

## Agenda

**10:00 – 12:00, 4 September 2019**

**Bluebell Room, Level 1, ACT Legislative Assembly Building**

	Sponsor
<b>Item 1 Welcome and apologies</b>	
1.1 Introductions	Chair
<b>Item 2 Minutes of the previous meeting</b>	
2.1 Minutes from 11 June 2019	Chair
2.2 Actions Arising - For discussion	Chair
<b>Item 3 Presentation</b>	
3.1 Presentation from ANU School of Research: The application of organisational behaviour in support of improving the Workplace Culture in the ACT Public Health System	D-G, ACTHD
<b>Item 4 Updates</b>	
4.1 Member Updates - verbal	All members
<b>Item 5 Decision and discussion items</b>	
5.1 Referrals from Panel (to be tabled)	Chair
5.2 Measures of success	Chair
5.3 Culture Review Implementation Communications Strategy	Chair
5.4 Implementation of Recommendations	Chair
5.5 Stakeholder Engagement – Colleges	D-G, ACTHD
<b>Item 6 Information items</b>	
6.1 Culture Review Implementation Steering Group Terms of Reference	D-G, ACTHD
6.2 Clinical Leadership Forum Communique	Chair
<b>Item 7 Other Business</b>	
7.1 Oversight Group Communique	Chair
<b>Item 8 Oversight Group Members Signing Public Commitment</b>	
8.1 Signing of Commitment	Chair

**Next meeting: 19 November 2019, 3:15pm – 5:15pm**

## Minutes

**11 June 2019**

**10:00am – 12:00pm**

**Bluebell Room, level 1, ACT Legislative Assembly Building**

### **Members:**

- Ms Meegan Fitzharris MLA, Minister for Health and Wellbeing (Chair)
- Mr Shane Rattenbury MLA, Minister for Mental Health (Deputy Chair)
- Mr Michael De'Ath, Director-General, ACT Health Directorate
- Ms Bernadette McDonald, Chief Executive Officer, Canberra Health Services
- Ms Judi Childs, Chief Human Resource Officer, Calvary, ACT
- Ms Madeline Northam, Regional Secretary, Community and Public Sector Union
- Mr Matthew Daniel, Branch Secretary, Australian Nursing and Midwifery Federation, ACT
- Dr Antonio Di Dio, President, Australian Medical Association, ACT
- Ms Darlene Cox, Executive Director, Health Care Consumers Association, ACT
- Dr Richard Singer, President, Australian Salaried Medical Officers' Federation, ACT
- Dr Peter Hughes AOM, President, Visiting Medical Officers Association, ACT
- Professor Russell Gruen, Dean, College of Health and Medicine, Australian National University
- Professor Michelle Lincoln, Executive Dean of Health, Faculty of Health, University of Canberra

### **Staff present:**

- Ms Vanessa Attridge, Chief of Staff, Office of Minister for Health and Wellbeing
- Ms Lisa Gelbart, Mental Health Advisor, Office of Minister for Mental Health
- Jodie Junk-Gibson, Executive Branch Manager, Culture Review Implementation Team, Office of the Director-General, ACT Health Directorate (Secretariat)

### **Apologies:**

- Ms Reid, ACT Regional Chief Executive Officer, Calvary, ACT

---

**Item 1 Welcome**

---

The Chair formally opened the meeting, welcomed members and noted Ms Judi Childs attending as proxy on behalf of Ms Barb Reid.

**1.2 Background update on first meeting for new members**

The Chair introduced the Cultural Review Oversight Group and acknowledged the first constituted meeting of 28 March 2019. The Chair thanked all members for their commitment to participate in such an important and unique governance body to oversee sustained cultural change within the ACT public health system. The purpose of the group was recognised as being important to staff, the broader ACT community, professional members, universities, employer organisations, Ministers, heads of significant Organisations and the ACT Legislative Assembly.

Discussion reinforced the intent of the Oversight Group as a forum that recognised the findings as outlined in the 'Final Report: Independent Review into the Workplace Culture within ACT Public Health System' (the Review); and served as an oversight mechanism of the implementation of the recommendations from the Review through supporting the development of a positive workforce culture across the ACT public health system.

There was acknowledgement that many people have endured significant professional and personal negative experiences over an extended time.

There was agreement at the initial meeting on 28 March 2019 to invite four additional members to participate in the Oversight Group. The four additional members were welcomed.

- Dr Richard Singer, President, Australian Salaried Medical Officers Federation ACT;
- Dr Peter Hughes, President Visiting Medical Officers Association ACT;
- Professor Russell Gruen, Dean, College of Health and Medicine ANU; and
- Professor Michelle Lincoln, Executive Dean, Faculty of Health, University Canberra.

---

**Item 2 Minutes of Previous meeting**

---

**2.1 Approval of minutes**

Minutes from the meeting of 28 March 2019 were endorsed with no changes proposed by the Australian Medical Association (AMA) and seconded by the Australian Nursing and Midwifery Federation (ANMF).

**2.2 Actions arising**

The progress towards completing actions on the actions register was noted.

---

**Item 3**

---

**3.1 Presentation from Health Services Commissioner (HSC)- Ms Karen Toohey**

- The HSC operates as a joint role as ACT Discrimination Commissioner, and co-regulates with the Australian Health Practitioner Regulation Agency (AHPRA);
  - The HSC attempts to resolve matters and not be an additional administrative burden;
  - Role of the HSC is to support, build capacity, expertise and work with people to advocate in situations of bullying and harassment and reinforce early resolution of matters as an independent function;
-

- 
- Discussion amongst the group on the power of “zero tolerance” of bullying statements;
  - Acknowledged that there are a range of levels at which issues are dealt with; and
  - There are future opportunities to partner with the HSC in re-educating the workforce.

**ACTION:**

**The Secretariat will provide contact details of the Health Services Commissioner to the Oversight Group.**

---

**Item 4 Updates- Organisational Reports and Updates**

---

**4.1 ACT Health Directorate (ACTHD)**

Mr Michael De’Ath, Director-General ACT Health Directorate noted key progress points as:

- Two key pieces of work underway within the Directorate with finalising the organisational values and the strategic plan. There has been significant staff engagement with both projects;
- The Culture Review Implementation Steering Group has been established, with the inaugural meeting having taken place on 13 May 2019;
- Recruitment to the Culture Review Implementation team is underway, and Jodie Junk-Gibson has commenced as the project lead;
- There is significant work underway with project planning and engagement;
- There is work progressing on several recommendations, including how to effectively engage with our Non-Government and external stakeholders; and
- The Partnership Board is holding its second meeting on 21 June 2019. The Partnership Board membership has been finalised.

**4.2 Community and Public Sector Union (CPSU)**

Ms Madeline Northam expressed deep concerns about the proposed establishment of an Employee Advocate and stated that the proposed role sounded like a union replacement. Ms Northam stated that the CPSU may be receiving fewer complaints, but that our members are consistently raising the bullying and harassment that they are facing each day at work. She further stated that our members feel like the Oversight Group is operating at a high level and that very little has changed on the ground.

**4.3 Australian Salaried Medical Officers’ Federation (ASMOF-ACT)**

Dr Richard Singer sought feedback on conduct matters raised. Chief Executive Officer Canberra Health Service (CHS) said she was prepared to provide an update in as far as privacy legislation allow, whilst also acknowledging the rights and process of natural justice for all parties.

---

#### **4.4 College Health and Medicine, Australian National University (ANU)**

Professor Russell Gruen said that he was committed to the growth of excellent research and being a part of a high performing health team. This would include: building relationships with CHS, with a focus on joint research and education for students, supporting leadership and culture and understanding best ways to progress this.

#### **4.5 Health Care Consumers Association (HCCA)**

Ms Darlene Cox conveyed a commitment to the provision of consumer centred care, based on respect and dignity and was well supported. Ms Cox reinforced the requirement of the provision of a work plan outlining key changes, milestones and opportunities to celebrate success.

#### **4.6 Canberra Health Service (CHS)**

Ms Bernadette McDonald, Chief Executive Officer, Canberra Health Service (CHS), updated significant effort in the following areas:

- CHS vision and role was launched on 14 May 2019;
- The foundational work of the vision and role work is forming the basis of the next tranche of work focussed on values and demonstrable behaviours which will be finalised in August 2019;
- Key appointments have been made or are being finalised: Director Workplace and Strategy; Employee Advocate; and HR Business Partners;
- Addressing Workforce Planning through identifying hot spots, resourcing issues and exploring staffing levels;
- Developing a methodology in addressing Occupational Violence; and
- Leadership development.

#### **4.7 Visiting Medical Officers Association (VMOA)**

Dr Peter Hughes raised that medical disengagement is a major concern for the VMOA. This concern was acknowledged by the Chair and identified two current approaches to re-engagement as being:

- Practicalities related to this being the long-term challenges with managing the tension between staff resourcing and day to day operations that require further exploration; and
  - Integrating medical leadership across the ACT public health system through understanding whether messages are being conveyed and reaching audiences, effectively responding to issues and development of longer-term strategies with a focus on improving communication.
-

---

Dr Hughes also raised concerns about enterprise bargaining discussions. This was noted; and it was acknowledged that there were other avenues to raise and progress the discussion and that this was outside the intent and terms of reference of the Oversight Group.

#### **4.8 Australian Nursing and Midwifery Federation (ANMF)**

Mr Matthew Daniel welcomed the development of the RED officers at Calvary Hospital, and felt that there was an opportunity to consider the vetting process for RED officers across the ACT public health system as concerns had been raised in the past about the reputation and conduct of RED officers. He was encouraged by the introduction of the Employee Advocate role at CHS.

#### **4.9 Calvary Public Hospital, Bruce (CPHP)**

Ms Judi Childs, Chief Human Resource Officer, Calvary Hospital, outlined the focus of work:

- Establishment of a staff to staff behavioural reporting system that was enabling earlier and effective resolution of issues;
- Implementation of the ACT Public Service 'Respect, Equity, Diversity' (RED) model;
- Progressing cultural transformation through engaging with clinical leaders through scripted conversations that outlined organisational purpose and values. This enabled driving behaviourally based outcomes through performance plans.

#### **4.10 Australian Medical Association (AMA)**

Dr Antonio Di Dio reported feeling positive about the updates provided by CHS and the ACTHD. He acknowledged that the Culture Implementation Program was being well-funded, and the approach established in a well-meaning way. He supported the reporting of key milestones and successes.

#### **4.11 University of Canberra (UC)**

Professor Michelle Lincoln talked about UC as teaching students in the professions of nursing, midwifery and allied health. She reinforced building a positive and supportive culture based on partnerships. Dr Lincoln acknowledged the partnership established with ANU across the disciplines of medicine, nursing and allied health, reinforcing a multidisciplinary approach that was foundational in design.

#### **4.12 Minister for Mental Health**

Minister Shane Rattenbury acknowledged capacity issues within the mental health space, creating acute pressures on our staff, which was then amplified due to staff pressures. He recognised that there are some support staff who feel inappropriately treated, and there was a need to manage staff who aren't demonstrating appropriate behaviours. This was also within the context of attempting to recruit staff across the ACT public health system. Further, Minister Rattenbury raised the requirement to reflect on ethical issues in recruiting staff from developing countries.

---

#### 4.13 Minister for Health and Wellbeing

Minister Meegan Fitzharris, outlined progress in:

- Tabling of the Formal Response at the ACT Legislative Assembly on 16 May 2019;
- A budget commitment of \$ 12 million over three years to address acknowledged workplace culture issues and to ensure sustained cultural change within the ACT public health system;
- A program of work will be documented at the next Oversight Group meeting scheduled for September 2019.

#### **ACTION:**

**The group agreed to consider and provide feedback to the Secretariat for discussion at the September meeting on:**

- **How do we measure success?**
- **What are the milestones?**
- **How do we report on the measures?**

---

### **Item 5    Decision and discussion items**

---

#### **5.1 Terms of Reference (ToR)**

It was agreed that if a *member or their proxy* does not attend two meetings in a row, then they shall forfeit their membership and the Chair will appoint another member.

CHS CEO will follow-up with membership organisations to ensure they have the correct contact details for future consultative methods.

The TOR were finalised and approved in the meeting. Agreement for the TOR to be made public on the ACTHD website.

#### **ACTION:**

**ToR finalised and to be made public on the ACTHD website.**

**CHS CEO will follow-up with membership organisations to ensure they have the correct contact details for future consultative methods.**

#### **5.2 Implementation Table**

Feedback was sought on the Implementation Matrix. Discussion was positive and supported a visual plan to review progress, milestones and timeframes.

---

**ACTION:**

**Feedback on the implementation table to be provided to the Secretariat out of session.**

**Confidentiality**

Agreed that the meeting pack may be shared with executive members of the respective organisations, except for the Referrals letter. All members agreed to maintain confidentiality about the Referrals letter/ information. Release was caveated of the Referrals letter 'for further consultation prior to release'.

It was agreed that the implementation table would be made public after the September 2019 meeting once feedback received, incorporated and updated. It was agreed that this will be available publicly and online. However, once feedback has been incorporated there was agreement to circulate to the Oversight Group prior to September.

