



**ACT**  
Government

**Canberra Health  
Services**



Dear [REDACTED]

### **Freedom of Information Request: FOI19/23**

I refer to your application received by Canberra Health Services (CHS) 30 May 2019 and decided on 18 July 2019 in which you sought access to information under the *Freedom of Information Act 2016* (the Act).

In your application you have requested:

*"I would like documents related to the Independent Culture Review Panel;*

- Correspondence between members of the Independent Health Culture Panel, the Minister for Health and Wellbeing and the CEO of Canberra Health Services and other senior officials in Canberra Health Services during the panel's existence and after the panel submitted its report. This also includes correspondence between the Minister, ACT Health and Canberra Health Services sparked by documents sent by members of the Independent Health Culture Panel to the Minister for Health and Wellbeing, ACT Health and Canberra Health Services.*
- Reports prepared for the CEO of Canberra Health Services and other senior officials in Canberra Health Services related to the findings of the Independent Panel and implementation of its recommendations.*
- Documents related to the involvement of Canberra Health Services in a preparation of a response to the report of the Independent Panel on Health Culture.*
- Communications strategy for the release of the Interim and final report on health culture and communications strategy and associated correspondence.*
- Documents related to the initial meeting of the Culture Review Oversight Group on 28 March 2019 including agenda, minutes, notes, reports prepared for the meeting, action items and correspondence related to the work of the Oversight Group since 28 March 2019. This does not include purely administrative details such as time and venue of the meeting."*

I am an Information Officer appointed by the CEO of CHS under section 18 of the Act to deal with access applications made under Part 5 of the Act.

Decision on access

You submitted an application for Ombudsman review on 13 August 2019. Following the decision of the Ombudsman on 31 October 2019 I have included as Attachment A to this letter the schedule of relevant documents. This provides a description of each document that falls within the scope of the review and decision for each of those documents. I have also attached the documents amended by this decision.

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. Your original access application, my decision and documents released to you in response to your access application will be published in the ACT Health disclosure log not less than three days but not more than 10 days after the date of this letter. Your personal contact details will not be published.

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



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

18 November 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]	<p><i>"I would like documents related to the Independent Culture Review Panel;</i></p> <ul style="list-style-type: none"><li><i>Correspondence between members of the Independent Health Culture Panel, the Minister for Health and Wellbeing and the CEO of Canberra Health Services and other senior officials in Canberra Health Services during the panel's existence and after the panel submitted its report. This also includes correspondence between the Minister, ACT Health and Canberra Health Services sparked by documents sent by members of the Independent Health Culture Panel to the Minister for Health and Wellbeing, ACT Health and Canberra Health Services.</i></li><li><i>Reports prepared for the CEO of Canberra Health Services and other senior officials in Canberra Health Services related to the findings of the Independent Panel and implementation of its recommendations.</i></li></ul>	FOI19/23

	<ul style="list-style-type: none"> <li>• Documents related to the involvement of Canberra Health Services in a preparation of a response to the report of the Independent Panel on Health Culture.</li> <li>• Communications strategy for the release of the Interim and final report on health culture and communications strategy and associated correspondence.</li> <li>• Documents related to the initial meeting of the Culture Review Oversight Group on 28 March 2019 including agenda, minutes, notes, reports prepared for the meeting, action items and correspondence related to the work of the Oversight Group since 28 March 2019. This does not include purely administrative details such as time and venue of the meeting."</li> </ul>	
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Ref No	No of Folios	Description	Date	Status	Reason for non-release or deferral	Open Access release status
1	1	Letter from Mick Reid to CEO	18 December 2018	Partial release	Schedule 2.2 (a) (xii) (xv)	YES
10	29	Letter to Mick Reid from CEO	February 2019	Partial release	Schedule 2.2 (a) (xii) (xv)	YES
12	31 – 33	Email from Tania Vlahos to CEOHealth and attachment	12 February 2019	Partial release	Schedule 2.2 (a) (ii) (xii) (xv)	YES
22	227 – 229	Email from Tania Vlahos to Kanta Toraskar, Nicole Stevenson and CEOHealth and attachment	27 March 2019	Partial release	Schedule 2.2 (a) (ii) (xii) (xv)	YES
31	311 – 314	Email from Janine Hammat to CEOHealth and Nicole Stevenson and attachment	28 May 2019	Partial release	Schedule 2.2 (a) (ii) (xii) (xv)	YES



# INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

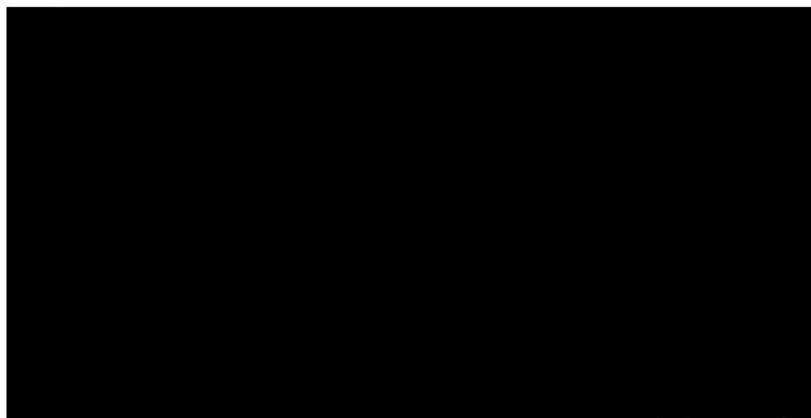
CONFIDENTIAL

Ms Bernadette McDonald  
Chief Executive Officer  
Canberra Health Services

Dear Bernadette

Congratulations on your appointment!

