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1. OUR GOVERNANCE FRAMEWORK

1.1. Director-General’s Message

The ACT Health Governance Framework brings together all the components which are necessary to manage and monitor ACT Health’s outcomes, guides best practice public sector governance and identifies the principles, elements and mechanisms to embed and support good governance in practice, across the Directorate.

The two main objectives for good governance are:

1. **Conformance** — how we use governance arrangements to ensure that we meet the requirements of the law, regulations, published standards and community expectations of probity, accountability and openness; and
2. **Performance** — how we use governance arrangements to contribute to our overall performance and the delivery of outcomes.

The Governance Framework outlines who we are, what we do, what we are accountable for, and to whom we are accountable. It provides an overview of the organisation and is a starting point for gaining further information on specific aspects of the organisation’s operations. It is intended for all staff and other interested parties, and covers:

- Organisation structures, roles and relationships;
- Policies and procedures; and
- Accountability mechanisms and disclosure.

Some of the issues addressed in the Governance Framework are:

- Machinery of Government;
- Our vision and values;
- Our code of conduct;
- Legislation, statutory roles and compliance; and
- Corporate, clinical and professional governance processes and mechanisms.

ACT Health is a learning organisation that continues to evolve to improve performance and quality of services and to respond to future challenges in the health sector. Research and best practice evidence drives any changes in how we undertake our work and inter-relate with our consumers and the broader community both on a day-to-day basis, and in the context of longer term planning.

The ACT Health Clinical Governance Framework 2018-2023 supplements this Framework and provides more detailed information for staff working within the Canberra Hospital and Health Services Division. All staff are encouraged to take the time to read both Frameworks.

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Michael De’Ath  
Interim Director-General  
June 2018
1.2. Purpose

This Framework provides an overview of governance in the Directorate. It informs and introduces staff to best practice governance practices that promote the principles of good governance.

There are a number of key principles that underpin good governance in public sector entities, which establish appropriate and expected personal and managerial qualities:

- **accountability**: being answerable for decisions and having meaningful mechanisms in place to ensure the agency adheres to all applicable standards;
- **transparency/openness**: having clear roles and responsibilities and clear procedures for making decisions and exercising power;
- **integrity**: acting impartially, ethically and in the interests of the agency, and not misusing information acquired through a position of trust;
- **stewardship**: using every opportunity to enhance the value of the public assets and institutions that have been entrusted to care;
- **efficiency**: ensuring the best use of resources to further the aims of the organisation, with a commitment to evidence-based strategies for improvement; and
- **leadership**: achieving an agency-wide commitment to good governance through leadership from the top.

Conformance:
The aim of the Framework is to assist each staff member to understand their personal accountabilities, in the context of their legislated responsibilities as a member of the Australian Capital Territory Public Service (under the **Public Sector Management Act 1994 (PSM Act)**), in accordance with the **Financial Management Act 1996 (FMA)** and where applicable, as a delegate of the Director-General and in contributing to the performance of the Directorate.

Performance:
In this context, the Framework is designed to provide the conditions for:

- a unified leadership by providing Executive and staff with clearly defined responsibilities;
- high performance through integration of functions as well as strategic, operational and individual performance planning and management processes;
- a decision making environment that considers risk and provides transparency in managing situations that may prevent us from meeting our objectives; and
- a culture of working innovatively and collaboratively to seek solutions and solve problems.
1.3. ACT Health Role

ACT Health strives to deliver better health services to our:
- Community, on behalf of Government
- Government, to meet the needs of our community.

We aim for improved efficiency in the use of resources by designing sustainable services that deliver outcomes efficiently and embed a culture of research and innovation within the organisation.

ACT Health also aims to help staff reach their potential, by providing high-level leadership and promoting a learning culture.

1.4. Clients and Stakeholders

ACT Health partners with the community and consumers to improve health outcomes by:
- delivering patient and family-centred care
- strengthening partnerships
- promoting and protecting good health and wellbeing
- improving access to appropriate health care
- having robust safety and quality systems.

ACT Health works closely with other ACT Government Directorates, the Federal Government, other jurisdictions and agencies, including, but not limited to:
- Calvary Public Hospital Bruce (CPHB)
- Community Services Directorate (CSD)
- Chief Minister, Treasury and Economic Development Directorate (CMTEDD)
- Justice and Community Safety Directorate (JACS), including ACT Emergency Services
- ACT Policing
- Education Directorate (ED)
- Environment, Planning and Sustainable Development (EPSDD)
- Transport Canberra and City Services (TCCS)
- NSW Health.

