



## Meegan Fitzharris MLA

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

Mr Shane Rattenbury MLA  
 Minister for Mental Health  
 ACT Legislative Assembly  
 London Circuit  
 CANBERRA ACT 2601

Dear Minister *Shane*

I write to invite you to join me on the Culture Review Oversight Group (CROG).

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 1.8 of the Report.

I propose to hold the inaugural meeting of the CROG from **10am to 12 noon on Thursday 28 March 2019** in the ACT Legislative Assembly building. I will circulate an agenda for that meeting very soon, noting that it is an opportunity for the CROG to meet as soon as possible to discuss and agree on a way forward for the Group.

The four initial items that I propose for discussion include:

- Membership of the CROG: I have invited only those members recommended by the Panel to the inaugural meeting, but will propose a small number of additional members to participate.
- Draft Terms of Reference.
- Individual complaints
- Implementation Program

Papers will be circulated as soon as possible prior to the inaugural meeting. If there are other matters you would like to discuss I would be grateful for your early advice noting the meeting is next week.

I would welcome your contribution to this important work for the health sector in Canberra. I look forward to your positive consideration of this appointment.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

*20/3/2019*

ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051 Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA



**West, Alice (Health)**

---

**From:** Chicco, Dee (Health) on behalf of De'Ath, Michael (Health)  
**Sent:** Thursday, 16 May 2019 4:11 PM  
**To:** DGACTHealth  
**Subject:** FW: Government Response Independent Review into the Workplace Culture within ACT Public Health Services  
**Attachments:** De Ath - Minister letter to CROG members with Government Response.pdf; Final Whole of Government~Independent Review into the Workplace Culture within ACT Public Health Services.pdf  
**Categories:** Need to Trim

UNOFFICIAL

DGC19/287

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

Good morning,

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

Kind regards,

Hanna

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

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





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

Mr Michael De'Ath  
 Director-General  
 ACT Health Directorate  
[Michael.De'Ath@act.gov.au](mailto:Michael.De'Ath@act.gov.au)

Dear Mr De'Ath

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

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

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

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

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

---

**ACT Legislative Assembly**

London Circuit, Canberra ACT 2601, Australia    GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051    Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA



You would be aware that Recommendation 17 of the Final Report states:

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

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

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

Yours sincerely

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

Meegan Fitzharris MLA  
Minister for Health and Wellbeing



2019

**LEGISLATIVE ASSEMBLY FOR THE  
AUSTRALIAN CAPITAL TERRITORY**

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

Presented by

**Meegan Fitzharris MLA**

**Minister for Health and Wellbeing**

**16 May 2019**

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

## INTRODUCTION

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

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

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

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

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

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

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

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

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

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

The key themes highlighted in the Report indicate that:

- staff members within the public health system have been subjected to inappropriate behaviours, including bullying and harassment, in the workplace;
- there are inefficient processes and processes to manage complaints handling;
- additional training is required to support management in dealing with inappropriate workplace practices;
- an inability to make timely decisions;
- inefficient and inappropriate Human Resource practices;
- historically there has been a lack of effective leadership and management throughout the ACT Public health System; and
- there is a need to ensure greater clinical engagement to ensure that the system can benefit from expert knowledge and input of individuals.

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

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

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

The executive structures within the ACT Health Directorate, Canberra Health Services and Calvary Public Hospital Bruce have been, or are in the process of being, reformed to ensure that we have the

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

right people in place to lead a contemporary health service across the ACT. There has been rigorous focus on stabilising and refining organisational structures, working closely with all staff.

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

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

The Panel has provided a clear way forward. The Government would like to thank the Independent Panel members: Mr Mick Reid (Chair), Ms Fiona Brew and Professor David Watters for their expertise, leadership and compassionate approach in their conduct of this Review.

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

The Government has agreed to all the recommendations and the broad implementation timeline; noting that many of the initiatives will be ongoing and are aimed at embedding best practice and continuous improvement throughout the ACT Public Health System.

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



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

Government Response – Workplace Culture Review Recommendation, Position and Comments		
Recommendation	Position	Comment
<p>1). That the three arms of the ACT Public Health System should commence a comprehensive process to re-engage with staff in ensuring the vision and values are lived, embraced at all levels, integrated with strategy and constantly reflected in leadership. To achieve this the Health Directorate should take the lead in providing the necessary tools and guidelines and coordinate the implementation by Canberra Health Services, Calvary Public Hospital and the Health Directorate.</p>	Agree	<p>Recognising the territory-wide focus re-engagement with staff will occur across each of the three arms of the ACT Public Health System.</p> <p>Canberra Health Services and the ACT Health Directorate are embarking on projects to review their vision, values, role and behaviours. These projects will seek to ensure that, with the recent transition of ACT Health to two organisations, the vision and values of the new organisations are appropriate and clearly understood. This work will be completed by September 2019. There will be significant staff engagement as these projects are rolled out with a view to embedding the vision and values from November 2019.</p> <p>Calvary Public Hospital's values and vision are in line with the Little Company of Mary. As a key partner in the delivery of territory-wide services, Calvary will undergo re-engagement with staff to ensure the vision and values are embedded.</p>
<p>2). That Canberra Health Services and Calvary Public Hospital in conjunction with the Health Directorate, develop an appropriate suite of measures that:</p> <ul style="list-style-type: none"> <li>• reflect on elements of a great health service - both culture and strategy;</li> <li>• monitor patient/client perspectives of outcomes/experience; and</li> <li>• engage clinicians in their development.</li> </ul>	Agree	<p>Commencement of the development of the suite of measures will occur from July 2019 and it is anticipated that this will take at least six months to finalise phase one. The development and maturity of the measures will be iterative and ongoing to reflect the contemporary culture of the ACT Public Health System.</p>



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

<p>3). That a program designed to promote a healthier culture to reduce inappropriate workplace behaviour and bullying and harassment be implemented across the ACT Public Health System. The model adopted should be based on the Vanderbilt University Medical Center [sic] Patient Advocacy Reporting System (PARS) and Co-worker Observation Reporting System (CORS).</p>	<p>Agree</p>	<p>The planning, procurement and foundational work for implementation of a program to promote a healthier culture will commence in July 2019.</p> <p>This will be a program based on the Vanderbilt system and the implementation model will be required to be consistent across the three arms of the ACT Public Health System.</p>
<p>4). The Health Directorate convene a summit of senior clinicians and administrators of both Canberra Health Services and Calvary Public Hospital to map a plan of improved clinical services coordination and collaboration.</p>	<p>Agree</p>	<p>The Health Summit of senior clinicians and administrators from across the ACT Public Health System is planned for the second half of 2019.</p>
<p>5). The CEO of Canberra Health Services should review mechanisms to better integrate clinical streams of the community health services within the Clinical Divisional Structures.</p>	<p>Agree</p>	<p>This work has commenced to better integrate the clinical streams of the community health services. This is reflected in the new organisational structure of Canberra Health Services.</p>
<p>6). That the Health Directorate re-establish open lines of communication with the NGO sector and other external stakeholders</p>	<p>Agree</p>	<p>The Health Directorate has commenced the re-establishment of open lines of communication with the NGO sector with a view to establishing an NGO Leadership Group by October 2019.</p>

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

<p>7). <i>The initiatives already underway to develop a valued and more coordinated research strategy in partnership with the academic sector and others are strongly supported. These provide a mechanism to encourage professional development and address culture, education, training, research and other strategic issues.</i></p>	<p>Agree</p>	<p>The ACT Health Directorate is building on work commenced with the inaugural ACT Health Summit: 'Research, Teaching and Training', held on 13 November 2018 which included the development of relationships within the academia sector. An academic partnership and training strategy is being developed.</p> <p>The Culture Review Oversight Group membership was extended to include the Deans of the faculties of health at ANU and UC (see response to recommendation 18).</p>
<p>8). <i>That discussions occur between ACT and NSW with a view to developing a Memorandum of Understanding (MoU) for improved collaboration between the two health systems for joint Ministerial consideration</i></p>	<p>Agree</p>	<p>The ACT Government is currently renegotiating the ACT-NSW Memorandum of Understanding (MoU) for Regional Collaboration, to be re-signed in 2019. Improved Collaboration between the ACT and NSW health systems can be listed as an agreed priority area for this MoU. The ACT Health Directorate has begun work and will commence negotiations with a view to developing an MoU with NSW Health by the end of 2019.</p>
<p>9). <i>Clinical engagement throughout the ACT Public Health System, particularly by the medical profession, needs to be significantly improved. Agreed measures of monitoring such improvement needs to be developed through consensus by both clinicians and executives. Such measures should include participation in safety, quality and improvement meetings, reviews and other strategy and policy related initiatives.</i></p>	<p>Agree</p>	<p>Canberra Health Services and Calvary Public Hospital have begun work on measures to monitor the improvement in clinical engagement across the ACT Public Health System. It is proposed that the measures be finalised and agreed by December 2019.</p>

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

<p>10). <i>There should be a clear requirement for senior clinicians to collaboratively participate in clinical governance activities.</i></p>	<p>Agree</p>	<p>Canberra Health Services and Calvary Public Hospital are developing governance participation plans to ensure senior clinicians are collaboratively participating in clinical governance activities. These plans will be finalised by end of June 2019 with a view to commencement in July 2019.</p>
<p>11). <i>Canberra Health Services and Calvary Public Hospital should assess the appropriateness of the Choosing Wisely initiative as a mechanism for improving safety and quality of care, developing improved clinical engagement and greater involvement in clinical governance.</i></p>	<p>Agree</p>	<p>The Choosing Wisely Program will be assessed, and recommendations made to the CEO Canberra Health Services and Regional CEO Calvary ACT by October 2019.</p>
<p>12). <i>That Canberra Health Services adopt the progressive evolution of clinically qualified Divisional Directors across each Clinical Division with Business Manager support and earned autonomy in financial and personnel management.</i></p>	<p>Agree</p>	<p>The restructure of Canberra Health Services Divisions is complete. The progressive evolution of clinically qualified Divisional Directors across each Clinical Division with Business Manager support and earned autonomy in financial and personnel management will be piloted from May 2019.</p>
<p>13). <i>That an executive leadership and mentoring program be introduced across the ACT Public Health System specifically designed to develop current and future leaders. This program should include both current and emerging leaders.</i></p>	<p>Agree</p>	<p>The early planning for an executive leadership and mentoring program is underway.</p>



