

# 10. Implementation

## Introduction

There was a degree of scepticism expressed in both submissions and meetings that any recommendations arising from this Review would be aggressively pursued. On the basis of history, this scepticism is well founded.

Should the recommendations be accepted, a sustained, transparent and measurable approach to their implementation is required. First and foremost, the Reviewers believe there should be a collective public statement of commitment by all parties involved in ongoing cultural improvement.

### **Recommendation 17**

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

Consideration could be given for this public commitment to be expressed by way of a signed agreement between the Ministers, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital and representative organisations / unions.

## Implementation Process

Structural mechanisms are required to collectively oversight the implementation of the recommendations. The Health Directorate, Canberra Health Services and Calvary Public Hospital should each develop their own internal mechanisms – the nature of these mechanisms is more appropriately the remit of the respective Senior Executive teams. However, across the ACT Public Health System, it is proposed the Minister for Health and Wellbeing establish and chair a 'Cultural Review Oversight Group' for collective oversight. This Group should have a defined lifespan (for example, three years) with membership including the Ministers, the CEO, the Director-General, the General Manager, CPSU, AMA and the Healthcare Consumers Association of ACT. It is important that the Group determine how and when they will consult with other interested parties (colleges, unions, NGO's) as an early priority.

This Group should not allow alternate membership (no proxies) and should issue a regular joint public statement on progress (for example, every six months).

The Minister for Health and Wellbeing's proposed Clinical Leadership Forum should also have an important role in contributing to the implementation of the Review recommendations. Their area of interest would particularly relate to the Sections on Clinical Engagement and Clinical Governance.

**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.

## Independent Review

In addition to the proposed internal mechanism for overseeing the Review recommendations, it is proposed an independent, external review be conducted, using the same methodology as this Review, once a year over at least the next three years. This should be under the auspices of the 'Cultural Review Oversight Group'.

This external review should also include input from quantitative findings from staff surveys conducted across the three arms of the ACT Public Health System. Such a staff survey could include metrics such as the one last undertaken in 2015. The findings of the external review should be released publicly.

**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.

## Communicating Outcomes

An obvious aspect that will need to be addressed by the Cultural Review Oversight Group is the mechanism for establishing and maintaining effective communications with staff, patients, the community, specialist colleges, NGOs and consumer groups concerning the findings of this Review and progress towards implementation.

Communication will be necessary, not only on those recommendations seeking to address inappropriate cultural practices, but also highlighting positive areas of cultural improvements. Engagement with staff in the development of this strategy would be desirable.

**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.

### Implementation Timeline

The following timeline was developed in collaboration with the Director-General Health Directorate, CEO Canberra Health Services and General Manager Calvary Public Hospital. It is designed to guide ACT Public Health Services in implementing the recommendations of this Review.

#### Implementation Timeline:

Recommendation	Implementation lead/s	Actions	2019	2020	2021
1. That the three arms of the ACT Public Health System should commence a comprehensive process to re-engage with staff in ensuring the vision and values are lived, embraced at all levels, integrated with strategy and constantly reflected in leadership. To achieve this the Health Directorate should take the lead in providing the necessary tools and guidelines and coordinate the implementation by Canberra Health Services, Calvary Public Hospital and the Health Directorate.	All	Commence values and vision work	6 months		
		Embed Vision and Values		12 months	
		Evaluate			6 months
2. That Canberra Health Services and Calvary Public Hospital in conjunction with the Health Directorate develop an appropriate suite of measures that: <ul style="list-style-type: none"> <li>reflect on elements of a great health service - both culture and strategy</li> <li>monitor patient/client perspectives of outcomes/experience, and</li> <li>engage clinicians in their development.</li> </ul>	Canberra Health Services and Calvary Public Hospital	Commence developing suite of measures	6 months		
		Implement/monitor suite of measures		12 months	
		Conduct all staff survey (evaluate)		3	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
3. That a program designed to promote a healthier culture to reduce inappropriate workplace behaviour and bullying and harassment be implemented across the ACT Public Health System. The model adopted should be based on the Vanderbilt University Medical Center Patient Advocacy Reporting System (PARS) and Co-worker Observation Reporting System (CORS).	All	Planning, procurement and foundational work		9 months	
		Implementation			12 months
		Program delivery			Ongoing
4. The Health Directorate convene a summit of senior clinicians and administrators of both Canberra Health Services and Calvary Public Hospital to map a plan of improved clinical services coordination and collaboration.	Health Directorate	Plan and conduct first summit	6 months		
5. The CEO of Canberra Health Services should review mechanisms to better integrate clinical streams of the community health services within the Clinical Divisional Structures.	Canberra Health Services	Review mechanisms and integrate Community Health Services			Commenced and Ongoing
		Commence re-opening of communication lines	6 months		
6. That the Health Directorate re-establish open lines of communication with the NGO sector and other external stakeholders. The proposal by the Alcohol, Tobacco and Other Drug Association (ATODA) and the Mental Health Community Coalition ACT (MHCC) to establish a peak NGO Leadership Group to facilitate this new partnership is supported.	Health Directorate	Establish NGO Leadership Group		6 months	
		Continue meetings			Ongoing

Recommendation	Implementation lead/s	Actions	2019			2020			2021		
7. The initiatives already underway to develop a valued and more coordinated research strategy in partnership with the academic sector and others are strongly supported. These provide a mechanism to encourage professional development and address culture, education, training, research and other strategic issues.	Health Directorate	Review existing arrangements (develop relationships, define positions)		9 months							
		Produce academic partnership and training strategy		6 months							
		Implement academic partnership and training strategy				12 months					
8. That discussions occur between ACT and NSW with a view to developing a Memorandum of Understanding (MoU) for improved collaboration between the two health systems for joint Ministerial consideration.	Health Directorate	Commence negotiations		9 months							
		Implement MOU					3				
9. Clinical engagement throughout the ACT Public Health System, particularly by the medical profession, needs to be significantly improved. Agreed measures of monitoring such improvement needs to be developed through consensus by both clinicians and executives. Such measures should include participation in safety, quality and improvement meetings, reviews and other strategy and policy related initiatives.	Canberra Health Services and Calvary Hospital	Agree measures		9 months							
		Ongoing monitoring and reporting							Ongoing		

Recommendation	Implementation lead/s	Actions	2019	2020	2021
10. There should be a clear requirement for senior clinicians to collaboratively participate in clinical governance activities.	Canberra Health Services and Calvary Hospital	Develop governance participation plan	3		
		Commence participation		6 months	
		Monitor participation			Ongoing
11. Canberra Health Services and Calvary Public Hospital should assess the appropriateness of the Choosing Wisely initiative as a mechanism for improving safety and quality of care, developing improved clinical engagement and greater involvement in clinical governance.	Canberra Health Services and Calvary Hospital	Assess program	6 months		
		Implement and monitor			Ongoing
12. That Canberra Health Services adopt the progressive evolution of clinically qualified Divisional Directors across each Clinical Division with Business Manager support and earned autonomy in financial and personnel management.	Canberra Health Services	Conduct pilot		12 months	
		Rollout full recommendations			21 months

Recommendation	Implementation lead/s	Actions	2019		2020		2021	
13. That an executive leadership and mentoring program be introduced across the ACT Public Health System specifically designed to develop current and future leaders. This program should include both current and emerging leaders..	All	Planning		12 months				
		Implementation				21 months		
14. The three arms of the ACT Public Health System should review their HR staffing numbers and functions in light of the concerns staff have expressed regarding timeliness and confidence in current HR procedures, and the future needs for HR, as proposed in this Review.	All	Conduct initial review	9 months					
		Implement changes		12 months				
		Evaluate					3	
15. The recruitment processes in the ACT Public Health System should follow principles outlined in the Enterprise Agreements, <i>Public Sector Management Act 1994</i> and relevant standards and procedures.	All	Review staff advice including intranet material and implement changes as required	6 months					
		Continually monitor/evaluate recruitment activity					Ongoing	
16. The range of training programs for staff offered by the ACT Public Health System should be reviewed with respect to their purpose, target audience, curriculum, training styles and outcomes so that they address the issues raised in this Review.	All	Conduct training program review	9 months					
		Implement changes		6 months				

Recommendation	Implementation lead/s	Actions	2019	2020	2021
17. Should the recommendations of this Review be accepted, a public commitment should be jointly made by the Ministers for Health and Wellbeing, and Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital, and key representative organisations to collectively implement the recommendations of this Review to ensure ongoing cultural improvement across the ACT Public Health System.	Ministers and Executive	Deliver public commitment	3		
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.	Minister and Health Directorate	Commence Group activities  Quarterly Group Meetings	3		Ongoing
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.	Cultural Review Oversight Group	Annual review		3	3
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.	Cultural Review Oversight Group	With staff, collaboratively develop a change management and communication strategy		12 months	



## Appendix A: Reviewer Biographies

### Mick Reid AM (Chair)

Mick Reid has undertaken many roles in the Australian health system during a career that spans four decades. His experience includes bureaucrat, consultant and academic, giving him a breadth of experience and depth of knowledge of the Australian health care system.

Mr Reid was Director General of Health in two States. For five years until 2002, he held the position of Director General of New South Wales Health. More recently, until 2011, he spent three years as Director General of Queensland Health.