ACT Health works closely with the community and also has consultative arrangements with a range of non-government organisations, including:
- ACT Health Care Consumers Association (HCCA)
- Capital Health Network (CHN)
- Aboriginal and Torres Strait Islander organisations
- Mental health, alcohol and drug organisations and other community service providers.

The tertiary and training sectors are key partners in the planning, development and delivery of healthcare services. ACT Health has formal partnership arrangements with:
- Australian National University (ANU) Medical School
- University of Canberra (UC)
- Canberra Institute of Technology (CIT)
- Australian Catholic University (ACU).
1.5. Vision and Values

**ACT Health’s vision is ‘Your Health – Our Priority’**

Our vision and values represent what we believe is important and worthwhile. Improving the quality of healthcare across the ACT is a key priority for ACT Health, as we aim to be the safest healthcare system in Australia, delivering high-quality, person-centred care that is effective and efficient.

We often see people in our community at their most vulnerable. The way we interact with them is extremely important and directly influences their experience of care. Our commitment to our values, as evidenced by our behaviour, can be summarised as:

- **Care**: Go the extra distance in delivering services to our patients, clients and consumers. Be diligent, compassionate and conscientious in providing a safe and supportive environment for everyone. Be sensitive in managing information and ensuring an individual’s privacy. Be attentive to the needs of others when listening and responding to feedback from staff, clinicians and consumers.

- **Excellence**: Be prepared for change and strive for continuous learning and quality improvements. Acknowledge and reward innovation in practice and outcomes. Develop and contribute to an environment where every member of the team is the right person for their job and is empowered to perform to the highest possible standard.

- **Collaboration**: Actively communicate to achieve the best results by giving time, attention and effort to others. Respect and acknowledge everyone’s input, skills and experience by working together and contributing to solutions. Share knowledge and resources willingly with your colleagues.

- **Integrity**: Be open, honest and trustworthy when communicating with others and ensure correct information is provided in a timely way. Be accountable, reflective and open to feedback. Be true to yourself, your profession, consumers, colleagues and the government.

ACT Health’s vision is supported by a range of priorities and strategic goals:
1.6. ACT Health Governance Flowchart

**Legislation**
Legislation is law which has been enacted by a governing body.

**ACT Government**
The priorities of the ACT Government guide the directorate as set out by the ACT Government strategic priorities and the strategic outcomes identified by Ministers for the term of government.

**Governance Framework**
Outlines who we are, what we do and are accountable for, and who we report to. It provides a high level overview of the organisation and is a starting point for gaining further detailed information.

**Clinical Governance Framework**
Outlines the principles employed in order to ensure high quality, person-centred, safe and effective health service delivery, underpinned by a strong system of clinical governance.

**Corporate Plan**
An organisation’s corporate plan sets the direction of the whole entity for the future. Corporate plans articulate the Directorate’s vision, values and goals, as well as provides the actions and responsible areas for achieving these. Organisational priorities are to be established within this framework and performance indicators and reporting requirements are to be set, with defined lines of accountability.

**Frameworks, Strategies and Plans**
E.g. Territory-wide Health Services Framework, Quality Strategy, Digital Health Strategy and Preventive Health and Wellbeing Plan

**Business Plans and Risk Registers**

**Performance Plans / Agreements**

**Work Programs / Scorecards**
2. CONFORMANCE

2.1. ACT Government

**ACT Legislative Assembly**

The Assembly’s legal authority is derived from the Commonwealth through the *Australian Capital Territory (Self-Government) Act 1988*. The ACT is a city state and the Legislative Assembly performs various state and municipal functions. This makes it a unique parliament within Australia, acting at a state level in some matters (e.g. education and health) and at a local council level in others (e.g. maintaining urban open spaces and waste management).

The ACT Legislative Assembly is made up of Members, referred to as Members of the Legislative Assembly (MLAs), who have electorate and parliamentary responsibilities; those who belong to political parties also have party responsibilities.

The Assembly has power to make laws, investigate and debate matters of public importance, review the actions of the Government, and oversee the financial matters of the Government. The Assembly has a strong committee system. Standing Committees are formed at the beginning of an Assembly’s term and exist until the next election. Committees reflect the representation of all groups and parties in the Assembly. They inquire into matters of concern to the Assembly or to members of the community.

