

- messaging about development of the Statement of Desired Culture could include that medical staff were leading the way.

Members **agreed** that:

- The Statement of Desired Culture should apply to all ACT Health staff, not just medical staff;
- The Statement of Desired Culture will be signed by staff at time of commencement with ACT Health;
- The Statement of Desired Culture is to form part of the employment contract including when contracts are renewed; and
- The Statement of Desired culture will also form part of the staff performance review process.

Actions:

- Members to provide out of session comments about the format and the title of the Statement of Desired Culture to the Secretariat
- Ms Yu-Lan Chan to explore how to better support managers in managing complaints and underperformance
- Ms Christina Wilkinson to arrange for Ms Nicole Feely and Mr Ian Thompson to visit JMOs sessions (e.g. JMO forum) to talk about the importance of culture and behaviour, and
- Dr David Blythe to provide an example of a de-identified corporate governance report to Ms Yu-Lan Chan.

3.3 Communications Strategy (Recommendation 3)

The Chair welcomed the new Director of Government and Communications, Ms Elizabeth Tobler, to the meeting.

Action: Members to discuss the Communications Strategy at the August meeting.

4. Report for the Minister for Health

A draft of the first report for the Minister for Health was provided to the meeting.

Action: Members to provide comments on the draft report.

5. Other Business

Nil.

Next meeting

Tuesday 16 August 2016, 6:00 – 7:00pm

Actions Arising Register

Action Item No.	Raised at Meeting	KPMG Recommendation	Actions	Outcome or Progress	Responsible	Status
1.	March 2016	1	Investigate a range of pulse survey tools to effectively monitor culture in medical workforce and track impact of culture improvement initiatives	A range of tools available. Three Culture Index tools have been identified. Seeking clarification from providers. Will report to June meeting on selected Culture Index Tool	Organisational Development	Closed
2.	March 2016	2	Revise process for formulating Statement of Desired Culture	Revised process accepted at 31 May 2016 meeting	Organisational Development	Closed
3.	March 2016	3	Build a communications campaign using a variety of channels that promotes positive statements about behaviour, continues to raise awareness about inappropriate behaviours, and provides clarity about resolution processes and support	Communications Strategy drafted and being revised for presentation to June meeting	Communications and Marketing	Closed
4.	March 2016	4	Adjust reward and performance measures for leaders to reflect desired leadership behaviours and capabilities	Included in Medical Culture Action Plan	Organisational Development	Closed
5.	May 2016	All	Explore opportunities for enhanced linkages between the ANU and ACT Health performance development plans for ACT Health staff undertaking work at ANU	Will be discussed during CCC November meeting.	Organisational Development	Open
6.	May 2016	All	██████████ to provide copy of performance plan template to Mr Ian Thompson	██████████ provided a copy of a performance plan template.	██████████	Closed
7.	May 2016	6	Discuss issues in regards to sharing information on staff in relation to bullying and harassment	A meeting was held with RACS on 20 June 2016. Current discussions are being held with RACS. RACS are not clear about how they will use the information.	Mr Ian Thompson and Ms Yu-Lan Chan	Open

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10.	May 2016	2	Circulate to members a copy of the Medical Board of Australia and CanMEDS Code of Conduct	Circulated to Members	Secretariat	Closed
11.	May 2016	2	Circulate to members a copy of the ACT Public Service Code of Conduct	Circulated to Members	Secretariat	Closed
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17.	June 2016	3	Nominate a suitable, respected Patron or Champion to be the face of the Medical Culture Communications Strategy	Need to discuss what the role of the Patron or Champion will be.	All Committee members	Open
18.	July 2016	5	Discuss attendance at the compulsory Senior Doctor Leadership Program with those doctors who sent apologies due to their clinic schedules.		Mr Ian Thompson and Dr David Blythe in liaison with Ms Flavia D'Ambrosio.	Closed
19.	July 2016	2	Provide out of session comments about the format and the title of the Statement of Desired Culture to the Secretariat.	Comments received from three Members.	All Committee members	Closed
20.	July 2016	2	Explore how to better support managers in managing complaints and underperformance	Ongoing	Ms Yu-Lan Chan	Open
21.	July 2016	2	Arrange for Ms Nicole Feely and Mr Ian Thompson to visit JMOs sessions (e.g. JMO forum) to talk about culture and behaviour		Ms Christina Wilkinson	Open
22.	July 2016	-	Provide comments to the Secretariat on the draft report to the Minister	No comments received.	All Committee members	Closed
23.	July 2016	6	Provide an example of a de-identified corporate governance report to Ms Yu-Lan Chan		Dr David Blythe	Open

Decision Register

Decision	Meeting Date	KPMG Recommendation	Decision
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3	July 2016	3	The Statement of Desired Culture should be signed by new staff at time of commencement; when contracts are signed and renewed; and the behaviours are part of the staff annual performance review process.



