

Agenda

5 May 2020
9:00am-12:00pm
Via Webex

	Sponsor
Item 1 Welcome and apologies	
1.1 Introductions	Chair
Item 2 Minutes of the previous meeting	
2.1 Minutes from 27 February 2020	Chair
2.2 Actions Arising – for discussion	Chair
Item 3 Presentations	Chair
3.1 Annual Review of Culture Review Implementation – Mr Mick Reid	Chair
3.2 Application of the Workplace Change Framework for the ACT public health system – Ms Jodie Junk-Gibson	D-G, ACTHD
Item 4 Decision and discussion items	
4.1 Organisation Progress Updates	Regional CEO, Calvary
4.2 Culture Review Implementation Program Risk	D-G, ACTHD
Item 5 Updates	
5.1 Member Updates – verbal	All members
Item 6 Information Items	
6.1 Open Access	EBM, CRI
6.2 Culture Review Implementation Program Plan	EBM, CRI
6.3 Implementation of Recommendations and Project Plan and Dashboard	EBM, CRI
Item 7 Other Business	
7.1 Oversight Group Communique	Chair
7.2 Oversight Group Key Messages	Chair

Next meeting:

22 June 2020, 2.00pm-5.00pm

Upcoming meetings:

19 August 2020, 9.00am-12.00pm

Minutes

27 February 2020

9:00am to 12:00pm

Building 24, The Canberra Hospital

Members:

- Ms Rachel Stephen-Smith MLA, Minister for Health (Chair)
- Mr Shane Rattenbury MLA, Minister for Mental Health (Deputy Chair)
- Mr Michael De'Ath, Director-General, ACT Health Directorate (ACTHD)
- Ms Bernadette McDonald, Chief Executive Officer, Canberra Health Services (CHS)
- Ms Barbara Reid, ACT Regional Chief Executive Officer, Calvary, ACT (CH)
- Ms Madeline Northam, Regional Secretary, Community and Public Sector Union (CPSU)
- Mr Matthew Daniel, Branch Secretary, Australian Nursing and Midwifery Federation ACT (ANMF)
- Dr Antonio Di Dio, President, Australian Medical Association ACT Limited (AMA)
- Ms Wendy Armstrong, Health Care Consumers Association ACT (HCCA), proxy for Ms Darlene Cox, Executive Director, HCCA
- Mr Steve Ross, Australian Salaried Medical Officers' Federation ACT (ASMOF), proxy for Dr Richard Singer, President ASMOF
- Dr Peter Hughes AOM, President, Visiting Medical Officers Association ACT (VMOA)
- Professor Russell Gruen, Dean, College of Health and Medicine, Australian National University (ANU)

Apologies:

- Professor Michelle Lincoln, Executive Dean, Faculty of Health, University of Canberra (UC)

Staff present:

- Ms Jodie Junk-Gibson, Executive Branch Manager, Culture Review Implementation Branch (CRI), Office of the Director-General, ACTHD (Adviser)
- Ms Suze Rogashoff, Project and Evaluation Officer, CRI Branch, Office of the Director-General, ACTHD (Secretariat)
- Mr Ash van Dijk, Senior Adviser, Office of Minister Rachel Stephen-Smith MLA
- Ms Sandra Cappuccio, Advisor, Office of Minister Shane Rattenbury MLA

Item 1 Welcome

The Chair welcomed members and formally opened the meeting through an Acknowledgement of Country.

The Chair noted the apology from Professor Michelle Lincoln from UC, and acknowledged that there were two proxies for the meeting:

- Ms Wendy Armstrong representing Ms Darlene Cox for the HCCA, ACT; and
- Mr Steve Ross representing Dr Richard Singer for the ASMOF ACT.

The Chair noted that this was the fifth meeting of the Oversight Group and that the meetings continued to be a good opportunity for discussion on how the extensive work on building positive workplaces is being progressed across the ACT public health system.

She reminded members that the role of the Group is to provide high-level governance of the implementation of the twenty recommendations of the *Final Report: Independent Review into the Workplace Culture within ACT Public Health Services* (the Review), and that the Group provides strong and transparent governance to ensure that implementation is efficient and effective, and that staff and stakeholders are appropriately engaged.

She confirmed that the meeting had an interesting and varied agenda, including a presentation from Ms Jacqui Parle from Best Practice Australia to talk about the methodology of the staff surveys recently conducted at CHS and ACTHD. Associate Professor Alessandra Capezio from the ANU would be providing a further update on the findings being used to support the development of the Workplace Change Framework.

The Chair confirmed that the Chief Executive Officer of CHS, Ms McDonald, would provide members with an update on the progress of referrals at Agenda Item 4.1.

The Chair noted that she had reflected on the length of previous meetings, and that to ensure that the Group has sufficient time to enable respectful discussion on agenda items, the duration had been increased by one hour.

The Chair also advised that the Secretariat will seek feedback from members, when the meeting papers are distributed, of agenda items that may be assessed as high priority to ensure enough time is allocated for discussion.

The Chair asked if any member had any actual or perceived conflicts of interest to declare. Noting no comments, she opened the meeting.

Item 2 Minutes of the previous meeting**2.1 Approval of minutes**

The Chair noted the minutes from the meeting of 19 November 2019 and requested any comments before she asked the Group for their endorsement.

The Chair also noted that members had been provided a copy of the letter from the AMA (ACT) after the November Oversight Group meeting and the Minister's response to that letter.

The Chair also noted that Agenda Item 6.1 provided the Group with an update on the consideration of a Vanderbilt-like model.

No further comments were raised, and the minutes were accepted and endorsed by the Group.

2.2 Actions arising

The Chair noted that most action items had been completed and that those that had not were to be discussed at this meeting. Members agreed.

Item 3

3.1 Presentation from Best Practice Australia – Background of Staff Surveying in ACT Health, Survey Design and Methodology.

The Chair noted that CHS and ACTHD had conducted their staff surveys in November 2019 and that this had been the first staff survey undertaken since the transition to two separate organisations and the first survey since 2015. The surveys are an opportunity to gain insights from the workforce, an opportunity to hear what our employees have to say and serves as an important baseline measure for each organisation.

The Chair welcomed and introduced Ms Jacqui Parle, Director and Social Researcher from Best Practice Australia (BPA).

Ms Parle provided a high-level overview of BPA who have been facilitating organisational staff surveys since 1992. BPA's research expertise is predominantly in health, aged care and community service organisations.

Ms Parle outlined BPA's survey methodology consisting of seven interlocking elements of organisation culture: Engaging Our People, Identity and Direction, Values, Risk at Work, Leadership Landscape, Organisational Change and Client Engagement. She also defined the six types of culture used in BPA's Model of Engagement: Blame +, Blame, Reaction, Consolidation, Ambition and Success.

Ms Parle explained BPAs engagement cycles: Disengagement Cycle, Swing Voters and Engagement Cycle, and the behaviours displayed by employees in each cycle. She also provided the Group with benchmarking perspectives of the engagement cycles across a number of groups including Public Health Services, Health & Community Services in Queensland and Victoria, and ACT Government Directorates.

Ms Parle reported that the 2019 staff survey results placed both CHS and ACTHD in a culture of Consolidation and that this was reflective of the major organisational change that has occurred since late 2018. She provided an example of change in another health organisation and noted that cultural and organisational change takes time.

Ms McDonald provided the group with information about the 'Message in a Bottle' portion of the survey which provided an avenue for employees to write a message directly to the CEO or D-G and Ms McDonald talked about the value of these messages.

The Chair thanked Ms Parle for the useful and insightful background on survey design and methodology, stating that measuring the health systems progress and gaining an effective baseline is integral to understanding our workforce.

3.2 Presentation from ANU Research School of Management – Workplace Change Framework

Mr De'Ath welcomed and introduced Associate Professor Capezio.

Mr De'Ath reminded the Group that ANU had presented twice previously on the work undertaken, and that at the November 2019 meeting they had identified a number of priority areas for further work including management and leadership skills, psychological safety, workplace civility and organisation-wide workforce metrics.

Mr De'Ath advised that the research team has completed the rapid evidence assessments and are finalising the Workplace Change Framework (Framework), what the assessments have established and then provided one example of how this work will apply in the Framework.

Associate Professor Capezio advised that the Framework would be delivered within the next month and that she has a high level of confidence that the Framework will work if properly implemented. She commented on the strong level of commitment by the leaders of the three organisations in the ACT public health system and the political bipartisan support for the project.

Associate Professor Capezio explained the research team's approach, the evidence-based methodology and the process for workplace change. This process for workplace change involved five steps:

1. Problem Clarification – Clarify problems and identify priority outcomes;
2. Develop Change Framework – Conduct Rapid Evidence Assessments on priority outcomes and develop change framework;
3. Pilot Interventions and conduct impact evaluations;
4. System-Wide Approach – Implement adapted interventions across the system; and
5. Evaluations and Sustainment – system-wide impact evaluation.

Associate Professor Capezio talked to the need to balance urgency with rigour when developing and implementing interventions.

Associate Professor Capezio explained the evidence-based methodology used, describing how all information gained through the consultation process was distilled to key issues, which were then translated into validated academic constructs to enable scientific evidence to be assessed to identify drivers, risk factors and intervention. This information was then translated into the Framework.

Associate Professor Capezio advised of the key change priorities for the ACT public health system:

- System-wide transparency and measurement of work behaviours and outcomes;
 - Leadership skills and people skills at work;
 - Psychological Safety;
 - Workplace Civility;
 - Managing individual performance and growth;
 - Team effectiveness; and
 - Medical and Clinical involvement and representation in strategic decisions.
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Associate Professor Capezio provided an example for ‘team effectiveness’, explaining the approach to undertaking the rapid evidence assessment, the key evidence-based drivers of effective teams, and suggested targeted evidence-based interventions.

Next steps: Associate Professor Capezio advised that once the draft Framework was finalised consultation will occur with key stakeholders to finalise the Framework which was expected in March 2020. Planning for the implementation of the interventions in the Framework would then progress.

Mr De’Ath thanked Associate Professor Capezio for her informative presentation and asked the Group if there were any questions.

The Chair acknowledged the work that CHS and ACTHD have undertaken in embedding the values and behaviours in their organisations. She talked about the alignment of the presentations from the staff surveys and the Framework which draws together evidence and research.

There was discussion about the involvement of clinicians in strategic decision making, particularly for Visiting Medical Officers. The Chair stated that all stakeholders need to be involved in solving the problems. It was agreed that issues are not simple and easy, and that collaboration and conversation was needed. It was acknowledged that trust was critical, and members talked about frameworks and fora that provided opportunities for participation in decision making.

There was discussion about staff that do not have the tools or skills to communicate effectively with other staff. Associate Professor Capezio stated that the Framework would identify the skills that were required and the most appropriate way to learn. The Framework would include evidence-based guidelines on how to train staff.

It was acknowledged that the evidence-based approach provided an opportunity to learn from other jurisdictions, but it was also noted that it was important to localise interventions.

Mr De’Ath reiterated that the Framework would be socialised through a workshop with leaders and heads of HR of all three ACT public health system organisations. This will provide an opportunity to test and talk through scenarios and link to staff survey results.

Item 4 Discussion and decision Items

4.1 Organisation Progress Update

Ms McDonald provided a comprehensive presentation to the Group on the progress of referrals at CHS.

Ms McDonald also talked about the CHS Climate Survey results and advised that CHS are unpacking what is happening in areas that are in a Culture of Success with a view to sharing that with areas who are in a Culture of Blame to improve culture.

The Chair thanked Ms McDonald for her update.

The Chair noted that there was a recommendation to remove reporting of referral updates from future meeting, but she stated that she would prefer to keep the updates for the next

couple of meetings as it provided concrete demonstration of work being undertaken. There was general agreement that the updates continue.

ACTION:

ACTHD and CPHB provide comprehensive updates at the April 2020 meeting.

4.2 ACT Health Clinical Advisory Committee (Professional Colleges) – Feedback

The Chair noted that there has been significant interest by a range of stakeholders about being involved and engaged with the Oversight Group.

Ms Junk-Gibson advised that the name of this committee would be changed to ACT Professional Colleges Advisory Committee.

4.3 Annual Review – Terms of Reference

The Chair noted that feedback received from the AMA regarding the Terms of Reference had been considered and some changes had been made to it.

The Chair requested any comments before she asked the Group for their endorsement.

No further comments were raised, and the Terms of Reference were endorsed by the Group.

Ms Junk-Gibson advised that an initial meeting with Mr Mick Reid had been scheduled for 3 March 2020 to discuss logistics and other arrangements. Further information will be provided to members.

4.4 Culture Review Implementation Program Risk

The Chair acknowledged the significant risk that exists across the ACT public health system in approaching culture reform. The Culture Review Implementation Branch continues to work, monitor and manage the risks across the ACT public health system.

The Chair noted the program risks for the Culture Review Implementation program and acknowledged that these will be managed and reported on at regular intervals to the Oversight Group.

4.5 ACT NSW Memorandum of Understanding (MOU) for Regional Collaboration

Mr De'Ath provided an update on the work underway towards the discussions in developing an MOU for improved collaboration between the ACT and NSW health systems for joint Ministerial consideration.

He noted that significant collaboration has been underway between ACT and NSW health systems in keeping with Recommendation 8 from the Review. Recommendation 8 relates to the development of an MOU for improved collaboration between the two health systems for ministerial consideration.

The purpose of the current discussions is to offer further opportunities in clinical and executive experience with the NSW health system.

