

Together for

**Healthier Tomorrows**



# Safety and Quality Account

2022 - 23 - Report

2023 - 24 - Future Priorities

---

# Contents

Statement of Commitment to Aboriginal Health	3
Foreword	4
About Justice Health NSW	5
Summary of safety and quality planning processes and governance structure	8
Snapshot of key achievements 2022 – 23	10
Improvements achieved through priority initiatives	15
Improving the patient experience	21
A workplace culture that drives safe, high-quality care	25
Review of performance against 2022-23 NSW Health key performance indicators	26
2023 - 24 Future Priorities	29

# Statement of Commitment to Aboriginal Health

We acknowledge the traditional custodians of this land and pay our respects to Elders past, present and future. Our Justice Health and Forensic Mental Health Network (Justice Health NSW) services are located on many Aboriginal nations across NSW, and we pay our respects to all traditional custodians of these areas.

Justice Health NSW is deeply committed to improving health and wellbeing outcomes for our Aboriginal patients, in line with our vision to return healthier patients to their communities.

Justice Health NSW employs dedicated staff who are committed to improving engagement for Aboriginal patients and providing a culturally safe and sensitive environment for both our staff and patients.

The over-representation of Aboriginal people in the custodial and forensic mental health environments highlights the need for us all to focus our efforts on improving health outcomes for our Aboriginal patients.

We are dedicated to growing our dynamic workforce, supporting and developing our Aboriginal staff in a culturally responsive and safe workplace. Together we are striving to instil a working knowledge and appreciation of Aboriginal culture and cultural needs into the everyday business of Justice Health NSW and for all employees. This work will create a culturally safe environment.

Our commitment to building respect and relationships is an important foundation to achieving meaningful gains and reducing the disparity between Aboriginal and non-Aboriginal health outcomes. It is an opportunity for us all to reflect on how important the work we do as healthcare professionals impacts on our Aboriginal patients and their communities. With the continued growth in numbers of patients in our care, we must continue to pursue high quality healthcare.

This is an exciting time for Justice Health NSW to show leadership, exceed targets by breaking down boundaries; and set new benchmarks. We look forward to you joining us on our journey as we strive to close the gap on health outcomes between Aboriginal and non-Aboriginal people.



The 'Aboriginal Health' artwork was created by a Wiradjuri man from Wellington NSW and patient in 2019 and represents the importance of Aboriginal cultural elements being intrinsic to our work.

# Foreword

Justice Health and Forensic Mental Health Network (Justice Health NSW) provides safe, equitable and compassionate care to some of NSW's most vulnerable patients across secure inpatient, custodial, court and community settings.

Our patient journey is of the upmost importance. With our 10-year Strategic Plan *Together for Healthier Tomorrows* in place, we are transforming our services to deliver a model of care that supports patients from initial reception and during their custodial sentence, all the way to release and reintegration into the community.

Throughout the year, Justice Health NSW has risen to new levels of collaboration, building on community partnerships to enhance care pathways, deliver new and innovative diversion and early intervention programs, and improve Aboriginal health outcomes in ongoing efforts to Close the Gap.

Our shared ambition is to impact the lives of our patients for the better. Our staff continue to illustrate unwavering dedication, champion change, and lead innovative research to tackle health inequalities in our patient population.

On behalf of the Board and the Executive Team, we wish to confirm our clear commitment to improving the safety and quality of care to our patients across Justice Health NSW's settings.

We also acknowledge and thank Justice Health NSW staff for their tireless work and dedication in pursuit of high quality and safe healthcare, and support services that lead to improved health outcomes for our patient population.



Professor Denis King OAM  
**Board Chair**

18 October 2023



Wendy Hoey  
**Chief Executive**

18 October 2023

## About Justice Health NSW

Justice Health NSW is a Statutory Health Corporation established under the Health Services Act (NSW) 1997 that provides healthcare across secure inpatient, custodial, court and community settings. We deliver healthcare services to adults and young people who come into contact with, or who are at risk of coming into contact with the criminal justice system.

Each year, Justice Health NSW staff care for more than 30,000 patients in our settings through dedicated in-person and virtual multidisciplinary teams. Our healthcare services include primary, mental health and specialty care services. This includes screening, acute and chronic care, as well as preventative health services to those identified with a health need.