AGENDA

CLINICAL CULTURE COMMITTEE – MEETING NO.9

Date:	Tuesday 15th November 2016
Time:	6.00pm – 7.00pm
Location:	Meeting Room 2, Building 24, Canberra Hospital

ATTENDEES

Name	Position
Ms Nicole Feely	Director-General, ACT Health (Chair)
Professor Walter Abhayaratna	Member, Clinical Director, Medicine, ACT Health
Dr Brian Ashman	Member, Clinical Director, Surgery, ACT Health
Dr Eleni Baird-Gunning	Member, Surgical Registrar, ACT Health
Dr David Blythe	Member, A/g Director Medical Services, ACT Health
Ms Veronica Croome	Member, Chief Nurse, ACT Health
Dr Tom Lea-Henry	Member, Medical Registrar, ACT Health
Dr Denise Riordan	Member, Clinical Director, Child and Adolescent Mental Health Services, ACT Health
Prof Klaus-Martin Schulte	Member, Professor of Surgery, ACT Health
Mr Ian Thompson	Member, Deputy Director-General, Canberra Hospital and Health Services (CHHS), ACT Health
[REDACTED]	Member, [REDACTED] Calvary Hospital
Dr Christina Wilkinson	Member, Director of Medical Administration, CHHS, ACT Health
Ms Patricia O'Farrell	Observer, Executive Director, People & Culture (P&C), ACT Health
Ms Yu-Lan Chan	Observer, A/g Innovation Partner Executive Director, Workforce and Culture, ACT Health
Ms Navi Kalsi	Secretariat, Organisational Development, P&C, ACT Health

AGENDA

1. ATTENDANCE AND APOLOGIES

Apologies: [REDACTED] and Ms Bronwen Overton-Clarke

2. MINUTES AND ACTIONS ARISING FROM PREVIOUS MEETING OCTOBER 2016

3. AGENDA ITEMS

Time (pm)	Agenda Item	Topic	Lead
6.00	1	Attendance and apologies	Chair
6.02	2	Minutes and Actions Arising from previous meeting	Chair
6.15	3	Statement of Desired Culture – Approval of Format	Ms Chan
6.30	4	Overview of Training and Support for Managers: Preliminary Assessments	Ms O'Farrell
6.50	5	Other Business	Chair
6.55	6	Next meeting: TBA	Chair

4. REFERENCE TABLE

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



ANNOTATED AGENDA FOR CHAIR

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Ms Yu-Lan Chan	Observer, A/g Innovation Partner Executive Director, Workforce and Culture, ACT Health
Ms Navi Kalsi	Secretariat, Organisational Development, P&C, ACT Health

ANNOTATED AGENDA FOR THE CHAIR

Time (pm)	Agenda Item	Topic	Lead
6.00	1	Attendance and apologies <ul style="list-style-type: none"> Apologies received from: [REDACTED] and Ms Bronwen Overton-Clarke 	Chair
6.02	2	Minutes and Actions Arising from previous meeting <ul style="list-style-type: none"> Responses from members indicated 7 members with a preference for morning meetings and 3 members who are unable to attend morning meetings. For this reason, tonight's meeting has remained at the original time. Ms O'Farrell will report back on other actions from the previous meeting 	Chair
6.15	3	Statement of Desired Culture – approval of format <ul style="list-style-type: none"> Ms Chan will present three options for Members to select the format of the Statement of Desired Culture. Discussion will focus on the <i>format</i>, as the content is still being finalised through focus groups throughout November. A draft statement will be presented to the December CCC meeting for approval for online consultation with all staff. 	Ms Chan
6.30	4	Overview of training and support for managers: Preliminary Assessments <ul style="list-style-type: none"> Ms O'Farrell will table and speak to draft slides from preliminary assessment training that is being developed for managers and delegates. 	Ms O'Farrell
6.50	5	Other Business <ul style="list-style-type: none"> 2017 Meeting Dates and Timing: Are members happy to continue with monthly meetings? Evenings? 	Chair
7.00	6	Next meeting: <ul style="list-style-type: none"> Originally scheduled for 20 December – would members prefer to hold the meeting a week earlier on 13 December instead? 	Chair

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7	Strengthen policy statements to clarify and commit to consequences for unacceptable behaviour.

