruitment soon to be finalised.
- The change in our organisational structure has provided a rare and significant opportunity to select executive leaders who have demonstrated both appropriate knowledge in the domains we require as an organisation and a track record of success in capably managing and leading people.
- There is a strong commitment from the new executive leadership team to develop a positive workplace culture.
- I am pleased to say that this is showing early signs of a shift in the positivity of the workforce culture within the Directorate.

- With a largely refreshed executive team, we will be focusing on delivering an effective leadership development program, customised to our needs.
- There is also a lot of work underway at the present time to refresh our Strategic Plan, our vision and our values statements. This will include extensive staff engagement to ensure that there is strong take up.
- As part of this exercise we will need to carefully consider how we work to ensure that positive relationships are maintained across the health portfolio – with Canberra Health Services and Calvary Health Care.
- I am also pleased that we are taking small steps to positively improve the culture within the organisation:
  - There is better communication to staff across the Directorate, with key messages coming from the Executive team. These detail the importance which has been placed on workplace culture, values and the need to better engage with staff.
  - Accommodation needs of Directorate staff have settled, with staff moving to sit within their Groups (or Divisions). This has already proven beneficial, where we now see staff sitting on the same floor as their Executives within the Directorate.
  - We are also starting to move more quickly to respond to complaints made by staff about workplace culture and bullying issues.

- In relation to the Implementation of the Recommendations arising from the Review of Culture, I am pleased to advise that the Directorate is in the process of establishing a team solely dedicated to working across the Directorate, Canberra Health Services and Calvary to drive implementation.
- Together with the two CEOs, we have recruited a new Executive Branch Manager to lead the Implementation Team. I expect that the successful individual will commence in the role on Monday 1 April 2019.
- We are all committed to ensuring that the recommendations contained within the Review are appropriately and effectively implemented over the next three years.

#### **Item 4.3 – Culture Review Implementation Steering Group**

- A Culture Review Implementation Steering Group will be established to facilitate and drive the implementation of recommendations made by the Review Panel.
- Members have been provided with terms of reference for their information.
- This Steering Group will meet on a monthly basis to ensure that the project as a whole is on track.
- The Steering Group will report regularly to the Oversight Group.

**Item 4.4 – Communications Plan**

- It will be vitally important to ensure that there is extensive communication with staff and stakeholders in relation to the implementation of the recommendations from the Review.
- The Communications Team within the ACT Health Directorate will work with the Implementation Team, Canberra Health Services and Calvary Health care to develop a Communications Plan.
- I expect that the Communications Plan will be provided to the next Oversight Group meeting, for review.



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AUSTRALIAN MEDICAL ASSOCIATION (ACT) LIMITED

PO Box 560 CURTIN ACT 2605

P | 02 6270 5410

F | 02 6273 0455

E | [reception@ama-act.com.au](mailto:reception@ama-act.com.au)

W | [www.ama-act.com.au](http://www.ama-act.com.au)

Ms Meegan Fitzharris MLA  
Chair  
Culture Review Oversight Group  
ACT Legislative Assembly  
GPO Box 1020  
CANBERRA ACT 2601

27 March 2019

By email: [FITZHARRIS@act.gov.au](mailto:FITZHARRIS@act.gov.au)

Dear Minister

**Culture Review Oversight Group – 28 March 2019 Meeting.**

Thank you for arranging the above meeting and providing the agenda and meeting papers.

Given the short timeframe between the provision of the papers and the meeting, I thought it might be helpful to provide my response in writing. I request that, as a matter of urgency, you circulate this correspondence to the other members of the Culture Review Oversight Group ('CROG').

There are several matters that relate to tomorrow's meeting that require consideration in relation to diverging from the final recommendations of the Independent Review ('Final Recommendations'), the administrative processes of drafting and issuing the meeting papers, organisational issues relevant to AMA (ACT) and the substantive agenda items you have proposed.

***Diverging from the Final Recommendations***

**1. Process and Reasons**

I propose that where the CROG or the Culture Review Implementation Steering Group ('CRISG') propose to diverge from the Final Recommendations in a not insubstantial way,



that the divergence be recorded or reported to the CROG and, in the case of matters that relate directly to the CROG, agreement of the stakeholder representatives be sought.

In either case, reasons for the divergence should be provided to the CROG.

For example, there is currently a proposal to diverge from the Final Recommendations and expand the membership of the CROG to include the presidents of both ASMOF and the VMOA due to issues of clinical engagement outlined in the Final Report.

In my view, these are not insubstantial changes and have already been proposed to the CROG with a reason supporting the change.

A divergence is likewise proposed in regard to the relevant deans from the ANU and Canberra University.

### ***Administrative Processes***

#### **2. Late Circulation of Meeting Papers**

While I appreciate that the initial meeting of the CROG has been called together quickly, the lack of time to consider the papers detracts from the ability to properly and fully review the materials. In particular, important issues dealing with the proposed terms of reference, the provision of other relevant materials and the bringing forward of other agenda items will not receive proper consideration in such a short timeframe.

This is particularly so and relevant for stakeholders where there are obligations to both boards and members and, in the case of AMA (ACT), where non-executive officers are the designated representatives.

I note that the proposed terms of reference for the CROG mandates circulation of the agenda and other meeting papers one week in advance.

#### **3. Numbering of Pages**

It would be helpful if the papers could be both numbered and the agenda items on the first page marked with the relevant page numbers.

### ***Organisational Issues Relevant to AMA (ACT) and other CROG members***

#### **4. Executive and Non-Executive Officers as members of the CROG**

I note from the list of stakeholder members and proposed members that there is a mix of executive and non-executive offices included or proposed to be included. Of course, this is a change from the recommendations in the Interim Report of the Independent Review where stakeholder organisations were identified as members.

I also note that the proposed terms of reference for the CROG require that meeting papers be considered 'in-confidence' by all members and that any other material made available to CROG members be kept confidential.

While I understand and support a general need for confidentiality, as the President of AMA (ACT) it may be necessary for me to confidentially consult with my fellow AMA (ACT) board members on issues of importance. Similarly, being a non-executive officer of AMA (ACT), it

also may be necessary for me to confidentially consult with the executive officers of AMA (ACT) on issues of importance.

If either course of action is required, I assure you that AMA (ACT) will do its best to keep these matters in confidence.

### ***Substantive Agenda Items***

#### **5. Agenda Item 3.1 - Membership of CROG**

I support increasing the CROG by including the four office holders you propose.