We acknowledge the overrepresentation of Aboriginal people in custody and work to 'Close the Gap' to reduce the significant health disparities between Aboriginal and non-Aboriginal people. Our care is delivered in the context of the broader justice system and in partnership with NSW Health, Corrective Services NSW and the Aboriginal Community Controlled Sector.

Justice Health NSW also plays a key role in diverting people away from custody through early-stage intervention with at-risk individuals and communities.

“

We acknowledge the over-representation of Aboriginal people in custody and work to 'Close the Gap' to reduce the significant health disparities between Aboriginal and non-Aboriginal people.



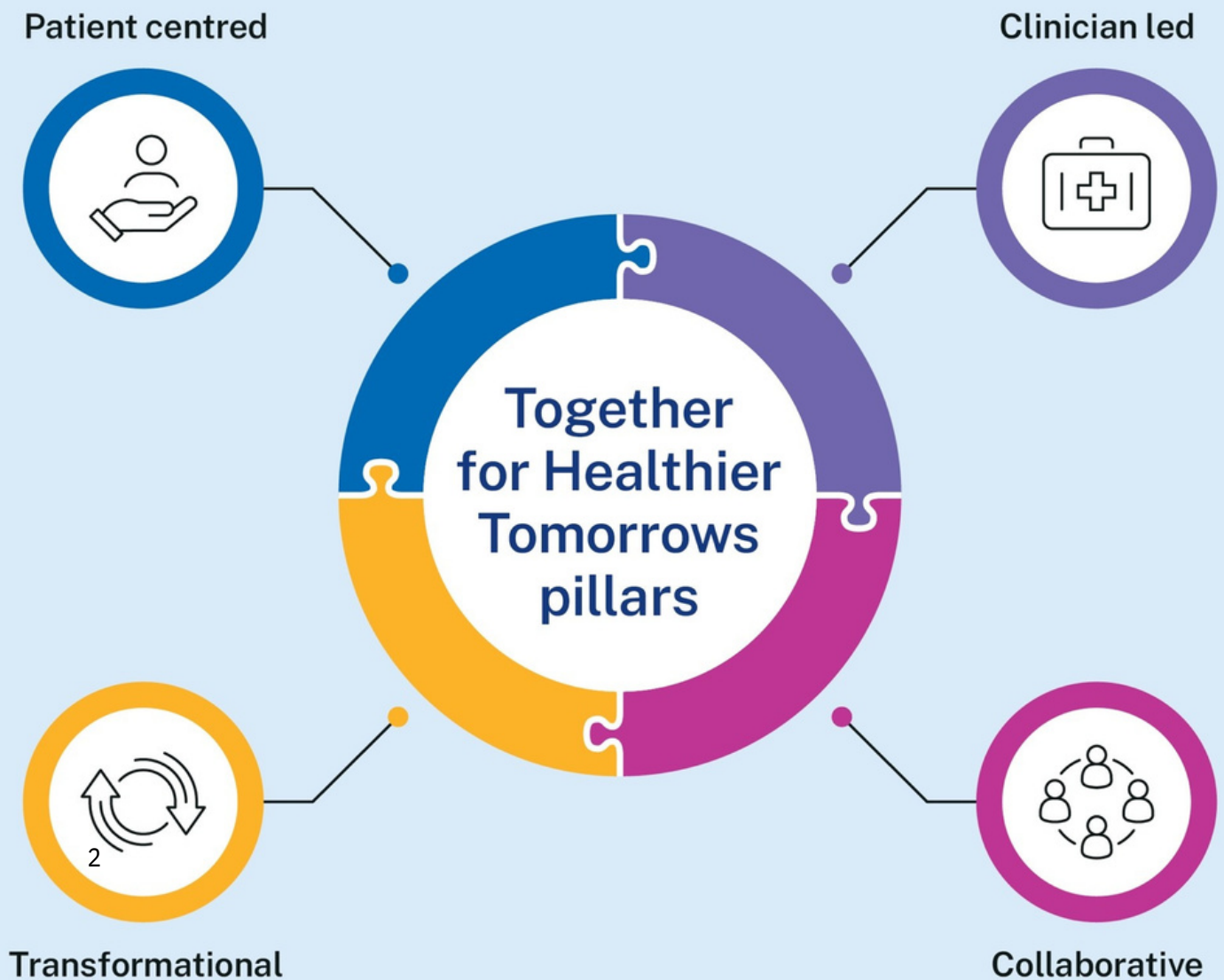
## Vision

Together, we transform lives by delivering healthier tomorrows through excellence in patient-centred care across community, inpatient and custodial settings.