Under the Westminster system, the Assembly, the Executive and the Judiciary combine to form the constitutional framework for the ACT. The Judiciary is responsible for ensuring the rule of law. The judges of the Supreme Court and magistrates of the Magistrates Court interpret statute and common law and apply it to individual cases. These could be civil, criminal or administrative actions. The Judiciary is independent from the Executive and the Legislature.

Further information:  [ACT Legislative Assembly](#) and [ACT Government Cabinet and the Assembly](#)

**ACT Public Service**

In 2011 the ACT Public Service (ACTPS) was reconstituted as a single enterprise led by the Head of Service. The ACT Public Service comprises Directorates, Territory-owned corporations and independent statutory authorities. Each of the ACT Government Directorates aligns roughly with the portfolio responsibilities of each Minister and is led by a Director-General. The Director-General of the Chief Minister, Treasury and Economic Development Directorate is also the Head of Service.

The Head of Service is responsible for the service as a whole; developing and implementing whole-of-government strategies, reporting to the Chief Minister about whole-of-government issues, coordinating activities and outcomes across administrative units, and approval of the structure of the administrative units.

Under section 36(A) of the PSM Act, the Head of Service may delegate to a Director-General and a public sector officer the head of service’s functions under this Act or any other law; or sub-delegate to a public sector officer the functions delegated to the head of service under a Law other than the PSM Act.

Further information:  [Governance in the ACTPS](#)
Code of Conduct

The ACTPS Code of Conduct was founded on the ACTPS values of Respect, Integrity, Collaboration and Innovation and ten signature behaviours that all people employed under the PSM Act are expected to demonstrate.

The ACTPS signature behaviours embody the principles of decency, courtesy, professionalism and fairness and exemplify ways of working and the workplace culture that the ACTPS strives to nurture.

ACT Health’s values are aligned with, and support, the ACTPS values and signature behaviours.

Conflicts of Interest

A real conflict of interest occurs where there is a conflict between the public duty and personal interests of an employee that improperly influences the employee in the performance of his or her duties.

An apparent conflict of interest occurs where it appears that an employee's personal interests could improperly influence the performance of his or her duties but this is not in fact the case.

Employees should declare and take reasonable actions to avoid conflicts of interest. This includes interests that could conflict, or appear to conflict, with the proper performance of their official duties.

2.2. Legislation

The Chief Minister appoints Ministers (referred to as the Executive) to oversee the day-to-day running of the Territory. The responsibilities (portfolios) of each Minister are notified in the Administrative Arrangements which is published on the ACT Legislation Register.

There are two Ministers responsible for health matters:

- Minister for Health and Wellbeing; and
- Minister for Mental Health.

In addition to complying with Legislation, ACT Health is responsible for supporting the Minister’s in ensuring new and existing legislation specific to health issues remains current. ACT Health also holds a wide variety of statutory powers relating to health services in the ACT.

Further information, including legislation specific to ACT Health and legislation under which ACT Health exercises statutory powers: ACT Legislation Handbook and ACT Legislation Register

2.3. Organisational Performance and Accountability

In public sector agency performance is measured against the achievement of the government’s stated goals and objectives.

ACT Health is responsible for the preparation of an Annual Report under the Annual Reports (Government Agencies) Act 2004. Annual Reports are public documents that must be presented to the Legislative Assembly within three months of the end of each financial year. Annual Reports must provide an honest and accurate account of all material information about the operations of the department. ACT Health Annual Reports can be found on the ACT Health website.

Scrutiny and auditing of ACT Health’s performance by ACT Legislative Assembly committees and other external agencies is undertaken on a regular basis.

In addition to the accountabilities of the Director-General and all staff of ACT Health, the organisation can be measured against the government’s priorities for health through the Corporate Plan 2018-2023.
2.4. Delegations

Powers to carry out specific government functions, such as the delivery of health services, are delegated through Acts of the Assembly. Delegations are designed to give managers flexibility in managing their operational areas. In exercising delegations, managers should ensure they are applied in a fair and equitable manner.

Delegation of human resource functions

Decisions relating to general public sector administration and human resource management are delegated under Enterprise Bargaining Agreements made under the Fair Work Act, PSM Act, and the Public Sector Management Standards. These delegations are referred to as HR delegations.

Most powers relating to officers of the public service are vested in the Director-General under the PSM Act. Section 36 of the Act provides that the Director-General can in turn further delegate these powers to others. Information and best practice guidelines for authorising, making, reviewing and managing delegations are available at Delegations under the ACT Legislative Employment Framework. The Director-General has also signed instruments that delegate various HR powers to officials holding the positions listed on schedules.