In addition, two other minor matters have come to my attention in that the identified office holder for Calvary has changed from Recommendation 18 as has that for the Health Care Consumers of the ACT.

I am not sure why these changes have occurred.

#### **6. Agenda Item 3.2 - Terms of Reference for CROG**

##### 6.1 Role

Recommendation 18 provides that the CROG should 'oversight the implementation of the Review's recommendations.' In my view, the proposed use of the words 'provide a forum that oversights' might tend to indicate a mere discussion rather than the direct responsibility for overseeing implementation.

I propose removing the words 'provide a forum that oversights' and replace those words with 'oversight'.

I note that reference to 'forum' appears in the draft terms of reference for CRISG, at Agenda Item 4.3, where it is more appropriate.

##### 6.2 Values and Behaviour

Many of these behaviours appear to be irrelevant for CROG members. In particular dot points three and four seem particularly irrelevant, of a generic nature and could easily be deleted.

Dot point 2 would be more relevant if the words after 'colleagues' were deleted.

##### 6.3 Membership

I would appreciate an explanation of the role, responsibilities and membership of the Culture Review Implementation Team.

In terms of co-opting other individuals or representatives of organisations, I would prefer that it be done with the agreement of the CROG. I repeat my comment in regard to the same reference that is made at the top of the following page of the draft TOR.

##### 6.4 Absence from Meetings and Proxy Attendance

I refer to my earlier comment and distinction between executive and non-executive officers on the CROG and the relative difficulty in attending CROG meetings. One means to alleviate

this is to set meeting dates with long notice periods and this might be better dealt with under Agenda Item 5.1.

While it is my intention to attempt to minimize absences or the need for a proxy, the fact remains that it may be necessary and I propose that:

- the time for lodging a written request for a proxy or leave of absence be reduced to one week as applies to CRISG members in similar circumstances
- there be a presumption that the request for an absence or the proxy be approved and that, if the Chair refuses the request, she must give reasons for doing so.

In relation to forfeiting membership of the CROG after failing to attend two meetings in a row, in my view this seems unduly harsh. For example, a person with an extended illness may be unjustly excluded under this provision. I prefer that forfeiture only occur if the person who has missed two meetings in a row has not either submitted a request for a leave of absence or proxy for the two meetings concerned.

#### 6.5 Functions

Recommendation 18 provides that the CROG should 'oversight the implementation of the Review's recommendations.' To my mind this means that the CROG should 'supervise' or 'oversee' the implementation in accordance with the recommendation.

This TOR makes reference to the 'Implementation Plan' but no Implementation Plan has been provided nor is there any function identified for the CROG in relation to the development or approval of the Implementation Plan.

I propose that a new first dot point and function of the CROG should be inserted to the effect that:

- Approve the final Implementation Plan.

To reflect the language of Recommendation 18, I also propose that the former first dot point be amended by deleting the word 'Review' and inserting the word 'Oversee' such that:

- Oversee progress and updates . . . . against goals

#### 6.6 Meetings and Agenda Requests

The first and last paragraphs of this TOR do not seem to fit together. I suggest that the word 'electronically' be inserted in the first paragraph between the words 'circulated' and 'one' and that the final paragraph be deleted.

A minor matter but the use of the phrase 'secret and confidential' seems slightly unnecessary and it may be preferable to simply use the word 'confidential'.

#### 6.7 Standing Agenda

Given my earlier proposals on the functions of the CROG, I further propose that standing agenda item 3.2 be amended to read:

'3.2 Report from Leadership Team (Matters on progress of Implementation Plan including concerns and . . . of the portfolio.)'

Given the matters outline in this section, in my view it would be a preferable for the CROG to defer endorsing the draft TOR (as indicated at paragraph 1 of Agenda Item 3.2) and seek feedback from CROG members out-of-session and then further discuss and approve the draft TOR at the next CROG meeting.

#### **7. Agenda Item 4.1 – Implementation Timeline**

While I acknowledge this a matter for noting, any feedback on the Implementation Timeline is made difficult in the absence of the Implementation Plan.

#### **8. Agenda Item 4.3 - CRISG**

While this item is also for noting, I refer to the Draft Terms of Reference for CRISG and the functions that the group is to undertake.

So far as they go, these functions seem sensible including leadership and oversight of the approach to implementation, establishing and monitoring priorities and initiatives for implementation and establishing suitable governance arrangements. However, I am most concerned that there is no reference to formulation of the Implementation Plan.

In my view, the CRISG should be given an additional function:

- Develop an Implementation Plan for presentation to, and approval by, the CROG

I further note that it proposed the CRISG be given a function to:

- Provide advice and direction to the CROG on implementation priorities and initiatives

In my view, it is not appropriate for the CRISG to provide 'direction' to the CROG and misstates the relationship between the two groups.

#### **9. Agenda Item 4.5 – Government Response**

I note that the ACT Government has announced that it has accepted all of the Final Recommendations 'in principle'. No doubt, the Government's response to the Final Report will deal with its acceptance of the Final Report 'in practice'.

It would be helpful to understand the areas of major concern that occupy the space between 'in principle' and 'in practice'.

#### **10. Additional Agenda Item – Approval of Implementation Plan**

I propose that, until such time as Implementation Plan is approved by the CROG, the first discussion item in Item 3 of the CROG Agenda be:

- 3.1 Approval of Implementation Plan

If other matters arise or occur, I will raise these at tomorrow's meeting.

Yours sincerely

A handwritten signature in black ink, appearing to be 'A. Di Dio', written over a horizontal line.

**Dr Antonio Di Dio**  
**President**  
**Australian Medical Association (ACT) Ltd**





## MINISTERIAL BRIEF

## Health Directorate

UNCLASSIFIED

To: Minister for Health and Wellbeing

Tracking No.: MIN19/377

From: Michael De'Ath, Director General

Subject: Establishment of the Culture Review Oversight Group

Critical Date: Not applicable

Critical Reason: Not applicable

• DG .../.../...

**Purpose**

To provide you with an update on progress with establishing the Culture Review Oversight Group (CROG).

**Recommendations**

That you:

1. Note the information contained in this brief;

**Noted / Please Discuss**

2. Approve the draft Terms of Reference for the Culture Review Oversight Group, for endorsement by members of the Group at the first meeting (Attachment C);

*as amended***Agreed / Not Agreed / Please Discuss**

3. Sign the attached letters inviting individuals representing organisations to be a part of the Culture Review Oversight Group (Attachment B); and

*as amended***Agreed / Not Agreed / Please Discuss**

4. Note the initial arrangements for the inaugural meeting of the Culture Review Oversight Group at 10am on Thursday 28 March 2019.

