

Canberra Health Service MHJHADS Governance Review

Dear Member,

Attached is correspondence the HSU has received from Canberra Health Service regarding their intention to conduct a Governance Review of Mental Health, Justice Health, Alcohol and Drug Services (MHJHADS).

Member feedback requested

The HSU industrial team is currently reviewing the potential impacts of the proposed review upon affected employees. We are now seeking feedback, views and comments from our members.

Please review the attached documentation and provide comment and feedback to email olivia.forsyth-sells@hsu.asn.au with subject line *Canberra Health MHJHADS*.

Not a member of the HSU? Now is time to join and have your say! You can join online at www.hsu.asn.au/join or call 1300 HSU NSW and join over the phone.

A union's effectiveness and negotiation power depends upon the strength and density of its membership base. Join your work colleagues today by becoming a member of the Health Services Union and help us continue to protect and improve your working life.

In unity,



Gerard Hayes
Secretary, HSU NSW/ACT/QLD



Mr Gerard Hayes
Health Services Union
secretary@hsu.asn.au

Dear Mr Hayes

Mental Health, Justice Health and Alcohol & Drug Services Governance Review

Consistent with Section G of the *ACT Public Sector Administrative and Related Classifications Enterprise Agreement 2018-2021*, and the *ACT Public Sector Health Professionals Enterprise Agreement 2018-2021*, I am writing to inform you of a governance review within the Division of Mental Health, Justice Health and Alcohol & Drug Services (MHJHADS), Canberra Health Services (CHS).

This review will inform improvements to governance within MHJHADS, and provide recommendations to enhance visibility, reporting, and propose a structure which supports the overall functioning of the division. In line with the *ACT Health Clinical Governance Framework 2018-2023*, this review will be underpinned by the principle that a strong system of clinical governance creates an environment in which there are transparent responsibility and accountability for maintaining standards, allowing clinical care to flourish.

A Senior Project Officer has been seconded to undertake the review. Governance will be examined with an aim to maximise the safety and quality, and functioning of the entire service. Additionally, the current structure will be explored with a view to creating efficiencies, reduce duplication, and maximise the potential of the leadership group. The review will:

- consult with all key stakeholders;
- complete a desktop exercise and qualitative review of the current governance arrangements;
- undertake a functional review and job analysis;
- complete a comprehensive report of the findings; and
- identify a framework to enhance the overall functioning of the Division.

The review will be governed by the Executive Director, MHJHADS. The project commenced on 3 September 2019 and is anticipated to be complete towards the end of 2019. The report and recommendations will be made available once completed. Formal consultation process will occur prior to the implementation of any structural changes or redesign of roles, should these feature in any accepted recommendations.

The project plan is enclosed for your information. Further information will be provided as the project progresses however if you would like any additional detail or clarification please don't hesitate to contact Sandra Burgess, Senior Project Officer on 02 5124 1426 or via email at sandra.burgess@act.gov.au.

Yours sincerely

Karen Grace
Executive Director,
Mental Health, Justice Health
and Alcohol & Drug Services

5 September 2019



Mental Health, Justice Health and Alcohol & Drug Services Governance Review Project Plan

Project Background

Mental Health, Justice Health and Alcohol & Drug Services provide health services directly and through partnerships with community organisations. The services provided range from prevention and treatment to recovery and maintenance and harm minimisation. Consumer and carer participation is encouraged in all aspects of service planning and delivery. The Division works in partnership with consumers, carers and a range of government and non-government service providers to ensure the best possible outcomes for clients.

The Division delivers services at a number of locations, including hospital inpatient and outpatient settings, community health centres, detention centres, other community settings including peoples home.

The structural change to ACT Health in 2018 which resulted in the formation of two Directorates, Health Directorate and CHS, has led to a number of significant changes to the organisational strategic direction. The role of Chief Executive Officer for CHS was created, a new Vision Statement and revised Values have been developed, and there has been a recent change to the Executive lead with an incoming Executive Director. These changes have created an opportunity to revisit the functioning of the current service, examine the clinical and corporate governance system, and re-imagine a structure which will enable the MHJHADS to deliver a high quality service to the Canberra community over the next five years, and beyond.