Further information: ACT Health HR Delegations Manual

Delegation of financial functions

Decisions relating to the allocation and management of financial resources are delegated under the FMA. These delegations are referred to as Financial Delegations. In accordance with the Financial Management Act 1996, all authority and accountability for ACT Health rests with the Director-General.

The Director-Generals’ Financial Instructions provide detailed guidance on what financial delegations exist and how they are best managed. The Director-General has also signed instruments that delegate various financial powers to officials holding the positions listed on schedules.

Further information: ACT Health Financial Delegations

2.5. Risk Management

Risk is an occurrence that may prevent an organisation from achieving its business objectives. Risk management is not a separate process but embedded in ongoing governance and part of good operational management.

Risk management is comprised of three principal steps: risk identification, risk analysis and risk mitigation.

Good risk management in the public sector means making decisions in accordance with statutory requirements, consistent with public sector values and ethics, and considering their social, environmental and economic implications.

ACT Health is committed to establishing a risk culture that demonstrates the principles of risk management through:

- proactive, timely identification and reporting of actual and perceived risks by all staff
- including risk in the planning, implementation and maintenance phases of all ACT Health systems, processes, policies and procedures.

Further information can be found under Risk Management on the Intranet.
3. PERFORMANCE

3.1. Organisational Structure

The ACT Health Director-General leads ACT Health in the delivery of its vision and strategic goals. Canberra Hospital and Health Services (CHHS) provides acute, subacute, primary and community-based health services to the ACT and surrounding region through its key service divisions. The Little Company of Mary also provides public hospital services through Calvary Public Hospital Bruce, under a contractual agreement with ACT Health. Other Divisions within the organisation provide corporate and strategic support to the clinical service areas. Each Division is led by a Deputy Director-General. Corporate provides corporate and strategic support to clinical service areas in the operational areas of financial management, procurement facilities management and business services. This includes:
- maintaining critical physical and technological infrastructure for public hospitals and health services
- providing financial and business support services.

Innovation leads and coordinates strategic initiatives and policy across the directorate, and includes:
- providing communications and stakeholder engagement support
- providing critical research functions
- providing advice on strategic health policy issues of national, Territory-wide and health-sector-wide importance and inter-governmental issues.

Quality, Governance and Risk (QGR) focuses on ACT Health’s strategic approach to safety, quality and risk and continuous quality improvements. The Division provides:
- strategic leadership, oversight and advice on the quality approach to deliver person-centred, safe and effective care across ACT Health
- strategic frameworks in quality, governance, audit and risk across ACT Health.

Population Health Protection and Prevention (PHPP), led by the ACT Chief Health Officer, provides a range of public health and protection services, population health monitoring and preventive health programs and initiatives, while delivering:
- core functions of prevention, assessment, policy development and assurance
- local and national policy, program delivery and protocols on population health issues.

The Chief Health Officer fulfils a range of statutory responsibilities and delegations, as required by public health legislation.

Performance, Reporting and Data (PRD) provides data and information that assists in decision making and ensuring a systematic approach to the provision of health services, to achieve:
- improved patient care
- increased efficiency of services
- increased transparency and accountability.

PRD collates, organises and transforms data into information that is communicated to internal and external stakeholders. The Division also has a role in validating and auditing information management processes to maximise the integrity of data used within the organisation.

Ministerial and Government Services and the Office of the Director-General report directly to the Director-General and provide a range of corporate support and organisation-wide services.
3.2. Clinical Governance Framework

“Clinical Governance is a system through which organisations are accountable to the community for continually improving the quality of their services and safeguarding high standards of care, ensuring they are patient-centred, safe and effective.”

Australian Commission on Safety and Quality in Healthcare – National Safety and Quality Health Service Standards

Quality care cannot be assured unless there is a system of robust corporate and clinical governance to enable complete oversight of the complex health system our patients, carers and consumers find themselves in ACT.

All staff have a responsibility and are accountable for the quality of our service and are therefore responsible and accountable for good clinical governance. All staff have an obligation to govern safe quality care for every patient every time. The ACT Health Clinical Governance Framework 2018-2023 outlines the principles ACT Health employs in order to ensure high quality, person-centred, safe and effective health service delivery, the underpinning of a strong system of clinical governance.