The MOU will define the guiding principles and overall framework under which the ACT and NSW governments will work together to enhance service delivery for its cross-border communities.

On 16 September 2019, the ACT and NSW Cross Border Senior Officials Working Group was established to progress actions under the MOU and to advance strategic partnerships. A workplan has been agreed upon.

This working group is also working in collaboration with the ACT and Southern NSW Joint Operations Committee to develop the business plan and priority actions that support the improved integration of the ACT and Southern NSW hospital systems.

There was discussion on the HealthANSWERS initiative and the Chair indicated that the MOU would facilitate leveraging partnerships to support HealthANSWERS.

4.6 Culture Review Implementation Program Plan

Mr De'Ath noted the significant work happening across the ACT public health system in implementing the recommendations of the Review. The Program Plan provides a view of the strategic approach in addressing culture and developing positive workplaces across the System.

The Program Plan is a working document and once the Steering Group has undertaken a workshop on the Workplace Change Framework, the Program Plan will be updated to reflect the key initiatives and timeframes for implementation.

4.7 Implementation of Recommendations and Project Plan

Ms Junk-Gibson advised the Group of the significant work happening in the background to support the implementation of the Recommendations. She noted that future meetings would be provided with a dashboard that would provide a view 'on a page' of the status of the implementation and would be supported by the detailed project plan.

The Chair noted the progress made in implementing the recommendations and reminded members that feedback should be provided to the Secretariat.

There was discussion about 'At Risk' items in the project plan with a preference for these items to be highlighted.

4.8 Culture Review Implementation Communications and Engagement Strategy – Action Plan

The Chair noted the importance of communicating information about the Culture Review Implementation to staff.

Ms Junk-Gibson spoke about the complexity of communications due to the system-wide communication and local organisation communications. She stated that each organisation is best placed to communicate with their staff but noted the need for consistency of system-wide messages.

The Chair noted the Action Plan and requested that any feedback from the Members be forwarded through to the Secretariat.

It was also agreed that the Secretariat would provide key messages from each meeting in addition to the minutes and the Communique.

Item 5 Member Updates

5.1.a Calvary Public Hospital Bruce

Ms Reid noted that there has been a focus on onboarding new employees through a monthly orientation program, supplemented by a 'Ready Set Go' session for employees who commence on a day other than the day of orientation.

Ms Reid advised that the Speaking Up for Safety program was being launched on Friday 28 February. Nine 'train the trainers' have been accredited by the Cognitive Institute to deliver the program.

The Chair asked Ms Reid to provide a presentation to the Group in the 'Speaking Up for Safety' program at the April Oversight Group meeting.

5.1.b Health Care Consumers Association ACT

Ms Armstrong noted that more emphasis needed to be placed on communicating with consumers, with a focus on the positive things happening in the health system.

5.1.c. Australian Medical Association ACT (AMA)

The Chair acknowledged the balanced response Dr Di Dio had recently provided to the media.

Dr Di Dio acknowledged the work underway, although expressed difficulty in managing members when there is an acknowledgement that particular individuals have a pattern of poor interpersonal behaviour and limited awareness of desire to change.

Conversation amongst the members encouraged Dr Di Dio and other organisations to work in partnership with organisations in devising an approach that supports building positive workplaces and reinforces the expected behaviour of all people within the ACT public health system rather than supporting divisive and fragmented outcomes. There was acknowledgement that there was a desire by the leaders of the three organisations to work with members and other organisations to hear solutions and build shared solutions.

5.1.d. Visiting Medical Officers Association (VMOA)

Dr Hughes noted an article in the press in December 2019 about the Neurology Department at CHS. The Chair noted that things are going to come up in the press and that this can't be controlled.

5.1.e. Community and Public Sector Union (CPSU)

Ms Northam spoke about the political will to change culture across the ACT public health system. She noted that recruitment practices are not ideal with the issues tending to be at the middle manager level. Ms Northam also mentioned the lack of closure around complaints, noting that this was mainly due to privacy issues.

5.1.f. Australian Salaried Medical Officers' Federation (ASMOF-ACT)

Mr Ross commented that he had recently attended preliminary investigation training and noted there were a number of issues with this. Mr Ross also raised concerns about the mental health issues associated with the management of complaints.

5.1.g. College of Health and Medicine, ANU

Professor Gruen noted that the ANU are currently developing their 2020-2025 Strategy that will have a focus on culture, wellbeing and engagement.

He also noted the recent appointment of an Associate Dean for Culture and Wellbeing.

The Chair thanked everyone for their updates.

ACTION:

Mr De'Ath and Ms Reid to present an update at the next meeting.

Item 6 Noting

6.1 Recommendation 3: Promotion of Healthier Culture

The Chair advised that a discussion item is scheduled to be on the agenda for April in providing an update and progress related to recommendation 3.

ACTION:

Ms Reid will present to the Group on the implementation of the 'Speaking Up for Safety' pilot in CH.

Item 7 Other Business

7.1 Oversight Group Communique

The Chair advised that, due to time constraints at the meeting, the Secretariat would distribute the Communique to members for feedback before publishing.

ACTION:

Secretariat to distribute draft Communique to members with feedback due in one week.

The Chair also advised that the next meeting would also be three hours in duration to ensure that we have sufficient time to enable respectful discussion on the agenda items.

The Chair thanked members for their ongoing contribution and commitment to ensuring that there is enduring and sustainable cultural change and acknowledged the level of respect demonstrated and the willingness to support the work underway.

Next Meeting: 22 April 2020
10:00am – 12.00pm
Calvary Hospital
O'Shannassy Building

Action Items Register

Meeting Date	Agenda Item	Action Required	Officer Resp	Due Date	Status
11/06/2019	5.3	Members seeking clarification or updates on referrals to speak directly with D-G ACTHD, CEO CHS and Regional CEO Calvary.	Members	Ongoing	Ongoing
19/11/2019	4.1.l.	Member updates - Ms McDonald to present an update at the next meeting	CEO, CHS	27/02/2020	Refer to Item 4.1 Completed 27/02/2020
19/11/2019	5.3	Measures of success - Secretariat to meet with Health Care Consumers Association to discuss how perceptions and responses from health consumers would be assessed.	Secretariat	27/02/2020	Completed 14/04/2020
19/11/2019	5.3	Measures of success - Revisit at April meeting to confirm alignment with Workplace Change Framework.	Secretariat	22/04/2020	To be included in Agenda for June meeting
19/11/2019	5.4	Annual Review – Terms of Reference - Members to refer to Mr Somerville's feedback to the Terms of Reference.	Members	27/02/2020	Refer to Item 4.3 Completed 27/02/2020

Meeting Date	Agenda Item	Action Required	Officer Resp	Due Date	Status
19/11/2019	5.4	Annual Review – Terms of Reference - Updated Terms of Reference will be presented to the next meeting for endorsement.	Members	27/02/2020	Refer to Item 4.3 Completed 27/02/2020
19/11/2019	5.6	Culture Review Implementation Program Risk - Secretariat to list agenda item earlier in the next meeting's agenda.	Secretariat	27/02/2020	Refer to Item 4.4. 27 Feb 20 Meeting Ongoing
19/11/2019	5.9	Culture Review Implementation Communications and Engagement Strategy - Action Plan 1 to be presented at the February 2020 meeting.	Secretariat	27/02/2020	Refer to Agenda Item 4.8, 27 Feb 20 Meeting Completed 27/02/2020
27/02/2020	4.1	Organisation progress update – Mr De'Ath and Ms Reid to provide comprehensive updates at the April 2020 meeting	Mr De'Ath Ms Reid	22/04/2020	
27/02/2020	6.1	Ms Reid to present to the Oversight Group in April 2020 on the implementation of the 'Speaking up for Safety' pilot in Calvary Hospital	Ms Reid	22/04/2020	Deferred to later in 2020 meeting due to staff availability
27/02/2020	7.1	Oversight Group Communique - Secretariat to distribute draft Communique to members with feedback due in one week	Secretariat	03/03/2020	Completed

Meeting Paper

Agenda Item: 3.1

Topic: **Presentation: Annual Review of Culture Review Implementation**

Meeting Date: 5 May 2020

Action Required: **Noting**

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

Presenter: Mr Mick Reid, Michael Reid and Associates

Purpose

1. Mr Mick Reid will provide the Culture Review Oversight Group (Oversight Group) with a verbal update on the initial findings of the Annual Review of the Culture Review Implementation.

Background

2. Recommendation 19 of the *Final Report: Independent Review into the Workplace Culture within ACT Public Health Services* (the Review) states “That the ‘Culture 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”.
3. At the Oversight Group meeting on 4 September 2019, the Minister for Health proposed that the inaugural annual review be conducted in March 2020.
4. The Terms of Reference for the Annual Review ([Attachment A](#)) were endorsed by the Oversight Group on 27 February 2020.
5. Mr Mick Reid from Michael Reid and Associates was contracted to conduct the annual independent and external review. Contractual arrangements were finalised in January 2020 and project initiation commenced in March 2020.

Issues

6. Mr Reid was provided with documentation to support the review including:
 - Oversight Group meeting papers;
 - Steering Group meeting papers; and
 - Program and Project documentation.
7. Interviews were conducted with a range of key stakeholders including:
 - Minister for Health;

- Minister for Mental Health;
- Director-General ACT Health Directorate;
- Chief Executive Officer, Canberra Health Services;
- Regional Chief Executive Officer Calvary ACT;
- Members of the Oversight Group;
- Members of the Steering Group; and
- Ms Vicki Dunne, Shadow Minister for Health.

Presentation

8. Mr Reid's verbal presentation will enable discussion of the initial findings from the Annual Review.

Recommendation

That the Oversight Group:

- *Note the verbal presentation provided by Mr Mick Reid from Michael Reid and Associates.*

Culture Review Implementation: Inaugural Annual Review Terms of Reference

Purpose

1. To outline the scope and terms of reference of the inaugural annual review of the Culture Review Implementation program in support of achieving the 20 recommendations as outlined in the Final Report – Independent Review into the Workplace Culture within ACT Public Health Services (the Final Report).

Background

2. On 10 September 2018, the former Minister for Health and Wellbeing announced the establishment of an Independent Review into the Workplace Culture within ACT Public Health Services.
3. The Final Report was released by the former Minister for Health and Wellbeing on 7 March 2019.
4. The former Minister for Health and Wellbeing; Minister for Mental Health; Director-General, ACT Health Directorate; Chief Executive Officer, Canberra Health Services; and Regional Chief Executive Officer, Calvary Hospital jointly and publicly committed to implement the 20 recommendations in the Final Report. This was further supported by a Public Commitment Statement released on 4 September 2019 by leaders of the organisations represented on the Culture Review Oversight Group (Oversight Group).
5. The Oversight Group is commissioning an annual review of the culture review implementation process and progress, in line with Recommendation 19, in the Final Report which states:

‘That the ‘Culture 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 Services’.
6. The annual review process is an important independent assessment of the culture review implementation process and its progress in implementing the 20 recommendations in the Final Report. It represents an important learning opportunity and transparent accountability mechanism.

Scope

7. The scope and focus of this inaugural annual review will be to examine, and make findings and recommendations in relation to the following:
 - a. Record any changes or amendments to the recommendations of the Independent Review of a not insubstantial nature and the reasons for making such changes or amendments.
 - b. The extent of the progress made with the culture review implementation process against the original plans outlined in the Final Report;
 - c. The impact on the workforce culture of the changes introduced to date; and
 - d. The effectiveness of the initiation and planning phase of the culture review process undertaken, including:
 - i. What has worked well and why, and has there been any early impact?
 - ii. What has not worked well and why, and has there been any impact?
 - iii. What may therefore need to change or be improved?
 - iv. What has been learned so far and how can these insights and experiences be leveraged to improve the process and outcomes/impact of the culture review implementation process?

Methodology

8. The annual review process will draw upon information from a range of sources across the three arms of the ACT public health system, to strengthen its analysis and avoid duplication of effort.
9. It is proposed that the annual review include:
 - a. A desktop review of key documentation produced as part of the culture review implementation process across the three organisations. This will include:
 - i. public statements, documentation from the governance and stakeholder engagement bodies (i.e. the Culture Review Oversight Group, Culture Review Implementation Steering Group, Clinical Leadership Forum, and Health and Wellbeing Partnership Board) as well as from the leadership and staff within each of the three public health organisations;
 - ii. information generated by key initiatives occurring under the banner of the culture review implementation process (e.g. the ANU partnership to develop a Culture Change Framework, and the HR Functions Review); and
 - iii. access to staff climate surveys.

- b. One-on-one interviews with a cross-section of key stakeholders:
 - i. Minister for Health;
 - ii. Minister for Mental Health;
 - iii. Director-General, ACT Health Directorate;
 - iv. Chief Executive Officer, Canberra Health Services;
 - v. Regional Chief Executive Officer, Calvary ACT;
 - vi. select members of the Culture Review Oversight Group and Culture Review Implementation Steering Group; and
 - vii. other nominated key stakeholders;
- 10. Development of a draft Annual Review Report containing findings and initial recommendations for discussion with key leaders; and
- 11. Finalisation and submission of an Annual Review Report by 30 April 2020.

Structure, Process and Timing

- 12. The Reviewer will commence work on this review in March 2020 and will provide an Annual Review Report to the Minister for Health and the Minister for Mental Health by 30 April 2020.
- 13. The Minister for Health will table the Annual Review Report in the ACT Legislative Assembly at the earliest opportunity, and thereafter publicly release the Report.
- 14. The Reviewer will determine if some material needs to be anonymised to protect individuals from harm, to the extent that it contains personal information or material provided in confidence.
- 15. The Oversight Group will ensure that the management response to the Annual Review Report guides the next phase of the culture review implementation process and associated initiatives.