**5.3 Referrals from Panel**

[REDACTED]  
[REDACTED]  
[REDACTED] There was no information provided to the organisations about the level of sensitivity or the nature/ themes of the issues.

The Chair requested that Oversight Group members raise any staffing behavioural concerns that they were aware of with the relevant Organisation Leader to enable consideration of the appropriate assessment and intervention.

**Action:**

**Discussion of referrals and staffing behavioural concerns to be raised with DG-ACTHD, CEO-CHS, CEO-CPH.**

**5.4 Public commitment by stakeholder members**

All members were committed to making a public statement pledging their commitment to sustained and enduring positive culture change across the ACT public health system. Suggested wording was regarded as not strong and committed enough.

**Action:**

**Agreement on a public commitment by stakeholders to occur over next four weeks.**

**5.5 Stakeholder Engagement- Colleges**

The Chair welcomed suggestions on how to engage with stakeholders, in particular, with the colleges that were not represented by membership on the Oversight Group.

Welcome comments and feedback over next four weeks.

**Action:**

**Feedback by members to the Secretariat on ways to effectively engage with all stakeholders, including colleges.**



---

**Item 6 Information Items**

---

**6.1 Communications Plan update**

Agreement to circulate for comments and feedback out of session.

**ACTION:**

**To circulate to members, for comments to be forwarded to Secretariat.**

**6.2 Government Final Response**

The Government Response was noted by members.

**6.3 Culture Implementation Steering Group**

Terms of referenced for the Culture Implementation Steering Group provided for noting.

**6.4 Communique- Culture Review Oversight Group**

Members agreed that a Communique would be distributed for feedback and comment, prior to release.

**ACTION:**

**Communique was circulated on 11 June 2019 to members for clearance.**

---

## Action Items

Meeting Date	Agenda Item	Action Required	Responsible Officer	Due Date	Status
11/06/2019	3.1	Contact details of Ms Karen Toohey, Health Services Commissioner to be provided to Oversight Group members.	Secretariat	17/07/2019	Completed.
	4.	Members to provide feedback to the Secretariat for discussion at September meeting on: <ul style="list-style-type: none"> <li>How do we measure success?</li> <li>What are the milestones?</li> <li>How do we report on these?</li> </ul>	Members	09/08/2019	Completed, no feedback received.
		Secretariat to develop paper incorporating feedback on 'success factors' for discussion at September Oversight Group.	Secretariat	23/08/2019	Completed, refer to Agenda Item 5.2
	5.1	Amend and finalise the Oversight Group Terms of Reference and ensure publicly available.	Secretariat	17/07/2019	Completed.
	5.2	Members to send feedback on the Implementation Plan (tabled at 11/06/2019) to be sent through to Secretariat.	Members	09/08/2019	Completed, no feedback received.
		Secretariat to update Implementation Table once feedback from members received and circulate to members.	Secretariat	23/08/2019	Completed, no changes made to table.

Meeting Date	Agenda Item	Action Required	Responsible Officer	Due Date	Status
	5.3	Members seeking clarification or updates on referrals to speak directly with D-G ACTHD, CEO CHS, CEO CPHB.	Members	ongoing	
	5.4	Feedback on draft reworked Statement of Commitment by Oversight Group members to be sent through to Secretariat.	Members	24/07/2019	Completed.
		Confirm date for public commitment by Oversight Group members and arrangements.	Secretariat	09/08/2019	Completed. To be signed at September meeting, See Agenda Item 8.1
	5.5	Suggestions from Oversight Group members on ways to effectively engage with all stakeholders, including colleges.	Members	09/08/2019	Completed, none received.
		Feedback provided from Oversight Group members to be provided to the Health Directorate for consideration in paper to be developed for September Oversight Group meeting for discussion.	Secretariat	12/08/2019	Completed, see Agenda Item 5.5
	6.1	Feedback on Communications Plan sent out-of-session to be sent through to Secretariat.	Members	09/08/2019	Completed, no feedback received.

Meeting Date	Agenda Item	Action Required	Responsible Officer	Due Date	Status
	<b>6.3</b>	Provide endorsed Culture Review Implementation Steering Group Terms of Reference to September Oversight Group.	Secretariat	04/09/2019	Completed, see Agenda item 6.1
	<b>6.4</b>	Draft Communique to be sent to members for clearance by COB 11/06/2019.	Secretariat	11/06/2019	Completed.

**Finalised Items** (for noting at the next meeting then deletion off the updated action list).

## Meeting Paper

---

**Agenda Item:** 3.1

---

**Topic:** **Presentation: The application of organisational behaviour in support of improving the Workplace Culture in the ACT Public Health System.**

---

**Meeting Date:** 4 September 2019

---

**Action Required:** Noting

---

**Cleared by:** D-G, ACTHD

---

**Presenter:** Associate Professor Alessandra Capezio and Dr Sally Curtis

---

### Purpose

1. To provide an update on the partnership between ACT Health and the Australian National University Research School of Management, College of Business and Economics to develop a Culture Framework to support and inform the initiatives to improve the workplace culture in the ACT public health system.

### Background

2. The Culture Review Implementation Branch is currently in the project planning and initiation phase in approaching the recommendations from the Review.
3. As part of the initiation and planning stage, deliberate attention is being focused on the organisational behaviour elements of culture.
4. Organisational behaviour relates to the understanding of human behaviour in organisational settings and serves as the connection between human behaviour and the organisation/ system, and the organisation/ system itself.
5. A number of the recommendations from the 'Final Report. Independent Review into the Workplace Culture within ACT Public Health Services' are directly linked to organisational behaviour, leadership and workforce.

### Issues

6. There is acknowledgement throughout the ACT public health system that there has been an inconsistent and/or absent approach in investing in the critical elements that connect the human behaviour of our workforce to our system.
7. The Steering Group has endorsed formalising the partnership with Associate Professor Alessandra Capezio and Dr Sally Curtis through the Australian National University (ANU) Research School of

Management, College of Business and Economics. Biographies for the research team members are at Attachment A.

8. There is agreement that through the investment in the partnership we will achieve a systematic and coordinated methodology in approaching the 'people' aspect of the business, which will underpin our approach to facilitating and managing effective positive change.
9. The first tranche of work proposed will focus on the development of a 'Culture Framework', an evidenced based model to inform a positive workplace culture in the ACT public health system. The framework will be researched, developed and evaluated within the ACT, and applied to our own processes to evolve a positive culture. The development of the Culture Framework will ensure that:
  - The model and required behavioural change is informed by the recommendations from the Review and through consultation with key stakeholders;
  - Measures will be developed to support the Culture Framework and an approach to evaluating the impact of interventions using rigorous methods;
  - Assessment of available evidence, including literature reviews, engagement with professionals through facilitated conversations to understand ACT specific factors and the development of individual action plans to address recommendations outlined in the Review to effect sustainable change;
  - A systems wide approach is developed, involving stakeholder engagement, drawing on expertise in the area of organisational behaviour, to support the incremental development of the public health system approach; and
  - Through working in partnership with the ANU College of Health and Medicine and the University of Canberra Faculty of Health, apply contemporary evidence-base organisational behavioural research in educating our future healthcare professionals, researchers and leaders.

## **Recommendation**

That the Oversight Group:

- *Note the partnership that will work with the three arms of the ACT public health system in developing a Culture Framework, through problem clarification and analysis; and*
- *Note that through the partnership and problem clarification that a change framework is developed outlining interventions.*

## Research Team Profiles

*A/Prof Alessandra Capezio, ANU*

Alessandra Capezio completed her PhD at the University of Sydney and is an Associate Professor in Organisational Behaviour in the Research School of Management. Alessandra is internationally well-regarded in the field of organisational behaviour as evidenced by international keynote presentations and publications in top tier journals in management and psychology. Her research focuses on:

- The 'dark' side of organisational behaviour
- Conduct risk & unethical behaviour
- Evidence-based decision-making & practice in organisations
- Corporate governance from a behavioural perspective
- Career development

Alessandra is domestically recognised in practice as an expert in the area of the 'dark side' of organisational behaviour and has advised several organisations particularly in the financial services sector. She is passionate about promoting and teaching Evidence-based Practice in Management and is a Fellow of the [Centre for Evidence Management](#) – the world authority in the field of management and leadership. She collaborated recently with the Chartered Institute of Personnel Development in the UK on a report examining unethical behaviour in the workplace. She is also a co-author in a book entitled *Evidence-Based Management: How to Make Better Organizational Decisions* that is used in teaching at a number of universities including Carnegie Mellon and NYU.

Alessandra is also a core member of the [Work Effectiveness and Leadership Lab](#) (WELL) which is an international lab group led from the University of Illinois at Urbana-Champaign which conducts high-quality research on dysfunctional workplace behaviours, and self-regulation at work. Alessandra's research has been published for example in the *Journal of Management* (*Financial Times* Top 50), *Human Relations* (*Financial Times* Top 50), *Journal of Business Ethics* (*Financial Times* Top 50); *Journal of Vocational Behaviour* (ABDC: A\*), *Journal of Management Studies* (*Financial Times* 50, ABDC: A\*), and the *Journal of Career Assessment* (ABDC: A).



**Project Role:**  
Lead Chief  
Investigator

*Dr Sally Curtis, ANU*

Dr. Sally Curtis is a faculty member at the Australian National University's Research School of Management. Sally's research is broadly focused on social issues in management, particularly pathways of institutional and systems change. Her doctoral research, completed in 2017, involved a study of how leaders and organisations engage in work to change social systems and institutions. Prior to entering academia, Sally worked for more than 10 years at the CSIRO in corporate management roles and was responsible for People and Culture Strategy development and implementation. During her time at CSIRO, Sally was also responsible for preparing senior leaders for executive roles through training programs, coaching, 360-degree feedback processes and targeted job placements. In her role at ANU, Sally convenes courses on leadership; social impact; and business and society for undergraduate and post-graduate students. This teaching experience ensures that she has a solid understanding of academic research on leadership and related topics. Sally brings qualitative research expertise to the project, along with strong skills in stakeholder engagement and practical experience with change management.



**Project Role:**  
Chief Investigator,  
project manager,  
stakeholder  
engagement  
manager.

*A/Prof Eric Barends, Centre for Evidence-Based Management/ANU/NYU*

**Eric Barends** is the Managing Director of the Centre for Evidence-Based Management and academic consultant at the NYU Wagner Graduate School (Executive Master of Health Care Administration). Eric has twenty years of management experience in the health care sector, fifteen years at the senior management level, including five years as an executive. He advises and coaches managers, senior leaders, and executive boards of large and medium sized health hospitals and non-profit organizations on evidence-based decision-making. Barends frequently runs training courses on this topic and serves as a visiting lecturer at several universities and business schools such as Carnegie Mellon University, Australian National University and the VU University Amsterdam. Eric received his B.A. in Management from the University of Applied Sciences Leiden, M.A. in Change Management and Ph.D. from VU University of Amsterdam.

Eric co-authored a book with Denise Rousseau (world leader organizational psychologist, Carnegie Mellon) entitled *Evidence-Based Management*.



**Project role:**  
Partner Investigator  
and Healthcare  
Management Expert



## Meeting Paper

---

**Agenda Item:** 4.1

---

**Topic:** Member Updates

---

**Meeting Date:** 4 September 2019

---

**Action Required:** Noting/Decision

---

**Cleared by:** Chair

---

**Presenter:** All members

---

### Purpose

1. Members to provide an update to the meeting on any issues relevant to implementation.

### Background / Issues

2. The Director General, ACT Health Directorate; CEO, Canberra Health Services, and Regional CEO, Calvary ACT have prepared written updates for the information of Members, as requested at the meeting on 28 March 2019. A copy of these written updates are provided at [Attachment A](#).

### Recommendation

That the Committee:

- *Note this information*

## Report – ACT Health Directorate

---

**Meeting Date:** 4.1

---

**Summary of Activity:**

- **People Strategy Work Program** – work plan developed and agreed at Corporate Services, Governance and Finance Committee.
- **Workplace climate survey** - planning underway (October).
- **REDCO** – Program of activity developed to reinvigorate the REDCO network. Punk'd PD to conduct development workshop for REDCO officers. Employee Advocate has been invited to participate in first network meeting.
- **Inclusion** – framework to be developed.
- **Performance development plans** - template under review to include revised values.
- **WHS** – development of WHS Management system underway; plan agreed at Corporate Services, Governance and Finance Committee.

---

**Progress against recommendations from The Final Report:**

- **(1) Values Refresh Project** - Draft Implementation Plan circulated to DLC and executive staff for input. DG video message has been produced to launch the values. A Values Working Group/Culture Champions will support the project.
  - **(3) Positive Culture Uplift Program** – Proposal received from Punk'd PD for cultural uplift program for all directorate staff. Meeting with Punk'd PD, EBM Culture Implementation and Senior Director People Strategy to refine program.
  - **(15) Recruitment** - Fully transitioned from Taleo to whole of government recruitment process. Workplace Research Associates selected to review existing selection documentation, conduct recruitment and selection training in Aug/Sep, incorporating unconscious bias and managing conflict of interest education. New recruitment guideline in draft. People Strategy rep on the ACTPS recruitment working group, formed to improve, contemporise and standardise recruitment practices across directorates.
-

---

**Risks/ Issues:** Funding requests for the recruitment program and the Cultural Uplift program will be submitted to the EBM, Culture Reform.

