



Minutes for Justice Health and Forensic Mental Health Network (Justice Health NSW) Board

02/12/2022 | 10:30 AM - 02:00 PM - Australian Eastern Standard Time (AEST)

Justice Health Administration Centre (JHAC) Lecture Theatre and via Microsoft Teams

Agenda

The Chair, Professor Denis King, declared the meeting open at 10:30am and that a quorum was present.

ITEM 1: Acknowledgment of Country

The Chair acknowledged the Bidjigal and Gadigal Clans of the Eora Nation, as the traditional custodians of the land the Committee were meeting on. He paid his respects to Elders past, present and emerging and extended that respect to any Aboriginal people in attendance.

ITEM 2: Patient Story

The Board acknowledged the presentation presented by Aboriginal Health and Integrated Care Services team on the Aboriginal Chronic Care patient journey within custodial settings where patients identified as having chronic conditions are referred to relevant integrated health services ensuring they are managed and monitored continuously.

The Board queried about the integrated care provided patients and discussed steps that can be taken to improve connections. It was noted that there has been discussions with Chief Executives of Local Health Districts about Justice Health NSW leveraging existing partnerships with Aboriginal Controlled Community Health Services and Aboriginal Medical Services. Justice Health NSW aims to formalise partnerships to enable and deliver information sharing, which aligns with the Strategic Plan. Discussions followed regarding existing partnerships with the Ministry of Health Integrated Care Program and future strategies to deliver better outcomes to patients through strong partnerships, data sharing and patient centeredness. Corrective Services NSW initiated an opportunity to holistically partner with Justice Health NSW, using the 27 Aboriginal Corrective Liaison Workers that are currently employed.

ACTION 51/22: Board Chair to send thank you letters to the Aboriginal Chronic Care Team for their presentation. (Assignee(s): ESO; Due Date: 12/12/2022)

ACTION 52/22: Acting Board Secretariat to facilitate Integrated Care team collaboration updates to the SPGC agenda (action and strategy) regarding integration of their services with the Local

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Health Districts and Primary Health Networks. (Assignee(s): A/Board Secretariat; Due Date: 28/04/2023)

ITEM 3 Welcome

3. 1 Attendance

Members

Prof Denis King OAM, Board Chair

The Hon. Jillian Skinner, Deputy Chair

Dr Kath McFarlane, Board Member (MS Teams)

Dr Robyn Shields AM, Board Member

A/Prof Carolyn Quadrio, Board Member

Mr Roger Downs, Board Member

Mr Peter Dwyer, Board Member

Mr Paul Knight, Board Member

In Attendance:

Ms Wendy Hoey, Chief Executive

Mr Ing Yu, A/Executive Director Corporate Services

Dr Stephen Hampton, Executive Medical Director

Ms Joanne Holden, Executive Director Performance and Planning left the meeting at 11:58am

Ms Michelle Eason, A/Executive Director Clinical Operations

Mr Iain Crawford, A/Director Corporate and Clinical Governance/ Secretariat

Dr Martin Reading, Consultant Forensic Psychiatrist (MS Teams)

Dr Joanne Grimsdale, Chair Medical Staff Council

Ms Hannah Kenyon, Health Management Intern left the meeting at 12:15pm

Ms Chrisa Dsouza, Executive Support Officer (Minutes)

In attendance for item no 2 - left the meeting at 11:00am

Natalie Bell, Aboriginal Koori Case Manager

Shahana Vanjour, Service Director Integrated Care

Allison Preobrajensky, Performance Integration Manager

Shaun Connolly, Nurse Manager Operations Access and Demand Management

Paul Grimond, Network Director of Nursing and Midwifery.

In attendance for item no 5.1.3

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Prof Denis King
Board Chair



Mr Luke Grant, Deputy Commissioner Corrections Strategy and Policy

In attendance for item no 5.1.4

Mr Paul O'Reilly, Executive Director Youth Justice

3.2 Apologies

A/Prof Penny Abbott Board Member, Dr Jonathan Phillips, Ms Marisa Mastroianni, Board Members, Mr Kevin Corcoran, Commissioner Corrective Services NSW, Mr Rajiv Anand – Executive Director Corporate Services Dr Robert Reznik, Chair Mental Health Medical Staff Council were apologies for this meeting.