**Noted / Please Discuss**

Meegan Fitzharris MLA .....

20.3.19

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Minister's Office Feedback
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**Background**

1. You released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019.
2. The Report recommends the establishment of a Culture Review Oversight Group (CROG) which will be tasked with the oversight of the implementation of the recommendations.
3. The CROG will include representation from key stakeholder groups and the Review recommended that you Chair the Group.
4. A summary of the recommendations relating to the establishment of the CROG is provided at Attachment A.

**Issues**Membership (letters of invitation)

5. Recommendation 18 of the Report provides a suggested list of members for the CROG

*The Group should be chaired by the Minister for Health and Wellbeing, and include the Minister for Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital, Senior Executives across the ACT Public Health System, the Executive Director Health Care Consumers Association of the ACT, President of the AMA (ACT), Branch Secretary ANMF (ACT), and Regional Secretary CPSU.*

6. In line with early discussions with you, I propose that the membership should be as follows:
  - o Minister for Health and Wellbeing (Chair)
  - o Minister for Mental Health (Deputy Chair)
  - o Director-General, Health Directorate
  - o Chief Executive Officer, Canberra Health Services
  - o Regional Chief Executive Officer, Calvary ACT
  - o Regional Secretary, CPSU
  - o Branch Secretary, ANMF ACT
  - o President, AMA ACT
  - o Federal President, ASMOF
  - o President, VMOA ACT
  - o Dean, College of Health and Medicine ANU
  - o Executive Dean, Faculty of Health, University of Canberra
  - o Executive Director, Health Care Consumers Association (ACT)
  - o Executive Branch Manager, Culture Review Implementation Team [ex-officio]

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7. I have attached letters inviting appointment to the CROG for your signature at Attachment B.

Terms of Reference (TORs) for the CROG

8. The draft Terms of Reference (TORs) for the CROG are at Attachment C for your consideration.
9. The TORs provide that the primary role of the CROG will be to oversight the implementation of the recommendations of the Review.
10. Subject to your agreement, the draft TORs will be distributed with your correspondence inviting individuals to be part of the Group.

Establishment of the Culture Review Implementation Team

11. The Culture Review Implementation Team will provide Secretariat services to the CROG.
12. It is proposed to engage approximately six staff members to assist the portfolio with the Implementation of the Recommendations of the Report.
13. The recruitment to the Executive Branch Manager, Culture Review Implementation is nearing completion. This is a three-year contract.
14. One of the Senior Officer Grade A positions is also currently filled on a temporary contract basis. Further recruitment will take place when the Executive Branch Manager commences.

Inaugural Meeting – Thursday 28 March 2019

15. The inaugural meeting of the CROG will be held 10am to 12pm on Thursday 28 March 2019. This date has been provided by your Office in consultation with the Office of the Minister for Mental Health. I will provide you with a further brief for the meeting including the draft annotated agenda.

**Financial Implications**

16. The implementation of recommendations arising from the Review Panel's Report will have financial implications for the Territory. [REDACTED]

**Consultation**Internal

17. Not applicable.

Cross Directorate

18. There has been consultation with the CEO CHS and the Regional Chief Executive Officer Calvary ACT.

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External

19. Not applicable.

**Work Health and Safety**

20. Not applicable.

**Benefits/Sensitivities**

21. There may be criticism from various groups that they were not included. It is not possible to include every group without the Committee becoming unwieldy. The major employee groups are covered in the proposed membership.
22. The Culture Review is of interest to the health sector and the Canberra community more generally. The establishment of the CROG will help to reassure the community that the recommendations of the Review will be implemented in a timely manner.

**Communications, media and engagement implications**

23. The inaugural meeting of the CROG is penciled in your diary for 10am 28 March 2019.

Signatory Name: Michael De'Ath Phone: x 50823  
 Action Officer: Tania Vlahos Phone: 51249435

**Attachments**

Attachment	Title
Attachment A	Review recommendations re CROG
Attachment B	Letters inviting Appointment
Attachment C	Draft TORs

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Attachment A

**Recommendations specifically related to the Culture Review Oversight Group**

from the

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

**Recommendation 18:** A 'Cultural Review Oversight Group' should be established to oversight the implementation of the Review's recommendations. The Group should be chaired by the Minister for Health and Wellbeing, and include the Minister for Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital, Senior Executives across the ACT Public Health System, the Executive Director Health Care Consumers Association of the ACT, President of the AMA (ACT), Branch Secretary ANMF (ACT), and Regional Secretary CPSU.

**Recommendation 19:** That the 'Cultural Review Oversight Group' auspice for the next three years, an annual, independent and external review of the extent of implementation of the recommendations of the Review and consequent impact on cultural changes within the ACT Public Health System.

**Recommendation 20:** As a result of this Review, the 'Cultural Review Oversight Group' should engage with staff in the development of a change management and communications strategy, which clearly articulates to staff, patients/clients and the community the nature of the issues to be addressed and the mechanisms for doing it.

**Meegan Fitzharris MLA**

Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Mr Michael De'Ath  
 Director-General  
 ACT Health Directorate  
 GPO Box 825  
 CANBERRA ACT 2601

Dear Mr De'Ath

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Director-General, ACT Health Directorate.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report *to provide oversight of implementation of the Review's recommendations.*

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly, and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building.

I would welcome your contribution to this important work for the health sector in Canberra. I look forward to your positive consideration of this appointment.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

---

**ACT Legislative Assembly**

London Circuit, Canberra ACT 2601, Australia    GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051    Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA







Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Mr Shane Rattenbury MLA  
 Minister for Mental Health  
 ACT Legislative Assembly  
 London Circuit  
 CANBERRA ACT 2601

Dear Minister

I write to invite you to join me on the Culture Review Oversight Group (CROG) as the deputy Chair.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the Culture Review Oversight Group is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference for the CROG for your information.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building. I am advised that this date is pencilled in your diary.

I welcome your contribution to this important work for the health sector in Canberra.

I look forward to your positive consideration of your appointment as Deputy Chair.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing







Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Ms Bernadette McDonald  
 Chief Executive Officer  
 Canberra Health Services  
 PO Box 11  
 WODEN ACT 2606

Dear Ms McDonald

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Chief Executive Officer Canberra Health Services.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building.