Meeting Paper

Agenda Item:	3.2
Topic:	Presentation: Application of the Workplace Change Framework for the ACT public health system
Meeting Date:	5 May 2020
Action Required:	Noting
Cleared by:	Director-General, ACT Health Directorate
Presenter:	Ms Jodie Junk-Gibson, Executive Branch Manager, Culture Review Implementation Branch

Purpose

1. The Culture Review Oversight Group (Oversight Group) will be provided with a presentation on the Workplace Change Framework (Framework) and its application across the ACT public health system.

Background

2. Several of the recommendations from the *Final Report: Independent Review into the Workplace Culture within ACT Public Health Services* (the Review) are directly linked to organisational behaviour, leadership and workforce. A partnership was established between ACT Health and the Australia National University - Research School of Management (ANU-RSM) to develop an evidenced-based Framework. The overarching purpose of the Framework being to provide identification and prioritisation of targeted areas to ensure alignment with the program plan to guide and inform future cultural change initiatives across the ACT public health system.
3. The development of the Workplace Change Framework has ensured 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 Change Framework and an approach to evaluating the impact of interventions using rigorous methods;
 - there is an assessment of available evidence (including literature reviews, rapid evidence assessments, critical appraised topics and engagement with professionals through facilitated conversations) to understand ACT-specific factors and inform development of individual action plans to address recommendations outlined in the Review to effect sustainable change; and

- a system-wide approach is developed, involving stakeholder engagement, drawing on expertise in the area of organisational behaviour, to support the incremental development of the ACT public health system approach.
4. The presentation by Ms Junk-Gibson will build on discussions and earlier presentations by ANU-RSM to the Oversight Group in September and November of 2019 and February 2020.

Issues

5. Several key themes were identified as a result of stakeholder interviews resulting in ANU-RSM progressing a number of Rapid Evidence Assessments (REA) and Critically Appraised Topics (CAT). Rapid Evidence Assessments (REA's) have been developed on the following topics:
- The Effectiveness of Leadership Training;
 - Knowledge Worker Performance;
 - The Impact of Line and/or Middle Managers of Workplace Performance;
 - The Effect of Feedback on Workplace Performance;
 - The Effect of Employee Recognition and Non-Financial Awards on Workplace Performance;
 - The Attributes of Effective Teams and Interventions Increasing Team Effectiveness;
 - The Impact and Antecedents of Psychological Safety; and
 - The Antecedents of Workplace Incivility.
6. In March 2020, a draft Interim Report, *ACT Public Health System: Investing in Our People: A System-Wide, Evidence-Based Approach to Workplace Change* was also provided to the ACT Health Directorate (ACTHD) by ANU-RSM. This report presented findings for exploratory research involving in-depth interviews, workshops and an online questionnaire of stakeholders from across the health system, alongside findings from a number of REAs.
7. ANU-RSM also provided ACTHD with a draft of the *ACT public health system: Evidence-Based Workplace Change Framework (Attachment A)* and the *ACT public health system: Evidence Based Workplace Skills Development Model (Attachment B)*.
8. These documents have been provided to the Heads of HR in the three organisations in the ACT public health system, all members of the Culture Review Implementation Steering Group. This was followed by a meeting to:
- Provide feedback on the Workplace Change Framework and identify strengths and weakness;
 - Identify aspects of the Framework that can be approached from a system-wide perspective and the aspects that should be organisation nuanced; and
 - Discuss the translation of the Framework into interventions.
9. Further meetings have been scheduled on 22 April and 6 May 2020 involving organisation HR and 'people' members who would be directly involved in the translation and application of the Framework.

Presentation

10. The presentation will provide information on the:

- Workplace Change Framework; and
- Workplace Skills Development Model.

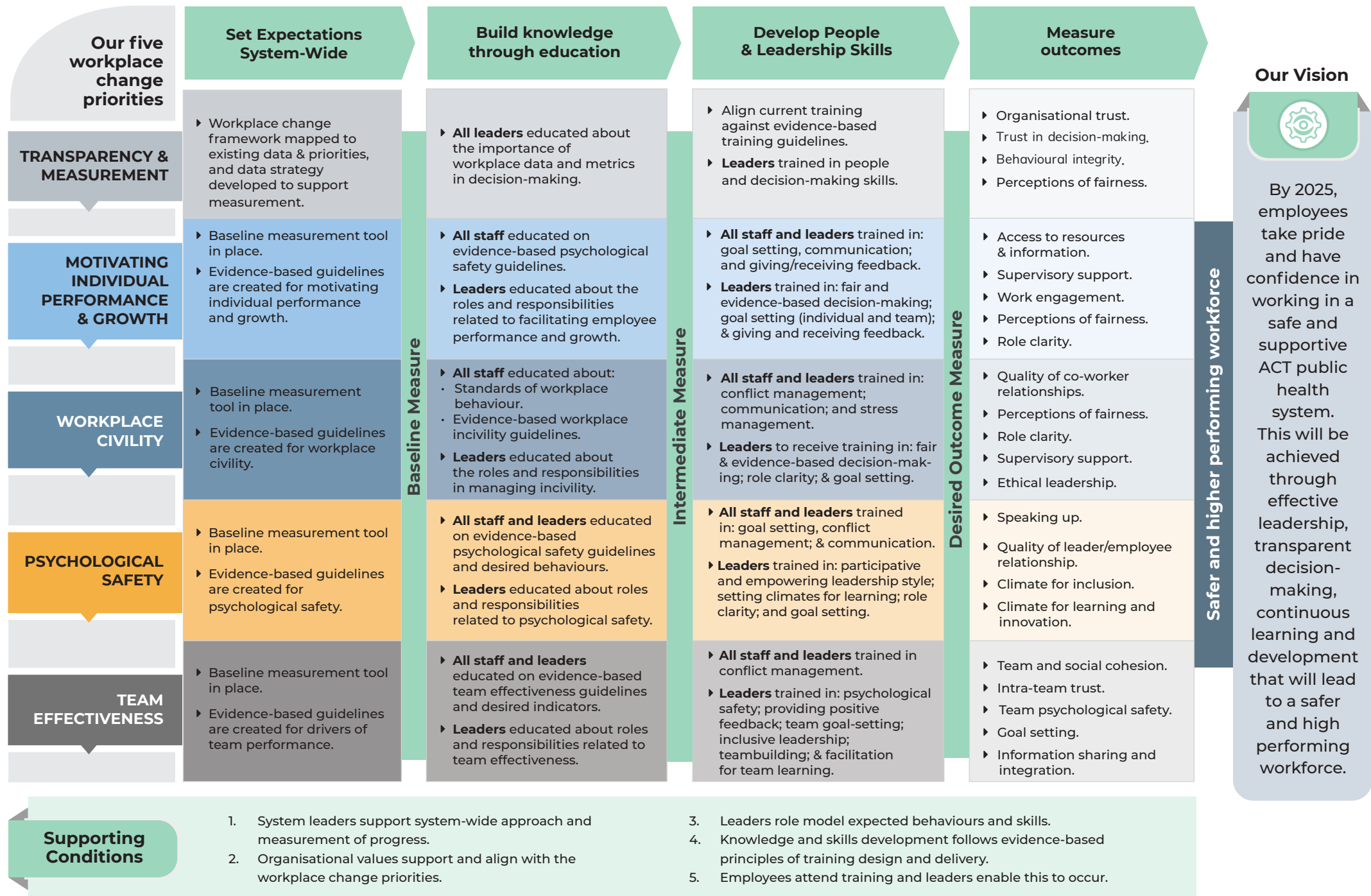
Recommendation

That the Oversight Group:

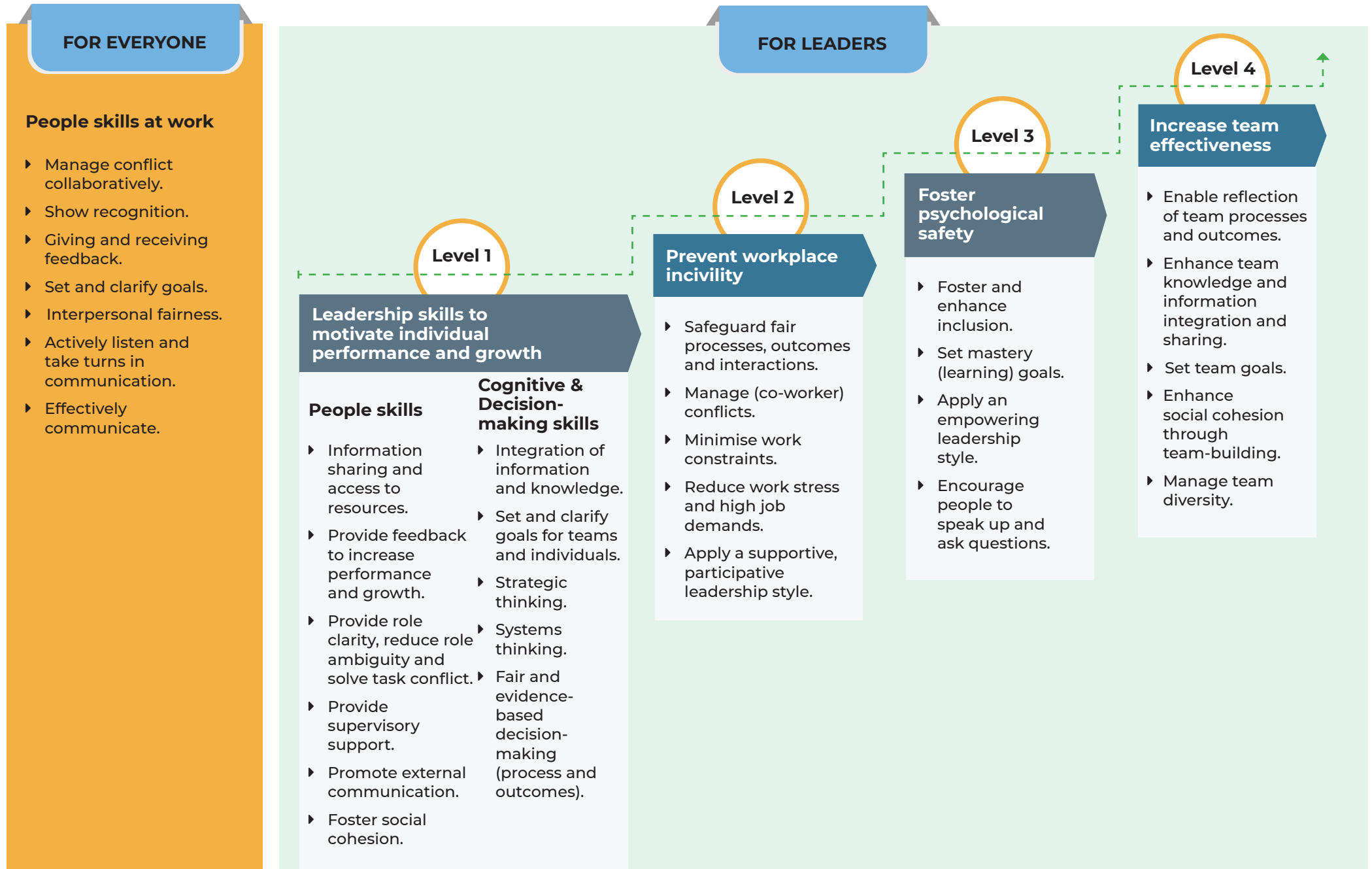
- *Note the presentation and the work being undertaken to progress the implementation of the Workplace Change Framework and Workplace Skills Development Model.*

ACT public health system: Evidence-Based Workplace Change Framework

Current Situation: There are examples of safe and high performing workplaces across the ACT public health system, however, we are not confident that there is consistency in workplace safety and performance across the system.



ACT public health system: Evidence-Based Workplace Skills Development Model



Meeting Paper

Agenda Item:	4.1
Topic:	Organisation Progress Updates – Report from Calvary Public Hospital Bruce
Meeting Date:	5 May 2020
Action Required:	Discussion
Cleared by:	Regional CEO, Calvary ACT
Presenter:	Regional CEO, Calvary ACT

Purpose

1. That members note the presentations from the Regional Chief Executive Officer, Calvary ACT, to provide an update on the management of referrals from the Panel conducting the Independent Review in the two organisations.

Background

2. The Culture Review Oversight Group (Oversight Group) is briefed at every meeting by the Leadership Team on progress made in each area referred by the Panel.
3. At the Oversight Group meeting on 27 February 2020 the Chief Executive Officer, Canberra Health Services presented the organisation's progress in managing the referrals and proactively investing in broader workplace environments.
4. It was agreed at that meeting that a presentation would be provided by ACTHD and Calvary Public Hospital Bruce at the next Oversight Group meeting on their progress in managing referrals from the Panel.
5. In the meeting, Ms Barb Reid, Regional CEO of Calvary ACT will provide an update of the progress made to date.
6. Ms Kylie Jonasson, Director-General Act health Directorate will provide an update of the progress made to date on 22 June 2020.

Recommendation

That the Oversight Group:

- *Note the information provided by the Regional Chief Executive Officer, Calvary Hospital about progress made in addressing the referrals from the Panel.*

Meeting Paper

Agenda Item:	4.2
Topic:	Culture Review Implementation Program Risk
Meeting Date:	5 May 2020
Action Required:	Discussion
Cleared by:	Director-General, ACT Health Directorate
Presenter:	Executive Branch Manager, Culture Review Implementation Branch

1. To provide the Culture Review Oversight Group (Oversight Group) with an update of key program risks identified for the culture review implementation, incorporating the impact of COVID-19 on the program.

