

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>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.</p>	<p>Health Directorate</p>	<p>Plan and conduct first summit</p>	<p>6 months</p>		

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>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.</p>	<p>Canberra Health Services</p>	<p>Review mechanisms and integrate Community Health Services</p>		<p>Commenced and Ongoing</p>	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>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.</p>	<p>Health Directorate</p>	<p>Commence re-opening of communication lines</p> <p>Establish NGO Leadership Group</p> <p>Continue meetings</p>	<p>6 months</p>	<p>6 months</p>	<p>Ongoing</p>

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>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.</p>	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		

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>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.</p>	<p>Health Directorate</p>	<p>Commence negotiations</p> <p>Implement MOU</p>	<p>9 months</p>	<p>3</p>	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>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.</p>	<p>Canberra Health Services and Calvary Hospital</p>	<p>Agree measures</p>	<p>9 months</p>	<p>Ongoing</p>	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>10. There should be a clear requirement for senior clinicians to collaboratively participate in clinical governance activities.</p>	<p>Canberra Health Services and Calvary Hospital</p>	<p>Develop governance participation plan</p>	<p>3</p>		
		<p>Commence participation</p>	<p>6 months</p>		
		<p>Monitor participation</p>		<p>Ongoing</p>	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>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.</p>	<p>Canberra Health Services and Calvary Hospital</p>	<p>Assess program</p>	<p>6 months</p>		
		<p>Implement and monitor</p>		<p>Ongoing</p>	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>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.</p>	<p>Canberra Health Services</p>	<p>Conduct pilot</p>	<p>12 months</p>		
		<p>Rollout full recommendations</p>		<p>21 months</p>	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>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.</p>	<p>All</p>	<p>Planning</p>	<p>12 months</p>		
		<p>Implementation</p>		<p>21 months</p>	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>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.</p>	<p>All</p>	<p>Conduct initial review</p>	<p>9 months</p>		
		<p>Implement changes</p>		<p>12 months</p>	
		<p>Evaluate</p>		<p>3</p>	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>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.</p>	<p>All</p>	<p>Review staff advice including intranet material and implement changes as required</p>	<p>6 months</p>		
		<p>Continually monitor/evaluate recruitment activity</p>		<p>Ongoing</p>	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
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 Implement changes	9 months	6 months	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>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.</p>	<p>Ministers and Executive</p>	<p>Deliver public commitment</p>	<p>3</p>		

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>18. A 'Cultural Review Oversight Group' should be established to oversee 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.</p>	<p>Minister and Health Directorate</p>	<p>Commence Group activities</p> <p>Quarterly Group Meetings</p>	<p>3</p>	<p>Ongoing</p>	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>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.</p>	<p>Cultural Review Oversight Group</p>	<p>Annual review</p>	<p>3</p>	<p>3</p>	<p>3</p>

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>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.</p>	<p>Cultural Review Oversight Group</p>	<p>With staff, collaboratively develop a change management and communication strategy</p>	<p>12 months</p>		

Lowes, Shannon (Health)

From: Vlahos, Tania (Health)
Sent: Monday, 1 April 2019 4:04 PM
To: Stevenson, Nicole (Health); CEOHealth; [REDACTED] Barb Reid
Cc: Dal Molin, Vanessa (Health)
Subject: draft of the government response
Attachments: Government Response May 2019 - working document.docx
Importance: High

UNCLASSIFIED

Hi all

Would you please have a look at the attached draft of the government response. In particular the second half of the document with each recommendation and response.

I've kept it at a high level because it's a government response to the Final Report not an update on implementation document per se (we'll do those every six months).

In red font is who I think should lead the response going forward. The red font will be deleted from the next draft it's just for our working document.

Please feel free to amend / add to (tracked changes please).

Sorry for super tight timeline but this is due out for exposure process on Thursday. So I need comments back ASAP (cob tomorrow if possible).

Also if you have a key person in your organisation you'd like me to liaise with instead of, or as well as, your office, please let me know.

Thanks

T

Tania Vlahos | Senior Manager
Phone: (02) 62512 49435 | Email: tania.vlahos@act.gov.au
Culture Review Implementation Team | Director-General's Office
Level 5, 6 Bowes St, WODEN ACT 2606
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(ACT government logo)

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

Meegan Fitzharris MLA
Minister for Health and Wellbeing

CONFIDENTIAL

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INTRODUCTION

On 19 March 2019 the Minister for Health and Wellbeing, Ms Meegan Fitzharris MLA, tabled the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the report), in the ACT Legislative Assembly.

The Minister had announced the establishment of an Independent Review into Workplace Culture in the ACT public health system on 10 September 2018 and announced the terms of reference and the appointment of the Independent Panel to lead the Review on 21 September 2018.

The Terms of Reference for the Review tasked the Independent Panel to:

- Examine and report on the workplace culture within public health care services in the ACT and provide advice on any systemic and institutional issues.
This examination was to take into account 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.
- Provide recommendations for further improving workplace culture across our public health system, and any additional support systems required for staff and management.

Further, the terms of reference required that the Independent Panel provide their Interim Report to the Minister for Health and Wellbeing by 31 January 2019, with a final report due by 30 March 2019.

As per the terms of reference, the Panel delivered its Interim Report to the Minister on 30 January 2019, and this was subsequently released publicly on 1 February 2019.

The Panel provided its Final Report to the Minister and this was publicly released on 7 March 2019.

The Government has agreed to all twenty recommendations of the Final Report.

The Review also made comments on two matters outside the scope of the Terms of Reference [outline the two CMTEDD matters].....

The Government welcomes the Review Panel's comments and provides the following information [insert info from CMTEDD]

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 change we need to see.

