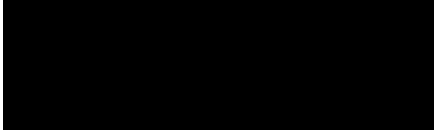




ACT
Government

ACT Health

Ref FOI19-22



Dear [REDACTED]

Freedom of information (FOI) Request: FOI19/22

I refer to your application received by ACT Health on 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 copies of 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 Director-General of ACT Health and other senior officials in ACT Health 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.*
- *Briefs prepared for the Minister for Health and Wellbeing and the Minister for Mental Health and Wellbeing directly related to the Independent Panel on Health Culture and its findings. This includes all briefs including Question Time Briefs and Estimates Briefs.*
- *Reports prepared for the Director-General of ACT Health and other senior officials in ACT Health related to the findings of the Independent Panel and implementation of its recommendations.*
- *Documents related to the 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 I would like copies of documents related to the Independent Culture Review Panel 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 Director-General of ACT Health 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/>

Should you have any queries in relation to your request, please do not hesitate to contact the FOI Coordinator on (02) 5124 9829 or email HealthFOI@act.gov.au.

Yours sincerely



Vanessa Dal Molin

Executive Branch Manager

Office of the Director-General

14 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
██████████	<p><i>"I would like copies of documents related to the Independent Culture Review Panel;</i></p> <ul style="list-style-type: none"> <i>Correspondence between members of the Independent Health Culture Panel, the Minister for Health and Wellbeing and the Director-General of ACT Health and other senior officials in ACT Health 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> <i>Briefs prepared for the Minister for Health and Wellbeing and the Minister for Mental Health and Wellbeing directly related to the Independent Panel on Health Culture and its findings. This includes all briefs including Question Time Briefs and Estimates Briefs.</i> 	FOI19/22

	<ul style="list-style-type: none"> • <i>Reports prepared for the Director-General of ACT Health and other senior officials in ACT Health related to the findings of the Independent Panel and implementation of its recommendations.</i> • <i>Documents related to the preparation of a response to the report of the Independent Panel on Health Culture.</i> • <i>Communications strategy for the release of the Interim and final report on health culture and communications strategy and associated correspondence.</i> • <i>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 I would like copies of documents related to the Independent Culture Review Panel March 2019. This does not include purely administrative details such as time and venue of the meeting."</i> 	
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Ref No	No of Folios	Description	Date	Status	Reason for non-release or deferral	Open Access release status
1	1 - 2	Email from Michael De'Ath (Dee Chicco) to M Reid – Correspondence	13 December 2018	Partial Release	Schedule 2.2 (a) (ii) (iv) (xii) (xv)	YES
3	6 - 7	Email from WorkplaceCultureReview (Fay Prowse) to Michael De'Ath – Letter	7 January 2019	Partial Release	Schedule 2.2 (a) (xii) (xv)	YES
38	433 - 439	Culture Review Oversight Group Agenda and meeting paper	28 March 2019	Partial Release	Schedule 2.2 (a) (xii) (xv)	YES
40	443 - 449	Culture Review Oversight Committee – Talking Points for DG	28 March 2019	Partial Release	Schedule 2.2 (a) (xii) (xv)	YES

42	456 - 477	Ministerial Brief and attachments MIN19/377 – Establishment of the Culture Review Oversight Group	20 March 2019	Full Release		YES
48	524 - 575	Initiated Brief and attachments – MIN19/411 First meeting of the Culture Review Oversight Group	22 March 2019	Partial Release	Schedule 2.2 (a) (xii) (xv)	YES
49	576 - 584	Annotated Agenda for the chair - Culture Review Oversight Group	28 March 2019	Full Release		YES
50	585 - 622	Email and attachments from Fitzharris - Culture Review Oversight Group – Inaugural Meeting – Agenda and papers	27 March 2019	Full Release		YES
52	628 - 648	Ministerial Brief – MIN19/466 – Culture Review Oversight Group – letter attaching draft agenda	14 May 2019	Full Release		YES

West, Alice (Health)

From: Chicco, Dee (Health) on behalf of De'Ath, Michael (Health)
Sent: Thursday, 13 December 2018 11:03 AM
To: mreidassociates@gmail.com
Subject: Correspondence from the Director-General - ACT Health Directorate
Attachments: Signed letter to M Reid - Chair - Culture Review.pdf

UNCLASSIFIED Sensitive

Dear Mick

Please see the attached.

Regards

Michael De'Ath

Director-General | ACT Health

Level 5, 2-6 Bowes Street, Phillip | GPO Box 825 Canberra ACT 2601

T: (02) 5124 9400 | **E:** michael.de'ath@act.gov.au | **W:** www.health.act.gov.au

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**ACT Health**

Office of the Director-General

CONFIDENTIAL - SENSITIVE

Mick Reid

Chair

Independent Review into the Workplace Culture within ACT public health services

mreidassociates@gmail.com

Dear Mick

Thank you for referring the matter regarding [REDACTED] to the Health Directorate.

I would like to confirm with you that this matter has been referred to the Directorate's People and Culture team, who continue to provide support to [REDACTED]

As the matter is currently subject to a preliminary assessment, it would not be appropriate for the Directorate to provide you with further information.

I am confident that this matter and any associated processes are being managed in line with the relevant enterprise bargaining agreement and ACT legislation.

Thank you again for referring this matter to the Directorate.

Yours sincerely

A handwritten signature in dark ink, appearing to read "Michael De'Ath".

Michael De'Ath
Director-General

12 December 2018

West, Alice (Health)

From: Prowse, Fay (Health) on behalf of WorkplaceCultureReview
Sent: Monday, 7 January 2019 9:36 AM
To: De'Ath, Michael (Health)
Cc: WorkplaceCultureReview
Subject: Letter from the Workplace Culture Review Panel Chair in relation to referrals [DLM=Sensitive]
Attachments: Further panel correspondence to DG re referrals Jan 19.pdf

Fay Prowse

Phone: 02 5124 9434 | Email: Fay.Prowse@act.gov.au or Fay.Prowse@culturereviewacthealth.com
Secretariat Office | 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

Phone: 620 59555 www.health.act.gov.au/Culture-Review

INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

CONFIDENTIAL

Mr Michael De'Ath
Director-General
ACT Health Directorate

Dear Michael

I appreciate you taking the time to contact the Office of the Review in regard to my letter dated 18 December 2018. I am available by phone to discuss at a high level the concerns in relation to the [REDACTED] or alternatively we can do this at our meeting on 15 January 2019.

I also wish to advise you that [REDACTED] has now been identified as a team within the Directorate that has (or had) a poor workplace culture and/or issues with bullying and harassment.

I welcome the opportunity to discuss these matters with you.

Yours sincerely



Mick Reid
Chair

07 January 2019



IN-CONFIDENCE

Agenda

28 March 2019

10:00 am – 12:00 pm

Meeting room, ACT Legislative Assembly Building

	Speaker	Time
Item 1 Welcome and apologies	Chair	2 mins
Item 2 Introduction by Chair	Chair	3 mins
Item 3 Discussion items		
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
Item 4 Information items		
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
Item 5 Other Business		
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

Culture Review Oversight Group



ACT Health

Meeting Paper

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Agenda Item: 3.3

Topic: Referrals by Review

Meeting Date: 28 March 2019

Action Required: Noting (to be tabled at the meeting - not for circulation)

Cleared by:

Presenter: Director-General

Purpose

1. That members note the approach to be taken for referrals from the Review.

Background

2. There has been interest from stakeholders, the media and the ACT Legislative Assembly about the referrals made by the Independent Review into Workplace Culture within ACT Public Health Services (the Review).
3. The Reviewers decided if they were to identify the clusters that this would 'focus attention on these areas to the detriment of recognising the pervasive nature of poor workplace behaviours throughout' the system (page 13 of the Final Report).
4. The Review has advised the Chair that the referral of clusters was drawn from analysis of submissions to the Review but the Review did not investigate them on a case-by-case basis. Each referral related to a cluster of similar concerns raised in a particular work area.
5. The Review advised that the referrals were made to Senior Executives (the Director-General, CEO and General Manager Calvary ACT) between December 2018 and February 2019; and a letter was sent to the Minister for Health and Wellbeing following the release of the Final Report (see Attachment – letter from Independent Review into the Workplace Culture Within ACT Public Health Services).

Issues

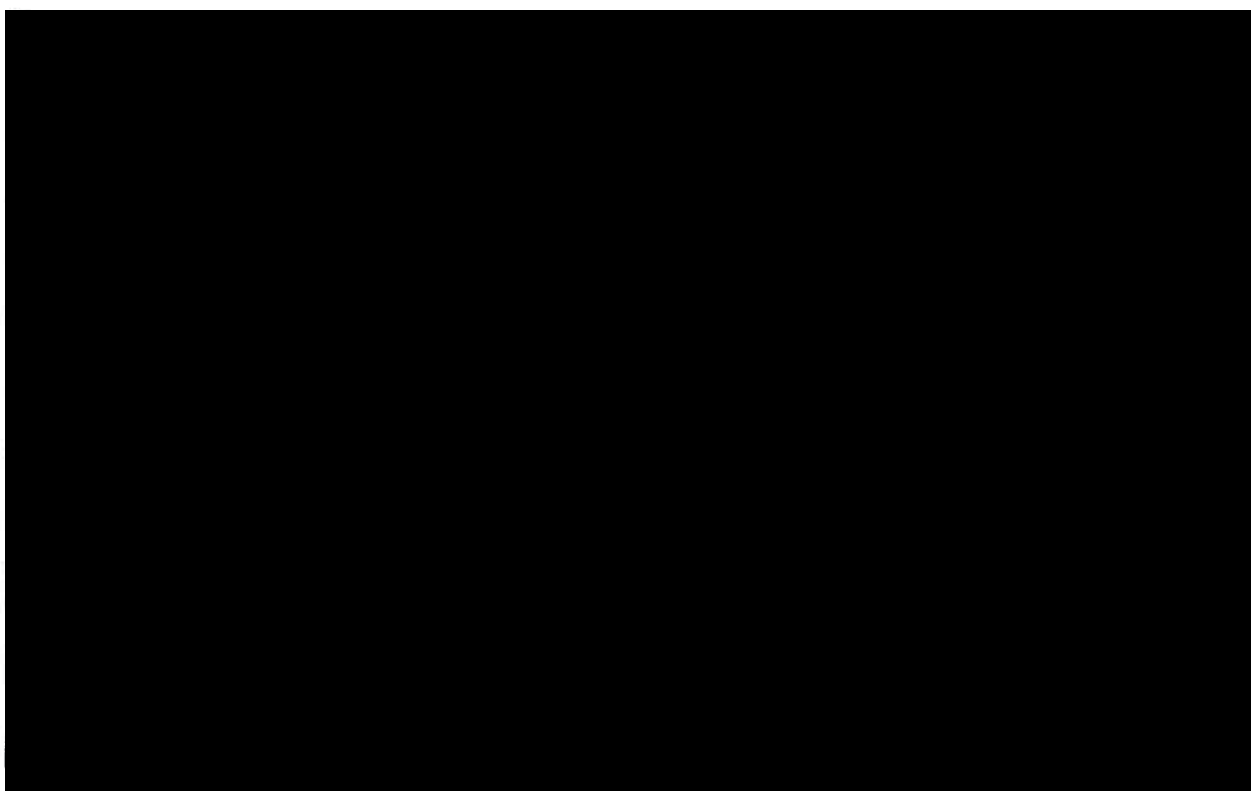
6. As you may be aware, the Final Report states (p.12);

During analysis, it became apparent that a number of submissions repeatedly citing bullying and inappropriate behaviours were clustered in a few sections of the ACT Public Health System. As previously mentioned, it was outside the scope of this Review to investigate such allegations. Nevertheless, where these clusters were identified, the relevant Senior Executive was advised. The confidentiality of submissions was maintained in these referrals.