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

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

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

<p>17). Should the recommendations of this Review be accepted, a public commitment should be jointly made by the Ministers for Health and Wellbeing, and Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital and key representative organisations to collectively implement the recommendations of this Review to ensure ongoing cultural improvement across the ACT Public Health System.</p>	<p>Agree</p>	<p>Following the tabling of the Government Response, Ministers and the senior leadership team of the ACT Public Health System will reaffirm their collective commitment to implement the recommendations of the Review.</p>
<p>18). A 'Cultural Review Oversight Group' should be established to oversight the implementation of the Review's recommendations. The Group should be chaired by the Minister for Health and Wellbeing, and include the Minister for Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital, Senior Executives across the ACT Public Health System, the Executive Director Health Care Consumers Association of the ACT, President of the AMA (ACT), Branch Secretary ANMF (ACT), and Regional Secretary CPSU.</p>	<p>Agree (with additions to the membership of the Culture Review Oversight Group).</p>	<p>Agreed (with additions to the membership of the Culture Review Oversight Group).</p> <p>The Culture Review Oversight Group has been established and the inaugural meeting was held on 28 March 2019.</p> <p>Members include the: Minister for Health and Wellbeing (Chair), Minister for Mental Health (Deputy Chair), Director-General Health Directorate, Chief Executive Officer Canberra Health Services, Regional Chief Executive Officer Calvary ACT, Regional Secretary CPSU, Branch Secretary ANMF ACT, President AMA ACT, Executive Officer Health Care Consumers Association (ACT), Executive Branch Manager Culture Review Implementation Team [ex-officio].</p> <p>At its first meeting, the Group agreed to extend its membership to include: President ASMOF, President VMOA ACT, Dean College of Health and Medicine ANU, and Executive Dean Faculty of Health University of Canberra.</p>



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

<p>19). That the 'Cultural Review Oversight Group' auspice for the next three years, an annual, independent and external review of the extent of implementation of the recommendations of the Review and consequent impact on cultural changes within the ACT Public Health System.</p>	<p>Agree</p>	<p>The Culture Review Oversight Group will auspice the next independent review commencing around November 2019.</p>
<p>20). As a result of this Review, the 'Cultural Review Oversight Group' should engage with staff in the development of a change management and communications strategy, which clearly articulates to staff, patients/clients and the community the nature of the issues to be addressed and the mechanisms for doing it.</p>	<p>Agree</p>	<p>A comprehensive communications and change management strategy is being developed for the Culture Implementation Program. This is being led by the Health Directorate and oversight provided by the Culture Review Oversight Group.</p>

#### Accessibility

If you have difficulty reading a standard printed document and would like an alternative format, please phone 13 22 81.



If English is not your first language and you need the Translating and Interpreting Service (TIS), please call 13 14 50.

For further accessibility information, visit: [www.health.act.gov.au/accessibility](http://www.health.act.gov.au/accessibility)

[www.health.act.gov.au](http://www.health.act.gov.au) | Phone: 132281 | Publication No XXXXX

© Australian Capital Territory, Canberra Month Year

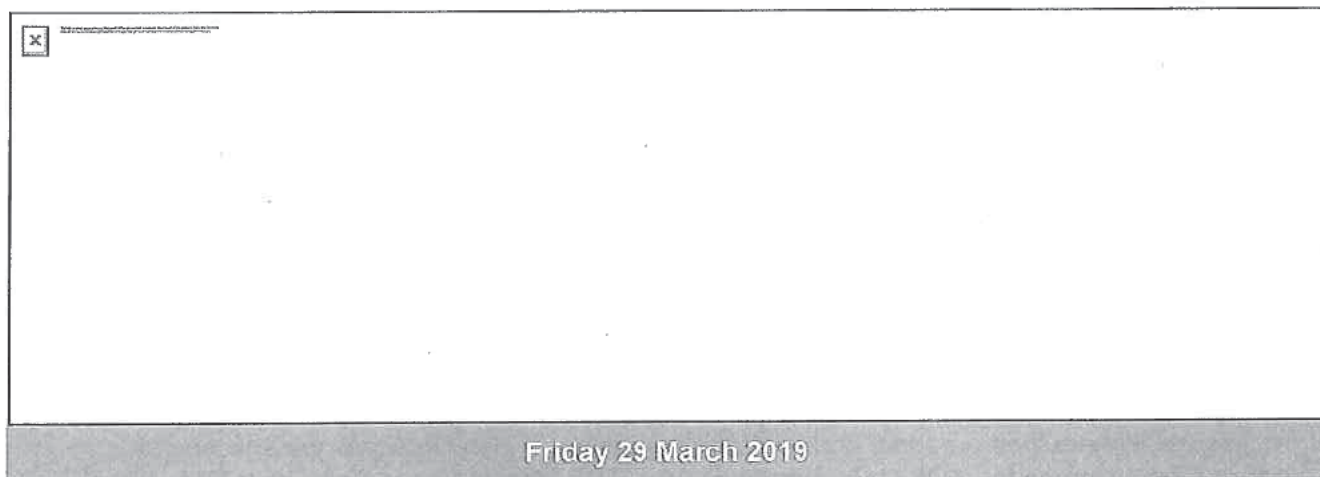
**West, Alice (Health)**

---

**From:** Dal Molin, Vanessa (Health) on behalf of DGACTHealth  
**Sent:** Friday, 29 March 2019 3:16 PM  
**To:** ###All Staff, Health  
**Subject:** A message from the Director General - Weekly wrap up - 29 March 2019

**Importance:** High

UNCLASSIFIED



Hi everyone,

**Culture Review making inroads**

Steady momentum continues to address the 20 recommendations outlined in the Independent Review into Workplace Culture's final report.

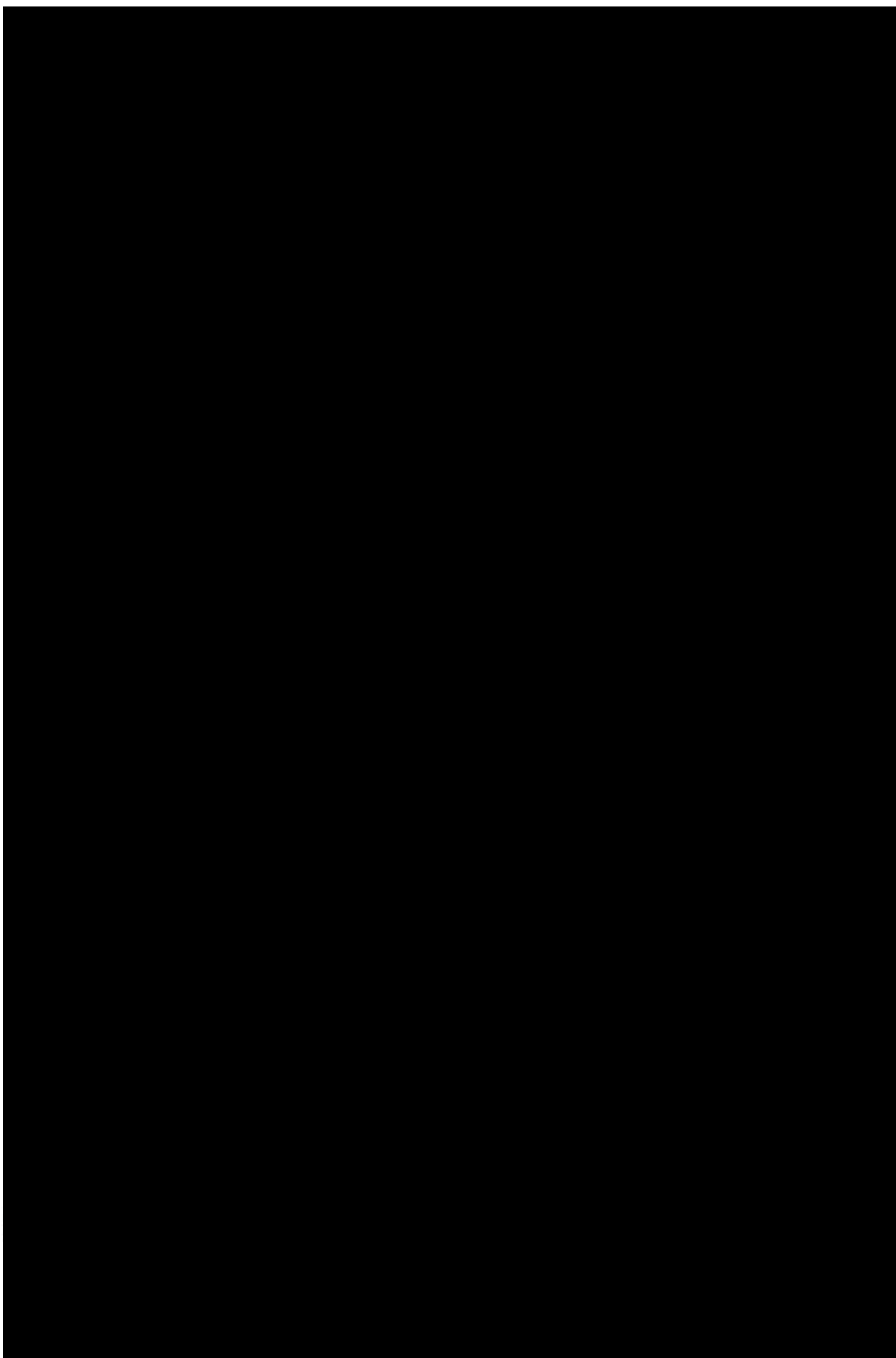
The first meeting of the Culture Review Oversight Group was held yesterday. All Members demonstrated a firm and cohesive commitment to work together to drive positive change and ensure the culture and wellbeing of health system employees remains a priority for everyone.