When not engaged in the public sector, Mr Reid is Principal of his consulting company, Michael Reid & Associates, which has undertaken health and science projects throughout Australasia, for governments in Asia and the Pacific and with UN organisations.

Broad areas of consultation have related to macro health systems development and evaluation, health workforce reform, clinical engagement, services planning, indigenous health, coordination and translation of health and science research, and performance analysis. He provides mentoring services to many people engaged in senior positions within the health sector.

Mr Reid holds Adjunct Professorships in both the Faculty of Medicine at the University of Sydney and the School of Science and Health at the University of Western Sydney and is an Honorary Fellow of the Australian College of Nursing. In 2011, he was awarded the AHHA Sidney Sax Medal for contributions to Australian Health Services.

### Fiona Brew (Member)

Fiona Brew is a senior health executive with more than 10 years' experience managing public health services and aged care in various senior roles.

With a background in nursing and regional health, she is an advocate for strong partnerships and collaboration in meeting the health needs of all clients.

Ms Brew is a values based leader and an expert in reforming culture in health services with a long-standing passion for governance, service improvement and hospital performance. She applies her knowledge through service redesign, models of care and health informatics to achieve improvements and is a passionate advocate of education for health professionals and workforce innovation to meet the changing needs of the health environment.

Ms Brew understands the complex relationship with Visiting Medical Officers and other staff who are not permanently based or employed, and how the nursing culture can positively or negatively affect that and patient outcomes.

Ms Brew has been acting in a number of health service-CEO roles, focusing on improved governance and culture to bring about significant changes to improve safety in clinical delivery.

## David Watters AM OBE (Member)

David Watters was President of the Royal Australasian College of Surgeons (RACS), from 2015 to 2016. During this time, RACS established an Expert Advisory Group to combat discrimination, bullying, and sexual harassment in the health sector. This included looking at how RACS could lead the elimination of bullying and harassment from hospitals and health departments.

Professor Watters has a strong interest in workplace culture and professionalism issues across the health sector.

Professor Watters is Professor of Surgery at Deakin University working at Barwon Health and the University Hospital Geelong.

Professor Watters chairs the Safety and Quality Committee for the surgical and critical care program at Barwon Health and is a member of the Board Safety and Quality committee. He is a general surgeon with interests in general, colorectal and endocrine surgery, actively engaged in advocating for global surgery after spending almost 20 years working in many developing countries prior to migrating to Australia in 2000.

He is an Edinburgh University graduate with over 150 peer reviewed publications and six books including *Stitches in Time - Two centuries of Surgery in Papua New Guinea (PNG)* (Xlibris, 2012) and the recently published *Anzac Surgeons of Gallipoli* (RACS 2015).

In addition to the FRACS, David is a fellow of the Edinburgh, Hong Kong, and East Central and Southern Africa Colleges of Surgeons and was awarded a Life Membership to the Medical Society of PNG (2017), the title of Alfred Deakin Professor (Aug 2016) and appointed Honorary Member of the Asian Surgical Association (2015).

In recognition of his contribution to surgery and surgical training in PNG he was awarded the OBE (2012) and Rotary's Paul Harris Fellowship (2000). He was recently awarded (Queen's Birthday June 2018) the AM for significant service to surgery and professional organisations.

# Appendix B: Previous Reports

## Introduction

The Culture Review Terms of Reference outline the reasons for, and parameters of, this Review. The Terms of Reference refer to three earlier reports which have been undertaken in relation to workplace culture within the ACT Public Health System.

Those reports are:

- The KPMG Review into the Clinical Training Culture in ACT Health (2015)
- The ACT Auditor-General Report – ACT Health's management of allegations of misconduct and complaints about inappropriate workplace behaviour (2018), and
- Report of the ACHS National Safety and Quality Health Service (NSQHS) Standards Survey of ACT Health (2018).

This Review has taken the findings and recommendations of these reports into account when conducting its activities and writing this Report. This appendix summarises each report, outlining its key findings and recommendations.

## The KPMG Review into the Clinical Training Culture in ACT Health (2015)

The KPMG Review was conducted over four weeks, it received 54 submissions and held focus groups with 62 internal stakeholders and three external stakeholders. At the time, The Canberra Hospital and Health Directorate were combined along with Calvary Public as a single organisation – ACT Health.

The Review focused on organisational culture (not individual behaviour), and asked the following questions:

- To what extent is there a culture that supports bullying, discrimination and/or harassment?
- What is contributing to the culture that exists?
- What can be done to shift behaviours and improve the overall culture of the hospital?

## KPMG Review Findings

The Review found cultural factors evidenced at the Canberra Hospital and Health Services Directorate that were similar to other medical work environments. That is a culture that accepts or condones bullying and harassment behaviours (76% of submissions observed a culture of accepting bullying and harassment). The Review found variability across the organisation in the cultural issues identified.

The elements found to be driving the culture included:

- a lack of compliance with legislation and policies and a lack of action around non-compliance
- less than desirable inter-personal skills and inappropriate performance feedback, and
- fears of victimisation and limited support for individuals experiencing bullying.

Disharmony amongst consultant staff was found to impact on trainees, including confusion about correct medical management. Attracting specialists to Canberra was considered challenging and efforts to retain senior consultants included not challenging inappropriate behaviours. Trainee's sign 12-month contracts and feared raising concerns would result in their contract not being renewed.

Trainee welfare was raised in the report as a major concern. Evidence of a power differential in the organisation and fewer numbers of supervisors was thought to lead to a greater likelihood of inappropriate conduct.

These factors were considered to be exacerbated by frameworks and policies that were not easily accessible, understood by staff or complied with consistently. In addition, the KPMG Review found:

- Perceptions that action to resolve issues were ineffective and untimely, inappropriate behaviour was considered normal and therefore accepted or excused, some staff did not speak up as they were fearful of detrimental consequences and there was a lack of support mechanisms and strategies to assist those with a complaint or issue.

## Recommendations

The KPMG Report provided seven high level recommendations:

- Work with the Executive and Clinical Directors to conduct further detailed analysis of those areas noted in this Review as having a culture that accepts or condones bullying, discrimination and/or harassment.
- Engage senior leaders and staff across TCH and HS in developing a statement of the desired culture for success.
- Using the statement of desired culture as the basis, to develop, implement and embed a 'saturation' communications campaign.
- Adjust reward and performance measures for leaders to reflect desired leadership behaviours and capabilities.
- Develop and institute mandatory leadership and management training for all clinicians who hold a leadership or management position.
- Review governance structures in relation to the accountabilities and reporting requirements associated with bullying and harassment.
- Strengthen policy statements to clarify and commit to consequences for unacceptable behaviour.

## Opportunities

The Review found it would be important for the organisation to demonstrate a commitment to eradicating inappropriate behaviours and suggested a focus on engaging with staff in improvement activities to ensure a safe, positive culture. The Review suggested ACT Health focus on driving improvements through:

- Improving Leadership
- Building a culture of acceptance
- Increasing awareness and understanding, and
- Implementing a process to resolve inappropriate behaviours.

## The ACT Auditor-General Report – ACT Health’s management of allegations of misconduct and complaints about inappropriate workplace behaviour (2018)

In this report the ACT Auditor-General found that ACT Health did not effectively manage allegations of misconduct initiated by former Director-General and former Deputy Director-General, Corporate (Executives) against two former employees. These employees prepared performance data and reports and the accuracy of these had been of concern to the Executives. The audit also considers allegations of inappropriate complaint handling by the Executives in relation to complaints made by the employees of inappropriate workplace behaviours by the Executives.

The issue arose when:

- in mid to late 2016 concerns about the accuracy of ACT Health's performance information and reporting were raised by the Executives
- on 1 July 2016, the employees complained about inappropriate workplace behaviour by those Executives, and
- on 29 July 2016, ACT Health wrote to the former employees to notify them of misconduct allegations against them and suspend their employment.

These matters were referred to the ACT Government Professional Standards Unit for investigation. That investigation found that one of the employees had not engaged in misconduct. There was no formal resolution for the second employee, as their employment contract with ACT Health had expired by this time.

### **Audit Findings**

The Auditor-General found:

- The decision to initiate a misconduct investigation into the former employees was precipitous. There was insufficient documentation to justify the investigation or the potential misconduct. Documentation to support the investigation was not produced until three weeks after the decision to investigate and suspend the employees was made.
- ACT Health’s management of complaints regarding inappropriate workplace behaviours (including allegations of bullying) made by the former employees was ineffective. The intent of the procedure was not followed by the Executives.
- Key discussions between HR and the former employees regarding the complaints were not adequately documented. This is particularly important if the allegations are related to executives.
- While the former Public Sector Standards Commissioner implemented appropriate process in response to the complaints, the communication advising the two former employees of a determination that the matters did not constitute a public interest disclosure was confusing.