## Values

NSW Health core values:  
Collaboration · Openness · Respect · Empowerment





1,687

Justice Health NSW Staff



30,000

Patients per year



Justice Health NSW operates in:

37 Correctional centres

7 Police cell complexes

6 Youth Justice centres

37 Local and children's courts

2 Transitional centres

2 Hospitals

+ many other local health district and community locations



50+

partner agencies from the health sector, government, research partners and non-government organisations

# Summary of safety and quality planning processes and governance structure

In 2023, Justice Health NSW has been keenly focused on the implementation of our 10-Year Strategic Plan, Together for Healthier Tomorrows. The development of four enabling plans, a Clinical Services Plan, Workforce Strategy, Digital Health Strategy and Partnerships and Engagement Strategy, has provided the foundations that will help us achieve our vision of healthier tomorrows.

With our vision set and our realigned structure progressing, we shift our focus to the work that will be prioritised over the coming two years.

We commit to channelling our combined efforts into the following strategic objectives throughout 2023-25:

1. Partner with patients, families and carers in co-design and implementation of models of care.
2. Deliver safe, high quality reliable care for patients.
3. Strengthen equitable outcomes and access for rural, regional and special needs cohorts.
4. Close the Gap by prioritising care and programs for Aboriginal adults and young people in touch with the criminal justice system.
5. Zero suicides in custody.
6. Support healthy aging ensuring people can live more years in full health and independently.
7. Strengthen diversity and inclusion in our workforce and decision-making.
8. Advance and translate research and innovation with institutions, industry partners and patients.
9. Drive value-based healthcare that prioritises outcomes and collaboration.

There's a considerable amount of work already being done that directly contributes to these objectives, and there is much more that we will be doing.



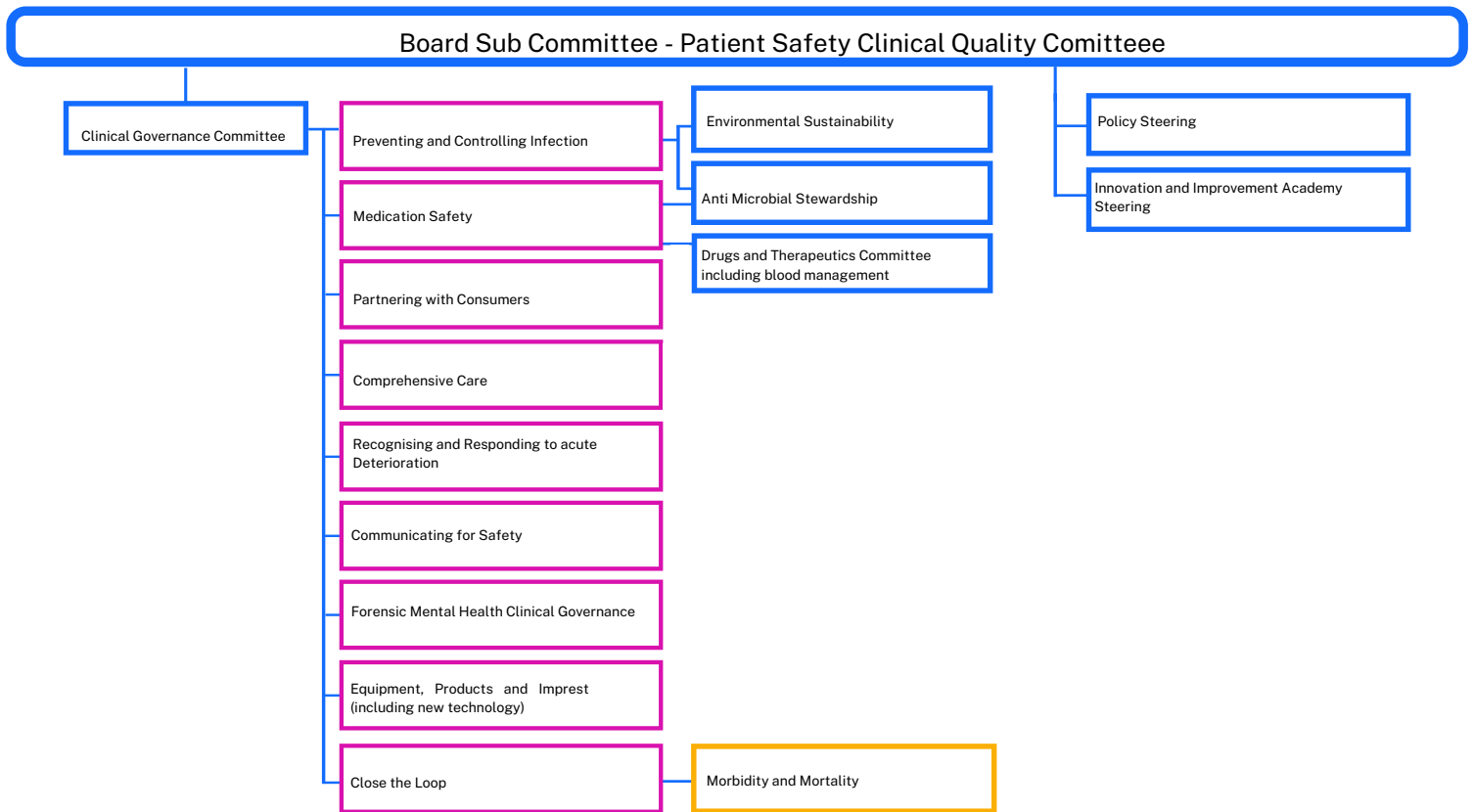
Hepatitis C testing at Dillwynia Correctional Centre