Background

2. The Program Risk Register identifies the key risks associated with the culture review implementation.
3. It is acknowledged that COVID-19 has had significant impact on international and domestic health sectors, and that this has impacted on the ACT jurisdiction.
4. Project risk and issues management is proactive throughout the life of the program. The early consideration of risks at the outset and as an iterative process will have significant implications for the overall success of the Culture Review Implementation program.
5. Failure to undertake effective project risk and issues management will result in cost overruns, schedule slippage and shortfalls in capability and resourcing. Effective project risk and issues management is essential to anticipate, understand and manage risks.

Issues

6. There are 45 program risks identified in the Program Risk Register. An Executive Overview of the key risks, their current levels and controls are listed in priority order in Attachment A.
7. The Executive Overview has been updated to include risks associated with COVID-19.
8. The register is intended to be a living document that will be reviewed and updated as required.

Recommendation

That the Oversight Group:

- *Note the key program risks identified for the Culture Review Implementation.*

Executive Overview of the Culture Implementation Program Risk Register as at April 2020

Risk Rating	Risk	Source	Impact	Controls (best of)
High	<u>Ref46:</u> <i>Unable to deliver program within agreed tolerances due to impact of COVID-19.</i>	<ul style="list-style-type: none"> Governance mechanisms and availability of members; Reduced engagement with key stakeholders; Key program and project resources are redeployed to areas of need; Changes to ACT Government/ACT public health system priorities; Extensive program delays resulting from postponement of critical activities due to the impacts of COVID-19. 	<ul style="list-style-type: none"> Delayed decisions impact program schedule, budget and quality; Project activities unable to commence without appropriate resourcing and engagement; Loss of knowledge and inefficiencies due to redeployment of key resources; Quality of program is compromised; Negative impact on momentum across System; Negative impact on workforce trust; Additional funding may be required to support the extension of program resources beyond FY 2022-23. 	<ul style="list-style-type: none"> CRI Branch continues to progress foundation work; Out of session meetings with Steering Group members/key stakeholders to progress work on the critical path; CRI Branch to assess impact of COVID-19 on program delivery (resourcing, contract commitments, schedule and budget) and provide recommendations to the Steering Group for discussion and decision (May 2020); Program Plan to be re-baselined following Steering Group consideration of program impacts.
High	<u>Ref36:</u> <i>Loss of key personnel.</i>	<ul style="list-style-type: none"> Redeployment of key personnel due to COVID-19; Insufficient support; Unclear or change in team/individual role; No succession planning or workload sharing across teams. 	<ul style="list-style-type: none"> Quality of program is compromised; Lack of continuity of project/program resources and SMEs may lead to loss of background knowledge and inefficiencies; Potential impact to program schedule and budget. 	<ul style="list-style-type: none"> Regular team meetings to share knowledge and information; Documentation; Upskilling and staff training.
High	<u>Ref15:</u> <i>Resources failure.</i>	<ul style="list-style-type: none"> Lack of skill or expertise across system to deliver initiatives effectively; Resourcing provided by organisation to support change; Capability deficits; Competing BAU responsibilities; Budget constraints. 	<ul style="list-style-type: none"> Unable to deliver change interventions; Interventions do not achieve the expected benefit across system or in isolated areas; Inconsistent improvement of workplace culture across the system; Impacts to program schedule and budget. 	<ul style="list-style-type: none"> Organisations submit funding requests to the Steering Group for consideration, where resourcing is required for implementation activities; Training for project resources to ensure that a standard project methodology is applied across system.
High	<u>Ref40:</u> <i>Governance mechanisms may not provide sufficient oversight and control, or speed of decision making to enable delivery of projects within the agreed scope, schedule, quality or cost tolerances.</i>	<ul style="list-style-type: none"> Poorly defined responsibilities for governance committees; Quality of reporting to governance committees; Reporting mechanisms between system and organisation governance groups; Culture Review Implementation Branch not made aware of relevant governance mechanisms that may decide upon cultural improvements across system; Impact of COVID-19 on key stakeholders and decision makers. 	<ul style="list-style-type: none"> Impact to quality of project, schedule or budget; Benefits not realised; Continued reporting of issues identified in Review. 	<ul style="list-style-type: none"> Terms of Reference for governance committees including role and responsibilities; Quality of papers and information provided to governance committees; Allow for review of information and decisions out of session.

Risk Rating	Risk	Source	Impact	Controls (best of)
High	<u>Ref 2:</u> <i>The Recommendations of the Culture Review and the associated implementation schedule are not delivered.</i>	<ul style="list-style-type: none"> Governance and oversight of program; Misalignment on strategic direction; Program and project management capability and capacity across system; Change management, stakeholder engagement and communication - capability and capacity across System; Siloed approaches to implementation, communication and change management; Stakeholder engagement and availability; Competing Government/organisational priorities or changes to Government/organisational priorities; Operational requirements in response to COVID-19; Staffing impacts due to COVID-19; Decisions delayed due to impact of COVID-19. 	<ul style="list-style-type: none"> Inability to retain or attract capable workforce; Harm to staff resulting from poor workplace culture, bullying and harassment; Culture Review Implementation budget impacted due to program schedule delays; Loss of productivity and service delivery capacity; Loss of trust and reputational damage. 	<ul style="list-style-type: none"> A strong governance framework has been established to oversight and direct the program; Culture Review Implementation Branch established to facilitate the implementation of the program across the System; Agreed program strategy - Program Planning, Communications and Stakeholder Engagement Strategy, Workplace Change Framework; Formal mechanisms have been established by the CRI Branch for engaging with stakeholders and support the delivery of the program of work across each organisation; Monitoring and reporting on progress to governance groups and the community; Annual Report, Biannual Updates and Annual Independent Review; Record keeping and documentation of decision making; Action plans, delivery timelines and responsibility to be agreed by Steering Group.
High	<u>Ref 35:</u> <i>The cost of Culture Review Implementation will be higher than estimated.</i>	<ul style="list-style-type: none"> Budget required to implement and embed sustainable change across the system underestimated in approved business case; Resourcing required to implement and embed change across system; Siloed rather than strategic approach to delivering the recommendations of the Review; Agreement on strategic direction and key priorities; Resourcing and schedule impacted due to impacts of COVID-19. 	<ul style="list-style-type: none"> Program quality may be compromised in order to meet budget/schedule/ resourcing constraints; May be required to find or request additional budget to support implementation; Benefits may not be realised. 	<ul style="list-style-type: none"> Steering Group to approve the strategic approach and priorities; CRI Branch responsible for administration of budget, Steering Group responsible for monitoring financial performance; Budget governance and administration review; 5% contingency built into budget; Planning underway to understand impacts of current contracts and resourcing on program due to the COVID-19 pandemic; Recommendations to be provided by Culture Review Implementation Branch to Steering Group for discussion and decision.
High	<u>Ref 27:</u> <i>Insufficient engagement with key stakeholders</i>	<ul style="list-style-type: none"> Key stakeholders not identified; Representation on governance groups; Consultation and engagement on key issues; Willingness to engage; Capacity to engage due to conflicting priorities such as COVID-19 or other operational requirements. 	<ul style="list-style-type: none"> Lack of support for Culture Review Implementation; Lack of understanding on strategic direction and progress of activities; Missed opportunity to facilitate information through stakeholder groups to members/staff; Disenfranchised stakeholders; Delays in decision making impact schedule and budget. 	<ul style="list-style-type: none"> Strong Governance structure has been established; Consultation outside of governance groups on key issues; Communications through various channels, as defined in the Communications and Engagement Strategy and action plans.

Risk Rating	Risk	Source	Impact	Controls (best of)
High	<u>Ref14:</u> <i>Inconsistent approach to delivering interventions for positive workplace culture across the system.</i>	<ul style="list-style-type: none"> • Lack of agreement for the implementation approach; • Individual services undertake projects or initiate interventions independently of the Culture Review Implementation without adequate analysis of system-wide inter-dependencies and risk; • Implementation planning; • Inconsistent processes across the system; • Resourcing capacity and capability across system; • Roles and responsibilities inadequately defined; • Project management. 	<ul style="list-style-type: none"> • Interventions do not achieve the expected benefit; • Inconsistent improvement of workforce culture across some areas of the System. 	<ul style="list-style-type: none"> • Steering Group is responsible for endorsing the strategic approach and monitoring the progress of the implementation across the system.
High	<u>Ref 20</u> <i>Capability deficits across the health system for addressing organisational behaviour, workforce and leadership issues.</i>	<ul style="list-style-type: none"> • Staff do not have the required training, skills or experience to undertake a strategic, evidence-based approach to addressing the issues. 	<ul style="list-style-type: none"> • Siloed approach to addressing issues limits opportunity for system-wide, sustained change; • Negative perception of Health System due to inability to implement and measure sustained change; • Continued reporting of poor workforce culture within the ACT Health System. 	<ul style="list-style-type: none"> • System-wide HR Functions Review is currently in progress. • Workplace Change Framework will further support identification of capabilities required across the system to effect sustainable culture change.
High	<u>Ref44:</u> <i>Project risks are not identified within each organisation or documented on the Program Risk Register.</i>	<ul style="list-style-type: none"> • Culture Review Implementation projects managed by different teams across each organisation; • Project methodology not applied consistently across system; • Project resource expertise, capability and capacity; • Program coordination and project reporting; • Non-compliance with program risk framework. 	<ul style="list-style-type: none"> • Project risks are not visible to governance committees for ongoing monitoring and management; • Impacts of risk to other organisations are not recognised or managed; • Restrict early intervention of issues. 	<ul style="list-style-type: none"> • SharePoint site developed for organisations to share risks and review risks; • Training for all project staff on standard ACT Government risk management.

Meeting Paper

Agenda Item: 5.1

Topic: Member Updates

Meeting Date: 5 May 2020

Action Required: Noting

Cleared by: Chair

Presenter: All members

Purpose

1. Members to provide an update to the meeting on progress and issues relevant to their culture review implementation process.

Background/Issues

2. The update for Director-General, ACT Health Directorate and the Regional Chief Executive Officer, Calvary ACT will be provided in agenda item 4.1.
3. The written update for the Calvary Public Hospital Bruce and Culture Review Implementation Branch, ACT Health Directorate are provided at Attachment A.

Recommendation

That the Oversight Group:

- *Note the updates provided by members.*

Calvary Public Hospital Bruce Report

Meeting Date: 5 May 2020

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

The Great Workplaces Program (Program) of work has been launched to implement the Recommendations from the Culture Review at Calvary Public Hospital Bruce (CPHB). The Program of work is being developed against an e3 model: Engage, Enable and Empower which is the over-arching framework for CPHB's response to all relevant recommendations. Workplace culture will play an integral role in each concept and professional development resources are being developed to empower staff to work in new ways.

The ANU has also provided the draft Interim Report Investing in Our People: A System –Wide, Evidence-Based Approach to Workplace Change which includes the Workplace Change framework and Workplace Skills Development Model. The Great Workplaces Program has been reviewed to include key initiatives from the Interim Report.

Recommendation 1:

CPHB's redesign and implementation of their Performance Development Plan (PDP) Framework and template has resulted in 94%+ staff developing their PDP and having a conversation with their manager about their objectives and future development. An analysis of the completed PDP's has been undertaken and has identified some further training areas which will include developing guides for managers to assist with having PDP discussions.

Scope has begun to develop an online PDP tool for staff. This will include embedding the Values In Action Framework (VIAF) to assist with demonstrating our values through our work. Work has also commenced to map learning and development activities against the VIAF to assist with identifying development opportunities. Training sessions will be organised for staff to introduce the VIAF, its components, how to utilise the tool and how it aligns with CPHB's Values and their roles.

Recommendation 2:

Calvary National will be conducting an employee survey to be delivered by Gallup. Gallup will provide post-survey analysis and tools to address issues and will provide a baseline for employee engagement. This has been placed on hold due to COVID-19.

Recommendation 3:

The Speaking Up for Safety programme was launched on Friday 28 Feb 2020. Five CPHB staff have now been accredited by The Cognitive Institute (under licence by Vanderbilt) to deliver this programme. The programme was scheduled to commence rollout after the NSQHS accreditation survey at CPHB in late March 2020 however has been put on hold due to COVID-19 and the restrictions to key stakeholder's availability. Options are currently being investigated to deliver this training via virtual platform.

CPHB have been participating in mapping the application of the Respect, Equity and Diversity (RED) Framework and the complaints and grievance processes. This work is currently being undertaken by a Business Analyst who has been engaged by the Culture Review Implementation Branch. Process Maps and SWOT analysis have been developed as part of this piece of work and are currently being reviewed.

Recommendation 13:

Initiatives to increase Managers' capabilities across CPHB has commenced. The initiatives include design of a web presence to host tools and resources to assist managers at all stages of an employee cycle. This includes cascaded scripted conversation starters to assist managers to talk to their teams aimed at embedding the fundamental elements of positive workplace culture (i.e. Engagement, Performance, and Feedback etc.), a reporting suite along with a dashboard with key data and analytics, workforce planning tools, performance and development templates and other related resources.

Recommendation 16:

To ensure we create a Safe Working Environment, a comprehensive framework on Workplace Violence and Aggression has been developed for CPHB. The Framework focuses on four key elements; (i) Governance, (ii) Awareness, (iii) Training and (iv) Support. A training matrix, local policy and procedure for staff has been developed and is now out for consultation. The finalisation of a customised e-Learning and face to face training package for the organisation is in progress and the reporting mechanism(s) are currently under review.