I would welcome your contribution to this important work for the health sector in Canberra. I look forward to your positive consideration of this appointment.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

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@MeeganFitzMLA



MeeganFitzharrisMLA





Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Ms Barbara Reid  
 Regional Chief Executive  
 Calvary ACT  
 Mary Potter Circuit  
 BRUCE ACT 2617

Dear Ms Reid

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Regional Chief Executive Calvary ACT.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building.

I would welcome your contribution to this important work for the health sector in Canberra. I look forward to your positive consideration of this appointment.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

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@MeeganFitzMLA



MeeganFitzharrisMLA



**Meegan Fitzharris MLA**

Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Ms Madeline Northam  
 Regional Secretary  
 CPSU (ACT)  
 1/40 Brisbane Avenue  
 BARTON ACT 2600

Dear Ms Northam

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Regional Secretary CPSU ACT.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building.

I would welcome your contribution to this important work for the health sector in Canberra. I look forward to your positive consideration of this appointment.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

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@MeeganFitzMLA



MeeganFitzharrisMLA



**Meegan Fitzharris MLA**

Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Ms Darlene Cox  
 Executive Director  
 HCCA (ACT)  
 100 Maitland Street  
 HACKETT ACT 2602

Dear Ms Cox

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Executive Director of the HCCA (ACT).

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building.

I would welcome your contribution to this important work for the health sector in Canberra. I look forward to your positive consideration of this appointment.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

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@MeeganFitzMLA



MeeganFitzharrisMLA





**Meegan Fitzharris MLA**

Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Mr Matthew Daniel  
 Branch Secretary  
 ANMF ACT  
 2/53 Dundas Court  
 PHILLIP ACT 2606

Dear Mr Daniel

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Branch Secretary ANMF ACT.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building.

I would welcome your contribution to this important work for the health sector in Canberra. I look forward to your positive consideration of this appointment.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

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@MeeganFitzMLA



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Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Professor Geoffrey Dobb  
 Federal President  
 ASMOF  
 Locked Mail Bag No 13  
 GLEBE NSW 2037

Dear Professor Dobb

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Federal President of ASMOF.

As you may be aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building, London Circuit, Canberra.

I would welcome your contribution to this important work for the health sector in Canberra. I look forward to your positive consideration of this appointment.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

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@MeeganFitzMLA



MeeganFitzharrisMLA







Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Dr Peter Hughes  
 President  
 VMOA (ACT)  
 5 Ryan Street  
 CURTIN ACT 2605

Dear Dr Hughes

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as President of the VMOA (ACT).

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building.

I would welcome your contribution to this important work for the health sector in Canberra. I look forward to your positive consideration of this appointment.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

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@MeeganFitzMLA



MeeganFitzharrisMLA





Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Professor Russell Gruen  
 Dean  
 College of Health and Medicine  
 Australian National University  
 CANBERRA ACT 2600

Dear Professor Gruen

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Dean of the College of Health and Medicine ANU.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building.

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Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

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@MeeganFitzMLA



MeeganFitzharrisMLA



**Meegan Fitzharris MLA**

Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Professor Michelle Lincoln  
 Executive Dean  
 Faculty of Health  
 University of Canberra  
 11 Kirinari St  
 BRUCE ACT 2617

Dear Professor Lincoln

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Executive Dean of the Faculty of Health, University of Canberra.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building.

I would welcome your contribution to this important work for the health sector in Canberra. I look forward to your positive consideration of this appointment.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

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Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Dr Antonio Di Dio  
 President  
 AMA (ACT)  
 PO Box 560  
 CURTIN ACT 2605

Dear Dr Di Dio

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as President of the Australian Medical Association ACT.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building.

I would welcome your contribution to this important work for the health sector in Canberra. I look forward to your positive consideration of this appointment.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

---

**ACT Legislative Assembly**

London Circuit, Canberra ACT 2601, Australia    GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051    Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA







## DRAFT TERMS OF REFERENCE Culture Review Oversight Group (Ministerial)

<p><b>Role</b></p>	<p>The role of the Culture Review Oversight Group (CROG) is to provide a forum that oversees the implementation of the recommendations of the Final Report of the Review into the Workplace Culture in ACT Public Health Services (the Review). (March 2019)</p>
<p><b>Values and Behaviours</b></p>	<p>Participation and engagement in the Committee will reflect organisational values and the commitment to collaborating within strong governance frameworks. Members will display signature behaviours such as:</p> <ul style="list-style-type: none"> <li>• Accountable, transparent, decision-making</li> <li>• Genuine and respectful engagement with colleagues within the Directorates, across the ACT Public Service and the Health System and with community members</li> <li>• Open sharing of information to improve the delivery of services, to enable good governance, quality and accurate reporting and the development of evidence-based policies and programs, and</li> <li>• Innovative improvement of systems and services to achieve safe and effective person and family-centred care.</li> </ul>
<p><b>Membership</b></p>	<ul style="list-style-type: none"> <li>○ Minister for Health and Wellbeing (Chair)</li> <li>○ Minister for Mental Health (Deputy Chair)</li> <li>○ Director-General, Health Directorate</li> <li>○ Chief Executive Officer, Canberra Health Services</li> <li>○ Regional Chief Executive Officer, Calvary ACT</li> <li>○ Regional Secretary, CPSU</li> <li>○ Branch Secretary, ANMF ACT</li> <li>○ President, AMA ACT</li> <li>○ Federal President, ASMOF</li> <li>○ President, VMOA ACT</li> <li>○ Dean, College of Health and Medicine ANU</li> <li>○ Executive Dean, Faculty of Health, University of Canberra</li> <li>○ Executive Director, Health Care Consumers Association (ACT)</li> <li>○ Executive Branch Manager, Culture Review Implementation Team [ex-officio]</li> </ul> <p>The CROG may also co-opt other individuals or representatives of organisations from time to time with the agreement of the Chair where special expertise or experience is required to assist the CROG in its work.</p> <p>Members will be asked to declare any actual, potential, or perceived conflicts of interest, at each meeting.</p> <p>There will be no sitting fees provided for meetings; however, travel or out of pocket costs will be reimbursed for attendance at meetings for stakeholder members and any subject matter experts requested to attend with the agreement of the Chair. Receipts should be submitted to the Secretariat.</p>

<b>Secretariat</b>	Secretariat Support will be provided from the Culture Review Implementation Team within the Office of the Director- General
<b>Meeting Frequency</b>	Meetings are to be held quarterly, or as required by the Chair.  The Ministers or the ACT Health Leadership team (DG HD, CEO CHS or Regional CEO Calvary) may also seek the CROG's advice on an 'out-of-session basis'. The Secretariat will circulate comments to members and provide a summary at the subsequent meeting.
<b>Quorum</b>	At least 50% +1 of members in attendance shall be deemed to be a quorum. With the Chair and ACT Health leadership team as mandatory attendees.