# Governance Structure

Justice Health NSW Governance Committee Structure, based on the National Safety and Quality Health Service (NSQHS) standards, enables Justice Health NSW to support safety and quality at a grass roots level while providing upward assurance to the Board through robust governance processes. The structure provides oversight through which our strategy and business objectives are set, our performance is monitored, and risks are managed. This committee structure guides decision-making and accountability across our business, including the standards of behaviour we expect of our staff.

## Justice Health NSW Clinical Governance Committee Structure



# Snapshot of key achievements 2022 – 23

## RACGP Accreditation

In 2023, Justice Health NSW participated in our first accreditation of all custodial health centres across our state-wide organisation.

Surveyors conducted on-site assessments with multidisciplinary health staff in 35 clinics, many of which had never participated in this important safety and quality survey.

The surveyors assessed our health centres to the Royal Australian College of General Practitioners (RACGP) standards for health services in Australian prisons (1st edition) and the feedback was resoundingly positive.

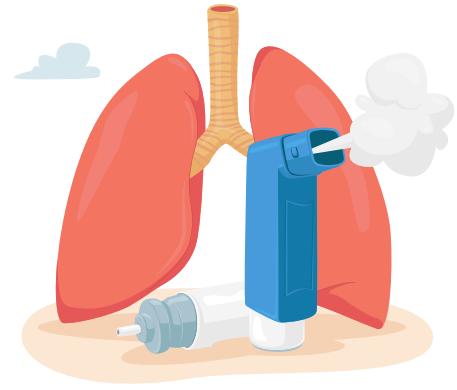
Justice Health NSW met every standard and received two recommendations for 'commendation', which were our Patient Interpreter Cards and Family and Carer Engagement Project.

Our focus remains steadfast on maintaining and improving our patient safety and clinical quality, ensuring excellence in patient-centred care.



# Asthma Management Resources

Asthma is one of the highest reported chronic conditions, with approximately 22% of the custodial population reporting the condition, compared to 11% of the general Australian population.



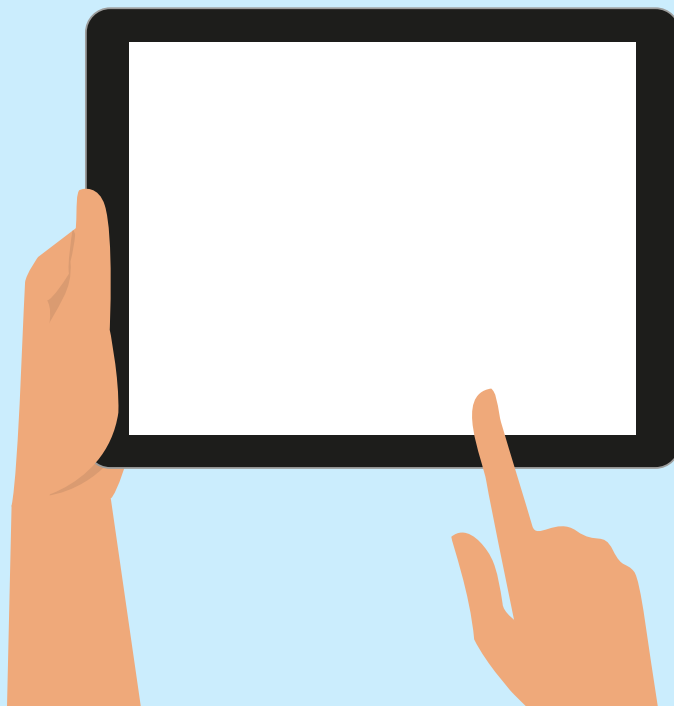
The clinical management of asthma across Justice Health NSW was reviewed in response to a death in custody and subsequent Coronial investigation. The review identified that the pathway and electronic medical record (EMR) did not enable clinicians to easily identify patients at the highest risk with moderate or severe asthma.