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, and this is not being adequately investigated and addressed.
- There are inefficient procedures and processes to deal with complaints, and HR practices require improvement. There has also been an inability to make timely decisions.
- Historically there has been a lack of effective leadership and management within the organisation.
- There is a need to ensure greater clinical engagement to ensure that the system can benefit from the expert knowledge and input of individuals.
- Additional training is required to assist management to deal with inappropriate workplace practices.

The work that has begun over the last 12 months, and its positive effect on workplace culture, was recognised by the Review Panel in the report.

The Government has already commenced the work to establish a strong governance framework to ensure that implementation of the recommendations made by the Review Panel is effective and efficient. The ACT Health Directorate, as system steward, will lead the response to ensure that there is a consistent and territory wide approach taken.

The governance will have oversight at the highest level. The Culture Review Oversight Group which held its inaugural meeting on 28 March 2019 is Chaired by the Minister for Health and Wellbeing with the Minister for Mental Health as the Deputy Chair, key senior stakeholders and the senior 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 throughout.

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

The Review has fundamentally got to the core of the culture issues in ACT public health services; 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 Panel has provided a clear way forward. The Government would again like to thank the Independent Panel members: Mr Mick Reid (Chair), Ms Fiona Brew and Professor David Watters for their expertise, leadership and compassionate approach in their conduct of this Review.

The Government is committed to providing a biannual update on progress against the Recommendations.

The Government has agreed to all the recommendations. The Government also agrees to the implementation timeline included in the Final Report (page 65).

RESPONSE TO RECOMMENDATIONS

Recommendation 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.

Government Response

[DDG Corporate]

Agreed.

Canberra Health Services and the 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 appropriate and clearly understood. This work will be completed by September 2019. There will be significant staff engagement as these projects are rolled out with a view to embedding the vision and values in later in 2019.

Calvary Public Hospital's values and vision are in line with the Little Company of Mary. Calvary will undergo re-engagement with staff to ensure the vision and values are embedded.

Recommendation 2

That Canberra Health Services and Calvary Public Hospital in conjunction with the Health Directorate, develop an appropriate suite of measures that:

- reflect on elements of a great health service - both culture and strategy
- monitor patient/client perspectives of outcomes/experience, and
- engage clinicians in their development.

Government Response

[CHS / CPH]

Agreed.

Commencement of the development of the suite of measures will occur in July 2019 and will take at least six months to finalise.

Recommendation 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).

Government Response

[CHS]

Agreed.

The planning, procurement and foundational work for implementation of a program to promote a healthier culture will commence in July 2019.

Recommendation 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.

Government Response

[HD – EBM Culture Implementation]

Agreed.

The Health Summit of senior clinicians and administrators from across the public health system is planned for late June 2019.

Recommendation 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.

Government Response

[CHS]

Agreed

This work has commenced to better integrate the clinical streams of the community health services. This is reflected in the new organisational structure of Canberra Health Services.

Recommendation 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.

Government Response

[DDG Policy]

Agreed.

The Health Directorate has commenced the re-establishment of open lines of communication with the NGO sector with a view to establishing an NGO Leadership Group in late 2019.

Recommendation 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.

Government Response

[HD – DDG Policy]

Agreed.

The Health Directorate is building on work commenced with the Research Summit held in 2018 including the development of relationships within the sector. An academic partnership and training strategy is being developed. The Culture Review Oversight Group membership was extended to include the Deans of the faculties of health at ANU and UC (see response to recommendation 18).

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Recommendation 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.

Government Response

[HD – DDG POLICY]

Agreed

The Health Directorate has begun work and will commence negotiations with a view to developing an MoU with NSW by the end of 2019.

Recommendation 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.

Government Response

[CHS / CPH]

Agreed

Canberra Health Services and Calvary Public Hospital have begun work on measures to monitor the improvement in clinical engagement across the public health system. It is proposed that the measures be finalised and agreed by the end of 2019.

Recommendation 10

There should be a clear requirement for senior clinicians to collaboratively participate in clinical governance activities.

Government Response

[CHS / CPH]

Agreed

Canberra Health Services and Calvary Public Hospital are developing governance participation plans to ensure senior clinicians are collaboratively participating in clinical governance activities. These plans will be finalised by end of June 2019 with a view to commencement in July 2019.

Recommendation 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.

Government Response

[CHS / CPH]

Agreed

The Choosing Wisely Program will be assessed, and recommendations made to the CEO CHS and Regional CEO Calvary ACT by October 2019.

Recommendation 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.

Government Response

[CHS]

Agreed

The restructure of Canberra Health Services Divisions is complete. The progressive evolution of clinically qualified Divisional Directors across each Clinical Division with Business Manager support and earned autonomy in financial and personnel management will be piloted from May 2019.

Recommendation 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.

Government Response

[HD – EBM Culture Implementation with DDG CORP]

Agreed

The early planning for an executive leadership and mentoring program is underway with a view to commencement in late March 2019.

Recommendation 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.

Government Response

[HD – EBM Culture Impl]

Agreed

The initial review began with the transition to three organisations within the public health system. Now that transition has settled, the HR numbers will be reassessed in line with this recommendation. Implementation of any findings will take place in the later part of 2019.

Recommendation 15

The recruitment processes in the ACT Public Health System should follow principles outlined in the Enterprise Agreements, *Public Sector Management Act 1994* and relevant standards and procedures.

Government Response

[HD – EBM Culture impl]

Agreed

In line with the transition to three organisations, the advice to staff is being reviewed.

Recommendation 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.

Government Response

[HD - EBM Culture Impl]

Agreed

The range of training programs is being reviewed. This is expected to be completed by October 2019. Training Programs, particularly focused on resolving workplace conflicts swiftly, are being considered within the three organisations.