<b>Absences from Meetings and Proxy Attendance</b>	<p>All Members are strongly encouraged to prioritise meetings.</p> <p>The CROG will have a general policy of no proxies, however the Chair may consider special circumstances. If a member requires a leave of absence, they are to formally write to the Chair at least three weeks before the quarterly meeting outlining the reasons for non-attendance, and may request a proxy attend in their place. The request for a proxy will be considered on a case-by-case basis.</p> <p>If a member has not attended two meetings in a row, then they shall forfeit their membership and the Chair will appoint another member.</p>
<b>Functions</b>	<p>The CROG will:</p> <ul style="list-style-type: none"> <li>• Review progress and updates on the Implementation Plan with a particular focus on assessment of actions and progress against goals;</li> <li>• Auspice an annual, independent and external review of the extent of implementation of the recommendations of the Review and consequent impact on cultural changes within the ACT Public Health System;</li> <li>• Guide action under the Implementation Plan, including addressing issues of policy and strategy that impact on the delivery of the Implementation Plan; and</li> <li>• inform the updates of the Implementation Plan.</li> </ul>
<b>Reporting Mechanisms</b>	<p>The Culture Review Oversight Group is the peak governance committee for the Culture Review Implementation.</p> <p>The CROG receives information, regular reports and issues for escalation from members, through the Secretariat.</p> <p>The Culture Review Implementation Steering Group (CRISG) reports to the CROG.</p> <p>The CROG will provide a quarterly update to Cabinet through the Chair. Following Cabinet consideration, the CROG will issue a communique.</p>
<b>Meetings and Agenda Requests</b>	<p>Meeting papers and the Agenda will be cleared by the Chair and circulated one week in advance of meetings.</p> <p>Meeting papers will be considered in-confidence by all members. Any other material that is made available to CROG members which is by its nature confidential, marked as confidential or that the member ought to know is confidential, will be kept secret and confidential and not disclosed to anyone outside the CROG.</p> <p>Requests for agenda items and papers should be submitted to the Secretariat at least two weeks prior to the meeting.</p> <p>Papers will be distributed to members electronically five working days prior to the meeting taking place.</p>

<b>Standing Agenda Items</b>	A summary of standing agenda items is at <u>Attachment A</u> .
<b>Minutes</b>	The Secretariat will prepare minutes of each meeting, and record actions items. Minutes and action items will be distributed within two weeks of the meeting taking place.
<b>TOR Review Frequency</b>	The Terms of Reference will be reviewed annually, or as required to ensure alignment with governance arrangements.  The next review is due by March 2020.
<b>TOR Approval</b>	Meegan Fitzharris, MLA Minister for Health and Wellbeing  March 2020

<b>Attachment A</b>	<p><b>Agenda Item – Update from the Chair</b></p> <ul style="list-style-type: none"><li>• Matters raised by the Culture Review Implementation Steering Group, as well as concerns and emerging issues facing the Implementation.</li></ul> <p><b>Agenda Item – Implementation Register</b></p> <ul style="list-style-type: none"><li>• The Implementation Register will be submitted to CROG by the CRISG and reviewed on a quarterly basis.</li></ul> <p><b>Strategic / Policy Issue Discussions</b></p> <ul style="list-style-type: none"><li>• A forward agenda for Strategic Discussions will be prepared and considered at each meeting.</li><li>• The CRISG will be asked to submit strategic/policy issues for CROG's consideration on a regular basis.</li></ul> <p><b>Agenda Item – CRISG Reporting</b></p> <ul style="list-style-type: none"><li>• CRISG Reports will be required to be provided to the CROG on a quarterly basis.</li><li>• The Reports will be tabled, with items escalated to the agenda as required.</li></ul> <p><b>Additional Meetings</b></p> <ul style="list-style-type: none"><li>• Two Annual Strategy Days</li></ul>
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## MINISTERIAL BRIEF

## Health Directorate

UNCLASSIFIED

To: Minister for Health and Wellbeing

Tracking No.: MIN19/377

From: Michael De'Ath, Director General

Subject: Establishment of the Culture Review Oversight Group

Critical Date: Not applicable

Critical Reason: Not applicable

• DG

**Purpose**

To provide you with an update on progress with establishing the Culture Review Oversight Group (CROG).

**Recommendations**

That you:

1. Note the information contained in this brief;

Noted / Please Discuss

2. Approve the draft Terms of Reference for the Culture Review Oversight Group, for endorsement by members of the Group at the first meeting (Attachment C);

Agreed / Not Agreed / Please Discuss

3. Sign the attached letters inviting individuals representing organisations to be a part of the Culture Review Oversight Group (Attachment B); and

Agreed / Not Agreed / Please Discuss

4. Note the initial arrangements for the inaugural meeting of the Culture Review Oversight Group at 10am on Thursday 28 March 2019.

Noted / Please Discuss

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

UNCLASSIFIED

UNCLASSIFIED

Minister's Office Feedback
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**Background**

1. You released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019.
2. The Report recommends the establishment of a Culture Review Oversight Group (CROG) which will be tasked with the oversight of the implementation of the recommendations.
3. The CROG will include representation from key stakeholder groups and the Review recommended that you Chair the Group.
4. A summary of the recommendations relating to the establishment of the CROG is provided at Attachment A.

