



**ACT**  
Government

**Canberra Health  
Services**

FOI19-3



Dear 

### **Freedom of information request: FOI19/3**

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the Act), received by Canberra Health Services on 5 February 2019.

In your application you requested:

*"...minutes (not including attachments) of the Clinical Culture Committee for the period between July 2016 and June 2018."*

I am an Information Officer appointed by the Chief Executive Officer of Canberra Health Services under section 18 of the Act to deal with access applications made under Part 5 of the Act.

Canberra Health Services was required to provide a decision on your access application by 5 March 2019.

#### Decision on access

Searches were completed for relevant documents and six documents were identified that fall within the scope of your request.

I have included as Attachment A to this decision the schedule of relevant documents. This provides a description of each document that falls within the scope of your request and the access decision for each of those documents.

I have decided to grant partial access to all documents as the documents identified as relevant to your request contain information that I consider to be information that would, on balance, be contrary to the public interest to disclose under the test set out in section 17 of the Act.

My access decisions are detailed further in the following statement of reasons and the documents released to you are provided as Attachment B to this letter.

In reaching my access decision, I have taken the following into account:

- the FOI Act, Schedule 1 and Schedule 2;
- the content of the documents that fall within the scope of your request; and

- the *Human Rights Act 2004*;

My reasons for deciding to grant partial access to the information in documents 1 – 6, of the identified documents, is that the documents contain names of non-government employees.

I have identified that there are no factors favouring disclosure of this information under Schedule 2, section 2.1. I have identified that the following factor favours non-disclosure:

- Schedule 2 2.2 (a) (ii) - prejudice the protection of an individual's right to privacy or any other right under the *Human Rights ACT 2004*.

On balance, the information identified is contrary to the public interest and I have decided not to disclose this information.

My reasons for deciding to grant partial access to the information in document five of the identified documents is that the document identifies two business units which required additional consultation regarding culture.

I have identified that there are no factors favouring disclosure of this information under Schedule 2, section 2.1. I have identified that the following factor favours non-disclosure:

- Schedule 2 2.2 (a) (xv) – prejudice the management function of an agency or the conduct of industrial relations by an agency.
- Schedule 2 2.2 (a) (ii) - prejudice the protection of an individual's right to privacy or any other right under the *Human Rights ACT 2004*.

If the redacted information was released, it could reasonably be expected to inhibit the management function of Canberra Health Services and could result in the release of identifiable information, consequently prejudicing an individual's right to privacy.

On balance, the information identified is contrary to the public interest and I have decided not to disclose this information.

#### Charges

Processing charges are not applicable for this request under Section 107 (2) (e) of the Act.

#### Online publishing – disclosure log

Under section 28 of the Act, ACT Health maintains an online record of access applications called a disclosure log. Your original access application, my decision and documents released to you in response to your access application will be published in the ACT Health disclosure log not less than three days but not more than 10 days after the date of this decision. Your personal contact details will not be published.

You may view ACT Health's disclosure log at <https://www.health.act.gov.au/about-our-health-system/freedom-information/disclosure-log>.

### Ombudsman review

My decision on your access request is a reviewable decision as identified in Schedule 3 of the Act. You have the right to seek Ombudsman review of this outcome under section 73 of the Act within 20 working days from the day that my decision is published on ACT Health's disclosure log, or a longer period allowed by the Ombudsman.

If you wish to request a review of my decision you may write to the Ombudsman at:

The ACT Ombudsman  
GPO Box 442  
CANBERRA ACT 2601

Via email: [ACTFOI@ombudsman.gov.au](mailto:ACTFOI@ombudsman.gov.au)

### ACT Civil and Administrative Tribunal (ACAT) review

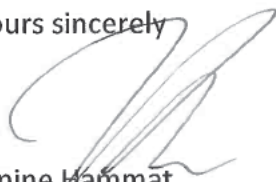
Under section 84 of the Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision.

Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal  
Level 4, 1 Moore St  
GPO Box 370  
Canberra City ACT 2601  
Telephone: (02) 6207 1740  
<http://www.acat.act.gov.au/>

If you have any queries concerning the ACT Health's processing of your request, or would like further information, please contact the FOI Coordinator on 5124 9831 or e-mail [HealthFOI@act.gov.au](mailto:HealthFOI@act.gov.au).

