



**SA Health**

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**CULTURAL  
EVOLUTION  
PATHWAY**

August 2020



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# Minister Foreword

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I am pleased to introduce you to SA Health's Cultural Evolution Pathway.

The Pathway reflects an increasing focus on culture across SA Health and provides a roadmap to ensure that our devolved health system affirms and reflects a set of commonly held guiding principles. It unites all parts of SA Health in the pursuit of a culture that brings the values of integrity to life for staff, patients and the community.

Many initiatives are already underway to drive improvements to culture, patient care, staff wellbeing and staff engagement.

The SA Health Cultural Evolution Pathway represents a constellation of teams Statewide coming together in recognition of the foundational importance of culture and the potential that exists in working together to deliver better outcomes and experiences for patients and staff alike.



**Hon Stephen Wade**

Minister for Health and Wellbeing

# Board Chair Collective Commitment Statement

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We as Governing Board Chairs commit to continuing to develop a culture of integrity within our own organisations and across the wider health system.



*Ray J Spencer*

**Raymond J Spencer**  
Chair  
Central Adelaide Local  
Health Network



*Ray Blight*

**Ray Blight**  
Chair  
Northern Adelaide Local  
Health Network



*Mark Butcher*

**Mark Butcher**  
Chair  
Southern Adelaide Local  
Health Network



*James Birch*

**James Birch OAM**  
Chair  
Women's and Children's  
Health Network



*Carol F Gaston*

**Carol F Gaston AM**  
Chair  
Barossa Hills Fleurieu  
Local Health Network



*John Vormoud*

**John Vormoud**  
Chair  
Yorke and Northern  
Local Health Network



*Bevan Francis*

**Bevan Francis**  
Chair  
Flinders and Upper North  
Local Health Network



*Dr Peter Stuart Joyner*

**Dr Peter Stuart Joyner OAM**  
Chair  
Riverland Mallee Coorong  
Local Health Network



*Grant King*

**Grant King**  
Chair  
South East Local  
Health Network



*Michele Smith*

**Michele Smith**  
Chair  
Eyre and Far North Local  
Health Network

# Joint SA Health Chief Executive and Chief Executive Officer Foreword

We are very proud to present the SA Health Cultural Evolution Pathway (the pathway) which aims to support Boards, Local Health Networks (LHNs), SA Ambulance Service (SAAS), Statewide Clinical Support Services (SCSS) and the Department of Health and Wellbeing (DHW) to cultivate an integrity culture at scale.

Integrity is a foundational attribute that underpins the strategic and cultural goals of all LHNs, SAAS, SCSS, and the DHW. By collaborating on this important attribute of organisational culture, the DHW, SAAS, SCSS and the LHNs will benefit from both sharing best practice and optimising investment.

Our focus is on the shared aspiration for a common culture of integrity across all of SA Health. In further developing the integrity culture, creating and maintaining a strong pipeline of leaders and future leaders across SA Health will be one of the priority areas for collaboration.

Other key areas will be uniting with a common purpose of building a foundational culture of integrity across the system, clarifying the governance of culture, and ensuring a culture of 'speaking up' extending beyond clinical work to include building strong relationships between team members and colleagues.

A significant amount of activity is currently underway to drive cultural improvements across SA Health and we want to thank all the individuals and leaders who provided feedback as part of the Pathway development. As leaders, we collectively acknowledge the importance of, and commit to, continuing to work collaboratively as we move forward.



*Chris McGowan*  
**Dr Chris McGowan**  
 CE, Department for Health and Wellbeing



*Rebecca Graham*  
**Rebecca Graham**  
 CEO, Barossa Hills Fleurieu Local Health Network



*Lesley Dwyer*  
**Lesley Dwyer**  
 CEO, Central Adelaide Local Health Network



*Verity Paterson*  
**Verity Paterson**  
 CEO, Eyre and Far North Local Health Network



*Craig Packard*  
**Craig Packard**  
 CEO, Flinders and Upper North Local Health Network



*Ngaire Buchanan*  
**Ngaire Buchanan**  
 CEO, Limestone Coast Local Health Network



*Maree Geraghty*  
**Maree Geraghty**  
 CEO, Northern Adelaide Local Health Network



*Wayne Champion*  
**Wayne Champion**  
 CEO, Riverland Mallee Coorong Local Health Network



*Susan O'Neill*  
**Susan O'Neill**  
 CEO, Southern Adelaide Local Health Network



*Lindsey Gough*  
**Lindsey Gough**  
 CEO, Women's and Children's Health Network



*Roger Kirchner*  
**Roger Kirchner**  
 CEO, Yorke and Northern Local Health Network



*Julie Hartley-Jones*  
**Julie Hartley-Jones**  
 ED, Statewide Clinical Support Services



*David Place*  
**David Place**  
 CEO, SA Ambulance Service

# Executive Summary

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## Background

One year on from the 2019 SA Health reforms, the Local Health Networks (LHNs) and their respective Boards have matured in both their management and their governance of the health services in their local geography. Each LHN has established its own unique identity to reflect the nature of its operations, staff and the community it serves. As the health services continue to mature, opportunities for collaboration are starting to emerge. One such area is the cultivation of a culture of integrity across SA Health.

## Culture and Integrity in SA Health

Integrity is a foundational attribute that underpins the strategic and cultural goals of all of SA Health.

The 2019 report by the SA Independent Commissioner Against Corruption (ICAC), 'Troubling Ambiguity', raised questions about the strength of integrity across SA Health and highlighted the possibility of a culture and sub cultures that support maladministration and other damaging practices, including bullying and harassment. The report has heightened awareness of the importance of integrity and culture as a lever for positive change.

## Purpose of this Pathway

The focus of this Pathway is to provide an understanding of how to best support and build on the shared aspiration for a culture of integrity across all of SA Health. This Cultural Evolution Pathway provides guidance and recommendations to accelerate the evolution of a culture of integrity within LHNs, the Department for Health and Wellbeing (DHW), South Australia Ambulance Service (SAAS), State-wide Clinical Support Services (SCSS) and other organisations with the public health system. The findings and recommendations within this Pathway provide a pathway to supplement and mature existing efforts to cultivate integrity within their organisation's culture.

## Current State of Culture and Integrity Improvement

All LHNs, SAAS, SCSS and the DHW have taken steps to improve their organisational culture and promote integrity within their organisations. The maturity and scale of these efforts vary across the different parts of SA Health, as each organisation attends to their own priorities and areas of focus. Many of these programs of work are showcased in the 'current state' section of this Pathway. The impact of these interventions will continue to play out over time.

As each part of SA Health continues its own journey of culture evolution, there is an opportunity to accelerate this process by the sharing of leading practice, and fostering collaboration between the LHNs, SAAS, SCSS and the DHW. System wide collaboration on culture and integrity will enable the development of resources and interventions that may be leveraged across the whole health system.

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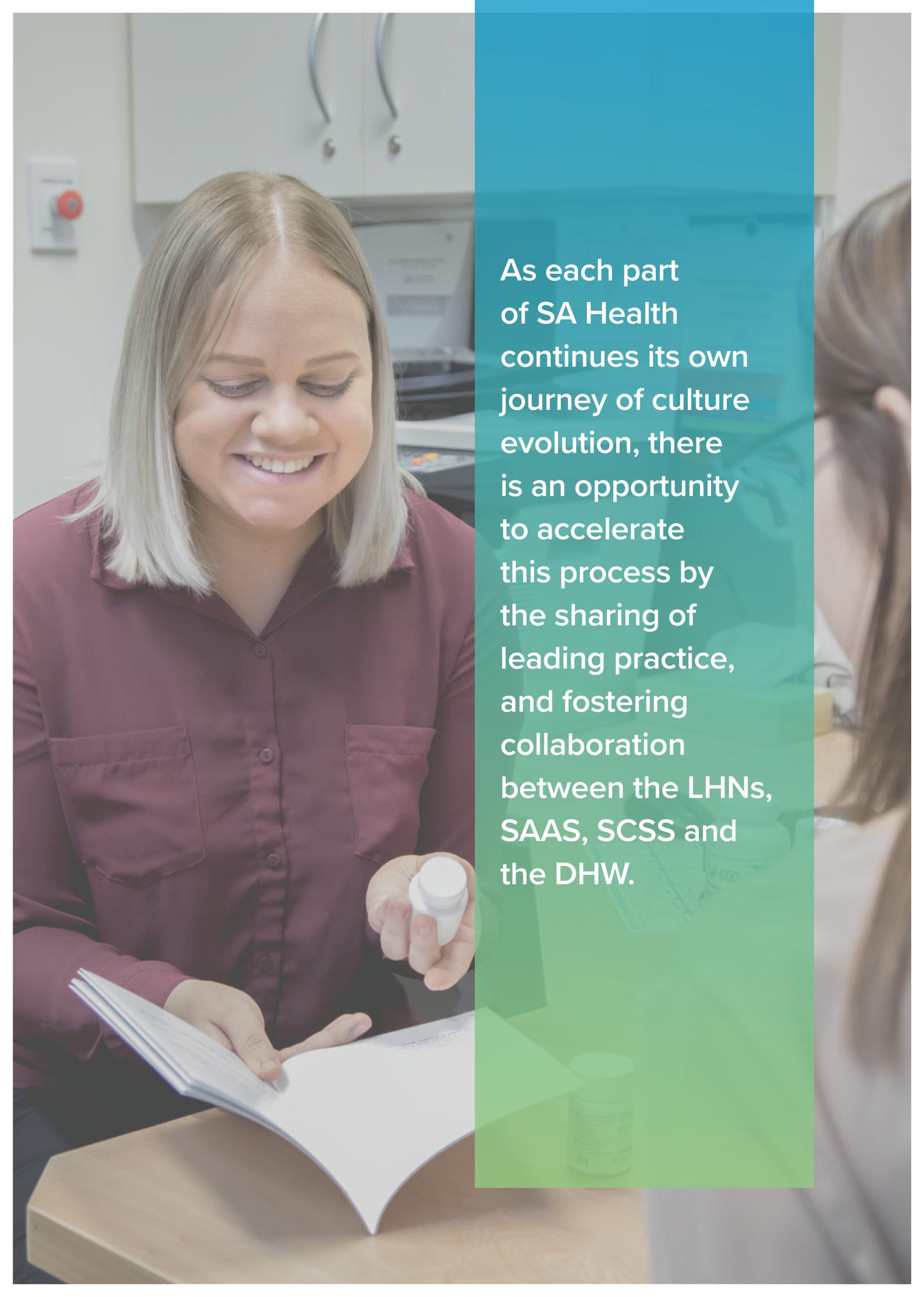
## Culture Evolution Pathway

