



**ACT**  
Government

**ACT Health**

FOI19-52



Dear 

### **Freedom of Information (FOI) Request: FOI19/52**

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the Act), received by ACT Health Directorate on 13 August 2019 in which you sought access to:

*“Minutes and other documents from any meetings of the Clinical Leadership Forum.”*

I am an Information Officer appointed by the Director-General of ACT Health under section 18 of the Act to deal with access applications made under Part 5 of the Act. ACT Health Directorate was required to provide a decision on your access application by **10 September 2019**.

#### Decision on access

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

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

I have decided to grant full access to all relevant documents. The documents released to you are provided as Attachment B to this letter.

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

- The FOI Act;
- The contents of the documents that fall within the scope of your request; and
- The Human Rights Act 2004.

#### Charges

Processing charges are not applicable to this request.

### Online publishing – disclosure log

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 Your personal contact details will not be published.

### Ombudsman review

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

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

The ACT Ombudsman  
GPO Box 442  
CANBERRA ACT 2601  
Via email: [ACTFOI@ombudsman.gov.au](mailto:ACTFOI@ombudsman.gov.au).

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

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

Further information may be obtained from the ACAT at:

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

If you have any queries concerning ACT Health Directorate's processing of your request, or would like further information, please contact the FOI Coordinator on (02) 5124 9829 or email [HealthFOI@act.gov.au](mailto:HealthFOI@act.gov.au).

Yours sincerely



Kylie Jonasson  
**Deputy Director-General**  
Health Systems, Policy and Research

9 September 2019

## FREEDOM OF INFORMATION REQUEST SCHEDULE

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

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

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

NAME		WHAT ARE THE PARAMETERS OF THE REQUEST			File No	
[REDACTED]		"Minutes and other documents from any meetings of the Clinical Leadership Forum."			FOI19/52	
Ref No	No of Folios	Description	Date	Status	Reason for non-release or deferral	Open Access release status
1.	1 - 5	Clinical Leadership Forum Minutes	24 July 2019	Full Release		YES
2.	6	Clinical Leadership Forum Agenda	24 July 2019	Full Release		YES
3.	7 – 10	Clinical Leadership Forum Meeting Paper 5.1 Terms of Reference	24 July 2019	Full Release		YES
4.	11 - 13	Clinical Leadership Forum Meeting Paper 5.2 Culture Review Implementation	24 July 2019	Full Release		YES
5.	14 – 15	Clinical Leadership Forum Communique	24 July 2019	Full Release		YES
<b>Total No of Docs</b>						
5						

# Minutes

24 July 2019

1.00pm-2.30pm

Level 5 Conference Room

2-6 Bowes Street, Woden

## Attendees:

- Rachel Stephen-Smith MLA, Minister for Health
- Melissa James, Chief of Staff, Office of Minister for Health
- Professor Imogen Mitchell, Senior Staff Specialist, Canberra Health Services & Dean of Medicine, Australian National University (Chair)
- Associate Professor Paul Craft, Clinical Director, Canberra and Ambulatory Support, Canberra Health Services
- Associate Professor Boon Lim, Clinical Director, Oncology and Gynaecology, Canberra Health Services
- Dr Frank Piscioneri, Clinical Director, Surgery, Canberra Health Services
- Nikki Johnston OAM, Registered Nurse and Nurse Practitioner, Clare Holland House
- Clinical Associate Professor Louise Stone, General Practitioner
- Dr Ahmed Mashhood, Clinical Director, Forensic Mental Health, Canberra Health Services
- Bernadette McDonald, Chief Executive Officer, Canberra Health Services
- Michael De'Ath, Director-General, ACT Health Directorate
- Barbara Reid, Regional Chief Executive Officer, Calvary ACT (1.00pm-2.00pm)

## Apologies:

No apologies.

---

## Item 1 Welcome and apologies

The Chair welcomed the Minister for Health and members and noted attendance and apologies.

Members introduced themselves and spoke to opportunities for the ACT health system in the next five years. The following opportunities were identified:

### Territory-wide Health Service Delivery

- Increased focus on women's health, including gynaecology.
  - Developing the network between the ACT and Southern New South Wales Local Health District (SNSWLHD) with a focus on maternal transfers and improving access to the tertiary maternity and neonatal services for women in the ACT and NSW.
  - Solutions and improvements to short and long-term surgical capacity.
  - Clear role delineation of hospitals across the ACT health system.
  - Collaboration across the ACT health system and with SNSWLHD to improve overall access to health services including adult mental health.
-

- 
- Identifying new models of service delivery, particularly in surgery, mental health, end of life care including palliative care.
  - Safety and high reliability of health care, which drives high-performance and better outcomes.
  - Improve whole of system care, including transition from within hospital to outside of hospital.
  - Engagement of General Practitioners to enable improved clinical handover and a safer system for the community to navigate.