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.

Government Response

[HD – EBM CULTURE IMP]

Agreed

Once the Government Response has been tabled in the ACT Legislative Assembly, a public event will be held to reaffirm the commitment of the Government and senior leadership team of the public health system to the implementation of the recommendations of the Review.

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.

Government Response

[HD – EBM CULTURE IMP]

Agreed (with additions to the membership of the Culture Review Oversight Group).

The Culture Review Oversight Group has been established and held its inaugural meeting on 28 March 2019. Members include the: Minister for Health and Wellbeing (Chair), Minister for Mental Health (Deputy Chair), Director-General Health Directorate, Chief Executive Officer Canberra Health Services, Regional Chief Executive Officer Calvary ACT, Regional Secretary CPSU, Branch Secretary ANMF ACT, President AMA ACT, Executive Officer Health Care Consumers Association (ACT), Executive Branch Manager Culture Review Implementation Team [ex-officio].

The Group considered the themes of clinical engagement and research contained in the Final Report. Against this background, the Group agreed to extend the membership to include the: President ASMOF, President VMOA ACT, Dean College of Health and Medicine ANU, and Executive Dean Faculty of Health University of Canberra.

The Group will meet again in June 2019 where the Terms of Reference will be finalised and updates provided to the Group on progress towards implementation of the recommendations of the Final Report.

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.

Government Response

[HD – EBM CULTURE IMP]

Agreed.

The Culture Review Oversight Group will auspice the next independent review in late 2019.

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.

Government Response

[HD – EBM CULTURE IMP]

Agreed.

A comprehensive change management and communications strategy is being developed for the Culture Implementation Program. This is being led by the Health Directorate and oversight provided by the Culture Review Oversight Group.

Lowes, Shannon (Health)

From: Hammat, Janine (Health)
Sent: Thursday, 4 April 2019 6:11 PM
To: Stevenson, Nicole (Health)
Cc: Canberra Health Services People and Culture
Subject: FW: draft of the government response
Attachments: Government Response May 2019 - working document.docx

Importance: High

UNCLASSIFIED

Hi Nic – might be useful to get together to discuss. See minor changes and some comments.

Regards,

Janine

Janine Hammat
Executive Group Manager People and Culture
 Canberra Health Services

Phone: 02 5124 9631 | **Email:** janine.hammat@act.gov.au
 Level 1 Building 23, Canberra Hospital
 PO Box 11, WODEN ACT 2606

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ACT
 Government

**Canberra Health
 Services**

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From: Stevenson, Nicole (Health)
Sent: Monday, 1 April 2019 7:12 PM
To: Hammat, Janine (Health) <Janine.Hammat@act.gov.au>
Subject: FW: draft of the government response
Importance: High

UNCLASSIFIED

Hi Janine

For your review please. Happy to sit with you to discuss if that helps.

Nic

From: Vlahos, Tania (Health)
Sent: Monday, 1 April 2019 4:04 PM
To: Stevenson, Nicole (Health) <Nicole.Stevenson@act.gov.au>; CEOHealth <CEOHealth@act.gov.au>; Kanta

Cc: Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>

Subject: draft of the government response

Importance: High

UNCLASSIFIED

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Thanks

T

Tania Vlahos | Senior Manager

Phone: (02) 62512 49435 | Email: tania.vlahos@act.gov.au

Culture Review Implementation Team | Director-General's Office

Level 5, 6 Bowes St, WODEN ACT 2606

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

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(ACT government logo)

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

Meegan Fitzharris MLA
Minister for Health and Wellbeing

CONFIDENTIAL

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INTRODUCTION

On 19 March 2019 the Minister for Health and Wellbeing, Ms Meegan Fitzharris MLA, tabled the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the report), in the ACT Legislative Assembly.

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- Examine and report on the existing workforce policies and complaints management practices to ensure their relevance and appropriateness.
- Provide recommendations for further improving workplace culture across our public health system, and any additional support systems required for staff and management.

Further, the terms of reference required that the Independent Panel provide their Interim Report to the Minister for Health and Wellbeing by 31 January 2019, with a final report due by 30 March 2019.

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The Panel provided its Final Report to the Minister and this was publicly released on 7 March 2019.

The Government has agreed to all twenty recommendations of the Final Report.

The Review also made comments on two matters outside the scope of the Terms of Reference [outline the two CMTEDD matters].....

The Government welcomes the Review Panel's comments and provides the following information [insert infor from CMTEDD]

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 change we need to see.

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, and this is not being adequately investigated and addressed.
- There are inefficient procedures and processes to deal with complaints, and HR practices require improvement. There has also been an inability to make timely decisions.
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- There is a need to ensure greater clinical engagement to ensure that the system can benefit from the expert knowledge and input of individuals.
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The work that has begun over the last 12 months, and its positive effect on workplace culture, was recognised by the Review Panel in the report.

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The governance will have oversight at the highest level. The Culture Review Oversight Group which held its inaugural meeting on 28 March 2019 is Chaired by the Minister for Health and Wellbeing with the Minister for Mental Health as the Deputy Chair, key senior stakeholders and the senior 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 consulting closely with all staff and unions throughout.

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

The Review has fundamentally got to the core of the culture issues in ACT public health services; 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 Panel has provided a clear way forward. The Government would again like to thank the Independent Panel members: Mr Mick Reid (Chair), Ms Fiona Brew and Professor David Watters for their expertise, leadership and compassionate approach in their conduct of this Review.

The Government is committed to providing a biannual update on progress against the Recommendations.