Yours sincerely



Janine Hammat  
**Executive Group Manager**  
People and Culture

5 March 2019

## FREEDOM OF INFORMATION REQUEST SCHEDULE

Please be aware that under the *Freedom of Information Act 2016*, some of the information provided to you will be released to the public through the ACT Government's Open Access Scheme. The Open Access release status column of the table below indicates what documents are intended for release online through open access.

Personal information or business affairs information will not be made available under this policy. If you think the content of your request would contain such information, please inform the contact officer immediately.

Information about what is published on open access is available online at: <http://www.health.act.gov.au/public-information/consumers/freedom-information>

NAME	WHAT ARE THE PARAMETERS OF THE REQUEST	File No
[REDACTED]	"I seek meeting minutes (not including attachments) of the Clinical Culture Committee for the period between July 2016 and June 2018."	FOI19/3

Document No	No of Folios	Description	Date	Status	Reason for non-release or deferral	Open Access release status
1.	1 - 7	Clinical Culture Committee Meeting Minutes – 19 July 2016	19/07/2016	Partial	Schedule 2, 2.2 (a) (ii)	Yes
2.	8 - 13	Clinical Culture Committee Meeting Minutes – 25 October 2016	25/10/2016	Partial	Schedule 2, 2.2 (a) (ii)	Yes

3.	14 - 21	Clinical Culture Committee Meeting Minutes – 17 November 2016	17/11/2016	Partial	Schedule 2, 2.2 (a) (ii)	Yes
4.	22 - 30	Clinical Culture Committee Meeting Minutes – 13 December 2016	13/12/2016	Partial	Schedule 2, 2.2 (a) (ii)	Yes
5.	31 - 42	Clinical Culture Committee Meeting Minutes – 7 February 2017	07/02/2017	Partial	Schedule 2, 2.2 (a) (ii) and (xv)	Yes
6.	43 - 47	Clinical Culture Committee Meeting Minutes – 9 May 2017	09/05/2017	Partial	Schedule 2, 2.2 (a) (ii)	Yes
<b>Total No of Docs</b>						
6						

## Clinical Culture Committee – Tuesday 19th July 2016 MEETING MINUTES

Name	Position	Attendance
Ms Nicole Feely	Director-General, ACT Health (Chair)	✓
Prof 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	✓
[REDACTED]	Member, [REDACTED] ANU Medical School	✓
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	Apology
Mr Ian Thompson	Member, Deputy Director-General, Canberra Hospital and Health Services (CHHS), ACT Health	✓
[REDACTED]	Member, [REDACTED] Calvary Hospital	Apology
Ms Christina Wilkinson	Member, Chief Medical Administrator, ACT Health	✓
Ms Bronwen Overton-Clarke	Observer, Commissioner for Public Administration and Deputy Director-General and Workforce Capability and Governance, Chief Minister, Treasury and Economic Development Directorate	Apology
Ms Yu-Lan Chan	Observer, A/g Executive Director, People Strategy and Service (PSS), ACT Health	✓
Mr Ric Taylor	Guest, Senior Manager, PSS, ACT Health	Apology
Ms Nancy King	Guest, Manager, Culture and Wellbeing, PSS, ACT Health	✓
Ms Flavia D'Ambrosio	Guest, Manager, Leadership and Management, PSS, ACT Health	✓
Ms Elizabeth Tobler	Guest, Director, Government and Communications, ACT Health	✓
Ms Navi Kalsi	Secretariat	✓

The meeting commenced at 6:00pm and concluded at 6:50pm, with Nicole Feely as Chair.

## 1. Attendance and apologies

Apologies were noted from: Prof Klaus-Martin Schulte, [REDACTED], Ms Bronwen Overton-Clarke and Mr Ric Taylor.

## 2. Confirmation of minutes from the previous meeting

Members endorsed the minutes of the previous meeting held on Tuesday 21 June 2016.