#### Health and Medical Research

- Partnerships with universities to leverage research for the Canberra Region Cancer Centre to be a true comprehensive cancer centre for the ACT and region.
- Research into the way in which the community flows through the health system.
- Evidence-based treatment and how it is being used to achieve good outcomes.

#### Education and Training

- Partnerships with academic organisations to deliver on leading edge health care.

#### Designing a High-Performing Health System

- A health service and system focus to build on the existing solid foundation of services and staff, and to consider what the ACT can do better.
- Engagement with the community and clinicians.
- Working through challenges together.
- Growing, attracting and maintaining a high performing workforce and strong culture.

---

#### **Item 2** Conflicts of Interest and Declarations of Private Interest

The Chair undertook a request for conflicts of interest and declarations of private interest. There were no conflicts or declarations declared.

---

#### **Item 3** Introduction by Minister for Health

The Minister for Health introduced opportunities for the Clinical Leadership Forum (CLF) to work towards in building a high-quality health system.

The area of focus for Canberra Health Services, ACT Health Directorate, Calvary Public Hospital Bruce and the community is responding to the culture review. Workplace behaviours, engagement and training go towards making a positive culture, which will improve and deliver better outcomes for patients and consumers across the health care system.

---

---

The Culture Review Oversight Group (CROG) is chaired by the Minister for Health, with the Deputy Chair being the Minister for Mental Health. Membership is made up largely of Canberra Health Services and ACT Health Directorate senior representatives, unions and partners from the university sector. The CROG does not have a clinical leadership representative but the CLF has the potential to engage with clinicians on the ground and contribute to the outcomes of the recommendations from the Culture Review.

The work the ACT Health Directorate is undertaking to develop a Territory-wide Health Services Framework and plans that underpin different parts of the health system will need strong clinician input to build a coordinated framework across the health system. It is important to ensure we are doing the right thing at the right time, particularly with regard to how throughput is managed. The Canberra Health Services work around timely care is about ensuring patients have better outcomes and staff have a better working environment.

With regard to priorities at a territory-wide level, it is important to ensure the child and adolescent health plan links in with ensuring vulnerable families and children are receiving the support when they need it and the long-term outcomes are better for them. A priority for further policy development in the next 12 months will be looking at the complexities for families with very sick children who are required to engage with various areas across the health system.

Preventive health is a priority along with ensuring people who manage chronic illness and pain get the support they need in the community. Building a strong partnership with SNSWLHD is important for the ACT health system in becoming a centre of excellence for communities in the southern area of NSW.

There is a need to grow a workforce and attract additional excellent clinicians and to increase the availability of expertise in mental health.

In addition, Bernadette McDonald, Michael De'Ath and Barbara Reid identified the following priorities for the CLF to focus on:

- Better mechanisms to engage with clinicians to ensure their input and innovation is considered when planning and designing the health system.
- Providing a governance mechanism in the ACT health system for advice to be received and considered for decision.
- Communication and messaging in relation to the operations of the CLF to ensure the health system understands how staff can present ideas and innovation for consideration.
- Linkages with expertise from universities

---

#### **Item 4 Minutes of the Previous Meeting**

Inaugural meeting. No previous minutes to consider.

---

---

#### **4.1 Actions Arising**

Inaugural Meeting. No actions arising to consider.

---

### **Item 5 Discussion and Decision Items**

---

#### **5.1 Terms of Reference**

Discussion was held regarding the potential to expand the membership from six to eight with consideration given to representation from allied health and a consumer representative.

To facilitate the work plan and priorities of the CLF, it was proposed to change the meeting frequency from quarterly bi-monthly.

#### **Decisions:**

- The proposed amendments to the Terms of Reference were agreed with the Calvary ACT ex-officio member's title to be changed to Regional Chief Executive Officer, Calvary ACT.
- Agreement to propose an additional two members for the Forum with consideration be given to representation from allied health and a consumer representative.
- Agreement to propose the meeting frequency change from quarterly to bi-monthly.