The Government has agreed to all the recommendations. The Government also agrees to the implementation timeline included in the Final Report (page 65).

RESPONSE TO RECOMMENDATIONS

Recommendation 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.

Government Response

[DDG Corporate]

Agreed.

Canberra Health Services and the 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 appropriate and clearly understood. This work will be completed by September 2019. There will be significant staff engagement as these projects are rolled out with a view to embedding the vision and values in later in 2019.

Calvary Public Hospital's values and vision are in line with the Little Company of Mary. Calvary will undergo re-engagement with staff to ensure the vision and values are embedded.

Recommendation 2

That Canberra Health Services and Calvary Public Hospital in conjunction with the Health Directorate, develop an appropriate suite of measures that:

- reflect on elements of a great health service - both culture and strategy
- monitor patient/client perspectives of outcomes/experience, and
- engage clinicians in their development.

Government Response

[CHS / CPH]

Agreed.

Commencement of the development of the suite of measures will occur in July 2019 and will take at least six months to finalise.

Recommendation 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).

Government Response

[CHS]

Agreed.

The planning, procurement and foundational work for implementation of a program to promote a healthier culture will commence in July 2019.

Recommendation 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.

Government Response

[HD – EBM Culture Implementation]

Agreed.

The Health Summit of senior clinicians and administrators from across the public health system is planned for late June 2019.

Recommendation 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.

Government Response

[CHS]

Agreed

This work has commenced to better integrate the clinical streams of the community health services. This is reflected in the new organisational structure of Canberra Health Services.

Recommendation 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.

Government Response

[DDG Policy]

Agreed.

The Health Directorate has commenced the re-establishment of open lines of communication with the NGO sector with a view to establishing an NGO Leadership Group in late 2019.

Recommendation 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.

Government Response

[HD – DDG Policy]

Agreed.

The Health Directorate is building on work commenced with the Research Summit held in 2017 including the development of relationships within the sector. An academic partnership and training strategy is being developed. The Culture Review Oversight Group membership was extended to include the Deans of the faculties of health at ANU and UC (see response to recommendation 18).

Formatted: Highlight

Recommendation 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.

Government Response

[HD – DDG POLICY]

Agreed

The Health Directorate has begun work and will commence negotiations with a view to developing an MoU with NSW by the end of 2019.

Recommendation 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.

Government Response

[CHS / CPH]

Agreed

Canberra Health Services and Calvary Public Hospital have begun work on measures to monitor the improvement in clinical engagement across the public health system. It is proposed that the measures be finalised and agreed by the end of 2019.

Recommendation 10

There should be a clear requirement for senior clinicians to collaboratively participate in clinical governance activities.

Government Response

[CHS / CPH]

Agreed

Canberra Health Services and Calvary Public Hospital are developing governance participation plans to ensure senior clinicians are collaboratively participating in clinical governance activities. These plans will be finalised by end of June 2019 with a view to commencement in July 2019.

Recommendation 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.

Government Response

[CHS / CPH]

Agreed

The Choosing Wisely Program will be assessed, and recommendations made to the CEO CHS and Regional CEO Calvary ACT by October 2019.

Recommendation 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.

Government Response

[CHS]

Agreed

The restructure of Canberra Health Services Divisions is complete. The progressive evolution of clinically qualified Divisional Directors across each Clinical Division with Business Manager support and earned autonomy in financial and personnel management will be piloted from May 2019.

Commented [HJ(1)]: Not sure this is correct? Unsure of what this pilot looks like???

Recommendation 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.

Government Response

[HD – EBM Culture Implementation with DDG CORP]

Agreed

The early planning for an executive leadership and mentoring program is underway with a view to commencement in late March 2019.

Commented [HJ(2)]: We are already past late March and we don't have the planning done!

Recommendation 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.

Government Response

[HD – EBM Culture Impl]

Agreed

The initial review began with the transition to three organisations within the public health system. Now that transition has settled, the HR numbers will be reassessed in line with this recommendation. Implementation of any findings will take place in the later part of 2019.

Commented [HJ(3)]: Two or three?

Recommendation 15

The recruitment processes in the ACT Public Health System should follow principles outlined in the Enterprise Agreements, *Public Sector Management Act 1994* and relevant standards and procedures.

Government Response

[HD – EBM Culture impl]

Agreed

[In line with the transition to three organisations, the advice to staff is being reviewed.]

Commented [HJ(4): ?

Recommendation 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.

Government Response

[HD - EBM Culture Impl]

Agreed

[The range of training programs is being reviewed. This is expected to be completed by October 2019. Training Programs, particularly focused on resolving workplace conflicts swiftly, are being considered within the three organisations.]

Commented [HJ(5): ? who wrote this?

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.

Government Response

[HD – EBM CULTURE IMP]

Agreed

Once the Government Response has been tabled in the ACT Legislative Assembly, a public event will be held to reaffirm the commitment of the Government and senior leadership team of the public health system to the implementation of the recommendations of the Review.

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.

Government Response

[HD – EBM CULTURE IMP]

Agreed (with additions to the membership of the Culture Review Oversight Group).

The Culture Review Oversight Group has been established and held its inaugural meeting on 28 March 2019. Members include the: Minister for Health and Wellbeing (Chair), Minister for Mental Health (Deputy Chair), Director-General Health Directorate, Chief Executive Officer Canberra Health Services, Regional Chief Executive Officer Calvary ACT, Regional Secretary CPSU, Branch Secretary ANMF ACT, President AMA ACT, Executive Officer Health Care Consumers Association (ACT), Executive Branch Manager Culture Review Implementation Team [ex-officio].