Overall the project plan and its rollout has been hindered due to COVID-19 and change in business priorities. Work is progressing where possible to continue to develop resources and tools and alternative avenues are being considered as to how to roll out the material in the current climate.

Risks/ Issues: Nil currently

Recommendation: *Constant monitoring of activity through CRISG.*

Presenter: *Barbara Reid*

Report

Culture Review Implementation Branch Update

Meeting Date: 22 April 2020

Summary of Activity: **Overarching Strategic approach to facilitating cultural change across the ACT public health system:**

Recommendation 2: ANU-RSM has provided the draft Interim Report *Investing in Our People: A System-Wide, Evidence-Based Approach to Workplace Change* (Interim Report) which includes the Workplace Change Framework and Workplace Skills Development Model. In addition to the ongoing analysis of workforce data and development of workforce reports to inform the Workplace Change Framework, an initial meeting with the Heads of Human Resource (HR) in all three organisations has occurred to discuss the application and implementation of the Workplace Change Framework. Consolidated feedback of the Interim Report has been provided to ANU-RSM to enable the Final Report to be completed.

A draft Action Plan has been developed to support the implementation of the recommendations from the Interim Report and to identify initiatives that apply to the entire health system and those that are organisation specific. Consultation regarding the Action Plan is progressing with members from the Culture Review Implementation Steering Group. Further meetings have been scheduled with the Heads of HR across the three arms of the ACT public health system and identified HR staff to plan the application of the Framework across the system.

The Culture Review Implementation Program Plan has also been reviewed to include key initiatives from the Interim Report.

Recommendation 3: Ongoing investigation and due diligence regarding implementation of a Vanderbilt-style model; and undertaking a range of foundation work prior to the finalisation of the Workplace Change Framework. Due to the impact of COVID-19 on workloads and key stakeholder availability, engagement within ACTHD and CHS to progress this initiative has temporarily been placed on hold.

The focus of work in mapping the application of the Respect, Equity and Diversity (RED) Framework in each organisation across the ACT public health system has progressed to considering implementation of evaluation points. Evaluation is absent in the Framework. The CRI Branch is partnering with the People Strategy Section in the ACTHD to develop tools to facilitate measuring the effectiveness of RED Contact Officer contacts.

Mapping of the complaints and grievances process has commenced in both the ACTHD and Calvary. The initial consultation process has identified the complexity and variety of complaints and grievances received and the multitude of avenues to progress matters. The project has identified a number of strengths, opportunities and risks. This was scheduled to have commenced at Canberra Health Services in March, however, has been placed on hold due to resourcing challenges as a result of COVID-19. This will resume in due course.

Recommendation 14: The HR Functions Review has also been placed on hold due to COVID-19. Prior to the project ceasing, all consultation within the ACTHD had been undertaken. Consultation with HR professionals in Calvary has occurred, and initial meetings in CHS have been undertaken. Once the situation changes, the consultation process will resume.

Recommendation 19: Mick Reid from Michael Reid and Associates commenced work on the Annual Review in March 2020. One-on-one meetings are being conducted using videoconferencing facilities and are expected to be completed by mid-April 2020.

The Biannual Update on the Implementation of the Recommendations of the *Final Report: Independent Review into the Workplace Culture within ACT Public Health Services* was tabled in the Legislative Assembly on 2 April 2020. This update also included a response to Recommendation 75 of the Select Committee on Estimates 2019-20 Report: Health Culture Survey.

Work has commenced on developing a Benefits Management Approach defining the action and benefits reviews that will be put in place to ensure that the program outcomes are evaluated and achieved and that program benefits are realised.

Recommendation 20: A change management strategy is also under development with research undertaken to identify potential change models. A draft 'Organisational Change Scaffold' has been developed which draws together all related initiatives to provide a picture of the scope of the change to enable action plans to be developed to support the change process.

There has been a focus on developing a 'visual identity' for the culture review program of work. A distinct culture review design has been developed to enhance our workforce's recognition of the work being undertaken to effect positive workplace change. An extensive consultation process has been undertaken and the new Culture Review Visual Identity has been incorporated into the Oversight Group Communique document.

Risks/ Issues: There has been a delay in some work as a result of reprioritisation of resourcing due to COVID-19.

Recommendation: Noting

Attachments: Nil

Presenter: Director-General, ACT Health Directorate

Report

ACT Health Directorate Progress Report

Meeting Date: 5 May 2020

Summary of Activity: **Recommendation 2:** Climate Survey results have been released with high level results provided to the Legislative Assembly.

Recommendation 3: 263 staff have attended Conscious Interactions workshops, 76 staff have attended Being a Conscious Leader, 25 staff have attended the Respect Equity and Diversity rebooted programs.

Recommendation 6: The Non-Government Organisation Leadership Group (NGOLG) is well established with meetings held on 24 February 2020 and 30 April 2020.

Recommendation 8: ACT and NSW have commenced drafting the Cross-Border agreement for consideration at the Senior Officials Working Group meeting on 4 May 2020, prior to submitting the draft agreement to the ACT and NSW Health Ministers.

Progress against recommendations from The Final Report:

Recommendation 1: Values Champion Masterclasses have been embedded and will continue to be scheduled on an ongoing basis.

Recommendation 2: Culture improvement activities identified from the Workplace Climate Survey will be identified and embedded within Division business plans.

Recommendation 3: The Directorate has been working with a business analyst to explore and provide recommendations to improve the management of misconduct processes. A draft process map has been developed, describing the current Directorate process, consistent with legislation, policies and contemporary HR practices.

Recommendation 4: A summit of senior clinicians and administrators has been placed on hold due to the current COVID-19 pandemic.

Recommendation 6: Continued engagement with peak NGOs to develop a joint response to COVID-19. For the immediate future, the NGOLG will continue to meet weekly to consider priority matters related to supporting NGOs in providing health services to the most vulnerable during the COVID-19 pandemic.

Recommendation 8: ACT and NSW officers have commenced drafting the ACT/NSW Cross Border agreement for Ministers to review. Initial plans were to provide a draft for Ministerial consideration in March 2020 but the current COVID-19 situation has delayed senior official's consideration of the draft Agreement. The draft agreement includes several schedules and specific actions to better integrate ACT and Southern NSW health services e.g. data system integration, revised referral pathways, joint planning initiatives etc. The agreement will also include detailed governance arrangements to ensure accountability for agreed actions. All actions have been grouped according to a 1-5 year implementation schedule.

Recommendation 13: Leadership and mentoring are identified foundational priorities in the Workplace Change Framework. Initial discussions to inform concept development related to leadership and mentoring are underway from a system-wide perspective by members of the Steering Group.

Recommendation 14: The health system has engaged a consultant to undertake the HR Functions Review. In the Directorate, the consultant has met with key stakeholders and has conducted a workshop with the HR team and one of two workshops with internal clients of HR. Information gathered through the consultation process will be used to inform the HR Review. The HR Review was placed temporarily on hold in response to reprioritisation of resources to manage COVID-19, however it is likely that the HR Functions Review will resume in coming weeks.

Recommendation 15: Over 60 staff have attended Better Practice Recruitment training sessions with training to continue to be scheduled on an ongoing basis. The revised recruitment policy has been completed.

Recommendation 16: Core learning programs have been reviewed and aligned with the ACTPS Core Learning Framework.

Risks/ Issues: A paper will be considered at the next Steering Group meeting in relation to the delay in implementing Recommendation 4.

Recommendation: Noting

Attachments: Nil

Presenter: Kylie Jonasson, Director-General, ACT Health Directorate

Meeting Paper

Agenda Item: 6.1

Topic: Open Access Information Scheme

Meeting Date: 5 May 2020

Action Required: Noting

Cleared by: Director-General, ACT Health Directorate

Presenter: Executive Branch Manager, Culture Review Implementation Branch

Purpose

1. To provide the Culture Review Oversight Group (Oversight Group) members with information on the proposed approach to release meeting papers from Oversight Group meetings under the Open Access Information Scheme.

Background

2. The *Freedom of Information Act 2016* (the FOI Act 2016) declares certain categories of government-held information as publicly available information, or open access information. The Open Access Information Scheme (OAIS) represents stages that describe the process of assessment and proactive release of open access information on the web.
3. The mandatory proactive public release of open access information ensures the democratic principle that government information is a national resource that should be available for the members of the ACT community.
4. Section 23 of the FOI Act 2016 specifies 12 categories of information that agencies will generally be expected to publish, unless it would be contrary to the public interest to make that information publicly available. This information includes (among others) agencies' functional information; policy documents; budgetary papers; agency's disclosure log; information declared by Ombudsman and information prescribed by regulation. As well, from 1 January 2023, some categories of ministerial briefs will be subjected for publication under the OAIS.

Issues

5. In May 2019, an FOI application (FOI 19/22) was received which requested copies of documents relating to the Independent Culture Review. This request included all documents relating to the initial meeting of the Culture Review Oversight Group on 28 March 2019.
6. Following release of the documentation, the applicant submitted an application for Ombudsman review and as a result of this review, the information that had been redacted was reduced to **only** include the list of clusters or referral areas referred by the Review.

7. It is proposed to apply the same approach and consideration to all Oversight Group meeting papers.
8. A following review and approval process has been developed:
 - a. PDF all meeting documents into a single document and file in Open Access folder on the ACT Health Directorate network drive;
 - b. Undertaken an initial review of document to identify any content that should be redacted as referred to in point 6;
 - c. Identify any contentious or ambiguous content that may be redacted and seek guidance and advice from the ACTHD FOI Coordinator;
 - d. Final review of documents to ensure content to be redacted complies with the previous decision made by Ombudsman (re FOI19/22) and seek approval of EBM CRI Branch (including any advice received from the FOI Coordinator if applicable);
 - e. Seek Minister approval to publish the Oversight Group meeting papers from each meeting, including a summary of any information to be redacted; and
 - f. On receipt of approval to publish from Minister, arrange for document to be published on website.

Recommendation

That the Oversight Group:

- *Note the proposed approach to the release of meeting papers from Oversight Group meetings under the Open Access Information Scheme.*

Meeting Paper

Agenda Item: 6.2

Topic: Culture Review Implementation Program Plan

Meeting Date: 5 May 2020

Action Required: Noting and feedback

Cleared by: Director-General, ACT Health Directorate

Presenter: Executive Branch Manager, Culture Review Implementation Branch

Purpose

1. To seek feedback from the Culture Review Oversight Group (Oversight Group) on the evolving Culture Review Implementation Program Plan 2019-2022 (Program Plan).

Background

2. The aim of the Program Plan is to provide an overarching strategic framework for the Culture Review Implementation program.
3. The draft Program Plan 2019-2022 on-a-page is at [Attachment A](#)
4. Feedback on the Program Plan is invited from the Oversight Group members. Members are encouraged to provide ongoing feedback to the Secretariat as the Program Plan evolves.
5. Agenda Item 6.3, Implementation of Recommendations and Project Plan, nests beneath the Program Plan.

Issues

6. Since the last Oversight Group meeting of 22 February 2020, the Program Plan has been updated and changed from four domains to three.
7. Governance and Oversight is placed over the three domains. The three domains of the revised Program Plan are:
 - a. Organisational Behaviour, Workforce and Leadership;
 - b. Education and Research; and
 - c. Structure and Engagement.
8. The Program Plan 2019-2022 has also been updated to reflect the implementation plan for initiatives commencing in Phase One of the program.

9. The Program Plan 2019-2022 outlines how health services across the ACT public health system and the community will work together to lay the groundwork for the future. With a strong focus on organisational behaviour, workforce and leadership change and building a solid evidence-base, this Program Plan will put in place strategic projects and actions which will provide the foundations to drive long-term results while also implementing priority actions in the short-term.
10. The Program Plan is intended to be a living document that will be developed in phases. The first phase of the Program Plan (July 2019 to June 2020) will build the foundation for future years.
11. Strategies in Phase One include:
 - Partnering with stakeholders across the ACT health sector in all levels of planning, delivery and evaluation;
 - Ensuring that an evidence-based methodology is applied to intervention design and evaluation;
 - Identifying, mapping and responding to core issues, recognising idiosyncrasies of the ACT Public Health Service and adapting interventions for each individual organisation as required;
 - Defining the capabilities that are required to flexibly respond to the identified issues and increase workforce capability where required; and
 - Investing in capability development of the workforce to support organisational behaviour, workforce and leadership change.
12. Over time the Program Plan will be revised to reflect:
 - New challenges and priorities;
 - Emerging evidence and opportunities; and
 - Complementary strategic interventions and responses on workplace culture across the ACT public health system.