## 3. Medical Culture Action Plan Progress

### 3.1 Senior Doctor Leadership Program (Recommendation 5)

Ms Flavia D'Ambrosio presented an update on the Senior Doctor Leadership Program. On 14 June 2016, 62 participants received an invitation from the Director-General to participate. The response rate for attendance was discussed, with some doctors not attending the compulsory program due to clinics, travel and leave. Members agreed that attending the program should take precedence over a clinic and that alternate staffing arrangements should be made for a clinic that clashes with the program.

**Action:** Ms Flavia D'Ambrosio to provide a list of non-attending doctors to Mr Ian Thompson and Dr David Blythe who will discuss with those doctors.

### 3.2 Statement of Desired Culture: Our Culture in ACT Health (Recommendation 2)

Ms Nancy King presented an overview of the progress in developing the Statement of Desired Culture, reporting that she has held several focus groups with a total of 50 doctors, with a total of 24 meetings arranged through to the end of August. A concerted effort is being made to engage with Junior Medical Doctors (JMOs) with 8 meetings planned in early-mid August specifically for JMOs. Overall, the focus sessions have been positive with participants showing an interest in the work of the CCC. Key behavioural themes emerging in focus groups are respect, improved collaboration between teams and communications.

Members discussed the purpose of the Statement of Desired Culture and whether it is aimed at medical staff only or across ACT Health. They also discussed a title for the Statement with one member suggesting "We Respect our People."

Related discussion included: how to communicate the work of the CCC, managers' understanding of the processes to deal with inappropriate behaviours and JMOs perceptions about doctor behaviour. Members discussed ways to overcome staff perceptions that no action is taken following the reporting of inappropriate behaviour, including consideration of a de-identified corporate governance report.

Members *noted* that:

- development of the Statement of Desired Culture will take longer due to the need to consult with non-medical staff now that they are included in the scope of the Statement,

- 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

Action Item No.	Raised at Meeting	KPMG Recommendation	Actions	Outcome or Progress	Responsible	Status
8.	May 2016	6	Explore The Royal Melbourne Hospital's use of an anti-bullying systems in relation to item 6.3 on the Medical Culture Action Plan	Due CCC October meeting.	Organisational Development and Dr Christina Wilkinson	Open
9.	May 2016	2	Circulate to members a copy of the NSW Health draft Statement of Desired Culture	NSW Health provided the <i>Statement of Agreed Principles</i> – an agreement between RACS and NSW Health. Members will receive a copy in October.	Secretariat	Closed
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
12.	May 2016	2	Committee members provide feedback and ideas on the formulation of a Statement of Desired Culture on the template provided to Ms Nancy King by Tuesday 7 June 2016	Only 2 responses received. Deadline was extended to 30 June 2016 at the CCC meeting of 21 June 2016	All Committee members	Closed
13.	May 2016	5	Committee members to review the list of participants for the Senior Doctor Leadership Program and provide any amendments or recommendations to Ms Flavia D'Ambrosio by Friday 3 June 2016	Invitations sent by Director-General 14/06/16	All Committee members	Closed
14.	May 2016	5	Invite Calvary to participate in the Senior Doctor Leadership Program	One nomination received	Organisational Development	Closed
15.	June 2016	2	Committee members provide feedback and ideas on the formulation of a Statement of Desired Culture to Ms Nancy King by 30 June 2016	5 Committee members have contributed.	All Committee members	Closed

Action Item No.	Raised at Meeting	KPMG Recommendation	Actions	Outcome or Progress	Responsible	Status
16.	June 2016	3	Comments on draft Communications Strategy to Ms Julia Teale by 8 July 2016	No comments were received.	All Committee members	Closed
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
1	June 2016	1	Revisit Pulse survey options in December 2016.
2	July 2016	3	The Statement of Desired Culture should apply to all ACT Health staff.
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.

## 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:

	<b>Cause</b>	<b>Action to be taken</b>
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

### 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
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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

Action Item No.	Raised at Meeting	KPMG Recommendation	Actions	Outcome or Progress	Responsible	Status
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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
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
1	June 2016	1	Revisit Pulse survey options in December 2016.
2	July 2016	3	The Statement of Desired Culture should apply to all ACT Health staff.
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.