Consideration was given by the Reviewers to identify these clusters in this Report. On balance, it was thought this would focus attention on these areas to the detriment of recognising the pervasive nature of poor workplace behaviours throughout the ACT Public Health System. One of the tasks of the 'Cultural Review Oversight Group' proposed in Section 10, should be to monitor ongoing improvements in these areas. Where Reviewers were particularly concerned during interviews about the wellbeing of an individual, with the agreement of that individual, again the relevant Senior Executive was notified and/or the option was given to the individual to refer their issue to the ACT Public Sector Standards Commissioner.

7. The issue of individual referrals is not able to be further discussed in CROG. The Review has advised that where Reviewers were particularly concerned about the wellbeing of an individual, that person was advised by the Reviewer on ways forward. The Review did not provide the Minister nor the Health Portfolio with a list of these type of referrals. The information on individual referrals is known only to the individual themselves and the Senior Executive or the Commissioner who was contacted by the Reviewer or the individual. Any discussion, even a general one, would risk compromising the privacy of the individuals involved.
8. The clusters referred by the Review are reproduced below:

Referrals



9. [REDACTED] Information provided to the Senior Executive was often general in nature to ensure the identity of the submitters could not be exposed. Pinpointing issues has proved challenging in areas that have significant staff numbers. Against this background, the Senior Executives of the area are commencing work to better understand the issues and develop a focussed program to address them. This is in its early stages and an update will be provided to the CROG at our next meeting.
10. There is a risk that if these areas are made public this could undermine the efforts to improve workplace culture within them and also more generally.
11. The CROG will be briefed at each meeting by the Leadership Team on progress in each area referred by the Review.
12. The all staff survey to be undertaken by each organisation later this year, will provide further evidence of any issues that need to be addressed and of any improvement in the referral areas.

Recommendation

That the Committee note the information provided above.

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INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

CONFIDENTIAL

08 March 2019

Ms Megan Fitzharris MLA
Minister for Health and Wellbeing
Chair of the Cultural Review Implementation Group

Dear Minister

This letter provides an overview of referrals made by the Independent Review into Workplace Culture within ACT Public Health Services (the Review). These referrals were drawn from analysis of submissions, the Review has not investigated them on a case-by-case basis. Each referral relates to a cluster of concerns raised in a particular work area and all were referred to the relevant Executive between December 2018 and February 2019.

Providing these referrals to the Executive ensured they could commence activities to gain a greater understanding of staff concerns, and develop a tailored plan to address them. No specific details (examples) from individual submissions, or the identity of submitters, was provided to the Executive in these referrals. The referral letters provided the work area and nature of concerns raised for each area in a similar format to Page 2 of this letter.

As you are aware the Final Report states (p.12):

During analysis, it became apparent that a number of submissions repeatedly citing bullying and inappropriate behaviours were clustered in a few sections of the ACT Public Health System. As previously mentioned, it was outside the scope of this Review to investigate such allegations. Nevertheless, where these clusters were identified, the relevant Senior Executive was advised. The confidentiality of submissions was maintained in these referrals.

Consideration was given by the Reviewers to identify these clusters in this Report. On balance, it was thought this would focus attention on these areas to the detriment of recognising the pervasive nature of poor workplace behaviours throughout the ACT Public Health Service. One of the tasks of the 'Cultural Review Oversight Group' proposed in Section 10 should be to monitor ongoing improvements in these areas. Where Reviewers were particularly concerned during interviews about the wellbeing of an individual, with the agreement of that individual, again the relevant Senior Executive was notified and/or the option was given to the individual of referral of their issue to the ACT Public Sector Standards Commissioner.

To support this activity the details of clusters in work areas and concerns raised are provided below.

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We appreciate the Cultural Review Organisation Group's support in ensuring these matters are appropriately addressed.

Yours Sincerely

A handwritten signature in black ink, appearing to read 'Mick Reid'.

Mick Reid
Chair

A handwritten signature in black ink, appearing to read 'Fiona Brew'.

Fiona Brew
Member

A handwritten signature in black ink, appearing to read 'David Watters'.

Professor David Watters
Member

**Culture Review Oversight Committee -
28 March 2019 – 10.00 am to 12 noon
Talking Points for Director General**


Item 3.3 – Referrals

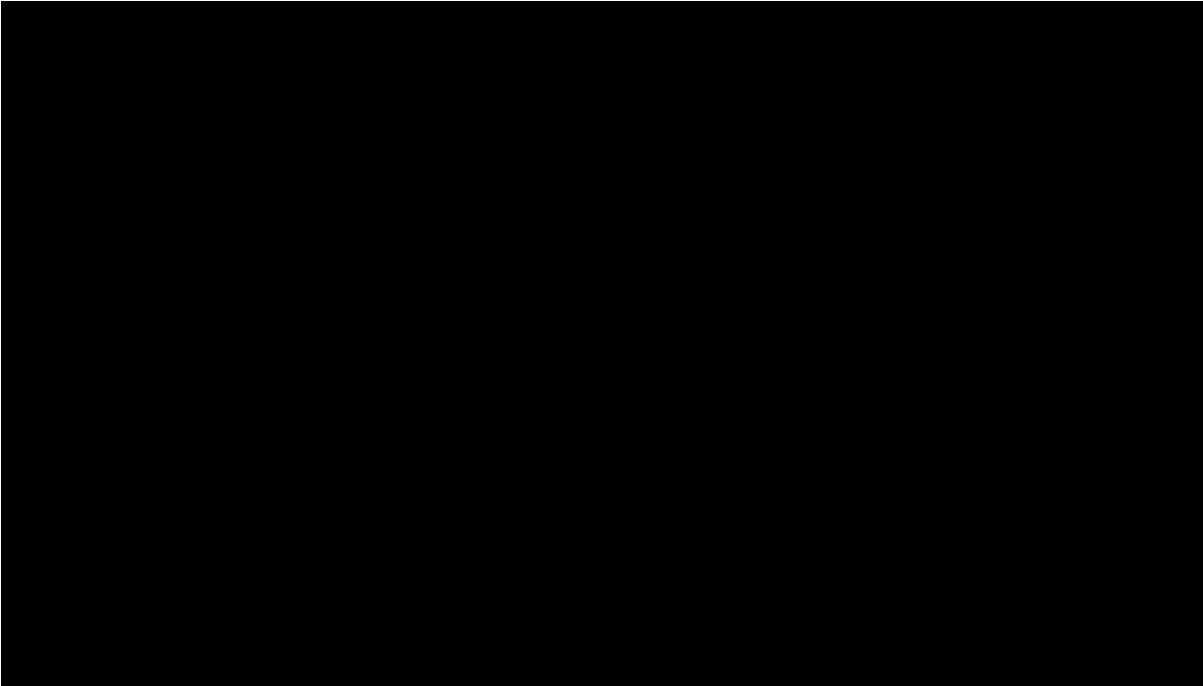
- [DG will be asked to lead discussion on the Referrals paper]
- The paper before you seeks to outline the approach that has been taken for any matters referred to the Directorate, Canberra Health Services or Calvary by the Review Panel.
- I recognise the Review Panel's concerns to ensure that these referrals be held confidentially.

-

- With the limited information we have, I can advise that we have looked into these areas carefully.

-

- The Executive team have undertaken a lot of internal divisional work on culture, and have been speaking to staff members on a very regular basis. I am hearing that staff are feeling positive.
- 
- There will be a survey undertaken shortly within the Division, so that the leadership team can better understand what the division does well and not so well. This will assist in further highlighting any issues that need to be addressed.

- 
-
-

- I am happy to share further information with the Oversight Group as it becomes available.

[Invite CEOs to speak to the work undertaken within their own organisations].

Item 4.1 – Implementation Timeline

- The paper you have before you outlines the implementation timeline for recommendations made within the Final Report of the Review.
- The timeline was developed by the Review Panel in consultation with the executive leadership team.
- We are commencing early planning work to implement the recommendations.
- The Implementation team that is in the process of being established will develop more detailed project planning in consultation with the relevant organisations.
- I expect that these plans will be provided to you for review at our next meeting.
- *[Seek comments from Members on the implementation timeline]*

Item 4.2 – Updates from Leadership Team

- I thought it would be useful to brief Members on the work that is currently underway within each of our organisations to improve workplace culture. Bernadette and Barbara will speak shortly about their organisations.

- The culture needs within the ACT Health Directorate are being carefully considered, particularly in light of our transition to two organisations back in October 2018.
- Work is being rolled out, which is underpinned by a strong focus on values and genuine engagement with staff and leadership.
- The work is focused on building a cohesive, values based executive team and on building an environment where collaboration can thrive. The findings and recommendations contained in the final report of the Review of Culture are fundamental to supporting the direction and areas of focus for this work.
- In terms of settling the organisation, I am pleased to advise that our new executive structure is largely finalised, with the last of our executive recruitment soon to be finalised.
- The change in our organisational structure has provided a rare and significant opportunity to select executive leaders who have demonstrated both appropriate knowledge in the domains we require as an organisation and a track record of success in capably managing and leading people.
- There is a strong commitment from the new executive leadership team to develop a positive workplace culture.
- I am pleased to say that this is showing early signs of a shift in the positivity of the workforce culture within the Directorate.

- With a largely refreshed executive team, we will be focusing on delivering an effective leadership development program, customised to our needs.
- There is also a lot of work underway at the present time to refresh our Strategic Plan, our vision and our values statements. This will include extensive staff engagement to ensure that there is strong take up.
- As part of this exercise we will need to carefully consider how we work to ensure that positive relationships are maintained across the health portfolio – with Canberra Health Services and Calvary Health Care.
- I am also pleased that we are taking small steps to positively improve the culture within the organisation:
 - There is better communication to staff across the Directorate, with key messages coming from the Executive team. These detail the importance which has been placed on workplace culture, values and the need to better engage with staff.
 - Accommodation needs of Directorate staff have settled, with staff moving to sit within their Groups (or Divisions). This has already proven beneficial, where we now see staff sitting on the same floor as their Executives within the Directorate.
 - We are also starting to move more quickly to respond to complaints made by staff about workplace culture and bullying issues.

- In relation to the Implementation of the Recommendations arising from the Review of Culture, I am pleased to advise that the Directorate is in the process of establishing a team solely dedicated to working across the Directorate, Canberra Health Services and Calvary to drive implementation.
- Together with the two CEOs, we have recruited a new Executive Branch Manager to lead the Implementation Team. I expect that the successful individual will commence in the role on Monday 1 April 2019.
- We are all committed to ensuring that the recommendations contained within the Review are appropriately and effectively implemented over the next three years.

Item 4.3 – Culture Review Implementation Steering Group

- A Culture Review Implementation Steering Group will be established to facilitate and drive the implementation of recommendations made by the Review Panel.
- Members have been provided with terms of reference for their information.
- This Steering Group will meet on a monthly basis to ensure that the project as a whole is on track.
- The Steering Group will report regularly to the Oversight Group.

Item 4.4 – Communications Plan

- It will be vitally important to ensure that there is extensive communication with staff and stakeholders in relation to the implementation of the recommendations from the Review.
- The Communications Team within the ACT Health Directorate will work with the Implementation Team, Canberra Health Services and Calvary Health care to develop a Communications Plan.
- I expect that the Communications Plan will be provided to the next Oversight Group meeting, for review.



MINISTERIAL BRIEF

Health Directorate

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To: Minister for Health and Wellbeing

Tracking No.: MIN19/377

From: Michael De'Ath, Director General

Subject: Establishment of the Culture Review Oversight Group

Critical Date: Not applicable

Critical Reason: Not applicable

• DG .../.../...

Purpose

To provide you with an update on progress with establishing the Culture Review Oversight Group (CROG).

Recommendations

That you:

1. Note the information contained in this brief;

Noted / Please Discuss

2. Approve the draft Terms of Reference for the Culture Review Oversight Group, for endorsement by members of the Group at the first meeting (Attachment C);

*as amended*Agreed / Not Agreed / Please Discuss

3. Sign the attached letters inviting individuals representing organisations to be a part of the Culture Review Oversight Group (Attachment B); and

*as amended*Agreed / Not Agreed / Please Discuss

4. Note the initial arrangements for the inaugural meeting of the Culture Review Oversight Group at 10am on Thursday 28 March 2019.