The Cultural Evolution Pathway was informed by a review of the culture improvement work currently underway across SA Health, and through the study of leading practice in other organisations and industries. The views of SA Health staff, captured in a series of employee workshops, provided additional insights. The pathway outlines five fundamental drivers of culture that align with existing work across SA Health and provide an opportunity for collaboration and knowledge sharing between all parts of the health system. The five areas of focus for accelerating the evolution of a culture of integrity are:

- > **Governance** – culture and integrity need clear and effective governance. The creation of a SA Health Integrity Framework would clarify the structure of governance for culture across the health system and articulate the processes and approaches that organisations may adopt to improve governance and the visibility of integrity and culture issues.
- > **Psychological Safety** – developing practices and resources to equip staff to build and maintain psychological safety and ensuring a culture of ‘speaking up’ extends beyond clinical work to all other work areas.
- > **Integrity Culture Narrative** – building a system wide narrative around integrity as the shared basis of culture. Supporting the LHNs, SAAS and SCSS to integrate this narrative into their own culture and to bring integrity to life for all staff.

- > **Leadership** – cultivate a consistent and strategic approach to building and maintaining a strong pipeline of leaders across SA Health. Grow and develop leaders that can cultivate positive team cultures that align with the organisation’s values.
- > **Collaboration** – create structures and mechanisms that will enable and sustain conversation, collaboration and action across SA Health for continuing the evolution of a culture of integrity.

Uniting all parts of SA Health in the further development of these focus areas will not only strengthen integrity across the health system but will reinforce the connections between different parts of SA Health and establish a model for future collaboration.

A woman with shoulder-length blonde hair, wearing a maroon button-down shirt, is smiling as she looks down at a document she is holding. In her left hand, she holds a small white container. The background shows a clinical setting with white cabinets and a stethoscope hanging on the wall. A teal and green gradient overlay covers the right side of the image, containing white text.

As each part of SA Health continues its own journey of culture evolution, there is an opportunity to accelerate this process by the sharing of leading practice, and fostering collaboration between the LHNs, SAAS, SCSS and the DHW.

# Introduction

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## Background

SA Health is entering its second year of being a devolved health system - a system defined by local governance over health services. The establishment of 10 Local Health Networks (LHNs), each with its own Governing Board, has meant a year of redefining a system wide and organisational identity; including the establishment of six new regional LHNs from what was previously one Country Health SA Local Health Network. As part of the reform, the role of the DHW shifted to that of a system leader *“complementing and supporting the LHNs through high-level system direction and performance management”*<sup>1</sup>.

A year on from the July 2019 reform, there is much to celebrate as the organisations have developed new identities for themselves. This has been particularly evident in the collaborative commissioning cycle. Leading through the challenges encountered during the January bushfires and the COVID-19 pandemic, has further shaped the identity and culture of the SA Health system.

The system has faced external challenge too in the form of the ICAC report on SA Health Governance, ‘Troubling Ambiguity’. This report highlighted ‘cultural issues’ within SA Health and proposed that these may contribute to an elevated risk of misconduct and maladministration. As part of SA Health’s response to these findings, work on a Cultural Evolution Pathway to bring a stronger focus on culture across SA Health has commenced.

This Pathway provides an overview of organisational culture and describes the nature of a culture of integrity. A summary of the culture and integrity improvement work currently ongoing within the DHW, LHNs, SAAS and SCSS is presented alongside the themes that emerged from staff workshops that focused on staff’s experience these areas.

Five priority focus areas for evolving a culture of integrity are presented with recommendations for how these can be adopted and reinforced across SA Health. These five priority areas, together with the associated recommendations, form the basis of the SA Health Cultural Evolution Pathway.

The purpose of the Culture Evolution Pathway is to support Boards, LHNs, SCSS, SAAS and the DHW cultivate an integrity culture at scale. It provides a pathway to ensure that devolution occurs under a set of commonly held guiding principles and unites all parts of SA Health in the pursuit of a culture that brings the values of integrity to life for staff, patients and the community.

This Cultural Evolution Pathway reinforces the foundational importance of culture across SA Health and the possibilities that stem from working together to deliver better outcomes and experiences for patients and staff alike.

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<sup>1</sup> Government of South Australia (2020). SA Health governance reforms. <https://www.sahealth.sa.gov.au/wps/wcm/connect/public+content/sa+health+internet/about+us/about+sa+health/sa+health+governance+reforms/sa+health+governance+reforms>

This Cultural Evolution Pathway reinforces the foundational importance of culture across SA Health and the possibilities that stem from working together to deliver better outcomes and experiences for patients and staff alike.

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### **Purpose and Objectives of the Cultural Evolution Pathway**

The purpose of the Cultural Evolution Pathway is to:

- > Accelerate and showcase the good work that is already underway across the SA Health system in promoting an integrity culture;
- > Share examples of leading practice within the different parts of SA Health that may be leveraged by other organisations within the health system; and
- > Set out five key focus areas which will benefit from cross system collaboration in a program of work over a series of time horizons.

The Cultural Evolution Pathway presents a view of the existing interventions, policies and processes that support integrity and the development of an integrity culture. Additionally, it provides a roadmap to ensure a set of commonly held guiding principles are adopted to develop and sustain a culture of integrity. The pathway offers an opportunity for system wide collaboration; however, it is not intended to replace or override any of the cultural identities that already exist within the LHNs, SAAS, SCSS and the DHW. It provides an overarching set of focus areas to guide the system in its journey of cultural evolution.

Building and fostering culture takes time and the pathway recognises that the evolution of culture requires sustained effort and a shared commitment to deliver.

The Cultural Evolution Pathway recognises the positive efforts already underway across SA Health and provides an approach for each organisation to reinforce or supplement existing culture improvement activities. In adopting the recommendations in this pathway, LHNs, SAAS and SCSS are making a collective commitment towards a culture of integrity for all of SA Health. It is intended that the plan acts as a catalyst for the continuation of the system wide conversation on the importance of integrity and the foundational role played by culture in supporting SA Health's aspirations and goals.

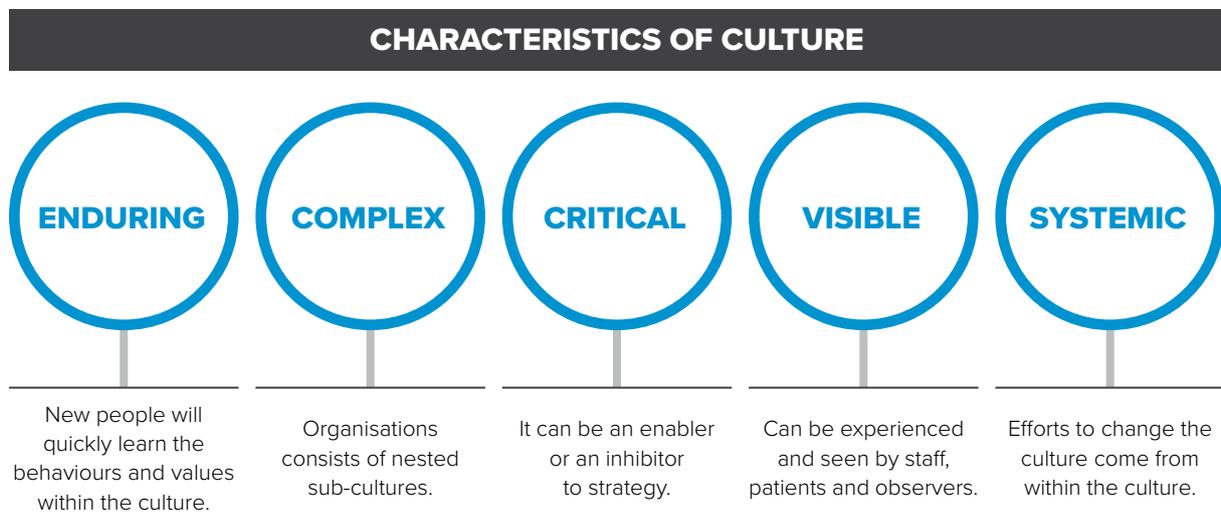


# Culture and Integrity in SA Health

Organisational culture defines the patterns and implicit agreements that determines how work gets done. It influences how people interact with each other, make decisions, care for patients and prioritise their work.

These patterns evolve as groups respond to the conditions that surround them. Culture builds over time and is shaped by both organisational features (e.g. structure, policies, systems and processes) and people characteristics (e.g. mindsets, beliefs, values, skills and motivations).

