

UNCLASSIFIED

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

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

Noted / 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.

Noted / Agreed / Not Agreed / Please Discuss

Shane Rattenbury MLA 16/5/19

Minister's Office Feedback

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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.

ConsultationInternal

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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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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MINISTERIAL BRIEF

Health Directorate

UNCLASSIFIED

To:	Minister for Health and Wellbeing	Tracking No.: GBC19/149
From:	Michael De'Ath, Director General ACT Health Directorate	
Subject:	Government Response to the Final Report of the Independent Review into the Workplace Culture within ACT public health services	
Critical Date:	15 April 2019	
Critical Reason:	Exposure draft to be lodged with Cabinet Office by 15 April 2019.	

• DG 12/4/19

Purpose

To provide you with the Cabinet Submission for the Government Response to the Final Report of the Independent Review into the Workplace Culture within ACT Public Health services (the Report).

Recommendations

That you:

1. Note the information contained in this brief; and

Noted / Please Discuss

2. Agree to the exposure draft circulation of the Cabinet Submission at Attachment 1.

Agreed / Not Agreed / Please Discuss

Meegan Fitzharris MLA

17/4/19

Minister's Office Feedback

during circulation please reconsider timing of establishment of NGO forum, my preference is in 3rd Qtr 2019.

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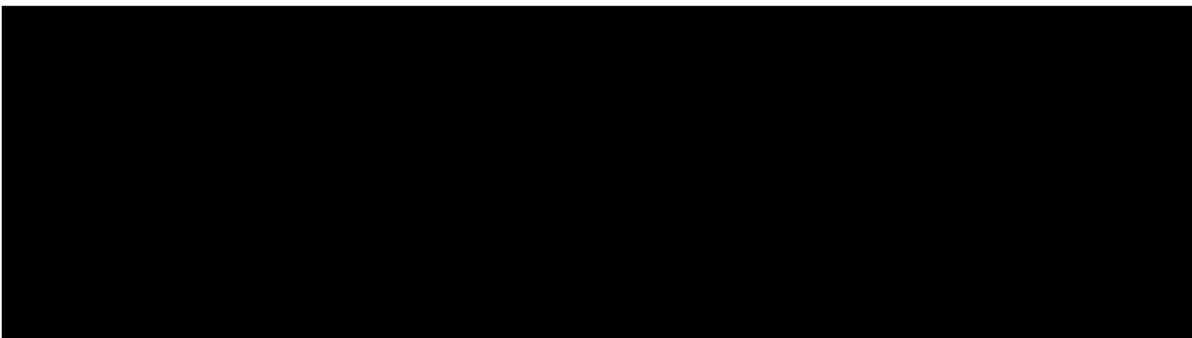
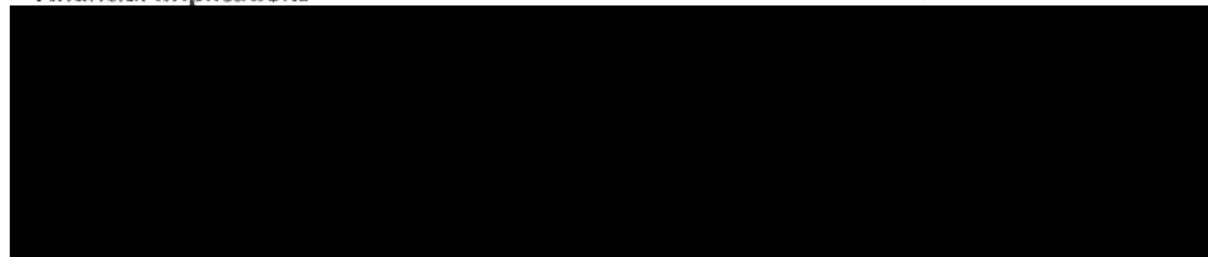
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Background

1. You tabled the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 19 March 2019.
2. You agreed to the recommendations of the report in-principle.
3. You agreed to table the formal Government Response to the Report in the May 2019 Assembly sittings.

IssuesGovernment Response

4. The proposed Government Response is at Attachment A to the Cabinet Submission for your approval.
5. The Government Response is a brief, high level document indicating the Government's support for the recommendations and providing a structure for the implementation program across the public health system

Draft Cabinet SubmissionFinancial ImplicationsInternal

11. Not applicable.

Cross Directorate

12. The Chief Executive Officer, Canberra Health Services, has endorsed the draft Cabinet submission and proposed government response.
13. There has been consultation with the Chief Minister, Treasury and Economic Development Directorate.

External

14. There has been consultation with the Regional Chief Executive Officer Calvary ACT who is in agreement.

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Work Health and Safety

15. Not applicable.

Benefits/Sensitivities

16. The Review is of interest to the health sector and the Canberra community more generally. The tabling of the Government Response will help to reassure the community that the recommendations of the Review will be implemented in a timely manner.

Communications, media and engagement implications

17. A Communications Plan is at Attachment F. A more detailed Communications Plan for the implementation project plan is being developed.

Signatory Name:	Michael De'Ath	Phone:	x 50823
Action Officer:	Jodie Junk-Gibson	Phone:	X 49923

Attachments

Attachment	Title
Attachment 1	Exposure draft Cabinet Submission containing the draft Government Response
Attachment A	Government Response to the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services
Attachment B	Open Access Assessment
Attachment C	TBL Assessment
Attachment D	Comments Table
Attachment E	Tabling Statement
Attachment F	Communications Plan
Attachment G	Implementation timeline from Final Report

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MINISTERIAL

Minister for Health

Ministerial Number:

GBC19/231

CAB19/185 - ACT Government Response - Report on the Independent Review into Workplace Culture with ACT Public Health Services - Final

Action Required:	No	Reply by Minister	No	Full Speech
	No	Reply by ACT Chief Minister	No	Reply by Email
	Yes	Brief to Minister	No	Fast Facts Talking Points (1Page)
	No	Brief to ACT Chief Minister	No	Media Release
	No	Verbal brief OK	No	
				Arrangements Brief
	No	Action As Necessary (please advise)	No	Guest List
	No	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)

URGENT



Registry file number: _____



MINISTERIAL BRIEF

Health Directorate

SENSITIVE: CABINET

To: Minister for Health and Wellbeing
Minister for Mental Health

Tracking No.: GBC19/231

From: Michael De'Ath, Director-General ACT Health Directorate

Subject: Government Response to the Final Report of the Independent Review into the Workplace Culture within ACT public health services

Critical Date: ASAP

Critical Reason: The final Cabinet Submission was due to be lodged with Cabinet Office by 6 May 2019

• DG

Purpose

To seek your agreement to lodge the final Cabinet Submission for the Government Response to the Final Report of the Independent Review into the Workplace Culture within ACT Public Health services with the Cabinet Office.

Recommendations

That the Minister for Health and Wellbeing:

1. Note the information contained in this brief; and

Noted / Please Discuss

2. Agree to the lodgment of the final Cabinet Submission at Attachment 1.

Agreed / Not Agreed / Please Discuss

Meegan Fitzharris MLA

19/5/19

Minister's Office Feedback

SENSITIVE: CABINET

SENSITIVE: CABINET

That the Minister for Mental Health:

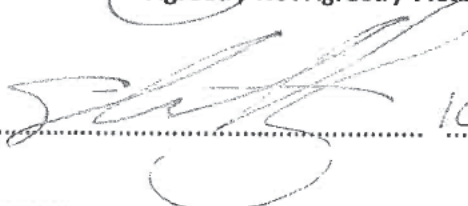
1. Note the information contained in this brief; and

Noted / Please Discuss

2. Agree to the lodgment of the final Cabinet Submission at Attachment 1.

Agreed / Not Agreed / Please Discuss

Shane Rattenbury MLA



10/5/19

Minister's Office Feedback

Background

1. The Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) was tabled on 19 March 2019.
2. The Minister for Health and Wellbeing agreed to the recommendations of the Report in-principle and agreed to table the formal Government Response to the Report in the May 2019 Assembly sittings.