3.3: Declarations of Interests

There were no declarations of interests.

ACTION 53/22: *Acting Board Secretariat or Executive Support Officer to review the Conflict of interest forms in light of naming it an interest form. (Assignee(s): A/Board Secretariat or ESO; Due Date: 12/12/2022)*

ITEM 4: Business from the last meeting

4.1 Confirmation of Minutes – 20 October 2022

The minutes of the Justice Health NSW board meeting held on 20 October 2022 were adopted as a true and accurate record.

4.2 Actions Items Arising

The Board noted the action items arising and progress reports.

4.3 Resolutions Register

The Board received the Register of Board resolutions.

ITEM 5: Standing Items

5.1 Board Updates

5.1.1 Board Chair Report

The Board received a verbal update from the Board Chair noting:

- the progress on communications around discharge for indigenous people is worthwhile pursuing
- the first town hall meeting by the Chief Executive held on 22 November was productive and members were recommended to participate in upcoming meetings

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- the discussions with the Minister for Corrections regarding funding the social determinants for health and incarceration program still requires some work
- there will be a good representation of members on the board in 2023 as three new members were recommended for appointments and the renewal of one incumbent board members membership is in progress.

The Board thanked the two outgoing members for their support and contribution during their tenure.

5.1.2 Chief Executive Report

The Board noted the report provided and the Chief Executive verbally highlighted:

- the work undertaken in the organisation on the Strategic Plan
- a key recommendation was made from the Coroner from the Royal Commission into Disability hearing 27 that heard from two (2) NSW witnesses who talked about custodial mental health services.
- the new custodial model of care has not received funding from the Ministry of Health although discussion have been had regarding the submission. The urgent risk is the enforced treatment of mental health patients which requires a robust plan
- regarding culture, there has been anecdotal evidence in changes in people's behaviour around bringing problems forward, enabling leaders to respond to issues in a timely manner.

5.1.3 Corrective Services NSW (Verbal update)

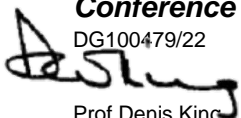
Mr Luke Grant, Acting Deputy Commissioner provided a verbal update on Optional Protocol to the Convention Against Torture (OPCAT) and discussions that are underway noting that preventative mechanisms haven't been Commonwealth funded. The Deputy Commissioner provided a verbal update on:

- Outcomes from the International Corrections and Prison Association Conference held in North America.
- Launch of a new structure with an overview of strategic priorities, such as Closing the Gap and Staff Culture. Many other changes are underway.
- Premier's award received for one of the projects which was adapted working individually with prisoners and connections were made and agreements were signed with private companies.
- Information provided to staff on temporary closures of correctional centres that was precipitated from certain factors, such as lower prisoner population and staff shortage. Recruitment ongoing
- Reoffending rates have reduced.

ACTION 54/22: Acting Board Secretariat or Executive Support Officer email the link of the ICPA Conference 2023. (Assignee(s): A/Board Secretariat or ESO; Due Date: 12/12/2022)

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5.1.4 Youth Justice NSW (Verbal update)

Mr Paul O'Reilly, Executive Director Youth Justice provided a verbal update on:

- the increase in remand, bail refusals and contact with police has increased and disproportionately impacts Aboriginal young people across the state. There has also been an increase in a mix of non-serious and serious criminal offending.
- car theft seems to be driving these increases in crime rates. Attempts are being made with police to eradicate this behaviour without having the unintended impact of setting young people up on a criminal justice trajectory linking to the ongoing discussion about raising the age of criminal responsibility.
- every month there is up to 150 young people on remand for 24 hrs. A child focused bail risk assessment has been agreed by NSW Police to pilot at two locations.
- there is a debate going on led by Attorney General noting that there is no policy position in NSW relating to changing the age of criminal responsibility. Community efforts should be made to re-orient at the service system level.

The Board acknowledged the increase of young people in custody and the significant health consequences, and queried if there was a way that Justice Health NSW can get involved in assisting to keep these young people out of custody and in community settings.