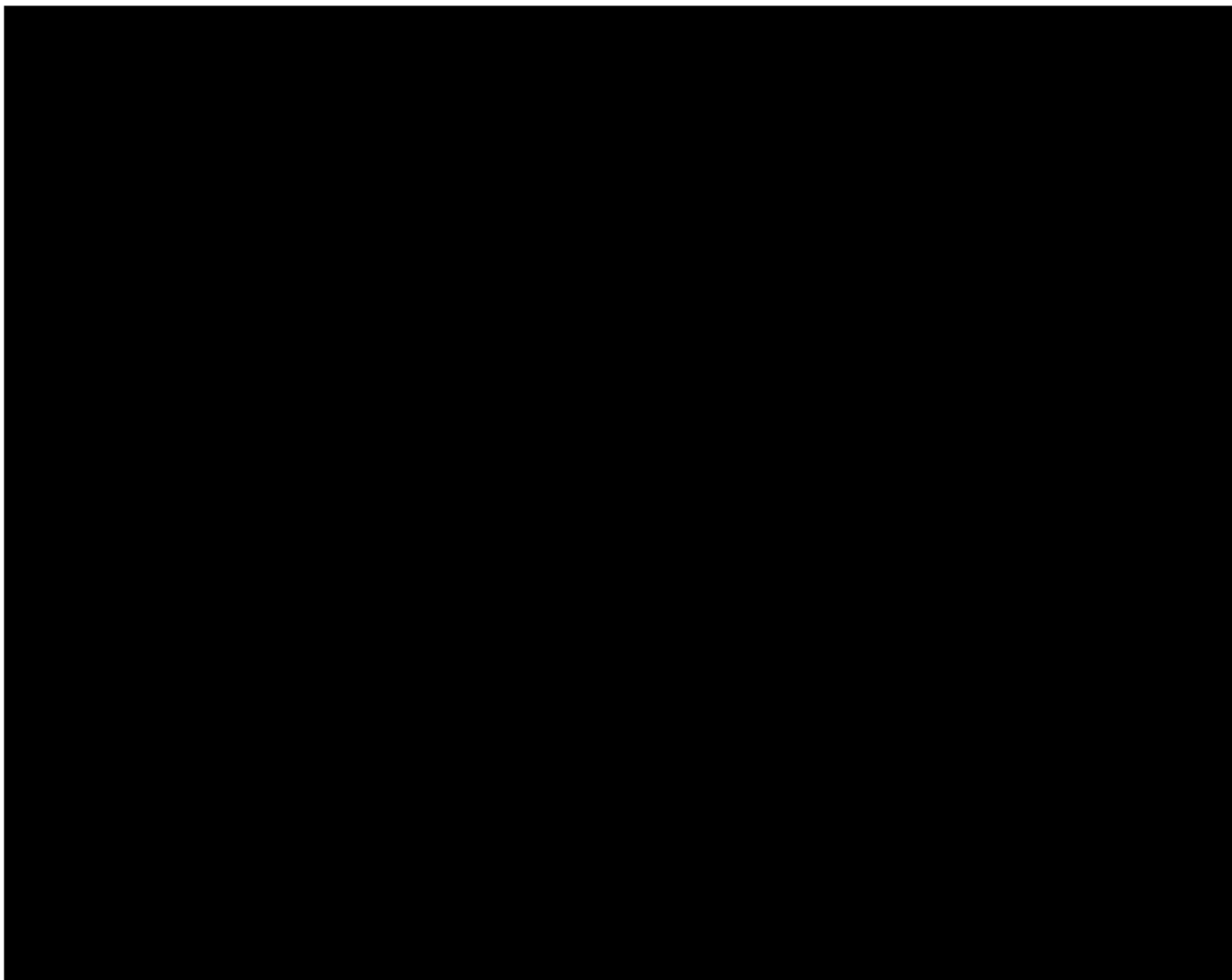
The Group, chaired by Minister for Health and Wellbeing Meegan Fitzharris, has been established to drive the implementation of all recommendations of the Independent Review and ensure a strong governance framework for the territory-wide response. A communiqué with outcomes from the meeting is now publicly available.

I am also pleased to announce that Ms Jodie Junk-Gibson will commence in the newly established role of Executive Branch Manager, Culture Review Implementation. She will start during the first week of April.

Jodie will work closely with myself, the CEO of Canberra Health Services and the Regional CEO Calvary Health Care, as well as staff and executives across the three organisations, to support the effective and timely implementation of the review's recommendations.

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





## Communique of meeting of 28 March 2019

The inaugural meeting of the Culture Review Oversight Group was held today in Canberra.

The meeting was Chaired by Ms Meegan Fitzharris MLA, Minister for Health and Wellbeing.

Minister Fitzharris brought the oversight group together for the first meeting in recognition of the important role this group will play in overseeing implementation activities following the formal conclusion of the Independent Review, after the Final Report was handed down on 7 March 2019.

While much of the inaugural meeting was dedicated to setting up the structures for the Culture Review Oversight Group to operate effectively, members also committed to overseeing the process and implementing the Independent Review's recommendations as soon as possible.

Members of the group including the Minister for Mental Health, Minister Rattenbury, executive leadership of ACT Health, Canberra Health Services and Calvary as well as industrial and professional organisations are committed to overseeing the process and implementing recommendations as soon as possible. Strong accountability and governance will ensure lasting changes are implemented, with a focus on supporting staff and ensuring they are able to do the wonderful work they do; caring for our community.

Significant items discussed by the Culture Review Oversight Group today included:

### Membership

The membership of the Culture Review Oversight Group is outlined in Recommendation 18 of the Final Report of the Independent Review into Workplace Culture in ACT Public Health Services as follows:

- Minister for Health and Wellbeing (Chair)
- Minister for Mental Health
- Director-General, Health Directorate
- Chief Executive Officer, Canberra Health Services
- Regional Chief Executive Officer, Calvary ACT
- Regional Secretary, CPSU
- Branch Secretary, ANMF ACT
- President, AMA ACT
- Executive Director, Health Care Consumers Association (ACT)
- *Executive Branch Manager, Culture Review Implementation Team [ex-officio]*



After careful consideration of key themes around clinical engagement and research in the Independent Review's Final Report, the Oversight Group agreed that the Chair should invite the following people to join the membership of the Culture Review Oversight Group:

- President, ASMOF ACT
- President, VMOA ACT
- Dean, College of Health and Medicine ANU
- Executive Dean, Faculty of Health, University of Canberra

### Terms of Reference

The meeting considered draft Terms of Reference (TORs) which have been developed in line with the recommendations of the Review, and will proceed to finalise TOR out of session.

### Implementation Timeline

The Culture Review Oversight Group noted the implementation timeline in the Independent Review's Final Report and the significant work to be undertaken in the ACT public health care system to implement the Independent Review's recommendations in a timely manner.

### Government Response

The Culture Review Oversight Group noted that the Government Response will be tabled in the Legislative Assembly in the May 2019 Sittings.

### Meeting schedule for 2019

The Culture Review Oversight Group agreed to meet every 3 months with the next meeting to be held in June 2019.

#### Media contacts:

<b>ACT Health</b>	M 0403 344 080	E <a href="mailto:healthmedia@act.gov.au">healthmedia@act.gov.au</a>
<b>Canberra Health Services</b>	M 0466 948 935	E <a href="mailto:chsmedia@act.gov.au">chsmedia@act.gov.au</a>
<b>Calvary Health Care</b>	M 0432 130 693	E <a href="mailto:calvary@calvary-act.com.au">calvary@calvary-act.com.au</a>
<b>Minister Fitzharris Media contact:</b>		
<b>Claire Johnston</b>	M 0452 597 459	E. <a href="mailto:ClaireV.johnston@act.gov.au">ClaireV.johnston@act.gov.au</a>
<b>Minister Rattenbury Media contact:</b>		
<b>Lisa Wills</b>	M 0481 035 764	E. <a href="mailto:Lisa.Wills@act.gov.au">Lisa.Wills@act.gov.au</a>

***Culture Review Oversight Group Members***

<b>Name</b>	<b>Title</b>
Ms Meeghan Fitzharris MLA	Minister for Health and Wellbeing (Chair)
Mr Shane Rattenbury MLA	Minister for Mental Health (Deputy Chair)
Mr Michael De'Ath	Director-General, Health Directorate
Ms Bernadette McDonald	Chief Executive Officer, Canberra Health Services
Ms Barbara Reid	Regional Chief Executive Officer, Calvary ACT
Ms Madeline Northam	Regional Secretary, CPSU
Mr Matthew Daniel	Branch Secretary, ANMF ACT
Dr Antonio Di Dio	President, AMA ACT
Ms Darlene Cox	Executive Director, Health Care Consumers Association (ACT)
Dr Richard Singer	President, ASMOF ACT
Dr Peter Hughes	President, VMOA ACT
Professor Russell Gruen	Dean, College of Health and Medicine ANU
Professor Michelle Lincoln	Executive Dean, Faculty of Health, University of Canberra

***Other Attendees***

<b>Name</b>	<b>Title</b>
Jodie Junk-Gibson	Executive Branch Manager, Culture Review Implementation, Office of the Director General
Ministerial staffers	



# MINISTERIAL

Minister for Health

Ministerial Number:

MIN19/411

## Initiated Brief: (Minister for Health and Wellbeing) First Meeting of the Culture Review Oversight Group (CROG) - 28 March 2019

# URGENT

Action Required:	No	Reply by Minister	No	Full Speech
	No	Reply by ACT Chief Minister	No	Reply by Email
	Yes	Brief to Minister	No	Fast Facts Talking Points (1Page)
	No	Brief to ACT Chief Minister	No	Media Release
	No	Verbal brief OK	No	Media Alert
	No	Advisory Note	No	Arrangements Brief
	No	Action As Necessary (please advise)	No	Guest List
	No	Info Only	No	Telephone Response OK
	No	Dept Officer to Attend	No	Departmental Response

Comments for Cover Sheet:

Date Due to MAGS - (MLO Use Only)

22/3/19

F/MLO 22/3

TUN 19 22/3

MLO - 22/3

Registry file number:

Action Required	Resp.Of	DATE COMPLETED	Cleared
QA & send to Senior Manager/Director-General	Ministerial Liaison Officer	22/03/2019	<input type="checkbox"/>
Complete By 27/03/2019 at 10:03 AM			
Action Required		DATE COMPLETED	Cleared
Package for Ministers Office	Ministerial Liaison Officer		<input type="checkbox"/>
Complete By 27/03/2019 at 1:03 PM			
Action Required		DATE COMPLETED	Cleared
Signed off & sent back to MLO	Departmental Liaison Officer		<input type="checkbox"/>
Complete By 5/04/2019 at 1:03 PM			
Action Required		DATE COMPLETED	Cleared
Finalise & distribute	Ministerial Liaison Officer		<input type="checkbox"/>
Complete By 8/04/2019 at 1:03 PM			



CORRESPONDENCE CLEARANCE

Subject: **Initiated Brief: (Minister for Health and Wellbeing) First Meeting of the Culture Review Oversight Group (CROG) - 28 March 2019**

Number: **MIN19/411**

Date Due: \_\_\_\_\_

Director-General - ACT Health: \_\_\_\_\_  Date: 22/3/19

Deputy Director-General - Corporate Services: \_\_\_\_\_ Date: \_\_\_\_\_

Deputy Director-General - Health Systems, Policy and Research: \_\_\_\_\_ Date: \_\_\_\_\_

Chief Health Officer: \_\_\_\_\_ Date: \_\_\_\_\_

Co-ordinator-General - Mental Health and Wellbeing: \_\_\_\_\_ Date: \_\_\_\_\_

Professional Leads: \_\_\_\_\_ Date: \_\_\_\_\_

Contextually Correct

Grammatically Correct

Spell Checked

Position: \_\_\_\_\_

Area name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Director - Area name: \_\_\_\_\_ Date: \_\_\_\_\_

Senior Manager -Area name: \_\_\_\_\_ Date: \_\_\_\_\_

Manager -Area name: \_\_\_\_\_ Date: \_\_\_\_\_

Communications - ACT Health Directorate: \_\_\_\_\_ Date: \_\_\_\_\_

Ministerial and Government Services - ACT Health Directorate: \_\_\_\_\_ Date: \_\_\_\_\_

Other: \_\_\_\_\_ Date: \_\_\_\_\_



## MINISTERIAL BRIEF

## Health Directorate

UNCLASSIFIED

To: Minister for Health and Wellbeing

Tracking No.: MIN19/411

From: Michael De'Ath, Director General

Subject: First meeting of the Culture Review Oversight Group

Critical Date: 28 March 2019

Critical Reason: Not applicable

• DG

**Purpose**

To provide you with the agenda and papers for the first meeting of the Culture Review Oversight Group (CROG).