As you will recall, it was agreed that I would write to the executives of the public ACT Health Services to ensure you are aware of areas of concern emerging from our deliberations. The following areas have been raised between 18 and 6 times as having a poor workplace culture and / or ongoing issues with bullying and harassment:



I welcome the opportunity to discuss these areas with you if you wish.

Yours sincerely



Mick Reid  
Chair

18 December 2018



## Canberra Health Services

Mr Mick Reid  
Chair  
Independent Review Panel

Dear Mr Reid

Thank you for your letter of 12 February 2019 regarding insufficient staffing and high staff turnover in [REDACTED]

I have asked my Executive Assistant to arrange a time to discuss this with you via phone next week.

I appreciate you raising this issue with me and look forward to discussing with you in further detail.

Your sincerely

A handwritten signature in black ink, appearing to read 'Bernadette McDonald'.

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

February 2019

**Lowes, Shannon (Health)**

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**From:** Vlahos, Tania (Health)  
**Sent:** Tuesday, 12 February 2019 1:58 PM  
**To:** CEOHealth  
**Cc:** WorkplaceCultureReview; Stevenson, Nicole (Health)  
**Subject:** Referral from Mick Reid 12 Feb 2019  
**Attachments:** Chair to CEO re referrals Feb 19.pdf

UNCLASSIFIED

Dear CEO CHS

Please find attached a letter from Mr Mick Reid.

Kind regards

Tania

Tania Vlahos | Senior Project Officer

Phone: 6207 3013 | Email: [tania.vlahos@act.gov.au](mailto:tania.vlahos@act.gov.au) or [REDACTED]

Office of Review | Independent Review into Workplace Culture within ACT Public Health Services  
Level 2, 2 Bowes St, WODEN ACT 2606 | PO Box 17, WODEN, ACT 2606

Office of the Review ph: 6205 9555

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

# INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

CONFIDENTIAL

Ms Bernadette McDonald  
Chief Executive Officer  
Canberra Health Services

Dear Bernadette

As you will recall, it was agreed that I would write to the executives of the ACT public health services to ensure you are aware of areas of concern emerging from our deliberations.

I write to you about an issue that has been highlighted in the context of the feedback following the release of the Interim Report. That is, concerns around insufficient staffing and high staff turnover in

[REDACTED]

I welcome the opportunity to discuss this further with you if you wish.

Yours sincerely



Mick Reid  
Chair

12 February 2019



## 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

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**Lowes, Shannon (Health)**

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**From:** Vlahos, Tania (Health)  
**Sent:** Wednesday, 27 March 2019 10:19 AM  
**To:** [REDACTED]tevenson, Nicole (Health); CEOHealth  
**Subject:** FW: Inaugural Culture Review Oversight Meeting - 28 March 2019  
**Attachments:** 00 Agenda - Culture Review Oversight Group - 28 March 2019.docx  
**Importance:** High

UNCLASSIFIED

Hi Nic and [REDACTED]

Not sure if you received my email below.

The Minister will be sending out the agenda and agenda papers today for the meeting in the morning.

Would you like me to print off a copy of the meeting papers for Bernadette and Barb or will you do it from your office?

Thanks and kind regards

Tania

**From:** Vlahos, Tania (Health)  
**Sent:** Monday, 25 March 2019 3:05 PM  
**To:** [REDACTED]  
**Subject:** FW: Inaugural Culture Review Oversight Meeting - 28 March 2019  
**Importance:** High

UNCLASSIFIED Sensitive: Cabinet

**From:** Vlahos, Tania (Health)  
**Sent:** Monday, 25 March 2019 3:04 PM  
**To:** [REDACTED] CEOHealth  
 <CEOHealth@act.gov.au>  
**Subject:** Inaugural Culture Review Oversight Meeting - 28 March 2019  
**Importance:** High

UNCLASSIFIED Sensitive: Cabinet

Dear Nic and [REDACTED]

As you would be aware, the inaugural Culture Review Oversight Group (CROG) meeting is on Thursday at 10am in the Legislative Assembly Building.

The draft agenda and papers are currently with the Minister for Health and Wellbeing.

I have attached the draft agenda for your information, noting it is yet to be cleared.

I'd like to draw your attention to Item 4.2. The three Leaders (D-G, CEO & Reg CEO) are to provide a verbal high level overview on early work underway in each arm of the portfolio towards implementing the recommendations.

I also draw your attention to Item 3.3 which will require input from each Leader.

Please contact me if you require any further information.