Culture underpins performance and determines how staff and consumers experience the organisation. A positive culture can be an enabler of high performance, innovation and excellence in clinical care. Alternatively, a negative culture can lead to an adverse environment where bullying and abusive behaviours can emerge. Given the central importance of culture, it merits careful attention from Executives, managers and staff. In doing so, it is worth considering the following characteristics:



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- > **Enduring** – When new people enter an organisation, they learn to adopt the patterns of behaviour and beliefs that will gain their acceptance by others. Newcomers observe and copy the behaviours that are socially rewarded. In this way, a culture can endure and is sustained, even as people come and go from the organisation.
  - > **Complex** – Organisations do not have a single, homogenous culture. Instead, they consist of multiple sub-cultures. The culture within an Emergency Department may be very different from that in Surgery. Both may share common values but will be shaped by the nature of their work and the unique characteristics of their leaders. Strong cultural values and beliefs will also exist across professional groups (e.g. Doctors holding strong values around patient care and clinical excellence, hospital managers focusing on optimising financial and organisational outcomes). This complex pattern of intersecting cultures can be a significant enabler of positive outcomes or can lead to conflict and disputes about what constitutes 'the right thing to do'. Culture emerges from a complex organisational system and, as a result, is resistant to top down control. Changing culture requires the full engagement of leaders and staff in a process of learning and adapting.
  - > **Critical** – Culture provides an organisation with its unique personality. It can be an accelerator of strategy or an inhibitor. Culture gives life to an organisation, it influences how work is done and how the organisation is experienced by staff, customers and the broader community.
  - > **Visible** – The patterns of behaviour and beliefs that define a culture can be hard to discern, but a culture can reveal itself in other ways. It can be seen in the general appearance of the work environment, how people move about and engage with their workspace, and through visible artefacts such as posters and communications. It can be heard in the language people use and the way they interact with one another. It can also be felt in the experience people have when spending time in the work environment.
  - > **Systemic** – A culture is held in place by implicit agreements between people. As such, members of a culture are often unaware of the culture's influence on their behaviour. This undermines efforts to improve or change culture, as ideas and interventions will be a product of the culture in which they arise.

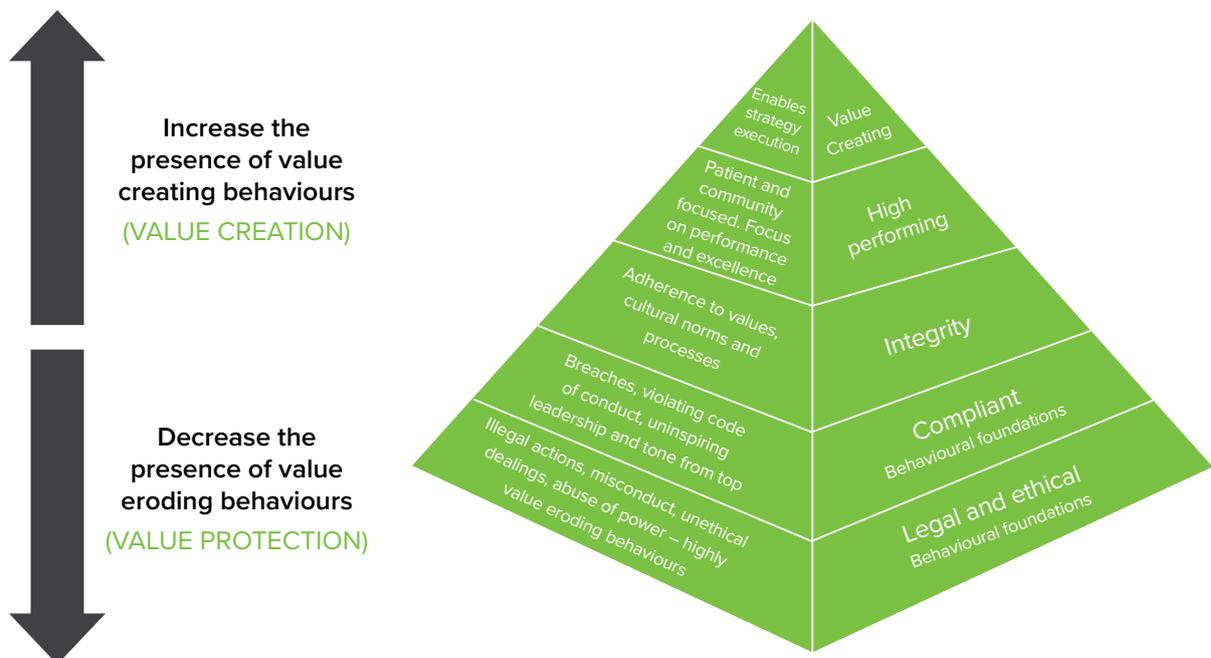
# Integrity Culture

## Integrity Culture

It can be helpful to consider culture as existing on multiple levels. Some cultural elements are shared by all parts of SA Health whilst others may develop to meet the specific needs of their organisation, department or team.

For an organisation to be at least functional, it is necessary for the culture to support behaviour that is legal and ethical (Level 1) and subsequently compliant (Level 2). Without these basic cultural foundations, it will be difficult for an organisation to survive as a sustainable entity. Such an organisation will be inhibited from striving towards an integrity culture (Level 3) that necessarily underpins high performing and value creating cultures (Levels 4 and 5).

Across SA Health, there is a shared responsibility for these foundational levels of culture. With each LHN Board and SAAS and SCSS Executives, being responsible for governing the value creating layers. Building a culture of integrity provides an opportunity for deeper collaboration across SA Health to shape to the structure and profile of their organisations.



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## 1. Legal and Ethical

An organisation must clearly articulate behaviour that will not be tolerated and provide staff with guidance on what is unacceptable. Within such a culture, staff will generally exhibit behaviour that is both legal and within the boundaries of acceptable conduct. This requires a framework of policies and the management of people to ensure these are adhered to.

## 2. Compliant

A culture of compliance is one in which staff abide by the code of conduct and guidelines relevant to their role. This requires setting out the operating environment (values, rewards, processes etc.) and behaviours (including beliefs and mindsets) that will support the organisations goals and ensure adherence to external standards and professional ethics. This is true for clinical work where a code of ethics will be incorporated into clinician's decision making. A sustainable compliance culture will embed compliance as a behavioural norm.

## 3. Integrity

An integrity culture is one where behaviour norms are established to promote important values, such as transparency, honesty, safety and care. A culture of integrity is created through the organisation wide embedding of behaviours that demonstrate and support integrity related values; this is achieved through effective leadership and clear and consistent articulation of shared values. Although important, policies and compliance alone are insufficient to create a culture of integrity; even an organisation with a comprehensive framework of policies and regulations about integrity can have poor levels of integrity if it does not have a supporting culture.

Enabling a culture of integrity will require an openness to feedback and challenge. This must be supported by a psychologically safe environment where staff feel safe to speak up and leaders have the skills required to navigate challenging conversations.

## 4. High Performing

Within a high-performance culture, the dominant patterns of behaviour will support the achievement of desired performance goals. Available discretionary effort will be applied to meet performance targets. At this level, teams and departments are able to cultivate their own positive sub-cultures that share common, organisation-wide attributes. High performing teams will focus on both team and system wide performance.

## 5. Value Creating

A value creating culture is one in which the staff pursue a compelling vision of the future by attending to strategic priorities and processes for continuous improvement. This culture supports high performance whilst shaping and building the organisation of the future.

# Current state assessment of SA Health

There has been an active focus on developing and implementing cultural reform initiatives across SA Health. Whilst some work has been a direct response to the issues raised in the ICAC report, many initiatives were already underway as part of existing plans to implement strategic priorities to drive improvements to culture, patient care, staff wellbeing and staff engagement.

This Pathway offers an opportunity for system wide collaboration between each part of SA Health, it is not intended to replace, override or add to any of the cultural initiatives that already exist within organisations; rather this is an overarching set of focus areas to guide the system in its journey of cultural evolution.

To understand and build on the work in progress across SA Health, a current state analysis was undertaken.

This analysis involved a targeted consultation process which included a series of one-to-one stakeholder consultations with Executive Leaders across SA Health and the facilitation of a series of online group workshops. These workshops engaged with cohorts of selected 'culture champions' from varying levels and departments, who had been nominated by Executive Leaders. In addition, a thematic documentation review was completed. This involved an analysis of the most recent "I Work for SA" survey results (released in 2018) and a detailed review of a number of documents which provided an overview of the initiatives currently in progress to drive cultural uplift across SA Health. For a full listing of all the cultural initiatives in place across SA Health, refer to Appendix 3.

The figures below are examples of the input received from the online group workshops.

Figure 1: A snapshot of input received from the online culture champion workshops

## What does a culture of ethics and integrity look and feel like to you?





### Findings of the current state assessment

A significant amount of activity is currently underway to drive cultural improvements across SA Health, with each organisation owning and driving their own cultural improvement plans. Culture improvement activities are integrated and focused on aspirational cultural outcomes. There is a diverse range of approaches, priorities and models deployed across the system.