Noted / Please Discuss

Meegan Fitzharris MLA

29.3.19

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Minister's Office Feedback

Background

1. You released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019.
2. The Report recommends the establishment of a Culture Review Oversight Group (CROG) which will be tasked with the oversight of the implementation of the recommendations.
3. The CROG will include representation from key stakeholder groups and the Review recommended that you Chair the Group.
4. A summary of the recommendations relating to the establishment of the CROG is provided at Attachment A.

IssuesMembership (letters of invitation)

5. Recommendation 18 of the Report provides a suggested list of members for the CROG

The Group should be chaired by the Minister for Health and Wellbeing, and include the Minister for Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital, Senior Executives across the ACT Public Health System, the Executive Director Health Care Consumers Association of the ACT, President of the AMA (ACT), Branch Secretary ANMF (ACT), and Regional Secretary CPSU.

6. In line with early discussions with you, I propose that the membership should be as follows:
 - o Minister for Health and Wellbeing (Chair)
 - o Minister for Mental Health (Deputy Chair)
 - o Director-General, Health Directorate
 - o Chief Executive Officer, Canberra Health Services
 - o Regional Chief Executive Officer, Calvary ACT
 - o Regional Secretary, CPSU
 - o Branch Secretary, ANMF ACT
 - o President, AMA ACT
 - o Federal President, ASMOF
 - o President, VMOA ACT
 - o Dean, College of Health and Medicine ANU
 - o Executive Dean, Faculty of Health, University of Canberra
 - o Executive Director, Health Care Consumers Association (ACT)
 - o Executive Branch Manager, Culture Review Implementation Team [ex-officio]

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7. I have attached letters inviting appointment to the CROG for your signature at Attachment B.

Terms of Reference (TORs) for the CROG

8. The draft Terms of Reference (TORs) for the CROG are at Attachment C for your consideration.
9. The TORs provide that the primary role of the CROG will be to oversight the implementation of the recommendations of the Review.
10. Subject to your agreement, the draft TORs will be distributed with your correspondence inviting individuals to be part of the Group.

Establishment of the Culture Review Implementation Team

11. The Culture Review Implementation Team will provide Secretariat services to the CROG.
12. It is proposed to engage approximately six staff members to assist the portfolio with the Implementation of the Recommendations of the Report.
13. The recruitment to the Executive Branch Manager, Culture Review Implementation is nearing completion. This is a three-year contract.
14. One of the Senior Officer Grade A positions is also currently filled on a temporary contract basis. Further recruitment will take place when the Executive Branch Manager commences.

Inaugural Meeting – Thursday 28 March 2019

15. The inaugural meeting of the CROG will be held 10am to 12pm on Thursday 28 March 2019. This date has been provided by your Office in consultation with the Office of the Minister for Mental Health. I will provide you with a further brief for the meeting including the draft annotated agenda.

Financial Implications

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

ConsultationInternal

17. Not applicable.

Cross Directorate

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

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External

19. Not applicable.

Work Health and Safety

20. Not applicable.

Benefits/Sensitivities

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

Communications, media and engagement implications

23. The inaugural meeting of the CROG is penciled in your diary for 10am 28 March 2019.

Signatory Name: Michael De'Ath

Phone: x 50823

Action Officer: Tania Vlahos

Phone: 51249435

Attachments

Attachment	Title
Attachment A	Review recommendations re CROG
Attachment B	Letters inviting Appointment
Attachment C	Draft TORs

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Attachment A

Recommendations specifically related to the Culture Review Oversight Group

from the

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

Recommendation 18: A 'Cultural Review Oversight Group' should be established to oversight the implementation of the Review's recommendations. The Group should be chaired by the Minister for Health and Wellbeing, and include the Minister for Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital, Senior Executives across the ACT Public Health System, the Executive Director Health Care Consumers Association of the ACT, President of the AMA (ACT), Branch Secretary ANMF (ACT), and Regional Secretary CPSU.

Recommendation 19: That the 'Cultural Review Oversight Group' auspice for the next three years, an annual, independent and external review of the extent of implementation of the recommendations of the Review and consequent impact on cultural changes within the ACT Public Health System.

Recommendation 20: As a result of this Review, the 'Cultural Review Oversight Group' should engage with staff in the development of a change management and communications strategy, which clearly articulates to staff, patients/clients and the community the nature of the issues to be addressed and the mechanisms for doing it.



Meegan Fitzharris MLA

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

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

Dear Mr De'Ath

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Director-General, ACT Health Directorate.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report *to provide oversight of implementation of the Review's recommendations.*

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly, and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building.

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

Yours sincerely

Meegan Fitzharris MLA
 Minister for Health and Wellbeing

ACT Legislative Assembly

London Circuit, Canberra ACT 2601, Australia GPO Box 1020, Canberra ACT 2601, Australia
 Phone +61 2 6205 0051 Email fitzharris@act.gov.au



@MeeganFitzMLA



MeeganFitzharrisMLA





Meegan Fitzharris MLA

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

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

Dear Minister

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

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the Culture Review Oversight Group is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference for the CROG for your information.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building. I am advised that this date is pencilled in your diary.

I welcome your contribution to this important work for the health sector in Canberra.

I look forward to your positive consideration of your appointment as Deputy Chair.

Yours sincerely

Meegan Fitzharris MLA
 Minister for Health and Wellbeing

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

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

Dear Ms McDonald

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Chief Executive Officer Canberra Health Services.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

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Yours sincerely

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

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

Dear Ms Reid

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Regional Chief Executive Calvary ACT.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

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Yours sincerely

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Meegan Fitzharris MLA

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

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

Dear Ms Northam

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Regional Secretary CPSU ACT.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

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

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

Dear Ms Cox

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Executive Director of the HCCA (ACT).

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building.

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Yours sincerely

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 Minister for Health and Wellbeing

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

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

Dear Mr Daniel

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Branch Secretary ANMF ACT.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

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Yours sincerely

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Meegan Fitzharris MLA

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

Professor Geoffrey Dobb
 Federal President
 ASMOF
 Locked Mail Bag No 13
 GLEBE NSW 2037

Dear Professor Dobb

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Federal President of ASMOF.

As you may be aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

I propose to hold the inaugural meeting of the CROG from 10am to 12 noon on Thursday 28 March 2019 in the ACT Legislative Assembly building, London Circuit, Canberra.

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

Yours sincerely

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 Minister for Health and Wellbeing

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

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

Dear Dr Hughes

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as President of the VMOA (ACT).

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

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Meegan Fitzharris MLA

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

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

Dear Professor Gruen

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Dean of the College of Health and Medicine ANU.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

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Yours sincerely

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Meegan Fitzharris MLA

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

Professor Michelle Lincoln
 Executive Dean
 Faculty of Health
 University of Canberra
 11 Kirinari St
 BRUCE ACT 2617

Dear Professor Lincoln

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as Executive Dean of the Faculty of Health, University of Canberra.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

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Yours sincerely

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Meegan Fitzharris MLA

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

Dr Antonio Di Dio
 President
 AMA (ACT)
 PO Box 560
 CURTIN ACT 2605

Dear Dr Di Dio

I write to invite you to join the Culture Review Oversight Group (CROG) in your capacity as President of the Australian Medical Association ACT.

As you are aware, I released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services (the Report) on 7 March 2019. The establishment of the CROG is outlined in Recommendation 18 of the Report.

I have attached the draft Terms of Reference (TORs) for the CROG for your information. As outlined in the draft TORs, it is planned that the CROG will meet quarterly and that proxies are not permitted.

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Yours sincerely

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DRAFT TERMS OF REFERENCE Culture Review Oversight Group (Ministerial)

Role	The role of the Culture Review Oversight Group (CROG) is to provide a forum that oversees the implementation of the recommendations of the Final Report of the Review into the Workplace Culture in ACT Public Health Services (the Review). (March 2019)
Values and Behaviours	<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"> • Accountable, transparent, decision-making • Genuine and respectful engagement with colleagues within the Directorates, across the ACT Public Service and the Health System and with community members • 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 • Innovative improvement of systems and services to achieve safe and effective person and family-centred care.
Membership	<ul style="list-style-type: none"> o Minister for Health and Wellbeing (Chair) o Minister for Mental Health (Deputy Chair) o Director-General, Health Directorate o Chief Executive Officer, Canberra Health Services o Regional Chief Executive Officer, Calvary ACT o Regional Secretary, CPSU o Branch Secretary, ANMF ACT o President, AMA ACT o Federal President, ASMOF o President, VMOA ACT o Dean, College of Health and Medicine ANU o Executive Dean, Faculty of Health, University of Canberra o Executive Director, Health Care Consumers Association (ACT) o Executive Branch Manager, Culture Review Implementation Team [ex-officio] <p>The CROG may also co-opt other individuals or representatives of organisations from time to time with the agreement of the Chair where special expertise or experience is required to assist the CROG in its work.</p> <p>Members will be asked to declare any actual, potential, or perceived conflicts of interest, at each meeting.</p> <p>There will be no sitting fees provided for meetings; however, travel or out of pocket costs will be reimbursed for attendance at meetings for stakeholder members and any subject matter experts requested to attend with the agreement of the Chair. Receipts should be submitted to the Secretariat.</p>

Secretariat	Secretariat Support will be provided from the Culture Review Implementation Team within the Office of the Director- General
Meeting Frequency	Meetings are to be held quarterly, or as required by the Chair. The Ministers or the ACT Health Leadership team (DG HD, CEO CHS or Regional CEO Calvary) may also seek the CROG's advice on an 'out-of-session basis'. The Secretariat will circulate comments to members and provide a summary at the subsequent meeting.
Quorum	At least 50% +1 of members in attendance shall be deemed to be a quorum. With the Chair and ACT Health leadership team as mandatory attendees.

Absences from Meetings and Proxy Attendance	<p>All Members are strongly encouraged to prioritise meetings.</p> <p>The CROG will have a general policy of no proxies, however the Chair may consider special circumstances. If a member requires a leave of absence, they are to formally write to the Chair at least three weeks before the quarterly meeting outlining the reasons for non-attendance, and may request a proxy attend in their place. The request for a proxy will be considered on a case-by-case basis.</p> <p>If a member has not attended two meetings in a row, then they shall forfeit their membership and the Chair will appoint another member.</p>
Functions	<p>The CROG will:</p> <ul style="list-style-type: none"> • Review progress and updates on the Implementation Plan with a particular focus on assessment of actions and progress against goals; • Auspice an annual, independent and external review of the extent of implementation of the recommendations of the Review and consequent impact on cultural changes within the ACT Public Health System; • Guide action under the Implementation Plan, including addressing issues of policy and strategy that impact on the delivery of the Implementation Plan; and • inform the updates of the Implementation Plan.
Reporting Mechanisms	<p>The Culture Review Oversight Group is the peak governance committee for the Culture Review Implementation.</p> <p>The CROG receives information, regular reports and issues for escalation from members, through the Secretariat.</p> <p>The Culture Review Implementation Steering Group (CRISG) reports to the CROG.</p> <p>The CROG will provide a quarterly update to Cabinet through the Chair. Following Cabinet consideration, the CROG will issue a communique.</p>
Meetings and Agenda Requests	<p>Meeting papers and the Agenda will be cleared by the Chair and circulated one week in advance of meetings.</p> <p>Meeting papers will be considered in-confidence by all members. Any other material that is made available to CROG members which is by its nature confidential, marked as confidential or that the member ought to know is confidential, will be kept secret and confidential and not disclosed to anyone outside the CROG.</p> <p>Requests for agenda items and papers should be submitted to the Secretariat at least two weeks prior to the meeting.</p> <p>Papers will be distributed to members electronically five working days prior to the meeting taking place.</p>