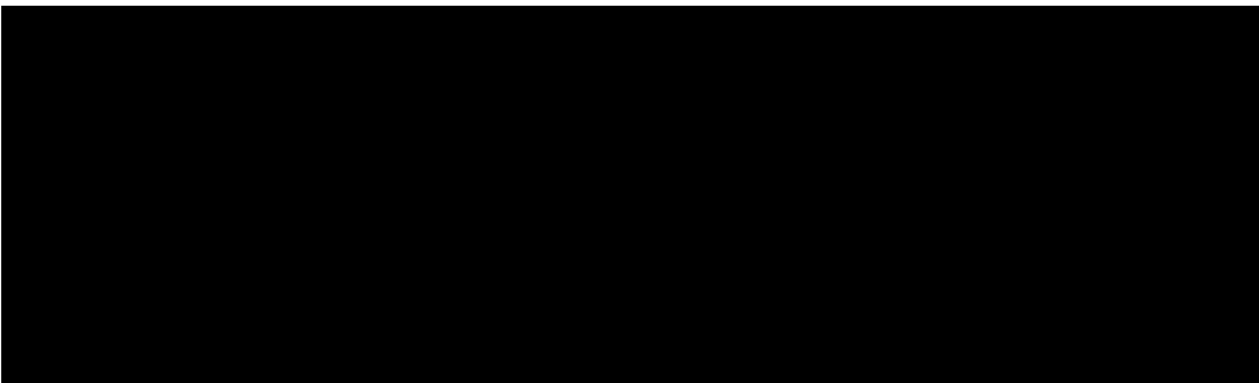
IssuesGovernment Response

3. The proposed Government Response is at Attachment A to the Cabinet Submission for your approval.
4. The Government Response is a brief, high level document indicating the Government's support for the recommendations of the Report and providing a structure for the implementation program across the public health system.

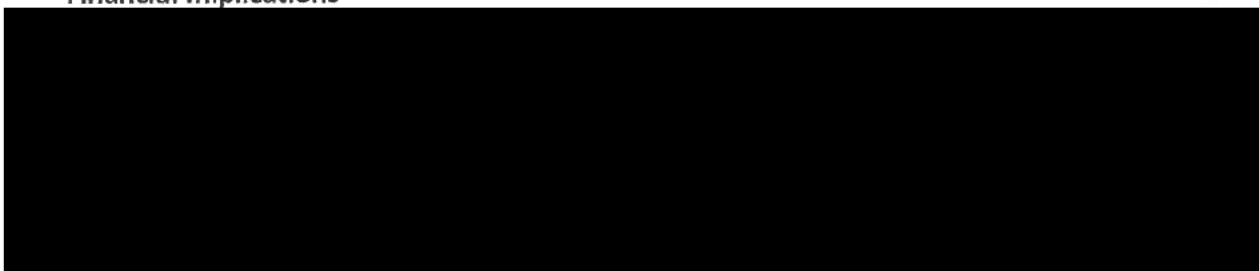
Draft Cabinet Submission

SENSITIVE: CABINET

SENSITIVE: CABINET



Financial Implications



Consultation

Internal

12. Not applicable.

Cross Directorate

13. The Chief Executive Officer (CEO) of Canberra Health Services (CHS), was consulted on, and endorsed, the draft Cabinet Submission and proposed government response. The CEO, CHS also received the exposure draft as part of the Cabinet process.
14. There has been consultation with CMTEDD on the draft Cabinet Submission. CMTEDD was also part of the exposure draft process and made a minor comment (see Attachment D).

External

15. There has been consultation with the Regional Chief Executive Officer Calvary ACT who is in agreement with the Cabinet Submission and proposed government response.

Work Health and Safety

16. Not applicable.

Benefits/Sensitivities

17. The Review is of interest to the health sector and the Canberra community more broadly. The tabling of the government response will help to reassure the community that the recommendations of the Review will be implemented in a timely manner.

Communications, media and engagement implications

18. A Communications Plan is at Attachment F. A more detailed Communications Plan for the implementation project plan is being developed.

SENSITIVE: CABINET

SENSITIVE: CABINET

Signatory Name: Michael De'Ath Phone: x 50823
 Action Officer: Jodie Junk-Gibson Phone: x 49923

Attachments

Attachment	Title
Attachment 1	Cabinet Submission
Attachment A	Government Response to the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services
Attachment B	Open Access Assessment
Attachment C	TBL Assessment
Attachment D	Comments Table
Attachment E	Draft Ministerial Statement
Attachment F	Communications Plan
Attachment G	Implementation timeline from Final Report

SENSITIVE: CABINET



MINISTERIAL

Minister for Health

Ministerial Number:

GBC19/231

CAB19/185 - ACT Government Response - Report on the Independent Review into Workplace Culture with ACT Public Health Services - Final

Action Required:	No	Reply by Minister	No	Full Speech
	No	Reply by ACT Chief Minister	No	Reply by Email
	Yes	Brief to Minister	No	Fast Facts Talking Points (1Page)
	No	Brief to ACT Chief Minister	No	Media Release
	No	Verbal brief OK	No	Arrangements Brief
	No	Action As Necessary (please advise)	No	Guest List
	No	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)

*Critical Date
6/5/19*



Registry file number: _____



MINISTERIAL BRIEF

Health Directorate

SENSITIVE: CABINET

To: Minister for Health and Wellbeing

Tracking No.: GBC19/231

From: Michael De'Ath, Director-General ACT Health Directorate

Subject: Government Response to the Final Report of the Independent Review into the Workplace Culture within ACT public health services

Critical Date: 6 May 2019

Critical Reason: The final Cabinet Submission is due to be lodged with Cabinet Office by 6 May 2019.

• DG

Purpose

To seek your agreement to lodge the final Cabinet Submission for the Government Response to the Final Report of the Independent Review into the Workplace Culture within ACT Public Health services with the Cabinet Office.

Recommendations

That you:

1. Note the information contained in this brief; and

Noted / Please Discuss

2. Agree to the lodgment of the final Cabinet Submission at Attachment 1.

with amendments to HAA *Agreed* / Not Agreed / Please Discuss

Meegan Fitzharris MLA *M Fitzharris* *7.5.19*

Minister's Office Feedback

SENSITIVE: CABINET

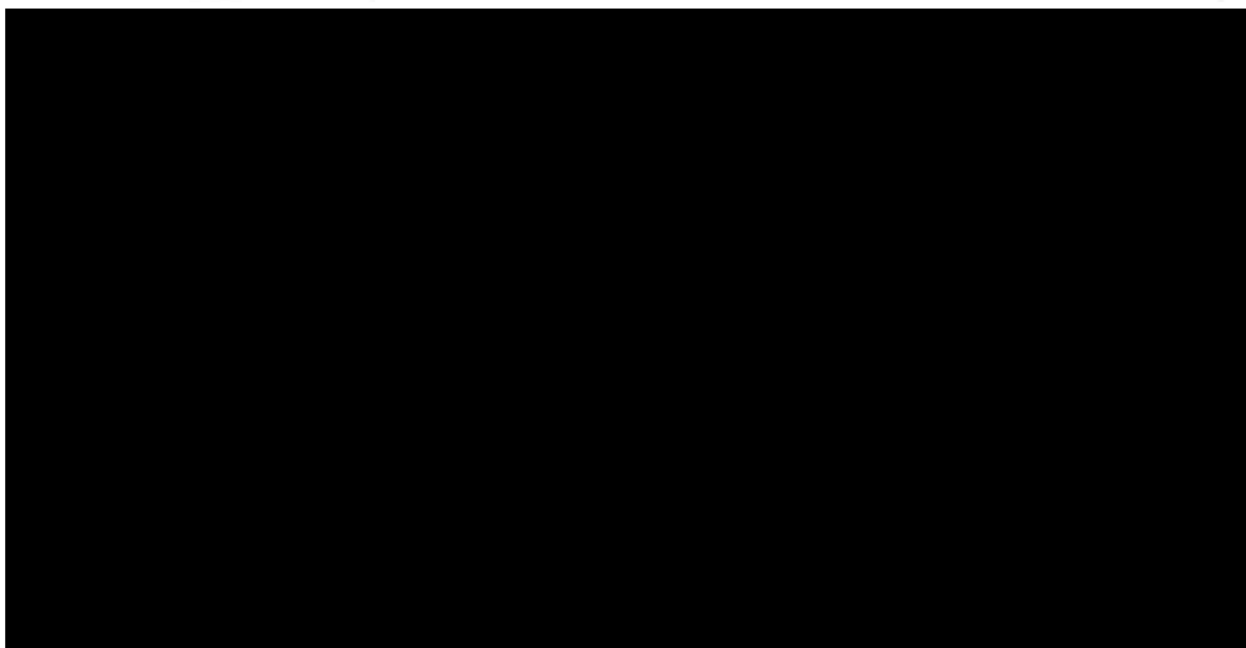
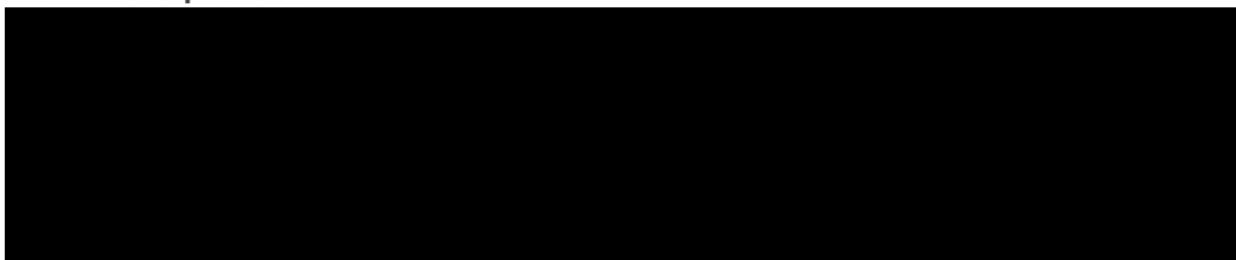
SENSITIVE: CABINET