## Clinical Culture Committee – Tuesday 17<sup>th</sup> November 2016

### MEETING MINUTES

Name	Position	Attendance
Ms Nicole Feely	Director-General, ACT Health (Chair)	✓
Prof 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	✗
██████████	Member, ██████████ ANU Medical School	Apologies
Dr Denise Riordan	Member, Clinical Director, Child and Adolescent Mental Health Services, ACT Health	✗
Prof Klaus-Martin Schulte	Member, Professor of Surgery, 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	Apologies
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 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	✓
Mr Nigel Smith	Guest, Senior Advisor, Employment Services, P&C, ACT Health	✓
Ms Navi Kalsi	Secretariat, Organisational Development, P&C, ACT Health	✓

The meeting commenced at 5:58pm and concluded at 7:15pm, with Nicole Feely as Chair.

#### 1. Attendance and apologies

Apologies were noted from ██████████ and Ms Bronwen Overton-Clarke. Dr Tom Lea-Henry and Dr Denise Riordan were not in attendance.

#### 2. Confirmation of minutes from the previous meeting

Members endorsed the minutes of the previous meeting held on Tuesday 25<sup>th</sup> October 2016.

Members agreed that in 2017, meetings would occur every 6 weeks during 5:00-6:30pm.

*Actions arising*

Action item 5

Mr Thompson noted the work he had done with [REDACTED] and Dr Wilkinson to explore performance templates for doctors that improve recognition and accountability for the full range of activities undertaken, including research and teaching. It is intended that it include an objective performance measure provided through data, and reduce duplication of performance management measures undertaken by ANU or other partner institutions. Members discussed the benefits of peer review, involvement of the Director of Research and incorporation of research outcomes, and collaboration with the colleges to prevent duplication in learning and development activities.

Action item 8

Dr Wilkinson noted that a minute was being submitted to Ms Feely proposing exploration of the Cognitive Institute program for addressing inappropriate behaviours.

Action item 17

**Actions:**

- All members to consider appropriate candidates for a culture patron.
- Secretariat to invite [REDACTED] to a future meeting to discuss his experience in changing culture in the defence force.

**3. Statement of Desired Culture – approval of format**

Ms Chan presented three options for Members to select the format of the Statement of Desired Culture (The Statement), noting that the content is yet to be finalised as staff focus groups are still underway, scheduled to conclude at the end of November. Ms Chan also provided Members a copy of the Australian Government Department of Health's Behaviours in Action model.

Members agreed on using Sample Format 1 as the preferred format for the Statement as it had clear behaviours linked to each of the ACT Health values, however its length would need to be reduced preferably to 1 page and there was no need to include an additional section for leaders. Members suggested that having a list of inappropriate behaviours would be useful and a number of members suggested this could be achieved through a video potentially modelled on the new RACS training video.

Organisational Development, People & Culture will provide a draft Statement for approval for online staff consultation at the December 2016 Meeting.

#### 4. Overview of training and support for managers: Preliminary Assessments

Ms O'Farrell spoke about the Preliminary Assessment Training for managers and delegates that was being finalised by Mr Smith. Mr Smith informed Members that the training was part of a broader package for managers and delegates that addresses minor to major workplace issues while focusing on a restorative approach. The training is designed to stimulate group discussion and has been trialled with People & Culture staff.

Members provided feedback about reducing and simplifying the content and structure. They noted the inclusion of scripts and strategies was helpful.

They discussed the need to equip managers with information and skills on how to address and intervene in issues early and have difficult conversations with staff. There was a need for better information on the process and steps to be taken as well as increased understanding of the range of options available to managers once an issue has been raised.

Ms O'Farrell thanked members for their feedback on the training and issues relating to workplace issues. She informed members that People & Culture are also developing a database to record data and trends on workplace issues.

**Actions:** Prof Abhayaratna to provide a copy of the Vanderbilt materials from the Advisory Group program to Ms Chan and Ms O'Farrell.

#### 5. Other Business

N/A.

#### Next meeting:

Tuesday 13<sup>th</sup> December 2016, 5:00 – 6:00pm.