**Recommendations**

That you:

1. Note the first meeting of the CROG will take place 10am-12pm on Thursday, 28 March 2019 in the ACT Legislative Assembly Building;

Noted / Please Discuss

2. Note the information contained in this brief;

Noted / Please Discuss

3. Note the attached draft media release for your consideration (Attachment A);

Noted / Please Discuss

4. Approve the attached Agenda and papers for distribution to members of the CROG prior to the first meeting; and

Agreed / Not Agreed / Please Discuss

- with one

amendment to TOR

- please watermark all documents prior to circulating

- please stress in circulation the need for these documents to be in the strictest confidence.



UNCLASSIFIED

5. Note in particular the approach taken for the referrals issue at paragraph 8 (Item 3.3 attached).

Noted / Please Discuss

Meegan Fitzharris MLA .....



26/3/2019

Minister's Office Feedback

### Background

1. You released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019.
2. The Report recommends the establishment of a Culture Review Oversight Group (CROG) which will be tasked with the oversight of the implementation of the recommendations.
3. The inaugural meeting of the CROG will be held 10am to 12pm on Thursday 28 March 2019. This date has been provided by your Office in consultation with the Office of the Minister for Mental Health.
4. I recently briefed you on the initial arrangements for the inaugural meeting of the CROG on Thursday 28 March 2019 and you signed letters inviting members to accept appointment to the CROG.
5. You have agreed to Chair the CROG and you have invited your colleague, the Minister for Mental Health to undertake the role of Deputy Chair.

### Issues

6. I have attached the draft Agenda and agenda papers for your approval. (Attachment B).
7. Regarding membership, you decided to invite the members as outlined in the Review recommendations and seek the CROG's agreement to invite four other members to join:
  - o President, ASMOF ACT
  - o President, VMOA ACT
  - o Dean, College of Health and Medicine ANU
  - o Executive Dean, Faculty of Health, University of Canberra

This has been noted in the agenda paper 3.1 and in the draft Terms of Reference.

UNCLASSIFIED

## UNCLASSIFIED

8. Of particular note on the agenda is paper 3.3 on the Referrals issue. The approach outlined in the agenda paper is that CROG allow the Senior Executives to investigate and work through issues within the areas referred by the Reviewers. Regular briefings on progress will be provided to CROG. The paper advises that individual referrals will not be discussed due to privacy considerations. The paper asks the CROG to note the approach. It is proposed to table this paper at the meeting rather than send it with the package of meeting papers.
9. I will provide you with an annotated agenda by cob Tuesday 26 March 2019.

**Financial Implications**

10. The implementation of recommendations arising from the Review Panel's Report will have financial implications for the Territory. A business case seeking new funding has been developed and is scheduled for consideration by Government in April 2019.

**Consultation**Internal

11. Not applicable

Cross Directorate

12. There has been consultation with the CEO CHS and the Regional Chief Executive Officer Calvary ACT.

External

13. Not applicable.

**Work Health and Safety**

14. Not applicable.

**Benefits/Sensitivities**

15. There may be criticism from various groups that they were not included. It is not possible to include every group without the Committee becoming unwieldy. The major employee groups are covered in the proposed membership.
16. The Culture Review is of interest to the health sector and the Canberra community more generally. The establishment of the CROG will help to reassure the community that the recommendations of the Review will be implemented in a timely manner.

**Communications, media and engagement implications**

17. The inaugural meeting of the CROG at 10am on 28 March 2019 provides a media opportunity. A draft media release is attached for your consideration. (Attachment A)

Signatory Name: Michael De'Ath

Phone: x 50823

Action Officer: Tania Vlahos

Phone: 51249435

UNCLASSIFIED

UNCLASSIFIED

**Attachments**

Attachment	Title
Attachment A	Draft media release on the inaugural CROG meeting
Attachment B	Agenda and Meeting papers for inaugural meeting of the CROG

UNCLASSIFIED



## Meegan Fitzharris MLA

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

Member for Yerrabi

XX March 2019

# Implementation of the Independent Workplace Culture Review underway

Today the first meeting of the new Culture Review Oversight Group took place, with members coming together to make a public commitment to collectively implement recommendations of the Independent Review into Workplace Culture within ACT Public Health Services.

Establishment of the new Oversight Group was a key recommendation of the Workplace Culture Review, which was released earlier this month.

As well as making the public commitment to collectively implement all recommendations, the Group endorsed the Terms of Reference and confirmed the final membership.

Minister for Health and Wellbeing Meegan Fitzharris, who is the chair, said that the first meeting of the Group was a positive symbol of the work that was to come.

"The Government is committed to driving the change we need to see in our public health system," Minister Fitzharris said.

"I am pleased to say the new Oversight Group is now established and will drive the implementation of all recommendations of the Independent Review and ensure a strong governance framework for the territory-wide response.

"But to drive the changes that are needed and to truly effect positive change to the workplace culture across our health system, we need everyone to come together and work together.

"That's why, the final membership of the Group will also include the ACT Visiting Medical Officers Association, the Australian Salaried Medical Officer's Federation and the two Deans of the Faculties of Health at Australian National University and the University of Canberra, amongst our leaders and key stakeholders across the public health system."

---

### ACT Legislative Assembly

Phone (02) 6205 0051 Email: [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)

@ MeeganFitzMLA

MeeganFitzharrisMLA



CANBERRA





## Meegan Fitzharris MLA

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

Member for Yerrabi

Minister Fitzharris said the Oversight Group wouldn't be the only forum for health leaders and clinical experts to get involved in improving the health system.

"Since the final report of the Workplace Culture Review was released earlier this month, we have also opened expressions of interest for clinical experts who wish to be a part of the ACT's new Clinical Leadership Forum," Minister Fitzharris said.

"We want our senior health leaders to be more engaged in how we plan and provide public health services, which is increasingly important as our city grows.

"The Clinical Leadership Forum will play an important role in providing independent and expert advice to the ministers on infrastructure and health services planning, clinical culture, and training and education, and I encourage interested people to apply to the EOI." Minister Fitzharris said.

Meetings of the Culture Review Oversight Group will be held quarterly. The Group will provide a quarterly update to the Government, which will be released publicly as a communique.

The final membership of the Review Group includes the:

- Minister for Health and Wellbeing (Chair) and Minister for Mental Health
- Director-General of the ACT Health Directorate
- Chief Executive Officer of Canberra Health Services
- Regional Chief Executive Officer of Calvary ACT
- Regional Secretary of the CPSU
- Branch Secretary of the ANMF ACT
- President of the AMA ACT
- President of the Health Care Consumers Association (ACT)
- President of the ASMOF
- President of the VMOA ACT
- Dean, College of Health and Medicine ANU
- Executive Dean, Faculty of Health, University of Canberra

The Terms of Reference of the Group are at: (INSERT)

---

### ACT Legislative Assembly

Phone (02) 6205 0051 Email: [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)

@MeeganFitzMLA

MeeganFitzharrisMLA





## Meegan Fitzharris MLA

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

Member for Yerrabi

Applications for the Clinical Leadership Forum EOI process are due by 12 April 2019. Further information can be found at: [www.health.act.gov.au/health-professionals/clinical-leadership-forum](http://www.health.act.gov.au/health-professionals/clinical-leadership-forum)

**Statement ends**

**Media contact/s:**

Claire Johnston T (02) 6205 0022 M 0452 597 459 [ClaireV.johnston@act.gov.au](mailto:ClaireV.johnston@act.gov.au)

---

**ACT Legislative Assembly**

Phone (02) 6205 0051 Email: [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)

@ MeeganFitzMLA

MeeganFitzharrisMLA





























































































































**West, Alice (Health)**

---

**From:** FITZHARRIS  
**Sent:** Wednesday, 27 March 2019 9:49 AM  
**Subject:** Culture Review Oversight Group - Inaugural Meeting - Agenda and Papers  
**Attachments:** Agenda and papers - Culture Review Oversight Group - 28-3-19.pdf

Dear Members,

Please find attached copies of the agenda and papers for the inaugural Culture Review Oversight Group meeting to be held on Thursday 28 March at 10am.

Please note Item 3.3 will be distributed at the meeting.

**Members are reminded of the confidential nature of the Culture Review Oversight Group. These materials are only intended for Members of the Culture Review Oversight Group and not to be shared further.**

It is requested that members please sign in at the Public Entrance of the ACT Legislative Assembly (196 London Circuit) prior to 10am tomorrow. You will then be escorted to the Meeting Room shortly before the meeting commences.

Kind regards,

Hanna

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

☎: (02) 6205 0051 | E: [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)























































































## MINISTERIAL BRIEF

## Health Directorate

UNCLASSIFIED

<b>To:</b>	Minister for Health and Wellbeing	Tracking No.: MIN19/466
<b>From:</b>	Michael De'Ath, Director General	
<b>Subject:</b>	Draft minutes of the first meeting of the Culture Review Oversight Group	
<b>Critical Date:</b>	Not applicable	
<b>Critical Reason:</b>	Not applicable	

- DG

9/4/19

**Purpose**

To provide you with the draft minutes of the inaugural meeting of the Culture Review Oversight Group ('Oversight Group') and letters to members.

**Recommendations**

That you:

- Note the information contained in this brief;

Noted / Please Discuss

- Approve the draft minutes of the first Culture Review Oversight Group (Attachment A) meeting held on 28 March 2019 for circulation to members with a view to endorsement by members of the Group at the 11 June 2019 meeting;

Agreed / Not Agreed / Please Discuss

- Approve the updated draft Terms of Reference for the Culture Review Oversight Group (Attachment B), for circulation to members with a view to endorsement by members of the Group at the 11 June 2019 meeting;

Agreed / Not Agreed / Please Discuss

- Approve the updated draft Terms of Reference for the Culture Review Implementation Steering Group (Attachment C), for noting by members;

Agreed / Not Agreed / Please Discuss

UNCLASSIFIED



UNCLASSIFIED

5. Note the date for the next meeting of the Culture Review Oversight Group at 10am on 11 June 2019.

*see below*Noted / Please Discuss

6. Agree to sign the attached letters to members of the Culture Review Oversight Group (Attachment D).

Agreed / Not Agreed / Please Discuss

*Please amend, as discussed*Meegan Fitzharris MLA ..... *7.5.19*

## Minister's Office Feedback

- Re. 5 Please ensure a 'save the date' invite is sent asap.*
- Re. 6. Please incl. draft agenda.*

**Background**

1. You chaired the inaugural meeting of the Culture Review Oversight Group on Thursday 28 March 2019.
2. At that meeting, the Group agreed to amend: the membership; the draft Terms of Reference for the Oversight Group; and the draft Terms of Reference for the Culture Review Implementation Steering Group (CRISG).