Background

1. You tabled the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 19 March 2019.
2. You agreed to the recommendations of the Report in-principle.
3. You agreed to table the formal Government Response to the Report in the May 2019 Assembly sittings.

IssuesGovernment Response

4. The proposed Government Response is at Attachment A to the Cabinet Submission for your approval.
5. The Government Response is a brief, high level document indicating the Government's support for the recommendations of the Report and providing a structure for the implementation program across the public health system.

Draft Cabinet Submission**Financial Implications****Consultation**Internal

13. Not applicable.

SENSITIVE: CABINET

SENSITIVE: CABINET

Cross Directorate

14. The Chief Executive Officer (CEO) of Canberra Health Services (CHS), was consulted on, and endorsed, the draft Cabinet Submission and proposed government response. The CEO, CHS also received the exposure draft as part of the Cabinet process.
15. There has been consultation with CMTEDD on the draft Cabinet Submission. CMTEDD was also part of the exposure draft process and made a minor comment (see Attachment D).

External

16. There has been consultation with the Regional Chief Executive Officer Calvary ACT who is in agreement with the Cabinet Submission and proposed government response.

Work Health and Safety

17. Not applicable.

Benefits/Sensitivities

18. The Review is of interest to the health sector and the Canberra community more broadly. The tabling of the government response will help to reassure the community that the recommendations of the Review will be implemented in a timely manner.

Communications, media and engagement implications

19. A Communications Plan is at Attachment F. A more detailed Communications Plan for the implementation project plan is being developed.

Signatory Name: Michael De'Ath Phone: x 50823
 Action Officer: Jodie Junk-Gibson Phone: x 49923

Attachments

Attachment	Title
Attachment 1	Cabinet Submission
Attachment A	Government Response to the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services
Attachment B	Open Access Assessment
Attachment C	TBL Assessment
Attachment D	Comments Table
Attachment E	Tabling Statement
Attachment F	Communications Plan
Attachment G	Implementation timeline from Final Report



MINISTERIAL

Minister for Health

Ministerial Number:

GBC19/249

Ministerial Statement - Minister for Health and Wellbeing - Government Response to the Final Report of the Independent Review into Workplace Culture of ACT Public Health Services - To be Tabled 16 May 2019

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	
	No	Action As Necessary (please advise)	No	Arrangements Brief
	No	Info Only	No	Guest List
	No	Dept Officer to Attend	No	Telephone Response OK
				Departmental Response

Comments for Cover Sheet:

Date Due to MAGS - (MLO Use Only)



Registry file number: _____



MINISTERIAL BRIEF

ACT Health Directorate

SENSITIVE: CABINET

To: Minister for Health and Wellbeing

Tracking No.: GBC19/249

From: Michael De'Ath, Director-General

Subject: Ministerial statement on the Government Response to the Final Report of the Independent Review into the Workplace Culture of ACT Public Health Services

Critical Date: 16 May 2019

Critical Reason: The Ministerial Statement is scheduled for this date in the Assembly Program.

• DG

10...15/19 *[Signature]***Purpose**

To provide you a Ministerial Statement on the Government Response to the Final Report of the Independent Review into the Workplace Culture of ACT Public Health Services for your consideration for delivery in the ACT Legislative Assembly on Thursday 16 May 2019.

Recommendations

That you:

1. Note the information contained in this brief;

Noted / Please Discuss

2. Note the draft Ministerial Statement on the Government Response at Attachment A; and

Noted / Please Discuss

3. Note the inclusion of the public commitment (Recommendation 17) and the proposed approach to list this on the next Culture Review Oversight Group meeting agenda.

Noted / Please Discuss

Meegan Fitzharris MLA

[Signature] 15/5/19

SENSITIVE: CABINET

Tracking No.:
GBC19/249

1

SENSITIVE: CABINET

<p>Minister's Office Feedback</p>

Background

1. The Government Response to the Final Report of the Independent Review into the Workplace Culture of ACT Public Health Services is due for Government consideration on Monday 13 May 2019 and you have indicated you intend to table it in the ACT Legislative Assembly on Thursday 16 May 2019.

Issues

2. Your office has indicated that you would like to make a full Ministerial Statement when tabling the Government Response. I have attached a draft for your consideration.
3. The draft Ministerial Statement includes information from the Government Response on early progress towards implementation and restates the Government's endorsement of the Recommendations of the Final Report.
4. Discussions with your office indicate that 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 currently being finalised and will be sent to you shortly in a separate brief.
5. The Minister for Mental Health, the Director-General ACT Health Directorate, the Chief Executive Officer Canberra Health Services (CEO CHS), the Regional Chief Executive Officer Calvary ACT and you will sign the public commitment document and attend the media event on 16 May 2019. It is appropriate that you, together with the Minister for Mental Health and the senior executive leadership team, present your resolute commitment to the implementation publicly in conjunction with the Government Response to the Final Report.
6. The public commitment is outlined in Recommendation 17 as follows:

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.
7. You will note that Recommendation 17 states that key representative organisations will also publicly commit to the implementation of the recommendations. It would be appropriate for you to raise this at the meeting of the Culture Review Oversight Group on 11 June 2019, with a view to the stakeholder members of the Oversight Group

SENSITIVE: CABINET

SENSITIVE: CABINET

making their own public commitment to the implementation. This allows for the members to discuss the form they wish their public commitment to take and to ensure they are given enough time to consider their approach. If you agree, this item will be added to the Agenda for the 11 June 2019 meeting for discussion.

Financial Implications

8. Nil.

ConsultationInternal

9. Not applicable.

Cross Directorate

10. The CEO CHS and Regional CEO Calvary ACT are involved in the public commitment and have had input and cleared the government response document.

External

11. Consultation with the key representative organisations will take place at the Culture Review Oversight Group meeting if you agree.

Work Health and Safety

12. Not applicable.

Benefits/Sensitivities

13. The Culture Review is of interest to the health sector and the Canberra community more generally. The Ministerial Statement 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

14. There is a media event in your diary for Thursday 16 May 2019 at 12.45pm. A separate briefing will be provided for this.

Signatory Name: Jodie Junk-Gibson

Phone: x49923

Action Officer: Tania Vlahos

Phone: x49435

Attachments

Attachment	Title
Attachment A	Draft Ministerial Statement

SENSITIVE: CABINET

2019

**LEGISLATIVE ASSEMBLY FOR THE
AUSTRALIAN CAPITAL TERRITORY**

TABLING STATEMENT

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

**Presented by
Meegan Fitzharris MLA
Minister for Health and Wellbeing**

16 May 2019

Madam Speaker, I rise today to table the Government's response to the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services.