The range of initiatives across SA Health can be categorised as follows:

Culture Alignment	Leadership Development	Health and Wellbeing	Diversity and Inclusion	Risk Culture	Performance Management
Pulse/engagement surveys	Middle Leaders Training Program	EAP, Peer support, Resource hubs	Cultural awareness training	Delegation and reporting	Reward and recognition programs
Values alignment (strategic plans)	Executive leaders training program	Mentally Healthy Workplaces toolkit	Reconciliation action plans	Compliance (records management and COI)	Performance management
Values alignment (guiding principals)	Women in Leadership Development program	Psychological safety/mental health first aid	Pride and celebrating inclusion events	Accountability frameworks	Succession planning/development

# Current state assessment of SA Health

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In addition to these, the current state analysis identified activities that reflected the specific cultural priorities of each LHN, including SCSS, SAAS and DHW. It is important to note that this is not an exhaustive list of activity across SA Health:

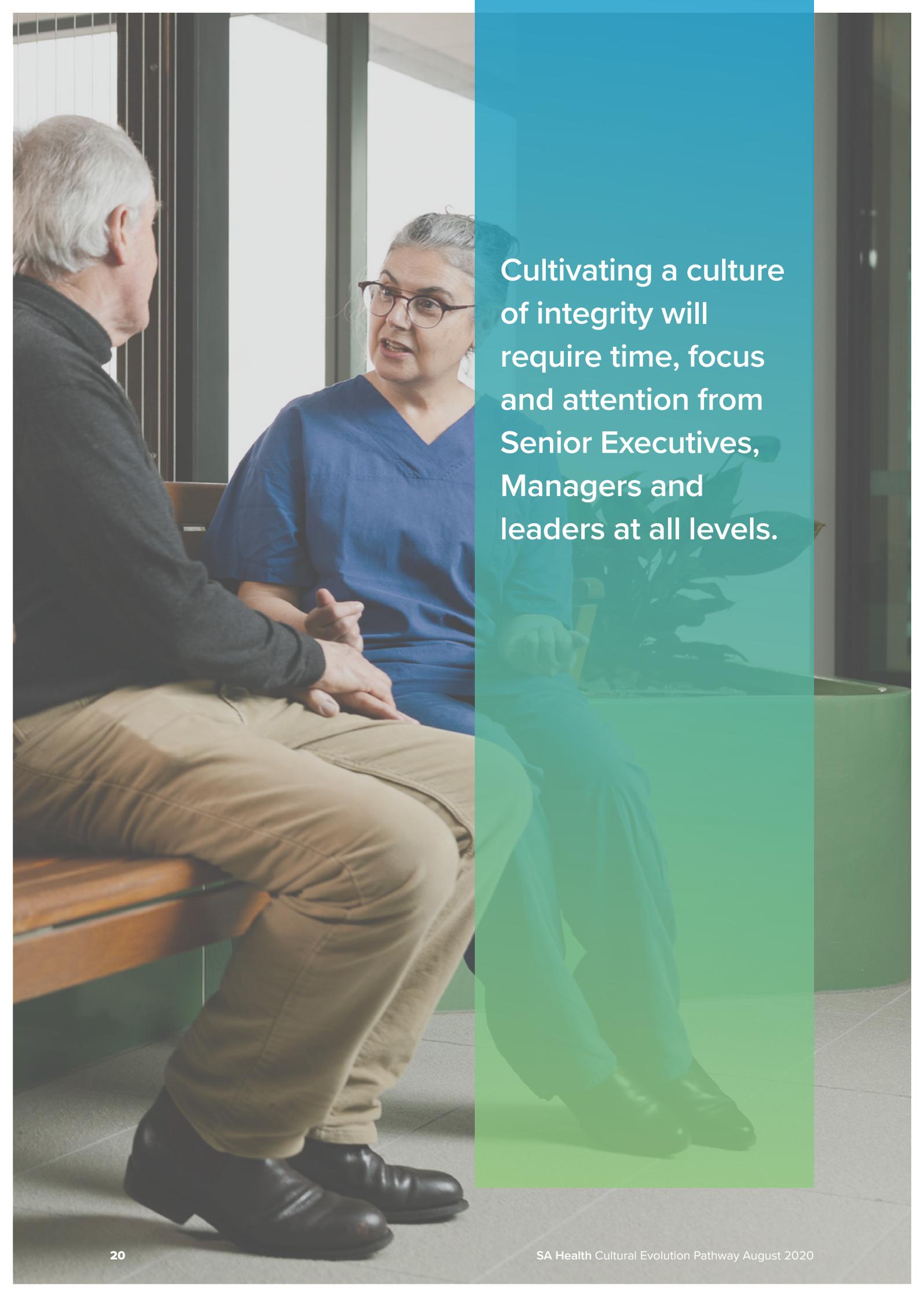
- > **System Leader (DHW):** DHW has undergone a fundamental shift as a system leader, one that is good to do business with and good at solving problems in a new environment. A series of individual executive interviews and team sessions highlighted challenges in leading cultural change, work underway and feedback on how DHW might approach culture changes that supports the current system change agenda. The sessions provided collective observations, findings and recommendations for supporting the next steps in the culture change process and informed principles of an environment for system collaboration.
- > **Bullying and Harassment Program (SCSS):** SCSS have introduced a mandatory online training program aimed at ensuring all staff are aware of what constitutes bullying and harassment behaviours. It also is aimed at educating staff on the support systems and reporting avenues available when experiencing harassment or bullying.
- > **Leadership Programs (Focus area for BHFLHN and YNCLN):** Leadership programs are a key focus area for many LHNs. BHFLHN and YNCLN are currently rolling out Leadership Programs (aimed at the Executive and Middle Management level) which are supported by workshops, peer group coaching and mentoring. These programs are focused on developing important leadership capabilities such as resilience, self-awareness and leading through ambiguity.
- > **Fatigue Management (SAAS):** SAAS have several wellbeing programs available for their staff, one of which is the Fatigue Risk Management System (FRMS). This system consists of two self-assessment tools to measure levels of employee fatigue and provides three focal reporting points for managers to assist with mitigation strategies and workforce planning.
- > **Speak up for Safety Program (NAHLN):** Inclusive Culture and Exceptional People are two of the six strategic priorities recently launched in NALHN's Strategic Plan. An example is the Mentally Healthy Workplaces Framework, creating psychological safe work environments through our widely adopted 'Speaking up for Safety' campaign which aims to empower staff to speak up and constructively challenge others in the interest of safety. NALHN is also piloting the University of SA's Psychosocial audit tool and has undertaken significant work has been undertaken in this area.
- > **Network Values (CALHN):** As part of their Culture Integrity Taskforce, CALHN has implemented and promoted the new core organisation values and behaviours. These values outline who they are, what their network stands for and the expectations of their people. These values were created based on staff consultation and feedback from the "I Work for SA" survey.
- > **Accountability Framework (WCHN):** As part of the CREATE Together Framework, WCHN has recently introduced the Studer Evidence Based Leadership tool. This tool is a platform for Directors and Managers to articulate and measure their operational goals against the strategic plan goals. This system requires managers to hold Monthly Accountability Meetings (MAMs) with direct reports to update and keep team members accountable on their progress against agreed goals.
- > **Integrated Management Framework (SAHLN):** SAHLN's Integrated Governance Framework, combined with its approach to continuous improvement, provides a method that ensures there are known and appropriate escalation points across every level of the organisation. This initiative is also focused on strengthening the overall communication across SAHLN from "ward" to "Board" level, acting as 'a line of defence' model.

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- > **Welcome, Nourish, Sustain (RMCLHN):** Following the “I Work for SA Survey”, RMCLHN established the Welcome, Nourish, Sustain program to offer a range of initiatives aimed at improving employee engagement and wellbeing. As part of this program, RMCLHN has introduced monthly recognition initiatives, a stressbuster toolkit, and provided personalised letters from the CEO for new starters.
  - > **Change Agent Program (LCLHN):** LCLHN’s Naracoorte Best Foot Forward Program is a Change Agent Program aimed at uplifting the cultural knowledge and capacity of 16 culture change champions across different workplace areas. This program is designed to encourage these change agents to better understand, drive and shape workplace culture across LCLHN. These individuals will set the standard and role model a desirable workplace behaviour for other staff to follow.
  - > **Employee Essentials Handbook (FUNLHN):** As a means to support new employees’ transition to a new place of work and to strengthen their alignment to the FUNLHN values, FUNLHN have introduced the Employee Essentials handbook. A version of this handbook is also being developed to provide additional support to Line Managers to support them with the management and HR related responsibilities they are exposed to as part of their remit.
  - > **People Development Cycle (EFNLHN):** EFNLHN have a strong focus on driving improvements to recruitment and selection of their people. This work has included the introduction of the People Development Cycle which is aimed at identifying training gaps and improving the compliance with Key Performance Indicators for all staff. This work has also been supported by refinements to recruitment and selection and the introduction of team-based PR&D training.

- > **Health Projects (Office of the Chief Psychiatrist):** Workplace policies and practices that support the psychological wellbeing of health consumers, their families and staff, are integral to a safe working environment. Towards Zero Suicide as an evidence informed approach to suicide prevention, has a foundation which uses Restorative Just Culture principles, including when adverse events occur, which encourages both accountability and learning, without blame. The approach is applicable organisation wide and has been implemented successfully within Australia and overseas. A range of other initiatives being progressed which support an effective working environment include the roll out of online training and a review of the triage process used for mental health consumers

The current state analysis also identified opportunities for collaboration across SA Health and suggested foundational conditions that should be in place across the health system. These areas have been validated during the engagement with stakeholders across the system.

Based on the extensive consultation and input across SA Health, the following section outlines our perspective of the pathway that will accelerate the cultivation of a culture of integrity. Our recommendations identify the culture related opportunities for collaboration and knowledge sharing across SA Health.



Cultivating a culture of integrity will require time, focus and attention from Senior Executives, Managers and leaders at all levels.