---

**Recommendation:** That the committee note this update.

---

**Attachments:** *Nil*

---

**Presenter:** *John Fletcher*

---

## Report

---

**Meeting Date:** 4 September 2019

---

**Summary of Activity:** *Please see attached Calvary Public Hospital Bruce Workplace Culture Review Recommendations and Action Plan*

---

**Progress against recommendations from The Final Report:** Attached Workplace Culture Review Recommendations and Action Plan

A draft positioning paper in progress on Workplace Positive Culture to frame the rollout of our cultural change and leadership development programs. This will also now be aligned to our new culture survey process.

Rollout has commenced of the updated performance and development planning process and the values based capability framework. Excerpt from values based capability framework attached.

Work continues in hot spot areas comprised of a number of different activities, including facilitated conversations, group and individual meetings and misconduct processes.

---

**Risks/ Issues:** Varying levels of maturity of actions against the recommendations within the three sites may impact the efficacy of programs and tools developed.

---

**Recommendation:** *Constant monitoring of activity through CRISG.*

---

**Attachments:** *Please see attached Calvary Public Hospital Bruce Workplace Culture Review Recommendations and Action Plan*

---

**Presenter:** *Barbara Reid*

---

## Meeting Paper

---

**Agenda Item:** 5.1

---

**Topic:** Referrals from Panel

---

**Meeting Date:** 4 September 2019

---

**Action Required:** Noting

---

**Cleared by:** Chair

---

**Presenter:** Director-General

---

### Purpose

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

### Background

2. A number of clusters were referred by the Review Panel with information provided at the March Oversight Group meeting.
3. The Oversight Group will be briefed at each meeting by the Leadership Team on progress in each area referred by the Review.
4. There was agreement that an all-staff survey would be undertaken by each organisation in late 2019. Further, it was acknowledged that there was an opportunity through the auspice of an Independent annual review (Recommendation 19) in early 2020 to gain feedback on progress in the identified referrals.

### Issues

5. There is an acknowledgement that many of these clusters are complex in nature and are influenced by the breadth of issues raised, embedded historical culture, and the need for a sophisticated response.
6. The complexity of these matters is demonstrated through a presentation by Canberra Health Services.

### Recommendation

That the Committee:

- *Note this information.*

## Meeting Paper

---

**Agenda Item:** 5.2

---

**Topic:** Measures of success

---

**Meeting Date:** 4 September 2019

---

**Action Required:** Discussion

---

**Cleared by:** D-G, ACT HD

---

**Presenter:** Chair

---

### Purpose

1. To provide information to the Oversight Group on the measures of success to prompt discussion at this meeting.

### Background

2. At the Oversight Group meeting on 11 June 2019, the former Minister for Health and Wellbeing, Meegan Fitzharris, raised the following questions for consideration by the members:
  - How the Culture Review Oversight Group measures success?
  - What are the milestones?
  - How does the Oversight Group report on the measures?
3. There was agreement that members would consider the questions and forward feedback to the Secretariat for discussion at the September meeting of the Oversight Group.
4. No feedback was received by the Secretariat.

### Issues

5. There is acknowledgement that for significant culture reform, understanding and awareness of the rationale for change, significant behaviour changes and adoption of new processes and initiatives takes time.
6. However, there are a range of measures, actions and procedures that point to change at incremental time periods.
7. The Culture Review Implementation program of work is currently in the project initiation and planning stages. Project planning and associated timeframes are being negotiated. These are being established and incorporated into formal project planning.

8. It is proposed that the Oversight Group establish some broad measures that can be assessed on an annual basis at an Oversight meeting around the 12-month anniversary point.
9. This will coincide with the feedback gained from the annual review undertaken by an independent reviewer as outlined in Recommendation 19 from the Review. Alignment between the assessment made by the Oversight Group and the independent review will support the identified 'measures of success'.
10. There are several reporting options available. These include:
  - The minutes of the Oversight Group meeting;
  - The Communique written as an outcome from the Oversight Group meeting and made publicly available; and
  - The Biannual Ministerial Statements made at the ACT Legislative Assembly.
11. An important point for consideration is that the measures of success for the Oversight Group may differ from the identified measures of success for system-wide change.

**Table 1. Measures of success at anniversary points.**

Measures of success	12 months March 2020	24 months March 2021	36 months March 2022
Is the Oversight Group undertaking the role that it was established for?			
Is the strategic direction of the culture change articulated clearly within the Oversight Group?			
Is the strategic direction of the culture change articulated to the workforce?			
Does the status reporting of milestones, risks and progress reflect progress?			
Have delays been articulated and contingency plans outlined?			
Is there alignment between all elements of the strategic framework in approaching culture change?			

Measures of success	12 months March 2020	24 months March 2021	36 months March 2022
Are the culture/positive workforce initiatives within budget?			
Is there an incremental process of evaluating initiatives?			
Are the channels of communication effective in sending, receiving and understand information?			

### Recommendation

That the Committee:

- *Note the information in the paper;*
- *Consider the measures of success as defined for the Oversight Group;*
- *Agree on the measures of success for the Oversight Group;*
- *Discuss thoughts on agreed milestones; and*
- *Discuss the options to report on the measures of success as defined by the Oversight Group.*



## Meeting Paper

---

**Agenda Item:** 5.3

---

**Topic:** Culture Review Implementation Communications Strategy

---

**Meeting Date:** 4 September 2019

---

**Action Required:** Noting and Feedback

---

**Cleared by:** Chair

---

**Presenter:** Chair

---

### Purpose

1. To seek feedback from the committee on the draft Culture Review Implementation Communications Strategy, 2019-2022 ([Attachment A](#)).

### Background

2. The aim of the Culture Review Implementation Communication Strategy 2019-2022 (Communications Strategy) is to:
  - provide a framework to ensure that all stakeholders across the ACT public health system are identified;
  - to confirm how, when and where stakeholders will be engaged and informed about the implementation of the twenty recommendations from the *Final Report: Independent Review into the Workplace Culture within ACT Public Health Services*; and
  - communicate progress made in evolving initiatives in driving positive workplace practices and mindsets.
3. [Attachment B](#) is the draft Communications Strategy-on-a-page which provides an overview of the three phases of the Communications Strategy.

### Recommendation

That the Committee:

- *Note the draft Communication Strategy; and*
- *Provide feedback on the draft Communication Strategy.*

## Culture Review Implementation Communication Strategy, 2019-2022

### Purpose

1. The purpose of this Communication Strategy (the Strategy) is to provide a framework to ensure that all stakeholders across the ACT public health system (the system) are identified. Further, to confirm how, when and where stakeholders will be engaged and informed about the implementation of the twenty recommendations from the *Final Report: Independent Review into the Workplace Culture within ACT Public Health Services* and more broadly to communicate progress made in evolving initiatives in driving positive workplace practices and mindsets.
2. Our communication objective is to engage and guide our workforce on a journey of meaningful change to improve our culture. We want our workforce to feel safe, supported, valued and engaged.

### Link to Government priorities

3. Improving the workforce culture and staff engagement within our healthcare system directly links to the 'Future proofing our health system' strategic priority within the *ACT Budget 2019-20, Building for the future*.

### Background

4. The ACT Government invests significantly in the delivery of public health services to ensure safe, high quality healthcare for the ACT community and surrounding regions. A positive workplace culture is crucial to ensure our system can deliver a high level of care to the community and is regarded as an employer of choice for all current and prospective employees.
5. Improving workplace culture and staff engagement within our system has been a significant area of priority for the Government in delivering public healthcare to the ACT community.
6. During mid-2018, despite positive changes that were underway and the commitment to the values of each arm of the system by most staff, matters continued to be raised that were of concern to the Government and the ACT community. At that time, the

Government reiterated that any behaviour that was not aligned with the values of ACT Public Health Services couldn't continue.

7. On 10 September 2018, the then Minister for Health and Wellbeing announced the establishment of the Independent Review into the Workplace Culture within ACT Public Health Services.
8. The Reviewers explored the workplace culture of public health services in the ACT, including Calvary Public Hospital Bruce (CPHB), ACT Health Directorate (ACTHD) and Canberra Health Services (CHS). It considered what was working well, including examples of best practice workplace culture; ideas to improve workplace culture; workplace policies, including complaints/management processes; and claims made in relation to inappropriate conduct and behaviours.
9. The Final Report was released by the Minister on 7 March 2019. The Government committed to implement all twenty recommendations on 16 May 2019. Key themes identified in the Review indicated that:
  - staff members within the system had been subjected to inappropriate behaviours, including bullying and harassment in the workforce;
  - there were inefficient procedures and processes to manage complaints handling;
  - more training is required to support managers to deal with inappropriate behaviours and practices;
  - there was an inability to make timely decisions;
  - inefficient and inappropriate Human Resource practices;
  - historical lack of effective leadership and management across the system; and
  - there is a need to ensure greater clinical engagement to ensure that the system can benefit from expert knowledge and input of individuals.
10. The Government established a governance framework to ensure that implementation of the recommendations would be efficiently and effectively delivered, not just over the next three years, but embedded into best practice and continuous improvement throughout the system for many years to come.
11. This governance framework is being led by the ACTHD as the public health system steward. The Culture Review Implementation Branch was created in the Office of the Director-General, ACTHD, to lead the implementation and delivery of the Review recommendations across the system. Recruitment and selection activity for this team was finalised in July 2019, with all staff members commencing during July and August 2019.

This team, whilst located in the ACTHD is responsible for facilitating the implementation of the recommendations from the Review across the three arms of the system. This team was complemented by the establishment of the role of Project Director, Positive Workplace Strategy at CHS, with recruitment, selection and commencement finalised in July/August 2019.

12. The ACT Health Governance Framework 2018-2023 outlines who we are, what we do, what we are accountable for, and to whom we are accountable. It is widely acknowledged that strong governance is one element of a healthy organisation and system. A range of governance measures have been implemented to support the delivery and oversight of the significant work underway across the system.
13. Additional governance groups established include:
  - Culture Review Oversight Group (Oversight Group) – established to oversee the implementation of all recommendations from the Review;
  - Culture Review Implementation Steering Group (Steering Group) – established to implement the recommendations from the Review;
  - Clinical Leadership Forum – established to provide independent and expert advice to the Minister for Health, and the Minister for Mental Health;
  - ACT Health and Wellbeing Partnership Board (the Partnership Board) – established to provide a forum to discuss and agree on shared priorities affecting health and medical research that will improve the health of Canberra and drive a new vision for our health system; and
  - NGO Leadership Group – inaugural meeting scheduled October 2019.

## **Context**

14. The Independent Review was conducted during a time of considerable restructuring of the system. Seven months prior to the announcement of the Independent Review, in March 2018, the then Minister for Health and Wellbeing and the Minister for Mental Health jointly announced that ACT Health would separate into two distinct organisations from 1 October 2018.
15. CHS focuses on the delivery of healthcare services; whilst the ACTHD, in its role as steward of the health system, focuses on strategic policy for the system, territory-wide planning, research and population health.

16. During the last 12 months, executive leadership changes have occurred across the three arms of the health system with the appointment of the Director-General of ACTHD, the Chief Executive Officer for CHS, and the Regional Chief Executive Officer at CPHB.
17. There is appreciation that considerable change has occurred across the entire system. Communication is integral to the engagement and ongoing support of our workforce in understanding the context of change and to identify the vision of our system in evolving a positive culture in our organisations.
18. It is acknowledged that building the confidence in the ACT Public health System is paramount and that informing the citizens of the ACT is central to our communications.

## **Phased approach**

19. A phased approach to communications is recommended to best manage how we communicate the initiatives under this program of work for the period September 2019 to July 2022. These phases are as follows:
  - **Phase One, July 2019 to July 2020 – ‘Building relationships and setting the foundation.’**

During this phase, we will build relationships across the system to ensure that we understand our target audiences and stakeholders. We will develop meaningful key messages and narratives that will engage our workforce on a journey of culture change. We will explore ways to invite feedback and encourage active employee engagement to ensure that our workforce understands what our vision for culture is across the system.
  - **Phase Two, July 2020 to July 2021 - ‘Activating, testing and implementing.’**

During this phase, messages and narratives will be refined. We will communicate initiatives that have been implemented and recognise and promote positive case studies of culture change happening within the system. An agreed set of measures will be developed to evaluate how our communications are leading to culture change across the system, both in this phase and future periods.
  - **Phase Three, July 2021 to June 2022 – ‘Consolidating our approach to communications.’**

In this phase, we will evaluate our communication methods to align with contemporary practices to support the evolving positive culture. We will increase publicity of stories of positive culture behaviours that are becoming the norm across the system.

20. Information obtained from each phase, including from our formal evaluation methods, and feedback from our stakeholders and audiences, will shape each subsequent phase and evolve communications across the system.

## Communication principles

21. With the focus on improving workplace culture and engagement within our system being a key priority, there are several principles that will guide how we engage and communicate with our target audiences and stakeholders. These principles will align with the values of each arm of the system:

- **CHS:** Reliable, Progressive, Respectful and Kind;
- **CPHB:** Hospitality, Healing, Stewardship and Respect;
- **ACTHD:** Respect, Integrity, Collaboration and Innovation.