Standing Agenda Items	A summary of standing agenda items is at <u>Attachment A</u> .
Minutes	The Secretariat will prepare minutes of each meeting, and record actions items. Minutes and action items will be distributed within two weeks of the meeting taking place.
TOR Review Frequency	The Terms of Reference will be reviewed annually, or as required to ensure alignment with governance arrangements. The next review is due by March 2020.
TOR Approval	Meegan Fitzharris, MLA Minister for Health and Wellbeing March 2020

Attachment A	<p>Agenda Item – Update from the Chair</p> <ul style="list-style-type: none"> • Matters raised by the Culture Review Implementation Steering Group, as well as concerns and emerging issues facing the Implementation. <p>Agenda Item – Implementation Register</p> <ul style="list-style-type: none"> • The Implementation Register will be submitted to CROG by the CRISG and reviewed on a quarterly basis. <p>Strategic / Policy Issue Discussions</p> <ul style="list-style-type: none"> • A forward agenda for Strategic Discussions will be prepared and considered at each meeting. • The CRISG will be asked to submit strategic/policy issues for CROG's consideration on a regular basis. <p>Agenda Item – CRISG Reporting</p> <ul style="list-style-type: none"> • CRISG Reports will be required to be provided to the CROG on a quarterly basis. • The Reports will be tabled, with items escalated to the agenda as required. <p>Additional Meetings</p> <ul style="list-style-type: none"> • Two Annual Strategy Days
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MINISTERIAL

Minister for Health

Ministerial Number:

MIN19/411

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

URGENT

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

Comments for Cover Sheet:

Date Due to MAGS - (MLO Use Only)

22/3/19

F/MLO 22/3

TUNIG 22/3

MO - 22/3

Registry file number:

Action Required

QA & send to Senior Manager/Director-General

Resp.Of Ministerial Liaison Officer

Complete By 27/03/2019 at 10:03 AM

Action Required

Package for Ministers Office

Resp.Of Ministerial Liaison Officer

Complete By 27/03/2019 at 1:03 PM

Action Required

Signed off & sent back to MLO

Resp.Of Departmental Liaison Officer

Complete By 5/04/2019 at 1:03 PM

Action Required

Finalise & distribute

Resp.Of Ministerial Liaison Officer

Complete By 8/04/2019 at 1:03 PM

DATE COMPLETED	Cleared
22/03/2019	<input type="checkbox"/>
DATE COMPLETED	Cleared
<input type="text"/>	<input type="checkbox"/>
DATE COMPLETED	Cleared
<input type="text"/>	<input type="checkbox"/>
DATE COMPLETED	Cleared
<input type="text"/>	<input type="checkbox"/>



ACT Health

CORRESPONDENCE CLEARANCE

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

Number: **MIN19/411**

Date Due: _____

Director-General - ACT Health: _____ Date: 22/3/19

Deputy Director-General - Corporate Services: _____ Date: _____

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

Chief Health Officer: _____ Date: _____

Co-ordinator-General - Mental Health and Wellbeing: _____ Date: _____

Professional Leads: _____ Date: _____

Contextually Correct ☐Grammatically Correct ☐Spell Checked ☐

Position: _____ Area name: _____

Signature: _____ Date: _____

Director - Area name: _____ Date: _____

Senior Manager - Area name: _____ Date: _____

Manager - Area name: _____ Date: _____

Communications - ACT Health Directorate: _____ Date: _____

Ministerial and Government Services - ACT Health Directorate: _____ Date: _____

Other: _____ Date: _____



MINISTERIAL BRIEF

Health Directorate

UNCLASSIFIED

To: Minister for Health and Wellbeing

Tracking No.: MIN19/411

From: Michael De'Ath, Director General

Subject: First meeting of the Culture Review Oversight Group

Critical Date: 28 March 2019

Critical Reason: Not applicable

• DG

Purpose

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

Recommendations

That you:

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

Noted / Please Discuss

2. Note the information contained in this brief;

Noted / Please Discuss

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

Noted / Please Discuss

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

Agreed / Not Agreed / Please Discuss

- with one

amendment to TOR

- please watermark all documents prior to circulating

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

UNCLASSIFIED

UNCLASSIFIED

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

Noted / Please Discuss

Meegan Fitzharris MLA



26/3/2019

Minister's Office Feedback

Background

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

Issues

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

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

UNCLASSIFIED

UNCLASSIFIED

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

Financial Implications

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

Consultation

Internal

11. Not applicable

Cross Directorate

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

External

13. Not applicable.

Work Health and Safety

14. Not applicable.

Benefits/Sensitivities

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

Communications, media and engagement implications

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

Signatory Name: Michael De'Ath

Phone: x 50823

Action Officer: Tania Vlahos

Phone: 51249435

UNCLASSIFIED

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Attachments

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

UNCLASSIFIED



Meegan Fitzharris MLA

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

Member for Yerrabi

XX March 2019

Implementation of the Independent Workplace Culture Review underway

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

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

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

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

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

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

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

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

ACT Legislative Assembly

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

@ MeeganFitzMLA

MeeganFitzharrisMLA





Meegan Fitzharris MLA

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

Member for Yerrabi

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

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

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

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

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

The final membership of the Review Group includes the:

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

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

ACT Legislative Assembly

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

 @ MeeganFitzMLA

 MeeganFitzharrisMLA



**Meegan Fitzharris MLA**

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

Member for Yerrabi

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

Statement ends

Media contact/s:

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

ACT Legislative Assembly

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

@MeeganFitzMLA

MeeganFitzharrisMLA



IN-CONFIDENCE

Agenda

28 March 2019

10:00 am – 12:00 pm

Meeting room, ACT Legislative Assembly Building

	Speaker	Time
Item 1 Welcome and apologies	Chair	2 mins
Item 2 Introduction by Chair	Chair	3 mins
Item 3 Discussion items		
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
Item 4 Information items		
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
Item 5 Other Business		
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

Culture Review Oversight Group



3.1

Meeting Paper

IN-CONFIDENCE

Agenda Item: 3.1

Topic: Membership

Meeting Date: 28 March 2019

Action Required: Noting and Action

Cleared by:

Presenter: Chair

Purpose

1. For the meeting to endorse the membership and for members to introduce themselves.

Background

2. The list for membership of the Culture Review Oversight Group (CROG) was provided in Recommendation 18 of the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services.
3. Recommendation 18 of the Report provides a suggested list of members for the CROG:
The Group should be chaired by the Minister for Health and Wellbeing, and include the Minister for Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital, Senior Executives across the ACT Public Health System, the Executive Director Health Care Consumers Association of the ACT, President of the AMA (ACT), Branch Secretary ANMF (ACT), and Regional Secretary CPSU.

Issues

4. In line with the recommendation of the Review, the membership of the CROG is:
 - o Minister for Health and Wellbeing (Chair)
 - o Minister for Mental Health (Deputy Chair)
 - o Director-General, Health Directorate
 - o Chief Executive Officer, Canberra Health Services
 - o Regional Chief Executive Officer, Calvary ACT
 - o Regional Secretary, CPSU
 - o Branch Secretary, ANMF ACT

- President, AMA ACT
 - President, Health Care Consumers Association (ACT)
 - Executive Branch Manager, Culture Review Implementation Team [ex-officio]
5. After consideration and considering the theme of clinical engagement in the Final Report, the Chair seeks to add ASMOF and the VMOA to the membership of the CROG.
 6. Similarly, after careful consideration of the themes around research, the Chair proposes to add the Deans of Health from ANU and University of Canberra.
 7. The Chair therefore proposes the following membership of the CROG
 - Minister for Health and Wellbeing (Chair)
 - Minister for Mental Health (Deputy Chair)
 - Director-General, Health Directorate
 - Chief Executive Officer, Canberra Health Services
 - Regional Chief Executive Officer, Calvary ACT
 - Regional Secretary, CPSU
 - Branch Secretary, ANMF ACT
 - President, AMA ACT
 - President, Health Care Consumers Association (ACT)
 - President, ASMOF
 - President, VMOA ACT
 - Dean, College of Health and Medicine ANU
 - Executive Dean, Faculty of Health, University of Canberra
 - Executive Branch Manager, Culture Review Implementation Team [ex-officio]

Recommendation

That the Committee:

- *Endorse the proposed extended membership of CROG*
- *Give a two minute introduction of themselves at the meeting.*

Culture Review Oversight Group



NOTED

3.2
TOR

Meeting Paper

IN-CONFIDENCE

Agenda Item: 3.2

Topic: Terms of Reference for the Culture Review Oversight Group

Meeting Date: 28 March 2019

Action Required: Noting and Action

Cleared by:

Presenter: Chair

Purpose

1. For the meeting to endorse the draft Terms of Reference (TORs) for the Culture Review Oversight Group (CROG).

Background

2. The draft TORs of the CROG have been developed in line with the Recommendations of the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services.

Issues

3. The draft TORs are attached.
4. The TORs are consistent with the requirements of peak committees across the health portfolio.
5. Of particular note are:
 - o the standing agenda template; (attached)
 - o the membership section which outlines the process for handling conflict of interest and remuneration;
 - o the general policy of no proxies;
 - o communication of issues between meetings;
 - o confidentiality requirements; and
 - o communique.

Recommendation

That the Committee:

- endorse the attached Terms of Reference for the CROG including the standing agenda template.

Culture Review Oversight Group

DRAFT TERMS OF REFERENCE



ACT
Government

ACT Health

Role	<p>The role of the Culture Review Oversight Group (CROG) is to provide a forum that oversights the implementation of the recommendations of the Final Report of the Review into the Workplace Culture in ACT Public Health Services (the Review). (March 2019)</p>
Values and Behaviours	<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"> • Accountable, transparent, decision-making • Genuine and respectful engagement with colleagues within the Directorates, across the ACT Public Service and the Health System and with community members • 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 • Innovative improvement of systems and services to achieve safe and effective person and family-centred care. • <i>Confidentiality of the process</i>
Membership	<ul style="list-style-type: none"> ○ Minister for Health and Wellbeing (Chair) ○ Minister for Mental Health (Deputy Chair) ○ Director-General, Health Directorate ○ Chief Executive Officer, Canberra Health Services ○ Regional Chief Executive Officer, Calvary ACT ○ Regional Secretary, CPSU ○ Branch Secretary, ANMF ACT ○ President, AMA ACT ○ President, Health Care Consumers Association (ACT) ○ Executive Branch Manager, Culture Review Implementation Team [ex-officio] <p>[possible additional members to be discussed at inaugural meeting]</p> <ul style="list-style-type: none"> ○ President, ASMOF ○ President, VMOA ACT ○ Dean, College of Health and Medicine ANU ○ Executive Dean, Faculty of Health, University of Canberra <p>The CROG may also co-opt other individuals or representatives of organisations from time to time with the agreement of the Chair where special expertise or experience is required to assist the CROG in its work.</p> <p>Members will be asked to declare any actual, potential, or perceived conflicts of interest, at each meeting.</p> <p>There will be no sitting fees provided for meetings; however, travel or out of pocket costs will be reimbursed for attendance at meetings for stakeholder members and any subject matter experts requested to attend with the agreement of the Chair. Receipts should be submitted to the Secretariat.</p>

Secretariat	Secretariat Support will be provided from the Culture Review Implementation Team within the Office of the Director- General
Meeting Frequency	Meetings are to be held quarterly, or as required by the Chair. The Ministers or the ACT Health Leadership team (DG HD, CEO CHS or Regional CEO Calvary) may also seek the CROG's advice on an 'out-of-session basis'. The Secretariat will circulate comments to members and provide a summary at the subsequent meeting.
Quorum	At least 50% +1 of members in attendance shall be deemed to be a quorum. With the Chair and ACT Health leadership team as mandatory attendees.
Absences from Meetings and Proxy Attendance	All Members are strongly encouraged to prioritise meetings. The CROG will have a general policy of no proxies, however the Chair may consider special circumstances. If a member requires a leave of absence, they are to formally write to the Chair at least three weeks before the quarterly meeting outlining the reasons for non-attendance and may request a proxy attend in their place. The request for a proxy will be considered on a case-by-case basis. If a member has not attended two meetings in a row, then they shall forfeit their membership and the Chair will appoint another member.
Functions	The CROG will: <ul style="list-style-type: none"> • Review progress and updates on the Implementation Plan with a particular focus on assessment of actions and progress against goals; • Auspice an annual, independent and external review of the extent of implementation of the recommendations of the Review and consequent impact on cultural changes within the ACT Public Health System; • Guide action under the Implementation Plan, including addressing issues of policy and strategy that impact on the delivery of the Implementation Plan; and • inform the updates of the Implementation Plan.
Reporting Mechanisms	The Culture Review Oversight Group is the peak governance committee for the Culture Review Implementation. The CROG receives information, regular reports and issues for escalation from members, through the Secretariat. The Culture Review Implementation Steering Group (CRISG) reports to the CROG. The CROG will provide a quarterly update to Government through the Chair. Following Government consideration, the CROG will issue a communique.