Scope

This project applies to the MHJHADS governance and structure, including the Executive team, and their direct reports where relevant.

Out of scope

The structure below that of the Executive team and their direct reports will not be considered in this project. Implementation of any accepted recommendations will be considered in a future project.

Objectives

To explore the clinical and corporate governance, and the associated leadership structure in the MHJHADS with an aim to enhance transparency, accountability and integrity, thereby minimising risks and enabling continuous monitoring, ultimately leading to high quality of care.

The project will align with the ACT Health Clinical Governance Framework 2018-2023, and the ACT Health Quality Strategy 2018-2028. To achieve this goal the project will:

- conduct a desktop and qualitative review of the governance systems;

- undertake a functional review of the Executive roles and structure;
- identify opportunities to improve the overall functioning of the MHJHADS,
- provide a comprehensive report of the findings, including recommendations, and
- develop tools to support standardisation around governance systems.

Deliverables

The project commenced on 2 September 2019 and is anticipated to be complete towards the end of the year.

Deliverable	Due date
Develop draft project plan	4 September
Develop communication plan	11 September
Literature review/research other jurisdictions/gather evidence	18 September
Develop consultation plan and commence consultation	23 September
Complete consultation	16 October
Undertake functional assessment	16 October
Consider governance and structure	6 November
Draft report including recommendations	20 November
Brief, final report Executive Director	4 December
Develop standardised support tools	18 December
Completion of project	End 2019

Governance

- A project officer has been engaged in a part time capacity to undertake the project.
- The project's progress and findings will be reported through the MHJHADS Corporate Governance Committee.
- The project implementation will be overseen by the Executive Director, MHJHADS.

Methodology

A mixed methods approach will be used drawing on both qualitative and quantitative data sources including:

- direct observation
- stakeholder interviews
- job analysis questionnaires
- desktop review of governance, and
- data collation and analysis.

Phase one – Information collection

- Literature review/research other jurisdictions
 - Benchmarking
 - Business plans
 - Governance.
- Consultation with key stakeholders
 - Interviews
 - Job Analysis Questionnaire
 - Site visits.

Phase two – Information analysis

- The information collected will be analysed against common themes
- Progress and recommendations arising discussed with the Executive Director, MHJHADS.

Phase three – Reporting

- A draft report considered by the Executive Director
- Amendments made to report as required
- Final recommendations presented to Executive Director
- Endorsed report made available to relevant stakeholders
- Development of tools to support standardised governance systems.

Outcomes

A report will be produced focussing on clinical and corporate governance, and proposing a structure which will enhance transparency, accountability and integrity, thereby minimising risks and improving the quality of care.

Communication Plan

Union correspondence inclusive of this high level project will be actioned prior to active commencement. Directors will be informed of the project's commencement at the Director's meeting on 9 September 2019. Communication regarding the project will be disseminated through this group where relevant, or alternatively by the Executive Director, MHJHADS. Targeted consultation with key stakeholders forms a significant part of the project design.

Individuals will not be identified in the Report and not all comments received will be reflected.

Risks

1. That the project cannot be completed in the timeframe, noting the part time capacity of the project officer. There is potential for extension in this instance.
2. Resistance to change may derail the intent of the project. This will be mitigated by transparency in approach, and adherence to CHS Vision and Values.

References:

ACT Health (2018-2023) *Clinical Governance Framework*. ACT Government Health Directorate. Canberra, June 2018.

ACT Health (2018-2023) *Governance Framework*. ACT Government Health Directorate. Canberra, June 2018.

ACT Health (2018-2023) *Corporate Plan*. ACT Government Health Directorate. Canberra, June 2018.

Australian Commission on Safety and Quality in Health Care. (2018). *National Safety and Quality Health Care Standards: User Guide for Health Services Providing Care for People with Mental Health Issues*. Sydney, ACSQHC; 2018.