### 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	As at 15 November 2016, objective measures for clinical performance are being explored Aiming to have a draft performance plan template by April 2017.	Dr Christina Wilkinson, Dr David Blythe, Mr Ian Thompson and People & Culture	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

Action Item No.	Raised at Meeting	KPMG Recommendation	Actions	Outcome or Progress	Responsible	Status
7.	May 2016	6	Discuss issues in regards to sharing information on staff in relation to bullying and harassment	Meetings with RACS held 20 June 2016 (Ms Centenera, Ms Chan); 24 August 2016 (Ms Chan); 21 November 2016 (Mr Thompson, Ms Chan, Ms O'Farrell). RACS has provided legal advice it received on privacy and defamation in relation to Commonwealth legislation. Legal advice requested from GSO in relation to ACT legislation still pending, being followed up.	Mr Ian Thompson Ms Yu-Lan Chan Ms Patricia O'Farrell	Open
8.	May 2016	6	Explore The Royal Melbourne Hospital's use of an anti-bullying systems in relation to item 6.3 on the Medical Culture Action Plan	Dr Christina Wilkinson has reviewed the Cognitive Institute Program, which is used by the Royal Melbourne Hospital. A minute has been prepared for the Director-General.	Organisational Development	Open
9.	May 2016	2	Circulate to members a copy of the NSW Health draft Statement of Desired Culture	NSW Health provided the <i>Statement of Agreed Principles</i> – an agreement between RACS and NSW Health. Members will receive a copy in November.	Secretariat	Closed
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
12.	May 2016	2	Committee members provide feedback and ideas on the formulation of a Statement of Desired Culture on the template provided to Ms Nancy King by Tuesday 7 June 2016	Only 2 responses received. Deadline was extended to 30 June 2016 at the CCC meeting of 21 June 2016	All Committee members	Closed
13.	May 2016	5	Committee members to review the list of participants for the Senior Doctor Leadership Program and provide any amendments or recommendations to Ms Flavia D'Ambrosio by Friday 3 June 2016	Invitations sent by Director-General 14/06/16	All Committee members	Closed

Action Item No.	Raised at Meeting	KPMG Recommendation	Actions	Outcome or Progress	Responsible	Status
14.	May 2016	5	Invite Calvary to participate in the Senior Doctor Leadership Program	One nomination received	Organisational Development	Closed
15.	June 2016	2	Committee members provide feedback and ideas on the formulation of a Statement of Desired Culture to Ms Nancy King by 30 June 2016	5 Committee members have contributed.	All Committee members	Closed
16.	June 2016	3	Comments on draft Communications Strategy to Ms Julia Teale by 8 July 2016	No comments were received.	All Committee members	Closed
17.	June 2016	3	Nominate a suitable, respected Patron or Champion to be the face of the Medical Culture Communications Strategy	Re-visited at meeting of 15 November 2016. Suggestions include: Brendan Nelson, Brian Owler, Steve Hamilton, David Morrison, Mick Dodson and Antonio De Dio. Members to give further consideration and discuss at future meetings.	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	Discussed at November 2016 meeting.	Ms Yu-Lan Chan	Closed



Action Item No.	Raised at Meeting	KPMG Recommendation	Actions	Outcome or Progress	Responsible	Status
21.	July 2016	2	Explore options for Ms Nicole Feely and Mr Ian Thompson to visit JMOs sessions (e.g. JMO forum) to talk about culture and behaviour	Following consultation with the JMO Forum, the following options are being pursued: - Meeting with the JMO forum committee members initially which could be followed up with attendance at the next JMO forum meeting (generally well attended by JMOs) - An item in the JMO Forum newsletter (with media/comms input) with an update about CCC activities. JMO Forum contacts were provided during August to the DG Office.	Ms Christina Wilkinson	Closed
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 Blythe has been unable to obtain a copy from WA despite repeated requests.	Dr David Blythe	Closed
24.	Oct 2016	7	Seek legal advice on what information can be provided upon the closure of a complaint	Legal advice was requested from Government Solicitors Office (GSO) in June 2016 for instructions about what can be disclosed and shared to parties, but has not been received. Ms O'Farrell has followed this up and asked for practical advice on what can be disclosed to parties.	Ms Patricia O'Farrell	Open
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	People & Culture are exploring a broader approach to actions and providing early intervention to staff.	Ms Patricia O'Farrell	Open