## Recommendations

The Report provided three recommendations, as follows:

- **Training for executives and managers:** ACT Health should implement training for executives and managers for the handling of allegations of potential breaches of the ACT Public Sector Code of Conduct. This training should include:
  - a) managing and documenting the conduct of preliminary assessments
  - b) the need to fully consider options available prior to proceeding with a misconduct investigation, and
  - c) processes for managing and documenting allegations of breaches of the ACT Public Sector Code of Conduct.
- **Professional standards unit guidance material:** The Public Sector Standards Commissioner should review guidance materials for ACT Government Agencies with respect to the documentation of allegations of potential breaches of the Code of Conduct, and should address:
  - a) the need to document the relevant and clear connection between an employee's behaviours and any alleged breach
  - b) the role of Directors-General to consider and investigate the actions and conduct of staff in the first instance and refer allegations that are particularly serious or complex to the Commissioner in a timely manner, and
  - c) the need to communicate with the Professional Standards Unit as early as possible when allegations of potential breaches may be referred to the Commissioner for action.
- **Receiving and managing allegations of inappropriate workplace behaviours:** ACT Health should implement awareness training for executives and managers to reinforce requirements for receiving, document and managing reports of inappropriate workplace behaviours.

## Opportunities

In going forward, the Auditor-General found that ACT Health needs to confirm and articulate the desired culture and the values to be fostered across the organisation. There should be an emphasis on how allegations of misconduct are to be managed, including the processes to be used for making and responding to complaints of inappropriate workplace behaviour.

Additionally, it would be timely for the Public Sector Standards Commissioner and the Professional Standards Unit to raise awareness of their roles and the merits of early contact with them, especially for allegations of serious misconduct.

## Report of the ACHS National Safety and Quality Health Service (NSQHS) Standards Survey of ACT Health (2018)

In July 2018, the organisation was assessed against the National Safety and Quality Health Service (NSQHS) Standards and achieved ACHS accreditation.

The survey found the organisation had changed dramatically since its interim survey in March 2018. During the period between the two surveys, ACT Health had implemented sustainable systems and processes that provided direction and strong governance. The surveyors

acknowledged the extensive work undertaken to achieve this result. ACT Health had moved from a fragmented divided organisation to one that was client focused and cohesive. While the survey notes this work must be sustained over the longer-term, the new systems and processes will drive towards excellence and safety. All recommendations made in the interim survey were addressed and closed.

### **Survey Findings**

The Survey found that a number of significant workforce culture activities had been undertaken:

- The Strategic Corporate Plan 2018 – 2023 now provides direction, strategic objectives and goals that align with Business Plans.
- The new Corporate and Clinical Governance Framework 2018-2023 was rolled out and provides clear guidance on role definition and accountabilities.
- A new centralised governance process was introduced for the management of clinical pathways to ensure organisational consistency.
- The new Quality Framework has been implemented and supported by an Implementation Plan and Measurement Framework 2018-2020.
- New systems and process have given assurance that staff are aware of their delegated safety and quality roles and responsibilities.
- An Independent External Review of the Mental Health Justice Health and Drug Services (MHJDADS) was conducted and tabled on 1 June 2018 to respond to workplace issues and the number of suicides over the past three years.
- A Mental Health Review Advisory body was established.
- The new Workforce Strategy is under development and will include workforce accountabilities and responsibilities supported by education to ensure awareness of roles.
- The generic performance development tool updated to make it suitable for the clinical workforce following consultation with clinical leads - the template now incorporates specific performance review criteria for Health employees.
- Risk Management Policy, Framework and Guidelines were updated and endorsed. The organisation now has a single Risk Register which has been reviewed and updated to reflect current risks and accountabilities with ongoing monitoring.
- Employees are receiving calls to acknowledge and thank them for their work. This has been very powerful in assisting with cultural change.

### **Opportunities**

The survey also identified a number of opportunities to build upon the actions taken already and these include:

- Establishing mechanisms for engaging consumers and/or carers in organisational governance, as well as strategic and operational planning for ACT Health services.
- Implementing a system to identify and track disclosures related to or following an investigation.

# Appendix C: Submission Analysis

**Table of Submissions from Individuals**

<b>Individual Themes</b>	<b>Occasions mentioned</b>
Non-supportive manager / leadership	266
Inefficient procedures / processes / training	211
Bullying / not addressed	204
Micro-managing / poor leadership	203
Repeated unreasonable behaviour	201
Bureaucratic / process driven	165
Mistrust / dishonest behaviour	148
Lack of opportunities	137
Favouritism	126
Inducing fear / anxiety	119
Inappropriate Recruitment	119
Exclusion / Isolation e.g. from meetings	104
Poor skill development / insufficient training	103
Reprisal e.g. using roster as punishment	94
Humiliation	74
Conflict / verbal abuse	64
Hardworking and dedicated staff	82
Supportive Team	59
Good training	43
Supportive leadership	37
General improvement	34
Solid procedures	28
Lack of diversity	28
Offensive Behaviour	25
Sex-based / gender bias	20
Sexual Behaviour	15
Racism	11



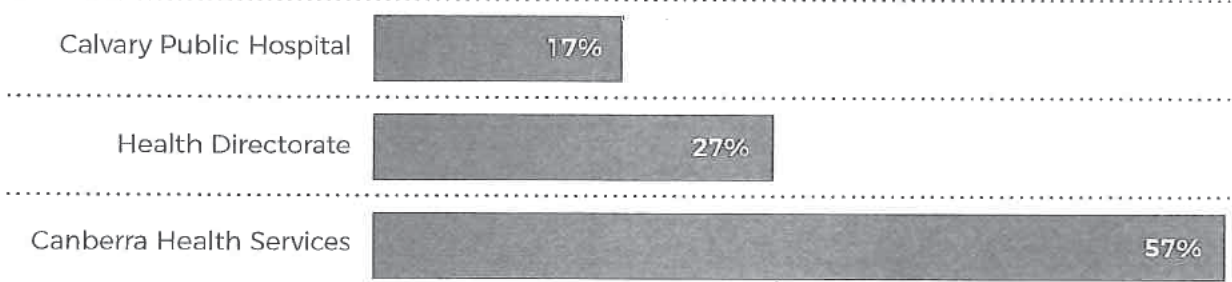
**Table of Submissions from Organisations**

<b>Organisation Themes</b>	<b>Occasions mentioned</b>
Inefficient procedures / processes / training	31
Bureaucratic / process driven	28
Inappropriate Recruitment	22
Non-supportive manager / leadership	22
Poor skill development / insufficient training	19
Micro-managing / poor leadership	18
Bullying / not addressed	12
Repeated unreasonable behaviour	11
Conflict / verbal abuse	11
Offensive Behaviour	10
Mistrust / dishonest behaviour	10
Lack of opportunities	10
Inducing fear / anxiety	8
Favouritism	6
Reprisal e.g. using roster as punishment	6
Exclusion / Isolation e.g. from meetings	5
Humiliation	5
Hardworking and dedicated staff	4
Racism	3
Sex-based / gender bias	3
Supportive team	3
General improvement	3
Supportive leadership	2
Good training	2
Solid procedures	2
Lack of diversity	1
Sexual Behaviour	0