The Group considered the themes of clinical engagement and research contained in the Final Report. Against this background, the Group agreed to extend the membership to include the: President ASMOF, President VMOA ACT, Dean College of Health and Medicine ANU, and Executive Dean Faculty of Health University of Canberra.

The Group will meet again in June 2019 where the Terms of Reference will be finalised and updates provided to the Group on progress towards implementation of the recommendations of the Final Report.

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.

Government Response

[HD – EBM CULTURE IMP]

Agreed.

The Culture Review Oversight Group will auspice the next independent review in late 2019.

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.

Government Response

[HD – EBM CULTURE IMP]

Agreed.

A comprehensive change management and communications strategy is being developed for the Culture Implementation Program. This is being led by the Health Directorate and oversight provided by the Culture Review Oversight Group.

Lowes, Shannon (Health)

From: Vlahos, Tania (Health)
Sent: Thursday, 9 May 2019 3:49 PM
To: [REDACTED] Stevenson, Nicole (Health)
Subject: FW: Media and comms re: tabling of Govt Response to the Independent Review on Workplace Culture

Importance: High

UNCLASSIFIED

FYI

Thanks and kind regards

Tania

From: Pulli, Tracey (Health)
Sent: Thursday, 9 May 2019 3:21 PM
To: Harper, Charlotte (Health) <Charlotte.Harper@act.gov.au>; Douglas, Cynthia (Health) <Cynthia.Douglas@act.gov.au>; Greenaway, Elaine (Health) <Elaine.Greenaway@act.gov.au>; [REDACTED]
Cc: Canberra Health Services Media <CHSmedia@act.gov.au>; Southwell, Hoami (Health) <Hoami.Southwell@act.gov.au>; Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>; Junk-Gibson, Jodie (Health) <Jodie.Junk-Gibson@act.gov.au>; Vlahos, Tania (Health) <Tania.Vlahos@act.gov.au>; Canberra Health Services Communications <CHScomms@act.gov.au>
Subject: Media and comms re: tabling of Govt Response to the Independent Review on Workplace Culture
Importance: High

UNCLASSIFIED

Hi CHS and Calvary colleagues

Minister Fitzharris will table the Government Response to the Independent Review on Workplace Culture in the Assembly with a ministerial statement on Thursday 16 May 2019 (next week).

Timing of the ministerial statement is still to be confirmed with the finalisation of the Assembly program but it is likely to be the morning. The Directorate is currently drafting the statement.

To fulfil Recommendation 17 of the Review, a separate commitment document is also being developed. This commitment is to be signed by both Ministers and the leaders of the 3 organisations, with the document to be tabled with the government response as part of the ministerial statement and then available on the ACT Health website.

Media approach

We have received advice from the Minister's offices that they would like a media doorstep to be held following the ministerial statement and with participation of the leaders of the 3 organisations.

Details of the doorstep are below. Bernadette and Barbara have been made aware of the doorstep and the commitment document in a meeting with the DG today, however, can you please confirm the details below in their diaries?

Media doorstep details:**Date:** Thursday 16 May 2019**Time:** 12.45 pm**Location:** Members Courtyard, Legislative Assembly**Notes:**

- Doorstop to be led by both Ministers, with 3 leaders available for comment where required.
- Media package for doorstep to include:
 - Media release,
 - copy of the Government Response, and
 - copy of the commitment document.

Note: *An arrangements brief will also be developed and provided to all participants.*

Internal comms

An all staff email to ACT Health Directorate, CHS and Calvary staff will be issued following the Minister's ministerial statement.

Comms materials

In regards to the comms materials required for the internal and media messaging, the Directorate is currently drafting these documents. They will be provided to CHS and Calvary for review and clearance by end of this week. We would then very much appreciate the documents back by COB Monday so they can be provided to the Minister's offices on Tuesday.

Please let Hoami or I know if you need anything further.

Cheers

Tracey

Tracey Pulli

Director of Media | ACT Health Directorate

P | (02) 5124 9444 M [REDACTED]

E | tracey.pulli@act.gov.au

URL | www.health.act.gov.au

Lowes, Shannon (Health)

From: Harper, Charlotte (Health)
Sent: Tuesday, 14 May 2019 11:36 AM
To: CEOHealth
Cc: Stevenson, Nicole (Health); Tzavalas, Olivia (Health); Whittall, Christine (Health)
Subject: For urgent review: Culture review materials [SEC=UNCLASSIFIED]
Attachments: Arrangements Brief - Tabling of Government response to Culture Review CHS edits.docx; Culture Review Commitment DocumentV2 CHS edits.pdf; DRAFT_All staff_threeleaders 10052019 CHS edits.docx; Joint Fitzaharris and Rattenbury Media Alert - Government response to Culture Review CHS edits.docx; Joint Fitzaharris and Rattenbury Media Release - Government response to Culture Review tabled in Assembly CHS edits.docx

Hi Bernadette,

Please find attached our edits to Health Directorate-prepared materials for Culture Review response tabling on Thursday. OK to send back to Health for progression to Minister's office? Janine Hammat has cleared.