**Issues**Draft Minutes of the inaugural Culture Review Oversight Group meeting – 28 March 2019

3. The draft minutes of the inaugural Culture Review Oversight Group meeting on 28 March 2019 are attached for your consideration and endorsement as appropriate (Attachment A).
4. When you have agreed to the draft minutes they will be sent to Culture Review Oversight Group members, as per the stipulation in the draft Terms of Reference, that they be sent out within two weeks of the meeting.
5. The draft minutes will be tabled at the June 2019 Culture Review Oversight Group meeting with a view to formal endorsement by the Group.

UNCLASSIFIED

## UNCLASSIFIED

Updated Draft Terms of Reference for the Culture Review Oversight Group

6. The draft Terms of Reference (TORs) for the Culture Review Oversight Group have been amended as requested by the Group (Attachment B).
7. Changes are tracked and highlighted in the document. The changes are those endorsed by the Group including: membership; possible appointment of an official proxy; and tightening of some of the wording around role and functions.
8. Subject to your agreement, the updated draft TORs will be distributed to members, with the draft minutes.
9. The updated draft TORs will be tabled at the 11 June 2019 Culture Review Oversight Group meeting with a view to formal endorsement by the Group.

Updated draft Terms of Reference (TORs) for the Culture Review Implementation Steering Group (CRISG)

10. The updated draft Terms of Reference (TORs) for the CRISG are at Attachment C for your consideration.
11. The changes to the TORs requested by the Culture Review Oversight Group are highlighted for your information.
12. Subject to your agreement, the updated draft TORs will be distributed with the draft minutes for the Group to note.
13. When the CRISG has met and endorsed the TORs, they will be brought to the Culture Review Oversight Group meeting for noting as final.

Next meeting of the Oversight Group

14. The next meeting of the Oversight Group will take place at 10am on Tuesday 11 June 2019.
15. A draft agenda and agenda papers will be provided to you by mid May 2019.

Letters to the members of the Oversight Group

16. A draft letter to the members of the Culture Review Oversight Group is attached for your consideration and signature as appropriate (Attachment D).

**Financial Implications**

17. The implementation of recommendations arising from the Review Panel's Report will have financial implications for the Territory. A business case seeking new funding has been developed and is scheduled for consideration by Government in April 2019.

UNCLASSIFIED

UNCLASSIFIED

**Consultation**Internal

18. Not applicable.

Cross Directorate

19. There is ongoing consultation with the CEO CHS and the Regional Chief Executive Officer Calvary ACT on culture review implementation matters.

External

20. Not applicable.

**Work Health and Safety**

21. Not applicable.

**Benefits/Sensitivities**

22. The Culture Review is of interest to the health sector and the Canberra community more generally. The information around the establishment of the Culture Review Oversight Group will help to reassure the community that the recommendations of the Review will be implemented in a timely manner.

**Communications, media and engagement implications**

23. The next meeting of the Culture Review Oversight Group is penciled in your diary for 10am 11 June 2019.

Signatory Name:	Michael De'Ath	Phone:	x 50823
Action Officer:	Tania Vlahos	Phone:	x 49435

**Attachments**

Attachment	Title
Attachment A	Draft minutes of the inaugural meeting of the Culture Review Oversight Group
Attachment B	Updated draft TORs for the Culture Review Oversight Group
Attachment C	Updated draft TORs for the CRISG
Attachment D	Letters to the members of Culture Review Oversight Group

UNCLASSIFIED



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

Mr Shane Rattenbury MLA  
 Minister for Mental Health  
 ACT Legislative Assembly  
 London Circuit  
 CANBERRA ACT 2601

*please update  
 as discussed on  
 3/5/19.*

Dear Culture Review Oversight Group member

Thank you again for agreeing to become a member of the Culture Review Oversight Group ('Oversight Group').

The next Oversight Group meeting will take place from 10am to 12pm on Tuesday 11 June 2019 in the ACT Legislative Assembly Building. As outlined at the Oversight Group meeting on 28 March 2019, it is my preference that members attend every meeting, however if you would like to request an official proxy, please do so in writing to me as soon as possible.

I have attached the draft minutes of the Oversight Group meeting of 28 March 2019 and the amended draft Terms of Reference (TORs) for the Oversight Group for your consideration. The draft minutes and amended draft TORs will be tabled at the next Oversight Group meeting on 11 June 2019.

I have also attached the amended draft Culture Review Implementation Steering Group (Implementation Steering Group) TORs for your information. These amended draft TORs will be brought back to an Oversight Group meeting for noting, when they have been endorsed by the Implementation Steering Group.

I look forward to meeting with you on 11 June 2019 and thank you for your continued commitment to this important work for the Canberra community. *any items you would*

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051 Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)

@MeeganFitzMLA

MeeganFitzharrisMLA







## MINISTERIAL BRIEF

ACT Health Directorate

UNCLASSIFIED

<b>To:</b>	Minister for Health and Wellbeing	Tracking No.: MIN19/466
<b>From:</b>	Michael De'Ath, Director-General	
<b>Subject:</b>	Culture Review Oversight Group – letter attaching draft agenda	
<b>Critical Date:</b>	14 May 2019	
<b>Critical Reason:</b>	Draft Agenda to go out a month before next meeting to allow for members to add their own agenda items	

• DG .../.../...

**Purpose**

To provide you with letters for your consideration and signature to the Culture Review Oversight Group members with the draft agenda and associated meeting papers.

**Recommendations**

That you:

1. Note the information contained in this brief; and

Noted / Please Discuss

2. Sign the attached letters (Attachment A) to Culture Review Oversight Group members about the draft agenda (Attachment B) and associated papers (Attachment C) (to be sent out by 13 May 2019 if possible);

*as amended electronically*

Agreed / Not Agreed / Please Discuss

Meegan Fitzharris MLA

15/5/19

Minister's Office Feedback

UNCLASSIFIED

## UNCLASSIFIED

**Background**

1. On 9 April 2019, I provided you with a brief on the inaugural meeting of the Culture Review Oversight Group (Oversight Group). With that brief, I attached a letter for your consideration attaching the draft minutes of the meeting; the updated draft Terms of Reference for the group; and the updated draft Terms of Reference for the Culture Review Implementation Steering Group.
2. In response to that brief you asked that a 'save the date' invite is sent ASAP to Oversight Group members and that the letters be amended to include the draft agenda for the next meeting.

**Issues**

3. I understand that your office sent a 'save the date' invitation to all members of the Oversight Group.
4. I have attached the updated letters to Oversight Group members for your consideration and signature as appropriate.

**Financial Implications**

5. Not applicable.

**Consultation**Internal

6. Not applicable.

Cross Directorate

7. Not applicable.

External

8. Not applicable.

**Work Health and Safety**

9. Not applicable.

**Benefits/Sensitivities**

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

**Communications, media and engagement implications**

11. The next meeting of the Culture Review Oversight Group is in your diary for 10am on 11 June 2019.

Signatory Name: Jodie Junk-Gibson

Phone:

Action Officer: Tania Vlahos

Phone: x49435

UNCLASSIFIED

UNCLASSIFIED

## Attachments

Attachment	Title
Attachment A	Letters to Culture Review Oversight Group members
Attachment B	Draft agenda for the Culture Review Oversight group meeting on 11 June 2019
Attachment C	Draft minutes of the meeting on 28 March 2019; the draft updated TORS for the Oversight Group and the draft updated TORS for the Culture Review Implementation Steering Group.

UNCLASSIFIED

**West, Alice (Health)**

---

**From:** FITZHARRIS  
**Sent:** Thursday, 23 May 2019 1:46 PM  
**To:** ACT Health DLO  
**Cc:** Attridge, Vanessa; Phillips, Georgia; Nock, Thomas  
**Subject:** CROG Letters  
**Attachments:** Signed Sent Letters.zip

**Importance:** High

Hi Chadia,

Confirming all 13 CROG letters have been sent. The final versions of the letters and attachments can be found in the attached folder, for your records.

Hanna

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

P: (02) 6205 0051 | E: [hanna.froehlich@act.gov.au](mailto:hanna.froehlich@act.gov.au)







## Meegan Fitzharris MLA

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

Dr Antonio Di Dio  
 President  
 Australian Medical Association (ACT) Ltd  
 PO Box 560  
 CURTIN ACT 2605

Dear Dr Di Dio *Antonio*

Thank you for your participation in the Culture Review Oversight Group ('Oversight Group').

The next Oversight Group meeting will take place from 10am to 12pm on Tuesday 11 June 2019 in the ACT Legislative Assembly Building. I have attached a draft agenda and welcome suggestions for any additional item/s by 29 May 2019.

I foreshadowed at our inaugural meeting that I would invite the Health Services Commissioner, Ms Karen Toohey, to present to the Oversight Group and I am pleased that she will be able to attend to discuss her role and how the Commission's work may support the implementation of the Review's recommendations.

I will forward the final agenda and agenda papers for Items 5 and 6 at least seven days prior to our meeting.

In advance, I have attached the draft minutes of the Oversight Group meeting of 28 March 2019 and the amended draft Terms of Reference (TORs) for the Oversight Group.

I look forward to our meeting on 11 June 2019 and thank you for your continued commitment to this important work for the Canberra community.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

*23/5/2019*

### ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051 Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA





## Meegan Fitzharris MLA

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

Dr Richard Singer  
 President  
 ASMOF (ACT Branch)  
 Locked Mail Bag No 13  
 GLEBE NSW 2037

Dear Dr Singer *Richard*

Thank you again for agreeing to become a member of the Culture Review Oversight Group ('Oversight Group').

The next Oversight Group meeting will take place from 10am to 12pm on Tuesday 11 June 2019 in the ACT Legislative Assembly Building. I have attached a draft agenda and welcome suggestions for any additional item/s by 29 May 2019.

I foreshadowed at the inaugural meeting that I would invite the Health Services Commissioner, Ms Karen Toohey, to present to the Oversight Group and I am pleased that she will be able to attend to discuss her role and how the Commission's work may support the implementation of the Review's recommendations.

I will forward the final agenda and agenda papers for Items 5 and 6 at least seven days prior to our meeting.

In advance, I have attached the draft minutes of the Oversight Group meeting of 28 March 2019 and the amended draft Terms of Reference (TORs) for the Oversight Group.