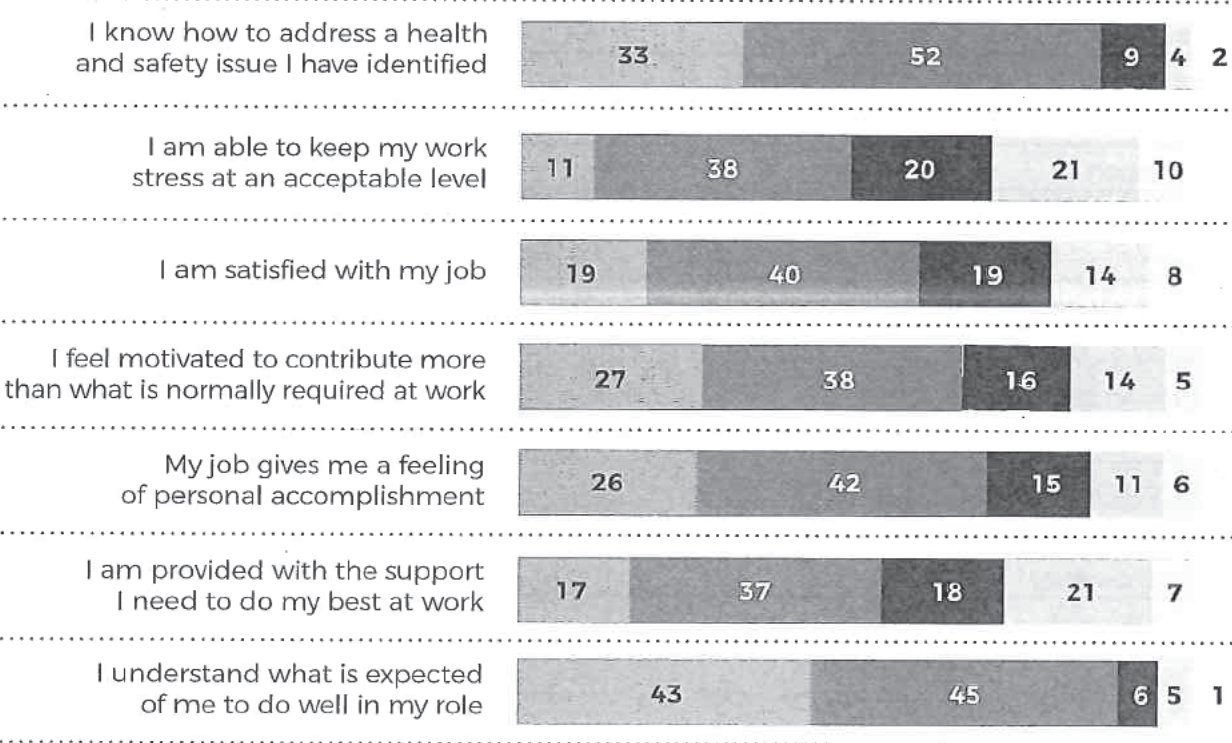
# Appendix D: Survey Results

## Survey Results

### 1. Workplace

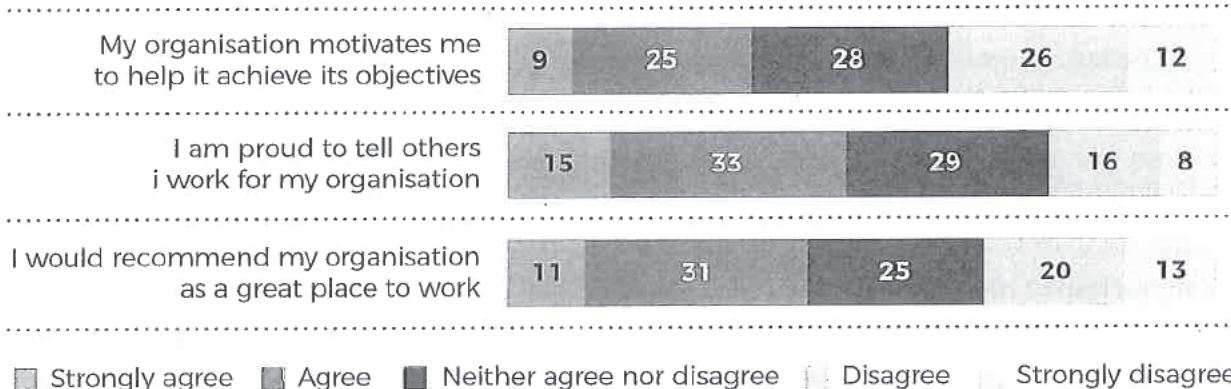


### 3. How strongly do you agree or disagree with the following statements?

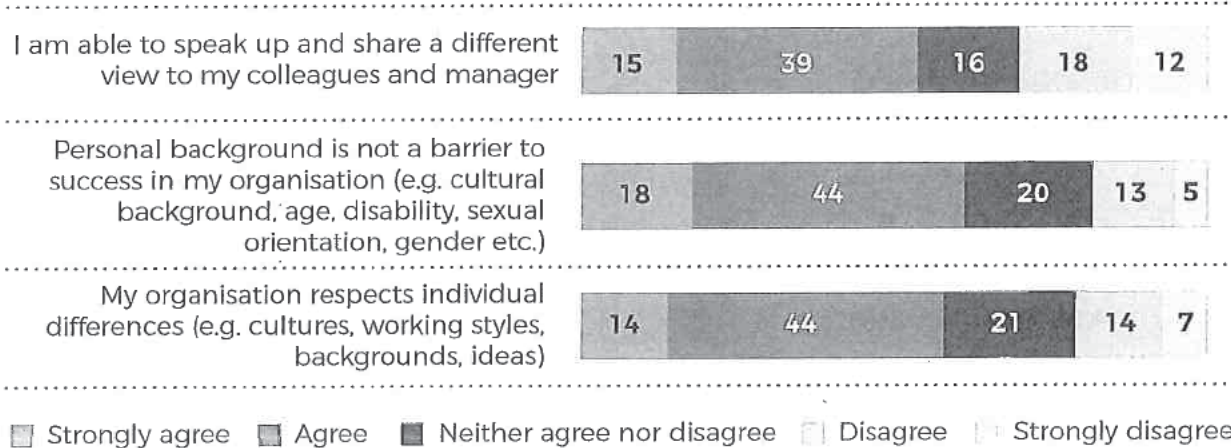


Strongly agree  
  Agree  
  Neither agree nor disagree  
  Disagree  
  Strongly disagree

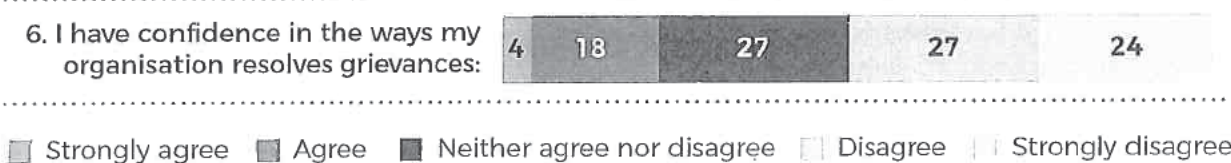
**4. How strongly do you agree or disagree with the following statements?**



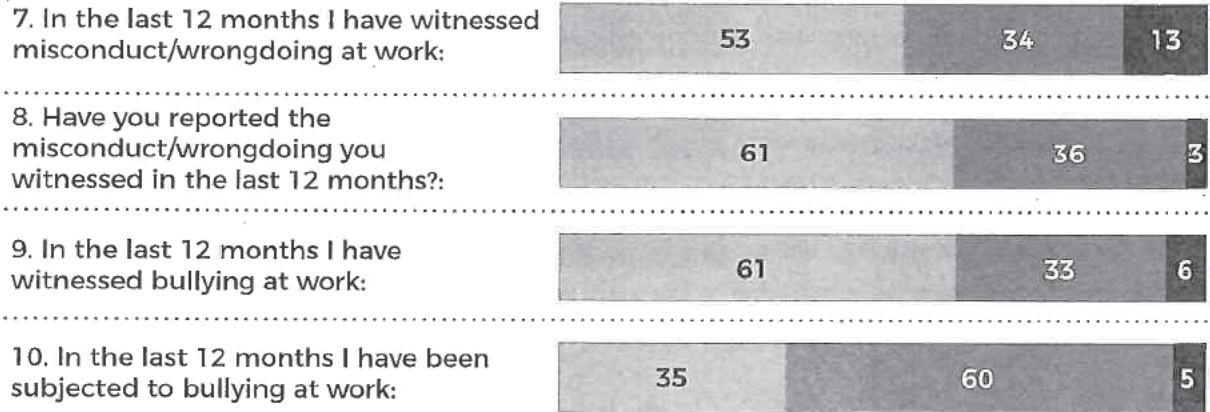
**5. How strongly do you agree or disagree with the following statements?**