22. The guiding principles that will inform our communications are:

- **We will build relationships** – time and energy will be invested in building relationships with our stakeholders to encourage trust in sharing views and helping to facilitate agreed messages to our target audiences.
- **We will consult early and often** – for any communications to be effective it is important that we obtain a clear understanding of what our stakeholder's and audience's information needs are. We will ask questions early and often to ensure we craft messages in the right channels at the right time to ensure desired outcomes can be achieved.
- **We will plan our communications** – we will ensure that all communication materials will be assessed, approved, distributed and evaluated in a carefully considered way. Materials will be refined according to feedback received to ensure that the best outcomes are achieved at every step.
- **We will take responsibility for how we approach and distribute communications** – we will collaborate respectfully with every arm of the system, ensuring that needs are met in alignment with the respective governance models across the system.
- **We will model behaviours consistent with what is endorsed and expected across the system** – these behaviours will align with the values of each arm of the public health system.

## Communication objectives

23. The key communication objectives of the Strategy are to:

- Raise awareness and understanding of the scope of the program of culture work being undertaken across the system, and the progress of work underway throughout each arm;
- Align key messages about the review across the three arms of the system;
- Engage with and build relationships with all identified stakeholders to ensure that planned communication activities meet expectations;
- Confirm that the management of the distribution of messages is the responsibility of each arm of the system – for example, communication teams and people strategy teams will distribute culture review information to the workforce;
- Encourage staff to provide feedback to ensure future messaging can be refined, as necessary;
- Measure effectiveness of messaging using analytical tools;
- Address Recommendation 20 of the Review;
- Build trust through effective messaging and communications channels; and
- Confirm that messages will continue to be refined and implemented after the Culture Review Implementation Branch ceases to exist (post-2022). It is anticipated that by 2022, most of the messaging and improved cultural norms will be embedded across the system.

## Target audience/s

24. Primary audience:

- Our key audience is the workforce of the system – approximately 10,000 people. Most of the workforce are in areas of healthcare service delivery – nurses, midwives, medical staff, allied health, and administrative and services areas. Primary internal audiences across the system:
  - ACT Minister for Health
  - ACT Minister for Mental Health
  - Chief Executive Officer, CHS

- Regional Chief Executive Officer, CPHB
- Director-General, ACTHD
- Members of the Oversight Group
- Members of the Steering Group
- Communications and Government Relations team – CHS
- People and Culture team – CHS
- Communications team – CPHB
- Human Resources team – CPHB
- Communications and Government Relations team – ACTHD
- People Strategy team – ACTHD
- Relevant senior executives across the system
- Office for Mental Health and Wellbeing – ACTHD
- Employee Advocate – CHS.

## Stakeholders

25. Primary stakeholders have been identified as those who may have a direct relationship with or provide a strong advocacy/influencing role with our primary audiences.
26. Through their own activities, stakeholders will shape the communications environment. They will also monitor our communication activities closely, and at times will be directly impacted by it. Stakeholders are also likely to be a critical channel to communicate with our primary and secondary target audiences. These stakeholders include:
  - President of the Australian Medical Association, ACT.
  - Executive Director, Health Care Consumers Association, ACT.
  - Dean, College of Health and Medicine, Australian National University.
  - Executive Dean, Faculty of Health, University of Canberra.
  - Workforce representatives (unions):
    - Community and Public Sector Union (CPSU)
    - Australian Nursing and Midwifery Federation, ACT



- Australian Salaried Medical Officers Federation, ACT
- Visiting Medical Officers Association, ACT.
- Non-Government organisations – secretariat responsibility, currently managed by Health System Planning and Evaluation, ACTHD.
- The media, both local and national.

27. Boards and committees across the system:

- Clinical Leadership Forum – secretariat provided by Health Systems, Policy and Research – this forum was set up at the same time as the Oversight Group and Steering Group and will align with objectives of the Culture Review Implementation initiatives.
- ACT Health Wellbeing and Partnership Board – secretariat provided by Health Systems, Policy and Research.

28. Other ACT public health strategies and initiatives across the system:

- Occupational Violence Strategy.
- Nurse Safety Strategy.
- Safe Wards.
- Infrastructure projects.

## Key messages

29. The following five key messages must be directed to our target audiences and stakeholders, these include:

- You, our public health system workforce, are our most valuable asset and are integral in delivering healthcare to the members of the ACT community and surrounding regions;
- We want you to feel safe, supported, valued and engaged every day;
- We are committed to ensuring our workplace practices and processes are enhanced, in a timely manner;
- We acknowledge that our culture needs improvement and we are working in a methodical, careful and deliberate manner to improve processes and procedures to meet everyone's needs; and

- Changes to our processes and procedures will take time – this is deliberate as we need to ensure that the right changes happen at the right time.

30. Secondary messaging to support the key messages include:

- We will implement improvements that are evidence-based and fit-for-purpose;
- We will collaborate and consult internally and externally to ensure improvements can be implemented effectively across the system;
- We will construct a system-wide framework that is based on available robust evidence;
- We acknowledge that our cultural norms and behaviours across the system need to be agreed, endorsed and demonstrated from our leaders down;
- We will communicate these norms and expectations and enforce them through everything we do;
- We are all responsible and accountable for the behaviours we demonstrate;
- Everyone has a part to play in improving our culture;
- Our values and vision underpin everything we do; and
- Our workforce must exemplify and demonstrate these values in our work every day.

## Issues and risk management

31. The following issues/risks and potential mitigation strategies have been identified that may impact on the delivery of communications and ultimately the communications objectives.

Issue	Management Strategy
Communication governance across the system and within each arm of the system.	Culture Review Implementation Branch team to liaise with communication governance teams across the three arms to confirm links and how to work with them to distribute relevant culture messages via these groups.
Insufficient clarity of objectives, alignment and membership of boards, committees and forums across the system.	Culture Review Implementation Branch to liaise with secretariats of these forums to confirm applicability of engagement and how messaging will be distributed to them.

Issue	Management Strategy
Sustained audience, stakeholder and political criticism of negative workforce culture across the system.	The Strategy and Action Plans will be endorsed by the Oversight Group, Steering Group and senior executive of all three arms of the system to respond to concerns. Culture Review Implementation Branch will liaise with the Ministerial Advisory Group to ensure the Ministers are briefed, as required, on workforce culture issues and the progress of implementation activities. Timing and delivery of messages both internally and externally will be considered and agreed by the Steering Group and the Oversight Group in relation to political sensitivities.
Perception of insufficient progress in implementing the recommendations of the Review.	Communications will be transparent and regular to keep workforce and stakeholders aware of progress of recommendations.
Potential for inconsistent application of approaches to deliver agreed interventions for positive workplace culture across the system.	Oversight Group and Steering Group to endorse and support approach for intervention prior to dissemination. Culture Review Implementation Branch to identify areas of different approaches and communicate any issues, potential risks and solutions to the Oversight Group and Steering Group for their ultimate decision on approach before delivery of messages.
Inability to include culture-related questions in, or access final data from, staff climate surveys being independently devised and distributed by each of the three arms of the system from late-2019.	Culture Review Implementation Branch to liaise with HR teams across the three arms and propose additional or modified questions to include culture references, to ensure consistent information is obtained, with future messaging aligning and improving workforce sentiment.
Communications may not meet needs of all groups across the system.	Culture Review Implementation Branch will work closely with communications teams across the three arms to ensure a multi-pronged approach to delivering communications deployed, evaluated and modified consistently.
Messages may not be cascaded down to staff below the	Culture Review Implementation Branch will work closely with communications teams across the three arms to ensure audiences and stakeholders are correctly identified

Issue	Management Strategy
leadership/senior executive management levels.	and that messages are provided using a range of channels to ensure messages reach intended recipients.

DRAFT

## **Communication approach**

32. The Culture Review Implementation Branch will propose and create materials based on feedback, data and details from agreed initiatives, and authorisation from stakeholders.
33. The management of distribution of messaging via specific channels will be the responsibility of each arm of the system, for example, the communications and governance, and human resources areas who have direct links to the workforce.
34. The team will build and maintain a prominent intranet presence. This site will be accessible by all three arms of the system and will contain details of our purpose and objectives, our staff, and our contact details. It will also be the place where people can provide feedback, suggest and recommend ideas, read relevant links to articles about culture, workforce and workplace behaviours.
35. We also propose to identify a group of Culture Change Champions from our workforce to be our advocates across the system. Their role will be to facilitate and distribute relevant culture review implementation messaging to their teams. They will be trained and supported in their role with regular meetings and other contact managed by the Culture Review Implementation Branch.

## **Communication methods**

36. A mix of the following methods will be used to communicate with our target audiences:
  - Culture Review intranet site and internet site;
  - Articles included in executive staff newsletters (Director-General, ACTHD, CEO CHS, and Regional CEO of CPHB);
  - Culture Change Champions;
  - Presentations and lunchtime info sessions – e.g. Share and Solve sessions;
  - Pop-up information sessions;
  - Briefing sessions and town hall meetings;
  - Team meetings;
  - Email – assessed carefully;
  - Focus groups;
  - Discussion boards;

- Events;
- Word of mouth;
- Digital signage – monitors; and
- Brochures, banners and posters – as appropriate.

## **Budget**

37. TBC

## **Monitoring and evaluation**

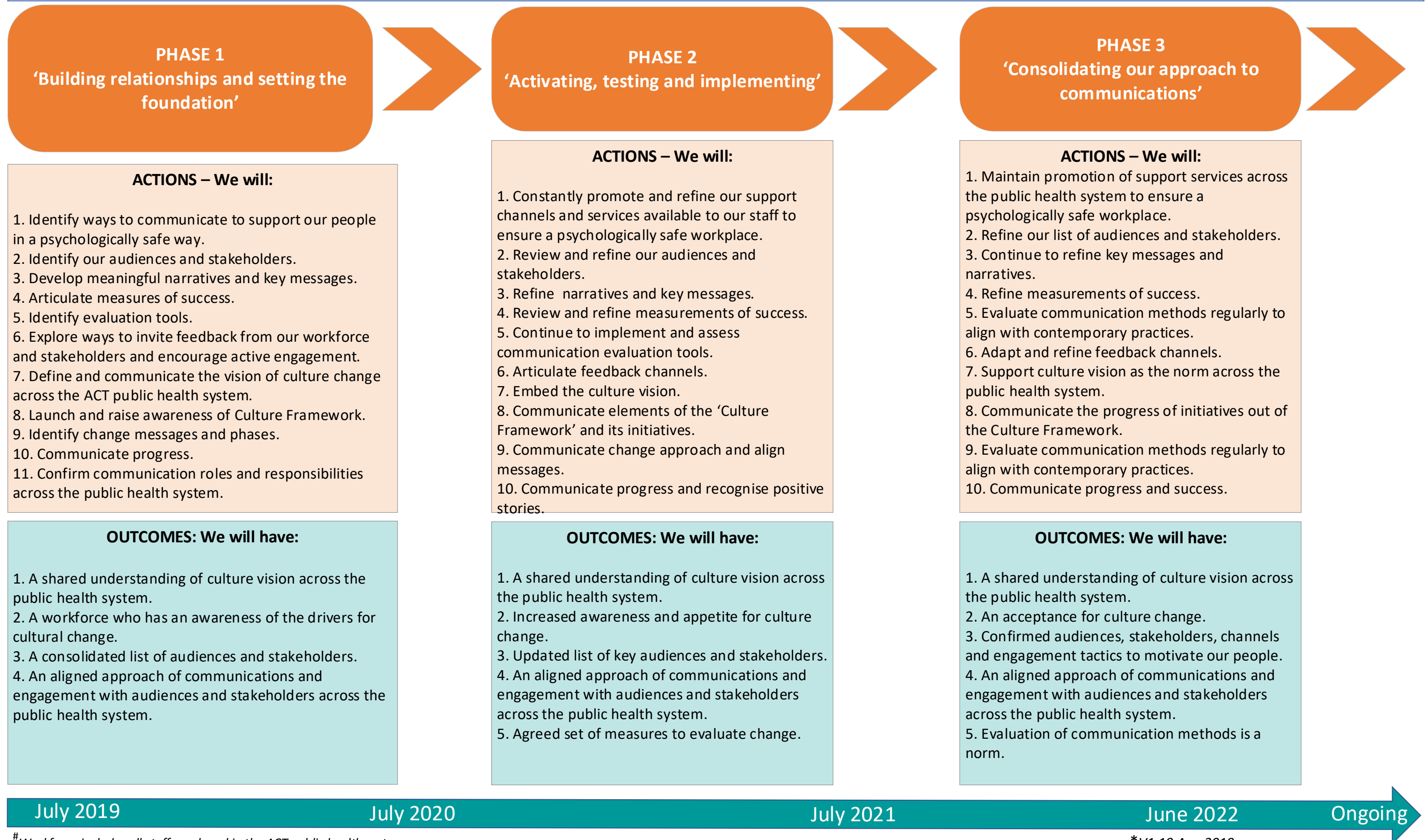
38. Evaluation methods will be assessed and confirmed in Phase 1. The chosen tools will be used on a regular basis throughout the three phases of the communication strategy, to provide details of how well the communication activities are being received by our audiences and stakeholders. These tools will include online analytics (to confirm when the workforce accesses information online), periodical surveys and other research to confirm awareness levels of messages being distributed.
39. Initial evaluation conducted in Phase 1 will set benchmarks of awareness and interest, and knowledge of communications with messages and channels being adjusted, as appropriate, to ensure that communication objectives are met.