#### **Action:**

- Michael De'Ath to provide advice to the Minister for Health in relation to expanding the membership by two.

#### **5.2 Culture Review Implementation**

Jodie Junk-Gibson attended to speak to the Agenda item.

Broadly, the culture review implementation strategy involves developing an evidence-based intervention designed to achieve cultural change. Discussion was held in relation to the need to effectively and regularly communicate work being progressed with regard to implementing the recommendations of the Culture Review. The communication and messaging will need to be expansive, consistent across the system, in plain English and targeted to a wide audience.

Communication will need to be broader than ACT Government email addresses.

The Culture Review Implementation Branch are working with communication teams across the system to identify mechanisms to communicate work progressed and effective means to engage with staff. One form of communication will be a communique from the Culture Review Oversight Group. A strategic communications plan is being developed.

To maintain alignment with the progress of Culture Review recommendations, it was agreed to include the Culture Review Implementation as a standing agenda item for the CLF.

#### **Action:**

- Culture Review Implementation to be included as a standing item on the CLF Agenda.
-

---

### 5.3 Forward Work Plan

Discussions was held regarding a forward Work Plan with the following early priorities identified:

- Develop a communications strategy inclusive of mechanisms for a clinical network of communication and engagement across the health system, less formal means of communication and communication on the operations and outcomes of the CLF.
- The Chair will task members out-of-session to provide input on how to engage with clinicians. The input will be consolidated into a communications strategy.
- Discharges from hospital – System issues with transition from primary care to community care.
- Cross border impact on the ACT health system and National Efficient Price.

#### Actions:

- Secretariat to consult with the ACT Health Directorate communications team in relation to developing a communications strategy for the CLF and provide advice to the Chair.
- Chair to seek input from members out-of-session on how to engage with clinicians.

### 5.4 Communication on Operations and Outcomes

A communique for distribution across the system will be prepared following bi-monthly meetings to communicate topics of discussion and work progressed by the CLF.

---

### Item 6 Other Business

---

Nil.

---

Next meeting:

2.00pm-3.30pm

26 September 2019

Venue TBC



## Agenda

24 July 2019

1.00pm-2.30pm

Conference Room, Level 5

2-6 Bowes Street, Woden

	Speaker	Time
<b>Item 1</b> Welcome and apologies	Chair	10 min
<b>Item 2</b> Conflicts of Interest and Declarations of Private Interest	Chair	5 min
<b>Item 3</b> Introduction	Minister for Health	15 min
<b>Item 4</b> Minutes of the previous meeting (no paper)	Chair	5 min
4.1 Actions arising (no paper)		
<b>Item 5</b> Discussion and Decision Items		
5.1 Terms of Reference (paper attached)	Chair	10 min
5.2 Culture Review Implementation (paper attached)	Jodie Junk-Gibson	15 min
5.3 Forward Work Plan (discussion)	Chair	20 min
5.4 Communication on Operations and Outcomes (discussion)	All	5 min
<b>Item 6</b> Other Business	Chair	5 min



## Meeting Paper

---

**Agenda Item:** 5.1

---

**Topic:** Terms of Reference

---

**Meeting Date:** 24 July 2019

---

**Action Required:** Decision

---

**Presenter:** Professor Imogen Mitchell, Chair

---

### Purpose

1. To seek endorsement of the updated Clinical Leadership Forum (the Forum) Terms of Reference at Attachment A.

### Background

2. The Forum Terms of Reference were approved by the previous Minister for Health and Wellbeing on 14 March 2019.

### Issues

3. On review of the approved Terms of Reference it was identified that the Chief Executive Officer of Calvary Public Hospital Bruce was not included as an ex-officio attendee under the membership.
4. The Terms of Reference have been updated to include the Chief Executive Officer of Calvary Public Hospital Bruce.
5. Reference to the Independent Review into the Workplace Culture within ACT public Health services has also been updated to reflect the correct name of the review.

### Recommendation

That the Committee endorses the updated Terms of Reference at Attachment A.

