

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

28/04/2023 | 11:00 AM - 05:00 PM - Australian Eastern Standard Time (AEST)
Justice Health Administration Centre (JHAC) Board Room and Microsoft Teams

ITEM 1: Patient Story – Forensic Community Treatment Orders

A presentation on Forensic Community Treatment Orders was tabled. The board noted key issues arising from the forensic mental health enterprise risks. This case specifically addressed two (2) key areas:

- access and continuity of care and
- remit versus responsibility

Strategies are established to improve outcomes.

ACTION 68/23: Acting Executive Director Clinical Operations to present the Enforced Treatment Position Statement at the July 2023 Board Meeting ensuring it is updated for further discussion. (Assignee(s): Acting Executive Director Clinical Operations (A/EDCO) Due Date: 07/07/2023)

ITEM 2: Meeting Opening and Welcome

The Chair, Professor Denis King, declared the meeting open at 12:52pm with a quorum. The Chief Executive introduced the newly appointed Director Office of the Chief Executive who will also serve as Board Secretariat.

2.1 Acknowledgement of Country

The Chair acknowledged that we were meeting on the Bidjigal and Gadigal Clans of the Eora Nation.

2.2 Attendance

Members

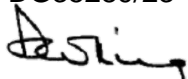
Prof Denis King OAM, Board Chair
The Hon. Jillian Skinner, Deputy Chair
Dr Kath McFarlane, Board Member
Dr Robyn Shields AM, Board Member
A/Prof Carolyn Quadrio, Board Member
Mr Roger Downs, Board Member
Ms Marisa Mastroianni, Board Member
Mr Paul Knight, Board Member
Prof Penny Abbott, Board Member
Dr Annette Bemand, Board Member
Mr David McGrath, Board Member

Also In Attendance:

Ms Wendy Hoey, Chief Executive
Dr Joanne Grimsdale, Chair Medical Staff Council
Ms Donna Blomgren, A/Director Performance and Strategy (Observer)
Ms Rose Loughheed, A/Executive Director Performance and Planning / Board (Secretariat)
Ms Chrisa Dsouza, Executive Support Officer (Minutes)

DG35289/23

Page 1 of 7



Prof Denis King
Board Chair

In attendance for item no 1

Dr Vindya Nanayakkara, Co- Director Forensic Mental Health joined at 11:40am and left the meeting at 12:20pm.

Ms Michelle Eason, Acting Executive Director Clinical Operations joined the meeting at 11:40am and left the meeting at 12:20pm.

In attendance for item no 4.1.3

Mr Kevin Corcoran, Deputy Commissioner Corrections Strategy and Policy joined at 12:00pm and left the meeting at 1:45pm.

In attendance for item no 4.1.4

Mr Paul O'Reilly, Executive Director Youth Justice (MS Teams) joined at 1:58pm and left the meeting at 2:00pm.

In attendance for item no 3.2.1

Mr Ing Yu, Chief Financial joined at 1:10pm and left the meeting at 2:30pm.

In attendance for item no 7.3

Dr Martin Reading, Consultant Forensic Psychiatrist (MS Teams) joined the meeting at 2:57pm and left the meeting at 4:14pm.

2.3 Apologies

Dr Robert Reznik, Chair Mental Health Medical Staff Council.

2.4 Declaration of Interest - None

ITEM 3: Business From the Last Meeting

3.1 Confirmation of Previous Minutes – 9 February 2023 - adopted

3.2 Action Items Arising - noted

The Board noted the action items arising and progress reports.

3.2.1 Action item no 66/23- Budget Adjustments Olympic Park Level 7 lease – Noted no budget impact and endorsed recommendation

3.3 Register of Board Resolutions – Noted

3.3.1 Resolution no 2022/09 – Model By Laws - Endorsed

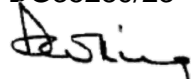
The Board endorsed the adoption of the Specialty Health Network – Model By Laws as made by the Secretary; NSW Health pursuant to section 39 of the Health Services Act 1997. The Acting Executive Director Performance and Planning advised that the hospital council for Long Bay hospital will be added to the by-laws.

ACTION 69/23: Board Secretariat and Executive Support Officer to ensure there is an annual review of the Model- by laws and Committees Terms of Reference in the Board Calendar. (Assignee(s): Board Secretariat and Executive Support Officer (ESO); Due Date: 7/07/2023)

ACTION 70/23: Acting Executive Director Clinical Operations to develop a hospital council for Long Bay Hospital in collaboration with the Clinical Director Primary Care

DG35289/23

Page 2 of 7



Prof Denis King
Board Chair

and submit to the Board at the next meeting. (Assignee(s): Acting Executive Director Clinical Operations(A/EDCO); Clinical Director Primary Care (CDPC) Due Date: 7/07/2023)

ACTION 71/23: Chief Executive and Board Chair to allocate three members to each subcommittee when there is a full board. (Assignee(s): Chief Executive (CE) and Board Chair; Due Date: TBA)

ITEM 4: Standing Items and Exceptional Reporting

4.1 Board Updates

4.1.1 Board Chair Report (Verbal Update)

The Board received a verbal update from the chair noting:

- there could be changes in board appointments and an update will be provided once received
- Dr Joanne Grimsdale has been elected unopposed as Chair of the Medical Staff Council.