## **Action Plan**

40. Separate Action Plans will be developed and provided once feedback on the *Culture Review Implementation Communication Strategy 2019-2022* has been received from the Oversight Group.

# Culture Review Implementation Communication Strategy 2019 – 2022 – DRAFT 19 AUGUST 2019\*

**Purpose - Engage and guide our workforce<sup>#</sup> on a journey of meaningful change to improve our culture**  
**‘Our workforce<sup>#</sup> feel safe, supported, valued and are engaged’**



<sup>#</sup>Workforce includes all staff employed in the ACT public health system.

\*V1 19 Aug 2019

## Meeting Paper

---

**Agenda Item:** 5.4

---

**Topic:** Implementation of Recommendations

---

**Meeting Date:** 12 August 2019

---

**Action Required:** Noting/Feedback

---

**Cleared by:** D-G, ACT HD

---

**Presenter:** D-G, ACT HD

---

### Purpose

1. To provide the Oversight Group with an update of progress made towards implementing the recommendations.

### Background

2. This is a standing agenda item to provide ongoing status updates of the progress of work against the recommendations.

### Issues

3. At the 11 June 2019 meeting of the Culture Review Oversight Group, members were provided with a working document which provided a summary of work progressed across each of the recommendations by each organisation.
4. Since that meeting, recruitment to the Culture Review Implementation Branch has been finalised and the role of Project Manager has been recruited and onboarded. This has resulted in the development of project planning documentation to support the mapping and reporting of progress made in addressing the recommendations ([Attachment A](#)).
5. This Status Update provides information on system-wide and organisation specific activities against each of the recommendations in the review. It includes a timeline for each activity and identifies where there is variance from the implementation timeline in the Review.
6. In the Oversight Group meeting scheduled for November, an overarching 'project-on-a-page' document will complement the status reporting against the recommendations.
7. Recommendations that have largely been finalised are: Recommendation 18 (Commissioning of the Culture Review Oversight Group) and Recommendation 17 (Public Commitment).
8. There are no recommendations that are of concern. All implementation plans are on track.



**Recommendation**

That the Committee:

- *Note the progress towards implementation of the recommendations; and*
- *Provide feedback on the project planning document.*



Culture Implementation - Status Update (1 August 2019)

Key:

Implementation Timeline for Recommendation
Action Timeline
Achieved

Recommendation	Response (May 2019)	Actions	Delivery Lead	Status	2019				2020				2021			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Across all recommendations		<div>1. Problem clarification &amp; analysis – Identify root cause and identify priority change outcomes.</div> <div>2. Develop Health Sector Culture Framework - Examine the scientific evidence; understand the root causes of the problems; and identify interventions most likely to bring about the desired change outcomes.</div> <div>3. Design pilot interventions; conduct baseline study; pilot interventions; evaluate; and adapt.</div> <div>4. System-wide implementation and evaluation.</div>	Health Directorate (ACTHD)	<div>Initiation/Planning</div> <div>The Health Directorate has established a collaborative research partnership between the Australian National University’s (ANU) Research School of Management and the three arms of the ACT public health system to address organisational behaviour, workforce and leadership capability deficits through the application of evidenced-based research methodologies and principles of change.</div> <div><div>August 2019 - Contract execution and ethics approval</div><div>September 2019 – Commence engagement with ANU for development of Health Sector Culture Framework.</div></div>			<div>1</div>		<div>2</div>		<div>3</div>		<div>4</div>			

Recommendation	Response (May 2019)	Actions	Delivery Lead	Status	2019				2020				2021			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Across all recommendations		<ol style="list-style-type: none"> <li>Establish baseline of workforce data indicators to inform strategic workforce management decisions and in turn support cultural change.</li> <li>Develop implementation plan.</li> <li>Pilot, evaluate, adapt.</li> <li>System-wide implementation and evaluation.</li> </ol>	Health Directorate (ACTHD)	<div>Initiation/Planning</div> <p>Collaborate with Chief Minister's, Treasury &amp; Economic Development Directorate (CMTEDD) to become early adopters of the Whole of Government Workforce Dashboard capabilities. This project will provide HR managers and executives across the ACT public health system with greater oversight of workforce data for proactively managing employees, facilitating effective strategic workforce planning, and in time, to support the development of organisational health and culture reporting.</p> <ul style="list-style-type: none"> <li>August 2019 – Workforce Data Working Group has been established. Membership representation from all three arms of the ACT public health system.</li> </ul>												
1.	<p>That the three arms of the ACT Public Health System should commence a comprehensive process to re-engage with staff in ensuring the vision and values are lived, embraced at all levels, integrated with strategy and constantly reflected in leadership. To achieve this the Health Directorate should take the lead in providing the necessary tools and guidelines and coordinate the implementation by Canberra Health Services, Calvary Public Hospital and the Health Directorate.</p>	<p>Recognising the territory-wide focus re-engagement with staff will occur across each of the three arms of the ACT Public Health System.</p> <p>Canberra Health Services and the ACT Health Directorate are embarking on projects to review their vision, values, role and behaviours. These projects will seek to ensure that, with the recent transition of ACT Health to two organisations, the vision and values of the new organisations are appropriate and clearly understood. This work will be completed by September 2019. There will be significant staff engagement as these projects are rolled out with a view to embedding the vision and values from November 2019.</p>	1.	Commence values and visions work	Health Directorate (ACTHD)	<div>Active</div> <p>Action 1: In Progress</p> <ul style="list-style-type: none"> <li>June 2019 - Values workshops with staff</li> <li>June 2019 - Round table discussion led by Directorate Executives</li> <li>Further staff involvement planned</li> </ul> <p>Action 2: Planning</p> <ul style="list-style-type: none"> <li>Planning underway to embed values through all activities and engagement.</li> </ul>										
			2.	Embed Vision and Values												
			3.	Evaluate												
					Canberra Health Services (CHS)	<div>Active</div> <p>Action 1: In Progress</p> <ul style="list-style-type: none"> <li>CHS has significantly progressed work relating to organisational culture particularly through the development of the Vision and Role for CHS which will form</li> </ul>										

Recommendation	Response (May 2019)	Actions	Delivery Lead	Status	2019				2020				2021			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		Calvary Public Hospital’s values and vision are in line with the Little Company of Mary. As a key partner in the delivery of territory-wide services, Calvary will undergo re-engagement with staff to ensure the vision and values are embedded.		<p>the foundation for the values and expected behaviours.</p> <ul style="list-style-type: none"> <li>Work on Values has commenced. One day workshop held on 3 July 2019 with outcomes linking into and informing the strategic planning process.</li> </ul>												
			Calvary Public Hospital Bruce (CPH)	<p><b>Active</b></p> <p>Action 1: In Progress</p> <ul style="list-style-type: none"> <li>Values central to current round of business planning - will underpin activities within the business plan.</li> <li>Articulation of capabilities required in the organisation - linked to the values.</li> <li>Performance and development planning - reviewed and updated</li> <li>Values to be central to all processes and discussions between managers and staff.</li> <li>Values to be core of all leadership development activity.</li> </ul>		1										
						1										
							2									
							2									
												3				
			System-wide	<p><b>Initiation/Planning</b></p> <ul style="list-style-type: none"> <li>Further discussion to occur between CHS, CPH and HD to ensure linking of values to code of conduct and behaviours - ensuring policies are aligned and acknowledge values.</li> </ul> <p>Action 3: Planning</p> <ul style="list-style-type: none"> <li>Further discussion required between ACTHD, CHS and CPH to identify a range of agreed measures to demonstrate values are being embraced.</li> <li>Further discussion to occur between CHS, CPH and HD to identify indicators of maturity.</li> </ul>												

						2019				2020				2021			
Recommendation	Response (May 2019)	Actions	Delivery Lead	Status	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.	That Canberra Health Services and Calvary Public Hospital in conjunction with the Health Directorate, develop an appropriate suite of measures that: <ul style="list-style-type: none"><li>reflect on elements of a great health service - both culture and strategy;</li><li>monitor patient/client perspectives of outcomes/experience; and</li><li>engage clinicians in their development.</li></ul>	Commencement of the development of the suite of measures will occur from July 2019 and it is anticipated that this will take at least six months to finalise phase one. The development and maturity of the measures will be iterative and ongoing to reflect the contemporary culture of the ACT Public Health System.	1. Commence developing suite of measures 2. Implement and monitor suite of measures 3. Conduct all staff survey (evaluate)	Health Directorate  (ACTHD)	<div>Active</div>  Action 3: In Progress <ul style="list-style-type: none"><li>Planning underway for climate survey - to be conducted in October 2019</li></ul>				<div>3</div> <div>3</div>	<div>2</div>							<div>3</div> <div>3</div>
				Canberra Health Services  (CHS)	<div>Active</div>  Action 3: In Progress <ul style="list-style-type: none"><li>Planning underway for climate survey - to be conducted in October/November 2019</li></ul>				<div>3</div> <div>3</div>	<div>2</div>							<div>3</div> <div>3</div>
				Calvary Public Hospital Bruce  (CPH)	<div>Active</div>  Action 1: In Progress <ul style="list-style-type: none"><li>Strategic indicators and KPI’s included in the Calvary performance plan - Patient tracker, patient experience and web-based complaint/compliment process; Forms accessible/available for patients/families to provide feedback.</li><li>Calvary public are currently undertaking a review of committee structures and governance to ensure appropriate monitoring and response to issues raised through the processes - ensure timely notification and response by Executive to emerging trends and issues</li></ul>  Action 3: In Progress <ul style="list-style-type: none"><li>Clinical engagement and culture will be monitored via staff survey to be conducted October/November 2019</li></ul>				<div>3</div> <div>3</div>	<div>2</div>							<div>3</div> <div>3</div>

						2019				2020				2021			
Recommendation		Response (May 2019)	Actions	Delivery Lead	Status	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
				System-wide	<div>Active</div> <div>Action 1: In Progress</div> <ul style="list-style-type: none"><li>Discussions have commenced with CHS and CPH - A range of agreed measures will be established.</li><li>Measures to be matured and developed further involving ongoing collaboration.</li><li>Annual Review- this will reflect progress against the recommendations each year (by Independent Culture Reviewer), 2020, 2021, 2022.</li></ul>			1									
3.	<i>That a program designed to promote a healthier culture to reduce inappropriate workplace behaviour and bullying and harassment be implemented across the ACT Public Health System. The model adopted should be based on the Vanderbilt University Medical Center [sic] Patient Advocacy Reporting System (PARS) and Co-worker Observation Reporting System (CORS).</i>	<p>The planning, procurement and foundational work for implementation of a program to promote a healthier culture will commence in July 2019.</p> <p>This will be a program based on the Vanderbilt system and the implementation model will be required to be consistent across the three arms of the ACT Public Health System.</p>	<div>1. Planning, procurement and foundation work</div> <div>2. Implementation</div> <div>3. Program delivery</div>	<div>Health Directorate (ACTHD)</div> <div>Canberra Health Services (CHS)</div>	<div>Foundation</div> <div>Action 1: Foundation work in progress</div> <ul style="list-style-type: none"><li>Commencement of team within the Culture Review Implementation Branch.</li><li>Methodology or assessing and managing with cultural clusters and strategic management approach is underway.</li></ul> <div>Foundation</div> <div>Action 1: Foundation work in progress</div> <ul style="list-style-type: none"><li>Employee Advocate commenced 1 July 2019 - procedures and processes being finalised.</li><li>HR Business Partners commenced early June 2019 – Early reports from managers and staff are positive.</li><li>Methodology for dealing with cultural clusters developed and being implemented.</li><li>Methodology for working with individuals who are identified as potentially in need of</li></ul>			1	1		2				3		

Recommendation	Response (May 2019)	Actions	Delivery Lead	Status	2019				2020				2021			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
				assessment regarding behaviour or management practice under development. <ul style="list-style-type: none"> <li>Psychological support for staff after critical incidents – processes and procedures being developed and have been discussed at HSEC.</li> </ul>												
			Calvary Public Hospital Bruce (CPH)	<div>Foundation</div> Action 1: Foundation work in progress <ul style="list-style-type: none"> <li>Work health and safety and prevention of bullying, harassment and discrimination policies and procedures have been reviewed and updated. This has been broadly communicated to staff.</li> <li>Established Respect Equity and Diversity Contact Officer network.</li> <li>Introduced a new module within the Riskman incident management system to report staff-to-staff behavioural incidents.</li> </ul>			1									
			System-wide	<div>Active</div> Action 1: Foundation work in progress <ul style="list-style-type: none"> <li>Development of ACT Public Health System Culture Framework in partnership with ANU- School of management Research – will review and assess Vanderbilt and like programs. Culture Framework development - from September 2019 to February 2020.</li> <li>Aggregate information and research gained to date across the ACT public health system. Next steps:               <ol style="list-style-type: none"> <li>aggregate information</li> <li>identify gaps, questions</li> <li>develop concept/ proposal/ business case</li> <li>Project planning</li> </ol> </li> </ul>												