Meetings and Agenda Requests	<p>Meeting papers and the Agenda will be cleared by the Chair and circulated one week in advance of meetings.</p> <p>Meeting papers will be considered in-confidence by all members. Any other material that is made available to CROG members which is by its nature confidential, marked as confidential or that the member ought to know is confidential, will be kept secret and confidential and not disclosed to anyone outside the CROG.</p> <p>Requests for agenda items and papers should be submitted to the Secretariat at least two weeks prior to the meeting.</p> <p>Papers will be distributed to members electronically five working days prior to the meeting taking place.</p>
Standing Agenda Items	<p>A summary of standing agenda items is at Attachment A.</p>
Minutes	<p>The Secretariat will prepare minutes of each meeting, and record actions items. Minutes and action items will be distributed within two weeks of the meeting taking place.</p>
TOR Review Frequency	<p>The Terms of Reference will be reviewed annually, or as required to ensure alignment with governance arrangements.</p> <p>The next review is due by March 2020.</p>
TOR Approval	<p>Meegan Fitzharris, MLA Minister for Health and Wellbeing March 2019</p>



3.2
Standing
Agenda

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Standing Agenda

Xx Month 20xx

Xx:xx – xx:xx

Meeting room and Building

	Speaker	Time
Item 1 Welcome and apologies	Chair	xx min
Item 2 Minutes of the previous meeting		
2.1 Minutes from (date) – for endorsement		
2.2 Actions arising – for noting		
Item 3 Discussion items – <i>items for discussion/decision go here</i>		
3.1 Update from Chair (High level matters as well as concerns and emerging issues facing the Implementation)	xxx	xx min
	xxx	xx min
3.2 Updates from Leadership Team Matters (on progress including concerns and emerging issues facing the Implementation in each area of the portfolio)		
Item 4 Information items – <i>items that are for noting go here</i>		
4.1 Implementation Register (submitted by CRISG)	xx	x min
4.2 Communications Plan update	xxx	x min
Item 5 Committee Reports		
5.1 Culture Review Implementation Strategy Group (CRISG)	xxx	x min
5.2 add here		
Item 6 Other Business	xx	x min
6.1 Meeting schedule for 2019		
6.2 Communique from this meeting		

Next meeting: (date) (year)

Culture Review Oversight Group



4/4/2019

3.3
Referrals

Meeting Paper

IN-CONFIDENCE

Agenda Item: 3.3

Topic: Referrals by Review

Meeting Date: 28 March 2019

Action Required: Noting (to be tabled at the meeting - not for circulation)

Cleared by:

Presenter: Director-General

Purpose

1. That members note the approach to be taken for referrals from the Review.

Background

2. There has been interest from stakeholders, the media and the ACT Legislative Assembly about the referrals made by the Independent Review into Workplace Culture within ACT Public Health Services (the Review).
3. The Reviewers decided if they were to identify the clusters that this would 'focus attention on these areas to the detriment of recognising the pervasive nature of poor workplace behaviours throughout' the system (page 13 of the Final Report).
4. The Review has advised the Chair that the referral of clusters was drawn from analysis of submissions to the Review but the Review did not investigate them on a case-by-case basis. Each referral related to a cluster of concerns raised in a particular work area.
5. The Review advised that the referrals were made to Senior Executives (the Director-General, CEO and General Manager Calvary ACT) between December 2018 and February 2019; and a letter was sent to the Minister for Health and Wellbeing following the release of the Final Report (see Attachment – letter from Independent Review into the Workplace Culture Within ACT Public Health Services).

Issues

6. As you may be aware, the Final Report states (p.12):

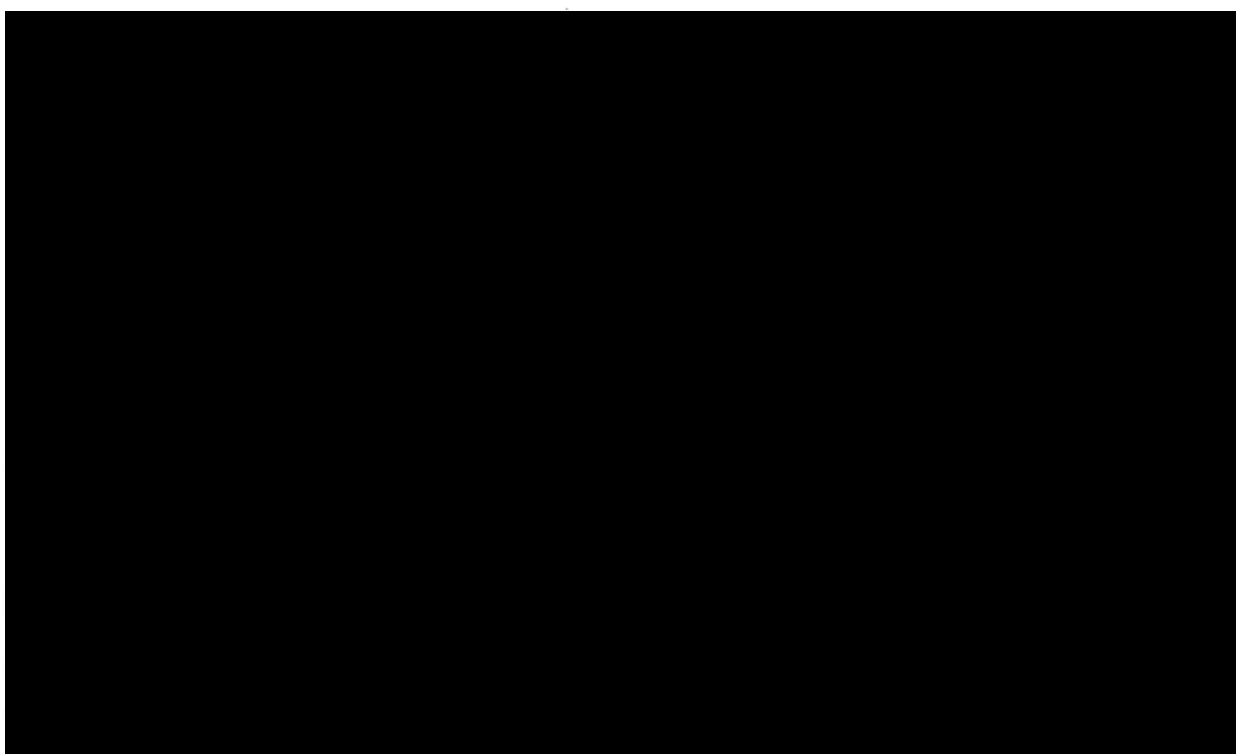
IN-CONFIDENCE

During analysis, it became apparent that a number of submissions repeatedly citing bullying and inappropriate behaviours were clustered in a few sections of the ACT Public Health System. As previously mentioned, it was outside the scope of this Review to investigate such allegations. Nevertheless, where these clusters were identified, the relevant Senior Executive was advised. The confidentiality of submissions was maintained in these referrals.

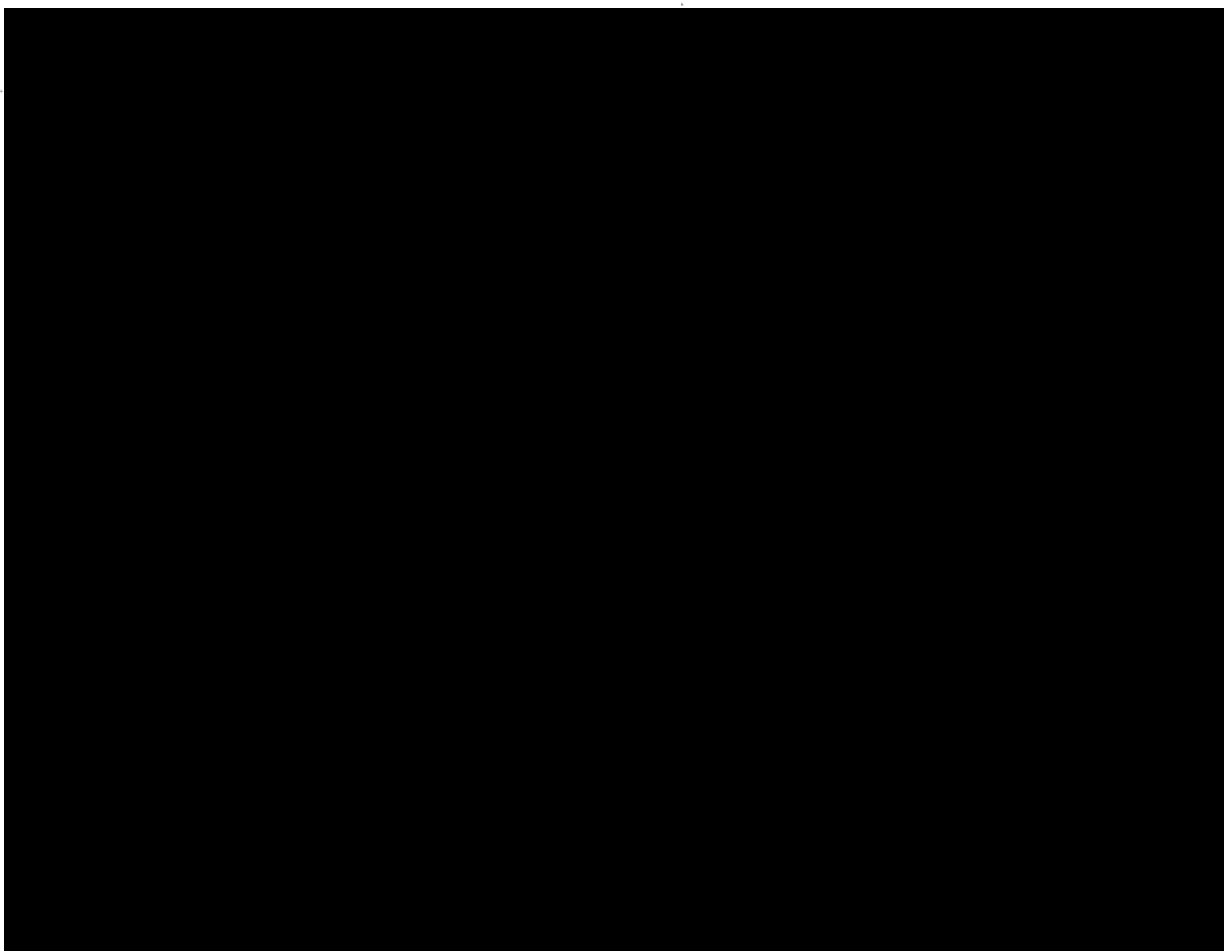
Consideration was given by the Reviewers to identify these clusters in this Report. On balance, it was thought this would focus attention on these areas to the detriment of recognising the pervasive nature of poor workplace behaviours throughout the ACT Public Health System. One of the tasks of the 'Cultural Review Oversight Group' proposed in Section 10, should be to monitor ongoing improvements in these areas. Where Reviewers were particularly concerned during interviews about the wellbeing of an individual, with the agreement of that individual, again the relevant Senior Executive was notified and/or the option was given to the individual to refer their issue to the ACT Public Sector Standards Commissioner.