Launched in March 2023, the new Asthma Management pathway enables clinicians to provide evidence-based asthma management for adult and adolescent patients. The deliverables include an Asthma Management Guideline, screening and assessment pathways, severity stratification tool, asthma assessment eForm, Asthma Action Plan, patient education resources and clinician education.

The severity stratification tool in EMR allows clinicians to categorise patients based on their symptom control: Childhood, Mild, Moderate or Severe. Patients are then commenced on a pathway based on their severity, and high-risk patients can be prioritised.

This project is an important step in optimising our patients' health and a demonstration of collaboration at its best, including nurses, an external respiratory specialist and Asthma Council Australia.





---

## Justice Health Information Portal on Corrective Services NSW Offender Tablets

For the first time, Justice Health NSW is able to deliver digital health information, thanks to an innovation made in collaboration with Corrective Services NSW (CSNSW).

In 2020, CSNSW first piloted in-cell digital technology, which has since been rolled out across all NSW public correctional centres. Our staff were quick to identify the transformational opportunity this posed, and they worked across teams, agencies and with patients to develop the Justice Health Information Portal (the Portal).

Launched in April 2023, the Portal hosts a wide variety of health information and services including mental health, drug and alcohol, vaccinations, harm reduction, release planning, sexual health, hepatitis C, and medication and pharmacy.

Since its inception, the Portal has had over 3,000 page views and continues to grow as patients and staff become more familiar with devices.

Patients in custody have limited access to health education and our research shows that by improving their health literacy, their health outcomes will also improve. Patients using the Portal are empowered to learn about how to manage their health in custody by learning about health services available to them, how to keep healthy and how to reduce harm.

Among other benefits, the online nature of the Portal increases accessibility when compared to paper resources, complements face-to-face interventions provided by clinicians, and gives patients a private space to learn about topics that are sensitive or feel stigmatised.

The future is looking bright for the Portal with more bespoke resources being developed including videos, online learning modules and text to voice adaptations.

# Custodial Workforce Development Project

To create a safer working environment and improve the health outcomes of prison populations, Justice Health NSW is focused on strengthening harm reduction education for the custodial workforce.

The project, led by Population Health and in partnership with external research agency, Craig Walker, resulted in the development of an online learning module.

The 30-minute module, “Harm reduction: A guide to safe practices in prison” provides Corrective Services NSW (CSNSW) officers with practical advice on harm reduction strategies in NSW prisons.

Ensuring a successful uptake of the module, the team conducted extensive consultation and co-design with frontline CSNSW staff, prison health experts and subject matter experts.

The module is mandatory for all new officers, custodial case managers and Services and Programs Officers as part of their primary training. Since going live, 39 CSNSW staff have completed the course and a further 39 staff are enrolled.



## INTRODUCTION

Working in a prison means it is likely you will come into contact with inmates who use drugs. In fact, 65% of people entering the Australian prison system had used illicit drugs in the year before being taken into custody. Drug use is a reality in NSW prisons, which is why it's important you understand how to implement safe practices.

Harm reduction is a set of strategies which are considered best practice when

# Patient Health Enquiry and Self-Referral Project

In 2023, the Patient Health Enquiry and Self-Referral project team piloted a patient self-referral phonenumber with the aim to provide patients with an improved self-referral process.

The project was designed to overcome access barriers for people in custody who were previously required to submit a paper-based form to raise a health concern or request an appointment with a nurse.