Clinical Culture Committee – Tuesday 25th October 2016

MEETING MINUTES

Name	Position	Attendance
Ms Nicole Feely	Director-General, ACT Health (Chair)	✓
Dr Bryan Ashman	Member, Clinical Director, Surgery, ACT Health	Apology
Dr Eleni Baird-Gunning	Member, Surgical Registrar, ACT Health	
Dr David Blythe	Member, A/g Director Medical Services, ACT Health	✓
Ms Veronica Croome	Member, Chief Nurse, ACT Health	✓
Prof Klaus-Martin Schulte	Member, Professor of Surgery, ACT Health	✓
Dr Tom Lea-Henry	Member, Medical Registrar, ACT Health	Apology
██████████	Member, ██████████ ANU Medical School	✓
Mr Ian Thompson	Member, Deputy Director-General, Canberra Hospital and Health Services (CHHS), ACT Health	✓
██████████	Member, ██████████ Calvary Hospital	✓
Dr Christina Wilkinson	Member, Director of Medical Administration, CHHS, ACT Health	✓
Ms Yu-Lan Chan	Observer, A/g Executive Director, Workforce and Culture Innovation, ACT Health	✓
Ms Bronwen Overton-Clarke	Observer, Public Sector Standards Commissioner and Deputy Director-General, Workforce Capability and Governance, Chief Minister, Treasury and Economic Development Directorate	✓
Ms Patricia O'Farrell	Guest, Executive Director, People & Culture, ACT Health	✓

The meeting commenced at 6:00pm and concluded at 7:00pm, with Nicole Feely as Chair.

1. Attendance and apologies

Apologies were noted from Bryan Ashman and Tom Lea-Henry.

2. Confirmation of minutes from the previous meeting

Members endorsed the minutes of the previous meeting held on Tuesday 19 July 2016.

Members noted that as the August meeting was cancelled due to the large number of apologies, an out of session paper had been circulated seeking approval for an expanded consultation process to develop the Statement of ACT Health Culture as a result of the Committee determining that the Statement will have organisation-wide application.

3. Discussion of misconduct processes and how they affect ACT Health's Culture

Members discussed the perception that the way the organisation handles bullying/harassment complaints is contributing to a negative culture. Discussion revealed that a number of factors contribute to this perception and a number of actions were agreed upon as follows:

	Cause	Action to be taken
1.	People involved in a complaint do not find out the outcome because there are limits on the information that can be provided without breaching privacy	Seek legal advice on what information can be provided; provide templates to ensure complainants are notified of closure of the matter – Ms O'Farrell
2.	Complainants have high/unrealistic expectations of the outcome and the information they will receive at the end of the process	Seek legal advice on what information can be provided; provide clarity and information to manage expectations – Ms O'Farrell
3.	The pathway to address issues are unclear and it is unclear where responsibility lies	Provide clarity through policies, training, information – Ms O'Farrell
4.	The procedure/policies are inconsistently applied	Provide clarity through policies, training, information – Ms O'Farrell
5.	Managers don't address the issues because they don't feel skilled or supported to do so	Provide guides, training, support – Ms O'Farrell

5. Other Business

The Chair sought an indication of whether members preferred the evening meeting time or an early morning meeting time.

Action: Secretariat to seek members preferred timeslot for meeting.

Next meeting

Tuesday 15 November 2016, 6:00 – 7:00pm

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23.	July 2016	6	Provide an example of a de-identified corporate governance report to Ms Yu-Lan Chan		Dr David Blythe	Open
24.	Oct 2016	7	Seek legal advice on what information can be provided upon the closure of a complaint		Ms Patricia O'Farrell	Open

Action Item No.	Raised at Meeting	KPMG Recommendation	Actions	Outcome or Progress	Responsible	Status
25.	Oct 2016	7	Advise Committee on how improved materials and support are being provided to guide managers in handling complaints of bullying and harassment and manage complainant expectations		Ms Patricia O'Farrell	Open

Decision Register

Decision	Meeting Date	KPMG Recommendation	Decision
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*We Respect
our People:*

A Statement
of ACT Health
Culture

Item 3: Attachment 1 - Sample Format 1

Message from the Director General

Every one of us is here to care for people as they experience disease, injury, disorder, pain, distress, sorrow and grief. We share their path, and we are committed to providing the best patient-centred healthcare for the people of Canberra.

We work together as one community, contributing in different roles - as doctors, nurses, midwives, leaders, allied health practitioners, and support services staff, laboratory and staff specialists, students, teachers, researchers, administrators, and pastoral carers and in ever more specialised professions.

Whatever our role, we are here with a common purpose - to help those who need our help. This also means helping each other, in a manner that is respectful and demonstrates our Values of Care, Excellence, Collaboration and Integrity.

Developing and maintaining a workplace culture is a dynamic process, especially in periods of change. We all want to work in an environment of harmony, where our work is able to be performed effectively, efficiently and with good relationships. This synergy is achieved if we treat each other with respect and recognise the interdependence of our relationships, no matter what our role.

We will take active steps to promote a culture of respect, equity, diversity and fairness, and to eliminate inappropriate behaviours.