In practice, good clinical governance focuses on creating an environment in which there is transparent responsibility and accountability for maintaining standards, allowing excellence in clinical care to flourish.

Effective business systems are essential to the delivery of clinical quality, and the clinical governance structures of ACT Health are built on sound corporate governance and organisational structures. This is represented through:

- strategic planning
- business plans
- robust financial management systems and delegations
- well-articulated management and supervision structures
- defined human resource management policies including a sound staff performance management framework
- staff education programs that address clinical and non-clinical issues
- risk management systems that identify both clinical and non-clinical risk
- infrastructure and equipment maintenance and replacement programs
- key operational metrics that assess both operational effectiveness and clinical quality; and
- broad consumer engagement on a wide range of service delivery issues.

The fundamental organisational platforms must be robust and underpin clinical service delivery and a clinical governance framework that drives toward continual service improvement.

Further information can be found in the ACT Health Clinical Governance Framework 2018-2023 under Governance on the ACT Health Intranet.
3.3. Accreditation

Accreditation is independent recognition that an organisation, service, program or activity meets the requirements of defined criteria or standards. Accreditation provides quality and performance assurance for owners, managers, staff, funding bodies and consumers.

National Safety and Quality in Health Service Standards

The National Safety and Quality in Health Service (NSQHS) Standards were developed by the Australian Commission on Safety and Quality in Health Care (the Commission) with the Australian Government, state and territory partners, consumers and the private sector.

The primary aim of the Standards is to protect the public from harm and improve the quality of health care. They describe the level of care that should be provided by health service organisations and the systems that are needed to deliver such care.

Delivery of the ten Standards is an implicit part of delivering quality patient care and is integral to our core business as a health system. The ten Standards are:

1. Governance for Safety and Quality in Health Service Organisations
2. Partnering with Consumers
3. Preventing and Controlling Healthcare Associated Infections
4. Medication Safety
5. Patient Identification and Procedure Matching
6. Clinical Handover
7. Blood and Blood Products
8. Preventing and Managing Pressure Injuries
9. Recognising and Responding to Clinical Deterioration in Acute Health Care
10. Preventing Falls and Harm from Falls

Further information: ACT Health Clinical Governance Framework 2018-2023
Australian Commission on Safety and Quality in Health Care

Other Accreditation Requirements

In addition, some clinical areas and services participate in additional specialty accreditation systems that are relevant to their particular specialty.
3.4. Strategic and Business Planning

Tier 1 Planning – Government Strategic Direction
Tier 1 planning influences the strategic direction of the ACT Government in the medium to long term. National plans set a consistent direction on a health issue and inform more detailed jurisdiction level plans. National plans are usually settled through the Council of Australian Governments structure, and require endorsement of ACT Cabinet prior to ACT Health commitment.

Whole of ACT Government plans are developed locally and outline the ACT Government’s commitment to addressing a particular Territory wide issue, such as obesity or climate change. These plans usually cover a three to five year time horizon and will influence ACT Health strategic planning.

Health sector plans in the ACT set the strategic direction for particular aspects of the ACT’s health system, including the public, private and community based elements. Health sector plans require collaboration amongst a broad range of stakeholders, often crossing professions, specialities and sectors. These plans set the ACT Government’s direction in relation to particular segments of the broader health system such as primary care.

Tier 2 Planning – ACT Health Strategic Direction
Tier 2 plans put in place ACT Health’s strategies to meet the directions set in Tier 1 planning and other identified priorities. Tier 2 plans are relevant to all areas of ACT Health, and provide a coordinated approach to improving organisational performance and accountability to deliver more appropriate, efficient and effective public health care services.

Tier 3 Planning – ACT Health Services Implementation
Tier 3 planning executes the strategic directions set in Tier 2 plans. Tier 3 plans focus on particular divisions, branches, operational areas or services. The overarching principles and direction set in Tier 2 cascade to more specific actions and objectives in Tier 3 plans. These plans identify the actions that will be used to meet objectives, and the resources required to do so.

![Diagram showing the cycle of Strategy and Policy Development, Review and Improve, Implement and Embed, Monitor, Measure and Evaluate.
Examples of strategic and business planning documents that fall within these Tiers are mentioned in the table below.

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<td>Tier 3</td>
<td>ACT Health Service Implementation</td>
<td>Divisions</td>
<td>Deputy Directors-General / Tier 1, 2, 3 Committees</td>
<td>• Business Plans</td>
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The following plans are instrumental in guiding the strategic direction of ACT Health and can be found on the [ACT Health Policy Register](#).