Thanks,

Charlotte Harper | Media Manager
Communications and Government Relations Unit | Canberra Health Services | ACT Government
Phone: (02) 5124 9526 [REDACTED] Email: charlotte.harper@act.gov.au
Building 23, Level 2, Canberra Hospital, Garran ACT 2605 | www.health.act.gov.au

Canberra Health Services media on-call phone: 0466 948 935

ARRANGEMENTS BRIEF

FUNCTION:	Tabling of Government response to the Independent Review into Workplace Culture within ACT Public Health Services
VENUE:	ACT Legislative Assembly (Members Courtyard)
HOST:	Name: Michael De'Ath, Director-General of ACT Health Directorate Mobile: [REDACTED]
DAY:	Thursday
DATE:	16 May 2019
TIME:	12.45 pm
TIME COMMITMENT:	30 minutes
CATERING:	N/A
DRESS CODE:	Business
YOUR ROLE:	To respond to media requests following the tabling of the Government Response.
WHERE TO PARK:	N/A
WHO WILL MEET YOU:	Mr De'Ath, Ms McDonald and Ms Reid will meet you in the Assembly courtyard for the announcement.
ADVISOR ATTENDING:	Claire Johnston (Fitzharris) and Lisa Wills (Rattenbury)
AUDIENCE:	Representatives from the ACT Health Directorate, Canberra Health Services, Calvary and local media outlets.
VIPs:	<ul style="list-style-type: none"> • Mr Michael De'Ath, Director-General of the ACT Health Directorate • Ms Bernadette McDonald, Chief Executive Officer of Canberra Health Services • Ms Barbara Reid, Regional Chief Executive Officer, Calvary ACT • Jodie Junk-Gibson, Executive Group Manager, Culture Review Implementation, ACT Health Directorate
PAST INVOLVEMENT:	Minister Fitzharris released the final report of the Independent Review in March 2019.
SENSITIVITIES:	N/A
ORDER OF CEREMONIES	Order of proceedings: 12.45 pm: Minister Fitzharris and Minister Rattenbury arrive in the Members Courtyard.

ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia
Phone +61 2 6205 0005 Email rattenbury@act.gov.au



@shanerattenburymla



ShaneRattenbury



shanerattenbury



	<p>12.48 pm: Group and media are assembled for the press conference.</p> <p>12.50 pm: Minister Fitzharris opens the press conference with her remarks and hands over to Minister Rattenbury for comment.</p> <p>12.58 pm: Minister Rattenbury opens the press conference to questions from media outlets for all attendees.</p> <p>1.05pm: Questions from media come to an end and Minister Fitzharris closes press conference.</p> <p>1.07pm: Media opportunity for overlay footage of Ministers conversing with Mr De’Ath, Ms McDonald and Ms Reid with copies of public commitment document.</p> <p>1.15 pm: Doorstop concludes. Ministers free to depart.</p>
MEDIA:	A joint ministerial media alert and media release have been prepared.
SOCIAL MEDIA ACCOUNTS	N/A
OUTSTANDING REGULATORY ISSUES	N/A

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*



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 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 CHS. Calvary 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



Michael De'Ath
Director-General
ACT Health



Bernadette McDonald
Chief Executive Officer
Canberra Health Services



Barbara Reid
Regional Chief Executive Officer
Calvary ACT

**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 make a ministerial statement in the Legislative Assembly, tabling the Government's 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 in~~ a public ~~commitment~~ pledge to staff and the community.

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

WHAT: Government ~~r~~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:**

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



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 its 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 and the leaders of the Health Directorate, Canberra Health Services and Calvary 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 lot of criticism about 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 organisational structures, vision and values as 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 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 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 further information visit: <https://www.health.act.gov.au/about-our-health-system/culture-review-implementation>

Statement ends**Media contacts:**

Claire Johnston (Fitzharris)

M 0452 597 459

E ClaireV.Johnston@act.gov.au

Lisa Wills (Rattenbury)

M 0481 035 764

E lisa.wills@act.gov.au

Lowes, Shannon (Health)

From: Tzavalas, Olivia (Health) on behalf of McDonald, Bernadette (Health)
Sent: Thursday, 16 May 2019 1:16 PM
To: CEOHealth
Cc: Stevenson, Nicole (Health)
Subject: FW: Government Response Independent Review into the Workplace Culture within ACT Public Health Services
Attachments: McDonald - Minister letter to CROG members with Government Response.pdf; Final Whole of Government~Independent Review into the Workplace Culture within ACT Public Health Services.pdf

UNOFFICIAL

Hi Ladies,

For trim and action. The meeting for the 11 June is in Bernadette's calendar.

Kind regards

Olivia Tzavalas
Executive Assistant to the Chief Executive Officer

Phone: 5124 4700 | **Email:** olivia.tzavalas@act.gov.au
 Building 24, Level 2, Canberra Hospital, Yamba Drive, Garran ACT 2605

From: FITZHARRIS
Sent: Thursday, 16 May 2019 10:45 AM
To: McDonald, Bernadette (Health) <Bernadette.McDonald@act.gov.au>
Subject: Government Response Independent Review into the Workplace Culture within ACT Public Health Services

Good morning,

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

Kind regards,

Hanna

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

P: (02) 6205 0051 | **E:** fitzharris@act.gov.au





Meegan Fitzharris MLA

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

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

Dear Ms McDonald

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 you are aware, 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 Regional Chief Executive Officer Calvary ACT and you. 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

2019

**LEGISLATIVE ASSEMBLY FOR THE
AUSTRALIAN CAPITAL TERRITORY**

**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

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

INTRODUCTION

On 19 March 2019 the Minister for Health and Wellbeing, Ms Meegan Fitzharris MLA, tabled the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the report), in the ACT Legislative Assembly.

The Minister announced the establishment of an Independent Review into Workplace Culture in the ACT public health system (the Review) on 10 September 2018. The Terms of Reference for the Review and details of the Independent Panel appointed to lead the Review were released on 21 September 2018.

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.
- Provide recommendations for further improving workplace culture across the ACT public health system, and any additional support systems required for staff and management.

Further, the terms of reference required that the Independent Review Panel provide their Interim Report to the Minister for Health and Wellbeing by 31 January 2019, with a final report due by 30 March 2019.

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

The Final Report of the Review was publicly released on 7 March 2019.