The quality of the healthcare we deliver depends on our relationships with our colleagues and our patients. It is our values, behaviours, attitudes and ethics which create a respectful workplace culture.

I would like to thank everyone who contributed to this Statement either at the staff consultation sessions or online. Your contribution ensures we are keeping abreast of changing times. I request everyone working for ACT Health to familiarise themselves with this Statement and to adhere to the values and behaviours on which it is based.

Nicole Feely
Director General

“We all contribute to health care in different roles – as doctors, nurses, midwives, leaders, allied health practitioners, administrators, support services staff, laboratory and staff specialists, students, teachers, researchers, and pastoral carers and in ever more specialised professions.

“We will take active steps to promote a culture of respect, equity, diversity and fairness.”

Item 3: Attachment 1 - Sample Format 1

1. INTRODUCTION

1.1 About the Statement

The Statement augments the ACT Public Service Code of Conduct and the ACT Government Values of Respect, Integrity, Collaboration and Innovation. ACT Health Values of **Care, Excellence, Collaboration and Integrity** are long-standing (2010) and are closely aligned with the ACT Public Service values.

The Statement of ACT Health Culture describes what is expected of all ACT Health employees. It sets out the values and behaviours that characterise a respectful workplace and makes explicit the standards that are expected all staff.

The content of the Statement was developed following widespread consultation with staff from all divisions. The consultation process conducted through focus sessions and by online consultation was guided by the Clinical Culture Committee, following the national focus on concerns about bullying, harassment and discrimination in the medical workforce.

2. Application of the Statement

The *We Respect Our People* Statement of Culture applies to:

- All persons employed by ACT Health, whether on a permanent, casual or temporary basis; and
- Contractors (including visiting practitioners, and agency staff) and volunteers working in ACT Health; and
- Students, researchers or persons who are undertaking or delivering training or education in ACT Health.

3. Responsibilities under the Statement of ACT Health Culture

All staff are responsible for complying with the Statement.

Leaders throughout the organisation are responsible for ensuring the staff who they supervise are aware of and understand their responsibilities under the Statement.

4. Consequences of breach Statement of ACT Health Culture

A range of consequences for breaches of the Statement and related policies apply depending on the seriousness of the matter. These can include:

- Counselling
- Coaching
- Performance Improvement Plans
- Compulsory attendance at relevant training courses
- Formal disciplinary action

Item 3: Attachment 1 - Sample Format 1

- Referral to police
- Referral to the relevant registration board
- Termination of employment.

5. Staff

ACT Health aims to be a leading public health care organisation in terms of culture.

ACT Health supports staff through training opportunities including team building and training sessions to build skills to deal explicitly with workplace conflict.

Staff are encouraged to speak up if they observe or are the subject of the unacceptable behaviours of bullying, harassment and discrimination. Staff may report any of these behaviours to their manager, or a more senior staff member, or directly to Employee Services, People and Culture, where advice will be given in. Support will be provided for staff who speak up on unacceptable behaviours.

Vexatious complaints are contrary to organisational values and may result in disciplinary action.

6. Leadership

Our leaders are role models in their places of work and play an important role in ensuring that a positive culture of excellence in patient care and excellence in staff wellbeing.

- 6.1 ACT Health leaders are personally accountable for their conduct in the workplace.
- 6.2 ACT Health supports leaders throughout the organisation to take active steps to build and promote a culture of respect, equity, diversity and fairness and clearly describe unacceptable and unlawful behaviours, including bullying, discrimination and harassment.
- 6.3 Leaders ensure that allegations of breaches of the Statement of Culture and related policies are dealt with expeditiously, fairly and with transparency by providing decisive action.
- 6.4 Where possible, a restorative approach is used for resolving workplace issues. This means that where possible, issues are de-escalated through coaching a staff member to self-resolve, a facilitated discussion, or organisational mediation.
- 6.5 ACT Health supports leaders through providing training opportunities for building leadership skills, ensuring awareness of appropriate and inappropriate behaviours, and by providing knowledge and skills to deal with conflict.

Item 3: Attachment 1 - Sample Format 1**7. ACT Health Values**

Our values represent what we believe is important and worthwhile and underpin the way we approach our work and how we treat each other. The values guide decisions and priorities and establish boundaries for behaviour and our well-being at work. The ACT Health values are:

- Care
- Excellence
- Collaboration
- Integrity

Each of these values are characterised by quality patient-centred care, effective leadership and communication, relationships which demonstrate respect and support for each other, fairness in decision making, sharing of expertise and information, recognition for good work and great teamwork.