I look forward to our meeting on 11 June 2019 and thank you for your continued commitment to this important work for the Canberra community.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

*23/5/2019*

### ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051 Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA





## Meegan Fitzharris MLA

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

Mr Shane Rattenbury MLA  
 Minister for Mental Health  
 ACT Legislative Assembly  
 London Circuit  
 CANBERRA ACT 2601

Dear Minister *Shane*

Thank you for your participation in the Culture Review Oversight Group ('Oversight Group').

The next Oversight Group meeting will take place from 10am to 12pm on Tuesday 11 June 2019 in the ACT Legislative Assembly Building. I have attached a draft agenda and welcome suggestions for any additional item/s by 29 May 2019.

I foreshadowed at our inaugural meeting that I would invite the Health Services Commissioner, Ms Karen Toohy, to present to the Oversight Group and I am pleased that she will be able to attend to discuss her role and how the Commission's work may support the implementation of the Review's recommendations.

I will forward the final agenda and agenda papers for Items 5 and 6 at least seven days prior to our meeting.

In advance, I have attached the draft minutes of the Oversight Group meeting of 28 March 2019 and the amended draft Terms of Reference (TORs) for the Oversight Group.

I look forward to our meeting on 11 June 2019 and thank you for your continued commitment to this important work for the Canberra community.

Yours sincerely

*M Fitzharris*  
 Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

*23/5/2019*

---

### ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051 Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA





## Meegan Fitzharris MLA

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

Mr Matthew Daniel  
 Branch Secretary  
 ANMF ACT  
 2/53 Dundas Court  
 PHILLIP ACT 2606

Dear Mr Daniel */ matt.*

Thank you for your participation in the Culture Review Oversight Group ('Oversight Group').

The next Oversight Group meeting will take place from 10am to 12pm on Tuesday 11 June 2019 in the ACT Legislative Assembly Building. I have attached a draft agenda and welcome suggestions for any additional item/s by 29 May 2019.

I foreshadowed at our inaugural meeting that I would invite the Health Services Commissioner, Ms Karen Toohey, to present to the Oversight Group and I am pleased that she will be able to attend to discuss her role and how the Commission's work may support the implementation of the Review's recommendations.

I will forward the final agenda and agenda papers for Items 5 and 6 at least seven days prior to our meeting.

In advance, I have attached the draft minutes of the Oversight Group meeting of 28 March 2019 and the amended draft Terms of Reference (TORs) for the Oversight Group.

I look forward to our meeting on 11 June 2019 and thank you for your continued commitment to this important work for the Canberra community.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

*23/5/2019*

### ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051 Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA







## Meegan Fitzharris MLA

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

Ms Bernadette McDonald  
 Chief Executive Officer  
 Canberra Health Services  
 PO Box 11  
 WODEN ACT 2606

Dear Ms McDonald *Bernadette*

Thank you for your participation in the Culture Review Oversight Group ('Oversight Group').

The next Oversight Group meeting will take place from 10am to 12pm on Tuesday 11 June 2019 in the ACT Legislative Assembly Building. I have attached a draft agenda and welcome suggestions for any additional item/s by 29 May 2019.

I foreshadowed at our inaugural meeting that I would invite the Health Services Commissioner, Ms Karen Toohey, to present to the Oversight Group and I am pleased that she will be able to attend to discuss her role and how the Commission's work may support the implementation of the Review's recommendations.

I will forward the final agenda and agenda papers for Items 5 and 6 at least seven days prior to our meeting.

In advance, I have attached the draft minutes of the Oversight Group meeting of 28 March 2019 and the amended draft Terms of Reference (TORs) for the Oversight Group.

I look forward to our meeting on 11 June 2019 and thank you for your continued commitment to this important work for the Canberra community.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

*23/5/2019*

---

### ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051 Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA





## Meegan Fitzharris MLA

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

Ms Darlene Cox  
 Executive Director  
 HCCA (ACT)  
 100 Maitland Street  
 HACKETT ACT 2602

Dear Ms Cox *Darlene*

Thank you for your participation in the Culture Review Oversight Group ('Oversight Group').

The next Oversight Group meeting will take place from 10am to 12pm on Tuesday 11 June 2019 in the ACT Legislative Assembly Building. I have attached a draft agenda and welcome suggestions for any additional item/s by 29 May 2019.

I foreshadowed at our inaugural meeting that I would invite the Health Services Commissioner, Ms Karen Toohey, to present to the Oversight Group and I am pleased that she will be able to attend to discuss her role and how the Commission's work may support the implementation of the Review's recommendations.

I will forward the final agenda and agenda papers for Items 5 and 6 at least seven days prior to our meeting.

In advance, I have attached the draft minutes of the Oversight Group meeting of 28 March 2019 and the amended draft Terms of Reference (TORs) for the Oversight Group.

I look forward to our meeting on 11 June 2019 and thank you for your continued commitment to this important work for the Canberra community.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

*23/5/2019*

### ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051 Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA





## Meegan Fitzharris MLA

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

Mr Michael De'Ath  
 Director-General  
 ACT Health Directorate  
 GPO Box 825  
 CANBERRA ACT 2601

Dear Mr De'Ath *Michael*

Thank you for your participation in the Culture Review Oversight Group ('Oversight Group').

The next Oversight Group meeting will take place from 10am to 12pm on Tuesday 11 June 2019 in the ACT Legislative Assembly Building. I have attached a draft agenda and welcome suggestions for any additional item/s by 29 May 2019.

I foreshadowed at our inaugural meeting that I would invite the Health Services Commissioner, Ms Karen Toohey, to present to the Oversight Group and I am pleased that she will be able to attend to discuss her role and how the Commission's work may support the implementation of the Review's recommendations.

I will forward the final agenda and agenda papers for Items 5 and 6 at least seven days prior to our meeting.

In advance, I have attached the draft minutes of the Oversight Group meeting of 28 March 2019 and the amended draft Terms of Reference (TORs) for the Oversight Group.

I look forward to our meeting on 11 June 2019 and thank you for your continued commitment to this important work for the Canberra community.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

*23/5/2019*

---

### ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051 Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA





## Meegan Fitzharris MLA

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

Ms Madeline Northam  
 Regional Secretary  
 CPSU (ACT)  
 1/40 Brisbane Avenue  
 BARTON ACT 2600

Dear Ms Northam

Thank you for your participation in the Culture Review Oversight Group ('Oversight Group').

The next Oversight Group meeting will take place from 10am to 12pm on Tuesday 11 June 2019 in the ACT Legislative Assembly Building. I have attached a draft agenda and welcome suggestions for any additional item/s by 29 May 2019.

I foreshadowed at our inaugural meeting that I would invite the Health Services Commissioner, Ms Karen Toohey, to present to the Oversight Group and I am pleased that she will be able to attend to discuss her role and how the Commission's work may support the implementation of the Review's recommendations.

I will forward the final agenda and agenda papers for Items 5 and 6 at least seven days prior to our meeting.

In advance, I have attached the draft minutes of the Oversight Group meeting of 28 March 2019 and the amended draft Terms of Reference (TORs) for the Oversight Group.

I look forward to our meeting on 11 June 2019 and thank you for your continued commitment to this important work for the Canberra community.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

23/5/2019

### ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051 Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA







## Meegan Fitzharris MLA

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

Ms Barbara Reid  
 Regional Chief Executive  
 Calvary ACT  
 Mary Potter Circuit  
 BRUCE ACT 2617

Dear Ms Reid *Barbara*

Thank you for your participation in the Culture Review Oversight Group ('Oversight Group').

The next Oversight Group meeting will take place from 10am to 12pm on Tuesday 11 June 2019 in the ACT Legislative Assembly Building. I have attached a draft agenda and welcome suggestions for any additional item/s by 29 May 2019.

I foreshadowed at our inaugural meeting that I would invite the Health Services Commissioner, Ms Karen Toohey, to present to the Oversight Group and I am pleased that she will be able to attend to discuss her role and how the Commission's work may support the implementation of the Review's recommendations.

I will forward the final agenda and agenda papers for Items 5 and 6 at least seven days prior to our meeting.

In advance, I have attached the draft minutes of the Oversight Group meeting of 28 March 2019 and the amended draft Terms of Reference (TORs) for the Oversight Group.

I look forward to our meeting on 11 June 2019 and thank you for your continued commitment to this important work for the Canberra community.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

*23/5/2019*

ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051 Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA





## Meegan Fitzharris MLA

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

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

Dear Professor Gruen

*Russell*

Thank you again for agreeing to become a member of the Culture Review Oversight Group ('Oversight Group').

The next Oversight Group meeting will take place from 10am to 12pm on Tuesday 11 June 2019 in the ACT Legislative Assembly Building. I have attached a draft agenda and welcome suggestions for any additional item/s by 29 May 2019.

I foreshadowed at the inaugural meeting that I would invite the Health Services Commissioner, Ms Karen Toohey, to present to the Oversight Group and I am pleased that she will be able to attend to discuss her role and how the Commission's work may support the implementation of the Review's recommendations.

I will forward the final agenda and agenda papers for Items 5 and 6 at least seven days prior to our meeting.

In advance, I have attached the draft minutes of the Oversight Group meeting of 28 March 2019 and the amended draft Terms of Reference (TORs) for the Oversight Group.

I look forward to our meeting on 11 June 2019 and thank you for your continued commitment to this important work for the Canberra community.

Yours sincerely

*Meegan Fitzharris*

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

*23/5/2019*

### ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051 Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA



CANBERRA



## Meegan Fitzharris MLA

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

Dr Peter Hughes  
 President  
 VMOA (ACT)  
 5 Ryan Street  
 CURTIN ACT 2605

Dear Dr Hughes

Thank you again for agreeing to become a member of the Culture Review Oversight Group ('Oversight Group').

The next Oversight Group meeting will take place from 10am to 12pm on Tuesday 11 June 2019 in the ACT Legislative Assembly Building. I have attached a draft agenda and welcome suggestions for any additional item/s by 29 May 2019.

I foreshadowed at the inaugural meeting that I would invite the Health Services Commissioner, Ms Karen Toohey, to present to the Oversight Group and I am pleased that she will be able to attend to discuss her role and how the Commission's work may support the implementation of the Review's recommendations.

I will forward the final agenda and agenda papers for Items 5 and 6 at least seven days prior to our meeting.

In advance, I have attached the draft minutes of the Oversight Group meeting of 28 March 2019 and the amended draft Terms of Reference (TORs) for the Oversight Group.

I look forward to our meeting on 11 June 2019 and thank you for your continued commitment to this important work for the Canberra community.