						2019				2020				2021			
Recommendation	Response (May 2019)	Actions	Delivery Lead	Status	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
	<i>mechanism to encourage professional development and address culture, education, training, research and other strategic issues.</i>	and training strategy is being developed.  The Culture Review Oversight Group membership was extended to include the Deans of the Faculties of Health at ANU and UC (see response to recommendation 18).	2. Produce academic partnership and training strategy  3. Implement academic partnership and training strategy		<ul style="list-style-type: none"><li>ACT Health and Wellbeing Partnership Board second meeting was on 21 June 2019 with governance and operational structures discussed and agreed.</li></ul>												
8.	<i>That discussions occur between ACT and NSW with a view to developing a Memorandum of Understanding (MoU) for improved collaboration between the two health systems for joint Ministerial consideration.</i>	The ACT Government is currently renegotiating the ACT-NSW Memorandum of Understanding (MoU) for Regional Collaboration, to be re-signed in 2019. Improved Collaboration between the ACT and NSW health systems can be listed as an agreed priority area for this MoU. The ACT Health Directorate has begun work and will commence negotiations with a view to developing an MoU with NSW Health by the end of 2019.	1. Commence negotiations  2. Implement MOU	Health Directorate  (ACTHD)	<div>Active</div>  Action 1: In Progress  <ul style="list-style-type: none"><li>ACT CMTEDD currently in discussions with acknowledgement that Health MOU has been assigned highest priority.</li></ul>		<div>1</div>	<div>1</div>		<div>2</div>							
9.	<i>Clinical engagement throughout the ACT Public Health System, particularly by the medical profession, needs to be significantly improved. Agreed measures of monitoring such improvement needs to be developed through consensus by both clinicians and executives. Such measures should include participation in safety, quality and improvement meetings, reviews and other strategy and policy related initiatives.</i>	Canberra Health Services and Calvary Public Hospital have begun work on measures to monitor the improvement in clinical engagement across the ACT Public Health System. It is proposed that the measures be finalised and agreed by December 2019.	1. Agree measures  2. Ongoing monitoring and reporting	Canberra Health Services  (CHS)	<div>Active</div>  Action 1: In Progress  <ul style="list-style-type: none"><li>Initial discussions underway. Further engagement with POCs to talk about direction and agree on measures.</li></ul>		<div>1</div>	<div>1</div>		<div>2</div>							
				Calvary Public Hospital Bruce  (CPH)	<div>Active</div>  Action 1: Planning  <ul style="list-style-type: none"><li>Review contracts, position descriptions and performance expectations. This will be covered in review of governance and committee structure at CPH.</li></ul>		<div>1</div>	<div>1</div>		<div>2</div>							

Recommendation	Response (May 2019)	Actions	Delivery Lead	Status	2019				2020				2021			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
10. <i>There should be a clear requirement for senior clinicians to collaboratively participate in clinical governance activities.</i>	Canberra Health Services and Calvary Public Hospital are developing governance participation plans to ensure senior clinicians are collaboratively participating in clinical governance activities. These plans will be finalised by end of June 2019 with a view to commencement in July 2019.	1. Develop governance participation plan 2. Commence participation 3. Monitor Participation	Canberra Health Services (CHS)	<div>Active</div> <div>Action 1: In Progress</div> <ul style="list-style-type: none"><li>Commenced review of governance processes</li></ul>		1	1	2	3							
			Calvary Public Hospital Bruce (CPH)	<div>Active</div> <div>Action 1: In Progress</div> <ul style="list-style-type: none"><li>To be included under governance and committee structure review.</li></ul>		1	1	2	3							
11. <i>Canberra Health Services and Calvary Public Hospital should assess the appropriateness of the Choosing Wisely initiative as a mechanism for improving safety and quality of care, developing improved clinical engagement and greater involvement in clinical governance.</i>	The Choosing Wisely Program will be assessed, and recommendations made to the CEO Canberra Health Services and Regional CEO Calvary ACT by October 2019.	1. Assess Program 2. Implement and monitor	Canberra Health Services (CHS)	<div>Planning</div> <div>Action 1: Planning</div> <ul style="list-style-type: none"><li>Initial planning to assess program has commenced.</li></ul>		1	1	2								
			Calvary Public Hospital Bruce (CPH)	<div>Planning</div> <div>Action 1: Not Started</div> <ul style="list-style-type: none"><li>Under active consideration.</li></ul>		1	2									
12. <i>That Canberra Health Services adopt the progressive evolution of clinically qualified Divisional Directors across each Clinical Division with Business Manager support and earned autonomy in financial and personnel management.</i>	The restructure of Canberra Health Services Divisions is complete. The progressive evolution of clinically qualified Divisional Directors across each Clinical Division with Business Manager support and earned autonomy in financial and	1. Conduct pilot 2. Rollout full recommendations	Canberra Health Services (CHS)	<div>Planning</div> <div>Action 1: Planning</div> <ul style="list-style-type: none"><li>Reviewing the clinical director role, expectations and capability development,</li></ul>		1		2								

Recommendation	Response (May 2019)	Actions	Delivery Lead	Status	2019				2020				2021			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		personnel management will be piloted from May 2019.														
13.	<i>That an executive leadership and mentoring program be introduced across the ACT Public Health System specifically designed to develop current and future leaders. This program should include both current and emerging leaders.</i>	The early planning for an executive leadership and mentoring program is underway.	1. Planning 2. Implementation	System-wide	Active											
					Action 1: In Progress											
					<ul style="list-style-type: none"> <li>Initial discussions to inform concept development underway. This will be incorporated into the Health Sector Culture Framework scheduled for completion by 31 January 2019.</li> </ul>											
					1											
					1											
									2							
14.	<i>The three arms of the ACT Public Health System should review their HR staffing numbers and functions in response to the concerns staff have expressed regarding timeliness and confidence in current HR procedures, and the future needs for HR, as proposed in this Review.</i>	The initial review began with the transition to three organisations within the ACT Public Health System. Now that transition has settled, the HR resourcing and functions will be reassessed in line with this recommendation. Implementation of any findings will take place in the later part of 2019.	1. Conduct initial review 2. Implement changes 3. Evaluate	Health Directorate (ACTHD)	Planning											
					Action 1: Planning											
					<ul style="list-style-type: none"> <li>HR functions to be internally reviewed through stakeholder involvement and input</li> </ul>											
					1											
									2							
													3			
					Planning											
					Action 1: Planning											
					<ul style="list-style-type: none"> <li>CHS currently has limited capacity within their HR staffing to undertake major L&amp;D and cultural change activities. Agreement that HR staffing is reviewed as a matter of urgency so that CHS and CPH can implement the responses to these recommendations.</li> </ul>											
					1											
									2							
													3			

Recommendation	Response (May 2019)	Actions	Delivery Lead	Status	2019				2020				2021			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			Calvary Public Hospital Bruce (CPH)	<div>Planning</div> <div>Action 1: Planning</div> <ul style="list-style-type: none"> <li>A business case from Calvary Public will be forthcoming to ACT Health Directorate.</li> </ul>		1										
			System-wide	<div>Planning</div> <div>Action 1: Planning</div> <ul style="list-style-type: none"> <li>Plan and proposal to be discussed at September 2019 Culture Review Implementation Steering Group.</li> </ul>												
15.	The recruitment processes in the ACT Public Health System should follow principles outlined in the Enterprise Agreements, Public Sector Management Act 1994 and relevant standards and procedures.	In line with the transition to three organisations, the advice to staff is being reviewed.	1. Review staff advice including intranet material and implement changes as required 2. Continually monitor/evaluate recruitment activity	<div>Active</div> <div>Action 1: In progress</div> <ul style="list-style-type: none"> <li>Selection processes have been reviewed and improved to ensure transparency and application of merit processes. This will be communicated across the Directorate over the coming weeks.</li> <li>Review current status, baseline, regular update report, evaluation to commence shortly.</li> </ul>		1	1									
			Canberra Health Services (CHS)	<div>Planning</div> <div>Action 1: Planning</div>		1										

					2019				2020				2021			
Recommendation	Response (May 2019)	Actions	Delivery Lead	Status	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			Calvary Public Hospital Bruce (CPH)	<div>Active</div> <div>Action 1: In Progress</div> <ul style="list-style-type: none"><li>Processes are in place and driven by an online system for Calvary. Calvary Public Hospital has made a concerted effort to ensure that all recruitment processes are open, transparent and based on merit.</li></ul>		<div>1</div>										
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.	The range of training programs is being reviewed. This is expected to be completed by October 2019. Training Programs, particularly focused on resolving workplace conflicts swiftly are being considered within the three organisations.	1. Conduct training program review 2. Implement changes	Health Directorate (ACTHD)	<div>Active</div> <div>Action 1: In Progress</div> <ul style="list-style-type: none"><li>A review of all mandatory training is underway. The purpose of the review is to assess currency of information, update expectations for our staff within ACTHD and to establish requirements and timeframes to finalise this work.</li></ul>		<div>1</div>									
				Canberra Health Services (CHS)	<div>Planning</div> <div>Action 1: Planning</div>		<div>1</div>									
							<div>1</div>									
				Calvary Public Hospital Bruce (CPH)	<div>Active</div> <div>Action 1: In Progress</div> <ul style="list-style-type: none"><li>CPH are currently mapping existing learning and development programs to business capability requirements.</li></ul>		<div>1</div>									
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,	Once the Government Response has been tabled in the ACT Legislative Assembly, the very same week the commitment of the ACT Government and senior leadership team of the ACT Public Health	1. Deliver public commitment	Minister and Executive	<div>Active</div> <div>Action 1: Completed</div>		<div>1</div>									

Recommendation	Response (May 2019)	Actions	Delivery Lead	Status	2019				2020				2021			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	<i>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.</i>	System to the implementation of the recommendations of the Review will be reaffirmed to staff and the community.			<ul style="list-style-type: none"> <li>Public commitment made by Ministers and Health Leaders on 16 May 2019.</li> <li>The June meeting of the Oversight Group unanimously agreed to pledge their commitment in supporting and driving a positive workforce culture across the ACT public health system.</li> </ul>											
18.	<p>A 'Culture Review Oversight Group' should be established to oversight the implementation of the Review's recommendations. The Group should be chaired by the Minister for Health and Wellbeing, and include the Minister for Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital, Senior Executives across the ACT Public Health System, the Executive Director Health Care Consumers Association of the ACT, President of the AMA (ACT), Branch Secretary ANMF (ACT), and Regional Secretary CPSU.</p>	<p>Agreed (with additions to the membership of the Culture Review Oversight Group).</p> <p>The Culture Review Oversight Group has been established and the inaugural meeting was held on 28 March 2019.</p> <p>Members include the: Minister for Health and Wellbeing (Chair), Minister for Mental Health (Deputy Chair), Director-General Health Directorate, Chief Executive Officer Canberra Health Services, Regional Chief Executive Officer Calvary ACT, Regional Secretary CPSU, Branch Secretary ANMF ACT, President AMA ACT, Executive Officer Health Care Consumers Association (ACT), Executive Branch Manager Culture Review Implementation Team [ex-officio].</p> <p>At its first meeting, the Group agreed to extend its membership to include: President ASMOF, President VMOA ACT, Dean College of Health and Medicine ANU, and Executive Dean Faculty of Health University of Canberra.</p>	<ol style="list-style-type: none"> <li>Commence group activities</li> <li>Quarterly group meetings</li> </ol>	<p>Minister and Health Directorate (ACTHD)</p> <p><b>Active</b></p> <p>Action 1: Completed</p> <p>Action 2: In Progress</p> <ul style="list-style-type: none"> <li>The second Culture Review Oversight Group was undertaken on 11 June. Considerable work has been actioned from this meeting and is currently with Minister for endorsement.</li> <li>A significant upcoming milestone will be the formalising of the Oversight Groups members commitment in support of the Recommendations and ensuring progress is made to achieve enduring cultural change.</li> <li>It is now proposed to establish success indicators for the Culture Review Oversight Group: <ul style="list-style-type: none"> <li>measure</li> <li>review annually</li> <li>deliverables</li> <li>timeliness</li> <li>cost</li> <li>engagement</li> <li>measures reflect trend improvement</li> </ul> </li> </ul>												

Recommendation	Response (May 2019)	Actions	Delivery Lead	Status	2019				2020				2021			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
19.	<i>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.</i>	The Culture Review Oversight Group will auspice the next independent review commencing around November 2019.	1. Annual review	Health Directorate (ACTHD)	Planning			1				1				1
				Action 1: Planning <ul style="list-style-type: none"><li>Annual review to commence November 2019</li></ul>				1				1				1
20.	<i>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.</i>	A comprehensive communications strategy is being developed for the Culture Implementation Program. This is being led by the Health Directorate and oversight provided by the Culture Review Oversight Group.  A change management strategy will be developed to align with the phasing of the Culture Implementation.	1. With staff collaboratively develop a change management and communication strategy	Health Directorate (ACTHD)	Active											
				Action 1: In Progress <ul style="list-style-type: none"><li>Culture Review Implementation Branch established and fully staffed.</li><li>Draft Communications Strategy developed in consultation with CHS and CPH.</li><li>Draft Communications Strategy to be presented at the September 2019 Culture Review Oversight Group.</li><li>A Change management process will be developed separately from the Communications plan. This will be developed in line with the Health Sector Culture Framework.</li></ul>												

## Meeting Paper

---

**Agenda Item:** 5.5

---

**Topic:** Stakeholder engagement - Colleges

---

**Meeting Date:** 4 September 2019

---

**Action Required:** Noting

---

**Cleared by:** Chair

---

**Presenter:** All members

---

### Purpose

1. For members to note that the Chief Medical Officer is consulting with medical colleges to identify a preferred approach for engagement with the Culture Review Oversight Group.