Item 3: Attachment 1 - Sample Format 1

How we will demonstrate ACT Health Values

CARE	Treat all staff members, patients and members of the public with kindness, courtesy and respect, greet people, and listen to people, being sensitive to the needs of people with different backgrounds
	We do not bully or harass other staff, patients or members of the public or discriminate against them.
	We communicate effectively with each other and other departments with the patient at the heart of all we do
	Carry out duties diligently and efficiently and maintain confidentiality as required
	We take pride in good patient outcomes and in our personal appearance
	Debrief as a team after a traumatic experience at work
EXCELLENCE	We are aware that patients trust us and we take care not to erode that trust
	We abide by ACT Health policies, and seek to raise standards to the highest possible level
	We have courage to excel at our work and accept constructive feedback on our performance resiliently
	We use resources lawfully, efficiently and only as authorised
	We demonstrate respect, dignity and compassion which are at the core of how we treat patients and each other
COLLABORATION	Work closely and collaboratively with other teams and take ownership of complex matters that arise and affect each other and patient care
	We will communicate effectively with our team members and with inter-department teams
	The patient is at the centre of everything we do
	We will treat all team members and disciplines with equity respecting differences
INTEGRITY	Honesty, transparency and fairness is demonstrated at all times
	We are accountable for our work and will be proactively willing to help others with their workload when we can
	We are kind, honest, open to giving and receiving constructive feedback
	We adhere to the ACT Government Code of Conduct

Item 3: Attachment 1 - Sample Format 1

Leaders within ACT Health have additional responsibilities

CARE	Organisational goals, priorities and core messages to staff are communicated regularly to create a common purpose
	Inappropriate behaviour is called and dealt with decisively
	A safe and supportive work environment for staff
	Staff learning and development are encouraged to develop professionalism
	Our workplace allows staff to speak up and is committed to the principles of procedural fairness and natural justice
	We ensure staff understand their roles and responsibilities and provide constructive feedback

EXCELLENCE	Being accountable and improving efficiency and managing resources is central to our desire for excellence
	We acknowledge excellence of our staff by providing recognition for individuals and teams
	Fairness, transparency and effective communication will promote quality improvement and employee engagement

COLLABORATION	We will communicate regularly with our teams, provide good and bad news, and matters of organisational and local importance
	We will seek out ideas from team members to improve the systems in which we work
	We will proactively seeking opportunities for interaction, both formal and informal, with other departments
	We will manage change by best practice communication strategies and consultation with staff on matters that directly affect them

INTEGRITY	Individual staff performance will be assessed in an honest, fair and unbiased manner
	We will ensure staff are valued, empowered and supported to speak up when things go wrong
	As leaders we will be visible, accessible and approachable
	We will share information and help staff to understand organisational policies.
	We will demonstrate fiscal responsibility and role model positive behaviour

Item 3: Attachment 1 - Sample Format 1

Supporting Documents, Policies and Legislation

- ACT Public Service Code of Conduct October 2012
- Enterprise Agreements
- *Respect At Work – Managing and Preventing Bullying, Harassment and Discrimination Policy (2017).*
- ACT Work Health and Safety Act 2011
- Sex and Age Discrimination Amendment Act 2011 - [Sex Discrimination Act 1984 and Age Discrimination Act 2004]
- Human Rights Act 2004
- Territory Records Act 2002
- Equal Opportunity for Women 1999
- Financial Management Act 1996
- Public Interest Disclosure Act 1994
- Public Sector Management Act 1994 (s.9)
- Disability Discrimination Act 1992
- Human Rights and Equal Opportunity Commission Act 1986
- Freedom of Information Act 1989
- Racial Discrimination Act 1984
- ACT Anti-Discrimination Act 1977

The parties agree to take these active steps to build a positive people culture within ACT Health.

..... Director-General

..... Executive Director

..... Staff name (please print)

..... Staff signature

..... Date



We Respect Our People: **Statement of ACT Health Culture**

Building on our existing values of Care, Excellence, Collaboration and Integrity, developed in 2009-2010, this Statement of ACT Health Culture identifies the foundation for an organisational values-based culture.

Culture drives organisational and individual performance, and is often described as “the way we do things around here.” It is driven by values and behaviours.

The Statement was developed by the Clinical Culture Committee during 2016-17 in consultation with staff, who identified what they expected of ACT Health staff and leadership and the characteristics and behaviours of values in how we perform our work, and how we treat each other.

ACT Health aims to be a leading public health organisation in terms of culture. We recognise a respectful culture will benefit patients, staff and the wider community. We operate in a dynamic workplace environment; however, what will be constant is our organisational values and how these are applied.