The objectives of the Patient Self-Referral Phonenumber Pilot were to:

- Implement an accessible patient self-referral telephone service across custodial health centres.
- Increase patient satisfaction with the self-referral process.

The Patient Self-Referral (PSR) Phonenumber was piloted at six correctional centres.

At the conclusion of the pilot, there were a total of 1,952 PSR phone calls answered, allowing patients to access health care in real-time.

433 patients answered the patient satisfaction survey, with 83% of patients rating the self-referral phone line as 'Very Good' and 14% rated it as 'Good'.

Overall, patients reported that the phonenumber was easier to use and more effective in getting a health response. In some cases, this was first time they had engaged with the health service.

Following on from the success of the pilot, work is in progress to ensure all custodial patients in NSW have access to a single phone service to make health enquiries and self-referrals.



# Improvements Achieved Through Priority Initiatives

---

## Together for Healthier Tomorrows

Following the implementation of our 10-year Strategic Plan Together for Healthier Tomorrows, Justice Health NSW has completed an organisational realignment to ensure a strong health-aligned direction and clear purpose.

At the heart of our plan is our people – our staff, patients and their families and carers. Our new executive leadership team will support the delivery of our Strategic Plan resulting in better collaboration across the health sector and better patient outcomes.

Included in the new structure is the inaugural Director Aboriginal Health. Justice Health NSW is deeply committed to improving health and wellbeing outcomes for our Aboriginal patients and this appointment elevates the visibility of Aboriginal health across our settings and strengthens our Aboriginal workforce.

The realignment is an illustration of our commitment to having the right functions, roles and structures in place to support our future service delivery. Our shared ambition is to impact the lives of our patients for the better and our staff continue to illustrate unwavering dedication, resilience, and passion in providing equitable and compassionate healthcare.



# Health Outcomes Patient Experience (HOPE) Pilot

Justice Health NSW is in the planning phase of a pilot program for Patient Reported Measures (PRMs). The measures support clinicians to identify if a patient is getting value from their treatment, and how they can make improvements.

For the pilot, the PRMs will be collected during the service provision of the Diabetes Clinical Nurse Specialist on the Agency for Clinical Innovation's HOPE platform.

This will involve the introduction of point-of-care standardised surveys that measure patient health outcomes on the secure, web-based platform. The platform supports healthcare providers to make informed decisions about care and treatment and involve patients in treatment planning.

Collaboration is underway with the ACI PRM team and Justice Health NSW's Clinical Governance and Health Analytics teams. Together, they have successfully mapped out a pathway to implement the pilot and alleviate barriers regarding access to patient Medicare numbers and data privacy.



## HOPE - Clinician Portal

[Home](#) [Patient List](#) [Dashboards](#) [Reports](#) [My Library](#) [Help and FAQ](#) [Tours](#)

### Welcome

Please select a location above

### Assign Clinical Programs

Click Here to assign surveys to your individual patients



### Bulk Assign Surveys

Click Here to assign surveys to multiple patients



### My Library

Click Here to read knowledge articles and more information about surveys







---

## Health literacy: translating research into practice at Justice Health NSW

In 2020-21, Justice Health NSW conducted a study that investigated the health literacy of people in NSW prisons. The study found that people in prison had much lower health literacy scores when compared to the general Australian population.

Health literacy is increasingly recognised as an important factor in helping individuals engage and navigate the healthcare system. Low health literacy has been associated with poorer health outcomes and health service utilisation.

Correctional settings provide an opportunity for individuals to engage with the healthcare system when it might be inaccessible to them in the community.

Following the study, Justice Health NSW has established a collaboration with Professor Richard Osborne's Centre for Global Health and Equity, at Swinburne University of Technology (SUT) to conduct further research in the area. This includes a series of workshops to develop co-designed, localised interventions to address health literacy challenges in our marginalised population.

In September 2023, the Research Unit opened submissions for expressions of interests for sites and teams to participate in ideas generation workshops and yarning circles. The studies will include adult patients, Corrective Services NSW, Justice Health NSW staff and relevant stakeholders.

This is an exciting step for the organisation and marks a positive turning point to ensure all our interventions are evidence-informed, ensuring meaningful outcomes for patients.

# More patients to be diverted from custody and receive mental healthcare

Justice Health NSW successfully received \$13.5 million in funding to expand the State-wide Community and Court Liaison Service (SCCLS) over the next four years.