### Background / Issues

2. The ACT Chief Medical Officer (CMO) has contacted all medical colleges to discuss how they wish to engage with the Culture Review Oversight Group (and other ACT Health Directorate committees more generally).
3. Meetings have occurred with eight medical colleges to-date. Preferences indicated by these colleges is indicated in Attachment A.
4. All eight colleges have agreed to nominate one or more college representatives to be the contact person to liaise with the CMO and most indicated their willingness to participate in a 'forum' to provide informed advice to the Culture Review Oversight Group.
5. If such a forum is established, it is proposed it will occur two to three weeks before the meeting of the Culture Review Oversight Group in order to consider the agenda, and accompanying meeting papers, planned for discussion at the upcoming Cultural Review Oversight Group meeting.
6. Matters related to other ACT Health Directorate committees, such as the Partnership Board and the Clinical Leadership Forum, could also be canvassed at this forum.
7. The Chief Medical Officer will be able to facilitate such a forum. Representatives of various medical colleges may join in person or through a teleconferencing bridge.
8. The Office of the Chief Medical Officer will establish a secretariat to schedule, coordinate and facilitate regular meetings and to ensure effective communication with the colleges and other relevant stakeholders.



9. To ensure the communication loop is closed, communiques from the Culture Review Oversight Group (and the Partnership Board and the Clinical Leadership Forum) can be made available to the forum emailing list.
10. It is possible for such a forum to be open to other relevant stakeholders, for example, non-medical colleges, other associations, union representatives and clinical interest groups. However, this should be explored further as there may be complexities in relation to making this group broader. Developing consensus to be able to provide advice, assessment of issues from specific discipline/professional perspective, and effective management of discussion and perspectives (considering most representatives are likely to join via teleconference) will be important considerations.
11. This model can be used to consult with non-medical colleges, other associations, union representatives and clinical interest groups to explore their preference to provide advice to the Culture Review Oversight Group.
12. Having canvassed this matter with a number of medical colleges, the CMO's view is there is a willingness by the colleges to join such a forum to provide advice to the Cultural Review Oversight Group as long as the agenda and meeting papers are available in advance. College representatives would want to have an opportunity to canvass opinion of their members to form a position before such a forum. Clear advice was also provided that meetings will have to be seen to be value adding for their participation to continue. Most college representatives indicated their default position would be to liaise with the CMO, and to then consult with the respective college as required.

## **Recommendation**

That the Committee:

- *Note this information.*

## Responses from Medical Colleges - Cultural Review Oversight Group

College	One-to-one meeting - College's representative and ACT Chief Medical Officer	Ad-hoc contact with a nominated College representative, as necessary	A 'Forum' facilitated by the ACT Chief Medical Officer
Australasian College for Emergency Medicine  (Preliminary contact established. Further discussion planned in late August 2019)		Yes (Invitation to the CMO to attend ACEM ACT Faculty meeting).	
Royal Australasian College of Surgeons	Yes	Yes	Yes
Royal Australian and New Zealand College of Obstetricians and Gynaecologists		Yes	Yes
Royal Australasian College of Medical Administrators	Yes	Yes	Yes
Royal Australian College of General Practitioners	Yes	Yes	Yes
Australian & New Zealand College of Anaesthetists	Yes		Yes
Australasian College of Dermatologists	No	Yes	No
Royal Australian and New Zealand College of Psychiatrists			Yes
Australian College of Rural and Remote Medicine (Discussion planned on 29 August 2019)			
Royal Australasian College of Physicians			
Royal Australian and New Zealand College of Radiologists			
Royal Australian and New Zealand College of Dental Surgeons			
The Royal College of Pathologists of Australia			
Royal Australian and New Zealand College of Ophthalmologists			

## Meeting Paper

---

**Agenda Item:** 6.1

---

**Topic:** Culture Review Implementation Steering Group Terms of Reference

---

**Meeting Date:** 4 September 2019

---

**Action Required:** Noting

---

**Cleared by:** Director-General, ACT Health Directorate

---

**Presenter:** All members

---

### Purpose

1. To provide the Oversight Group members with the Terms of Reference (ToRs) for the Culture Review Implementation Steering Group (Steering Group).

### Background / Issues

2. At the July meeting of the Steering Group the ToRs were endorsed. A copy of the ToRs is provided at Attachment A.

### Recommendation

That the Committee:

- *Note this information and the attached Terms of Reference.*

## Terms of reference

<b>Role</b>	<p>The role of the Culture Review Implementation Steering Group (Steering Group) 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 Steering Group will:</p> <ul style="list-style-type: none"> <li>• assist the Culture Review Oversight Group with the work of overseeing the implementation of the Review recommendations;</li> <li>• develop and take carriage of the implementation plan;</li> <li>• oversight and facilitate the annual review of workplace culture;</li> <li>• ensure there is clear and effective governance around the culture review implementation, including discussion on new and emerging issues, opportunities and risks;</li> <li>• facilitate information sharing and discussion of key issues affecting the culture review implementation;</li> <li>• consider issues around organisational leadership and culture as they relate to the culture review implementation;</li> <li>• 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</li> <li>• ensure alignment of implementation work across the Portfolio.</li> </ul>
<b>Values and Behaviours</b>	<p>Participation and engagement in the Committee will reflect organisational values and the commitment to collaborating within strong governance frameworks. Members will display signature behaviours such as:</p> <ul style="list-style-type: none"> <li>• Accountable, transparent, decision-making</li> <li>• Genuine and respectful engagement with colleagues within the Directorates, across the ACT Public Service and the Health System and with community members</li> <li>• Open sharing of information to improve the delivery of services, to enable good governance, quality and accurate reporting and the development of evidence-based policies and programs, and</li> <li>• Innovative improvement of systems and services to achieve safe and effective person and family-centred care.</li> </ul>

<b>Membership</b>	<ul style="list-style-type: none"> <li>• Director-General, Health Directorate (Chair)</li> <li>• Chief Executive Officer, Canberra Health Services (Deputy Chair)</li> <li>• Regional Chief Executive Officer, Calvary ACT (Deputy Chair)</li> <li>• Executive Group Manager, People and Culture, CHS</li> <li>• Executive Group Manager, Corporate and Governance, HD</li> <li>• Chief Human Resource Officer, Calvary ACT</li> <li>• Executive Branch Manager, Culture Review Implementation Team</li> </ul> <p>Relevant agency project officers responsible for ensuring efficient implementation will also be invited to attend to support the Steering Group.</p> <p>The Steering Group 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 Steering Group in its work.</p> <p>Members will be asked to declare any actual, potential, or perceived conflicts of interest, at each meeting.</p>
<b>Secretariat</b>	Secretariat Support will be provided from the Culture Review Implementation Team within the Office of the Director- General
<b>Meeting Frequency</b>	Meetings are to be held monthly, or as required by the Chair.
<b>Quorum</b>	At least 50% +1 of members in attendance shall be deemed to be a quorum. With the Chair and Deputy Chairs as mandatory attendees.
<b>Absences from Meetings and Proxy Attendance</b>	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.
<b>Functions</b>	<p>The Culture Review Implementation Steering Group has been established to:</p> <ul style="list-style-type: none"> <li>• provide leadership and oversight of a sustained, transparent and measurable approach to the implementation of the Review recommendations;</li> <li>• provide advice and direction to the Culture Review Oversight Group on implementation priorities and initiatives;</li> <li>• action any requests from the Culture Review Oversight Group including for further work or advice on culture review implementation;</li> <li>• action the escalation of issues, risks, opportunities and recommendations from/to the Culture Review Oversight Group;</li> <li>• establish and monitor key priorities and strategies for implementation;</li> <li>• 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</li> <li>• discuss and progress concept papers towards implementation of the Review recommendations.</li> </ul>

<b>Reporting Mechanisms</b>	<p>The Steering Group reports to the Culture Review Oversight Group through the Chair.</p> <p>The Steering Group receives information, regular reports and issues for escalation on implementation matters from each member.</p> <p>In addition, all members of the Steering Group 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 Steering Group following approval from the Chair.</p>
<b>Meetings and Agenda Requests</b>	<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>
<b>Standing Agenda Items</b>	<p>A summary of standing agenda items is at Attachment A.</p>
<b>Minutes</b>	<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>
<b>TOR Review Frequency</b>	<p>The Terms of Reference will be reviewed annually, or as required to ensure alignment with governance arrangements. The Committee will cease operation in May 2022 following full implementation of the cultural review.</p> <p>The next review is due by May 2020.</p>
<b>TOR Approval</b>	<p>Michael De'Ath Director-General ACT Health Directorate May 2019</p>

## Standing Agenda

date 2019

10:00 – 12:00

Level 1, ACT Legislative Assembly Building

	Speaker	Time
<b>Item 1</b> Welcome and apologies	Chair	xx min
<b>Item 2</b> Minutes of the previous meeting		
2.1 Minutes from DATE 2019 – for endorsement	Chair	
2.2 Actions arising – for noting		
2.3 Decision Register – for noting		
<b>Item 3</b> Discussion items – <i>items for discussion/decision go here</i>		
3.1 Culture Review Implementation Project Plan / Register / traffic light	Chair / JJG	xx min
3.2 Detailed Updates from each organisation (on progress including concerns and emerging issues facing the Implementation in each area of the portfolio)		xx min
3.3 Referrals / Clusters (detailed updates from organisations on progress)		
<b>Item 4</b> Information items – <i>items that are for noting go here</i>		
4.1 Culture Review Oversight Group minutes	Chair	
4.2 Communications Plan update	Chair / JJG	
<b>Item 5</b> Committee Reports		

---

5.1 add here

x min

5.2 add here

---

**Item 6 Other Business**

---

6.1 Meeting schedule for 2019

Chair

6.2 Communication from this meeting

Chair

---

**Next meeting: (date) (year)**



## Meeting Paper

---

**Agenda Item:** 6.2

---

**Topic:** Clinical Leadership Forum Communique

---

**Meeting Date:** 4 September 2019

---

**Action Required:** Noting

---

**Cleared by:** Chair

---

**Presenter:** Chair

---

### Purpose

1. That members note the Communique outlining the discussions from the inaugural Clinical Leadership Forum held on 24 July 2019.

### Background / Issues

2. The Clinical leadership Forum is responsible for providing independent and expert clinical advice to the Ministers, with the aim of contributing to the continuous improvement of a high performing health system that keeps people well, provides the best care when required and provides an industry-leading workplace.
3. The Forum will be informed and guided by the recommendations of the Independent Review into the Workplace Culture within ACT public health services and make recommendations to the Ministers where this relates to improving the clinical operations of the ACT's health system.
4. The inaugural meeting of the Clinical Leadership Forum took place on 24 July 2019. The communique providing a summary of the discussion of the meeting is provided at Attachment A.

### Recommendation

That the Committee:

- *Note this information*

## Communique

Wednesday 24 July 2019

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

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

### Territory-wide Health Service Delivery

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

### Health and Medical Research

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

### Education and Training

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

## Designing a High-Performing Health System

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

Key action items considered by the Forum included:

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

## Culture Review Implementation

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

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

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

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

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

## Meeting Paper

---

**Agenda Item:** 7.1

---

**Topic:** Proposed Culture Review Oversight Group Forum Communique

---

**Meeting Date:** 4 September 2019

---

**Action Required:** Noting

---

**Cleared by:** Chair

---

**Presenter:** Chair

---

### Purpose

1. That members note the proposed draft Communique outlining the discussions from the Culture Review Oversight Group Forum held on 4 September 2019.

### Background / Issues

2. The Culture Review Oversight Group Communique is an important mode of communicating the discussion points from the Oversight Group meeting.
3. The content of the final version of the Culture Review Oversight Group Forum Communique will be discussed at the meeting for endorsement.
4. The draft communique providing a summary of the anticipated discussion from the meeting is provided at Attachment A.

### Recommendation

That the Committee:

- *Note this information*

## Communique of meeting of 4 September 2019

The third meeting of the Cultural Review Oversight Group (CROG) was held on 4 September 2019.

The meeting was Chaired by Rachel Stephen-Smith MLA, Minister for Health.

Significant items discussed by the Oversight Group today included:

### **ACT Public Health System Culture Framework.**

The meeting received a briefing on the development of a Culture Framework to support and inform the initiatives to improve the workplace culture in the ACT Public Health System. Through an evidence-based approach, the partnership with the ANU will achieve a systematic and coordinated methodology encompassing the 'people' aspect of the business. This will underpin our approach to facilitating and managing effective positive change across the public health system.