Item 3: Attachment 2 – Sample Format 3**How we will demonstrate ACT Health Values****CARE**

1. Respect, dignity and compassion are at the core of how we treat patients and all staff.
2. We do not bully, harass, or discriminate against any staff member. We will report such behaviours when observed or experienced.
3. Honest assessments are made on work performance and constructive feedback provided.
4. Our behaviour is inclusive, courteous and kind. We listen to people, be sensitive to their needs, especially those with different backgrounds.
5. We take pride in good patient outcomes, carry out our duties diligently and efficiently, and maintain confidentiality as required.

EXCELLENCE

6. We promote our health service and its excellence to promote pride in ACT Health.
7. We manage resources efficiently.
8. Acknowledgement of excellence by individuals and teams is part of the way we do things at ACT Health. We also recognise and appreciate the level of ability each staff member has and provide clear instruction, feedback and supervision to ensure needs are met. Staff learning and development are encouraged.

COLLABORATION

9. We treat all team members and other disciplines with equity, respecting differences.
10. We take ownership of complex matters that arise and affect other teams, each other and patient care.
11. Communication within our teams and with other departments is timely and effective, and we ensure respect and care for all opinions within multidisciplinary teams, acknowledging all have an important role to play.

INTEGRITY

12. Ethical behaviour in all our dealings with the people with whom we work is integral to our workplace behaviour. We are accountable for our own work and proactively seek to help others with their workload when we can. Being kind, honest and open ensures good team spirit and sound workplace relationships.

We Respect our People: Statement of ACT Health Culture

OUR VALUES

The Statement augments the ACT Public Service Code of Conduct and the ACT Government Values of Respect, Integrity, Collaboration and Innovation. ACT Health Values of **Care, Excellence, Collaboration and Integrity** are long-standing (2010) and closely aligned with the ACT Public Service values.

The Statement of ACT Health Culture describes what is expected of all ACT Health employees. Based on our organisational values, the Statement sets out behaviours that characterise a respectful workplace and make explicit behavioural standards expected all staff.

The content of the Statement was developed through widespread consultation with staff from all divisions during 2016-2017. The consultation process was conducted through focus sessions and online consultation was guided by the Clinical Culture Committee, following the national focus on concerns about bullying, harassment and discrimination in the health sector.

Our culture will support the highest standards of care within a work environment that facilitates continuous improvement. Each of the workplace factors identifies behaviours expected of all staff. All staff members are expected to uphold these values and behaviours and in doing so contribute to a culture of respect.

ORGANISATIONAL CULTURE

This Statement describes our expectations of each other in regard to conduct and how we treat each other. We are committed to creating a respectful workplace culture that promotes respect, equity, fairness and safety within our organisation. We agree to do this by committing to ACT Health Values and the principles in this Statement.

#1: COURTESY AND RESPECT

A workplace where care and positivity are promoted.

- a) Respect, dignity and compassion are at the core of how we treat patients and each other
- b) We treat each other collegially and speak to each other with respect and courtesy at all times
- c) We appreciate that cultural competence requires greater awareness and responsiveness to differing cultural values and beliefs, and we are respectful and inclusive in our interactions

Item 3: Attachment 3 – Sample Format 3

#2: TEAMWORK

A workplace where care, respect and collaboration are consistently demonstrated.

- a) Staff care for each other, demonstrate respect for other professions and share information
- b) Opinions of all staff are valued and listened to
- c) We recognise our interdependence upon each other, and acknowledge everyone is an individual with different skills and strengths
- d) Workloads are shared willingly and we involve other team members in decision-making on what is best for the patient, especially in multidisciplinary teams.

#3.COMMUNICATION

A workplace characterised by respectful, open and transparent communication.

- a) Regular meetings are held with teams to communicate matters of importance to the organisation and to staff
- b) Constructive feedback is provided to assist staff in their work and leaders provide follow-up on matters that have been raised by staff
- c) All staff recognise communication is a two-way process and it is through communication that trust is built
- d) Staff are consulted on matters that directly affect staff and feedback to staff on the reasons for decisions.

#4. LEADERSHIP AND CLEAR EXPECTATIONS

A workplace characterised by excellence in leadership.

- a) A work environment where leadership helps employees to understand how they contribute to the organisation, and provide clarity about their roles and what they need to do
- b) All leaders are visible, approachable and accessible
- c) Leaders ensure consistency in interpretation of all ACT Health policies
- d) Support is given to staff through coaching and mentoring to assist improvement in work performance and to address challenges staff are facing
- e) Staff are informed about change as far as possible in front of the event and consulted on change when it directly affects them.

#5: ACCOUNTABILITY, RESPONSIBILITY AND FAIRNESS

A workplace characterised by behaviours which demonstrate integrity.

- a) All staff are accountable, and are expected to take responsibility for managing their work to required standards
- b) Fiscal responsibility is exercised in all decision making and waste minimised

Item 3: Attachment 3 – Sample Format 3

- c) A workplace characterised by ethical behaviour as set out in the ACT Government Code of Conduct
- d) Fairness will be demonstrated in all decision-making
- e) Rosters are prepared to ensure skill mix provides best possible patient care.