The SCCLS will expand from 21 Local Courts to 58, for a total of 37 new sites throughout NSW, including the Surry Hills Police Cells in Sydney. Each year, the SCCLS will assist Court Magistrates to divert approximately 2,100 to 2,300 defendants, with over 80% of defendants who are assessed by SCCLS being successfully diverted.

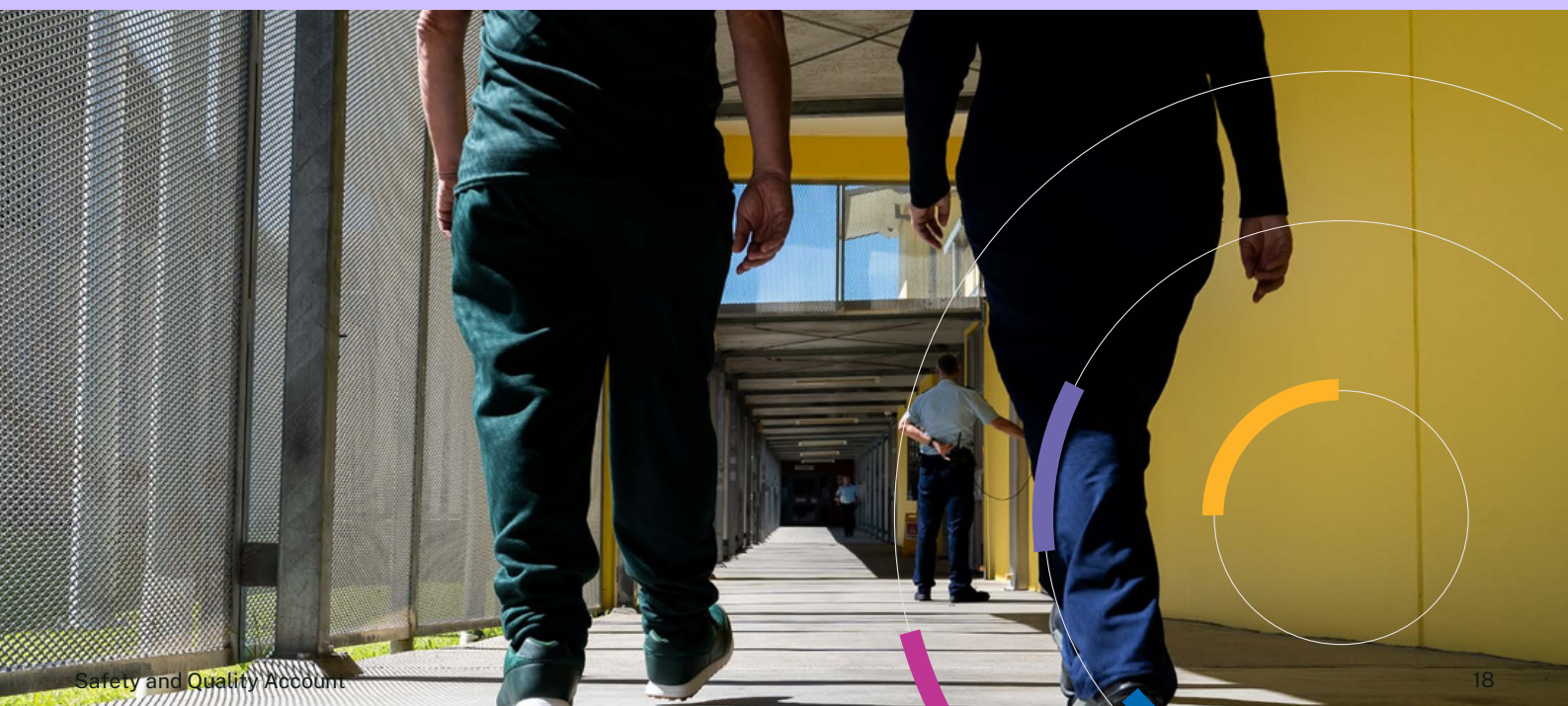
The Court Diversion Program plays an integral role in diverting individuals with serious mental health needs into appropriate mental health care in the community.

This is particularly important as it is estimated that almost half of the Australian prison population has a mental illness, which is significantly higher than the general population. In NSW, over 60% of people in custody are recognised as experiencing difficulty with mental health.