**Resolving Grievances**

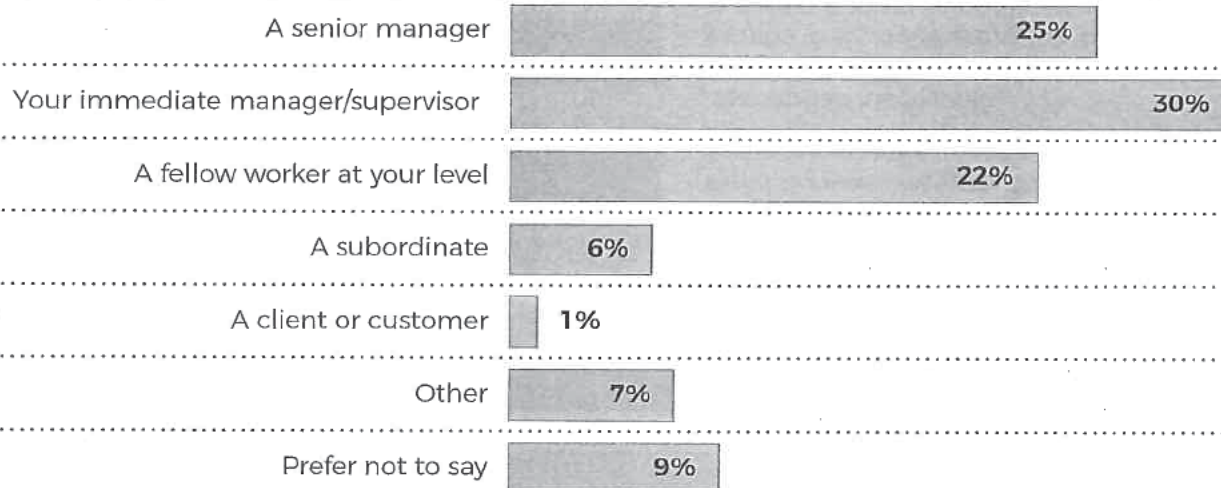


**Workplace Conduct**

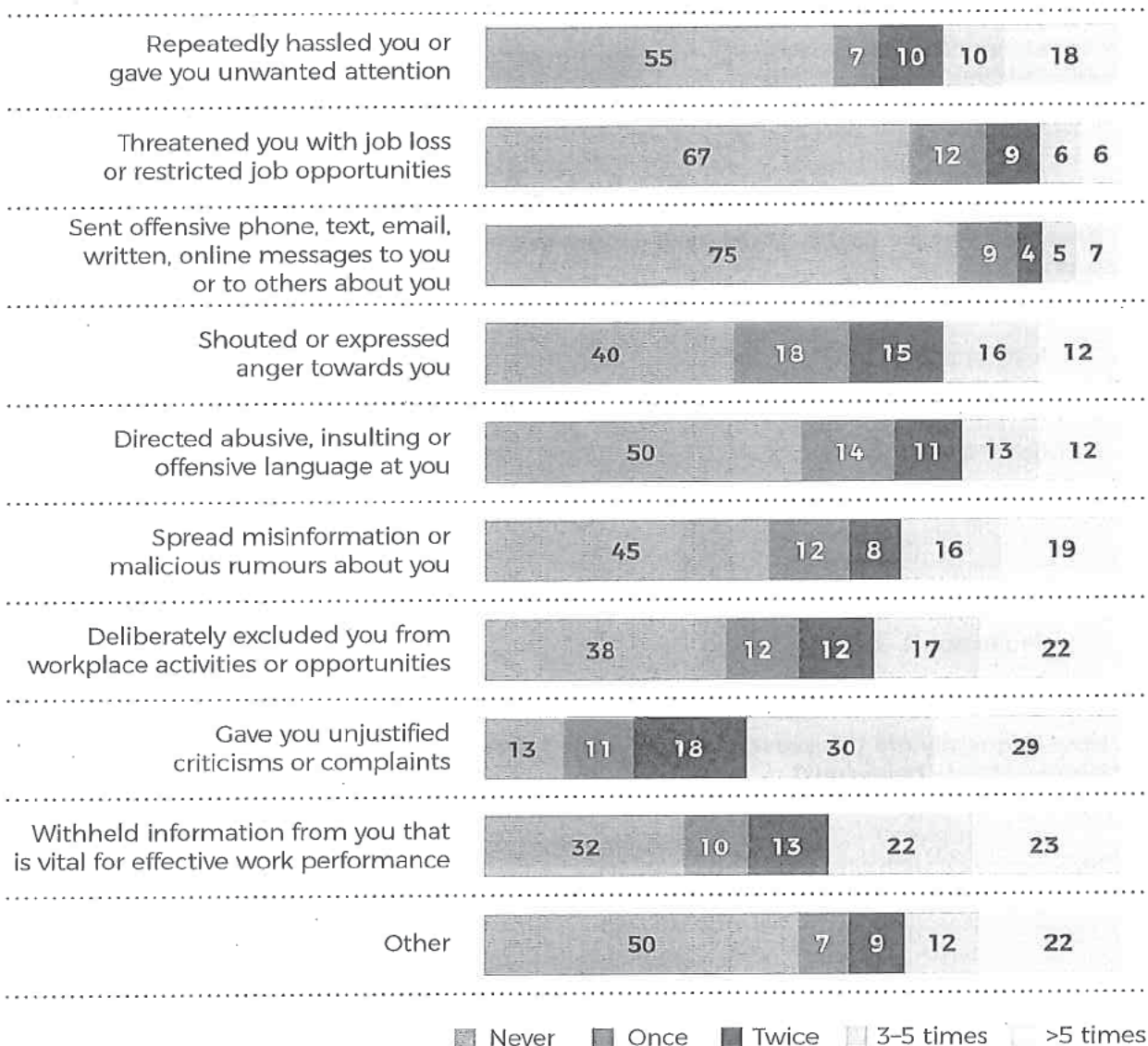


Yes No Don't know

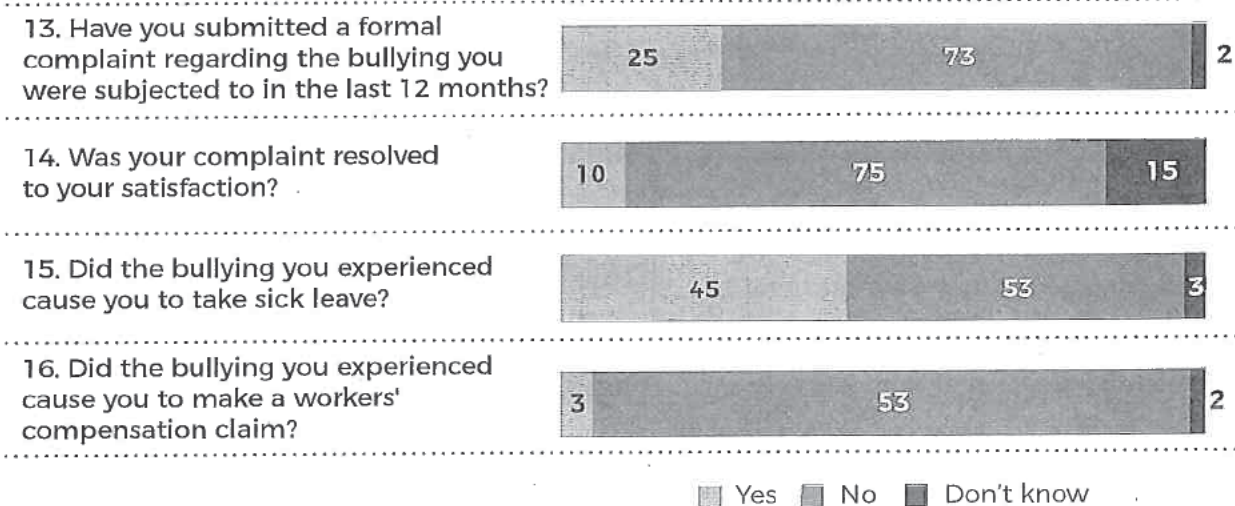
**11. Who was the source of the most serious bullying?**



## 12. How frequently did this person engage in the following repeated and unreasonable behaviour



## Complaints



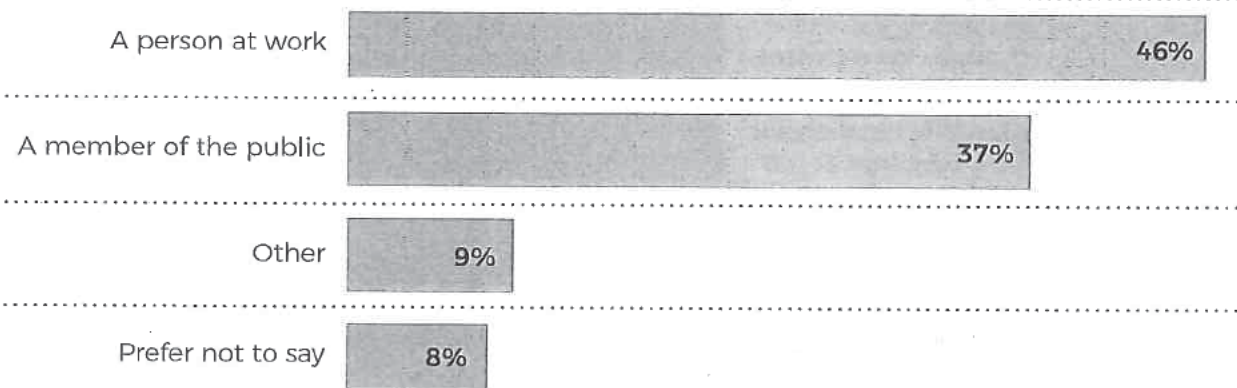
**Unacceptable Conduct**

17. In the last 12 months I have been subjected to physical harm, sexual harassment or abuse at work:

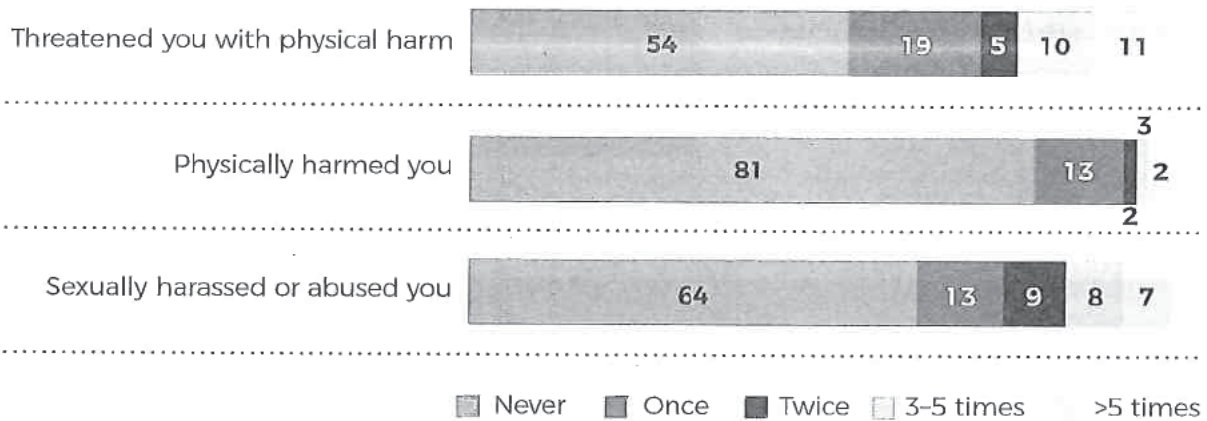


■ Yes ■ No ■ Don't know

18. Who has been the source of the most serious physical harm and/or sexual harassment or abuse?



19. How frequently did this person engage in the following repeated and unreasonable behaviour?



■ Never ■ Once ■ Twice ■ 3-5 times ■ >5 times

**Complaints Handling**

20. Have you submitted a formal complaint regarding the incident/s you were subjected to in the last 12 months?



21. If yes, were you satisfied with the outcome of the formal complaint process?



■ Yes ■ No ■ Don't know

# Appendix E: Joint Peak Statement



## Shared statement on opportunities for action to improve outcomes and relationships between the ACT Health Directorate and community non-government organisations

### Follow up briefing to ACT Health's *Independent Review into the Workplace Culture within ACT Public Health Services* (the Review).