Recommendation

That the Oversight Group:

- *Note the Program Plan for the Culture Review Implementation.*

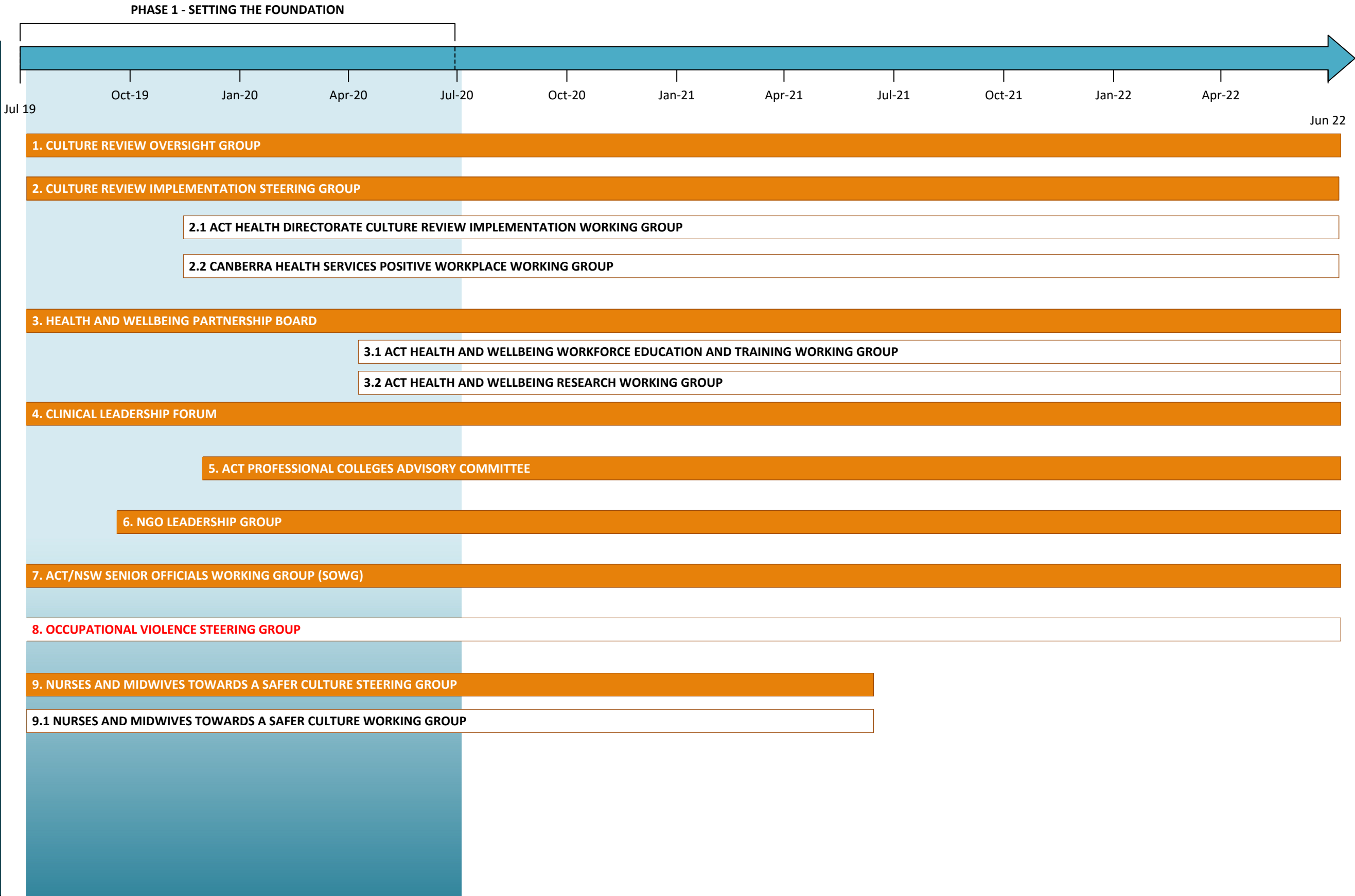
VISION
> Invest in a values-based public health system to achieve enduring and sustainable positive workplaces

GOVERNANCE & OVERSIGHT
GOAL > Ensure governance and oversight structures are transparent and accountable across the System

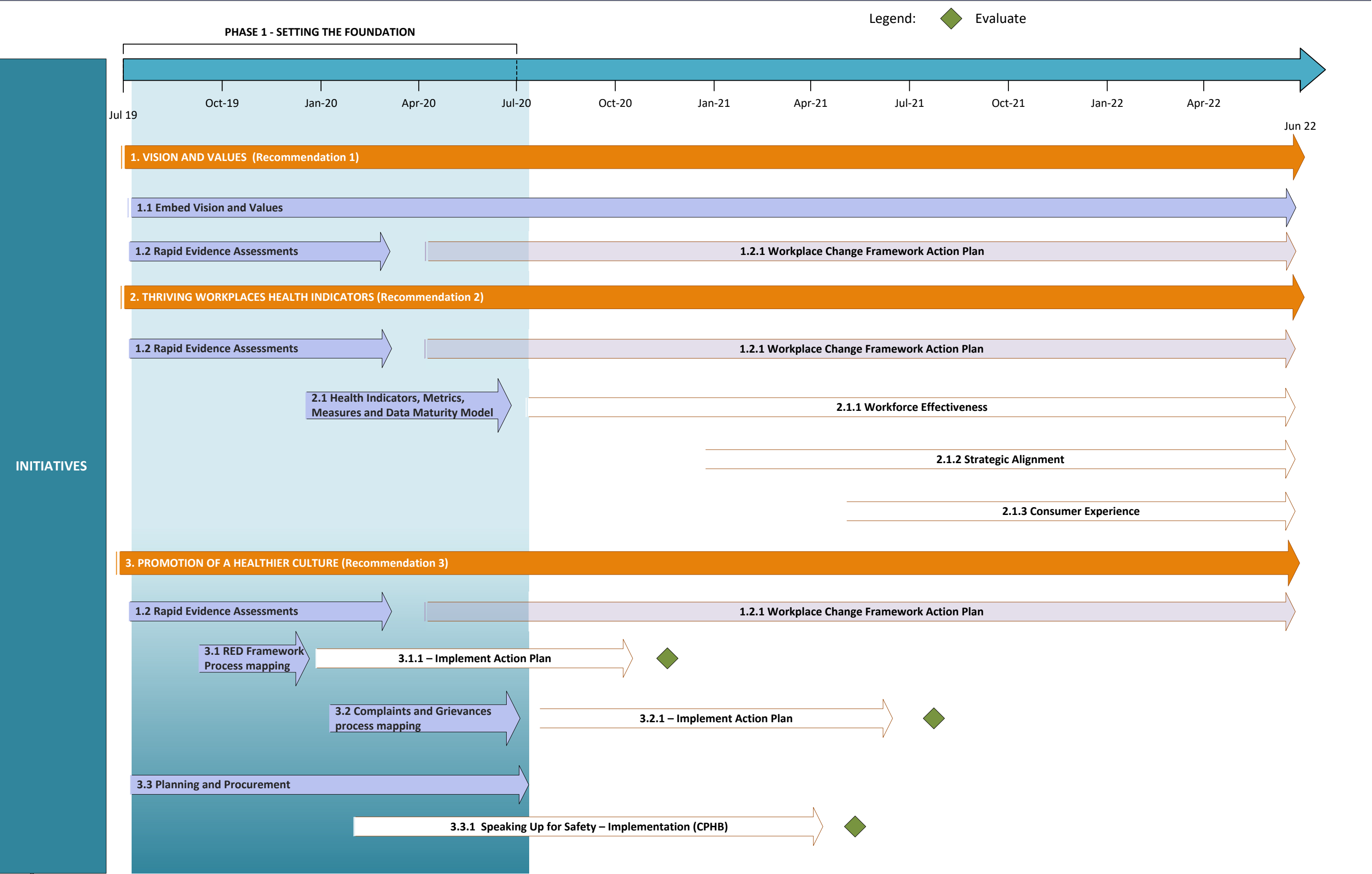
THEMES	ORGANISATIONAL BEHAVIOUR, WORKFORCE & LEADERSHIP	EDUCATION & RESEARCH	STRUCTURE & ENGAGEMENT
RECOMMENDATIONS	1, 2, 3, 11, 13, 14, 15, 16	7	4, 5, 6, 8, 9, 10, 12, 17, 18, 19, 20
GOAL	> We will invest in our people and processes to build safe and positive workplaces across the System	> Through strong collaboration, partnership and engagement we will develop and shape a learning mindset across the System	> Encourage and embed a two-way discourse with our staff, our stakeholders and our partners to evolve our System
KEY ACHIEVEMENTS (July 2019 to April 2020)	<ul style="list-style-type: none">Rejuvenation of organisational visions and values within each arm of the ACT public health system.Analysis and mapping of the application of the Respect, Equity and Diversity (RED) Framework within each organisation to identify opportunities for enhancing its application across the ACT public health system.Review of recruitment processes within ACT Health Directorate and Canberra Health Services.Communications and Engagement Strategy developed through consultation with key stakeholders, supported by Action Plan for Phase One.	<ul style="list-style-type: none">Established Health and Wellbeing Partnership Board to drive collaborative relationships across education, research and health service sectors.Committee Chairs selected for Research Working Group and Workforce Education and Training Working Group.	<ul style="list-style-type: none">Established Culture Review Oversight GroupEstablished Culture Review Implementation Steering Group.Established ACT Clinical Leadership Forum (Professional Colleges).Established NGO Leadership Group.Established ACT Health Clinical Advisory Committee (Professional Colleges)
KEY INITIATIVES IN PROGRESS	<ul style="list-style-type: none">Development of ACT Public Health System Workplace Change Framework and Action Plan.Development of organisational health indicators and metrics.Conducting HR Functions Review across the three organisations to assess current state and recommendations for maturation of HR models within each organisation.Mapping of Complaints and Grievances process and related roles across the System to identify strengths, risks and opportunities.	<ul style="list-style-type: none">Continue to work in partnership with the tertiary sector to identify new opportunities to enhance curriculum development for nursing, midwifery, allied health and medicine.	<ul style="list-style-type: none">Planning underway to conduct a Senior Clinicians and Administrators Summit in mid-2020.Development of the NGO Leadership Group, Forward Work Plan.
NEXT 6 MONTHS	<ul style="list-style-type: none">Maturity of organisational health indicators (Thriving Workplaces Indicators).Translation of Workplace Change Framework.Development of Workplace Change Framework Action Plan, including agreement on system-wide responsibilities for facilitating work; and establishing the ‘rules of engagement through governance mechanisms’.Agreement on priorities.Commence implementation of Workplace Change Framework Action Plan.	<ul style="list-style-type: none">Engage with the two Working Groups as appropriate to support system-wide discussions	<ul style="list-style-type: none">Feedback from first annual review on Implementation (Mick Reid).Independent Review of Culture Review funding governance.