**ACT Health Corporate Plan 2018-2023**

An organisation’s corporate plan sets the direction of the whole entity for the future. Corporate plans articulate an agency’s vision, objectives and values, as well as provide the framework for achieving these. Organisational priorities are established within this framework and performance indicators and reporting requirements are set.

ACT Health’s Corporate Plan 2018-2023 (Corporate Plan) provides direction and lines of responsibility and accountability for achieving the overarching organisational vision and corporate values. The Plan is considered to be ACT Health’s Business Plan.

**Territory-wide Health Services Framework 2017-2027**

The draft Territory-wide Health Services Framework 2017-2027 sets out the overarching principles for integrating patient-centred care to improve the health of Canberrans. It aligns with the ACT Government’s priorities, ACT Health’s values, strategic goals and objectives and will guide the development and redesign of health care services across the Territory over the next decade.

ACT Health is committed to delivering person and family-centred, safe and effective care through an integrated Territory-wide health system, with the appropriate infrastructure to meet the future health needs of the growing ACT and surrounding region.

**Quality Strategy 2018-2028**

The Quality Strategy aims to deliver person centred, safe, effective and efficient care.

ACT Health’s Quality ambition is to be a high performing health service that provides person centred, safe and effective care. It sets out how quality will be improved across the organisation and will build on work to date. It presents a shared understanding of quality, with a commitment to place safety and quality at the very centre of ACT Health and ensure that people are at the centre of everything we do. It sets down the guiding principles and strategic priority areas for the next two, five and ten years.
Preventive Health and Wellbeing Plan
ACT Health is developing a Preventive Health and Wellbeing Plan, which is designed to complement and support the broader ACT Government Healthy and Active Living Strategy being led by the Chief Minister, Treasury and Economic Development Directorate.

The Plan sets a framework for coordinated action to build on the Government’s strong record in preventive health, and includes clear objectives aimed at addressing the key risk factors associated with preventable chronic disease and illness. These risk factors include poor nutrition, physical inactivity, unhealthy weight, tobacco smoking and harmful alcohol consumption.

ACT Health Research Strategy
ACT Health is developing a Research Strategy which will provide a high level strategic vision of what research will be like in ACT Health by 2027. The plan integrates research with the wider strategic direction ACT Health outlined in the Territory-wide Health Services Framework and the Quality Strategy, and informs the development of research plans for clinical services.

Digital Health Strategy 2018-2028
The Digital Health Strategy is being developed to provide a plan for ACT Health to build the digital health capabilities necessary to support a sustainable, innovative and world-class health system for the ACT. This Strategy establishes the overarching principles to guide the design and development of digital health capabilities to support the delivery of person-centred, safe and effective care.

ACT Health is committed to developing its health infrastructure to meet the health needs of the ACT and surrounding regions over the next decade. Global, national, and regional considerations along with key technical advancements have been incorporated into this Strategy to ensure ACT Health is strongly positioned to meet future demands and challenges.

3.5. Business Plans
ACT Health’s Business Plans document the priorities for improvement (objectives), key strategies for achieving priorities (measures) and targets that the organisation has set for itself. The ACT Health Corporate Plan considered to be the overarching ACT Health Business Plan.

Business Plans are developed by each Division to identify what actions they will take to implement the organisations goals and objectives allocated to them in the Corporate Plan into their day to day business.

Divisional Business Plans are usually developed at a workshop or planning day, involving various levels and classifications of managers and staff from within the Division, in order to capture the necessary activities and resources required to perform its operations.

Each business area of ACT Health will develop and submit an annual business plan by the first week of October of each year on the template provided.

Further information can be found under Governance on the ACT Health Intranet.
3.6. Policies and Procedures

ACT Health manages policies, procedures and guidelines through a centralised policy register and two policy committees:

- Policy Advisory Committee (PAC)
- Canberra Hospital and Health Services (CHHS) Policy Committee.

ACT Health has a role in all aspects of health planning, legislation and policy development and service delivery, the focus of these two committees is quite different.

PAC focuses on strategic, territory-wide, and overarching ACT Health-wide policies (Tier 1), whilst the CHHS Policy Committee reviews and endorses CHHS specific (Tier 2) clinical and operational policies, procedures and guidelines which are evidenced-based, patient centred and fit for purpose i.e. clinically reliable and easily accessible.