-

## Terms of Reference

<b>Role</b>	<p>The Clinical Leadership Forum (the Forum) is responsible for providing independent and expert clinical advice to the Ministers, with the aim of contributing to the continuous improvement of a high performing health system that keeps people well, provides the best care when required and provides an industry-leading workplace. The Forum will be informed and guided by the recommendations of the <a href="#">Independent Review into the Workplace Culture within ACT public health services</a> <del>ACT Health Culture Review</del> and make recommendations to the Ministers where this relates to improving the clinical operations of the ACT's health system.</p>
<b>Values and Behaviours</b>	<p>Participation and engagement in the Committee will reflect organisational values and the commitment to collaborating within strong governance frameworks. Members will display signature behaviours such as:</p> <ul style="list-style-type: none"> <li>• Accountable, transparent, decision-making</li> <li>• Genuine and respectful engagement with colleagues within the Directorates, across the ACT Public Service and the Health System and with community members</li> <li>• Open sharing of information to improve the delivery of services, to enable good governance, quality and accurate reporting and the development of evidence-based policies and programs, and</li> <li>• Innovative improvement of systems and services to achieve safe and effective person and family-centred care.</li> </ul>
<b>Membership</b>	<p><b><u>Chair</u></b></p> <p>An individual to be appointed by the Ministers</p> <p><b><u>Members</u></b></p> <p>Up to 6 members to be selected comprising representatives from a range of areas including:</p> <ul style="list-style-type: none"> <li>○ Surgery</li> <li>○ Medicine</li> <li>○ Nursing and midwifery</li> <li>○ Allied health</li> <li>○ Primary care</li> <li>○ Mental Health</li> <li>○ Preventive health</li> <li>○ Health research</li> <li>○ Clinical education</li> <li>○ Consumer representation</li> </ul> <p>Members will be experienced professionals with demonstrated ability to advise the Ministers on areas such as clinical management, governance, health service planning, and asset management.</p>

---

### Term

Members are appointed for a term of two years.

### Ex-Officio Attendees

Director-General, ACT Health  
Chief Executive Officer, Canberra Health Services

[Chief Executive Officer, Calvary Public Hospital Bruce](#)

---

### **Functions**

The Forum will:

- Provide the Ministers with advice on relevant clinical considerations in the sustainability, development and improvement of the ACT health system, including input into planning and infrastructure considerations and input into mechanisms to measure improvements;
- Consider and advise the Ministers on steps necessary to ensure that the ACT's health system has access to a sustainable, well trained and valued clinical workforce;
- Consider developments in other health systems and advise the Ministers on applicability to the ACT to enhance system improvements.

While Ministers may seek the advice of the Forum on matters relating to the health system, key areas of focus for the Forum will include:

- Territory Wide health service delivery
  - Territory Wide health service infrastructure planning
  - Clinical culture, planning and practice
  - Workforce planning
  - Education and training
  - Health and medical research
- 

### **Reporting**

The Clinical Leadership Forum (the Forum) reports to the Minister for Health and Wellbeing and the Minister for Mental Health (the Ministers).

An annual report will be provided by the Chair to the Ministers on the operations of the Forum each financial year, including the outcomes of consultations. The report will be provided within three months of the end of the financial year.

---

### **Chair**

The Chair is responsible for managing the duties and responsibilities of the Forum, in consultation with the Ministers. Should the Chair be unavailable for a meeting, the Chair may appoint an acting Chair for that meeting.

---

### **Quorum**

50% + 1 membership is required for a quorum.

Proxies will not be accepted in the event a member is not able to attend a meeting.

---

### **Operating Protocols**

- Other attendees or representatives may be invited at the Chair's discretion.
  - The Forum is authorised to use a variety of means to deliver on its terms of reference including holding consultative events with staff on particular subjects or themes.
-

- All members (including the Chair) will complete and maintain a current conflict of interest declaration.

All members (including the Chair) will act at all times in accordance with ACT Health Directorate's Values and Behaviours, as established following the [Independent Review into the Workplace Culture within ACT Public Health Services](#)~~Culture Review into ACT Health~~.

<b>Secretariat</b>	Office of Deputy Director-General, Health Systems, Policy and Research
<b>Agenda</b>	The Secretariat will call for agenda items from the membership no later than 15 days prior to the meeting. The Chair will determine the agenda for meetings in consultation with the Ministers. The Agenda and any associated papers will be circulated seven days prior to each meeting.
<b>Meeting Frequency</b>	The Forum will meet quarterly. Matters may be considered out-of-session with the agreement of the Chair.
<b>Remuneration</b>	Remuneration will be determined by the Remuneration Tribunal for the Chair and for any members of the Forum that are not ACT Government employees. ACT Government employees may be appointment as members but are not entitled to remuneration if they are appointed in their employment capacity.
<b>TOR Review Frequency</b>	The Terms of Reference will be reviewed after 18 months of operation.
<b>Approved</b>	2019