Thanks and kind regards

Tania

Tania Vlahos | Senior Manager

Phone: 6251249435 | Email: [tania.vlahos@act.gov.au](mailto:tania.vlahos@act.gov.au)

Culture Review Implementation Team | Director-General's Office

Level 5, 6 Bowes St, WODEN ACT 2606

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

# Culture Review Oversight Group



**ACT**  
Government

**ACT Health**

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## (draft) Agenda

28 March 2019

10:00 am – 12:00 pm

Meeting room, ACT Legislative Assembly Building

	Speaker	Time
<b>Item 1 Welcome and apologies</b>	Chair	2 mins
<b>Item 2 Introduction by Chair</b>	Chair	3 mins
<b>Item 3 Discussion items</b>		
3.1 Membership	Chair	5 mins
3.2 Culture Review Oversight Group (CROG) Terms of Reference	Chair	15 mins
3.3 Referrals	D-G	15 mins
<b>Item 4 Information items</b>		
4.1 Implementation Timeline	D-G	20 mins
4.2 Updates from Leadership Team	D-G	20 mins
- Mr Michael De'Ath, Director-General ACT Health		
- Ms Bernadette McDonald, CEO, Canberra Health Services		
- Ms Barbara Reid, Regional CEO Calvary ACT		
4.3 Culture Review Implementation Steering Group (CRISG)	D-G	5 mins
4.4 Communications Plan	D-G	2 mins
4.5 Government Response – mid May 2019	Chair	2 mins
<b>Item 5 Other Business</b>		
5.1 Meeting schedule for 2019	Chair	2 mins
5.2 Communications about CROG meetings - communique	Chair	5 mins
5.3 General themes for communique for 28/3 meeting (verbal)	Chair	5 mins

**Next meeting: ..... June 2019**

**Lowes, Shannon (Health)**

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

UNCLASSIFIED

Hi Nic,

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

Regards,

*Janine*

Janine Hammat  
**Executive Group Manager People and Culture**  
 Canberra Health Services

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

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**ACT**  
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**Canberra Health  
 Services**

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**From:** Vlahos, Tania (Health)  
**Sent:** Wednesday, 22 May 2019 3:15 PM  
**To:** CEOHealth <CEOHealth@act.gov.au>; Barb Reid <barb.reid@calvarycare.org.au>  
**Cc:** Stevenson, Nicole (Health) <Nicole.Stevenson@act.gov.au>; [REDACTED]  
 [REDACTED] Junk-Gibson, Jodie (Health) <Jodie.Junk-Gibson@act.gov.au>; [REDACTED]  
 [REDACTED] Hammat, Janine (Health) <Janine.Hammat@act.gov.au>  
**Subject:** CROG meeting 11 June 2019 - Leaders written update

UNCLASSIFIED

Hi all

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

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

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



Happy to discuss.

Thanks and kind regards

Tania

Tania Vlahos | Senior Manager (Secretariat to Culture Review Oversight Group)

Phone: (02) 5124 9435 | Email: [tania.vlahos@act.gov.au](mailto:tania.vlahos@act.gov.au)

Culture Review Implementation | Director-General's Office

ACT Health Directorate

Level 5, 6 Bowes St, WODEN ACT 2606

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

## Culture Review Implementation Steering Group



ACT Health

### IN-CONFIDENCE

## Report

**Meeting Date:** 28 May 2019

**Summary of Activity:** *CHS has significantly progressed work relating to organisational culture particularly through the development of the Vision and Role for CHS which will form the foundation for our values and expected behaviours. Other initiatives are also progressing as outlined below.*

- Progress against recommendations from The Final Report:**
- Vision and Role developed and launched on 14 May. Work on Values has commenced. This will then feed into and inform the strategic planning process for CHS.
  - Project Director Positive Workplace Strategy (PWS) advertising closed and shortlisting on 30 May. This role will work closely with the EBM Culture Implementation in the Directorate and will drive the implementation of the PWS in CHS. EBM Culture Implementation on the selection panel.
  - Employee Advocate selection process completed – incumbent to commence on 1 July.
  - Panel of Alternative Dispute Resolution providers established – meeting with EGMPC to ensure standardised approach.
  - HR Business Partners to commence early June.
  - Manager Workforce Inclusion appointed and commencing early June.
  - Director Workforce Planning appointed and commenced mid May.
  - Occupational Violence Strategy – consultant engaged and work commenced – expected strategy July 2019.
  - Methodology for dealing with cultural “clusters” developed and being implemented in identified areas.
  - Restorative processes continue, including escalation protocols being developed in [REDACTED]
  - Preliminary work on Workplace Culture Survey commenced – intended to be conducted October / November 2019.
  - Executive Development sessions conducted week beginning 20 May.
  - Monthly reports on Preliminary Assessments and Investigations submitted to HSEC.

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- CHS working closely with EBM Culture Review Implementation.

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**Risks/ Issues:** Risk assessment to be conducted

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**Recommendation:** Note the work being conducted in CHS.

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**Attachments:** *Nil*

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**Presenter:** *Bernadette McDonald and Janine Hammat*

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