# Cultural Evolution Pathway

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Cultivating a culture of integrity will require time, focus and attention from Senior Executives, Managers and leaders at all levels. Whilst recognising the culture improvement work already underway across the system, there is an opportunity to establish a collaborative approach to strengthen the cultural foundations across the whole of SA Health.

Reviewing the work currently underway and reflecting on leading practice in other organisations, our Cultural Evolution Pathway defines five focus areas for cross system collaboration that will have the greatest impact in accelerating the evolution of an integrity culture. Each of these fundamental drivers of culture aligns with existing work across SA Health and provides an opportunity for collaboration and knowledge sharing. These elements came to the fore in interviews with SA Health stakeholders and were consistently discussed in the Integrity Culture Workshops. The five areas of focus for evolving and integrity culture are:

- > Governance;
- > Cultural Narrative;
- > Psychological Safety;
- > Leadership; and
- > Collaboration.

These focus areas are interrelated and mutually reinforcing. As such it is important that they are progressed through an integrated program of work. The absence of any one of these areas will undermine the impact of the others.

## Governance

Effective Governance is required to both shape an aspirational culture and to monitor the potential emergence of negative sub-cultures. Given the role that culture plays in determining organisational outcomes, the establishment of governance for culture should be a priority across all of SA Health. Culture can be a significant enabler of positive outcomes (e.g. high-quality healthcare and clinical excellence). At the same time, negative sub-cultures within departments and teams can represent a system wide risk.

Within SA Health, the management and monitoring of culture is the responsibility of the Executives across SCSS, DHW and SAAS, as well as the Boards of the LHNs. There is a strong awareness of the importance of culture among Executive teams and Boards, and approaches for the monitoring and assessment of culture are emerging in different parts of the system.

Effective governance is underpinned by a comprehensive approach to measuring and monitoring culture. Staff engagement surveys and employee pulse checks are commonly adopted across SA Health. Whilst these can provide important information on culture, on their own, they are insufficient indicators of where issues are likely to emerge, let-alone identify culture and integrity related issues as they play out. A common approach to measuring and monitoring integrity culture across SA Health will enable an aggregate view of integrity culture across all of SA Health whilst still allowing each organisation to adapt the approach to its own needs.

There are examples of reporting processes in different parts of SA Health that can provide visibility of integrity and culture issues (e.g. staff complaints, staff wellbeing hotline, employee surveys, Statements of Interest). However, across the health system there is a lack of consistency in approaches to monitoring and measuring culture. The effective monitoring and measurement of culture requires a regular and holistic review of operational, performance and people metrics. Cultural insights can be developed by reviewing existing organisational metrics, rather than adding a set of specific 'culture' performance indicators.

# Cultural Evolution Pathway

People, operational and risk measures are commonly in place across SA Health that, when combined, may be used to provide an indication of 'culture'. Once identified, these can be brought together using simple dashboard visualisations to create insights as to what may be driving aspects of the organisation's culture. Dashboards visualising a quantified view of 'culture' measurements can point Boards and Executives to where and why misconduct might be happening and how effectively it is being resolved. It will also pinpoint where leaders need to focus their energy, for example highlighting:

- > Where patient care and safety may be at risk;
- > Where they are likely to have capability gaps in leadership teams; and
- > Where staff issues may exist.

## Insights from Integrity Culture Workshops

The feedback from the Integrity Culture Workshops strongly highlighted that oversight and governance are important levers for cultivating a culture of integrity.

### GOVERNANCE

#### A sample of commentary from Integrity Culture Workshops:

- > Transparency, as a value, is not always prioritised
- > There needs to be clarity around what constitutes as accepted and non-accepted behaviour
- > We need to be okay across SA Health with being in the red (in terms of traffic light reporting)
- > What we measure is what we get, there is an opportunity to clarify better construct performance targets to support cultural behaviours

## Recommendations

It is recommended that a SA Health Integrity Framework is established to clearly define responsibilities for developing and sustaining a culture of integrity, including the role of the DHW and other SA Government Departments. The framework will be developed through a collaborative process involving all of SA Health and facilitated by the DHW. Once established, it will act as a guide to the management of integrity across SA Health and provide a model for the continuous improvement of culture within LHNs. The framework would include:

1. Roles and responsibilities for defining, cultivating and maintaining a culture of integrity across all of SA Health;
2. A defined framework for the measurement and management of cultural risk within LHN's and across the SA Health system;
3. Guidance on the policies, guidelines and resources available to support a culture of integrity; and
4. A maturity model to enable LHNs, SCSS, SAAS and the DHW to assess their current practices and identify opportunities for improvement.

## Maintaining a Culture of Integrity

The framework will clearly define the role and responsibilities of the SA Health Executives and Boards with regards to managing culture and integrity. The framework will go further and define a supportive and facilitative role for the DHW in helping LHNs, SCSS and SAAS mature their approach to cultural risk. In playing this role, the DHW can research and promote best practice in shaping a culture of integrity within a health environment. The DHW can also identify opportunities for collaboration across SA Health to promote integrity within culture.

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## Monitoring Culture

The framework will define minimum standards for the creation of a culture and conduct dashboard to enable the effective monitoring and management of culture and integrity risk across SA Health. The framework will allow for each organisation to select the operational measures that are most relevant for their context and incorporate existing measures to build their own dashboard. Ideally, the review of the dashboard will be supplemented by senior leader's observations from 'walking the floor' and other employee feedback that may be available.

## Maturity Model for Evolving Culture

A maturity model is a framework with a fixed number of maturity stages to enable organisations to both assess their current level of maturity and to understand the steps they can take to grow in maturity. In this context, maturity is a measurement of an organisation's ability to shape, cultivate and monitor culture.

The maturity model will set out important areas of focus and examples of leading practice to support the shaping and maintenance of a culture and integrity. The model will act as a resource for all of SA Health to both assess their current state of maturity and identify ideas for improvement. This aspect of the framework may be created as a 'living document' that is updated over time as new approaches are researched and innovative ideas deployed by LHNs, SAAS, SCSS and the DHW.

## Measurement of Culture

Culture can be hard to discern, but it can be measured. Employee engagement and climate surveys (e.g. the OCPSE 'I Work' survey) can provide cultural insights (e.g. the degree to which leaders and staff align with and promote SA Health values), however this survey could benefit from refinement to maximise its value, such as improving the completion rate and through providing demographic and occupation related data. The framework will define the measures to be included in employee surveys to ensure there is adequate insight into culture and integrity issues within LHNs (including SAAS, SCSS and DHW) and across SA Health (e.g. questions on employee wellbeing, values alignment and leadership and working conditions can provide insights into the prevailing culture of integrity). Other culture measurement tools, (e.g. Barrett Culture Survey) can be deployed to assess the values and behaviors that are supported by an organisation's existing culture and to tap into the cultural aspirations of employees. Without being prescriptive about the measurement tools to be used, the framework will outline how each organisation can use these types of measures to help shape their aspirational culture.

# Cultural Evolution Pathway

## Integrity Culture Narrative

A strong cultural narrative can shift the sense of what is important and valued. It comes alive in the stories that people tell and the role modelling of integrity values by leaders. Such narratives can provide staff with an appreciation of the rationale for culture change and what the desired culture looks and feels like. Importantly, it can support a common understanding of the foundational role of integrity in supporting patient care, staff wellbeing and engagement.

Developing a compelling vision of a culture of integrity across all of SA Health will support a greater focus on integrity and the opportunity to create a cultural shift. There is a need to bring integrity to life for the people working in all areas of SA Health. Whilst each entity must develop a narrative to reflect its own unique culture, the embedding of common elements can position integrity as a unifying aspiration shared by all parts of SA Health.

Feedback from participants in the Integrity Culture workshops demonstrated a strong desire for a greater focus on integrity as a value. In addition, participants highlighted the need for clarity with regards to the behaviours, standards and expectations that define integrity.

### Current State

Many of the organisations across SA Health have cultural aspirations that are shaped by strategic priorities, staff values and the needs of the community they serve. A foundational culture of integrity can underpin these cultural aspirations and provide a unifying and compelling commitment to integrity across all of SA Health. There is an opportunity to develop, communicate and bring to life a compelling narrative for a culture of integrity across SA Health.

### Insights from Integrity Culture Workshops

There was strong and consistent feedback from the Integrity Culture Workshops which highlighted the importance of having a consistent integrity culture narrative across SA Health.

## CULTURAL NARRATIVE

### A sample of commentary from Integrity Culture Workshops:

- > It needs to be about raising the bar, both from the bottom up and top down
- > It needs a scaffold in terms of shared goals, shared vision and understood ways of working
- > Everyone knowing and wanting to achieve the common goal, where staff participate in problem solving and see themselves as part of the solution
- > We need to be able to translate, across all levels and professions, what a culture of integrity means for the individual on the ward, the clinic or the office
- > Integrity involves not only doing what is right when everyone knows, but when no one is watching

## Recommendations

Establish a clear Integrity Narrative for all of SA Health that is grounded in the experience and aspirations of the SA Health staff. The narrative should align with existing and emerging frameworks within SA Health and the broader SA public sector. Ideally, the development of the narrative will build on and reflect the prevailing cultural values across SA Health and will be a narrative that resonates and engages with SA Health staff and consumer advocates. It will include:

- > Clear definition of the values and outcomes that the integrity culture will support;
- > Behavioural examples of integrity in action within a health environment;
- > Clarity on behaviours and actions that will not be tolerated; and
- > Define aspirations for how the different parts of the SA Health system (e.g. teams, departments and LHNs, including SAAS, SCSS and DHW) relate to each other.