5.2 Board Committee Reports

5.2.1 Finance and Workforce Performance Committee (FWPC)

The Board received the report and minutes from the meetings held on 20 September, 19 October and 15 November 2022. The Committee Chair noted:

- the capital development on the Freshwater project and contested liabilities
- the changes in COVID-19 funding poses a potential risk in daily operations
- there are opportunities in work health and safety and that one of the key focuses is workforce.

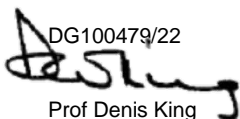
5.2.2 Audit and Risk Committee (ARC)

The Board noted that there has been no Audit and Risk meeting since the last Board Meeting. The next Audit and Risk meeting is on 15 December 2022.

5.2.3 Patient Safety and Clinical Quality Committee (PSCQC).

The Board received the report and draft minutes from the meeting held on 17 November 2022.

5.2.4 Research Advisory Committee (RAC)

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The Board received the report and draft minutes from the meeting held on 9 November 2022. The committee chair noted that the research governance proposal was supported. The purpose of this initiative is to allow the committee to revert to a governance function and the Research Strategy Operations Committee to oversee and review operational details of the plan.

The finalised framework will be completed to align with the Board Planning Day scheduled for 2023 which is in line with the Strategic Plan. It was further determined that research priorities, deliverables and Key Performance Indicators should be captured in implementing initiatives to provide direction.

The proposal to include consumers in research was supported. The aim is to rehumanize the process and involve those directly impacted.

The organisation should ensure that the current Key Performance Indicators are being met and internal resources are well utilised prior to engaging external funding for future research.

The Board discussed research partnership opportunities with Corrective Services NSW that could be mutually beneficial. Member Kath McFarlane offered assistance facilitating conversations that could lead to partnerships with Youth Justice researchers.

ACTION 55/22: Justice Health NSW to leverage research partnerships with Corrective Services NSW. (Assignee(s): RAC Committee; Due Date: 12/12/2022)

5.2.5 Strategic Planning and Governance Committee (SPGC)

The Board received the report and draft minutes from the first committee meeting held on 21 November 2022. The committee chair noted the need for reports to be tailored to align with future strategy.

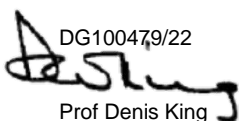
5.3 Network Performance Reports

5.3.1 Key Performance Indicators Report

The Board received the October 2022 Key Performance Indicator results and noted the activities underway to accurately assess the performance of six (6) mental health Key Performance Indicators. A meeting was held with the Ministry of Health to discuss performance measures and next steps ensuring they are fit for purpose.

The Chief Executive noted the concerns raised by the Ministry of Health on vaccinations and issues with data collection around mental health.

ITEM 6: For Decision / Approval



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6.1 Risk Appetite Statement

The Board received the Justice Health NSW Risk Appetite Statement and noted the Risk Maturity and Risk Culture reports. The Board agreed that the Audit and Risk committee should have more time to review the document and provide feedback for final endorsement to the Board at the February 2023 meeting.

The Board discussed potential ways to review risk management and governance structures. It was further noted that a snapshot of the Risk Appetite Statement was presented to the Clinical Council meeting on 27 October 2022.

The Board queried the implementation of the risk strategy with periodic review, and mitigation strategies for non-compliance. The Chief Executive advised:

- risk tolerances to be aligned with the Strategic Plan
- the Corporate Services Directorate will develop a proforma for staff that addresses risk description, risk appetite, mitigation and the strategic intent being attempted to achieve.

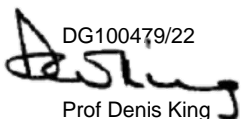
ACTION 56/22: Acting Board Secretariat to circulate the Risk Appetite Statement to the Audit and Risk committee to allow further review and feedback. (Assignee(s): A/Board Secretariat; Due Date: 12/12/2022)

RESOLUTION 2022/12: The Board accepted the Risk Appetite Statement in principle however, the Audit and Risk Committee to review the document prior to final endorsement by the Board at the February 2023 Board Meeting.