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

The Government has agreed to all twenty recommendations contained in the Final Report.

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 change we need to see.

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.

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.

Governance will have oversight at the highest level. 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

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

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.

The Review has fundamentally assessed and understood the core of the culture issues in ACT public health services; 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 Panel has provided a clear way forward. The Government would like to thank the Independent Panel members: Mr Mick Reid (Chair), Ms Fiona Brew and Professor David Watters for their expertise, leadership and compassionate approach in their conduct of this Review.

The Government is committed to providing to members of the ACT Legislative Assembly a biannual update on progress against the Recommendations for the next three years.

The Government has agreed to all the recommendations and the broad implementation timeline; 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.

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 openness with which it embarked on the Review.

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

Government Response – Workplace Culture Review Recommendation, Position and Comments		
Recommendation	Position	Comment
<p>1). <i>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.</i></p>	Agree	<p>Recognising the territory-wide focus re-engagement with staff will occur across each of the three arms of the ACT Public Health System.</p> <p>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 appropriate and clearly understood. This work will be completed by September 2019. There will be significant staff engagement as these projects are rolled out with a view to embedding the vision and values from November 2019.</p> <p>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 embedded.</p>
<p>2). <i>That Canberra Health Services and Calvary Public Hospital in conjunction with the Health Directorate, develop an appropriate suite of measures that:</i></p> <ul style="list-style-type: none"> • <i>reflect on elements of a great health service - both culture and strategy;</i> • <i>monitor patient/client perspectives of outcomes/experience; and</i> • <i>engage clinicians in their development.</i> 	Agree	<p>Commencement of the development of the suite of measures will occur from July 2019 and it is anticipated that this will take at least six months to finalise phase one. The development and maturity of the measures will be iterative and ongoing to reflect the contemporary culture of the ACT Public Health System.</p>

**Government Response to the Final Report of the Independent Review
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<p>3). <i>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 [sic] Patient Advocacy Reporting System (PARS) and Co-worker Observation Reporting System (CORS).</i></p>	<p>Agree</p>	<p>The planning, procurement and foundational work for implementation of a program to promote a healthier culture will commence in July 2019.</p> <p>This will be a program based on the Vanderbilt system and the implementation model will be required to be consistent across the three arms of the ACT Public Health System.</p>
<p>4). <i>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.</i></p>	<p>Agree</p>	<p>The Health Summit of senior clinicians and administrators from across the ACT Public Health System is planned for the second half of 2019.</p>
<p>5). <i>The CEO of Canberra Health Services should review mechanisms to better integrate clinical streams of the community health services within the Clinical Divisional Structures.</i></p>	<p>Agree</p>	<p>This work has commenced to better integrate the clinical streams of the community health services. This is reflected in the new organisational structure of Canberra Health Services.</p>
<p>6). <i>That the Health Directorate re-establish open lines of communication with the NGO sector and other external stakeholders</i></p>	<p>Agree</p>	<p>The Health Directorate has commenced the re-establishment of open lines of communication with the NGO sector with a view to establishing an NGO Leadership Group by October 2019.</p>

Government Response to the Final Report of the Independent Review
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<p>7). <i>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.</i></p>	<p>Agree</p>	<p>The ACT Health Directorate is building on work commenced with the inaugural ACT Health Summit: 'Research, Teaching and Training', held on 13 November 2018 which included the development of relationships within the academia sector. An academic partnership and training strategy is being developed.</p> <p>The Culture Review Oversight Group membership was extended to include the Deans of the faculties of health at ANU and UC (see response to recommendation 18).</p>
<p>8). <i>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</i></p>	<p>Agree</p>	<p>The ACT Government is currently renegotiating the ACT-NSW Memorandum of Understanding (MoU) for Regional Collaboration, to be re-signed in 2019. Improved Collaboration between the ACT and NSW health systems can be listed as an agreed priority area for this MoU. The ACT Health Directorate has begun work and will commence negotiations with a view to developing an MoU with NSW Health by the end of 2019.</p>
<p>9). <i>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.</i></p>	<p>Agree</p>	<p>Canberra Health Services and Calvary Public Hospital have begun work on measures to monitor the improvement in clinical engagement across the ACT Public Health System. It is proposed that the measures be finalised and agreed by December 2019.</p>

Government Response to the Final Report of the Independent Review
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<p>10). <i>There should be a clear requirement for senior clinicians to collaboratively participate in clinical governance activities.</i></p>	<p>Agree</p>	<p>Canberra Health Services and Calvary Public Hospital are developing governance participation plans to ensure senior clinicians are collaboratively participating in clinical governance activities. These plans will be finalised by end of June 2019 with a view to commencement in July 2019.</p>
<p>11). <i>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.</i></p>	<p>Agree</p>	<p>The Choosing Wisely Program will be assessed, and recommendations made to the CEO Canberra Health Services and Regional CEO Calvary ACT by October 2019.</p>
<p>12). <i>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.</i></p>	<p>Agree</p>	<p>The restructure of Canberra Health Services Divisions is complete. The progressive evolution of clinically qualified Divisional Directors across each Clinical Division with Business Manager support and earned autonomy in financial and personnel management will be piloted from May 2019.</p>
<p>13). <i>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.</i></p>	<p>Agree</p>	<p>The early planning for an executive leadership and mentoring program is underway.</p>