The narrative is intended to supplement rather than replace the existing communication campaigns around integrity across SA Health. Once the narrative has been defined, each organisation can individually plan how to bring the Integrity Narrative to life across their organisation and how to incorporate it into existing communication campaigns.

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## Psychological Safety

Cultivating a culture that promotes psychological safety is a powerful safeguard against bullying and harassment. Bullying and harassment can have serious consequences for the mental health and wellbeing of employees. Beyond the adverse impact on the mental and physical wellbeing of individuals, bullying and harassment can undermine patient care, safety and, when made public, the reputation of SA Health within the community.

Bullying is not simply interpersonal conflict. Research has shown bullying and harassment arises out of the complex interplay of multiple social factors including:

- > **Policy and processes** – The absence of clear guidelines on how to respond to incidents of bullying and harassment can lead to an unwillingness of management to take strong action;
- > **Power structures** – A high power distance between people that work together can create a dynamic where bullying behaviour may be seen as an accepted norm;
- > **Individual traits** – Some individuals have personality traits that make it more likely that they will, within an enabling environment, engage in bullying behaviour; and
- > **Interpersonal relations** – Ineffective communication skills can inhibit the development of trusting relationships which, in turn, can undermine feelings of safety and certainty amongst staff.

When considering interventions to minimise this risk, it is important to shift the focus from individual behaviours to an understanding of the multiple factors that lead to high risk environments. There are a range of interventions and strategies that can mitigate the risk of emerging bullying cultures. Within a large organisation like SA Health, sub-cultures can arise that enable systematic bullying and harassment. These sub-cultures can remain hidden as people feel uncomfortable in reporting or challenging this behaviour.

There are several strategies that, when combined, reduce the risk of bullying and harassment. Including:

- > A zero-tolerance policy towards bullying and harassment;
- > Education and communication of clear guidelines that both define what bullying and harassment is and how it should be reported and managed;
- > Ongoing monitoring of employee climate through the use of staff pulse surveys;
- > ‘Floor walking’ by senior leadership and direct engagement with staff at all levels, and
- > Campaigns and interventions to promote employee wellbeing, pro-social behaviours and organisational values.

## Psychological Safety

Bullying and harassment is a sustained pattern of behaviour that is enabled by the reluctance of others to speak up or challenge the behaviour. This occurs in a culture where there is insufficient psychological safety.

Psychological safety refers to employee’s perceptions about the consequences of interpersonal risks in their work environment. It is experienced when thinking about how others will respond when one speaks out, makes a mistake, or challenges others. Most importantly, the development and maintenance of psychological safety can reduce the likelihood of bullying and harassment emerging. Research has demonstrated the benefit of a psychological safe culture in preventing mistakes within high risk industries and promoting organisational learning and continuous improvement. Within these environments, staff at all levels feel comfortable in pointing out mistakes and questioning decisions, regardless of the seniority of others in the group.

Within a psychological safe environment, it is more likely that staff will speak up and challenge others, including senior staff, when they observe incidents of bullying and harassment, or other integrity issues.

# Cultural Evolution Pathway

## Building Psychological Safety

Cultivating a culture of psychological safety is primarily a role for leaders. It is important that leaders understand their responsibility for developing a healthy team culture, as well as ensuring the delivery of clinical or operational outcomes. Leaders that build psychological safety:

- > Frame the team's responsibility to collectively build a strong team culture;
- > Build an understanding of the importance of speaking up to encourage learning, improve safety and maintain relationships of trust;
- > Role model humility and a desire to learn from mistakes;
- > Establish a ritual of check-ins that encourage others to speak up;
- > Develop a communication style that balances listening with the asking of good questions; and
- > Seek feedback from their team.

Psychological safety is more likely to thrive in an organisation that encourages transparency. Staff climate surveys, 360 reviews of leaders and exit interviews can help in creating the transparency for psychological safety to grow.

## Current State

Like any large organisation, the LHNs, SAAS, SCCS and the DHW, have had to manage staff complaints about bullying and harassment. To date, however, there has been no review or audit to determine if bullying and harassment is a problem across SA Health compared to other government departments and the health services with other states. There is anecdotal evidence that bullying and harassment is an issue in SA Health. The 2019 ICAC report, 'Troubling Ambiguity', detailed staff feedback and other observations that suggested incidents of bullying behaviour and a reluctance amongst staff to report or challenge this behaviour. Interviews with SA Health stakeholders have also highlighted a perception that there are incidences of bullying and harassment. Whilst the scope of the issue is unclear, a substantial amount of work is ongoing to promote a caring work environment that supports mental and physical wellbeing.

Significant work is also being directed at addressing the risk and impact of bullying and harassment. This is inclusive of the development of a SA Health Prevention of Bullying and Harassment Policy Directive that will be rolled out across SA Health. Some organisations have taken steps to provide training to staff on creating psychological safety and many others have developed leadership programs that build skills in effective communication and emotional intelligence. At present, there is no framework to integrate all initiatives and activities together and ensure there is sufficient participation across SA Health. In addition, there is no clear approach to tracking the impact of activities aimed at reducing incidences of bullying and cultivating psychological safety.

## Insights from Integrity Culture Workshops

There was strong and consistent feedback from the Integrity Culture Workshops which highlighted the importance of improving psychological safety to uplift the culture across SA Health.

### PSYCHOLOGICAL SAFETY

#### A sample of commentary from Integrity Culture Workshops:

- > It needs to feel safe for the staff who work there, so that they can challenge, question, suggest new ideas and give feedback
- > We need to be an organisation that empowers staff and consumers to have a voice and make changes to ensure safety, quality and a person/family centred culture
- > A workplace where diversity of thought, opinion and ideas is encouraged
- > We need to go beyond removing the fear of 'Speaking up', and go as far so that it is exciting to do so
- > There is too much passive acceptance of individual behaviour (e.g. That's just how X Doctor talks...)
- > There needs to be clear reporting avenues supported by tangible solutions to protect the wellbeing and safety of staff

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## Recommendations

Develop a framework for the management of bullying and harassment for each organisation to adopt and bring to life the framework. This would include:

- > A set of local and SA Health wide policies and guidelines to support effective management of bullying and harassment and to promote the value of relationship of trust within teams;
- > Leadership development and the establishment of a 'Tool Kit' of resources to help leaders cultivate psychological safety within their team;
- > An approach to measuring and monitoring psychological safety within teams;
- > Availability of training for staff to build awareness of the nature of bullying and harassment and to build the capabilities to effectively 'speak up'; and
- > 'Speak Up Moments' embedded as rituals within regular team and operational meetings.

The framework will act as a resource for LHNs, SCSS, SAAS and the DHW to further mature their capacity to mitigate the risk of bullying and harassment.

Psychological safety is an outcome for organisations that promote relationships and partnerships of trust and openness. Not only between individuals, but also between teams and departments. The quality of relationships between people and teams should remain a priority focus area for Executive teams and Boards.

When considering interventions to minimise this risk, it is important to shift the focus from individual behaviours to an understanding of the multiple factors that lead to high risk environments.

# Cultural Evolution Pathway

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## Values Based Leadership

Leadership, at all levels, is a powerful lever in shaping an organisation's culture. Leaders are culture shapers. They set the cultural tone for an organisation in the decisions they make, their interactions with staff and the values that they role model. Effective leadership promotes the espoused values of the organisation. More importantly, leaders must create the conditions for others to demonstrate integrity. The cultivation of an integrity culture requires leaders to focus on the environment that they create for their team.

This environment is shaped by the behaviours and values that the leader reinforces and enables.

## Leadership Strategy

An organisation's leaders are a product of the system that created them. Approaches to identifying, selecting, developing, and evaluating leaders will, over time, shape the quality and style of an organisation's leaders. Often, it is the application of these processes, rather than the processes themselves, that determines the effectiveness of the approach.

Creating and maintaining a strong pipeline of leaders, who are ready to support an organisation's strategic and cultural aspirations, requires a leadership system that aligns and integrates processes to identify, select, develop and support leaders at all levels. A strategic leadership perspective will balance both long and short-term leadership needs. In the short term, the focus may be on targeted leadership development programs to address critical skill gaps. A longer-term perspective may consider the organisational shift required to maintain and create a pipeline of leaders that can meet the future needs of the organisation. Such a perspective may consider:

- > The future leadership needs of the organisation in terms of important leader driven outcomes;
- > Balancing program driven leadership development with alternative approaches that bring development closer to performance in role;

- > The alignment and integration of multiple people levers – talent identification, assessment, selection, development and support processes – to meet the future leadership needs of the organisation;
- > Shifting the mindsets and attitudes around the leadership role in the organisation; and
- > Establishing adequate governance for leadership.

The selection process for leadership positions is an important lever for change. Ideally, leadership selection will include both a consideration of technical/clinical skills, and a credible assessment of the attributes, values and capabilities of candidates. Other leadership processes should be used to further reinforce the 'right kind of leadership'.

## Current state

Programs that promote strong leadership behaviours and values are commonly established across SA Health. There is robust evidence indicating that each LHN has invested a significant amount of time, effort and resources into creating or leveraging leadership programs to develop current and future leaders. Examples of these programs include:

- > Executive Leaders Training Program;
- > Middle Leaders Training Program;
- > Women in Leadership Development Program;
- > Managers Essentials Program; and
- > Growing Leaders Program.

These programs present a compelling opportunity to engage leaders of all levels in the development of an integrity culture. Many of the programs promote effective communication and leadership as a means of enhancing staff wellbeing. Where possible, this may be supplemented with a focus on the skills required to build team and department cultures.