## Meeting Paper

---

**Agenda Item:** 5.2

---

**Topic:** Culture Review Implementation

---

**Meeting Date:** 24 July 2019

---

**Action Required:** Noting

---

**Cleared by:** Michael De'Ath, Director-General, ACT Health Directorate

---

**Presenter:** Jodie Junk-Gibson- EBM Culture Review Implementation

---

### Purpose

1. To provide an update of the current status of the progress with the implementation of the recommendations arising from the Independent Review of Culture; and
2. To talk to the linkage between the Culture Review Implementation Branch and the Clinical Leadership Forum.

### Background

1. The former Minister, Ms Meegan Fitzharris announced the Independent Review into the Workplace Culture within ACT Public Health Services in response to significant negative reporting about poor workplace culture across the three arms of the ACT public health service over an extended time period. The Minister appointed an independent panel to undertake the review.
2. The panel presented its Final Report to the Minister on 5 March 2019. The Review overwhelmingly highlighted:
  - Inappropriate behaviours and bullying and harassment in the workplace;
  - Inefficient procedures and processes including complaints handling;
  - Inadequate training in dealing with inappropriate workplace practices;
  - Poor leadership and management at many levels throughout the ACT public health system;
  - Inefficient and inappropriate Human Resource practices, including recruitment; and
  - Considerable disengagement by clinicians from the management of ACT public hospitals and health services.
3. The Final Report was tabled on 19 March 2019 in the ACT Legislative Assembly. The Minister tabled the Government Response to the Report on 16 May 2019. In the response, the Government agreed to all twenty recommendations of the Report. This marked the formal commencement of the implementation process to take place over the next three years.

4. The Culture Review Implementation Branch was established in April 2019 within the ACT Health Directorate to take responsibility for leading the planning for and implementation of the recommendations arising from the Independent Review of Culture within ACT Public Health Services. The Branch will also work closely with the Culture Review Oversight Group and the Culture Review Implementation Steering Group, which were established to ensure effective and efficient implementation.
5. The Culture Review Oversight Group (Oversight Group) is chaired by the Minister for Health and Wellbeing, with the Deputy Chair being Minister for Mental Health. Meetings are held quarterly and there have been two meetings to date on the 28 March and 11 June 2019. The intent of the Oversight Group is to oversee the implementation of the recommendations of the Final Report.
6. The Culture Review Implementation Steering Group (Steering Group) is chaired by the Director-General ACT Health Directorate. Meetings are held monthly, and to date two meetings have taken place on 16 May and 2 July. The purpose of the Steering Group is to provide a forum that facilitates the implementation through the development and taking carriage of the recommendations from the Final Report.

#### Issues

7. Recruitment has now been finalised for five positions within the Culture Review Implementation Branch, with two employees having now commenced in the critical roles of Project Manager and Strategic and Internal Communications.
8. The ACTHD is currently in the project planning and initiation phase in approaching the recommendations from the Independent Review into the Workplace Culture within ACT Public Health Services.
9. There has been considerable investment in the development of a partnership that will provide organisational behavioural expertise founded in an evidenced-based methodology. This will support a deliberate investment in a systematic and coordinated methodology in approaching the 'people' aspect of the business, which will underpin our approach to facilitating and managing change.
10. The first tranche of work proposed will focus on the development of a *Positive Workplace Culture Maturity Model*. An evidenced based Model to inform a positive workplace culture within the healthcare setting. This will be a model that will be developed, researched and evaluated within the ACT, and applied to our own development processes in evolving a positive culture within the ACT Public Health System. The development of this Model will ensure that:
  - The Model and required behavioural change is informed by the recommendations from The Review and consultation with key stakeholders;
  - Measures will be developed to support the *Positive Workplace Culture Maturity Model* and an approach to evaluating the impact of intervention using rigorous methods;
  - Rapid evidence assessments, including literature reviews; engagement with professionals through facilitated conversations to understand ACT specific factors and develop

individual action plans to address recommendations outlined in the Final Report to effect sustainable change;

- A systems wide approach is developed involving stakeholder engagement and drawing on expertise in the area of organisational behaviour to support the iterative development of a systems-wide approach. This will include access to internationally renowned scholars in evidence-based management practice and organisational behaviour; and
- Through working in partnership with the Australian National University College of Health and Medicine and the University of Canberra Faculty of Health, to apply contemporary evidence-base organisational behavioural research in educating our future healthcare professionals, researchers and leaders.