7. The issue of individual referrals is not able to be further discussed in CROG. The Review has advised that where Reviewers were particularly concerned about the wellbeing of an individual, that person was advised by the Reviewer on ways forward. The Review did not provide the Minister nor the Health Portfolio with a list of these type of referrals. The information on individual referrals is known only to the individual themselves and the Senior Executive or the Commissioner who was contacted by the Reviewer or the individual. Any discussion, even a general one, would risk compromising the privacy of the individuals involved.
8. The clusters referred by the Review are reproduced below:

Referrals



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9. [REDACTED] Information provided to the Senior Executive was often general in nature to ensure the identity of the submitters could not be exposed. Pinpointing issues has proved challenging in areas that have significant staff numbers. Against this background, the Senior Executives of the area are commencing work to better understand the issues and develop a focussed program to address them. This is in its early stages and an update will be provided to the CROG at our next meeting.
10. There is a risk that if these areas are made public this could undermine the efforts to improve workplace culture within them and also more generally.
11. The CROG will be briefed at each meeting by the Leadership Team on progress in each area referred by the Review.
12. The all staff survey to be undertaken by each organisation later this year, will provide further evidence of any issues that need to be addressed and of any improvement in the referral areas.

Recommendation

That the Committee note the information provided above.

IN-CONFIDENCE

INDEPENDENT REVIEW INTO THE WORKPLACE CULTURE WITHIN ACT PUBLIC HEALTH SERVICES

3.3
Attachment
Letter

CONFIDENTIAL

08 March 2019

Ms Megan Fitzharris MLA
Minister for Health and Wellbeing
Chair of the Cultural Review Implementation Group

Dear Minister

This letter provides an overview of referrals made by the Independent Review into Workplace Culture within ACT Public Health Services (the Review). These referrals were drawn from analysis of submissions, the Review has not investigated them on a case-by-case basis. Each referral relates to a cluster of concerns raised in a particular work area and all were referred to the relevant Executive between December 2018 and February 2019.

Providing these referrals to the Executive ensured they could commence activities to gain a greater understanding of staff concerns, and develop a tailored plan to address them. No specific details (examples) from individual submissions, or the identity of submitters, was provided to the Executive in these referrals. The referral letters provided the work area and nature of concerns raised for each area in a similar format to Page 2 of this letter.

As you are aware the Final Report states (p.12):

During analysis, it became apparent that a number of submissions repeatedly citing bullying and inappropriate behaviours were clustered in a few sections of the ACT Public Health System. As previously mentioned, it was outside the scope of this Review to investigate such allegations. Nevertheless, where these clusters were identified, the relevant Senior Executive was advised. The confidentiality of submissions was maintained in these referrals.

Consideration was given by the Reviewers to identify these clusters in this Report. On balance, it was thought this would focus attention on these areas to the detriment of recognising the pervasive nature of poor workplace behaviours throughout the ACT Public Health Service. One of the tasks of the 'Cultural Review Oversight Group' proposed in Section 10 should be to monitor ongoing improvements in these areas. Where Reviewers were particularly concerned during interviews about the wellbeing of an individual, with the agreement of that individual, again the relevant Senior Executive was notified and/or the option was given to the individual of referral of their issue to the ACT Public Sector Standards Commissioner.

To support this activity the details of clusters in work areas and concerns raised are provided below.

Yours Sincerely

W. J. ...

[Signature]

Frank B. Orth

Professor David Watters
Member

Culture Review Oversight Group



4.1

Meeting Paper

IN-CONFIDENCE

Agenda Item: 4.1

Topic: Implementation Timeline

Meeting Date: 28 March 2019

Action Required: Noting

Cleared by:

Presenter: Director-General Health

Purpose

1. For the meeting to note the implementation timeline for recommendations from the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services.

Background

2. The Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services contained a high level timeline for implementation of the recommendations.

Issues

3. The Implementation Timeline is attached.
4. The health portfolio has begun early work on implementing the recommendations since the release of the report on 7 March 2019.
5. The Leadership Team (Director-General Health Directorate, CEO Canberra Health Services and the Regional CEO Calvary ACT) will provide a brief outline of current work underway.
6. Detailed project planning is in its early stages. The Culture Review Implementation Steering Group (see agenda item 4.3) will also hold its inaugural meeting in April 2019.
7. A more comprehensive report on implementation will be available at the next CROG meeting.

Recommendation

That the Committee:

- Note the implementation timeline.

Implementation Timeline:

Recommendation	Implementation lead/s	Actions	2019	2020	2021
1. That the three arms of the ACT Public Health System should commence a comprehensive process to re-engage with staff in ensuring the vision and values are lived, embraced at all levels, integrated with strategy and constantly reflected in leadership. To achieve this the Health Directorate should take the lead in providing the necessary tools and guidelines and coordinate the implementation by Canberra Health Services, Calvary Public Hospital and the Health Directorate.	All	Commence values and vision work	6 months		
		Embed Vision and Values		12 months	
		Evaluate			6 months

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>2. That Canberra Health Services and Calvary Public Hospital in conjunction with the Health Directorate develop an appropriate suite of measures that:</p> <ul style="list-style-type: none"> • reflect on elements of a great health service - both culture and strategy • monitor patient/client perspectives of outcomes/experience, and • engage clinicians in their development. 	Canberra Health Services and Calvary Public Hospital	Commence developing suite of measures	6 months		
	All	Implement/monitor suite of measures		12 months	
		Conduct all staff survey (evaluate)	3		3

Recommendation	Implementation lead/s	Actions	2019	2020	2021
3. That a program designed to promote a healthier culture to reduce inappropriate workplace behaviour and bullying and harassment be implemented across the ACT Public Health System. The model adopted should be based on the Vanderbilt University Medical Center Patient Advocacy Reporting System (PARS) and Co-worker Observation Reporting System (CORS).	All	Planning, procurement and foundational work		9 months	
		Implementation			12 months
		Program delivery			Ongoing

Recommendation	Implementation lead/s	Actions	2019	2020	2021
4. The Health Directorate convene a summit of senior clinicians and administrators of both Canberra Health Services and Calvary Public Hospital to map a plan of improved clinical services coordination and collaboration.	Health Directorate	Plan and conduct first summit	6 months		

Recommendation	Implementation lead/s	Actions	2019	2020	2021
5. The CEO of Canberra Health Services should review mechanisms to better integrate clinical streams of the community health services within the Clinical Divisional Structures.	Canberra Health Services	Review mechanisms and integrate Community Health Services		Commenced and Ongoing	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
6. That the Health Directorate re-establish open lines of communication with the NGO sector and other external stakeholders. The proposal by the Alcohol, Tobacco and Other Drug Association (ATODA) and the Mental Health Community Coalition ACT (MHCC) to establish a peak NGO Leadership Group to facilitate this new partnership is supported.	Health Directorate	Commence re-opening of communication lines	6 months		
		Establish NGO Leadership Group		6 months	
		Continue meetings			Ongoing

Recommendation	Implementation lead/s	Actions	2019	2020	2021
7. The initiatives already underway to develop a valued and more coordinated research strategy in partnership with the academic sector and others are strongly supported. These provide a mechanism to encourage professional development and address culture, education, training, research and other strategic issues.	Health Directorate	Review existing arrangements (develop relationships, define positions)	9 months		
		Produce academic partnership and training strategy	6 months		
		Implement academic partnership and training strategy		12 months	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
8. That discussions occur between ACT and NSW with a view to developing a Memorandum of Understanding (MoU) for improved collaboration between the two health systems for joint Ministerial consideration.	Health Directorate	Commence negotiations	9 months		
		Implement MOU		3	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>9. Clinical engagement throughout the ACT Public Health System, particularly by the medical profession, needs to be significantly improved. Agreed measures of monitoring such improvement needs to be developed through consensus by both clinicians and executives. Such measures should include participation in safety, quality and improvement meetings, reviews and other strategy and policy related initiatives.</p>	<p>Canberra Health Services and Calvary Hospital</p>	<p>Agree measures</p>	<p>9 months</p>		
		<p>Ongoing monitoring and reporting</p>			<p>Ongoing</p>

Recommendation	Implementation lead/s	Actions	2019	2020	2021
10. There should be a clear requirement for senior clinicians to collaboratively participate in clinical governance activities.	Canberra Health Services and Calvary Hospital	Develop governance participation plan	3		
		Commence participation	6 months		
		Monitor participation			Ongoing

Recommendation	Implementation lead/s	Actions	2019	2020	2021
11. Canberra Health Services and Calvary Public Hospital should assess the appropriateness of the Choosing Wisely initiative as a mechanism for improving safety and quality of care, developing improved clinical engagement and greater involvement in clinical governance.	Canberra Health Services and Calvary Hospital	Assess program	6 months		
		Implement and monitor		Ongoing	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
12. That Canberra Health Services adopt the progressive evolution of clinically qualified Divisional Directors across each Clinical Division with Business Manager support and earned autonomy in financial and personnel management.	Canberra Health Services	Conduct pilot	12 months		
		Rollout full recommendations		21 months	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
13. That an executive leadership and mentoring program be introduced across the ACT Public Health System specifically designed to develop current and future leaders. This program should include both current and emerging leaders.	All	Planning	12 months		
		Implementation		21 months	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
14. The three arms of the ACT Public Health System should review their HR staffing numbers and functions in light of the concerns staff have expressed regarding timeliness and confidence in current HR procedures, and the future needs for HR, as proposed in this Review.	All	Conduct initial review	9 months		
		Implement changes		12 months	
		Evaluate		3	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
15. The recruitment processes in the ACT Public Health System should follow principles outlined in the Enterprise Agreements, <i>Public Sector Management Act 1994</i> and relevant standards and procedures.	All	Review staff advice including intranet material and implement changes as required	6 months		
		Continually monitor/evaluate recruitment activity		Ongoing	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
16. The range of training programs for staff offered by the ACT Public Health System should be reviewed with respect to their purpose, target audience, curriculum, training styles and outcomes so that they address the issues raised in this Review.	All	Conduct training program review	9 months		
		Implement changes	6 months		

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>17. Should the recommendations of this Review be accepted, a public commitment should be jointly made by the Ministers for Health and Wellbeing, and Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital, and key representative organisations to collectively implement the recommendations of this Review to ensure ongoing cultural improvement across the ACT Public Health System.</p>	Ministers and Executive	Deliver public commitment	3		

Recommendation	Implementation lead/s	Actions	2019	2020	2021
<p>18. A 'Cultural Review Oversight Group' should be established to oversight the implementation of the Review's recommendations. The Group should be chaired by the Minister for Health and Wellbeing, and include the Minister for Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital, Senior Executives across the ACT Public Health System, the Executive Director Health Care Consumers Association of the ACT, President of the AMA (ACT), Branch Secretary ANMF (ACT), and Regional Secretary CPSU.</p>	Minister and Health Directorate	Commence Group activities	3		
		Quarterly Group Meetings		Ongoing	

Recommendation	Implementation lead/s	Actions	2019	2020	2021
19. That the 'Cultural Review Oversight Group' auspice for the next three years, an annual, independent and external review of the extent of implementation of the recommendations of the Review and consequent impact on cultural changes within the ACT Public Health System.	Cultural Review Oversight Group	Annual review	3	3	3

Recommendation	Implementation lead/s	Actions	2019	2020	2021
20. As a result of this Review, the 'Cultural Review Oversight Group' should engage with staff in the development of a change management and communications strategy, which clearly articulates to staff, patients/clients and the community the nature of the issues to be addressed and the mechanisms for doing it.	Cultural Review Oversight Group	With staff, collaboratively develop a change management and communication strategy	12 months		

Culture Review Oversight Group



ACT
GOVERNMENT

ACT
GOVERNMENT

4.3

Meeting Paper

IN-CONFIDENCE

Agenda Item: 4.3

Topic: Culture Review Implementation Steering Group

Meeting Date: 28 March 2019

Action Required: Noting

Cleared by:

Presenter: Michael De'Ath, Director-General

Purpose

1. For the meeting to note the draft Terms of Reference (TORs) for the Culture Review Implementation Steering Group (CRISG).