**Tier 1 Documents – ACT Health Wide**

Policy documents that require endorsement at Tier 1 level are those that:

- have relevance across the organisation and/or;
- address an issue meeting criteria of major or catastrophic risk across more than 2 parameters of the Consequence Definition Table of the ACT Health Risk Management Guidelines.

Tier 1 policies apply to all ACT Health staff members and are subject to ACT Health wide consultation. Procedures are considered at this level when they meet the above criteria or need to be considered in conjunction with a Tier 1 policy.

Tier 1 policies are developed by areas with specific expertise or responsibility for the topic area, such as:

- People and Culture (e.g. Leave Without Pay Policy, Study Leave Policy)
- Strategic Finance (e.g. Director-General Financial Instructions).

Tier 1 policies include those that involve data capture or performance information and reporting that pertains to governance across ACT Health or has inter-governmental significance.

**Tier 2 Documents – Canberra Hospital and Health Services**

Policy documents require endorsement at Tier 2 level when they:

- are operational in nature and/or
- may relate to the work of more than one branch, in this case only one policy should exist that covers all relevant branches.

Tier 2 documents are usually developed by operational areas that have specialist knowledge, for example Pharmacy develops medication procedures, Infection Prevention and Control develops hand hygiene procedures, and are subject to consultation with areas responsible for implementing the procedures.

Tier 2 documents may include clinical and operational policies and clinical pathways that do not involve data capture or performance information and reporting that pertains to governance across ACT Health or has inter-governmental significance.

Further information can be found on the ACT Health Policy Register on SharePoint.
3.7. ACT Health Committees

ACT Health committees are established at Tier levels which allows for strategy, planning, information and decision making to be cascaded through the organisation, and similarly reporting on operational performance is escalated from up through the committee tiers.

All ACT Health committees need to meet the following expectations:

Scope
- Terms of reference need to be reviewed in the context of the committee and governance structure of the organisation
- Alignment of the purpose of the committee must support the objectives and purpose of ACT Health

Membership
- Appropriate organisational representation
- Consider engagement of external experts or bodies where relevant, such as clinical leaders and consumer representatives

Operations
- Clearly defined responsibilities between Chair and other roles as necessary
- Have a clear pattern of meetings
- Have a policy regarding attendance and proxy attendance
- Distribution of agenda a week before meetings
- Distribution of minutes two weeks after meetings – minutes should specify participants, discussion, decisions/recommendations, actions and responsibilities
- Minutes and any issues for escalation should be lodged with the appropriate overarching committee.

Review
All committees should review their outcomes as per the Terms of Reference, membership and impact on an annual basis.

Characteristics and Decision Making
An outline of committee characteristics and decision making is detailed on Page 24.

ACT Health Committee Structure
Seven primary Tier 1 committees have been established at the executive level to ensure the full spectrum of strategy and operations are given appropriate consideration and guidance. These are detailed on Page 25.

Further information on clinical committee governance is detailed in the ACT Health Clinical Governance Framework 2018-2023.

This structure does not extend to business as usual management and team meetings.

Further information can be found under Governance on the ACT Health Intranet.
## Committee Characteristics

### Tier 1 - Strategic and Ultimate Decision Making

Characteristics of Tier 1 committees should be:
- Chaired by the Director-General or Deputy Director-General
- Closely tied to legislative requirements and strategic goals
- Significant organisation-wide relevance, risk and impact
- Diverse membership from across the organisation
- Must integrate and build collaborative connections and interrelationships across ACT Health
- Delegations of the committee are in line with the framework and able to allocate additional funding and resources

### Tier 2 - Direction Setting and Decision Making Committees

Characteristics of Tier 2 committees should be:
- Chaired by an Executive Director, Director or Professional Lead
- Delegated decision making as per the delegations framework
- Pivotal in bringing specialists from the Directorate together to discuss prioritisation and need in the context of the committee scope
- Responsible for risk identification, management and treatment
- Must consider balance between benefit and risk of changes
- Must ensure evaluation of any changes and monitor changes/adoption and benefits to ACT Health
- Clear decision-making and information flow to a relevant Tier 1 committee with clear feedback mechanisms for decisions made
- May have either/bOTH Advisory Committees and Working Groups feeding recommendations and information through for consideration with broader functional considerations