Members will recall that I tabled the Final Report of the Review on 19 March 2019.

As foreshadowed upon the release of the Final Report, the Government has agreed to all 20 recommendations put forward by the Panel, and to the broad implementation timeline included in the Report.

This Response is the Government's formal endorsement of those recommendations in the Final Report.

It is the next step in cementing the Government's commitment to improving the workplace culture within our public health system and through that, enhancing the level of service to the Canberra community.

Members will recall that I established the Independent Review on 10 September 2018, and that the Terms of Reference for the Review and details of the Independent Panel were released by me on 21 September 2018.

I remind Members that the Terms of Reference for the Review tasked the Independent Panel to:

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

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

The Final Report was released publicly on 7 March 2019 and, as I said earlier, tabled here on 19 March 2019.

The key themes highlighted in the Report indicate that:

- Staff members within the public health system have been subjected to inappropriate behaviours, including bullying and harassment, in the workplace;
- There are inefficient processes to manage complaints handling;
- Additional training is required to support management in dealing with inappropriate workplace practices;
- There is an inability to make timely decisions;
- Some Human Resource practices are inefficient and inappropriate;
- Historically there has been a lack of effective leadership and management throughout the ACT Public health System; and

- There is a need to ensure greater clinical engagement to ensure that the system can benefit from expert knowledge and input of individuals.

The Review Panel recognised in the report that, over the last 12 months, work has already begun to improve workplace culture.

The panel also acknowledged the positive effect that this has had within the workplace.

This Government Response marks the formal endorsement and commitment to implement the recommendations made by the Independent Panel.

This implementation phase will officially take place over the next three years, but the ongoing work in ensuring that the ACT public health system as an excellent workplace, will be enduring.

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

And work towards establishing the implementation has already begun.

The Government has already established a strong governance framework to ensure that implementation of the recommendations made by the Review Panel is effective, efficient and accountable.

The ACT Health Directorate, as system steward, will lead the response to ensure that a consistent, territory-wide approach is taken.

The Government has ensured that there will be governance oversight at the highest level. The Culture Review Oversight Group will provide leadership and scrutiny of the implementation process.

The inaugural meeting of the Culture Review Oversight Group was held on 28 March 2019, chaired by me, with the Minister for Mental Health as the Deputy Chair. It included key senior stakeholders and the senior executive leadership team of the public health system - in line with Recommendation 18 of the Final Report of the Independent Review.

At this first meeting of the Culture Review Oversight Group, we spent time ensuring the structures for the Oversight Group would enable it to operate effectively, and this included expanding the membership to include the Deans of the Faculties of Health from the Australian National University and the University of Canberra, and also the presidents of the ACT chapters of ASMOF and the VMOA.

The membership of the Oversight Group today is:

- Professor Russell Gruen, Dean, College of Health and Medicine ANU
- Professor Michelle Lincoln, Executive Dean, Faculty of Health, University of Canberra
- Mr Matthew Daniel, Branch Secretary, ANMF ACT
- Dr Antonio Di Dio, President, AMA ACT

- Ms Madeline Northam, Regional Secretary, CPSU
- Ms Darlene Cox, Executive Director, Health Care Consumers Association ACT
- Dr Richard Singer, President, ASMOF ACT
- Dr Peter Hughes, President, VMOA ACT
- Mr Michael De'Ath, Director-General, Health Directorate
- Ms Bernadette McDonald, Chief Executive Officer, Canberra Health Services
- Ms Barbara Reid, Regional Chief Executive Officer, Calvary ACT

I am the Chair of this group, and Minister Rattenbury is the Deputy Chair.

The meeting considered the draft Terms of Reference for the Oversight Group in line with the recommendations of the Independent Review, which will be finalised following the next meeting of the Oversight Group, and members committed to overseeing the implementation of the Independent Review's recommendations in a timely manner.

The Culture Review Oversight Group will meet every three months.

The Oversight Group will be supported in its work by the Culture Review Implementation Steering Group, which is made up of senior executive leaders from across the ACT public health system.

The Steering Group met on 13 May 2019 and began the mapping of the work towards implementation of the recommendations.

The senior executive leadership team has established a dedicated Culture Review Implementation team within the Directorate to support, coordinate and facilitate implementation across the public health system.

The executive structures within the ACT Health Directorate, Canberra Health Services and Calvary Public Hospital Bruce have been, or are in the process of being, reformed to ensure that we have the right people in place to lead a contemporary health service across the ACT.

There has been rigorous focus on stabilising and refining organisational structures, working closely with all staff.

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

Recognising the territory-wide focus, re-engagement with staff will occur across each of the three arms of the ACT Public Health System.

In line with Recommendation One of the Final Report, Canberra Health Services and the ACT Health Directorate are embarking on projects to review their vision, values, role and behaviours.

These projects will seek to ensure that, with the recent transition of ACT Health to two organisations, the vision and values of the new organisations are contemporary and clearly understood. This work will be completed by September 2019, and there will be significant staff engagement as these projects are rolled out with a view to embedding the vision and values from November 2019.

As Members are aware, Calvary Public Hospital's values and vision are in line with the Little Company of Mary.

As a key partner in the delivery of territory-wide services, Calvary will undergo re-engagement with staff to ensure the vision and values are understood and embedded.

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

The Final Report has provided a clear way forward for the Government.

The Government would like to again acknowledge and thank the Independent Panel members: the Chair, Mr Mick Reid, Ms Fiona Brew and Professor David Watters for their expertise, leadership and compassionate approach in their conduct of this Review.

Madam Speaker, I wish to re-iterate that the Government has agreed to all the recommendations and the broad implementation timeline.

Many of the initiatives will be ongoing and are aimed at embedding best practice and continuous improvement throughout the ACT Public Health System.

And I would like to take this opportunity to assure staff, stakeholders and the community that the Government will implement the recommendations of the Independent Panel and will do so in the same spirit of sincerity with which it embarked on the Review.

In line with the Recommendation 17 of the Final Report, and the tabling of the Government Response myself, the Minister for Mental Health, the Director-General of ACT Health Directorate, the Chief Executive Officer of Canberra Health Services and the Regional Chief Executive Officer of Calvary ACT have today made a public commitment to collectively implement the review's recommendations to ensure ongoing cultural improvement across the ACT Public Health System.

Madam Speaker, the government is committed to providing members of the ACT Legislative Assembly with a biannual update on progress in implementing the Recommendations over the next three years.

I look forward to sharing with you all the work that is underway to implement the recommendations contained in the Final Report in my first biannual update, later this year.

I am confident that there will be further improvement and change in the workplace culture across our health system, which will further improve the good work that is currently underway across the system.

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

ENDS

Attachment A

2019

LEGISLATIVE ASSEMBLY FOR THE
AUSTRALIAN CAPITAL TERRITORY

DRAFT

MINISTERIAL STATEMENT

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

Presented by
Meegan Fitzharris MLA
Minister for Health and Wellbeing

May 2019

Madam Speaker, I rise today to table the Government's response to the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services.

Members will recall that I tabled the Final Report on 19 March 2019.

As I foreshadowed in March 2019, the Government has agreed to all twenty recommendations of the Final Report, and to the broad implementation timeline included in the Report.

This Response is the Government's formal endorsement of the twenty recommendations in the Final Report.

It is the next step in illustrating the Government's commitment to improving the workplace culture within the public health system and through that, enhancing the level of service to the Canberra community.

Members will recall that I established the Independent Review on the 10th of September 2018, and that the Terms of Reference for the Review and details of the Independent Panel were released by me on the 21st of September 2018.

I remind Members that the Terms of Reference for the Review tasked the Independent Panel to:

- Examine and report on the workplace culture of public health care services in the ACT and provide advice on any systemic and institutional issues.

This examination was to consider any examples of best practice workplace culture and professional conduct in the delivery of public health care in the ACT, nationally and internationally.

- Examine claims made in relation to inappropriate conduct and behaviours.
- Examine and report on the existing workforce policies and complaints management practices to ensure their relevance and appropriateness. AND
- Provide recommendations for further improving workplace culture across the ACT public health system, and any additional support systems required for staff and management.