Action Item No.	Raised at Meeting	KPMG Recommendation	Actions	Outcome or Progress	Responsible	Status
26.	Nov 2016		Invite David Morrison to a future meeting to discuss his experience in changing culture in the defence force	In progress	Secretariat	Open
27.	Nov 2016	-	Prof Abhayaratna will provide a copy of the Vanderbilt materials from Advisory Group program to Ms Chan and Ms O'Farrell.	Complete	Prof Walter Abhayaratna	Closed

### Decision Register

Decision	Meeting Date	KPMG Recommendation	Decision
1	June 2016	1	Revisit Pulse survey options in December 2016.
2	July 2016	3	The Statement of Desired Culture should apply to all ACT Health staff.
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.

## Clinical Culture Committee – Tuesday 13<sup>th</sup> December 2016

### MEETING MINUTES

Name	Position	Attendance
Ms Nicole Feely	Director-General, ACT Health (Chair)	✓
Prof Walter Abhayaratna	Member, Clinical Director, Medicine, ACT Health	Apologies
Dr Bryan Ashman	Member, Clinical Director, Surgery, ACT Health	Apologies
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	✗
[REDACTED]	Member, [REDACTED] ANU Medical School	Apologies
Dr Denise Riordan	Member, Clinical Director, Child and Adolescent Mental Health Services, ACT Health	Apologies
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 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	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	✓

The meeting commenced at 5:15pm and concluded at 5:50pm.

#### 1. Attendance and apologies

Apologies were noted from Prof Walter Abhayaratna, Dr Bryan Ashman, [REDACTED], Dr Denise Riordan and Prof Klaus-Martin Schulte. Dr Eleni Baird-Gunning and Dr Tom Lea-Henry were not in attendance.

#### 2. Confirmation of minutes from the previous meeting

Members endorsed the minutes of the previous meeting held on Tuesday 17<sup>th</sup> November 2016.

*Actions arising*Action item 5: explore opportunities for enhanced linkages between ANU and ACT Health performance development plans for ACT Health staff undertaking work at ANU

Dr Blythe reported that discussions are occurring with [REDACTED] about performance templates for doctors. He will also raise it with the ACT Health Office of Research.

Action items 6 and 24: Explore sharing information on staff in relation to bullying and harassment

Ms O'Farrell reported that she is still awaiting legal advice about sharing information to staff in relation to bullying and harassment. She will follow up with GSO and circulate the advice to Members once received.

Action item 8: Explore Royal Melbourne Hospital's anti-bullying systems

Ms Chan reported that the exploration of the Cognitive Institute program for addressing inappropriate behaviours will be discussed as an agenda item during the next meeting in February 2017.

Action item 17: Nominate a suitable patron of champion

Members provided no further suggestions for candidates for a culture patron.

Action item 25:

This advice was provided under agenda item 4.

Action item 26

Ms Kalsi reported that she is liaising with Communications and Marketing in inviting David Morrison to a future CCC meeting. Members agreed that David Morrison should be invited to address a larger forum than the CCC. Ms Overton-Clarke's suggestion that he be invited to address the ACT Public Service through the ACTPS Executive Speaker Series was accepted.

**3. Statement of Desired Culture – approval of format**

Ms Chan presented three options for Members to select the format of the Statement of Desired Culture (The Statement), noting that the drafts had been developed from focus groups of approximately 500 staff representing a cross-section of ACT Health. Ms Chan reminded members that they had agreed in July 2016 that staff would be required to sign the Statement which would form a part of employment contracts and performance plans.

Members provided feedback for further improvement to the content of the Statement.

Members agreed that:

- The agreed format was the table showing best practice, acceptable and unacceptable behaviours (Example 3) combined with an introduction from the Director-General to provide context (page 1 of Example 1)
- The Statement needs to include the organisation's reciprocal responsibilities to staff, and both staff and managers should sign the Statement
- The content of the 'Love to see' and 'Expect to see' columns needs checking to ensure appropriate distinction
- The column titles are to be renamed to emphasise that inappropriate behaviours will not be accepted.