Government Response to the Final Report of the Independent Review
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<p>14). <i>The three arms of the ACT Public Health System should review their HR staffing numbers and functions in response to the concerns staff have expressed regarding timeliness and confidence in current HR procedures, and the future needs for HR, as proposed in this Review.</i></p>	<p>Agree</p>	<p>The initial review began with the transition to three organisations within the ACT Public Health System. Now that transition has settled, the HR resourcing and functions will be reassessed in line with this recommendation. Implementation of any findings will take place in the later part of 2019.</p>
<p>15). <i>The recruitment processes in the ACT Public Health System should follow principles outlined in the Enterprise Agreements, Public Sector Management Act 1994 and relevant standards and procedures.</i></p>	<p>Agree</p>	<p>In line with the transition to three organisations, advice to staff regarding relevant legislation, standards and procedures for recruitment processes is being reviewed and updated to ensure it remains contemporary, clear and effective.</p>
<p>16). <i>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.</i></p>	<p>Agree</p>	<p>The range of training programs is being reviewed. This is expected to be completed by October 2019. Training Programs, particularly focused on resolving workplace conflicts swiftly are being considered within the three organisations.</p>

Government Response to the Final Report of the Independent Review
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<p>17). <i>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.</i></p>	<p>Agree</p>	<p>Following the tabling of the Government Response, Ministers and the senior leadership team of the ACT Public Health System will reaffirm their collective commitment to implement the recommendations of the Review.</p>
<p>18). <i>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.</i></p>	<p>Agree (with additions to the membership of the Culture Review Oversight Group).</p>	<p>Agreed (with additions to the membership of the Culture Review Oversight Group).</p> <p>The Culture Review Oversight Group has been established and the inaugural meeting was held on 28 March 2019.</p> <p>Members include the: Minister for Health and Wellbeing (Chair), Minister for Mental Health (Deputy Chair), Director-General Health Directorate, Chief Executive Officer Canberra Health Services, Regional Chief Executive Officer Calvary ACT, Regional Secretary CPSU, Branch Secretary ANMF ACT, President AMA ACT, Executive Officer Health Care Consumers Association (ACT), Executive Branch Manager Culture Review Implementation Team [ex-officio].</p> <p>At its first meeting, the Group agreed to extend its membership to include: President ASMOF, President VMOA ACT, Dean College of Health and Medicine ANU, and Executive Dean Faculty of Health University of Canberra.</p>

Government Response to the Final Report of the Independent Review
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<p>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.</p>	<p>Agree</p>	<p>The Culture Review Oversight Group will auspice the next independent review commencing around November 2019.</p>
<p>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.</p>	<p>Agree</p>	<p>A comprehensive communications and change management strategy is being developed for the Culture Implementation Program. This is being led by the Health Directorate and oversight provided by the Culture Review Oversight Group.</p>

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Lowes, Shannon (Health)

From: Vlahos, Tania (Health)
Sent: Wednesday, 22 May 2019 3:15 PM
To: CEOHealth; Barb Reid
Cc: Stevenson, Nicole (Health); [REDACTED] Junk-Gibson, Jodie (Health);
[REDACTED] Hammat, Janine (Health)
Subject: CROG meeting 11 June 2019 - Leaders written update
Attachments: Template Leaders written report to CROG.docx

UNCLASSIFIED

Hi all

As per the standing agenda for the Culture Review Oversight Group, the three Leaders (Michael, Bernadette and Barb) will give an update on progress with implementation in each arm of the public health system.

I've attached the template for you to use for the update.

Due date is 30 May 2019 so that they can be sent out with the meeting papers.

Happy to discuss.

Thanks and kind regards

Tania

Tania Vlahos | Senior Manager (Secretariat to Culture Review Oversight Group)
Phone: (02) 5124 9435 | Email: tania.vlahos@act.gov.au
Culture Review Implementation | Director-General's Office
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Culture Review Implementation Steering Group

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Report *This template is for reports from the CRISG to the Cultural Review Oversight Group.*

Meeting Date: 11 June 2019

Summary of *(+ key milestones)*
Activity:

**Progress against
recommendations
from The Final
Report:**

Risks/ Issues:

Recommendation:

Attachments: *List here*

Presenter:

Lowes, Shannon (Health)

From: Vlahos, Tania (Health)
Sent: Thursday, 23 May 2019 12:25 PM
To: CEOHealth; Barb Reid
Cc: Stevenson, Nicole (Health); [REDACTED] Junk-Gibson, Jodie (Health); [REDACTED] Hammat, Janine (Health)
Subject: RE: CROG meeting 11 June 2019 - Leaders written update
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Updated template – sorry I attached the wrong version yesterday.

Thanks

Tania

From: Vlahos, Tania (Health)
Sent: Wednesday, 22 May 2019 3:15 PM
To: CEOHealth <CEOHealth@act.gov.au>; [REDACTED]
Cc: Stevenson, Nicole (Health) <Nicole.Stevenson@act.gov.au>; [REDACTED]
 [REDACTED] Junk-Gibson, Jodie (Health) <Jodie.Junk-Gibson@act.gov.au>; [REDACTED]
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Meeting Date: 11 June 2019

Summary of *(+ key milestones)*
Activity:

**Progress against
recommendations
from The Final
Report:**

Risks/ Issues:

Recommendation:

Attachments: *List here*

Presenter:

Lowes, Shannon (Health)

From: Hammat, Janine (Health)
Sent: Tuesday, 28 May 2019 6:39 PM
To: CEOHealth; Stevenson, Nicole (Health)
Cc: Canberra Health Services People and Culture
Subject: RE: CROG meeting 11 June 2019 - Leaders written update
Attachments: 190528 CSIRG CHS report.docx

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Hi Nic,

See draft report – meant to be submitted by Thursday – for CEO clearance.

Regards,

Janine

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Executive Group Manager People and Culture
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 [REDACTED] Junk-Gibson, Jodie (Health) <Jodie.Junk-Gibson@act.gov.au>; [REDACTED]
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