Background

2. The draft TORs of the CRISG have been developed in line with the requirements of peak committees across the health portfolio. They also reflect the Recommendations of the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services.

Issues

3. The draft TORs are attached.
4. The CRISG will facilitate the implementation of the recommendations and assist CROG in its work.
5. The CRISG will report directly to the CROG through the Chair.
6. The CRISG will provide a report to CROG meetings and will brief CROG on any issues arising from implementation.

Recommendation

That the Committee:

- note the attached Terms of Reference for the CRISG.

Culture Review Implementation
Steering Group
Draft TERMS OF REFERENCE



ACT
Government

ACT Health

4.3
Attachment
To R

Role	<p>The role of the Culture Review Implementation Steering Group (CRISG) is to provide a forum that facilitates the implementation of the recommendations of the Final Report of the Review into the Workplace Culture in ACT Public Health Services (the Review). (March 2019).</p> <p>The CRISG will:</p> <ul style="list-style-type: none"> • assist the Culture Review Oversight Group (CROG) with the work of overseeing the implementation of the Review recommendations; • oversight and facilitate the annual review of workplace culture • Ensure there is clear and effective governance around the culture review implementation, including discussion on new and emerging issues, opportunities and risks; • Facilitate information sharing and discussion of key issues affecting the culture review implementation; • Consider issues around organisational leadership and culture as they relate to the culture review implementation; • Support the Leadership Team (Director-General Health, CEO Canberra Health Services and the Regional CEO Calvary ACT) to meet their responsibilities stipulated within the Culture Review recommendations; and • Ensure alignment of implementation work across the Portfolio.
Values and Behaviours	<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"> • Accountable, transparent, decision-making • Genuine and respectful engagement with colleagues within the Directorates, across the ACT Public Service and the Health System and with community members • 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 • Innovative improvement of systems and services to achieve safe and effective person and family-centred care.

Membership	<ul style="list-style-type: none"> ○ Director-General, Health Directorate (Chair) ○ Chief Executive Officer, Canberra Health Services (Deputy Chair) ○ Regional Chief Executive Officer, Calvary ACT (Deputy Chair) ○ Executive Director, People and Culture, CHS ○ Executive Director, Corporate and Governance, HD ○ Executive Branch Manager, Culture Review Implementation Team <p>Relevant agency project officers responsible for ensuring efficient implementation will also be invited to attend to support the CRISG</p> <p>The CRISG may also co-opt other individuals or representatives of organisations from time to time with the agreement of the Chairs where special expertise or experience is required to assist the CRISG in its work.</p> <p>Members will be asked to declare any actual, potential, or perceived conflicts of interest, at each meeting.</p>
Secretariat	Secretariat Support will be provided from the Culture Review Implementation Team within the Office of the Director- General
Meeting Frequency	Meetings are to be held monthly, or as required by the Chairs.
Quorum	At least 50% +1 of members in attendance shall be deemed to be a quorum. With the Chair and Deputy Chairs as mandatory attendees.
Absences from Meetings and Proxy Attendance	All Members are strongly encouraged to prioritise meetings. Absences or proxy requests are to be submitted to the Secretariat a week prior to the meeting.
Functions	<p>The Culture Review Implementation Steering Group has been established to:</p> <ul style="list-style-type: none"> • provide leadership and oversight of a sustained, transparent and measurable approach to the implementation of the Review recommendations; • provide advice and direction to the Culture Review Oversight Group on implementation priorities and initiatives; • action any requests from the CROG including for further work or advice on culture review implementation • establish and monitor key priorities and strategies for implementation; • establish governance arrangements, to ensure appropriate authority, responsibility and accountability in implementing the review recommendations is supported across the organisation by its structure, delegations, policies and committee arrangements; and • action the escalation of issues, risks, opportunities and recommendations from the Culture Review Oversight Group.

Reporting Mechanisms	<p>The CRISG reports to the CROG through the Chair.</p> <p>The Committee receives information, regular reports and issues for escalation on implementation matters from each member.</p> <p>In addition, all members of the CRISG are required to report on critical culture review implementation issues within their Division and/or professional group.</p> <p>Other organisational executives may also make direct submissions to the CRISG following approval from the Chair.</p>
Meetings and Agenda Requests	<p>Requests to list agenda items and papers should be received by the Secretariat at least one week prior to the meeting.</p> <p>Papers will be distributed to members electronically at least three days prior to the meeting taking place.</p>
Standing Agenda Items	<p>A summary of standing agenda items is at Attachment A.</p>
Minutes	<p>The Secretariat will prepare minutes of each meeting, and record actions items. Minutes and action items will be distributed within one week of the meeting taking place.</p>
TOR Review Frequency	<p>The Terms of Reference will be reviewed annually, or as required to ensure alignment with governance arrangements. The Committee will cease operation in March 2022 following full implementation of the cultural review.</p> <p>The next review is due by March 2020.</p>
TOR Approval	<p>Michael De'Ath Director-General ACT Health Directorate March 2019</p>

Culture Review Oversight Group



ACT
Government

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4.4

Meeting Paper

IN-CONFIDENCE

Agenda Item: 4.4

Topic: Communications Plan

Meeting Date: 28 March 2019

Action Required: Noting

Cleared by:

Presenter: Chair

Purpose

1. For the meeting to note.

Background / Issues

2. Communications will be an important element in ensuring strong staff and stakeholder engagement in the implementation process.
3. The Communications Plan for the Implementation will be developed by the Directorate Communications Team in close consultation with the Executive Branch Manager Culture Review Implementation.
4. The Communications Plan will be provided to CROG at its next meeting.

Recommendation

That the Committee:

- Note that the Communications Plan will be developed as a priority.

Culture Review Oversight Group



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4-5

Meeting Paper

IN-CONFIDENCE

Agenda Item: 4.5

Topic: Government Response to the Final Report

Meeting Date: 28 March 2019

Action Required: Noting

Cleared by:

Presenter: Chair

Purpose

1. For the meeting to note.

Background / Issues

2. The Minister for Health and Wellbeing released the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services on 7 March 2019.
3. The Report was tabled in the ACT Legislative Assembly on 20 March 2019.
4. The Government has committed to providing a response to the Final Report in May 2019.
5. The Chair will write to CROG members prior to the tabling of the Government Response. The Secretariat will send a copy of the Response when it has been tabled in the ACT Legislative Assembly.

Recommendation

That the Committee:

- Note that a Government Response to the Final Report will be tabled in May 2019.



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5.1

IN-CONFIDENCE

Presenter: Chair

- Note and diarise the dates for the CROG meetings in 2019

Culture Review Oversight Group



ACT Government

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Meeting Paper

IN-CONFIDENCE

Agenda Item: 5.2

Topic: Communications about CROG Meetings including Communiques

Meeting Date: 28 March 2019

Action Required: Noting

Cleared by:

Presenter: Chair

Purpose

1. For the meeting to note the arrangements for communications following the CROG meetings.

Background / Issues

2. General themes for a communique for each CROG meeting will be agreed at the meeting.
3. Following each CROG meeting, the Chair will brief Government on the meeting and any issues arising.
4. A communique will then be finalised and sent out to members for communication with their membership/stakeholders.

Recommendation

That the Committee:

- *Note the arrangements for communications about the CROG meetings and issues arising.*


IN-CONFIDENCE

Annotated Agenda for the Chair

28 March 2019

10:00 am – 12:00 pm

Meeting room, ACT Legislative Assembly Building

	Speaker	Time
Item 1 Welcome and apologies Welcome to the inaugural meeting of the Culture Review Oversight Group. I am so grateful that you have all agreed to be part of the Group and I am looking forward to working with you all to implement the recommendations of the Final Report of the Independent Review into Workplace Culture in the ACT Public Health Services. We'll go around the table and introduce ourselves in a few minutes. The CPSU is represented today by Madeline Northam and she is teleconferencing in from Sydney today. Just some minor housekeeping – there is tea and coffee and fruit, please feel free to help yourselves. The bathroom is [give directions].	Chair	2 mins
Item 2 Introduction by Chair As you all probably know, I released the Final Report of the Independent Review into Workplace Culture in the ACT Public Health Services on 7 March 2019.	Chair	3 mins

And I tabled it in the Assembly on 19 March 2019.

I welcome the Final Report.

I do not shy away from the fact that, at times, the Report makes difficult reading. It is disappointing to read that staff working in our public health system have experienced bullying, intimidation and harassment.

The ACT Government has agreed to all recommendations in principle.

The establishment of this Group – the Culture Review Oversight Group is one of the 20 recommendations in the report.

Through the establishment of strong and transparent governance arrangements, we will ensure that implementation is efficient and effective, and that staff and stakeholders are appropriately engaged.

The ACT Government invests significantly in the delivery of public health services to ensure safe, high quality healthcare for the ACT community and our surrounding region. In addition to taking care of our community, we are also working hard to ensure that our staff are looked after.

With new Executive leadership teams being established across our three health services there is a strong commitment to developing a positive workplace culture. Signs of a shift in positivity are already being demonstrated, and it was pleasing to read in the Final Report that there is cautious optimism by many within the service around the new leadership.

The Final Report also highlights the fact that the issue of culture within public health services is not unique to the ACT – it is a concern at a national level.

The Review recommendations give us practical recommendations which provide us now with the opportunity to lead the nation in developing a positive workplace culture across our health systems.

This Review has provided staff with the opportunity to be heard, to share their experiences, their stories and contribute in a positive way to real change.

That so many people made a submission to the Review panel is a testament to the confidence that the Canberra community (including staff and patients) had in the Review team to deliver appropriate recommendations.

Item 3 Discussion items

3.1 Membership

Chair

5 mins

[see agenda paper]

I would now like to invite each of you to introduce yourselves.

[each member speaks]

Thank you members. I now move to the second part of this item as outlined in the agenda paper.

As you know, the membership of the CROG is outlined in Recommendation 18 of the Report.

As stated in the Agenda paper, after careful consideration of some of the key themes around clinical engagement and research, in the Final Report, I would like to add a few more members with the agreement of all of you.

I believe the addition of these members will provide an even more robust oversight of the implementation.

Would anyone like to speak on this item?

[allow discussion]

I move that the meeting endorse the recommendation that the CROG membership be extended to include the following members:

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

[The Minister for Mental Health to second the motion. Then take the vote]

Thank you, members.

3.2 Culture Review Oversight Group (CROG) Terms of Reference

Chair

15 mins

[see agenda paper]

As outlined in the agenda paper, the Terms of Reference for the CROG have been developed in line with the recommendations of the Review.

I would like to particularly raise the issue of confidentiality and conflict of interest. For this group to be effective we need to be able to be completely open and transparent with each other and know that the information from this meeting will remain confidential to its members.

This will be particularly important when we come to discuss specific areas or issues within the portfolio.

I would like this Group to be able to maximise our potential in our role of overseeing the implementation of all the Recommendations of the Review in an open and transparent manner.

So I propose that we ensure confidentiality and respect be afforded to each issue and member at this table.

If there is any doubt about a conflict of interest, let's talk about it openly and then decide if there is a need for a member to step aside from a particular agenda item or issue.

Is there anything in the terms of reference that members would like to discuss or to seek further clarification on?

[discussion]

I move that this meeting endorse the Terms of Reference for the Culture Review Oversight Group.

[Minister for Mental Health to second the motion]

[vote]

3.3 Referrals

I now table a confidential paper on this agenda item and I will give members a few minutes to read it through.

[allow a few minutes for members to read the paper]

D-G

15 mins

As members will see from the attachment to the paper, the Chair of the Panel, Mr Mick Reid wrote to me following the release of the Final Report to ask the CROG to oversight the progress with the clusters referred to the Leadership team.

I will therefore hand over to the Director-General of the ACT Health Directorate, Mr Michael De'Ath to lead discussion on this paper.

[D-G to lead the discussion]

Thank you members.