#6: CONTINUOUS LEARNING AND DEVELOPMENT

ACT Health is a learning organisation and promotes excellence.

- a) A workplace where continuous learning is valued
- b) Honest performance assessments and constructive feedback are provided to assist staff to understand their expected level of performance
- c) All staff will have the opportunity to attend relevant learning and development opportunities
- f) Leaders will receive training and support for their roles when newly promoted

#7: EMPLOYEE ENGAGEMENT

A collaborative work environment where there are opportunities for staff to put forward ideas to make a difference.

- a) Team members are involved in strategic planning for business and workplace culture goals
- b) Leaders welcome staff views and engage them in decision making
- c) Creativity and innovation are valued and we are open to difference in thinking and new ideas

#8: RECOGNITION AND REWARD

A collaborative work environment where the contribution of staff is appreciated and recognised.

- a) A workplace environment where excellence by individuals and teams is recognised
- b) A workplace where achievements are celebrated
- c) Leaders give recognition to their team members for work which has been well done

9: A SAFE AND SUPPORTIVE WORKPLACE

A workplace where people who raise concerns are protected.

- a) A workplace environment where all staff abide by ACT health policies and guidelines
- b) Leaders ensure early intervention when inappropriate behaviour occurs
- c) Leaders act promptly when allegations of bullying, harassment and discrimination are made and communicate the process to parties involved
- d) Staff who observe inappropriate behaviours speak up to ensure safety for patients and each other

Item 3: Attachment 3 – Sample Format 3

- e) We take pride in our work and uphold high standards of safety because we recognise that patients place in us a high level of trust.

10: PSYCHOLOGICAL SUPPORT AND WELLBEING

ACT Health is a person-centered organisation cares for all staff.

- a) ACT Health will ensure all employees have access to support and resources to minimize the effects of stress and related conditions
- b) The organisation will deal effectively and expeditiously with egregious behaviours to reduce staff stress
- c) The organisation will ensure physical and psychological safety and promote work-life balance.

The parties agree to take these active steps to build a positive people culture within ACT Health.

.....	Director-General
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.....	Staff signature
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Agenda Item 3: Statement of Desired Culture – Approval of Format

Recommendations:

It is recommended that the Committee:

- Select from the three examples provided, the format that will best achieve the goals of the Statement of Desired Culture.

1. Background

Purpose of the Statement

The *Review of Clinical Culture Canberra Hospital and Health Service (CHHS)* (KPMG, September 2015) made two recommendations about a Statement of Desired Culture:

Engage senior leaders and staff across CHHS in developing a statement of desired culture for success. Key points about this approach are:

- *Evidence supports that teamwork, communication and collaboration between professionals are essential to patient safety. Messaging needs to connect positive leadership and collaborative behaviour with the ultimate role of the medical profession, patient care and safety.*
- *Incorporate subconscious bias/bullying, discrimination and/or harassment and impact awareness training within education sessions*

Using the statement of desired culture as the basis, develop, implement and embed a saturation communications campaign:

- *Positive focus; build a collaborative, respectful culture focussed on patient and colleague care*
- *Incorporate social media communication as well as conventional mechanisms*
- *Clarify what is and what is not bullying, discrimination and/or harassment.*

At the CCC meeting on 29 July 2016, Members agreed that the Statement of Desired Culture:

- Should apply to all ACT Health staff, not just medical staff;
- Will be signed by staff at time of commencement with ACT Health;
- Is to form part of the employment contract including when contracts are renewed; and
- Will also form part of the staff performance review process.

Consultation to date

Workshops to develop the Statement of Desired Culture are continuing throughout November 2016.

As at 4 November 2016:



Clinical Culture Committee

- 30 focus groups for doctors were held during July-August and attended by 171 staff, and
- 15 of the 33 scheduled focus groups for non-medical staff have been conducted and attended by 150 staff.

The objectives of the consultation process have been:

1. To develop a Statement of Desired Culture that articulates the positive workplace culture staff want to experience, and against which staff will hold each other accountable
2. To use the Statement of Desired Culture as one means of raising awareness of inappropriate behaviour
3. Through the process of developing this Statement of Desired Culture, to engage and empower staff at all levels to consider the culture and behaviours that they want to see in their workplace and consider what they themselves can do to achieve this culture.

2. Options for the format of the Statement

Three options (see Attachments 1, 2 and 3) for the Statement of ACT Health Culture are presented for the Committee's consideration. The Committee is requested to select the option that will best achieve the goals set for the Statement by the Review recommendations and the Committee's decisions.