**Issues**Membership (letters of invitation)

5. Recommendation 18 of the Report provides a suggested list of members for the CROG

*The Group should be chaired by the Minister for Health and Wellbeing, and include the Minister for Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital, Senior Executives across the ACT Public Health System, the Executive Director Health Care Consumers Association of the ACT, President of the AMA (ACT), Branch Secretary ANMF (ACT), and Regional Secretary CPSU.*

6. In line with early discussions with you, I propose that the membership should be as follows:

- o Minister for Health and Wellbeing (Chair)
- o Minister for Mental Health (Deputy Chair)
- o Director-General, Health Directorate
- o Chief Executive Officer, Canberra Health Services
- o Regional Chief Executive Officer, Calvary ACT
- o Regional Secretary, CPSU
- o President, AMA ACT ← Branch Secretary ANMF (ACT)
- o Federal President, ASMOF
- o President, VMOA ACT
- o Dean, College of Health and Medicine ANU
- o Executive Dean, Faculty of Health, University of Canberra
- o President, Health Care Consumers Association (ACT)
- o Executive Branch Manager, Culture Review Implementation Team [ex-officio]

UNCLASSIFIED





## DRAFT TERMS OF REFERENCE Culture Review Oversight Group (Ministerial)

<p><b>Role</b></p>	<p>The role of the Culture Review Oversight Group (CROG) is to provide a forum that oversees the implementation of the recommendations of the Final Report of the Review into the Workplace Culture in ACT Public Health Services (the Review). (March 2019)</p>
<p><b>Values and Behaviours</b></p>	<p>Participation and engagement in the Committee will reflect organisational values and the commitment to collaborating within strong governance frameworks. Members will display signature behaviours such as:</p> <ul style="list-style-type: none"> <li>• Accountable, transparent, decision-making</li> <li>• Genuine and respectful engagement with colleagues within the Directorates, across the ACT Public Service and the Health System and with community members</li> <li>• Open sharing of information to improve the delivery of services, to enable good governance, quality and accurate reporting and the development of evidence-based policies and programs, and</li> <li>• Innovative improvement of systems and services to achieve safe and effective person and family-centred care.</li> </ul>
<p><b>Membership</b></p>	<ul style="list-style-type: none"> <li>o Minister for Health and Wellbeing (Chair)</li> <li>o Minister for Mental Health (Deputy Chair)</li> <li>o Director-General, Health Directorate</li> <li>o Chief Executive Officer, Canberra Health Services</li> <li>o Regional Chief Executive Officer, Calvary ACT</li> <li>o Regional Secretary, CPSU ← Branch Secretary (ACT)</li> <li>o President, AMA ACT</li> <li>o Federal President, ASMOF</li> <li>o President, VMOA ACT</li> <li>o Dean, College of Health and Medicine ANU</li> <li>o Executive Dean, Faculty of Health, University of Canberra</li> <li>o President, Health Care Consumers Association (ACT)</li>   <li>o Executive Branch Manager, Culture Review Implementation Team [ex-officio]</li> </ul> <p>The CROG may also co-opt other individuals or representatives of organisations from time to time with the agreement of the Chair where special expertise or experience is required to assist the CROG in its work.</p> <p>Members will be asked to declare any actual, potential, or perceived conflicts of interest, at each meeting.</p> <p>There will be no sitting fees provided for meetings; however, travel or out of pocket costs will be reimbursed for attendance at meetings for stakeholder members and any subject matter experts requested to attend with the agreement of the Chair. Receipts should be submitted to the Secretariat.</p>



<b>Secretariat</b>	Secretariat Support will be provided from the Culture Review Implementation Team within the Office of the Director- General
<b>Meeting Frequency</b>	Meetings are to be held quarterly, or as required by the Chair.  The Ministers or the ACT Health Leadership team (DG HD, CEO CHS or Regional CEO Calvary) may also seek the CROG's advice on an 'out-of-session basis'. The Secretariat will circulate comments to members and provide a summary at the subsequent meeting.
<b>Quorum</b>	At least 50% +1 of members in attendance shall be deemed to be a quorum. With the Chair and ACT Health leadership team as mandatory attendees.

**Waye, Jenny (Health)**

---

**From:** Vlahos, Tania (Health)  
**Sent:** Thursday, 14 March 2019 5:24 PM  
**To:** Felding, Jasna (Health)  
**Cc:** Health Ministerial Liaison Officer  
**Subject:** CROG letters for TRIM in case you need them  
**Attachments:** Minister Rattenbury letter of appointment.docx; Reid Calvary letter of appointment.docx; Thomas HCCA letter of appointment.docx; ASMOF letter of appointment.docx; CPSU letter of appointment.docx; Daniel ANMF letter of appointment.docx; DeAth ACT Health letter of appointment.docx; Di Dio letter of appointment.docx; Gruen ANU letter of appointment.docx; Hughes VMOA letter of appointment.docx; Lincoln UC letter of appointment.docx; McDonald CHS letter of appointment.docx

UNCLASSIFIED

Your message is ready to be sent with the following file or link attachments:

Minister Rattenbury letter of appointment Reid Calvary letter of appointment Thomas HCCA letter of appointment ASMOF letter of appointment CPSU letter of appointment Daniel ANMF letter of appointment DeAth ACT Health letter of appointment Di Dio letter of appointment Gruen ANU letter of appointment Hughes VMOA letter of appointment Lincoln UC letter of appointment McDonald CHS letter of appointment

Note: To protect against computer viruses, e-mail programs may prevent sending or receiving certain types of file attachments. Check your e-mail security settings to determine how attachments are handled.

**Waye, Jenny (Health)**

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**From:** Vlahos, Tania (Health)  
**Sent:** Thursday, 14 March 2019 5:23 PM  
**To:** Felding, Jasna (Health)  
**Cc:** Health Ministerial Liaison Officer  
**Subject:** CROG documents in case you need them for TRIM :)  
**Attachments:** Attachment A CROG recs for Ministerial brief.docx; Attachment C Draft TORs CROG March 2019.docx; draft appointment letters CROG.docx; final Brief to Minister for Health and Wellbeing - Establishment of Culture Review Oversight Group.docx

UNCLASSIFIED

Your message is ready to be sent with the following file or link attachments:

Attachment A CROG recs for Ministerial brief Attachment C Draft TORs CROG March 2019 draft appointment letters CROG final Brief to Minister for Health and Wellbeing - Establishment of Culture Review Oversight Group

Note: To protect against computer viruses, e-mail programs may prevent sending or receiving certain types of file attachments. Check your e-mail security settings to determine how attachments are handled.



## MINISTERIAL BRIEF

## Health Directorate

UNCLASSIFIED

To: Minister for Health and Wellbeing

Tracking No.: Click here to enter text.

M 126 191317

Date: 15 March 2019

From: Michael De'Ath, Director General

Subject: Establishment of the Culture Review Oversight Group

Critical Date: Not applicable

Critical Reason: Not applicable

• DG .../.../...

**Purpose**

To provide you with an update on progress with establishing the Culture Review Oversight Group (CROG).