I ask the meeting to note the approach to be taken with regard to referrals and again ask that this matter be kept confidential to allow the Leadership team to implement the recommendations of the Review.

Item 4 Information items

4.1 Implementation Timeline D-G 20 mins

[D-G to lead discussion on this item. The implementation timeline from the Final Report is attached to the Agenda Paper]

4.2 Updates from Leadership Team

- Mr Michael De'Ath, Director-General ACT Health
- Ms Bernadette McDonald, CEO, Canberra Health Services
- Ms Barbara Reid, Regional CEO Calvary ACT

D-G 20 mins

[D-G to lead this item. Each Leadership team member will give a brief overview of early measures they have begun to put in place towards implementing the recommendations.]

4.3 Culture Review Implementation Steering Group (CRISG)

D-G 5 mins

[D-G to lead discussion on this item. The TORs for the CRISG are attached to the Agenda Paper. The first meeting of the CRISG will take place in the next few weeks]

4.4 Communications Plan

D-G 2 mins

[D-G to lead discussion on this item.]

4.5 Government Response – mid May 2019

Chair 2 mins

The Government Response to the Final Report of the Review will be tabled in the Legislative Assembly in the May sittings. As stated in the agenda paper, I will write to you all prior to the Government Response being tabled and the Secretariat will send you a copy following tabling.

Item 5 Other Business

5.1 Meeting schedule for 2019

Chair 2 mins

The meeting schedule is outlined in the Agenda Paper. I ask members to note the dates.

5.2 Communications about CROG meetings - communique Chair 5 mins

As outlined in the Agenda paper, I proposed that at each meeting, we agree the general themes for a communique.

Following each CROG meeting, I will brief Government on the meeting and any issues arising. And then the communique will be finalised and sent out to members for communication with your membership and stakeholders.

5.3 General themes for communique for 28/3 meeting (verbal) Chair 5 mins

A draft communique is attached for discussion.

Next meeting: June 2019

Attachment A

Recommendations specifically related to the Culture Review Oversight Group

from the

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

Recommendation 18: A 'Cultural Review Oversight Group' should be established to oversight the implementation of the Review's recommendations. The Group should be chaired by the Minister for Health and Wellbeing, and include the Minister for Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital, Senior Executives across the ACT Public Health System, the Executive Director Health Care Consumers Association of the ACT, President of the AMA (ACT), Branch Secretary ANMF (ACT), and Regional Secretary CPSU.

Recommendation 19: That the 'Cultural Review Oversight Group' auspice for the next three years, an annual, independent and external review of the extent of implementation of the recommendations of the Review and consequent impact on cultural changes within the ACT Public Health System.

Recommendation 20: As a result of this Review, the 'Cultural Review Oversight Group' should engage with staff in the development of a change management and communications strategy, which clearly articulates to staff, patients/clients and the community the nature of the issues to be addressed and the mechanisms for doing it.

West, Alice (Health)

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

Dear Members,

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

Please note Item 3.3 will be distributed at the meeting.

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

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

Kind regards,

Hanna

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

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



Culture Review Oversight Group



ACT
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ACT Health

IN-CONFIDENCE

Agenda

28 March 2019

10:00 am – 12:00 pm

Meeting room, ACT Legislative Assembly Building

	Speaker	Time
Item 1 Welcome and apologies	Chair	2 mins
Item 2 Introduction by Chair	Chair	3 mins
Item 3 Discussion items		
3.1 Membership	Chair	5 mins
3.2 Culture Review Oversight Group (CROG) Terms of Reference	Chair	15 mins
3.3 Referrals (to be tabled at meeting)	D-G	15 mins
Item 4 Information items		
4.1 Implementation Timeline	D-G	20 mins
4.2 Updates from Leadership Team (verbal)	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
Item 5 Other Business		
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 (to be tabled at meeting)	Chair	5 mins

Culture Review Oversight Group



ACT
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ACT Health

Meeting Paper

IN-CONFIDENCE

Agenda Item: 3.1

Topic: Membership

Meeting Date: 28 March 2019

Action Required: Noting and Action

Cleared by:

Presenter: Chair

Purpose

1. For the meeting to endorse the membership and for members to introduce themselves.

Background

2. The list for membership of the Culture Review Oversight Group (CROG) was provided in Recommendation 18 of the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services.
3. Recommendation 18 of the Report provides a suggested list of members for the CROG:
The Group should be chaired by the Minister for Health and Wellbeing, and include the Minister for Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital, Senior Executives across the ACT Public Health System, the Executive Director Health Care Consumers Association of the ACT, President of the AMA (ACT), Branch Secretary ANMF (ACT), and Regional Secretary CPSU.

Issues

4. In line with the recommendation of the Review, the membership of the CROG is:
 - Minister for Health and Wellbeing (Chair)
 - Minister for Mental Health (Deputy Chair)
 - Director-General, Health Directorate
 - Chief Executive Officer, Canberra Health Services
 - Regional Chief Executive Officer, Calvary ACT
 - Regional Secretary, CPSU
 - Branch Secretary, ANMF ACT

- President, AMA ACT
 - President, Health Care Consumers Association (ACT)
 - Executive Branch Manager, Culture Review Implementation Team [ex-officio]
5. After consideration and considering the theme of clinical engagement in the Final Report, the Chair seeks to add ASMOF and the VMOA to the membership of the CROG.
 6. Similarly, after careful consideration of the themes around research, the Chair proposes to add the Deans of Health from ANU and University of Canberra.
 7. The Chair therefore proposes the following membership of the CROG
 - Minister for Health and Wellbeing (Chair)
 - Minister for Mental Health (Deputy Chair)
 - Director-General, Health Directorate
 - Chief Executive Officer, Canberra Health Services
 - Regional Chief Executive Officer, Calvary ACT
 - Regional Secretary, CPSU
 - Branch Secretary, ANMF ACT
 - President, AMA ACT
 - President, Health Care Consumers Association (ACT)
 - President, ASMOF
 - President, VMOA ACT
 - Dean, College of Health and Medicine ANU
 - Executive Dean, Faculty of Health, University of Canberra
 - Executive Branch Manager, Culture Review Implementation Team [ex-officio]

Recommendation

That the Committee:

- *Endorse the proposed extended membership of CROG*
- *Give a two minute introduction of themselves at the meeting.*

Culture Review Oversight Group



ACT
Government

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Meeting Paper

IN-CONFIDENCE

Agenda Item: 3.2

Topic: Terms of Reference for the Culture Review Oversight Group

Meeting Date: 28 March 2019

Action Required: Noting and Action

Cleared by:

Presenter: Chair

Purpose

1. For the meeting to endorse the draft Terms of Reference (TORs) for the Culture Review Oversight Group (CROG).

Background

2. The draft TORs of the CROG have been developed in line with the Recommendations of the Final Report of the Independent Review into the Workplace Culture within ACT Public Health Services.

Issues

3. The draft TORs are attached.
4. The TORs are consistent with the requirements of peak committees across the health portfolio.
5. Of particular note are:
 - o the standing agenda template; (attached)
 - o the membership section which outlines the process for handling conflict of interest and remuneration;
 - o the general policy of no proxies;
 - o communication of issues between meetings;
 - o confidentiality requirements; and
 - o communique.

Recommendation

That the Committee:

- endorse the attached Terms of Reference for the CROG including the standing agenda template.

Culture Review Oversight Group

Draft TERMS OF REFERENCE


ACT
Government

ACT Health

Role	<p>The role of the Culture Review Oversight Group (CROG) is to provide a forum that oversees the implementation of the recommendations of the Final Report of the Review into the Workplace Culture in ACT Public Health Services (the Review). (March 2019)</p>
Values and Behaviours	<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"> • Accountable, transparent, decision-making • Genuine and respectful engagement with colleagues within the Directorates, across the ACT Public Service and the Health System and with community members • 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 • Innovative improvement of systems and services to achieve safe and effective person and family-centred care, and • Confidentiality of the process.
Membership	<ul style="list-style-type: none"> ○ Minister for Health and Wellbeing (Chair) ○ Minister for Mental Health (Deputy Chair) ○ Director-General, Health Directorate ○ Chief Executive Officer, Canberra Health Services ○ Regional Chief Executive Officer, Calvary ACT ○ Regional Secretary, CPSU ○ Branch Secretary, ANMF ACT ○ President, AMA ACT ○ President, Health Care Consumers Association (ACT) ○ Executive Branch Manager, Culture Review Implementation Team [ex-officio] ○ [possible additional members to be discussed at inaugural meeting] ○ President, ASMOF ○ President, VMOA ACT ○ Dean, College of Health and Medicine ANU ○ Executive Dean, Faculty of Health, University of Canberra <p>The CROG may also co-opt other individuals or representatives of organisations from time to time with the agreement of the Chair where special expertise or experience is required to assist the CROG in its work.</p> <p>Members will be asked to declare any actual, potential, or perceived conflicts of interest, at each meeting.</p> <p>There will be no sitting fees provided for meetings; however, travel or out of pocket costs will be reimbursed for attendance at meetings for stakeholder</p>

	members and any subject matter experts requested to attend with the agreement of the Chair. Receipts should be submitted to the Secretariat.
Secretariat	Secretariat Support will be provided from the Culture Review Implementation Team within the Office of the Director- General
Meeting Frequency	Meetings are to be held quarterly, or as required by the Chair. The Ministers or the ACT Health Leadership team (DG HD, CEO CHS or Regional CEO Calvary) may also seek the CROG's advice on an 'out-of-session basis'. The Secretariat will circulate comments to members and provide a summary at the subsequent meeting.
Quorum	At least 50% +1 of members in attendance shall be deemed to be a quorum. With the Chair and ACT Health leadership team as mandatory attendees.
Absences from Meetings and Proxy Attendance	All Members are strongly encouraged to prioritise meetings. The CROG will have a general policy of no proxies, however the Chair may consider special circumstances. If a member requires a leave of absence, they are to formally write to the Chair at least three weeks before the quarterly meeting outlining the reasons for non-attendance and may request a proxy attend in their place. The request for a proxy will be considered on a case-by-case basis. If a member has not attended two meetings in a row, then they shall forfeit their membership and the Chair will appoint another member.
Functions	The CROG will: <ul style="list-style-type: none"> • Review progress and updates on the Implementation Plan with a particular focus on assessment of actions and progress against goals; • Auspice an annual, independent and external review of the extent of implementation of the recommendations of the Review and consequent impact on cultural changes within the ACT Public Health System; • Guide action under the Implementation Plan, including addressing issues of policy and strategy that impact on the delivery of the Implementation Plan; and • Inform the updates of the Implementation Plan.
Reporting Mechanisms	The Culture Review Oversight Group is the peak governance committee for the Culture Review Implementation. The CROG receives information, regular reports and issues for escalation from members, through the Secretariat. The Culture Review Implementation Steering Group (CRISG) reports to the CROG. The CROG will provide a quarterly update to Government through the Chair. Following Government consideration, the CROG will issue a communique.

Meetings and Agenda Requests	<p>Meeting papers and the Agenda will be cleared by the Chair and circulated one week in advance of meetings.</p> <p>Meeting papers will be considered in-confidence by all members. Any other material that is made available to CROG members which is by its nature confidential, marked as confidential or that the member ought to know is confidential, will be kept secret and confidential and not disclosed to anyone outside the CROG.</p> <p>Requests for agenda items and papers should be submitted to the Secretariat at least two weeks prior to the meeting.</p> <p>Papers will be distributed to members electronically five working days prior to the meeting taking place.</p>
Standing Agenda Items	<p>A summary of standing agenda items is at Attachment A.</p>
Minutes	<p>The Secretariat will prepare minutes of each meeting, and record actions items. Minutes and action items will be distributed within two weeks of the meeting taking place.</p>
TOR Review Frequency	<p>The Terms of Reference will be reviewed annually, or as required to ensure alignment with governance arrangements.</p> <p>The next review is due by March 2020.</p>
TOR Approval	<p>Meegan Fitzharris, MLA Minister for Health and Wellbeing March 2019</p>