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## Development

Each organisation has its own leadership priorities; however, it is likely that many of the qualities and capabilities being developed are required by leaders across the whole of SA Health. There is a compelling opportunity for better collaboration across the system, with the sharing of best practice approaches to developing the leadership qualities required to support a culture of integrity is apparent.

## Selection

The adoption of values based selection and recruitment is evidence that some organisations are focusing on improving the selection of leaders. However, there is no clear evidence across SA Health of an integrated leadership strategy that creates alignment between all aspects of the management of leaders.

## Insights from Integrity Culture Workshops

There was strong and consistent feedback from the Integrity Culture Workshops highlighting the importance of leadership in the ownership and enhancement of a culture of integrity.

## Recommendations

### Leadership Strategy

It is recommended that a leadership strategy framework, informed by research and a review of current best practice across SA Health, is established to provide a basis for LHNs, SCSS, SAAS and the DHW to continue the evolution of their approach to leadership. Noting that there is already significant investment in leadership programs across the system, this framework will seek to leverage whole of system and broader whole of government opportunities.

The leadership strategy framework will describe the key elements and principles when considering a leadership program. With movement of leaders across the whole of SA Health, there is an opportunity to establish system wide visibility of the leadership pipeline across SA Health. This will also allow for a greater movement of leaders and opportunities for secondments to other parts of SA Health. A strong cadre of leaders across the system will be a powerful asset in creating a culture of integrity.

## LEADERSHIP

### A sample of commentary from Integrity Culture Workshops:

- > Leaders need to better understand the issues faced by staff
- > It's important that they deal with conflict and difficult issues in a timely way, and to communicate outcomes to the workforce
- > They need to role model the values of the organisation, and to construct and enable an environment which allows us to do so - our leaders need to walk the talk
- > We need better structured training, particularly for middle managers
- > That they value our committed and passionate staff, and that they reward and recognise those for doing the right thing

# Cultural Evolution Pathway

## Collaboration

The cultivation of a culture of integrity is a shared aspiration across all parts of SA Health. Whilst each organisation owns the aspects of their culture that support their unique strategic and performance aspirations, integrity culture is something that can unite the whole of SA Health. The creation of an integrity-based culture presents itself as a compelling opportunity for collaboration across the whole of SA Health. Collaboration opens the potential to share best practice, leverage diverse perspectives, and strengthen the connections between different parts of the health system.

Culture change across SA Health is an adaptive challenge that requires ownership and commitment. It also requires buy-in and involvement from all parts of the system. In line with the framework of SA Health governance, and to further develop collaborative relationships, the ownership of the Cultural Evolution Pathway should be spread across all parts of the system with the DHW to centrally play a facilitation and support role. This role can include:

- > Researching best practice in other jurisdictions and in other industries;
- > Facilitating collaboration between LHNs, SAAS, SCSS, the DHW, as well as services and teams;
- > Leveraging whole-of-government resources to develop and deliver cross SA Health resources to shift culture;
- > Providing an independent review/audit service to all of SA Health to grow maturity on managing culture; and
- > Analysing data across SA Health on integrity and culture.

With DHW playing a facilitative and supporting role, the LHNs, SCSS and SAAS will have joint accountability for the successful adoption of the Cultural Evolution Pathway.

## Insights from Integrity Culture Workshops

There was strong and consistent feedback from the Integrity Culture Workshops highlighting the importance of leadership in the ownership and enhancement of a culture of integrity.

### COLLABORATION

#### A sample of commentary from Integrity Culture Workshops:

- > Staff need to feel like they are part of the delivery and planning of our services
- > There needs to be a shift in focus in how we can proactively drive service, as opposed to adopting to reactive behaviours
- > A focus on building better relationships which leads to better results
- > We need to be a workplace that works cohesively in achieving the best delivery of services
- > Need to not just be talking about the issues, actions speak far more than words
- > Integrity means all being together, in one structure. Health at present feels as if it is in many pieces, State and Federal (and lots of silos).

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## Recommendations

It is recommended that an across SA Health forum is established to provide a vehicle for collaboration and the sharing of best practice to support the evolution of an integrity culture across SA Health. To ensure the efficacy of the forum, it is further recommended that:

- > The members of the forum are drawn from senior leaders across the LHNs and include representation from SAAS, SCSS, DHW, clinical and non-clinical staff and consumer representation;
- > The forum is provided with sponsorship from a Senior Executive within SA Government;
- > The forum is provided with a clear mandate, from the LHN, SCCS, SAAS and DHW Chief Executives; and
- > The forum is in place for a minimum of three years.

Membership of the forum should be by nomination, with clear guidelines on the ideal member profile.

For example:

- > Senior leaders who have demonstrated good communication and influence skills;
- > Individuals who have an interest in culture; and
- > Value driven individuals who are committed to the improvement of SA Health as a system.

The forum should be structured and set up with conditions that support its success as a team.

For example:

- > A clear mandate;
- > A designated leader;
- > The right mix of skills and experience;
- > A purpose that the members believe to be compelling;
- > The resources to support them in their task;
- > Behavioural norms and agreed ways of working; and
- > A reporting or evaluation mechanism used to monitor progress.

Collaboration opens the potential to share best practice, leverage diverse perspectives, and strengthen the connections between different parts of the health system.

# Cultural Evolution Pathway

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Each LHN, including SAAS, SCSS and DHW, has demonstrated cultural growth and maturity following the devolution of the SA Health System in 2019. Substantial progress has been made across SA Health, with each organisation establishing their own discrete identities, which are reflective of the unique characteristics of the community they serve, the values of their staff and services they provide. Culture change has been a clear priority shared across all of SA Health, demonstrated by the significant progress and activity to date.

The purpose of this report is to support the ongoing efforts across the LHNs, SAAS, SCSS and the DHW and to provide a pathway to further accelerate cultural change under a uniting set of guiding principles.

These uniting principles were identified as part of a detailed current state assessment. Five interrelated pillars were consistently raised through a detailed stakeholder consultation process, as the key levers to guide future decision making and were considered to be most influential in driving integrity uplift across SA Health.

These pillars are outlined below:

- > **Governance** – culture and integrity need clear and effective governance. The creation of a SA Health Integrity Framework would clarify the structure of governance for culture across the health system and articulate the processes and approaches that organisations may adopt to improve governance and the visibility of integrity and culture issues.
- > **Psychological Safety** – developing practices and resources to equip staff to build and maintain psychological safety and ensuring a culture of ‘speaking up’ extends beyond clinical work to all other work areas.
- > **Integrity Culture Narrative** – build a system wide narrative around integrity as the shared basis of culture. Supporting the LHNs, SAAS and SCSS to integrate this narrative into their own culture and to bring integrity to life for all staff.
- > **Leadership** – cultivate a consistent and strategic approach to building and maintaining a strong pipeline of leaders across SA Health. Grow and develop leaders that can cultivate positive team cultures that align with the organisation’s values.
- > **Collaboration** – create structures and mechanisms that will enable and sustain conversation, collaboration and action across SA Health for continuing the evolution of a culture of integrity.

This report has provided a suite of recommendations across each of the five pillars to help coordinate a united response for all of SA Health to drive cultural reform. The following pages provide a visual conceptualisation of the recommended strategies to build momentum, facilitate action and act as a catalyst for cultural evolution.