January 2019

#### About this document

This statement has been prepared by the health peak bodies the Alcohol Tobacco and Other Drug Association ACT (ATODA) and the Mental Health Community Coalition ACT (MHCC ACT).

This statement has been developed following ATODA's meeting with the Chair of the Panel for the Independent Review in the Workplace Culture within ACT Public Health Services in December 2018. It seeks to provide a brief summary of immediate opportunities for action to improve outcomes and relationships between the ACT Health Directorate and community non-government organisations (NGOs). The information contained focuses on the organisational level relationships with NGOs and the ACT Health Directorate, and as such, does not seek to address issues or resolutions as they relate to the community or workforce engagements in the Review.

Health services delivered by NGOs are an essential component of our ACT health system. The impact of systemic issues and workplace culture within ACT Health has adversely impacted relationships with NGO stakeholders, resulting among other things in reduced quality of policy outcomes and contract management relationships across sub-sectors.

The ACT Health Directorate needs to rebuild its corporate knowledge, relationships and specialist expertise in multiple sub-sector areas to enable genuine health service planning and implementation going forward; this will take considerable time, resources and processes. It is hoped, however, that a commitment to some immediate actions as outlined in this briefing, will make solid steps and reparations that will allow NGOs to work effectively with the ACT Health Directorate towards the values of care, excellence, collaboration and integrity.

#### Opportunities for action

NGOs should be acknowledged and engaged as key stakeholders within the ACT Health Directorate's ongoing change management process, it is recommended that in the short term the following steps are undertaken:

- Review and re-affirm ACT Health Directorate's commitment to *The Social Compact: A relationship framework between the ACT Government and Community Sector*,

which sets out a vision for the ACT Government to “build Canberra as a place where all people reach their potential, make a contribution and share the benefits of an inclusive community.”<sup>1</sup> The Social Compact “is intended to promote mutual understanding and guide community sector and Government representatives to adopt processes and behaviours that value the role, contribution and expertise of both the Government and community sector.” Further, it notes that “the two sectors need to plan, learn and work together, building on existing strengths, encouraging innovation and making sound decisions informed by evidence.”

- Re-convene or establish appropriate governance mechanisms to engage with peak bodies representing community NGOs and stakeholders, many of which have fallen by the wayside in recent years.
- Commence regular formal communication with all the NGOs funded by the ACT Health Directorate including providing details of the transition arrangements of ACT Health into two organisations, a revised organisational chart and identification of key contacts.
- Implement training for ACT Health Directorate employees to build a culture of, and competence in, NGO engagement, consultation and collaboration in policy making and implementation. This training could be modelled on previously provided Social Compact training and would include:
  - Ensuring that all officers who work with NGOs understand that NGOs are typically organisations with limited resources and capacity, and that appropriate expectations and timeframes are required in all engagement.
  - Acknowledging the crucial role of NGO partners in the ACT health system and understanding the nature of genuine partnership.
  - Acknowledging and redressing existing power imbalances between government and NGO partners, particularly as it relates to access to information and decision making.
- Undertake to get back to NGOs with information or documentation within promised timelines. If the timelines can't be met, NGOs should be advised of changes and provided with new information about revised processes including dates.
- Establish mechanisms for community NGO stakeholders to provide feedback on the ACT Health Directorate as it undertakes its change processes, and monitor and solve problems as they arise. This could include anonymous annual surveying of NGO stakeholders with results to be analysed collaboratively with NGO critical friends.
- Formally establish a Non-Government Organisations Leadership Group (e.g. of peaks) to facilitate this new partnership moving forward, as was recommended by ATODA, ACTCOSS and MHCC ACT in correspondence to ACT Health in December 2018.

<sup>1</sup> Community Services Directorate, *The Social Compact: A relationship framework between the ACT Government and Community Sector*, ACT Government, Canberra, 2012.



# Acronyms and Abbreviations

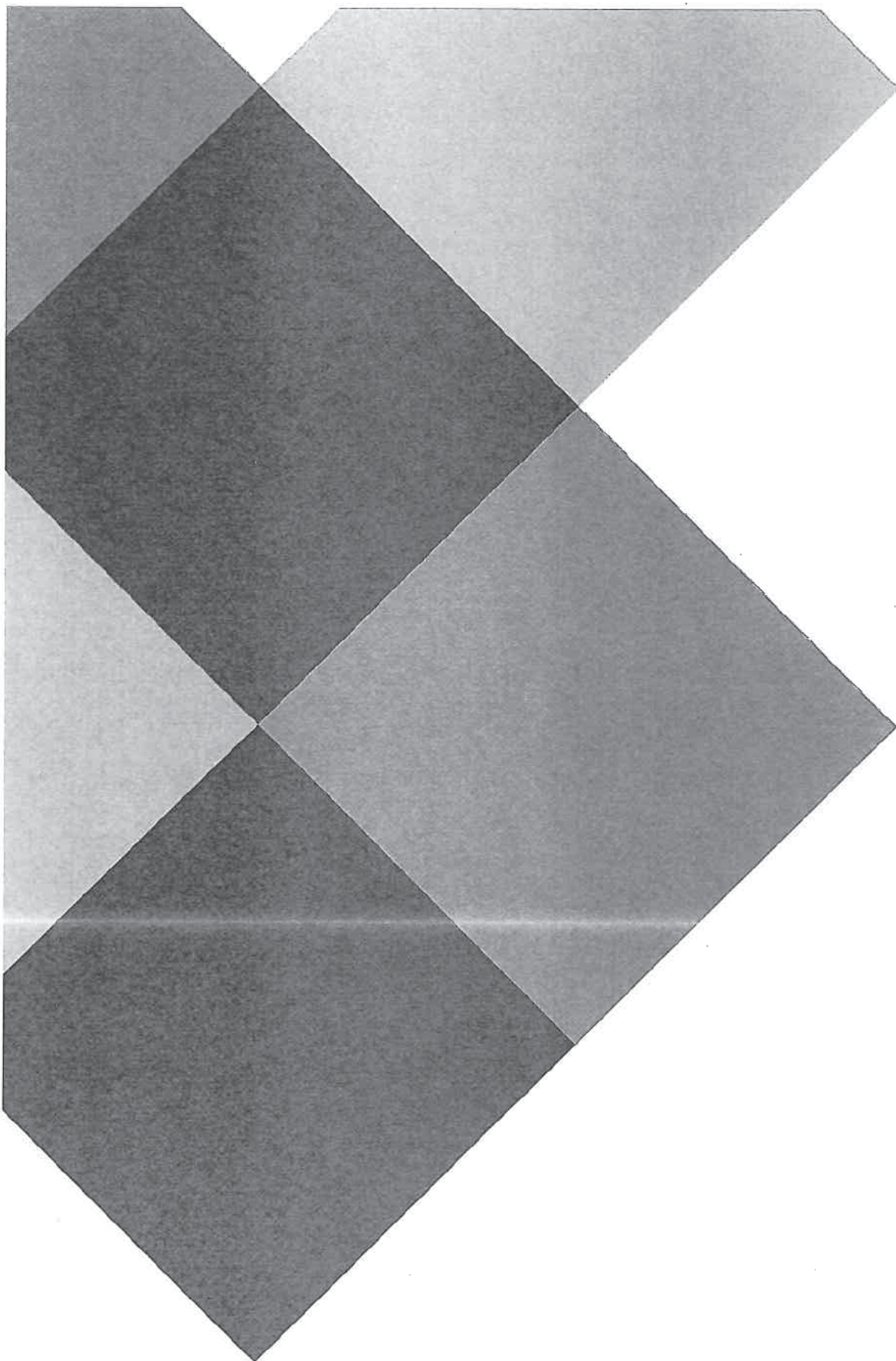
ACHS	Australian Council on Healthcare Standards	JMW	Junior Medical Workforce
ACT	Australian Capital Territory	KPI	Key Performance Indicators
ACTPS	Australian Capital Territory Public Service	NEAT	National Emergency Access Targets
ACU	Australian Catholic University	NEST	National Elective Surgery Targets
AH	Allied Health	NGO	Non-government organisation
AHHA	Australian Healthcare and Hospitals Association	NPS	National Prescribing Service
AHRC	Australian Human Rights Commission	NSQHS	National Safety and Quality Health Service
AM	Member of the Order of Australia	NSW	New South Wales
AMA	Australian Medical Association	MHCC	Mental Health Community Coalition
ANMF	Australian Nursing and Midwifery Federation	MHJDAD	Mental Health Justice Health and Drug Services
ANU	Australian National University	MLA	Member of the Legislative Assembly
ATODA	Alcohol Tobacco & Other Drugs Association	MOU	Memorandum of Understanding
CEO	Chief Executive Officer	MPS	Medial Protection Society
CHC	Community Health Centre	OBE	Order of the British Empire
CHN	Capital Health Network	PA	Preliminary Assessment
CORS	Co-worker Observation Reporting System	PHN ACT	Primary Health Network ACT
CPSU	Community and Public Sector Union	PARS	Patient Advocacy Reporting System
FRACS	Fellow of Royal Australasian College of Surgeons	PNG	Papua New Guinea
GPs	General Practitioners	PPA	Promoting Professional Accountability
HCCA	Health Care Consumers' Association	PSM Act	Public Sector Management Act 1994
HR	Human Resource	PSSC	Public Sector Standards Commissioner
JMO	Junior Medical Officer	RACS	Royal Australasian College of Surgeons
		UC	University of Canberra
		VMO	Visiting Medical Officer
		WHS Act	Work Health and Safety Act 2011

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## MINISTERIAL BRIEF

## ACT Health Directorate

UNCLASSIFIED

<b>To:</b>	Minister for Health and Wellbeing	Tracking No.: MIN19/602
	Minister for Mental Health	
<b>From:</b>	Michael De'Ath, Director-General	
<b>Subject:</b>	Public Commitment – Recommendation 17 of the Independent Review into the Workplace Culture of ACT public health services	
<b>Critical Date:</b>	16 May 2019	
<b>Critical Reason:</b>	The Public Commitment is to be part of the media conference on Thursday, 16 May 2019	

- DG .../.../...