**Recommendations**

That you:

1. Note the information contained in this brief;

Noted / Please Discuss

2. Approve the draft Terms of Reference for the Culture Review Oversight Group, for endorsement by members of the Group at the first meeting;

(Attachment B)  
Agreed / Not Agreed / Please Discuss

3. Sign the attached letters inviting individuals representing organisations to be a part of the Culture Review Oversight Group (Attachment B);

Agreed / Not Agreed / Please Discuss

UNCLASSIFIED

Tracking No.: Click here to enter text.

UNCLASSIFIED

4. note the initial arrangements for the inaugural meeting of the Culture Review Oversight Group at 10am on Thursday 28 March 2019.

Noted / Please Discuss

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

Minister's Office Feedback

**Background**

1. You released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019.
2. The Report recommends the establishment of a Culture Review Oversight Group (CROG) which will be tasked with the oversight of the implementation of the recommendations.
3. The CROG will include representation from key stakeholder groups and the Review recommended that you Chair the Group.
4. A summary of the recommendations relating to the establishment of the CROG is provided at Attachment A.

**Issues**Membership (letters of invitation)

5. Recommendation 18 of the Report provides a suggested list of members for the CROG

*The Group should be chaired by the Minister for Health and Wellbeing, and include the Minister for Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital, Senior Executives across the ACT Public Health System, the Executive Director Health Care Consumers Association of the ACT, President of the AMA (ACT), Branch Secretary ANMF (ACT), and Regional Secretary CPSU.*

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## UNCLASSIFIED

6. In line with early discussions with you, I propose that the membership should be as follows:

- o Minister for Health and Wellbeing (Chair)
- o Minister for Mental Health (Deputy Chair)
- o Director-General, Health Directorate
- o Chief Executive Officer, Canberra Health Services
- o Regional Chief Executive Officer, Calvary ACT
- o Regional Secretary, CPSU
- o President, AMA ACT
- o Federal President, ASMOF
- o President, VMOA ACT
- o Dean, College of Health and Medicine ANU
- o Executive Dean, Faculty of Health, University of Canberra
- o President, Health Care Consumers Association (ACT)
  
- o Executive Branch Manager, Culture Review Implementation Team [ex-officio]

7. I have attached letters inviting appointment to the CROG for your signature at Attachment B.

Terms of Reference (TORs) for the CROG

8. The draft Terms of Reference (TORs) for the CROG are at Attachment C for your consideration.
9. The TORs provide that the primary role of the CROG will be to oversight the implementation of the recommendations of the Review.
10. Subject to your agreement, the draft TORs will be distributed with your correspondence inviting individuals to be part of the Group.

Establishment of the Culture Review Implementation Team

11. The Culture Review Implementation Team will provide Secretariat services to the CROG.
12. It is proposed to engage approximately six staff members to assist the portfolio with the Implementation of the Recommendations of the Report.
13. The recruitment to the Executive Branch Manager, Culture Review Implementation is nearing completion. This is a three-year contract.
14. One of the Senior Officer Grade A positions is also currently filled on a temporary contract basis. Further recruitment will take place when the Executive Branch Manager commences.

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## UNCLASSIFIED

Inaugural Meeting – Thursday 28 March 2019

15. The inaugural meeting of the CROG will be held 10am to 12pm on Thursday 28 March 2019. This date has been provided by your Office in consultation with the Office of the Minister for Mental Health. I will provide you with a further brief for the meeting including the draft annotated agenda.

**Financial Implications**

16. The implementation of recommendations arising from the Review Panel's Report will have financial implications for the Territory. A business case seeking new funding has been developed and is scheduled for consideration by Government in April 2019.

**Consultation**Internal

17. Not applicable

Cross Directorate

18. There has been consultation with the CEO CHS and the Regional Chief Executive Officer Calvary ACT.

External

19. Not applicable.

**Work Health and Safety**

20. Not applicable.

**Benefits/Sensitivities**

21. There may be criticism from various groups that they were not included. It is not possible to include every group without the Committee becoming unwieldy. The major employee groups are covered in the proposed membership.
22. The Culture Review is of interest to the health sector and the Canberra community more generally. The establishment of the CROG will help to reassure the community that the recommendations of the Review will be implemented in a timely manner.

**Communications, media and engagement implications**

23. The inaugural meeting of the CROG is penciled in your diary for 10am 28 March 2019.

Signatory Name: Michael De'Ath Phone: x 50823  
 Action Officer: Tania Vlahos Phone: 51249435

**Attachments**

Attachment	Title
Attachment A	Review recommendations re CROG
Attachment B	Letters inviting Appointment
Attachment C	Draft TORs

UNCLASSIFIED

Tracking No.: [Click here to enter text.](#)



Minister for Health and Wellbeing  
Minister for Higher Education  
Minister for Medical and Health Research  
Minister for Transport  
Minister for Vocational Education and Skills  
Member for Yerrabi

Mr Shane Rattenbury MLA  
Minister for Mental Health  
ACT Legislative Assembly  
London Circuit  
CANBERRA ACT 2601

Dear Minister

I write to invite you to join me on the Culture Review Oversight Group (CROG) as the deputy Chair.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the Culture Review Oversight Group is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference for the CROG for your information.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building. I am advised that this date is pencilled in your diary.

I welcome your contribution to this important work for the health sector in Canberra.

I look forward to your positive consideration of your appointment as Deputy Chair.

Yours sincerely

Meegan Fitzharris MLA

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**ACT Legislative Assembly**

London Circuit, Canberra ACT 2601, Australia    GPO Box 1020, Canberra ACT 2601, Australia  
Phone +61 2 6205 0051    Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA





Minister for Health and Wellbeing  
Minister for Higher Education  
Minister for Medical and Health Research  
Minister for Transport  
Minister for Vocational Education and Skills  
Member for Yerrabi

Ms Barbara Reid  
Regional Chief Executive  
Calvary ACT  
Mary Potter Circuit  
BRUCE ACT 2617

Dear Ms Reid

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Regional Chief Executive Calvary ACT.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building.

I would welcome your contribution to this important work for the health sector in Canberra. I look forward to your positive consideration of this appointment.

Yours sincerely

Meegan Fitzharris MLA

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@MeeganFitzMLA



MeeganFitzharrisMLA





Minister for Health and Wellbeing  
Minister for Higher Education  
Minister for Medical and Health Research  
Minister for Transport  
Minister for Vocational Education and Skills  
Member for Yerrabi

Mr Alan Thomas  
President  
HCCA (ACT)  
100 Maitland Street  
HACKETT ACT 2602

Dear Mr Thomas

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as President of the HCCA (ACT).

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building.