11. Complementing the first tranche of work is the development of a Strategic Communications Plan which will involve broad consultation with employees and key stakeholders within the ACT Public Health System, whilst also consulting with external stakeholders. Consultation will focus on seeking feedback on what information is being sought about the culture and the work underway, what modes of communication will enable the most effective engagement with internal and external stakeholders and frequency of communication.

#### **Clinical Leadership Forum**

12. Significant opportunity exists for strong engagement between the Culture Review Implementation Branch and the Clinical Leadership Forum through:

- a. Initial engagement with clinicians to seek feedback on concept development and the application to the ACT Public Health Services;
- b. Opportunity for concept development; and
- c. Opportunities to engage more broadly with clinicians across the ACT Public health Services.

#### **Recommendation**

That the Committee:

- Note that the Culture Review Implementation Branch is in the project planning and initiation phase in establishing a strategic approach to building a positive workplace culture that is sustainable.
- That there is significant opportunity to develop strong engagement between the Culture Review Implementation Branch and the Clinical Leadership Forum to provide opportunity for early discussion, concept development and proactive stakeholder engagement in the development of proposals to build a positive workplace culture.



# Communique

Wednesday 24 July 2019

The first meeting of the Clinical Leadership Forum (the Forum) was held on Wednesday 24 July 2019.

The Minister for Health attended the meeting where discussion focused on opportunities to further improve the clinical operations and continuous improvement of a high performing health system in the ACT to ensure our community has the very best health care. Opportunities identified by members included:

## Territory-wide Health Service Delivery

- Increased focus on women's health, including gynaecology.
- Developing the network between the ACT and Southern New South Wales Local Health District (SNSWLHD) with a focus on maternal transfers and improving the access to the tertiary maternity and neonatal services for women in the ACT and SNSW.
- Clear role delineation of hospitals across the ACT health system.
- Collaboration across the ACT health system and with SNSWLHD to improve overall access to health services including adult mental health.
- Identifying new models of service delivery, particularly in surgery, mental health, end of life care including palliative care.
- Safety and high reliability of health care, which drives high-performance and better outcomes.
- Improve whole of system care, including transition from within hospital to outside of hospital.
- Engagement of General Practitioners to enable improved clinical handover and a safer system for the community to navigate.

## Health and Medical Research

- Partnerships with universities to leverage research for the Canberra Region Cancer Centre to be a true comprehensive cancer centre for the ACT and region.
- Research into the way in which the community flows through the health system.
- Evidence-based treatment and how it is being used to achieve good outcomes.

## Education and Training

- Partnerships with academic organisations to deliver on leading edge health care.

## Designing a High-Performing Health System

- A health service and system focus to build on the existing solid foundation of services and staff, and to consider what the ACT can do better.
- Engagement with the community and clinicians.
- Working through challenges together.
- Growing, attracting and maintaining a high performing workforce and strong culture.

Key action items considered by the Forum included:

- **Terms of Reference**  
The Forum agreed to propose an increase in the membership from seven to nine with consideration to representation from allied health and a consumer. To facilitate the work plan and priorities of the Forum members proposed the meeting frequency change from quarterly to bi-monthly.
- **Culture Review Implementation**  
The progress of implementing the recommendations from the Culture Review will be a standing agenda item for the Forum meetings.
- **Work Plan**  
Early priorities were identified to inform the Forum's work plan, including development of a communications and engagement strategy, hospital discharges and transition from primary care to community care, and cross border impact on the ACT health system and National Efficient Price.

The Forum was also provided with an update on the progress of the implementation of the recommendations arising from the Independent Review into the Workplace Culture within ACT Public Health Services and noted the significant work underway in implementing key initiatives against the recommendations.

In line with the Forum's Terms of Reference, the Forum reports to the Minister for Health and the Minister for Mental Health. The Forum provides an annual report to the Ministers on the operations and outcomes of the Forum.

The Forum meets bi-monthly with the next meeting is scheduled for 26 September 2019.

Contact: [clinicalleadershipforum@act.gov.au](mailto:clinicalleadershipforum@act.gov.au)

For more information visit <https://www.health.act.gov.au/health-professionals/clinical-leadership-forum>