Yours sincerely

Meegan Fitzharris MLA  
 Minister for Health and Wellbeing

23/5/2019

### ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia  
 Phone +61 2 6205 0051 Email [fitzharris@act.gov.au](mailto:fitzharris@act.gov.au)



@MeeganFitzMLA



MeeganFitzharrisMLA

















**Allen, Jonas (Health)**

---

**From:** Dal Molin, Vanessa (Health) on behalf of DGACTHealth  
**Sent:** Wednesday, 30 January 2019 3:44 PM  
**To:** ###All Staff, Health  
**Subject:** An important message for staff in the ACT public health system [SEC=UNCLASSIFIED]

**Importance:** High



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

Dear colleagues,

You will be aware that on 10 September 2018, the Minister for Health and Wellbeing announced the establishment of an Independent Review into the Workplace Culture within ACT Public Health Services. On 21 September 2018, the Government released the terms of reference of the review and announced the appointment of an Independent Panel to lead it.

The terms of reference for the Review require the Panel to provide their Interim Report to the Minister for Health and Wellbeing by 31 January 2019. We understand that the Panel is on track to do this and that the Minister is likely to release the Interim Report by the end of this week.

We will carefully consider the contents of the Interim Report and recommendations. We will respond appropriately and establish a formal plan for implementation. Further details will be provided to you as soon as they are available.

We would like to assure you that we will be seriously considering the contents of the report and any recommendations made. This report provides us with an important opportunity to implement positive change within our organisations, building on the improvements that we have already achieved. We will be looking to all staff to assist in this process.

We are anticipating significant interest in the release of the Interim Report from staff, stakeholders and the media. We encourage you to discuss any concerns you may have with your executive leaders and line managers.

Other options for support include:

- talking to a Respect Equity and Diversity (RED) contact officer
- contacting your relevant Employee Assistance Program (EAP) for free, confidential counselling
- contacting the following Human Resources (HR) Units:

<b>Canberra Health Services Workforce Relations Unit</b>	Telephone: 5124 9610 Email: <a href="mailto:chswr@act.gov.au">chswr@act.gov.au</a>
<b>ACT Health Directorate HR Unit</b>	Telephone: 5124 9201 Email: <a href="mailto:HDHR@act.gov.au">HDHR@act.gov.au</a>
<b>Calvary HR Unit</b>	Telephone: 6264 7269 Email: <a href="mailto:hr@calvary-act.com.au">hr@calvary-act.com.au</a>

For urgent emotional and psychological support contact:

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

We will provide you with more information as soon as it becomes available.



**Michael De'Ath**

Director-General  
ACT Health



**Bernadette McDonald**

Chief Executive Officer  
Canberra Health Services



**Barbara Reid**

Regional Chief Executive Officer  
Calvary ACT

**Allen, Jonas (Health)**

---

**From:** Dal Molin, Vanessa (Health) on behalf of DGACTHealth  
**Sent:** Friday, 1 February 2019 10:40 AM  
**To:** ###All Staff, Health  
**Subject:** An important message for staff in the ACT public health system

UNCLASSIFIED For-Official-Use-Only



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

Dear colleagues

Earlier this week we wrote to you about the upcoming release of the Interim Report of the Independent Review into the Workplace Culture within ACT Public Health Services.

We can now advise that the Minister for Health and Wellbeing will publicly release the report later this morning. The Interim Report is now available for all staff to review. We encourage you to take the time to read it.

The Review Panel has indicated that they will meet with stakeholders over the coming week and look to finalise the report without delay.

We welcome the Panel's Interim Report. The ACT Government has agreed to all of the recommendations in principle, noting that this is an interim report. We will await the Final Report before developing a formal response.

The Government understands the importance of working with staff and stakeholders to put the final recommendations into practice in a way that drives the real change we need to see. We are commencing work to establish an Implementation Team, including the recruitment of a Project Lead, who will be tasked with developing a Territory wide project plan to implement the recommendations. As the recommendations span across all public health services, the Implementation Team will sit within the ACT Health Directorate, working closely with Canberra Health Services and Calvary.

There will be a strong governance framework in place to ensure there is alignment across all organisations and levels of leadership and to drive the implementation of the recommendations in the report. This will include the establishment of a Cultural Review Oversight Committee, to be chaired by the Minister for Health and Wellbeing, and an Implementation Steering Group, chaired by the Director General, ACT Health. Terms of Reference will be developed for both of these groups and will be shared with you.

As we have previously communicated to you, we are taking the report seriously—it provides us with a significant opportunity to all work together, across organisations, to improve our workplace culture and staff engagement.

The Government makes a significant investment in the delivery of public health services to ensure safe, high quality care is provided for the ACT community and the surrounding region. Whilst we are taking care of our community, we will also be working hard to ensure that all our staff are looked after and are provided with every opportunity to excel.

This is our opportunity to effect change in our working environments and lead the nation in developing a positive workplace culture across our health system. We are already seeing initiatives being rolled out that are designed to improve our workplace culture and provide you with additional mechanisms to raise and address your concerns.

If you have any questions about the Interim Report or the implementation process, please raise these with your managers in the first instance or email [CultureReviewImplementation@act.gov.au](mailto:CultureReviewImplementation@act.gov.au)

Staff forums will be held across the three organisations once the Final Report is released. More information about these forums will be provided soon.

Thank you everyone for your ongoing and active involvement in this process.



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



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



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



**Allen, Jonas (Health)**

---

**From:** Dal Molin, Vanessa (Health) on behalf of DGACTHealth  
**Sent:** Friday, 1 February 2019 5:53 PM  
**To:** ###All Staff, Health  
**Subject:** A Message from the Minister for Health and Wellbeing

UNCLASSIFIED



A message from  
**ACT Minister for Health and Wellbeing**  
Meegan Fitzharris MLA

Friday 1 February 2019

Good afternoon

Please see a message from Meegan Fitzharris, Minister for Health and Wellbeing, on the release of the Interim Report of the Independent Review into the Workplace Culture within ACT Public Health Services on [Health Hub](#).





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

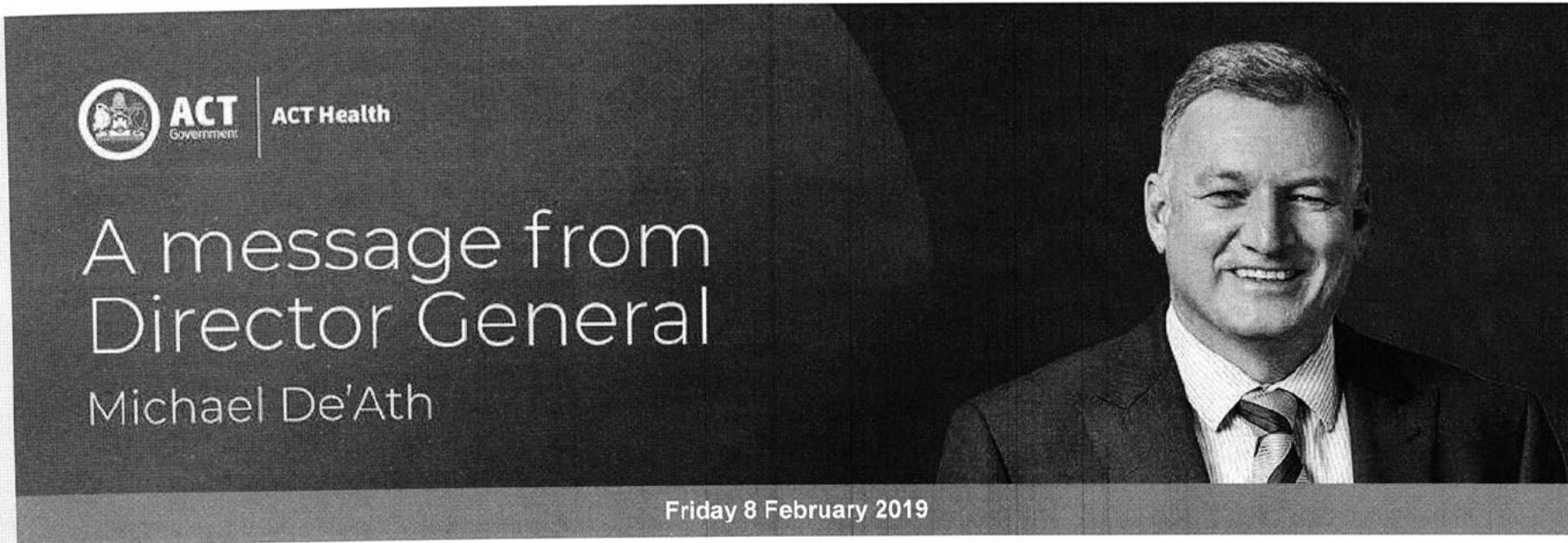
[www.health.act.gov.au](http://www.health.act.gov.au)

**Allen, Jonas (Health)**

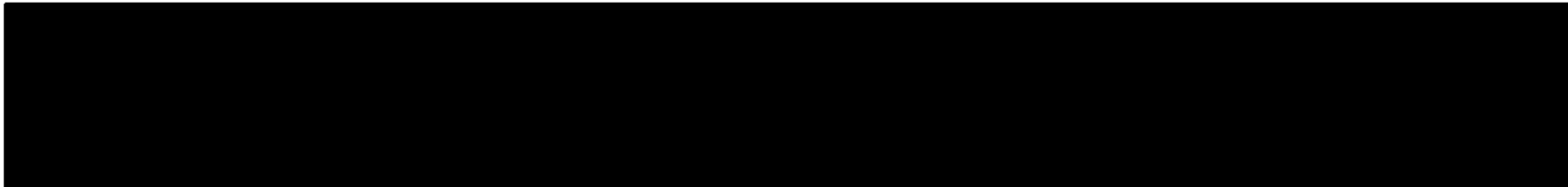
---

**From:** Dal Molin, Vanessa (Health) on behalf of DGACTHealth  
**Sent:** Friday, 8 February 2019 3:44 PM  
**To:** ###All Staff, Health  
**Subject:** A message from the Director General - Weekly wrap-up