Organisational Development, People & Culture will revise the draft Statement for online staff consultation in February 2017.

#### **4. Update on review of governance and policies**

Members noted the update provided by Ms Chan on Recommendations 6 and 7 of the KPMG Review about governance and policies. Employment Services, People & Culture, have reviewed and updated the Respect at Work policy, with the policy being similar to the ACT Public Service Respect at Work policy. A database of workplace issues is under development, which will improve reporting and identification of any trends. Ms Chan advised members that their feedback about the training on preliminary assessments has been considered and the training is being further developed. It is intended that it will be accompanied by a session to give managers broader skills on managing workplace issues so they can be resolved without becoming a formal process where possible.

#### **5. Report to the Minister**

Ms Chan informed Members that the CCC Terms of Reference requires a report about the CCC activities be provided to the Minister for Health every six months. A report was not provided to the Minister in August 2016 due to the caretaker period. Members reviewed the new draft report prepared for December 2016. Members agreed that the report needed to be accompanied by a brief listing the key points and that consideration was needed of what key messages would be included in the report, with more detailed reporting on actions taken to date and future milestones and timeframes.

#### **6. Other Business**

- Ms Croome informed members that the theme for the 2017 Annual Nurses and Midwives dinner will be a "Culture of Respect" – a theme that aligns closely with the work of the CCC. Ms Croome said the focus will be on promoting a positive workplace culture and the guest speaker at the dinner will be Mr Anh Do.
- ██████ provided positive feedback about the Senior Doctor Leadership Program presenter and content. A number of other members also reported receiving similar positive comments.
- Members discussed positive culture improvement changes they had observed in the organisation since the formation of the Committee:
  - Engagement of doctors in the Respect, Equity and Diversity (RED) Contact Officers Network

- There is a sense in some areas that fewer issues are being experienced, and where there are issues staff feel more comfortable in raising them
- Ms Feely thanked Members for their contribution to CCC in 2015 and 2016 and said the focus in 2017 should be on communicating and messaging around culture.

**Next meeting:**

Tuesday 7 February 2017, 5.00-6.30pm.

### Actions Arising Register

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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	As at 15 November 2016, objective measures for clinical performance are being explored. Dr Blythe has been in discussions with Dr Mitchell. Aiming to have a draft performance plan template by April 2017.	Dr Christina Wilkinson, Dr David Blythe, Mr Ian Thompson and People & Culture	Open
6.	May 2016	All	██████████ to provide copy of performance plan template to Mr Thompson	██████████ provided a copy of a performance plan template.	██████████	Closed

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8.	May 2016	6	Explore The Royal Melbourne Hospital's use of an anti-bullying systems in relation to item 6.3 on the Medical Culture Action Plan	Dr Wilkinson has reviewed the Cognitive Institute Program, which is used by the Royal Melbourne Hospital. A minute has been prepared for the Director-General. A number of anti-bullying programs will be discussed at the CCC February 2017 meeting.	Organisational Development	Open
9.	May 2016	2	Circulate to members a copy of the NSW Health draft Statement of Desired Culture	NSW Health provided the <i>Statement of Agreed Principles</i> – an agreement between RACS and NSW Health. Members received a copy in November 2016.	Secretariat	Closed
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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	Provided through update to meeting of 13 December 2016.	Ms Patricia O'Farrell	Closed
26.	Nov 2016		Invite David Morrison to ACT Health to discuss his experience in changing culture in the defence force	On 13 December 2016, Members agreed Mr Morrison should be invited to address a broader audience. He will instead be invited to the ACT Public Service Executive Speaker Series.	Secretariat	Closed
27.	Nov 2016	-	Prof Abhayaratna will provide a copy of the Vanderbilt materials from Advisory Group program to Ms Chan and Ms O'Farrell.	Complete	Prof Walter Abhayaratna	Closed

### Decision Register

Decision	Meeting Date	KPMG Recommendation	Decision
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3	July 2016	3	New staff should sign the Statement of Desired Culture at time of commencement; when contracts are signed and renewed; and the behaviours are part of the staff annual performance review process.
4	December 2016	3	The Statement of Desired Culture will be signed by both staff and managers with reciprocal signatures