**Purpose**

To seek both your agreement on the proposed Public Commitment document (Attachment A), which is Recommendation 17 of the Final Report of the Independent Review into the Workplace Culture of ACT Public Health Services, prepared for your consideration for use at the media conference on Thursday, 16 May 2019.

**Recommendations**

That the Minister for Health and Wellbeing:

1. Note the information contained in this brief;

Noted / Please Discuss

2. Sign the attached Public Commitment document at Attachment A;

Agreed / Not Agreed / Please Discuss

3. Note the inclusion of the public commitment (Recommendation 17) on the next Culture Review Oversight Group meeting agenda; and


Agreed / Not Agreed / Please Discuss

4. Note the attached arrangements brief, media alert and release and all staff message for your information and use as appropriate at Attachments B - E.

Agreed / Not Agreed / Please Discuss

UNCLASSIFIED

UNCLASSIFIED

Meegan Fitzharris MLA .....  ..... 15/5/19

Minister's Office Feedback

**Recommendations**

That the Ministers for Mental Health:

- 1. Note the information contained in this brief;  
**Noted / Please Discuss**
- 2. Sign the attached Public Commitment document at Attachment A;  
**Agreed / Not Agreed / Please Discuss**
- 3. Note the inclusion of the public commitment (Recommendation 17) on the next Culture Review Oversight Group meeting agenda; and  
**Agreed / Not Agreed / Please Discuss**
- 4. Note the attached arrangements brief, media alert and release and all staff message for your information and use as appropriate at Attachment B – E.  
**Agreed / Not Agreed / Please Discuss**

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

Minister's Office Feedback

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## UNCLASSIFIED

**Background**

1. The Minister for Health and Wellbeing intends to table the Government Response to the Final Report of the Independent Review into the Workplace Culture of ACT Public Health Services in the ACT Legislative Assembly on Thursday, 16 May 2019.

**Issues**

2. On Thursday, 16 May 2019 you will also be making the formal public commitment (Recommendation 17) of the Government and the Executive Leaders of the ACT public health system to the implementation of the Recommendations of the Final Report. The wording of the public commitment document is at Attachment A for your consideration and signature as appropriate.
3. A media event is scheduled for 16 May 2019 for you to sign the public commitment document with myself, the Chief Executive Officer Canberra Health Services, and the Regional Chief Executive Officer Calvary ACT.
4. It is appropriate that you, together with the senior executive leadership team, present your resolute commitment to the implementation publicly in tandem with the Government Response to the Final Report.
5. The recommendation of a public commitment is outlined in Recommendation 17 of the Final Report of the Independent Review into the Workplace Culture of ACT public health services:

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

6. As this recommendation requests key representative organisations to also publicly commit to the implementation of the recommendations, it is appropriate that this is raised at the meeting of the Culture Review Oversight Group on 11 June 2019, with a view to the stakeholder members of the Oversight Group making their own public commitment to the implementation. The meeting will provide members with an opportunity to discuss the form they wish their public commitment to take.

**Financial Implications**

7. Not applicable.

**Consultation**Internal

8. Not applicable.

Cross Directorate

9. The CEO CHS and Regional CEO Calvary ACT are involved in the public commitment and have had input and cleared the documents.

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## UNCLASSIFIED

External

10. Consultation with the key representative organisations will take place at the Culture Review Oversight Group meeting.

**Work Health and Safety**

11. Not applicable.

**Benefits/Sensitivities**

12. The Culture Review is of interest to the health sector and the Canberra community more generally. The Public Commitment provides an opportunity for you to showcase the Government's resolute commitment to improving the workplace culture in the ACT public health system and through that improving service to the Canberra community.

**Communications, media and engagement implications**

13. The arrangements brief, media alert and release, and the all staff message are at Attachments B, C & D for your consideration and use as appropriate.

Signatory Name: Jodie Junk-Gibson

Phone: x49923

Action Officer: Tania Vlahos

Phone: x49435

**Attachments**

Attachment	Title
Attachment A	Public Commitment Document
Attachment B	Arrangements Brief
Attachment C	Media Release
Attachment D	Media Alert
Attachment E	All staff message from Leadership team

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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

**Shane Rattenbury MLA**

Minister for Climate Change and Sustainability  
Minister for Corrections and Justice Health  
Minister for Justice, Consumer Affairs and Road Safety  
Minister for Mental Health

Member for Kurrajong

Wednesday 15 May 2019

## Government response to Culture Review

**Attention news editors and chiefs of staff**

**Not for broadcast or distribution**

Minister for Health and Wellbeing Meegan Fitzharris, will tomorrow table in the Legislative Assembly, the response to the Independent Review into Workplace Culture within ACT Public Health Services.

Minister Fitzharris, along with Minister for Mental Health Shane Rattenbury and the leaders of the Health Directorate, Canberra Health Services and Calvary, will also reaffirm their commitment to cultural change, releasing a public commitment to staff and the community.

Minister Fitzharris, Minister Rattenbury and the three leaders of the public health system will be available for comment – see details below.

**WHAT:** Government Response to the Independent Review into Workplace Culture within ACT Public Health Services

**DATE:** Thursday 16 May 2019

**TIME:** 12.45 pm

**WHERE:** Members Courtyard, ACT Legislative Assembly

**Statement ends**

**Media contacts:**

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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

**Shane Rattenbury MLA**

Minister for Climate Change and Sustainability  
Minister for Corrections and Justice Health  
Minister for Justice, Consumer Affairs and Road Safety  
Minister for Mental Health

Member for Kurrajong

Thursday 16 May 2019

## Government response to culture review tabled in Assembly

**The ACT Government today tabled the response to the Independent Review into Workplace Culture within ACT Public Health Services, agreeing to all recommendations and implementation timeframes.**

Minister for Health and Wellbeing Meegan Fitzharris, Minister for Mental Health Shane Rattenbury, along with the leaders of the Health Directorate, Canberra Health Services and Calvary, also reaffirmed their commitment to cultural change, releasing a public commitment to staff and the community.

“Today represents a new beginning for our public health system,” Minister Fitzharris said.

“Over the past 12 months there has been a lot of criticism about our health system. Although over this time there has been many positive changes achieved, we also know that we have much work to do to effect the real change needed.

“The Government and the leaders of our health system are united in our commitment to improving culture and over the next three years there will be significant work undertaken across our hospitals and health services.

“Since the final report was released, a strong governance framework has been established to ensure implementation of the recommendations is effective. The new Culture Review Oversight Group and the Culture Review Implementation Steering Group are already up and running.

“Across the Directorate and Canberra Health Services organisations, a process of stabilising and refining organisational structures, and redefining strategic visions and values as new organisations, has been underway.

“Work to appoint the Clinical Leadership Forum is also well underway and I look forward to making an announcement on the members of the Forum in the very near future.”

Minister for Mental Health Shane Rattenbury echoed Minister Fitzharris reiterating the importance of this work to ensure staff feel supported and valued.



### **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

### **Shane Rattenbury MLA**

Minister for Climate Change and Sustainability  
 Minister for Corrections and Justice Health  
 Minister for Justice, Consumer Affairs and Road Safety  
 Minister for Mental Health

Member for Kurrajong

“The stories that we have heard through the Review process highlight how poor workplace culture can impact the wellbeing of staff,” Minister Rattenbury said.

“That’s why, mental health and wellbeing of our workforce will be at the core of the changes we will implement, ensuring staff feel safe and supported in the important work they do for our community.”

The release of the ACT Budget next month will invest in the implementation of the Review.

For further information visit: <https://www.health.act.gov.au/about-our-health-system/culture-review-implementation>

#### **Statement ends**

#### **Media contacts:**

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<b>Lisa Wills (Rattenbury)</b>	M 0481 035 764	E <a href="mailto:lisa.wills@act.gov.au">lisa.wills@act.gov.au</a>

UNDER EMBARGO For distribution: 16 May 2019



## An important message for staff in the ACT public health system

Dear colleagues,

Today the Minister for Health and Wellbeing tabled the ACT Government's response to the final report of the Independent Review into the Workplace Culture within ACT Public Health Services, formally confirming the Government's endorsement of the report.

The Government reaffirmed its commitment to the implementation of all 20 recommendations made by the Independent Panel.

You can view the ACT Government's formal response here [insert hyperlink].

Together with Minister for Health and Wellbeing Meegan Fitzharris MLA and Minister for Mental Health Shane Rattenbury MLA, we have also publicly reaffirmed our commitment to implementing the recommendations of the final report. A copy of our signed pledge is attached to this email.