UNCLASSIFIED For-Official-Use-Only



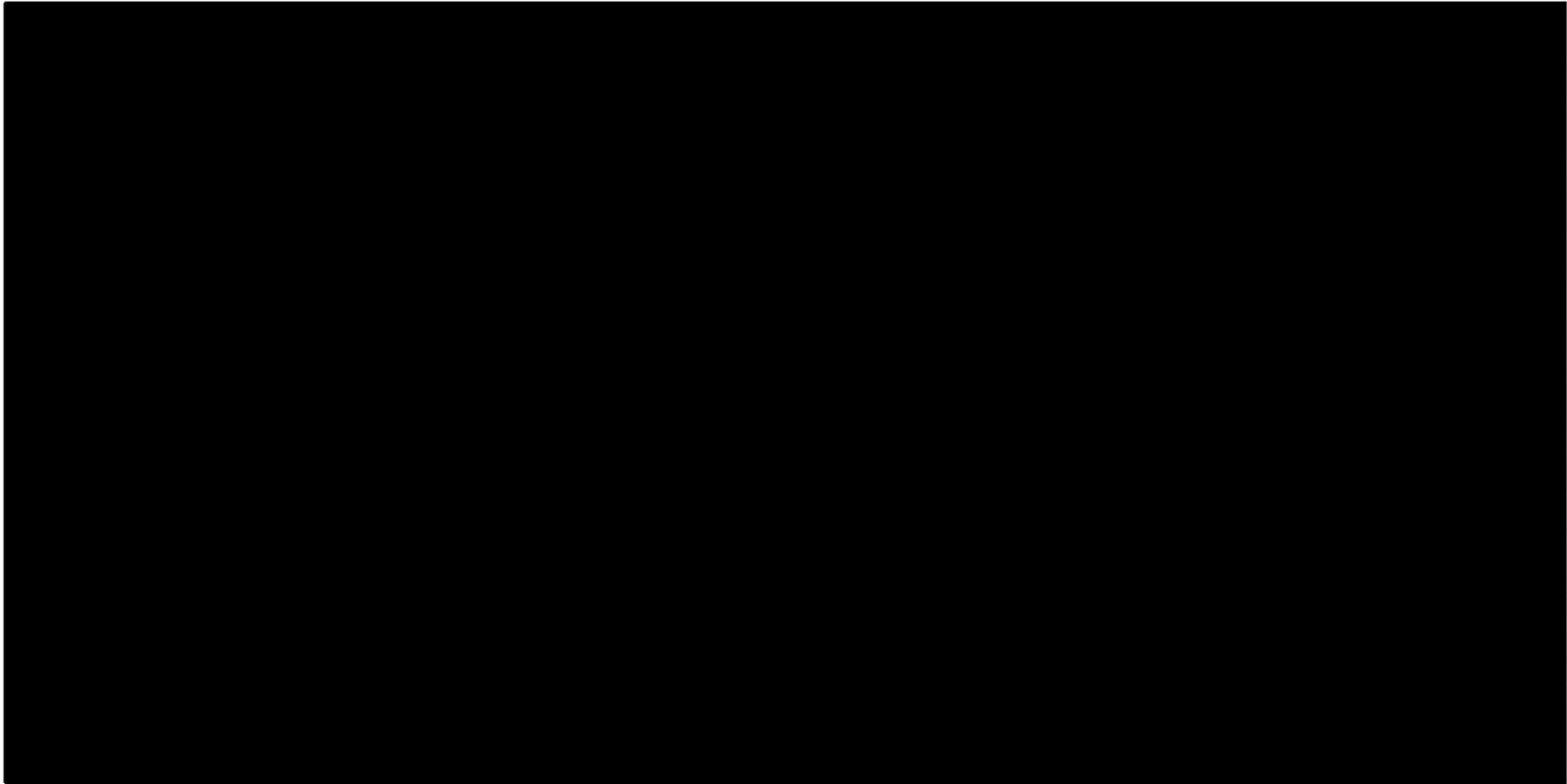
Hello everyone,

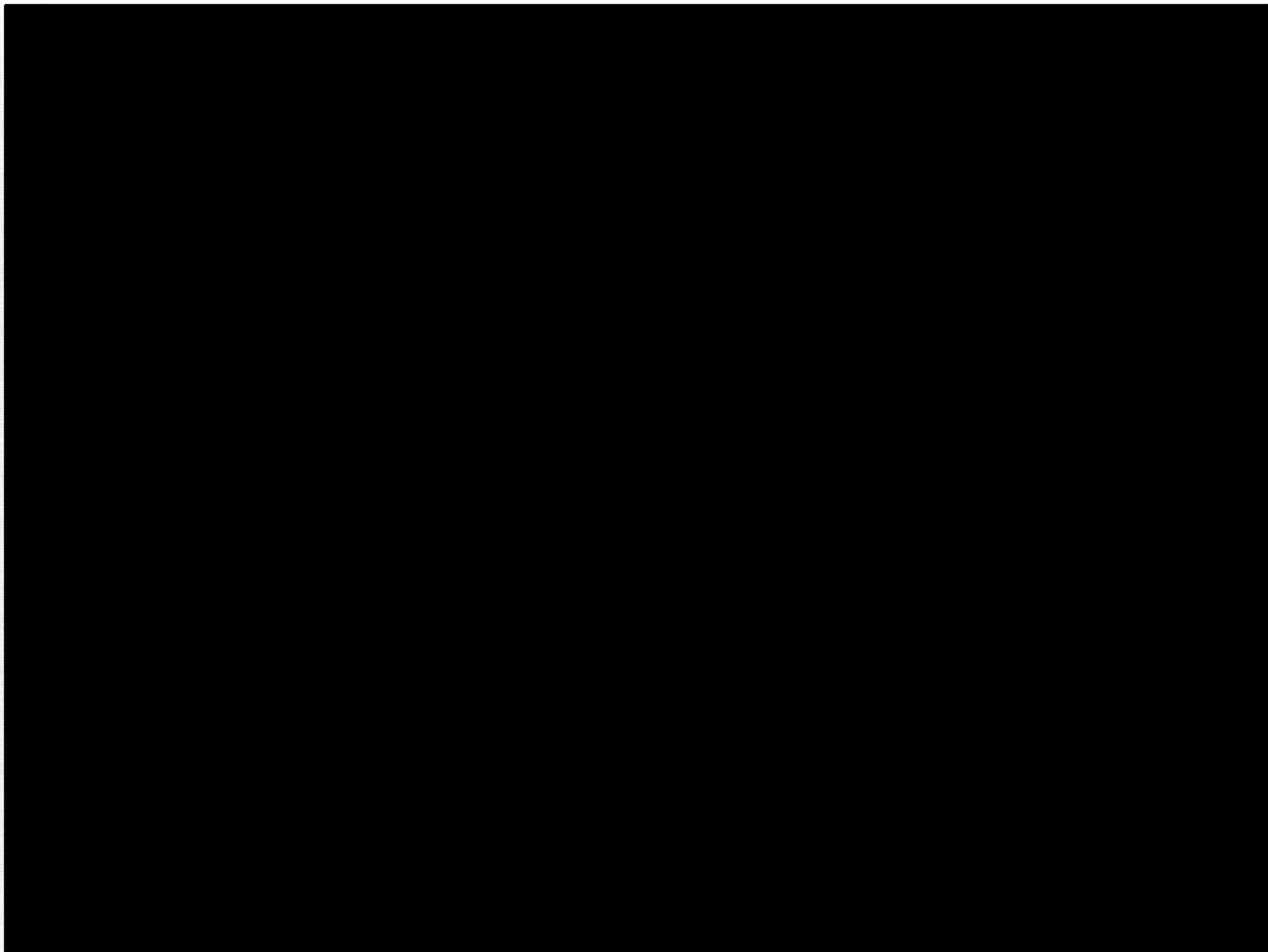



**Independent Review**

The Interim Report of the Independent Review into the Workplace Culture within ACT Public Health Services was released by the Minister for Health and Wellbeing last week. I want to reaffirm last week's messaging that we are taking the report seriously. This is an opportunity to make real change in our working environments. Across ACT Health Directorate, Canberra Health Services and Calvary Health Care, we will work as a team to ensure this is a priority, and that our organisations nurture a culture of high value, respect and safety.

If you have any questions about the report or the implementation process, please raise these with your managers or email [CultureReviewImplementation@act.gov.au](mailto:CultureReviewImplementation@act.gov.au) Once the Final Report is released, I will hold staff forums so that we can have open discussions about the review's findings and next steps. If you haven't already, I encourage you to view a video from the Minister for Health and Wellbeing Meegan Fitzharris MLA, addressing the Interim Report.








Until next week, take care! Michael

**Michael De'Ath**  
Director-General  
ACT Health  
[DGACTHealth@act.gov.au](mailto:DGACTHealth@act.gov.au)



[health.act.gov.au](http://health.act.gov.au)

**Allen, Jonas (Health)**

---

**From:** Chicco, Dee (Health) on behalf of DGACTHealth  
**Sent:** Wednesday, 6 March 2019 3:07 PM  
**To:** ##All Staff ACT Health  
**Subject:** An important message for staff in the ACT public health system

**Importance:** High

UNCLASSIFIED Sensitive



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

Colleagues,

Tomorrow, 7 March 2019, the Minister for Health and Wellbeing, Ms Meegan Fitzharris MLA, will release the final report of the Independent Review into the Workplace Culture within ACT Public Health Services. The Report will be available for staff to review from 11.00 am.

We anticipate the report will remain substantially the same as the interim report released on 1 February 2019. We understand that the panel was looking to refine the report, including the timeframes relating to implementation of the recommendations.



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

We would like to take this opportunity to reaffirm our position. We are taking the findings of the report and its recommendations very seriously and are unreservedly committed to change.

To do what is right for Canberra's health system, for all staff and our community, we will work together to ensure every recommendation is addressed and implemented. This is our commitment to you and to the ACT Government.

As previously communicated, moving forward a strong governance framework will be in place to ensure there is alignment across all organisations and levels of leadership to drive the implementation of the recommendations in the report.

- A Cultural Review Oversight Group, chaired by the Minister for Health and Wellbeing, will be established.
- An Implementation Steering Group, chaired by the Director General ACT Health Directorate, will be stood up in the coming weeks.
- An Implementation Team, tasked with developing a Territory-wide project plan to implement the report's recommendations, is in the process of being formed. As the recommendations span across all public health services the Implementation Team will sit within the ACT Health Directorate, but staff will work across the ACT Health Directorate, Canberra Health Services and Calvary Public Hospital.

Staff forums will be held across our three organisations in the coming weeks to provide an opportunity for all staff to discuss the final report. More information about these events will be provided soon. We urge you to attend these events and to continue engaging in open and honest conversations about organisational culture with us and your peers.

To those of you who made a submission to the review, thank you. Thank you for sharing your experiences so openly and honestly. Your contribution to this process will help us continue to build more positive and stronger workplace cultures for the future. We value and admire the work you all do to ensure the delivery of the highest quality care and support to our community. Thank you for your patience throughout the review's process.

Should you have any questions in relation to the final report, please email [CultureReviewImplementation@act.gov.au](mailto:CultureReviewImplementation@act.gov.au)

We would also like to remind you that if you need help and support, we encourage you to:

- talk to a Respect Equity and Diversity (RED) contact officer
- contact your relevant Employee Assistance Program (EAP) for free, confidential counselling
- contact the following Human Resources (HR) Units:

<b>Canberra Health Services Workforce Relations Unit</b>	Telephone: 5124 9610 Email: <a href="mailto:chswr@act.gov.au">chswr@act.gov.au</a>
<b>ACT Health Directorate HR Unit</b>	Telephone: 5124 9201 Email: <a href="mailto:HDHR@act.gov.au">HDHR@act.gov.au</a>
<b>Calvary HR Unit</b>	Telephone: 6264 7269 Email: <a href="mailto:hr@calvary-act.com.au">hr@calvary-act.com.au</a>



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



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



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