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

The Final Report was released publicly on 7 March 2019 and, as I said earlier, tabled here on 19 March 2019.

The key themes highlighted in the Report indicate that:

- staff members within the public health system have been subjected to inappropriate behaviours, including bullying and harassment, in the workplace;
- there are inefficient processes and processes to manage complaints handling;

- additional training is required to support management in dealing with inappropriate workplace practices;
- an inability to make timely decisions;
- inefficient and inappropriate Human Resource practices;
- historically there has been a lack of effective leadership and management throughout the ACT Public health System; and
- there is a need to ensure greater clinical engagement to ensure that the system can benefit from expert knowledge and input of individuals.

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

This Government Response marks the formal endorsement and commitment to the commencement of the implementation of the recommendations made by the Independent Panel.

This implementation phase will officially take place over the next three years but the ongoing work in ensuring that the ACT public health system as an excellent workplace, will be enduring.

The Government recognises the importance of working closely with staff and stakeholders to ensure that the recommendations are

implemented in a way that drives the enduring change we need to see.

The work towards establishing the implementation has begun.

The Government has already established a strong governance framework to ensure that implementation of the recommendations made by the Review Panel is effective, efficient and accountable.

The ACT Health Directorate, as system steward, will lead the response to ensure that there is a consistent and territory wide approach taken.

The Government has ensured that there will be governance oversight at the highest level. The Culture Review Oversight Group will provide leadership and scrutiny of the implementation process.

The inaugural meeting of the Culture Review Oversight Group was held on the 28th of March 2019, chaired by me, with the Minister for Mental Health as the Deputy Chair and included key senior stakeholders and the senior executive leadership team of the public health system - in line with Recommendation 18 of the Final Report of the Independent Review.

At this first meeting of the Culture Review Oversight Group, we spent time ensuring the structures for the Oversight Group would enable it to operate effectively, and this included expanding the

membership to include the Deans of the Faculties of Health, and also the presidents of the ACT chapters of ASMOF and the VMOA.

The membership of the Oversight Group is:

- Professor Russell Gruen, Dean, College of Health and Medicine ANU
- Professor Michelle Lincoln, Executive Dean, Faculty of Health, University of Canberra
- Mr Matthew Daniel, Branch Secretary, ANMF ACT
- Dr Antonio Di Dio, President, AMA ACT
- Ms Madeline Northam, Regional Secretary, CPSU
- Ms Darlene Cox, Executive Director, Health Care Consumers Association ACT
- Dr Richard Singer, President, ASMOF ACT
- Dr Peter Hughes, President, VMOA ACT
- Mr Michael De'Ath, Director-General, Health Directorate
- Ms Bernadette McDonald, Chief Executive Officer, Canberra Health Services
- Ms Barbara Reid, Regional Chief Executive Officer, Calvary ACT
- Minister Rattenbury and myself.

The meeting considered the draft Terms of Reference for the Oversight Group in line with the recommendations of the Independent Review, and members committed to overseeing the implementation of the Independent Review's recommendations in a timely manner.

The Culture Review Oversight Group will meet every three months.

The Oversight Group will be supported in its work by the Culture Review Implementation Steering Group, made up of senior executive leaders from across the ACT public health system. The Steering Group met on Monday the 13th of May 2019 and began the mapping of the work towards implementation of the recommendations.

The senior executive leadership team has established a dedicated Culture Review Implementation team within the Directorate to support, coordinate and facilitate implementation across the public health system.

The executive structures within the ACT Health Directorate, Canberra Health Services and Calvary Public Hospital Bruce have been, or are in the process of being, reformed to ensure that we have the right people in place to lead a contemporary health service across the ACT. There has been rigorous focus on stabilising and refining organisational structures, working closely with all staff.

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

Recognising the territory-wide focus, re-engagement with staff will occur across each of the three arms of the ACT Public Health System.

In line with Recommendation One of the Final Report, Canberra Health Services and the ACT Health Directorate are embarking on projects to review their vision, values, role and behaviours. These projects will seek to ensure that, with the recent transition of ACT Health to two organisations, the vision and values of the new organisations are contemporary and clearly understood. This work will be completed by September 2019, and there will be significant staff engagement as these projects are rolled out with a view to embedding the vision and values from November 2019.

As Members are aware, Calvary Public Hospital's values and vision are in line with the Little Company of Mary. As a key partner in the delivery of territory-wide services, Calvary will undergo re-engagement with staff to ensure the vision and values are understood and embedded.

The Independent Review has fundamentally assessed and understood the core of the culture issues in the ACT public health system; and has allowed staff and stakeholders to be heard, to share

their experiences, their stories and contribute in a positive way to real change.

The Final Report has provided a clear way forward for the Government.

The Government would like to again acknowledge and thank the Independent Panel members: the Chair, Mr Mick Reid, Ms Fiona Brew and Professor David Watters for their expertise, leadership and compassionate approach in their conduct of this Review.

Madam Speaker, the Government has agreed to all the recommendations and the broad implementation timeline. Many of the initiatives will be ongoing and are aimed at embedding best practice and continuous improvement throughout the ACT Public Health System.

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

In line with the Recommendation 17 of the Final Report, I would like to table and read out the public commitment that I have signed along with the Minister for Mental Health, the Director-General of ACT Health Directorate, the Chief Executive Officer of Canberra

Health Services and the Regional Chief Executive Officer of Calvary
ACT.

[Read out the Public Commitment Statement – to be inserted when
finalised]

I will be discussing the public commitment with the key stakeholders
at the next Culture Review Oversight Group meeting on the 11th of
June 2019. And will update you following that meeting.

Madam Speaker, I am committed to providing members of the ACT
Legislative Assembly with a biannual update on progress in
implementing the Recommendations over the next three years.

I look forward to sharing with you all the work that is underway to
implement the recommendations contained in the Final Report in my
first biannual update, later this year.

I am confident that there will be further improvement and change in
the workplace culture across our health system, which will further
improve the good work that is currently underway across the system.
The effect of this will be a better public health system for the
Canberra community.

[Table government response – official words to be provided by the
Clerk of the Legislative Assembly]

ENDS

Draft words for the all staff messages

The Minister for Health and Wellbeing, Ms Meegan Fitzharris MLA, will table the Government Response ([link](#)) to the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the report), in the ACT Legislative Assembly, today.

You would be aware that the Minister tabled the Final Report on the 19 March 2019 ([link to report](#)). At that time the Minister advised that the Government agreed in-principle to all twenty recommendations in the report.

The Government Response reiterates the Government's commitment to implementing all twenty recommendations and outlines early work undertaken and broad timelines.

As you would be aware, work towards implementing the recommendations of the report has begun. The Executive Branch Manager, Culture Review Implementation, Ms Jodie Junk-Gibson, has commenced work and will be coordinating the implementation across the ACT public health system.

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

The executive structures within the ACT Health Directorate, Canberra Health Services and Calvary Public Hospital Bruce have been, or are in the process of being, reformed to ensure that we have the right people in place to lead a contemporary health service across the ACT. There has been rigorous focus on stabilising and refining organisational structures, working closely with all staff.

I will ensure you are kept updated on progress with implementation. I thank you for your participation and cooperation with the Review and anticipate the same level of professionalism and willingness towards the implementation project.