6.2 Strategic Plan 2023 -2032 Together for Healthier Tomorrows

The Board received the Justice Health and Forensic Mental Health (Justice Health NSW) 'Together for Healthier Tomorrows' Strategic Plan 2023-2032 and discussed the way forward noting:

- the Strategic Plan is the strategy with 11 Key Performance Indicators that can be used immediately. The plan will be communicated by engaging the board on the work undertaken and the organisation of the necessary action in implement the plan which will be developed in collaboration with the Network and the feedback received through the Planning Day.
- there are several plans that are interrelated and follow the strategic direction. It was proposed that a planning day be held in mid-2023 once each implementation plan meets its measurable milestones. The next step is to identify the Justice Health NSW committees who have the responsibility of overseeing the governance of each Key Performance Indicators.

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ACTION 57/22: *Executive Sponsor to assign strategic plan key performance indicators to sub committees. (Assignee(s): Executive Sponsor; Due Date: 09/02/2023)*

RESOLUTION 2022/13: The Board endorsed the strategic plan acknowledging that it is the first phase of direction preceding enabling plans for delivery and measurement.

ITEM 7: For Discussion

There were no items for discussion.

ITEM 8: For Information /Noting

8.1 Safety and Quality Account

The Board received the report.

8.2 Board Calendar 2023

The Board noted the changes in the dates and venues for the Board meetings in 2023. The Acting Board Secretariat advised the Board that the HealthCare in Secure Settings Conference is proposed for the same day as the August Board meeting. The Board agreed to alter the August meeting to accommodate the conference.

ACTION 58/22: *Acting Board Secretariat or Executive Support Officer to canvas suitable dates for August 2023 meeting. (Assignee(s): A/Board Secretariat or ESO; Due Date: 12/12/2022)*

8.3 Medical and Dental Appointments Advisory Committee

The Board received the minutes from the meeting held on 11 October 2022 and noted the Clinical Ethics Committee was inaugurated and the committee discussed Section 73 which is currently being examined.

8.4 Clinical Council

The Board received the minutes from the Clinical Council meeting held on 27 October 2022.

8.5 Medical Staff Council

The Board received the report noting the discussions relating to health which is an issue across medical workforce.

8.6 Mental Health Medical Staff Council

The Board received the minutes from the meeting held on 29 September. The committee representative highlighted that the workforce review delays have been resolved and feedback will be provided on problems identified. Enforced treatment on patients was ceased at the Long Bay complex however due

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to complex patients had to be temporarily resumed. The provision of Freshwater Unit beds will assist in future management. The committee representative noted the concerns raised on:

- the lack of human resources in the Adolescent Unit compared to other units and requires consideration of staffing to support the management of patients with complex issues.
- the provision of a seven day supply of medications to patients discharged to community noting that delays in engaging with a community General Practitioner and receiving a prescription can lead a person's mental health condition to deteriorate. Due to the issues of patient care, prescribing to discharging patients may present a medico legal issue, however there is a possibility to pilot the use of authority script pads.

The Board noted the nomination of a committee member to the Australian Salaried Medical Officers Federation is being supported by the committee.

8.7 JHNSW Board and Subcommittee Attendee List

The Board received the attendee list for Justice Health NSW Board and its subcommittees noting that attendance list is being rationalised in accordance with the bylaws and terms of reference. The Executives are being urged to attend when there is business to be discussed for that component of the meeting.

8.8. Digital Health Strategy

The Board noted the progress made in the development of the five year Digital Health Strategy to assist in the delivery of the ten year Strategic Plan.

ITEM 9: New Business

9.1 Board Planning 2023

The Board noted the information regarding the rural Board meeting in June 2023.

9.2 Sponsorship for 2023 Health Care in Secure Settings Conference

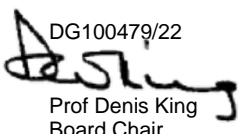
The Board supported the development of the Health Care in Secure Settings Conference 2023 through the identification of possible sponsors.

ITEM 10: Business Without Notice

There was no business without notice.

ITEM 11: Closure of General Meeting

There being no further business, the Board Chair closed the meeting at 2:00pm.

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Prof Denis King
Board Chair