GOVERNANCE & OVERSIGHT

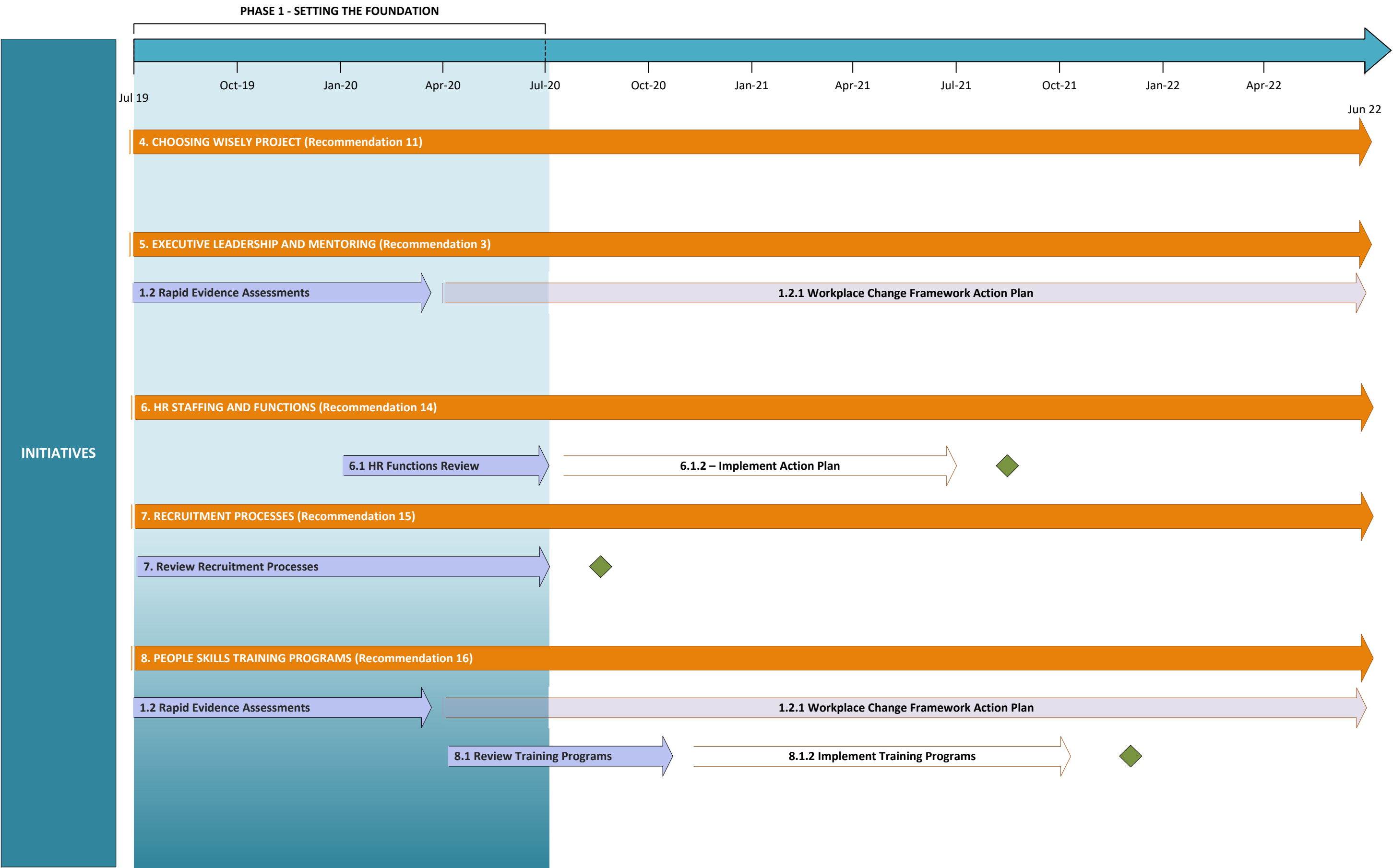
GOVERNANCE
STRUCTURES



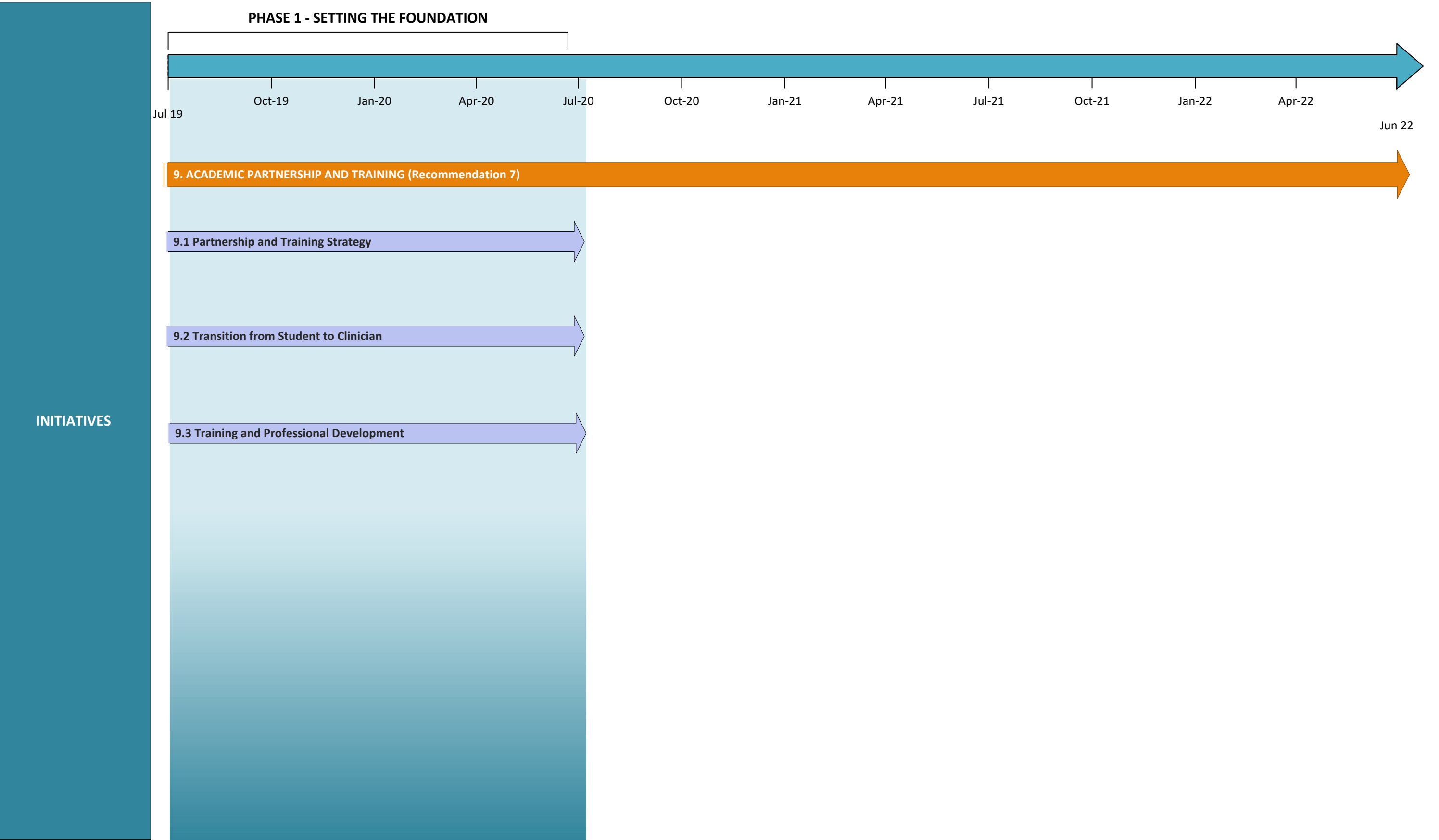
ORGANISATIONAL BEHAVIOUR, WORKFORCE AND LEADERSHIP



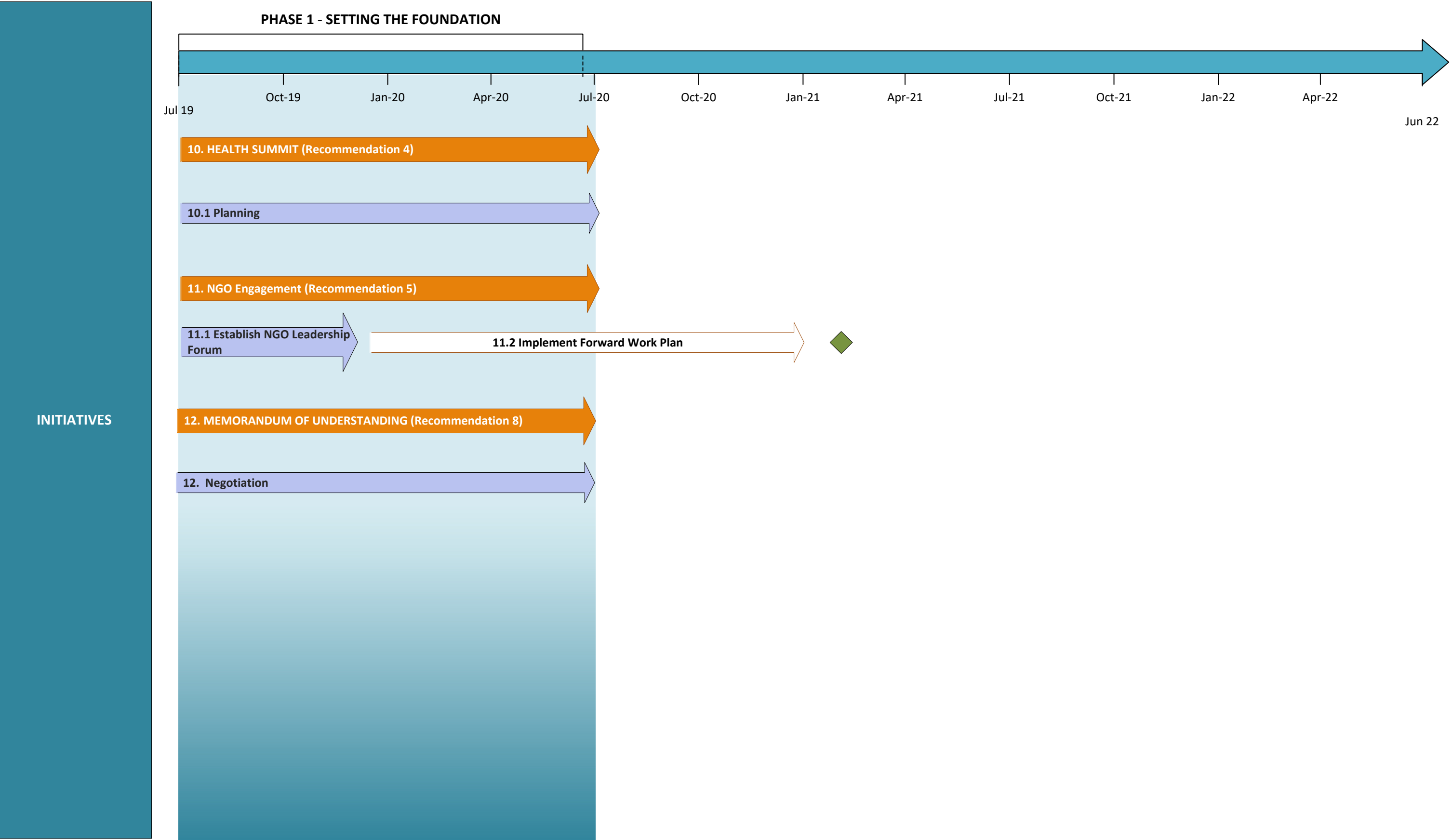
ORGANISATIONAL BEHAVIOUR, WORKFORCE AND LEADERSHIP



3. EDUCATION & RESEARCH



4. STRUCTURE & ENGAGEMENT



Meeting Paper

Agenda Item:	6.3
Topic:	Implementation of Recommendations and Project Plan and Dashboard
Meeting Date:	5 May 2020
Action Required:	Noting and feedback
Cleared by:	Director-General, ACT Health Directorate
Presenter:	Executive Branch Manager, Culture Review Implementation Branch

Purpose

1. To note the progress made in implementing the recommendations of the *Final Report: Independent Review into the Workplace Culture within ACT Public Health Services* (the Review).

Background

2. This is a standing agenda item to provide an ongoing status update on the progress of work being undertaken to implement the Review recommendations.
3. Project planning documentation to support the mapping and reporting of progress made in addressing the recommendations was tabled at the Culture Review Oversight Group (Oversight Group) meeting on 4 September 2019. The documentation has continued to evolve since this time.
4. Feedback on the implementation planning documentation was invited from the Oversight Group members. To date no feedback has been received, however members are encouraged to provide feedback to the Secretariat as the planning documentation evolves.

Issues

5. At each meeting in the past, the Oversight Group has been provided with an updated Implementation of Recommendation Status report ([Attachment A](#)). This report provides information on system-wide and organisation specific activities against each of the recommendations in the Review.
6. Across the health system there is an increase on resource demand as a result of COVID-19 being the most significant priority at this time. As a result of this workload, the project plan document has not been updated since the February meeting.

7. A Culture Review Implementation Dashboard (Dashboard) has been developed to improve visibility of progress against the recommendations. The summary view of this Dashboard is provided at Attachment B.
8. The Dashboard will be made available more broadly across the health system including:
 - Summary view provided to Oversight Group bi-monthly;
 - Culture Review Implementation Steering Group members on a monthly basis; and
 - Summary published bi-monthly on the ACT Health intranet to enable staff to see the progress of the implementation.

Recommendation

That the Oversight Group:

- *Note the information provided in this paper; and*
- *Provide feedback on the Culture Review Implementation Dashboard to the Secretariat.*

	IMPLEMENTATION SCHEDULE
KEY:	CURRENT STATUS
	ACTION COMPLETED

[illegible]

[illegible]

REF	RECOMMENDATION & RESPONSE	RESPONSIBILITY	ACTION	PROGRESS THIS REPORTING PERIOD	2019				2020				2021				2022		STATUS
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
6	Recommendation 6 of the Final Report, March 2019 That the ACT Health Directorate re-establish open lines of communication with the NGO sector and other external stakeholders. Government Response (May 2019) The ACT Health Directorate has commenced the re-establishment of open lines of communication with the NGO sector with a view to establishing an NGO Leadership Group by October 2019.	ACT Health Directorate (Executive Group Manager, Health System Planning and Evaluation)	A6.1: Commence re-opening of communication lines	Action has been completed. Communication has recommenced. Continue to evolve and develop further NGO re-engagement opportunities.		<div>A6.1</div>												COMPLETED	
			A6.2: Establish NGO Leadership Group	The inaugural meeting of the Non-Government Organisation Leadership Group (NGOLG) was held on 23 October 2019. Meetings will be held bi-monthly from January 2020. • The NGOLG is co-Chaired by Deputy Director-General, Health System, Policy and Research Group and Chief Executive Officer, Alcohol Tobacco and Other Drug Association ACT (ATODA). • The NGOLG will finalise, and then review the Forward Work Plan at each meeting. • Preparations are underway for the NGO Meet and Greet, planned for 24 February 2020. • Meeting to be arranged with NGO members of NGOLG to advise on approach and messaging for NGO consultation for the Territory-wide				A6.2										COMPLETED	
			A6.3: Evaluate	Not yet commenced.										A6.3			To be scheduled		
7	Recommendation 7 of the Final Report, March 2019 The initiatives already underway to develop a valued and more coordinated research strategy in partnership with the academic sector and others are strongly supported. These provide a mechanism to encourage professional development and address culture, education, training, research and other strategic issues. Government Response (May 2019) The ACT Health Directorate is building on work commenced with the inaugural ACT Health Summit: ‘Research, Teaching and Training’, held on 13 November 2018 which included the development of relationships within the academia sector. An academic partnership 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).	ACT Health Directorate (Deputy Director-General, Health Systems Policy and Research)	A7.1: Review existing arrangements (develop relationships, define positions)	ACT Health and Wellbeing Partnership Board discussed and agreed governance and operational structures at the meeting of 21 June 2019.		<div>A7.1</div>												COMPLETED	
			A7.2: Produce academic partnership and training strategy	The ACT Health and Wellbeing Partnership Board held its fourth meeting on 2 December 2019. At this meeting, it was agreed to appoint an Interim Chair of the Research Working Group. It was also agreed to appoint the Chair of the Workforce Education and Training Working Group. There was also discussion about the functions of research management, the HealthANSWERS partnership and further opportunities for collaboration between organisations on research projects and programs. The ACT Health and Wellbeing Partnership Board will hold its fifth meeting on 4 March 2020. The Interim Chair of the Research Working Group (Professor Graham Mann) and the Chair of the Workforce Education and Training Working Group (Dr Jane Frost) have been publicly announced. It is envisaged that the Working Groups will commence their work plans once the Chairs have been briefed by the Partnership Board on 4 March 2020.		<div>A7.2</div>										AT RISK			
			A7.3: Implement academic partnership and training strategy	Not yet commenced.					A7.3							To be scheduled			