# Culture Evolution Pathway

## Activity timeline: Culture and integrity pathway

Key Pillars	Phase One (0 – 3 months)	Phase Two (4 – 6 months)	Phase Three (6 – 9 months)
 <b>GOVERNANCE</b>	<b>Laying groundwork on Integrity Framework</b> <ul style="list-style-type: none"> <li>Bring together the cross SA Health group that will work together on the Integrity Framework. Map out the current state with regards to the governance of culture and integrity. Review approaches to measuring and monitoring culture.</li> </ul>	<b>Building the Framework</b> <ul style="list-style-type: none"> <li>Engage Executives and other stakeholders in the development of the Integrity Framework. Create a series of drafting and review 'sprints' to progress the development of the Framework. Finalise the Framework and develop a plan to engage the LHNs.</li> </ul>	<b>Refining the Framework</b> <ul style="list-style-type: none"> <li>Undertake a review of the adoption and effectiveness of the Framework. Engage representatives from LHNs, Boards and the DHW to revise both the content and usage of the Framework.</li> </ul>
 <b>CULTURAL NARRATIVE</b>	<b>Determining the current culture</b> <ul style="list-style-type: none"> <li>Assess the current perceptions of culture and the dominant values across SA Health from staff surveys and other feedback tools. Develop a view of the key stakeholders to engage with to build the Cultural Narrative.</li> </ul>	<b>Creating a unifying Cultural Narrative</b> <ul style="list-style-type: none"> <li>Engage with each of the LHNs to explore how staff understand and perceive integrity. Tap into the values of integrity that are grounded in the day to day experience of SA Health staff. Develop a communication and enrolment plan to bring Cultural Narrative to life across all parts of SA Health.</li> </ul>	<b>Launching the Cultural Narrative</b> <ul style="list-style-type: none"> <li>Promote the Cultural Narrative through engaging with CEs, Comms teams, and identified stakeholders to disseminate key messages across LHNs. Provide clarity to all employees of their role in supporting the Cultural Narrative. Assess and measure employee alignment to the Cultural Narrative.</li> </ul>
 <b>PSYCHOLOGICAL SAFETY</b>	<b>Researching Psychological Safety approaches</b> <ul style="list-style-type: none"> <li>Similar to the work complete on the bullying and harassment directive, complete a review of the policies, processes and procedures that establish behavioural standards across LHNs (e.g. psychological safety training / code of conduct). Understand the potential employee behaviour risks across LHNs by reviewing employee feedback data.</li> </ul>	<b>Introducing approach to Psychological Safety</b> <ul style="list-style-type: none"> <li>Implement a system wide workplace bullying reporting and response procedure. Work with leaders to coach them on how to use the leadership "Toolkit". Articulate clear behavioural standards for employees and communicate the platforms and tools available to encourage 'Speak up' behaviours.</li> </ul>	<b>Assessing Psychological Safety</b> <ul style="list-style-type: none"> <li>Work with leaders, and HR to understand the impacts of the Psychological Safety approach by reviewing results of employee feedback (surveys, reported incidents, employee data, etc.). Roll out targeted responses to specific high-risk sub-cultures or environments as required.</li> </ul>
 <b>LEADERSHIP</b>	<b>Identifying Leadership Programs</b> <ul style="list-style-type: none"> <li>Conduct an audit of senior leader and middle manager leadership programs currently in place across LHNs. Identify elements of good practice and use these to develop a Leadership Framework that will strengthen the leadership pipeline, align the leadership values, and uplift cultural capability.</li> </ul>	<b>Implementing Leadership Framework</b> <ul style="list-style-type: none"> <li>Leverage the research on LHN leadership initiatives to develop and pilot the Leadership Framework for senior and middle leaders. Develop consistent criteria for selection onto leadership programs. Promote visibility and transparency of leaders across the system.</li> </ul>	<b>Reviewing the Leadership Framework</b> <ul style="list-style-type: none"> <li>Determine the effectiveness of the Leadership Framework, by engaging with leaders and reviewing staff feedback. Engage with leaders involved in the pilot to refine elements of the Framework. Increase opportunities to develop the leadership pipeline, encouraging secondment opportunities.</li> </ul>
 <b>COLLABORATION</b>	<b>Understanding the current Culture Forums</b> <ul style="list-style-type: none"> <li>Develop a view of the role, purpose, frequency and effectiveness of current information sharing forums across LHNs. Identify and invite identified employees to participate in and lead the Cultural Network across all LHNs.</li> </ul>	<b>Initiate Culture Network</b> <ul style="list-style-type: none"> <li>Connect as a group to define group purpose, terms of reference and roles and responsibilities for the Cultural Network group. Establish a regular meeting cadence and allocate work effort for each group member. Provide regular progress updates to the group and share ideas as required.</li> </ul>	<b>Evaluating the Culture Network</b> <ul style="list-style-type: none"> <li>Determine the effectiveness of the Culture Network, assessing performance indicators, resource allocation, and individual feedback. Review the role of the Culture Network and update responsibilities and supports as required</li> </ul>

# Appendix

The following three appendices provide a summary view of the workshop inputs and documentation review used to complete the current state assessment of SA Health:

- > Department for Health and Wellbeing (DHW)
- > South Australia Ambulance Services (SAAS)
- > State-wide Clinical Support Services (SCSS)
- > Barossa Hills Fleurieu Local Health Network (BHFLHN)
- > Central Adelaide Local Health Network (CALHN)
- > Eyre and Far North Local Health Network (EFNLHN)
- > Flinders and Upper North Local Health Network (FUNLHN)
- > Limestone Coast Local Health Network (LCLHN)
- > Northern Adelaide Local Health Network (NALHN)
- > Riverland Mallee Coorong Local Health Network (RMCLHN)
- > Southern Adelaide Local Health Network (SALHN)
- > Women's and Children's Health Network (WCHN)
- > Yorke and Northern Local Health Network (YNLHN)

**Figure 1: Workshop outputs (Responses received via an online voting/polling technology)**

An aggregate view of participant responses collated across all culture workshops. Participant responses were used to inform the selection of the five priority areas

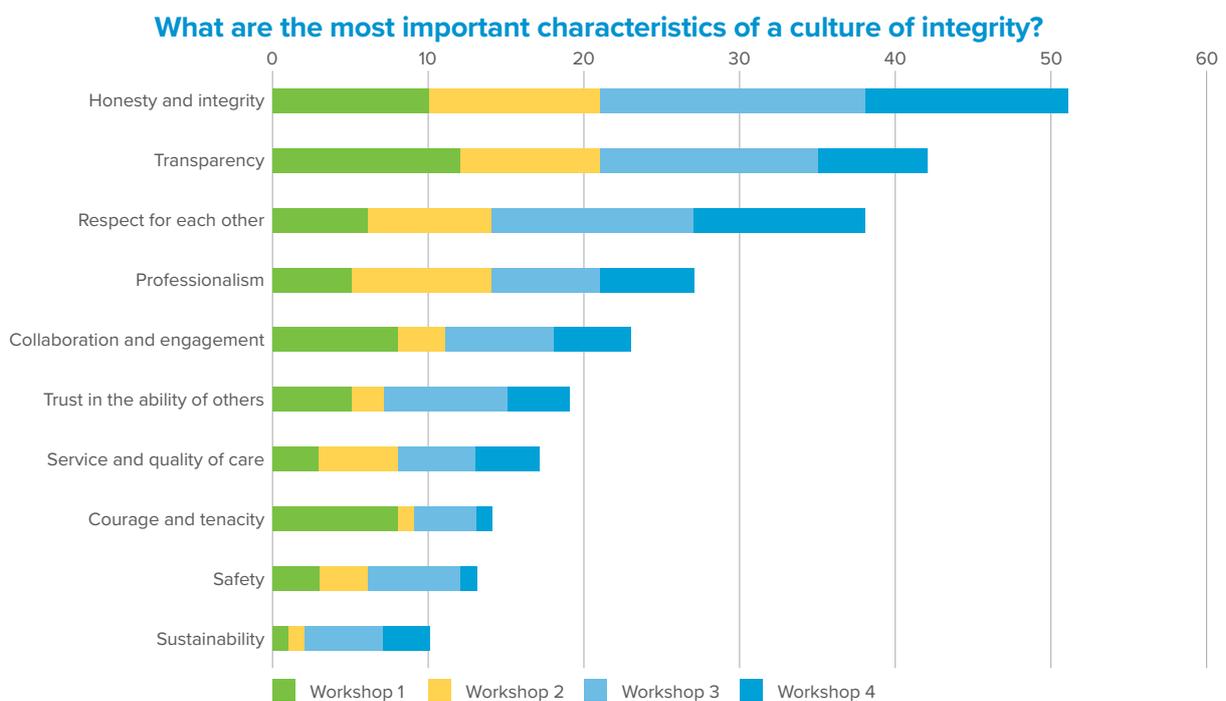
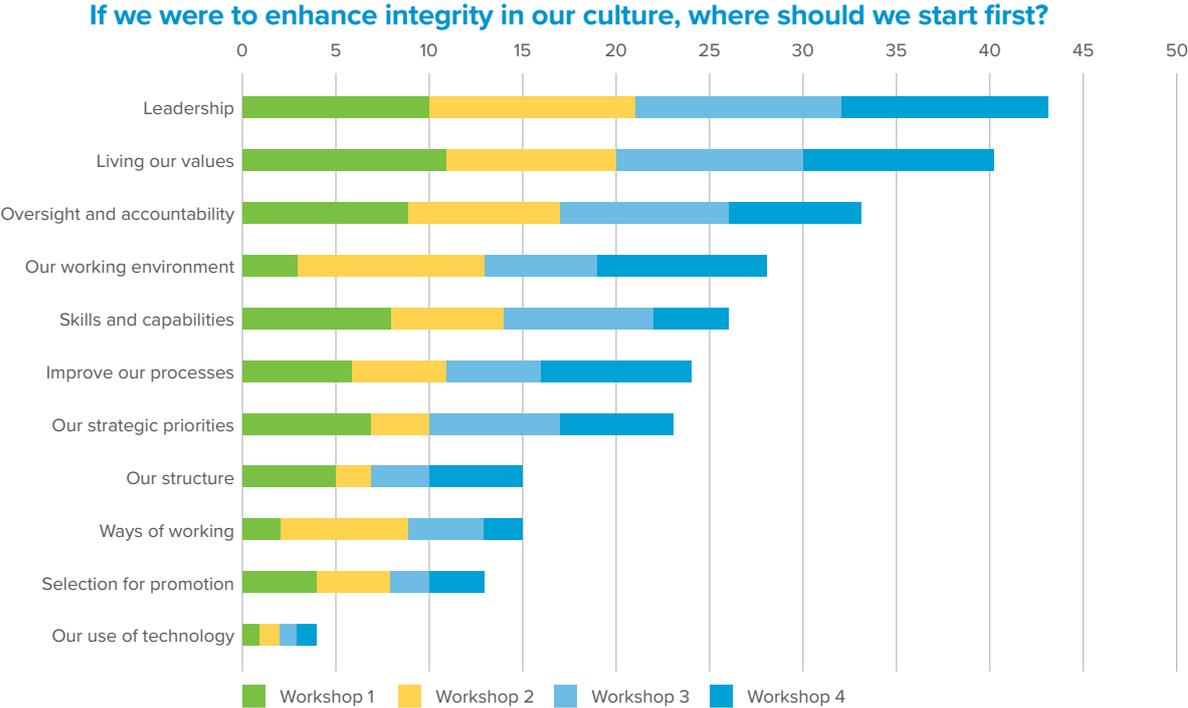


Figure 2: Workshop outputs (Responses received via an online voting/polling technology)



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