West, Alice (Health)

From: ACT Health DLO
Sent: Thursday, 16 May 2019 10:52 AM
To: Vlahos, Tania (Health)
Cc: Junk-Gibson, Jodie (Health); Wijemanne, Naveen (Health); Dal Molin, Vanessa (Health); DGACTHealth
Subject: Letters to CROG - Government Response
Attachments: Gruen - Minister letter to CROG members with Government Response.pdf; Hughes - Minister letter to CROG members with Government Response.pdf; Lincoln - Minister letter to CROG members with Government Response.pdf; McDonald - Minister letter to CROG members with Government Response.pdf; Northam - Minister letter to CROG members with Government Response.pdf; Rattenbury - Minister letter to CROG members with Government Response.pdf; Reid - Minister letter to CROG members with Government Response.pdf; Singer - Minister letter to CROG members with Government Response.pdf; Cox - Minister letter to CROG members with Government Response.pdf; Daniel - Minister letter to CROG members with Government Response.pdf; De Ath - Minister letter to CROG members with Government Response.pdf; Di Dio - Minister letter to CROG members with Government Response.pdf; Gruen - Minister letter to CROG members with Government Response.pdf; Hughes - Minister letter to CROG members with Government Response.pdf; Lincoln - Minister letter to CROG members with Government Response.pdf; McDonald - Minister letter to CROG members with Government Response.pdf; Northam - Minister letter to CROG members with Government Response.pdf; Rattenbury - Minister letter to CROG members with Government Response.pdf; Reid - Minister letter to CROG members with Government Response.pdf; Singer - Minister letter to CROG members with Government Response.pdf; Cox - Minister letter to CROG members with Government Response.pdf; Daniel - Minister letter to CROG members with Government Response.pdf; De Ath - Minister letter to CROG members with Government Response.pdf; Di Dio - Minister letter to CROG members with Government Response.pdf

Importance: High

ii Tania

Confirming 12 letters have now been sent.

Thank you
Chadia

Chadia Rad | Directorate Liaison Officer | ACT Health

Phone: 02 620 50499 | Mobile: 0403 606 847 | Email: acthealthdlo@act.gov.au

Office of Meegan Fitzharris MLA | Minister for Health and Wellbeing | Minister for Medical and Health Research | ACT Government

Office of Shane Rattenbury MLA | Minister for Mental Health | ACT Government
Level 2, London Circuit | GPO Box 1020, Canberra ACT 2601

Care ▲ Excellence ▲ Collaboration ▲ Integrity



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

Dear Professor Gruen

I write to provide you with a copy of the Government Response to the Final Report of the Independent Review into the Workplace Culture in ACT Public Health Services.

Today I made a Ministerial Statement and tabled the response in the ACT Legislative Assembly.

The Government Response is a brief, high level document indicating the Government's formal support for the recommendations of the Report. It provides a structure for the implementation program across the public health system, noting that many of the initiatives will be ongoing and are aimed at embedding best practice and continuous improvement throughout the ACT Public Health System.

I intend to provide a regular, more detailed, update to the ACT Legislative Assembly on progress towards implementing the recommendations on a biannual basis, with the first update in September 2019.

As part of the Government's response to the Final Report, I have also signed a formal public commitment, together with the Minister for Mental Health, the Director-General ACT Health Directorate, the Chief Executive Officer Canberra Health Services, and the Regional Chief Executive Officer Calvary ACT. This commitment was also presented to the ACT Legislative Assembly and then released to staff and the media. I believe it is important that I, together with the Minister for Mental Health and the senior executive leadership team, present our resolute commitment to the implementation in conjunction with the Government Response to the Final Report.

ACT Legislative Assembly

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 Phone +61 2 6205 0051 Email fitzharris@act.gov.au



@MeeganFitzMLA



MeeganFitzharrisMLA



You would be aware that Recommendation 17 of the Final Report 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.

In view of this recommendation, I propose to raise at the meeting of the Culture Review Oversight Group on 11 June 2019 that the stakeholder members of the Oversight Group should make their own public commitment. The meeting will provide an opportunity for members to discuss the form they wish their public commitment to take.

I look forward to discussing this matter at our next meeting.

Yours sincerely

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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 Peter Hughes
 President
 VMOA (ACT)
hughespd@grapevine.com.au

Dear Dr Hughes

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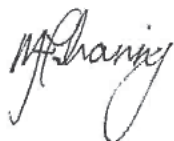
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 Minister for Medical and Health Research
 Minister for Transport
 Minister for Vocational Education and Skills
 Member for Yerrabi

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

Dear Professor Lincoln

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Ms Bernadette McDonald
 Chief Executive Officer
 Canberra Health Services
bernadette.mcdonald@act.gov.au

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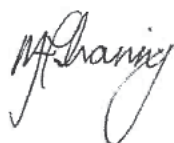
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 Minister for Transport
 Minister for Vocational Education and Skills
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Ms Madeline Northam
 Regional Secretary
 CPSU (ACT)
madeline.northam@cpsu.org.au

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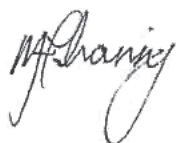
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Minister for Medical and Health Research
Minister for Transport
Minister for Vocational Education and Skills
Member for Yerrabi

Mr Shane Rattenbury MLA
Deputy Chair
Culture Review Oversight Group
ACT Legislative Assembly
London Circuit
CANBERRA ACT 2601

Dear Mr Rattenbury

Please find attached a copy of the letter I am sending to the members of the Culture Review Oversight Group providing them with a copy of the Government Response to the Final Report into the Workplace Culture in ACT Public Health Services.

I look forward to discussing this matter at our next Oversight Group meeting.

Yours sincerely

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Meegan Fitzharris MLA
Minister for Health and Wellbeing

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 Member for Yerrabi

Ms Barbara Reid
 Regional Chief Executive
 Calvary ACT
barb.reid@calvarycare.org.au

Dear Ms Reid

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

Dr Richard Singer
 President
 ASMOF (ACT Branch)
stephenc@asmof.org.au

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The Government Response is a brief, high level document indicating the Government's formal support for the recommendations of the Report. It provides a structure for the implementation program across the public health system, noting that many of the initiatives will be ongoing and are aimed at embedding best practice and continuous improvement throughout the ACT Public Health System.

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As part of the Government's response to the Final Report, I have also signed a formal public commitment, together with the Minister for Mental Health, the Director-General ACT Health Directorate, the Chief Executive Officer Canberra Health Services, and the Regional Chief Executive Officer Calvary ACT. This commitment was also presented to the ACT Legislative Assembly and then released to staff and the media. I believe it is important that I, together with the Minister for Mental Health and the senior executive leadership team, present our resolute commitment to the implementation in conjunction with the Government Response to the Final Report.

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



@MeeganFitzMLA



MeeganFitzharrisMLA



You would be aware that Recommendation 17 of the Final Report 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.

In view of this recommendation, I propose to raise at the meeting of the Culture Review Oversight Group on 11 June 2019 that the stakeholder members of the Oversight Group should make their own public commitment. The meeting will provide an opportunity for members to discuss the form they wish their public commitment to take.

I look forward to discussing this matter at our next meeting.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Meegan Fitzharris', written in a cursive style.

Meegan Fitzharris MLA
Minister for Health and Wellbeing



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)
darlenecox@hcca.org.au

Dear Ms Cox

I write to provide you with a copy of the Government Response to the Final Report of the Independent Review into the Workplace Culture in ACT Public Health Services.

Today I made a Ministerial Statement and tabled the response in the ACT Legislative Assembly.

The Government Response is a brief, high level document indicating the Government's formal support for the recommendations of the Report. It provides a structure for the implementation program across the public health system, noting that many of the initiatives will be ongoing and are aimed at embedding best practice and continuous improvement throughout the ACT Public Health System.

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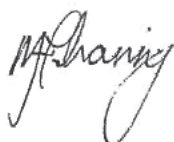
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Yours sincerely

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Meegan Fitzharris MLA
Minister for Health and Wellbeing



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
Michael.De'Ath@act.gov.au

Dear Mr De'Ath

I write to provide you with a copy of the Government Response to the Final Report of the Independent Review into the Workplace Culture in ACT Public Health Services.

Today I made a Ministerial Statement and tabled the response in the ACT Legislative Assembly.

The Government Response is a brief, high level document indicating the Government's formal support for the recommendations of the Report. It provides a structure for the implementation program across the public health system, noting that many of the initiatives will be ongoing and are aimed at embedding best practice and continuous improvement throughout the ACT Public Health System.

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Meegan Fitzharris MLA
Minister for Health and Wellbeing



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
anmfact@anmfact.org.au

Dear Mr Daniel

I write to provide you with a copy of the Government Response to the Final Report of the Independent Review into the Workplace Culture in ACT Public Health Services.

Today I made a Ministerial Statement and tabled the response in the ACT Legislative Assembly.

The Government Response is a brief, high level document indicating the Government's formal support for the recommendations of the Report. It provides a structure for the implementation program across the public health system, noting that many of the initiatives will be ongoing and are aimed at embedding best practice and continuous improvement throughout the ACT Public Health System.