### **Culture Review Implementation Communications Strategy**

The meeting noted the draft Culture Review Implementation Communications Strategy. It was confirmed that the three phases of the Communications Strategy, leading up to mid-2022, would evolve according to feedback from target audiences and stakeholders. Once finalised the Strategy would be publicly released, with updates also being publicly available.

### **Implementation of Recommendations**

An update of progress in the implementation of Review recommendations was provided. It was noted that since its last meeting recruitment to the Culture Review Implementation Branch had been finalised, with a Project Manager being recruited and onboarded. This has resulted in the development of project planning documentation to support the mapping and reporting of progress made in addressing the recommendations.

The meeting noted that Recommendation 17 (Public Commitment) and Recommendation 18 (Commissioning of the Culture Review Oversight Group) had largely been finalised, with all other implementation plans on track.

## **Stakeholder engagement – Colleges**

The meeting noted that the Chief Medical Officer (CMO) is consulting with medical colleges to identify a preferred approach for engagement with the Culture Review Oversight Group. To date, eight colleges have been contacted, with all agreeing to nominate one or more representatives to participate in a future 'forum' to provide informed advice to the Culture Review Oversight Group.

If this forum is established, the CMO will establish a secretariat to schedule, coordinate and manage a program of regular meetings, and to ensure effective communication with the colleges and other relevant stakeholders. An update on consultation with the remaining colleges will be provided at the next Oversight Group meeting in November.

## **Oversight Group Members Signing Public Commitment**

It was agreed that at its meeting on 11 June 2019 all Oversight Group members would make a public commitment supporting the drive for positive culture change. This pledge would support and align with the 16 May 2019 Public Commitment by the then Minister for Health and Wellbeing, the Minister for Mental Health and the three leaders of the public health system to implement the Review recommendations.

The agreed commitment document was signed at the meeting and was released publicly at the conclusion of the meeting.

## **Meeting schedule**

The Culture Review Oversight Group will meet bi-monthly, with the next meeting scheduled for 19 November 2019, 3:15pm – 5:15pm.

## **Media contacts:**

**ACT Health** M 0403 344 080 E [healthmedia@act.gov.au](mailto:healthmedia@act.gov.au)

**Canberra Health Services** M 0466 948 935 E [chsmedia@act.gov.au](mailto:chsmedia@act.gov.au)

**Calvary Public Hospital Bruce** M 0432 130 693 E [calvary@calvary-act.com.au](mailto:calvary@calvary-act.com.au)

## **Minister Stephen-Smith Media contact:**

**Caitlin Cook** M 0434 702 827 E. [caitlin.cook@act.gov.au](mailto:caitlin.cook@act.gov.au)

## **Minister Rattenbury Media contact:**

**Lisa Wills** M 0481 035 764 E. [Lisa.Wills@act.gov.au](mailto:Lisa.Wills@act.gov.au)

## Meeting Paper

---

**Agenda Item:** 8.1

---

**Topic:** Stakeholder Public Commitment – Recommendation 17

---

**Meeting Date:** 4 September 2019

---

**Action Required:** Signing of commitment

---

**Cleared by:** Chair

---

**Presenter:** Chair

---

### Purpose

1. To enable the key representative organisations on the Oversight Group to sign a public commitment to the implementation of the recommendations of the Final Report of the Independent Review into the Workplace Culture within the ACT Public Health Services (the Review).

### Background

2. On 16 May 2019, the then Minister for Health and Wellbeing tabled the Government Response to the Review in the ACT Legislative Assembly.
3. Together with the Minister for Mental Health and the three leaders of the public health system, a public pledge was made to further emphasise the commitment to implementing the recommendations ([Attachment A](#)).
4. The commitment by the key representative organisations was discussed at the Oversight Group meeting on 11 June 2019, and it was agreed that members would review and provide feedback on the draft commitment wording. All members were in agreement with making a public commitment supporting the drive for positive culture change.
5. It was agreed that the signing of the commitment would be undertaken prior to the 4 September 2019 Oversight Group meeting.

### Issues

6. Recommendation 17 states: *'Should the recommendations of this Review be accepted, a public commitment should be jointly made by the Ministers for Health and Wellbeing, and Mental Health, the Director-General Health Directorate, the CEO Canberra Health Services, the General Manager Calvary Public Hospital and key representative organisations to collectively implement*

*the recommendations of this Review to ensure ongoing cultural improvement across the ACT Public Health System'*

7. As the Oversight Group offers governance at the highest level, it is appropriate that the key representative organisations of the Oversight Group, sign a similar public commitment.
8. Feedback from Oversight Group members was received and incorporated into the stakeholder commitment ([Attachment B](#)).
9. The 4 September 2019 Oversight Group was assessed as the most appropriate date and time for the signing of the commitment by members.
10. The Public Commitment Communications-on-a-page document is at [Attachment C](#).

## **Recommendation**

That the Oversight Group:

- *Sign a public commitment during the Oversight Group meeting on 4 September.*



# CULTURE REVIEW IMPLEMENTATION

We are committed to improving the workplace culture within the ACT public health system and, through that, enhancing the standard of health care and services provided to the Canberra community.

We will work together to ensure all 20 recommendations of the review are addressed and implemented. This is our commitment to all who work in the ACT public health system and to the community.

We are focussed on embedding best practice to ensure the changes that are implemented from this review are enduring across the ACT's public health system. We will ensure strong governance is in place across all organisations and at all levels of leadership, to drive the implementation of the recommendations.

We look forward to new beginnings and the continuation of work already underway to improve workplace culture within our organisations.

Together, we are unreservedly committed to change for our staff and the community.



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



**Mr Shane Rattenbury MLA**  
*ACT Minister for  
Mental Health*



**Mr Michael De'Ath**  
*Director-General,  
ACT Health Directorate*



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



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



# CULTURE REVIEW OVERSIGHT GROUP

## CULTURE REVIEW IMPLEMENTATION

Together, we are committed to driving positive culture change for our members, students and the community.

As organisations represented on the Culture Review Oversight Group, we state our commitment to work together, with the Minister for Health, the Minister for Mental Health and the three leaders of the ACT public health system to improve the workplace culture, and through that, enhance the standard of health care and services provided to the Canberra community.

Together, we will work to ensure all 20 recommendations of the review are addressed and implemented.

We are resolute on supporting the application of the best evidence available to ensure the approaches implemented from this review are enduring across ACT's public health system.

---

**Ms Madeline Northam**  
*Regional Secretary, CPSU*



---

**Mr Matthew Daniel**  
*Branch Secretary, ANMF ACT*



---

**Ms Darlene Cox**  
*Exec Director, HCCA ACT*



---

**Dr Antonio Di Dio**  
*President, AMA ACT*



---

**Dr Richard Singer**  
*President, ASMOF ACT*



---

**Dr Peter Hughes**  
*President, VMOA ACT*



---

**Professor Russell Gruen**  
*Dean, College of Health  
& Medicine ANU*



---

**Professor Michelle Lincoln**  
*Executive Dean,  
Faculty of Health, UC*



**ACT Health**

## Communications on a page

**Issue:** Culture Review Oversight Group member signing of Public Commitment

**Directorate:** ACT Health

**Release date:** 4 September 2019

<b>What is government's involvement/interest?</b>	Culture Review Oversight Group members will publicly commit to working together to drive the implementation of all recommendations of the review and ensure a strong governance framework for the territory-wide response.		
<b>Why are we communicating on this issue?</b>	<p>There is broad interest in all aspects of the Independent Review into the Workplace Culture and its outcomes. The Government has given in-principle agreement to the recommendations and findings of the Review's final report.</p> <p>The members on the Oversight Group represent a broad range of people, organisations, groups and unions. By being a part of the Oversight Group, members have indicated their support for the implementation of the Review and its recommendations. The joint signing of the public commitment by members demonstrates a unified pledge to support the development of a positive culture across the ACT public health system.</p>		
<b>Does it cross over other Directorates/ agencies?</b>	No	<b>Spokesperson</b>	Minister for Health, and the Minister for Mental Health
<b>Communications project tier</b>	Ongoing		
<b>Target audience</b>	<p>The target audience includes:</p> <ul style="list-style-type: none"> <li>• Current, former and future ACT public health system employees, including individuals and groups that provided submissions to the review,</li> <li>• the ACT community who have interest in the review,</li> <li>• members of the ACT Legislative Assembly,</li> <li>• ACT public health system partners and stakeholders, including industrial and professional organisations that represent ACT public health system employees, and</li> <li>• local media outlets.</li> </ul>		
<b>Approach</b>	<p>The purpose of this plan is to support the signing of the public commitment by the Oversight Group members. It outlines the external and internal communication activities that will be undertaken.</p> <p>As per recommendation 17 of the final report, to signify and reinforce the commitment from the former Minister for Health and Wellbeing, the Minister for Mental Health and the leaders of the three organisations across our public health system, the current webpage with the shared commitment statement will be developed further and used to promote information.</p> <p>A separate change management and communications strategy has been developed as per recommendation 20 of the final report. The strategy will be developed as part of the implementation of the Review and in collaboration with the Cultural Oversight Group, Implementation Steering Group, Implementation team and the Communications teams of the ACT Health Directorate, Canberra Health Services and Calvary Public Hospital Bruce. Staff engagement across the ACT public health system is critical to the development and implementation of the strategy to ensure shared understanding, awareness and collaboration in achieving outcomes.</p>		

**Approved by:** Jodie Junk-Gibson, Executive Branch Manager of the Culture Review Implementation, ACT Health Directorate

**Action officer:** Catherine Corver

**Date:** 23 August 2019

## Key Messages

### Overarching

- 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 implementation of the recommendations builds on the progress already made over the past 12 months to improve workforce culture in our hospitals and health services.
- 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.
- The issue of culture within public health services has been raised as a concern at a national level. The ACT Government is now leading the way in addressing these concerns for the ACT.
- The ACT Health Directorate is the lead agency, working in collaboration with Canberra Health Services and Calvary to implement the recommendations of the Review territory-wide.

### Internal messaging for public health system staff

- Improving workplace culture and staff engagement within our healthcare system is a priority for the ACT Government.
- As members of the Culture Review Oversight Group we are taking the findings of the report and its recommendations very seriously and are committed to change.
- We value and admire the work all staff do to ensure the delivery of the highest quality care and support to our community.
- Throughout the implementation of the review's recommendations staff will have many opportunities to be involved in the roll out of programs, information and work. Staff are encouraged to be active in creating a positive work place culture and help to generate the change the public health systems needs, for now and for the future.

**Approved by:** Jodie Junk-Gibson, Executive Branch Manager of the Culture Review Implementation,  
ACT Health Directorate

**Action officer:** Catherine Corver

**Date:** 23 August 2019



## Risks and sensitivities

RISK	MITIGATION STRATEGIES
Staff feeling uninformed or anxious about the implementation of the recommendations of the Review	<ul style="list-style-type: none"> <li>Regular communication with staff, including messages and forums, about support available and updates on review implementation and progress.</li> <li>A comprehensive Draft Communications and Engagement Plan is under development as part of the recommendations. This is being shared with relevant stakeholders to ensure consultation is broad and that the plan meets the needs of the public health system – refer to the communication approach outlined above.</li> </ul>
Implementation timeline is too generous	The timeline has been broadly set in the Final Report. Over the coming months the Implementation Project Plan will be further developed. This will be communicated as required. The implementation of programs of work will be iterative to ensure that considerable engagement occurs with employees across the Health system. This approach will also ensure programs evolve based on staff feedback and the changing needs of both the health system and its workforce.

**Action plan**

<b>Date</b>	<b>Activity/opportunity</b>	<b>Approach</b>
<b>4 September 2019</b>	Culture Review Oversight Group Signing by Oversight Group members, at the end of the meeting at the ACT Legislative Assembly.	Minister's Office to arrange.
<b>4 September 2019</b>	<b>Publishing of photo and signed commitment on the ACT Health website</b>  This will be published to a webpage dedicated to the shared commitment of the leaders of our public health system to the implementation of the Review (as per rec 17).	ACT Health Directorate to coordinate.
<b>4 September 2019</b>	<b>Joint all staff message across public health system</b>  Message from Director General, Chief Executive Officer Canberra Health Services and Regional Chief Executive Officer Calvary ACT.	ACT Health Directorate to distribute.
<b>4 September 2019</b>	<b>Social media</b>  Content to promote the shared commitment of Oversight Group members.	ACT Health Directorate and Minister's offices.
<b>4 September and the weeks following</b>	<b>Response to media enquiries</b>	As per standard protocol, media enquiries will be reviewed and handled by the most appropriate organisation. Where there is a need to provide joint responses, these will be developed in collaboration.
<b>Ongoing</b>	<b>Media monitoring</b>	ACT Health Media will undertake media monitoring and provide regular reporting to the Minister's offices as required.

**Approved by:** Jodie Junk-Gibson, Executive Branch Manager of the Culture Review Implementation, ACT Health Directorate

**Action officer:** Catherine Corver

**Date:** 23 August 2019