



10 April 2015

Nigel Murray
Chief Executive
Waikato District Health Board
PO Box 934
HAMILTON 3240

Dear Nigel,

Independent Review of the Henry Bennett Centre

The PSA believes your recent announcement that there will be an independent review into the operation of the Henry Bennett Centre (HBC) is timely. Our union has been aware for some time that staff morale is low. Our members report a management culture that largely operates in isolation of staff. Additionally, there appears to be an increasing and unacceptable level of assaults by patients on staff and no credible plan to curb the trend.

Whilst we think that the review should certainly examine the two recent events involving patients of the HBC, we believe the scope of the review should be wide-ranging and span events covering the last four years. It should examine the following factors:

- Management decision-making culture;
- Senior leadership style, particularly in relation to visibility and clear annunciation of vision and strategy;
- Employee engagement levels;
- Suitability of skill mix of ward staff;
- Staff retention levels;
- Level of experience of line management;
- Staffing levels, particularly in relation to delays in appointing to vacancies and/or not filling vacancies;
- Assaults on staff, in particular how these can be reduced in frequency;
- The physical environment at the HBC.

The PSA expects to be involved in setting of the terms of reference of the review and would welcome the opportunity to meet soon to begin this process. We are committed to helping to facilitate contributions to the review by our members, to ensure the experiences of those on the front lines is properly taken into account.

Finally, we request that any decision to alter rosters is delayed until the independent review has been concluded and its recommendations considered. I look forward to hearing from you on this matter and would be pleased to discuss the matter with you further.

Yours sincerely,
Erin Polaczuk
PSA national secretary