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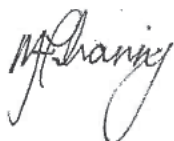
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Meegan Fitzharris MLA
Minister for Health and Wellbeing



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

Dr Antonio Di Dio
 President
 Australian Medical Association (ACT) Ltd
reception@ama-act.com.au

Dear Mr Di Dio

I write to provide you with a copy of the Government Response to the Final Report of the Independent Review into the Workplace Culture in ACT Public Health Services.

Today I made a Ministerial Statement and tabled the response in the ACT Legislative Assembly.

The Government Response is a brief, high level document indicating the Government's formal support for the recommendations of the Report. It provides a structure for the implementation program across the public health system, noting that many of the initiatives will be ongoing and are aimed at embedding best practice and continuous improvement throughout the ACT Public Health System.

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Yours sincerely

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Meegan Fitzharris MLA
Minister for Health and Wellbeing

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:

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

To be released Wednesday 6 March 2019 – 3.00pm release

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

Colleagues,

We are writing to advise you that the Minister for Health and Wellbeing, Ms Meegan Fitzharris MLA, will be releasing the final report of the Independent Review into the Workplace Culture within ACT Public Health Services tomorrow, 7 March 2019. The Report will be available for staff to review from 10:00am on 7 March [\[Insert Link Here\]](#).

Whilst we are yet to receive the final report, we anticipate, the context, findings and recommendations of the report will remain substantially the same as the interim report delivered on 1 February 2019. We understand that the Panel was looking to refine the information contained in the Report as well as timeframes relating to implementation of the recommendations.

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 to you soon. We urge you to attend these events and continue engaging in open and honest culture conversations with us and your peers.

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

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 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 and to drive the implementation of the recommendations in the report:

- a Cultural Review Oversight Group is being established, to be chaired by the Minister for Health and Wellbeing.
- an Implementation Steering Group, chaired by the Director General, ACT Health will be stood up in the coming weeks.

- An Implementation Team, which will operate for three years, will be tasked with developing a Territory wide project plan to implement the report's recommendations. As the recommendations span across all public health services, the Implementation Team will sit within the ACT Health Directorate, but staff will working across the three organisations – ACT Health Directorate, Canberra Health Services and Calvary Public Hospital. Recruitment activities for this team have commenced.

If you made a submission to the review, we extend a heartfelt thank you – thank you for sharing your experiences with honesty and candidness so that we can continue to build more positive and stronger workplace cultures for the future.

We value and admire the work all teams and individuals carry out each and every day to ensure the delivery of the highest quality care and support to our community. Thank you for your patience and involvement throughout the review's process.

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.

Should you have any questions in relation to the final report, please refer them to CultureReviewImplementation@act.gov.au

We would also like to remind you that, if you need help and support, it is available:

- 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:

Canberra Health Services Workforce Relations Unit	Telephone: 5124 9610 Email: chswwr@act.gov.au
ACT Health Directorate HR Unit	Telephone: 5124 9201 Email: HDHR@act.gov.au
Calvary HR Unit	Telephone: 6264 7269 Email: hr@calvary-act.com.au

For urgent emotional and psychological support contact:

- beyondblue support service – call 1300 22 4636 or visit www.beyondblue.org.au
- Lifeline – call 13 11 14 or visit www.lifeline.org.au
- MensLine Australia – call 1300 789 978 or visit www.mensline.org.au
- Suicide Call Back Service – call 1300 659 467 or visit www.suicidecallbackservice.org.au
- SANE Australia Helpline – call 1800 18 SANE (7263) or visit www.sane.org

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.

CONFIDENTIAL

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

The Independent Review into the Workplace Culture within ACT Public Health Services delivered its interim report to the Minister for Health and Wellbeing on 31 January 2019. The interim report was made publicly available on 1 February.

The final report is anticipated to be publicly released on Thursday 7 March 2019 (11.00 am).

- **Minister:** Minister for Health and Wellbeing
- **Line area:** Office of the Director General

Key messages –key messages updated from release of the interim report

The below key messages will be used for internal and external communications where appropriate.

- [From Thursday 7 March 2019] The final report has now been released by the Minister for Health and Wellbeing.
- The government welcomes the findings and recommendations of the Independent Review into workplace culture within ACT public health services and agrees to all of the recommendations.
- The report highlights that there have already been a number of positive changes made and acknowledges the Executive team's commitment to further improvements.
- The release of the report provides a significant opportunity for all ACT Public Health organisations to work together to make positive changes to the working environment to improve workplace culture and staff engagement.
- We are confident that the panel's report will provide the momentum needed to continue to improve our public health system.
- We are already seeing initiatives being rolled out that are designed to improve our culture and provide staff with additional mechanisms to engage and raise concerns.
- The Government understands the importance of working with staff and stakeholders to put the final recommendations into practice in a way that drives the real change we need to see.
- There will be a strong governance framework in place to ensure all organisations and levels of leadership work together to implement the recommendations in the report.

- A Cultural Review Oversight Group, chaired by the Minister for Health and Wellbeing, and an Implementation Steering Group, chaired by the Director General, ACT Health will be established. Terms of Reference will be developed for each.
- A recruitment process to establish an Implementation Team to operate for three years has also begun. The team's Project Lead will be tasked with developing a Territory-wide project plan to implement the recommendations. The team will sit within the ACT Health Directorate, working closely with Canberra Health Services and Calvary.
- The ACT Government invests significantly in the delivery of public health services to ensure safe, high quality healthcare for the ACT community and our surrounding region. In addition to taking care of our community, we are also working hard to ensure that our staff are looked after.
- The issue of culture within public health services has been raised as a concern at a national level. The ACT Government is now leading the way in terms of addressing these matters.
- Employees are encouraged to discuss any concerns with their executive leaders and line managers. Other options for support include:
 - talking to a Respect Equity and Diversity (RED) contact officer
 - contacting the 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: chswr@act.gov.au
ACT Health Directorate HR Unit	Telephone: 5124 9201 Email: HDHR@act.gov.au
Calvary HR Unit	Telephone: 6264 7269 Email: hr@calvary-act.com.au

Communication action plan

The below table outlines the internal and external communications approach:

Timing	Activity/opportunity	Approach
Key events / media approaches		
6 March 2019	Minister's Office to contact key stakeholders to advise of the release of the Final report at 11am on 7 March	Minister's Office to contact relevant stakeholders.
6 March 2019 3.00 pm	Joint all staff message (from Director General, Chief Executive Officer Canberra Health Services and Regional Chief Executive Officer Calvary ACT) sent to all staff across the ACT health system letting them know of the public release of the report.	ACT Health Directorate to distribute.

7 March 2019 10.55 am	Final report to be published to the ACT Health website.	Publishing will be led by ACT Health Directorate's Online and Design team.
7 March 2019 11.00 am	Minister and Review Chair – Media Stand up at the Legislative Assembly.	Minister's Office to arrange in consultation with Review Panel
7 March 2019 11am	Minister's all staff message to be released	Video or written format to be confirmed by Minister's Office
7 March 2019 11.30am	Director General, Chief Executive Officer Canberra Health Services and Regional Chief Executive Officer Calvary ACT's to issue a joint media statement responding to the final report	A joint statement from the three leaders will demonstrate and reaffirm that there is a cohesive and coordinated response to the Review of Culture.
7 March 2019	Director General, Chief Executive Officer Canberra Health Services and Regional Chief Executive Officer Calvary ACT, media ONLY if required.	<u>Only</u> if required: Note: DG will be at COAG so will be unavailable for media stand ups. Will need to be by phone if requested/required.
7 March and the week following	ACT Health Media will undertake media monitoring and provide regular reporting to the Minister for Health and Wellbeing's Office.	As per standard protocol, media enquiries will be reviewed and handled by the most appropriate office/organisation. Where there is a need to provide joint responses, these will be developed in collaboration.
Mid-March TBC	Director General, Chief Executive Officer Canberra Health Services and Regional Chief Executive Officer Calvary ACT's to hold all staff forums within their respective organisations OR undertake joint roadshow events to discuss the outcome of the Independent Review into the Workplace Culture within ACT public health services.	These events will be communicated across the three organisations using internal channels. As noted above, joint representation from the three leaders will demonstrate and reaffirm to staff that there is a cohesive and coordinated response to the Review of Culture.

