Hon Steven Marshall MP
Premier of South Australia
Level 16
200 Victoria Square
Adelaide 5000

Dear Premier

I write in response to your letter requesting the establishment of an inter-Agency
Taskforce following the release of the report from the Independent Commissioner
Against Corruption (ICAC), titled *Troubling Ambiguity, Governance in SA Health*.

I can advise that the Taskforce has been established and the Terms of Reference
agreed to. The Taskforce will operate at arm's length from the Department of Health
and Wellbeing (DHW) and will independently and critically review the adequacy and
implementation of the planned program of work that SA Health will develop and
action to address the concerns raised by ICAC.

The members of the Taskforce are senior members of the public service and
comprise of:
• Myself as the Chair
• Mr David Reynolds, Chief Executive - Department of Treasury and Finance
• Ms Erma Ranieri, Commissioner for Public Sector Employment
• Dr Chris McGowan, Chief Executive - Department for Health and Wellbeing; and
• Ms Lesley Dwyer, Chief Executive Officer - Central Adelaide Local Health
  Network

Following the release of the report, DHW have prepared a Program Implementation
Plan (the Plan) to target and address the issues raised by the ICAC, including actions
and initiatives that had commenced prior to publication. The Taskforce reviewed the
Plan at its meeting on 23 December 2019 and provided feedback to DHW on areas
for further consideration.

An excerpt of the Plan is provided at Attachment 1, which provides more detail about
the stages of the program – which have been categorised into three distinct work
streams;
• Industrial Reform, which will consider the industrial arrangements with Medical
  Officers, including Rights of Private Practice
• Cultural Reform, which in collaboration with the Office for the Commissioner of
  Public Sector will lead a number of strategies to address the cultural issues raised
  by the ICAC and;
• Policy and Practice Reform, which will focus on the review and update of existing
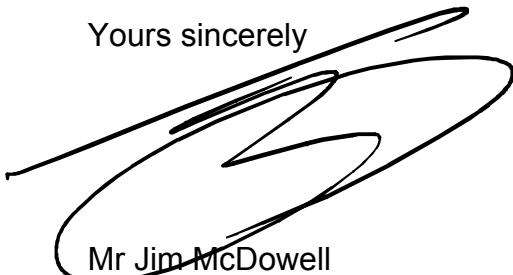 departmental policies, procedures and work practices as detailed by the ICAC.

1

A level zero project schedule is provided at Attachment 2, indicating work stream owners and major project milestones.

The delivery of the plan will be resourced by employees from across the Public Sector, and supplemented with assistance and support from the private sector to ensure that the department has access to the requisite skills to successfully deliver the program of work. Dedicated program leadership will be provided by Julienne TePohe, Deputy Chief Executive – DHW.

The DHW has an established Project Management Office that will ensure fit for purpose, contemporary project management techniques are used to deliver on the Plan. This project is being managed through a waterfall approach, with a detailed project schedule and work breakdown structure providing the Taskforce with visibility over the packages of work and confidence that the planning is sound. The project team will utilise Quick Base, the project management software tool used by SA Health, to provide a single source of project information and progress reporting across all work streams.

Progress against the Plan will be assessed by the Taskforce on a regular basis – with a critical review of achievement to be undertaken in 12 months.

Yours sincerely

Mr Jim McDowell
CHIEF EXECUTIVE
31 / 12 / 2020

Attachments:

- *Attachment 1 - Excerpt from the Program Implementation Plan*
- *Attachment 2 - Level zero project schedule*

Excerpt from the Program Implementation Plan

The Program will be managed in four stages:

Stage 1 – Stock take of existing actions/ audits/ reviews

Over the past couple of years, the Auditor-General and the Department's Internal Audit unit delivered reports and recommendations in relation to the specific areas in the ICAC Report. The Taskforce will consider the progress made in response to those recommendations to further inform stage 2. This will also include a consideration of some quick wins that can be implemented within a short timeframe.

The Taskforce will also be provided with an analysis of the '*I Work for SA"* survey and the actions being taken in response, as well as a report on the Stopline implementation and the nature of the reports received.