I would welcome your contribution to this important work for the health sector in Canberra. I look forward to your positive consideration of this appointment.

Yours sincerely

Meegan Fitzharris MLA

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MeeganFitzharrisMLA







Minister for Health and Wellbeing  
Minister for Higher Education  
Minister for Medical and Health Research  
Minister for Transport  
Minister for Vocational Education and Skills  
Member for Yerrabi

Professor Geoffrey Dobb  
Federal President  
ASMOF  
Locked Mail Bag No 13  
GLEBE NSW 2037

Dear Professor Dobb

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Federal President of ASMOF.

As you may be aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building, London Circuit, Canberra.

I would welcome your contribution to this important work for the health sector in Canberra. I look forward to your positive consideration of this appointment.

Yours sincerely

Meegan Fitzharris MLA

---

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MeeganFitzharrisMLA







Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Ms Madeline Northam  
 Regional Secretary  
 CPSU (ACT)  
 1/40 Brisbane Avenue  
 BARTON ACT 2600

Dear Ms Northam

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Regional Secretary CPSU ACT.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

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MeeganFitzharrisMLA





Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Mr Matthew Daniel  
 Branch Secretary  
 ANMF ACT  
 2/53 Dundas Court  
 PHILLIP ACT 2606

Dear Mr Daniel

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Branch Secretary ANMF ACT.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

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Meegan Fitzharris MLA

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**ACT Legislative Assembly**

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051 Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA





Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Mr Michael De'Ath  
 Director-General  
 ACT Health Directorate  
 GPO Box 825  
 CANBERRA ACT 2601

Dear Mr De'Ath

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Director-General, ACT Health Directorate.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building.

I would welcome your contribution to this important work for the health sector in Canberra. I look forward to your positive consideration of this appointment.

Yours sincerely

Meegan Fitzharris MLA

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Minister for Health and Wellbeing  
Minister for Higher Education  
Minister for Medical and Health Research  
Minister for Transport  
Minister for Vocational Education and Skills  
Member for Yerrabi

Dr Antonio Di Dio  
President  
AMA (ACT)  
PO Box 560  
CURTIN ACT 2605

Dear Dr Di Dio

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as President of the Australian Medical Association ACT.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

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Minister for Health and Wellbeing  
Minister for Higher Education  
Minister for Medical and Health Research  
Minister for Transport  
Minister for Vocational Education and Skills  
Member for Yerrabi

Professor Russell Gruen  
Dean  
College of Health and Medicine  
Australian National University  
CANBERRA ACT 2600

Dear Professor Gruen

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Dean of the College of Health and Medicine ANU.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

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## Meegan Fitzharris MLA

Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Professor Michelle Lincoln  
 Executive Dean  
 Faculty of Health  
 University of Canberra  
 11 Kirinari St  
 Bruce ACT 2617

Dear Professor Lincoln

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Executive Dean of the Faculty of Health, University of Canberra.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

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Minister for Health and Wellbeing  
Minister for Higher Education  
Minister for Medical and Health Research  
Minister for Transport  
Minister for Vocational Education and Skills  
Member for Yerrabi

Dr Peter Hughes  
President  
VMOA (ACT)  
5 Ryan Street  
CURTIN ACT 2605

Dear Dr Hughes

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as President of the VMOA (ACT).

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

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Yours sincerely

Meegan Fitzharris MLA



**Meegan Fitzharris MLA**

Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport  
 Minister for Vocational Education and Skills  
 Member for Yerrabi

Ms Bernadette McDonald  
 Chief Executive Officer  
 Canberra Health Services  
 PO Box 11  
 WODEN ACT 2606

Dear Ms McDonald

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Chief Executive Officer Canberra Health Services.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

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Meegan Fitzharris MLA

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**MINISTERIAL**

Minister for Health

Ministerial Number:

**MIN19/405**

**Letter - Minister for Mental Health - Invitation to join Culture Review Oversight Group - Fitzharris**

Action Required:	No	Reply by Minister	No	Full Speech
	No	Reply by ACT Chief Minister	No	Reply by Email
	No	Brief to Minister	No	Fast Facts Talking Points (1Page)
	No	Brief to ACT Chief Minister	No	Media Release
	No	Verbal brief OK	No	Media Alert
	No	Advisory Note	No	Arrangements Brief
	No	Action As Necessary (please advise)	No	Guest List
	Yes	Info Only	No	Telephone Response OK
	No	Dept Officer to Attend	No	Departmental Response

Comments for Cover Sheet:

Date Due to MAGS - (MLO Use Only)

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Registry file number: \_\_\_\_\_

Office of DG - 21/3/19.  
 Review Implementation Team.

**Ritchie, Angela (Health)**

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**From:** Dent, Christian on behalf of RATTENBURY  
**Sent:** Thursday, 21 March 2019 10:59 AM  
**To:** ACT Health DLO; Gelbart, Lisa  
**Cc:** Esguerra, Indra  
**Subject:** FW: Letter from Minister Fitzharris  
**Attachments:** Minister Rattenbury.pdf

**Importance:** High

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

**Categories:** To ACTION

Hi All,

Letter from Minister Fitzharris regarding the culture review oversight group. Minister Rattenbury will be attending the first meeting.

Cheers,

**Christian Dent** | Office of Shane Rattenbury MLA  
 ACT Greens Member for Kurrajong  
 Minister for Climate Change and Sustainability; Minister for Justice, Consumer Affairs and Road Safety;  
 Minister for Corrections; Minister for Mental Health  
 t: 620 50005 | f: 620 50007 | [rattenbury@act.gov.au](mailto:rattenbury@act.gov.au)  
 Follow Shane on [Facebook](#) and [Twitter](#)

I acknowledge the Traditional Custodians of the Australian Capital Territory and across Australia, and pay respects to their Elders, past, present and future

**From:** Froehlich, Hanna  
**Sent:** Wednesday, 20 March 2019 5:19 PM  
**To:** RATTENBURY <RATTENBURY@act.gov.au>  
**Subject:** Letter from Minister Fitzharris

Good afternoon,

Please find attached a letter from the Minister for Health and Wellbeing.

Kind regards,

Hanna

**Hanna Froehlich** | Office Manager  
**Office of Meegan Fitzharris** MLA  
 Member for Yerrabi  
 Minister for Health and Wellbeing  
 Minister for Higher Education  
 Minister for Medical and Health Research  
 Minister for Transport



Minister for Vocational Education and Skills

P: (02) 6205 0051 | E: [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)