Approvals

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

Communications:

- Internal Communications – Hoami Southwell – ext. 49468
- Media – Tracey Pulli – ext. 49444

Clearance –

Director General, ACT Health

Chief Executive Officer, Canberra Health Services

Regional Chief Executive Officer Calvary ACT

Independent Review into the Workplace Culture within ACT Public Health Services—Key Messages

Information for staff on 1 February 2019

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. Details about the terms of reference are available at: <https://www.health.act.gov.au/about-our-health-system/culture-review/terms-reference>.

The terms of reference for the Review required the Panel to provide their Interim Report to the Minister for Health and Wellbeing by 31 January 2019.

Today, the Minister for Health and Wellbeing will publically release the Interim Report, which is available for all staff to read. An all staff message, released today, provides a link to the Interim Report.

The Review Panel will be meeting with key stakeholders over the coming week and will then look to finalise the report quickly.

A formal response will be issued when we receive the Final Report.. The final report is due by end March 2019, but it can be delivered earlier if the Review Panel wishes.

In the meantime, an Implementation Team will be established, tasked with developing a territory wide project plan to implement the recommendations. In view of the territory wide nature of this work, this team will sit within the ACT Health Directorate.

ACT Health will shortly commence recruitment to fill a position who will be tasked with leading the Implementation Team. Further staffing requirements will be determined shortly.

The Implementation Team will report to the Director General, but there will be a strong governance framework established to monitor progress.

This will include the establishment of a Culture Review Oversight 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 and membership for both groups will be settled as quickly as possible.

Staff should feel assured that the Executive Leadership team will be taking the Review findings very seriously. There is a real commitment to making a positive change to the workplace culture, and the Panel's recommendations will assist with this.

There are already a number of initiatives underway that are designed to improve workplace culture and provide staff with mechanisms to address their concerns.

Staff will have seen a message that was sent last week about the Supporting Respectful Behaviours initiative and the introduction of a new Employee Advocate role. This initiative can be accessed by staff within the ACT Health Directorate.

This is just the start of a series of initiatives that will be rolled out, demonstrating the commitment from the Executive Leadership team and Government to creating a positive culture.

Should staff feel concerned about any issues being experienced at work, or are worried about the findings contained in the Review's Interim Report, they should feel safe to raise these with their executive and/or line manager. Alternative avenues for seeking 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: chswr@act.gov.au
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- Suicide Call Back Service – call 1300 659 467 or visit www.suicidecallbackservice.org.au
- SANE Australia Helpline – call 1800 18 SANE (7263) or visit www.sane.org

Independent Review into the Workplace Culture within ACT Public Health Services

The Independent Review into the Workplace Culture within ACT Public Health Services is scheduled to deliver its interim report to the Minister for Health and Wellbeing on 31 January 2019, with a final report due by end March 2019 (or earlier).

Minister: Minister for Health and Wellbeing

Line area: Office of the Director General

Background/Purpose

On 10 September 2018, the Minister for Health and Wellbeing, Meegan Fitzharris MLA, issued a statement on workplace culture which included several new initiatives designed to build on the work that has already been undertaken to improve culture within the ACT public health system. This included the establishment of an Independent Panel to conduct a review of culture into the ACT Public Health System.

The Panel is required to deliver an interim report to the Minister by 31 January 2019, with a final report due on or before the end of March 2019.

The Review Panel's report will generate significant interest from staff, stakeholders, media and the public.

It will be important that there are clear messages provided to staff around process, and there is a strong public response from Government and the Executive Leadership Team from within the three primary health services (ACT Health, Canberra Health Services and Calvary Health Care).

In terms of the Government's response to recommendations, it is likely that there will be a need to involve the Chief Minister, Treasury and Economic Development Directorate to address any potential recommendations targeted at a whole of government level.

This Plan has been developed to ensure that there is a coordinated and consistent approach in the handling of the response to the interim report. This Plan will be reviewed in preparation for the delivery of the final report.

Key messages

The below key messages will be used for internal and external communications where appropriate.

- 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.

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

- On 21 September 2018, the Government announced the appointment of an Independent Panel to lead the Review. The Panel comprised of Mr Mick Reid (Chair), Ms Fiona Brew and Professor David Watters (Members) and was supported by an independent secretariat.
- The Panel has delivered its Interim Report to the Minister for Health and Wellbeing.
- The Government welcomes the report and will now take the time to carefully consider its contents and determine how best to implement the recommendations.
- The Government supports in-principle all recommendations made at this stage, and will commence the process of effective and efficient implementation across all our public health services.
- The Government will await the delivery of the Panel's final report before providing a formal and final response.
- The ACT Government invests significantly in the delivery of public health services to ensure safe, high quality healthcare for the ACT community and our surrounding region. In addition to taking care of our community, we are also working hard to ensure that our staff are looked after.
- Improving workplace culture and staff engagement within our healthcare system is a priority for the ACT Government.
- The issue of culture within public health services has been raised as a concern at a national level. The ACT Government is now leading the way in addressing these concerns for the ACT.
- The report highlights that there have already been a number of positive changes made, and the new Executive team across the ACT public health system is committed to further improvements.
- We are confident that the Panel's report will provide the momentum needed to continue to improve our public health system.
- It will not be appropriate to discuss individuals' circumstances and feedback.

Risks and sensitivities

The below table outlines the risks and sensitivities

RISK	MITIGATION STRATEGIES
1. Staff are not appropriately informed of the Review's developments, particularly the upcoming release of the interim and final reports	<ul style="list-style-type: none"> • All staff messages will be prepared to provide staff with early warning of pending release of the reports. • Ensure staff receive information prior to external media reporting on the interim report.
2. Staff become anxious about the findings of the Review and media response	<ul style="list-style-type: none"> • Staff messages to include supports that are available to them.

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

	<ul style="list-style-type: none"> Managers to be pre-briefed by the Leadership team about the upcoming public release. Information to be provided to assist them to talk to their staff about the process.
<p>3. Criticism in relation to the Review and how it was undertaken, and whether it will effect real change.</p> <ul style="list-style-type: none"> Criticism that the Review should have been a Board of Inquiry. 	<ul style="list-style-type: none"> The Chair of the panel will be available to brief media and stakeholders. Develop clear messages that communicate there the strong willingness to look after staff across the public health system. This includes messaging about zero tolerance to inappropriate workplace behaviours and the new executive team across the public health system who are prioritising work to improve workplace culture.
<p>4. Criticism that individual concerns were not effectively managed by the Panel's members.</p>	<ul style="list-style-type: none"> Develop clear messaging that the Review was not established to investigate individual concerns. Individual matters would have (if Panel deemed appropriate) been referred to the appropriate authority for investigation.

Communication action plan

The below table outlines the internal and external communications approach

Timing	Activity/opportunity	Approach
Key events / media approaches		
<p>29 January 2019 10.30am – 1.00pm</p>	<p>A lock up has been arranged by the Panel. Health staff in attendance will be:</p> <ul style="list-style-type: none"> Director General, ACT Health, CEO, CHS and CEO of Calvary ACT Hospitals 	<p>This meeting has been arranged by the Review Panel to brief attendees on the interim report.</p>
<p>29/30 January 2019</p>	<p>Minister for Health and Wellbeing to receive a copy of the embargoed report from the Panel.</p>	<p>The Chair of the Panel will be available to take calls and further discuss the contents of the report, if required.</p>
<p>30 January 2019</p>	<p>Minister for Health and Wellbeing and Minister for Mental Health to be briefed by Director General on proposed approach to implement review recommendations</p>	<p>Brief to be provided to Ministers by 30 January 2019.</p>
<p>30 January 2019 3.00pm release</p>	<p>DG/CEO/CEO of Calvary ACT Hospitals message:</p> <ul style="list-style-type: none"> It is recommended that a coordinated message is sent to all staff across the ACT health system reminding them that the Review Panel is due to provide their interim report to Government by 31 January 2018. 	<ul style="list-style-type: none"> See draft message attached.

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