### Tier 3 - Advisory Committees/Panel

Characteristics of Tier 3 committees should be:
- Chaired by a Director, Clinical Lead or Senior Manager
- Tier 3 Committees should bring people together on a single issue/topic for understanding, coordination and issue resolution
- Comprised of individuals with suitable qualifications and experience to contribute to the topic and may engage external representation from industry and community where relevant
- Information and recommendations should report through to a Tier 2 Committee and have clear feedback mechanisms for decisions made

### Tier 3 - Working Groups/Steering Committees

Characteristics of Tier 3 - Working Groups should be:
- To bring people together on a single issue or to address a specific issue or problem
- Members should have roles related to the issue (not beyond existing organisational responsibilities)
- Limited in scope and term
- Collaborative with Tier 3 - Advisory Committee
- Clear on pathways to Tier 2 committees for escalation and consideration of risks and barriers beyond scope of resolution within the committee
- Should identify in terms of reference criteria for success, closure of working group and transition to BAU functions

### Decision Making

- Direct resources
- Garner additional/re-direct resources according to priorities
- Purchase services and goods with appropriate procurement advice
- Can direct resources to act in a particular manner
- Purchase additional services/goods in line with the Chair’s budget and delegation
- Commence or cease projects
- Can request, influence people to engage with their work
- Are unable to purchase services or goods without explicit delegation to do from the tier 2 committee
3.8.  Performance Management

Operational Area Performance Management

All divisions, branches and units provide formal monitoring and reporting against their finance and performance at relevant management meetings. This is monitored and reported in aggregate, and issues are escalated as necessary, to the Tier 1 Finance and Performance Committee.

In addition, the relevant executive responsible for operational areas meet, and regularly report on performance and discuss resolution of issues with either the Director-General or respective Deputy Director-General.

Executive Performance Management

The terms and conditions of executive employment are regulated by contracts, PSM Act and Standards (or other instruments made under the PSM Act), Determinations made by the Remuneration Tribunal under the Remuneration Tribunal Act 1995, and other legislation as applicable (e.g.: Health Act).

An Executive’s performance agreement should reflect the responsibilities of the job and have regard to the Government’s policies, initiatives and commitments. This includes reporting areas for the agency, budget papers and outcomes and any other requirements of the executive.

Staff Performance Plans

A performance plan is developed to assist staff to do the best job they can by establishing a professional relationship between them and their supervisor to share responsibility and understanding for work requirements and development.

ACT Health’s performance plan template has been customised to include ACT Health specific requirements relating to our Vision, Values, Goals as well as safety and quality responsibilities.

In setting performance plans, staff and managers should also consider the ACTPS Code of Conduct, work level standards, professional scopes of practice, as well as the Corporate Plan 2018-2023 and any relevant Divisional business plans.

The primary emphasis is on creating and maintaining a culture of everyday and scheduled feedback at all levels, both positive and constructive.

Formal reviews are conducted at mid/end of cycle (for most staff this is 6/12 months). A wide range of tools and guides for managers support the framework, along with skill development workshops for manager.

Further information: ACT Health Staff Performance Framework (Intranet)
3.9. Community and Consumer Engagement

ACT Health is committed to the involvement of the community and consumers in decision making about health services planning, policy development, setting priorities and quality issues, and in the provision of best practice care.

Engagement is enhanced when there is clarity and understanding between government and community about the level of participation being offered. The right level of engagement is critical to the value of the exercise and can help manage expectations.

There are four levels of engagement:

- **Information** – provides the public with information on government decisions and activities. Mechanisms include fact sheets, web sites, advertisements, information kits and call centres.

- **Consultation** – used when community input is required to influence the government’s decision on a preferred option on a particular matter when the issues existing and options available are well developed and articulated. Mechanisms include public comment and submission, focus groups, surveys and interviews with stakeholders.

- **Involvement** – working with the community to develop policy options. Community involvement is also referred to as multilateral communication. Community involvement is used when issues are more complex and the community’s ideas are sought to help shape policy options as well as analyse pros and cons. Mechanisms include working groups, public workshops and consultative committees.

- **Collaboration** – partnering with the public in the consideration of issues and preferred solutions. Collaboration is used when there is an opportunity for shared agenda setting and substantial timeframes for deliberation on an issue. Mechanisms include strategic advisory boards, committees, consensus building forums and round table discussions.

Additionally, ACT Health recognises the importance of consumer, carer and community feedback about their experiences while using an ACT Health service. This feedback can be in the form of a compliment, a comment or a complaint. ACT Health has a dedicated Consumer Feedback and Engagement Team to provide advice and liaison for consumers, carers and ACT Health staff on these matters.