4.1.2 Chief Executive Board Report - Received

The Chief Executive verbally highlighted:

- her current key priorities for the organisation
- new staff appointments and recruitments to Tier 2 positions that are underway
- Clinical Director Primary Care and Chief Executive are invited to present at the ACT and NSW PHN CE meeting. The aim is to discuss challenges in providing a primary care service in custody, the transition to community based services and looking for opportunities to improve partnerships and research
- scheduled site visits to Cessnock and Shortland Corrections Centre with the Assistant Commissioner.

The Board noted workforce is a challenge and work is underway. Mental Health KPI's have been excluded as information is not available due to technical difficulties with the entire state. The Chief Executive provided a brief overview to the board on officer in charge inquests.

ACTION 72/23: Chief Executive to provide links to coronial reports and a brief paragraph on the related work that Justice Health NSW is doing beyond the coroners recommendations in the Chief Executive Report moving forward (Assignee(s): Chief Executive (CE); Due Date: 7/07/2023)

4.1.3 Corrective Services NSW (Verbal Update)

The key focus areas part of the 'Towards 2030 Plan':

- Risks associated with Corrections, reducing imprisonment, deaths in custody and Aboriginal incarceration. This can be achieved if staff wellbeing is prioritised. There will be a focus on staff and mechanisms are established to ensure psychological safe work place practices to

reduce recidivism. There will be six (6) pilot centres to deploy these mechanisms over the course of next 18 months.

- Aboriginal employment to ensure there is a workforce with lived experience and culturally connected to hire these people
- Treatment received relating to misconduct at the workplace to ensure staff feel safe to report them.
- Changes are being implemented at the executive level to ensure a focus on supporting people released from custody to be successful in the community.

ACTION 73/23: Executive Director Performance and Planning to request the Executive Director of Bureau of Crime Statistics and Research to present at the August 2023 Board Meeting. (Assignee(s): Acting Executive Director Performance and Planning (A/EDP&P); Executive Director (ED) Bureaus of Crime Statistics and Research (BOCSAR) Due Date: 29/08/2023)

4.1.4 Youth Justice NSW (Verbal Update)

The number of adolescents detained has decreased. The rate of remand remains high whilst custody incidents remained low. The focus is to reduce the number of young children detained by identifying the effectiveness of supporting families in preventing children from falling under the police radar and by collaborating with the community. In an effort to change the investment paradigm for keeping children out of the criminal justice system, the organisation is collaborating with the new Minister. Closing the Gap is another focus for the organisation. The goal is to transfer work and resources to the Aboriginal Policy area to be culturally informed. The board agreed that Age of Criminal Responsibility needs to be reinforced.

Work is underway with staff to address challenges relating to cultural inclusion and racism. To establish next steps, a roadshow with staff is scheduled to highlight prejudice and encourage people to acknowledge that racism is a problem. This has resulted in a considerable increase in reporting of offensive and racist actions. Options to address racist behaviours are being explored.

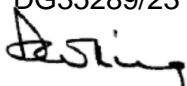
4.2 Board Sub- committee Reports

4.2.1 Finance and Workforce Performance Committee – Received minutes from 2 and 28 March 2023

The committee Chair noted that work health and safety is a major concern and an enterprise risk. Five (5) key areas are identified as a priority by the committee and work is underway. There is lack of skill set in the work health and safety space and approval has been received to recruit to a senior position. The Chief Executive advised that Safe Work acknowledged the work undertaken in the Forensic Hospital and requested to present at the violence in hospitals conference. The Board discussed and agreed that the safety of staff is of utmost importance.

4.2.2 Audit and Risk Committee – Received minutes from 16 February and 13 April 2023

DG35289/23



Prof Denis King
Board Chair

Minutes for Justice Health and Forensic Mental Health Network

The committee representative acknowledged the work undertaken into reshaping the reports. The Board noted that cyber security is a major concern as the organisation receives cyber threats all the time. It is therefore important for the Board to understand the developments around cyber security. There is a need to ensure that there is no cyber threats for Diligent Boards platform.

ACTION 74/23: Chief Digital and Health Information Officer to facilitate presentation on cybersecurity at the July 2023 Board Meeting. (Assignee(s): Chief Digital and Health Information Officer (CDHIO); Due Date: 07/07/2023)

ACTION 75/23: Chief Digital and Health Information Officer to explore Diligent Boards security and provide an update to the Board at the July 2023 Board Meeting. (Assignee(s): Chief Digital and Health Information Officer (CDHIO); Due Date: 07/07/2023)

4.2.3 Patient Safety and Clinical Quality Committee - Received including draft minutes from 8 March 2023.

The committee chair noted the accomplishments of the Enhanced Care Reporting for complex patients and the extensive work undertaken on policy and procedures.