[illegible]

[illegible]

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REF	RECOMMENDATION & RESPONSE	RESPONSIBILITY	ACTION	PROGRESS THIS REPORTING PERIOD	2019				2020				2021				2022		STATUS
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
	November 2019.		A20.1b: With staff, collaboratively develop a change management strategy	A change management plan will be developed separately from the Communications and Engagement Strategy. This is being developed in line with the ACT Public Health System Workplace Change Framework.		A20.1b													ON TRACK
							A20.1b												
			A20.2: Phase One to commence	The Action Plan for phase one is under development and is expected to be finalised in February 2020. The key aim of phase one is to foster engagement with employees and increase awareness of the rationale and motivation for developing positive workplaces and culture.			A20.2												ON TRACK
							A20.2												
			A20.3: Phase Two to commence	Not yet commenced - scheduled to commence July 2020.							A20.3								To be scheduled
			A20.3: Phase Three to commence	Not yet commenced - scheduled to commence July 2021.										A20.2					To be scheduled



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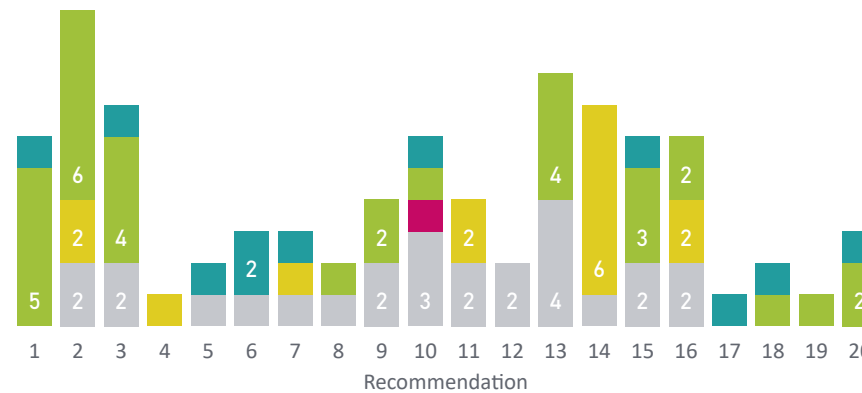


2 of 20
Recommendations
Completed



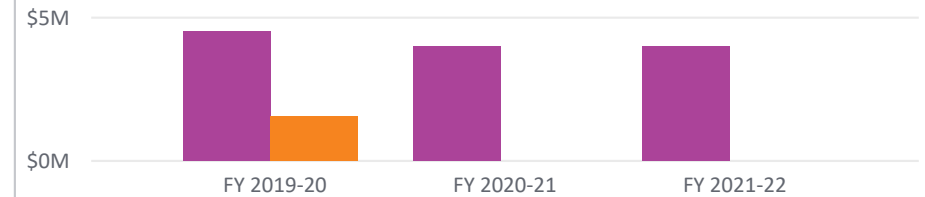
Action Status by Recommendation

Status Not yet started Delayed At risk On track Complete



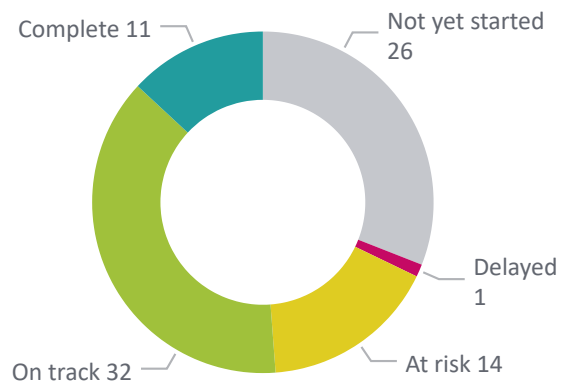
Budget

Category Approved Budget Allocation Spend to Date



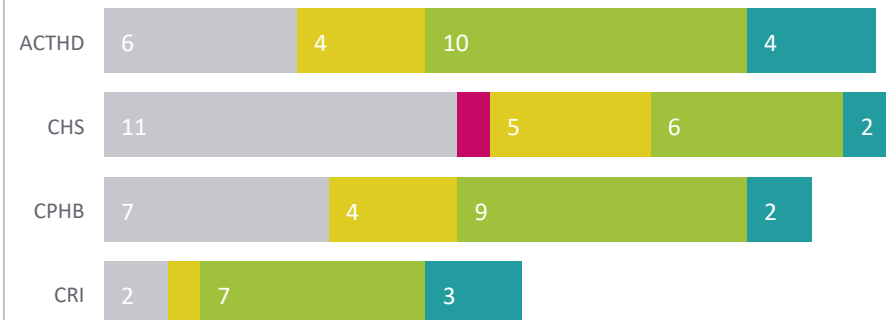
Budget	FY 2019-20	FY 2020-21	FY 2021-22	Total
Approved Budget Allocation	\$4,526,000	\$4,000,000	\$4,000,000	\$12,526,000
Spend to Date	\$1,554,921			\$1,554,921

Overall Action Status

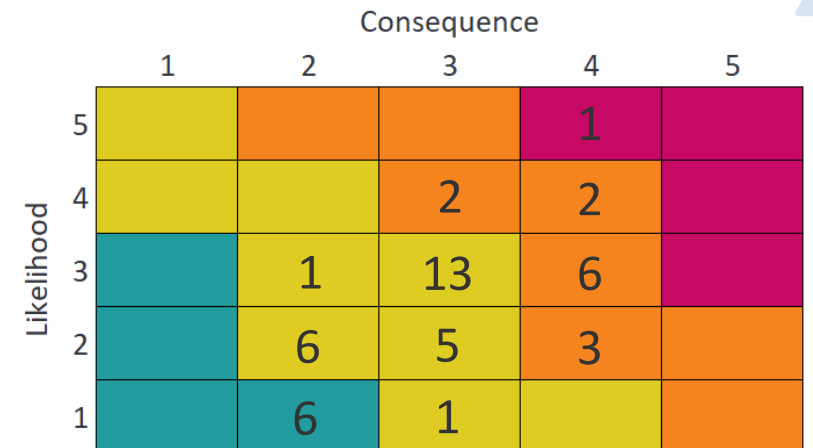


Action Status by Organisation

Status Not yet started Delayed At risk On track Complete



Risks





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Culture Review Oversight Group DRAFT Communique of meeting on 5 May 2020

The sixth meeting of the Cultural Review Oversight Group (the Oversight Group) was held on Tuesday, 5 May 2020.

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

Significant items discussed by the Oversight Group today included:

Annual Review

Mr Mick Reid from Michael Reid and Associates was contracted to undertake the inaugural annual review of the Culture Review Implementation to report on the progress and early impact of implementing the 20 recommendations from the Review. Mr Reid met with a range of key stakeholders in March and April of 2020 including the Minister for Health, Minister for Mental Health, members of the Oversight Group and Culture Review Implementation Steering Group to gain insights to inform the annual review.

Mr Mick Reid provided a verbal presentation of his initial findings and recommendations for discussion. The Annual Review Report will be provided to the Minister for Health, as Chair of the Oversight Group on Monday 11 May 2020.

ACT public health system Workplace Change Framework

A presentation was provided to the Oversight Group by Ms Jodie Junk-Gibson on the translation and application of the Workplace Change Framework that has been developed through a partnership between ACT Health and the research team from the Australian National University, Research School of Management (ANU-RSM).

ANU-RSM completed the draft Interim Report, *ACT Public Health System: Investing in Our People: A System-Wide, Evidence-Based Approach to Workplace Change* (Interim Report). This report presented findings from the exploratory research from in-depth interviews, workshops and an online questionnaire of stakeholders from across the health system, alongside findings from a number of Rapid Evidence Assessments. The Interim Report also included a draft *ACT public health system: Evidence-Based Workplace Change Framework* and the *ACT public health system: Evidence-Based Workplace Skills Development Model*.

Discussions are underway with the Human Resource teams of the three organisations across the ACT public health system to progress implementation.

Implementation of Recommendations

ACT Health Directorate and Calvary Public Hospital Bruce and Canberra Health Services provided an update of the progress in implementing the recommendations from the Review.



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Ms Barb Reid, Regional Chief Executive Officer, Calvary ACT provided a comprehensive briefing on the significant work in progress to improve and evolve a positive workplace culture in the organisation.

Meeting schedule

The Oversight Group meets bi-monthly and its next meeting is scheduled for 16 June 2020.

Media contacts:

ACT Health Directorate: M 0403 344 080 E healthmedia@act.gov.au

Canberra Health Services: M 0466 948 935 E chsmedia@act.gov.au

Calvary Public Hospital Bruce: M 0432 130 693 E calvary@calvary-act.com.au

Minister Stephen-Smith Media contact:

Caitlin Cook: M 0434 702 827 E caitlin.cook@act.gov.au

Minister Rattenbury Media contact:

Lisa Wills: M 0481 035 764 E Lisa.Wills@act.gov.au



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Meeting Paper

Agenda Item:	7.2
Topic:	Key Messages for Represented Groups from the Oversight Group Meeting
Meeting Date:	5 May 2020
Action Required:	Noting and feedback
Cleared by:	Acting Director-General ACT Health Directorate
Presenter:	Executive Branch Manager, Culture Review Implementation Branch

Purpose

1. The purpose of the 'Oversight Group Key Messages' document is to provide information to represented members of the Culture Review Oversight Group (Oversight Group) to support communications to their members about the progress in delivering initiatives associated with the culture review program.

Background

2. There has been acknowledgement that communication across the ACT public health system has been challenging and fragmented.
3. This document is serves to provide consistent information across the ACT public health system about initiatives already underway and those planned to enable more effective communication and understanding.

Issues

4. Consistent and timely communication is identified as a priority to provide information about work underway across the system.
5. At the February meeting of the Oversight Group it was agreed that members would be provided with key messages from each meeting, in addition to the minutes and Communique, to support communications with members and employees. The draft Oversight Group Key Messages document for the May Oversight Group meeting is at [Attachment A](#).
6. Feedback is sought from Oversight Group members and the individuals being represented as to the relevance of the information being messaged and information being sought in future key message documents.

7. In addition to the 'Oversight Group Meeting Key Messages' document, each month a 'Managers Key Messages' document will be developed and distributed across the health system to support managers in communicating with their staff about the work occurring across the system in the culture review space.
8. The Culture Review Implementation Branch will draft this document each month and then provide the document to each organisation to update with information regarding organisation specific initiatives being implemented or progressed. The Managers Key Messages will have both a current and future focus. An example of the Managers Key Messages document will be provided at the June Oversight Group meeting.

Recommendation

That the Oversight Group:

- *Note the initial Oversight Group Key Messages document;*
- *Provide feedback to the Secretariat about information to be included in future editions; and*
- *Note that an example of the 'Managers Key Messages' document will be provided at the June Oversight Group meeting.*



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Key Messages from the Sixth Culture Review Oversight Group Meeting held on 5 May 2020.

Welcome to the first 'Key Messages' document, which has been created to facilitate ongoing communication from you, our Oversight Group members, to our workforce, your members and employees about progress in delivering culture review program activities across the system.

What was discussed at the Oversight Group meeting?

Annual Review

The Inaugural Annual Review of the Culture Review Implementation undertaken by Mick Reid from Michal Reid and Associates. Interviews occurred with key stakeholders from across the system in March and April 2020. Mick led the Independent Review into the culture in the health system in 2018 and has a deep and nuanced understanding of the ACT public health system, the nature of the cultural challenges and the opportunities that may be optimised. Mick provided a verbal presentation on his findings from the annual review to the Oversight Group. The report for the annual review is expected to be provided in May 2020.

Workplace Change Framework

The research team from ANU Research School of Management has submitted the draft Interim Report, *ACT Public Health System: Investing in Our People: A System-Wide, Evidence-Based Approach to Workplace Change* to the ACT Health Directorate. The research team also provided a draft of the:

- ACT public health system: Evidence-Based Workplace Change Framework; and
- ACT public health system: Evidence-based Workplace Skills Development Model.

There are discussions underway involving members of the Culture Review Implementation Steering Group and HR personnel from the three organisations of the ACT public health system to plan the implementation of the Workplace Change Framework. To date, two meetings have occurred with a forward work plan to implement the Framework expected to be developed in the coming weeks.

Information on discussions progressed at the Oversight Group available via Open Access

The Oversight Group has endorsed the publishing of meeting papers and minutes from all Oversight Group meetings held to date, with the documents made available on the ACT Health internet. This information is being made available to reinforce the transparency and accountability of the oversight of the considerable work underway across the ACT public health system.

Respect, Equity and Diversity (RED) Framework Mapping

In November and December 2019, the three organisations of the ACT public health system undertook a mapping process of the application of the RED Framework. As an outcome from the process, each organisation was provided with a process map, a SWOT analysis and process description document. Each organisation is currently developing an Action Plan and will report on progress against their action plan to the RED Working Group on a quarterly basis.



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What are we focusing on in coming months?

Our focus for work over the next two months includes:

- Considering the Report of the inaugural Annual Review of the Culture Review Implementation;
- Finalising the mapping of the Complaints and Grievance process in the three organisations of the ACT public health system;
- Planning for an implementing the Workplace Change Framework; and
- Recommencing the HR Functions Review which has been temporarily placed on hold due to COVID-19.