The above mentioned will be supplemented with an overview of how training of the Code of Ethics and supporting policies are undertaken across the health portfolio, including a consideration of mandatory training.

Stage 2 – Design best practice Policies and Systems

Stage 2 will involve the development of either new or updating of existing policies to address the areas in the Report. This will be done in accordance with the new Policy Framework that will also be developed in response to the Report.

These policies will be based on best practice approaches and will be and aimed at providing the principles that the public health system should work towards. Consultation with the LHNs and unions will be a necessary part of the process.

To support the Cultural Reform work stream, a Cultural Evolution Plan and the Mental Health Workplaces Framework will be developed and/or reviewed.

In parallel, some diagnostic work would be undertaken to inform future industrial arrangements with Medical Officers, including an evaluation of the economic and other benefits of RoPP.

A number of IT solutions have been identified that would contribute to addressing the areas in the Report. For those system implementations not already underway, individual plans will be developed.

Stage 3 – Implement the Policies and Systems

The policies developed in Stage 2 will be supplemented with a range of exemplar procedures to assist the LHNs with implementation.

The LHNs would then be required to adopt and adapt the procedures and implement.

The implementation of these procedures will require significant communication and change management effort. It will also require some training of staff.

In addition, the strategies contained in the Cultural Evolution Plan and the Mental Health Workplaces Framework will be implemented across the LHNs, coordinated with their local executive management teams. This will be supplemented by an update of relevant Job and Person specifications to ensure expectations are clearly articulated.

Stage 4 - Closure

Project closure will assess the overall performance of the project and finalise all program activities including:

- Conduct a Post Implementation Review (PIR) and develop the lessons learned;
- Finalise all project components including finances, resources, risk and issues;
- Oversee the development of a Sustainability and Assurance Framework;
- Develop the Project Closure Report; and
- Taskforce endorsement and executive approval of the Project Closure.

Cross Agency Implementation Taskforce for the Response to the ICAC Report on SA Health Governance

DEC-30-2019 11:30 AM

	Workstream Manager	Start	Finish
▼ Cross Agency Implementation Taskforce for the Response to the ICAC Report on SA Health Governance			
▼ 1. System Leadership	Julienne TePohe	Deputy Chief Executive - DHW	
Stocktake of existing actions, audits, reviews		31-01-2020	31-01-2020
Review Compliance Framework		28-02-2020	28-02-2020
Develop a contemporary, fit for purpose Policy Framework		28-02-2020	28-02-2020
▼ 2. Industrial Reform	Lesley Dwyer	Chief Executive Officer - CALHN	
Rights of Private Practice analysis and update		29-05-2020	29-05-2020
Best Practice Industrial Arrangements Developed		29-05-2020	29-05-2020
▼ 3. Practice Reform	Jamin Woolcock	Deputy Chief Executive - DHW	
▼ 3.1 Policies and Practices			
Policies & Practices Review Finalised		27-03-2020	27-03-2020
Policy Development Finalised		29-05-2020	29-05-2020
Exemplar Procedure Development		28-08-2020	28-08-2020
Implementation of Policies & Practices Finalised		30-11-2020	30-11-2020
▼ 3.2 Systems			
Existing Research Governance System		31-05-2020	01-06-2020
New Learning Management System		30-06-2020	30-06-2020
Existing Procurement & Contract Management Systems		30-06-2020	30-06-2020
New Professional Development Reimbursement System		30-06-2020	30-06-2020
Existing Electronic Timesheets		31-08-2020	31-08-2020
New Records Management Systems extending object across all LHNs		31-12-2020	31-12-2020
▼ 4. Cultural Reform	Nicola Spurrier	Chief Public Health officer - DHW	
Develop a Cultural Evolution Plan		27-03-2020	27-03-2020
Mental Health Workplaces Framework SA Health Implementation		29-05-2020	29-05-2020
Develop and implement an induction program for Business Managers		30-07-2020	30-07-2020
Establish new processes for misconduct investigations		31-07-2020	31-07-2020
Review and Develop Mandatory Training		30-11-2020	30-11-2020
Updated Role Descriptions across system		31-12-2020	31-12-2020