Positive change already happening within our organisations. Work to stabilise and refine organisational structures and redefine strategic visions and values is already underway at the ACT Health Directorate and Canberra Health Services. Calvary Public Hospital Bruce is engaging with staff to ensure its vision and values are understood and embedded. Learnings from the review have helped to inform all of this work.

Staff involvement, insights and experiences continue to contribute in a positive way to the real and enduring change we need to see.

The effect of this will be a better public health system for staff and the Canberra community.

If you have any questions about the review or the work that is underway, please email [CultureReviewImplementation@act.gov.au](mailto:CultureReviewImplementation@act.gov.au)



Michael De'Ath  
Director General  
ACT Health



Bernadette McDonald  
Chief Executive Officer  
Canberra Health Services



Barbara Reid  
Regional Chief Executive Officer  
Calvary ACT





Insert date

**Commitment to the implementation of the recommendations of the  
Final Report of the Independent Review into the Workplace Culture within  
ACT Public Health Services**

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

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

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

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

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

[Signature spots for each of the below]

- Ms Meegan Fitzharris MLA - ACT Minister for Health and Wellbeing
- Mr Shane Rattenbury MLA - ACT Minister for Mental Health
- Mr Michael De'Ath - Director-General, ACT Health Directorate
- Ms Bernadette McDonald - Chief Executive Officer, Canberra Health Services
- Ms Barbara Reid - Regional Chief Executive Officer, Calvary ACT

[INSERT strip of logos for each organisation (ACT Govt, ACT Health, CHS, Calvary)]

This document is part of the implementation of Recommendation 17 of the review's final report that states *'Should the recommendations of this Review be accepted, a public commitment should be jointly made by the Ministers for Health and Wellbeing, and Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital and key representative organisations to collectively implement the recommendations of this Review to ensure ongoing cultural improvement across the ACT Public Health System'*.

16 May 2019

# CULTURE REVIEW IMPLEMENTATION

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

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

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

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

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

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

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



**West, Alice (Health)**

**From:** Pulli, Tracey (Health)  
**Sent:** Thursday, 16 May 2019 2:48 PM  
**To:** De'Ath, Michael (Health); Junk-Gibson, Jodie (Health)  
**Cc:** Dal Molin, Vanessa (Health); Southwell, Hoami (Health); Vlahos, Tania (Health)  
**Subject:** FW: FITZHARRIS + RATTENBURY MEDIA RELEASE - Government response to health culture review tabled in Assembly  
**Attachments:** Culture Review Implementation.jpg

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Hi all

Ministerial media release issued. A copy provided to Calvary.

Cheers  
 Tracey

Tracey Pulli  
 Director of Media | ACT Health Directorate

P | (02) 5124 9444 M | 0409 370 673  
 E | [tracey.pulli@act.gov.au](mailto:tracey.pulli@act.gov.au)  
 URL | [www.health.act.gov.au](http://www.health.act.gov.au)

**From:** ACT Government Executive Media  
**Sent:** Thursday, 16 May 2019 2:36 PM  
**Subject:** FITZHARRIS + RATTENBURY MEDIA RELEASE - Government response to health culture review tabled in Assembly

**Media release****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

**Shane Rattenbury** MLA

Minister for Climate Change and Sustainability  
 Minister for Corrections and Justice Health  
 Minister for Justice, Consumer Affairs and Road Safety  
 Minister for Mental Health

Member for Kurrajong

16 May 2019

## Government response to health culture review tabled in Assembly

**The ACT Government today tabled its response to the Independent Review into Workplace Culture within ACT Public Health Services, agreeing to all recommendations.**

Minister for Health and Wellbeing Meegan Fitzharris, Minister for Mental Health Shane Rattenbury and the leaders of the Health Directorate, Canberra Health Services and Calvary Public Hospital Bruce also reaffirmed their commitment to cultural change, releasing a public pledge to staff and the community.

“Today represents a new beginning for our public health system,” Minister Fitzharris said.

“Over the past 12 months there has been a spotlight on culture within our health system. While a number of positive changes have already been made across the ACT’s health services, we know that there is more work to do.

“The Government and the leaders of our health system are united in our commitment to improving culture, and over the next three years there will be significant work undertaken across our hospitals and health services.

“Since the final report was released, a strong governance framework has been established to ensure implementation of the recommendations is effective. The new Culture Review Oversight Group and the Culture Review Implementation Steering Group are already up and running.

“Across the Directorate and Canberra Health Services, a process of stabilising and refining the organisational structures, vision and values of these new organisations is underway.

“Work to appoint the Clinical Leadership Forum is also progressing and I look forward to making an announcement on the membership of the Forum in the very near future.”

Minister Rattenbury also reaffirmed the importance of this work to ensure staff feel supported and valued.

“The stories that we have heard through the Review process highlight how poor workplace culture can affect the wellbeing of staff,” Minister Rattenbury said.

“That’s why mental health and wellbeing of our workforce will be at the core of the changes we will implement, ensuring staff feel safe and supported in the important work they do for our community.”

*Next month’s ACT Budget will invest in the implementation of the Review’s recommendations.*

*For the government’s response and further information visit: [www.health.act.gov.au/about-our-health-system/culture-review-implementation](http://www.health.act.gov.au/about-our-health-system/culture-review-implementation).*

**Photo:** Canberra Health Services CEO Bernadette McDonald, Minister for Health and Wellbeing Meegan Fitzharris, Minister for Mental Health Shane Rattenbury, Calvary Public Hospital Bruce CEO Barbara Reid and ACT Health Director-General Michael De’Ath with the signed commitment.

**Statement ends**

**Media contacts:**

Claire Johnston (Fitzharris)    M 0452 597 459    E [ClaireV.Johnston@act.gov.au](mailto:ClaireV.Johnston@act.gov.au)  
 Lisa Wills (Rattenbury)    M 0481 035 764    E [lisa.wills@act.gov.au](mailto:lisa.wills@act.gov.au)

16 May 2019

# CULTURE REVIEW IMPLEMENTATION

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

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

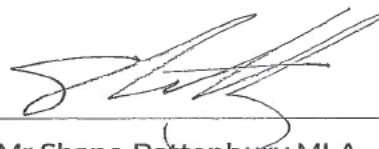
We are focussed on embedding best practice to ensure the changes that are implemented from this review are enduring across the ACT's public health system. We will ensure strong governance is in place across all organisations and at all levels of leadership, to drive the implementation of the recommendations.

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

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



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



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



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



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



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



**West, Alice (Health)**

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**From:** Dal Molin, Vanessa (Health) on behalf of DGACTHealth  
**Sent:** Thursday, 16 May 2019 2:18 PM  
**To:** ###All Staff, Health  
**Subject:** An important message for staff in the ACT public health system  
**Importance:** High

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# An important message for staff in the ACT public health system

Thursday 16 May 2019

Colleagues,

Today the Minister for Health and Wellbeing tabled the ACT Government's response to the final report of the Independent Review into the Workplace Culture within ACT Public Health Services, formally confirming the Government's endorsement of the report.

The Government reaffirmed its commitment to the implementation of all 20 recommendations made by the Independent Panel.

Together with Minister for Health and Wellbeing Meegan Fitzharris MLA and Minister for Mental Health Shane Rattenbury MLA, we have also publicly reaffirmed our commitment to implementing the recommendations of the final report.

You can view the ACT Government's [formal response](#) and our signed pledge on the [ACT Health website](#).

Positive change is already happening within our organisations. Work to stabilise and refine organisational structures and redefine strategic visions and values is already underway at the ACT Health Directorate and Canberra Health Services. Calvary Public Hospital Bruce is engaging with staff to ensure its vision and values are understood and embedded. Learnings from the review have helped to inform all of this work.

Staff involvement, insights and experiences continue to contribute in a positive way to the real and enduring change we need to see.

The effect of this will be a better public health system for staff and the Canberra community.

If you have any questions about the review or the work that is underway, please email [CultureReviewImplementation@act.gov.au](mailto:CultureReviewImplementation@act.gov.au)



**Michael De'Ath**  
Director-General  
ACT Health



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



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



## MINISTERIAL BRIEF

ACT Health Directorate

UNCLASSIFIED

To: Minister for Health and Wellbeing

Tracking No.: MIN19/602

Minister for Mental Health

From: Michael De'Ath, Director-General

Subject: Public Commitment – Recommendation 17 of the Independent Review into the Workplace Culture of ACT public health services

Critical Date: 16 May 2019

Critical Reason: The Public Commitment is to be part of the media conference on Thursday, 16 May 2019

- DG .../.../...

**Purpose**

To seek both your agreement on the proposed Public Commitment document (Attachment A), which is Recommendation 17 of the Final Report of the Independent Review into the Workplace Culture of ACT Public Health Services, prepared for your consideration for use at the media conference on Thursday, 16 May 2019.

**Recommendations**

That the Minister for Health and Wellbeing:

1. Note the information contained in this brief;

Noted / Please Discuss

2. Sign the attached Public Commitment document at Attachment A;

Agreed / Not Agreed / Please Discuss

3. Note the inclusion of the public commitment (Recommendation 17) on the next Culture Review Oversight Group meeting agenda; and

Agreed / Not Agreed / Please Discuss

4. Note the attached arrangements brief, media alert and release and all staff message for your information and use as appropriate at Attachments B - E.

Agreed / Not Agreed / Please Discuss

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