4.2.4 Research Advisory Committee – Received including draft minutes from 22 February 2023.

4.2.5 Strategic Planning and Governance Committee Received including draft minutes from 24 March 2023.

The committee chair noted that other plans are almost completed. The committee to determine the source of the metrics to measure outcomes which are mapped to the nine (9) key objectives leading to the strategic plan. Accountability and ownership of the nine (9) objectives needs to be shared with the Board. The horizon one objectives are best fit for the organisation whilst continuing in parallel with the other objectives.

ITEM 5: For Decision / Approval

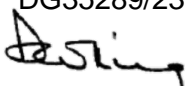
5.1 Draft Horizon One Delivery Plan – Received

The Board provided feedback that measures should be outcome based and strategic. Director Office of the CE advised that a process for how the organisation will measure these metrics is being developed. This will include clinicians from different groups. The Board acknowledged progress and identified that enabling plans will also inform the delivery plans over the horizons. The Board noted that enabling plan is a key element to complete the Horizon One Delivery plan which will be delivered in June.

ACTION 76/23: A/Director Performance and Strategy to provide list of questions to the Research Advisory Committee that cannot be answered around the plan and data that isn't available and report to the July 2023 Board meeting. (Assignee(s): Acting Director Performance and Strategy (A/DP&S) and Research Advisory Committee (RAC) Due Date: 15/05/2023)

DG35289/23

Page 5 of 7



Prof Denis King
Board Chair

RESOLUTION 2023/16: The Board approved the Draft Horizon One Delivery Plan.

5.2 Principles of Care – Received

The Board noted that the Principles of Care were formally known as whole of organisation care. Feedback was received from the clinicians to change the title to Principles of Care which has been implemented.

RESOLUTION 2023/17: The Board approved the Justice Health NSW Principles of Care.

ITEM 6: For Discussion

6.1 Obesity Management in Justice Health NSW – Report Received

The Chief Executive advised that food provided in custody is controlled by Corrective Services whereas PPP control the Forensic Hospital. Quality improvements at the Forensic hospital will be handled with PPP through contractual obligations. The recommendations received should be implemented through the councils. The Board suggested partnerships with other organisations that could prove beneficial for Justice Health NSW.

The Board discussed issues on Methamphetamine use and stressed the importance to increase health literacy to combat the effect of weight gain and drug use.

ACTION 77/23: Acting Executive Director Performance and Planning to provide information to the Acting Executive Director Clinical Operations for consideration regarding issues discussed by the Board regarding Methamphetamine use. (Assignee(s): Acting Executive Director Performance and Planning (A/EDP&P) and Acting Executive Director Clinical Operations (A/EDCO) Due Date: 07/07/2023)

ACTION 78/23: Acting Executive Director Clinical Operations to provide a report on Obesity in six (6) months to the Patient Safety and Clinical Quality Committee. The Patient Safety and Clinical Quality Committee to update the Board accordingly in their report/minutes. Context to be added referring back to this paper. (Assignee(s): Acting Executive Director Clinical Operations (A/EDCO) and Patient Safety Clinical Quality Committee (PSCQC) and Due Date: ongoing)

ITEM 7: For Information / Noting

7.1 Medical and Dental Appointments Advisory Committee

The Board noted the discussions of April 2023 meeting.

7.2 Medical Staff Council

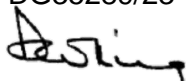
The committee chair advised a meeting and elections were held last week. This was attended by the AMA NSW President who had the opportunity to visit Long Bay complex. Issues regarding custodial, staff and forensic mental health were discussed.

7.3 Mental Health Medical Staff Council

The committee representative noted the issues raised by the council. The Board raised concerns on behaviours highlighted in the report. The Chief Executive advised that

DG35289/23

Page 6 of 7



Prof Denis King
Board Chair

formal communication was received from the council regarding forensic psychiatry voice into the Chief Executive which is being analysed.

A review of the workforce report was undertaken as concerns were raised on behaviours between psychiatrist within the system. Recommendations were received, accepted and shared with the Council. An Expression of interest has been published to implement the recommendations from the review led by the Executive Medical Director and Director People and Culture. The findings suggest that along with these behaviours there is incivility that is widespread. The Chief Executive suggested to the council that behaviours should be dealt with from a disciplinary perspective by HR in a confidential manner directly with the individual and incivility from a values perspective.

7.4 Annual Review of Position Statements –

The Board endorsed and received the amended position statement.

7.5 2023 – 2024 Budget Update – Recommendation endorsed

7.6 Sponsorship Proposal for Health Care in Secure Settings Conference 2023 – Noted

ITEM 8: New Business - None

ITEM 9: Business Without Notice - None

ITEM 10: Closure of General Meeting – 4:14pm