As the consultation process is not yet complete, the wording contained in the attached examples are a work in progress.

3. Next Steps

- The first draft Statement of Desired Culture will be presented during the December 2016 meeting for the Committee's approval to use that draft as the basis of online consultation.
- As not all staff have had the opportunity to participate in focus groups, in February 2017 the first draft Statement will be released for all-staff online consultation.
- After considering further comments made by staff, the final draft will be submitted for the Director-General's approval in March 2017 with a view to launching the Statement in April 2017.

STATEMENT OF AGREED PRINCIPLES ON A RESPECTFUL CULTURE IN MEDICINE

OUR ORGANISATIONS:

- A. Are committed to creating a respectful culture in the practice of medicine, fostering a profession that reflects the diversity of our community, and promoting a culturally safe workplace for Indigenous Australians;
- B. Agree that places of work, training and education are places where all participants should be treated with dignity and respect, and be free from unacceptable behaviour, including bullying, discrimination, harassment and racism;
- C. Recognise that past practices and behaviours have not always met the high standards required to provide a safe, inclusive and respectful environment; and
- D. Recognise that each party has a different, but valuable role to play in achieving this goal, as employer, educator, trainer, professional association or member organisation.

OUR ORGANISATIONS AGREE TO:

1. Take active steps to build and promote respect, equity, diversity, fairness and cultural safety within our organisation and in our dealings with students, trainees, supervisors, practitioners, employees, contractors, members and each other.
2. Implement policies that promote diversity and respectful behaviours and clearly describe what is unacceptable and unlawful behaviour.
3. Provide support, education and training to students, trainees, supervisors, practitioners, employees, contractors and members to prevent and eliminate unacceptable behaviours.
4. Ensure complaints about unacceptable or unlawful behaviour or other breaches of policy are dealt with quickly, fairly and transparently. Protect complainants from unwarranted retaliation or victimisation, and ensure that prompt and appropriate action, including sanctions, is taken where breaches are proven.
5. Actively cooperate on policies and initiatives designed to promote diversity and respectful behaviour and discourage unacceptable behaviour.
6. Ensure our leaders model appropriate behaviour and actively promote a respectful culture.
7. Demonstrate transparency and accountability in the organisation's progress towards a respectful culture by means such as feedback, reporting, research, publications and surveys.
8. Review the outcomes of policies, actions and other initiatives at regular intervals in order to assess and improve their effectiveness.

ENDORSED BY:



AGENDA

CLINICAL CULTURE COMMITTEE – MEETING NO.10

Date:	Tuesday 13 th December 2016
Time:	5.00pm – 6.00pm
Location:	Meeting Room 2, Building 24, Canberra Hospital

ATTENDEES

Name	Position
Ms Nicole Feely	Director-General, ACT Health (Chair)
Dr Eleni Baird-Gunning	Member, Surgical Registrar, ACT Health
Dr David Blythe	Member, A/g Director Medical Services, ACT Health
Ms Veronica Croome	Member, Chief Nurse, ACT Health
Dr Tom Lea-Henry	Member, Medical Registrar, ACT Health
Mr Ian Thompson	Member, Deputy Director-General, Canberra Hospital and Health Services (CHHS), ACT Health
[REDACTED]	Member, [REDACTED] Calvary Hospital
Dr Christina Wilkinson	Member, Director of Medical Administration, CHHS, ACT Health
Ms Patricia O'Farrell	Observer, Executive Director, People & Culture (P&C), ACT Health
Ms Yu-Lan Chan	Observer, A/g Innovation Partner Executive Director, Workforce and Culture, ACT Health
Ms Bronwen Overton-Clarke	Observer, Public Sector Standards Commissioner and Deputy Director-General, Workforce Capability and Governance, Chief Minister, Treasury and Economic Development Directorate
Ms Navi Kalsi	Secretariat, Organisational Development, P&C, ACT Health

AGENDA

1. ATTENDANCE AND APOLOGIES

Apologies: Prof Walter Abhayaratna, Dr Bryan Ashman, [REDACTED], Dr Denise Riordan and Prof Klaus-Martin Schulte

2. MINUTES AND ACTIONS ARISING FROM PREVIOUS MEETING NOVEMBER 2016

3. AGENDA ITEMS

Time (pm)	Agenda Item	Topic	Lead
5.00	1	Attendance and apologies	Chair
5.01	2	Minutes and Actions Arising from previous meeting	Chair
5.10	3	Statement of Desired Culture – approval of draft	Ms Chan
5.30	4	Update on review of governance and policies	Ms O'Farrell
5.40	5	Report to Minister for Health	Ms Chan
5.45	6	Other Business	Chair
5.55	7	Next meeting: TBA	Chair

4. REFERENCE TABLE

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