Aboriginal and Torres Strait Islander people are over-represented in custody, with Aboriginal people who suffer a mental illness being significantly more likely to come into contact with the criminal justice system than non-Aboriginal counterparts.

Year on year from 2019, 20% of patients diverted from the criminal justice system have identified as Aboriginal.

Aboriginal mental health workers have also been appointed to the service to ensure the delivery of culturally sensitive care in community settings.



# Towards Zero Suicides in Custody: Empowering patients to access help

Our Towards Zero Suicides in Custody (TZSC) team are making strides to strengthen and support the mental health of patients in correctional centres.

Research demonstrates people in custody have reported higher rates of attempted suicide history and often have little contact with health services in the community. This need has translated into our TZSC initiative, which includes a range of layered interventions to develop a suicide prevention safety net.

One of the key interventions was the launch of our ongoing service, the Suicide Prevention Outreach Team (SPOT), which has seen a keen focus on safety planning with patients most at-risk.

Since inception in February 2023, the SPOT has received more than 106 referrals. Importantly, the SPOT can receive referrals from staff at Justice Health NSW, Corrective Services NSW, and fellow inmates, which reduces waiting times for patients.

SPOT clinicians build rapport with patients and can undertake comprehensive risk assessments and safety plans that inform referrals, where appropriate for other support. For those leaving custody, the SPOT will conduct detailed handovers with community organisations to ensure patients continue to receive support.

Another intervention, Caring Contacts Postcards, has harnessed the creativity of patients. On one side of the postcard is artwork created by our patients and on the other side is words of encouragement to seek help and coping strategies.

The postcards are distributed to patients who have been identified as 'at-risk' and empower them to access help.

The team continues to expand their projects and reach as many patients as they can across the state, supporting them to return healthier to their families and loved ones.

In excellent news, TZSC were announced as a finalist in the 2023 NSW Health Awards in the 'Patient Safety First' category.



Example of the patient postcard artwork

## Aboriginal partnerships framework

**Meaningful relationships with Aboriginal Community Controlled Health Services continue to be established and nurtured, through the leadership of our Aboriginal Health Unit.**

The Unit has engaged the services of external Aboriginal stakeholders from the Aboriginal community controlled sector to form the Aboriginal Community Reference Group (ACRG).

The ACRG's role is to provide Aboriginal community consultation, engagement and Aboriginal community controlled endorsement to meet part of the Aboriginal governance requirements of the Aboriginal Health & Medical Research Council ethics application. The ACRG is 100% community controlled with Aboriginal Health Unit providing secretariat support.

The founding members of the ACRG include:

- Armajun (Armidale)
- Pius X (Moree)
- Link-UP NSW (state-wide)
- Waminda South Coast Women's Health & Welfare Aboriginal Corporation
- Windaan Aboriginal Services (Port Macquarie)
- Tribal Warrior Aboriginal Corporation (Redfern)

The Aboriginal Health Model of Care is currently in development and the ACRG will play an important role in providing expert advice to ensure continuity of care for Aboriginal patients upon release.



Grantley Creighton, inaugural Director Aboriginal Health Unit

# Improving the patient experience

---

---

## Forensic Hospital transform school experience for adolescent patients

In December 2022, the Austinmer Adolescent Unit at the Forensic Hospital celebrated a successful year of school for its patients.

For the first time, a Year 12 student was awarded their High School Certificate and two Year 10 students were awarded the NSW Record of School Achievement.

These students went above and beyond to also receive several merit certificates in a variety of subjects including mathematics, science, English and history.

The achievements come as a result of a joint initiative with Justice Health NSW and Sydney Children's Hospital School (NSW Department of Education), which was launched in 2021. Co-designed with the NSW Department of Education, the program places the student at the centre of their learning journey.

Sippy Nthakomwa, Acting Deputy Director of Nursing Forensic Hospital said each student is assessed and provided a personalised learning plan, tailored to their interests and abilities.

"For school-aged students, their learning is part of a holistic approach to healthcare and used in combination with a number of other therapies to complement patient recovery and development," Sippy said.

At the ceremony, students shared their positive experiences and thanked their teacher, Lisa, who has been a guiding force in their education.

To showcase their new skills, one young person performed two songs that she wrote on the guitar, which she had learned to play that year.

"Witnessing their graduation was truly an amazing moment that recognised their individual dedication," Sippy said.

"Thanks to the education program, our patients now experience a more structured day that gives them purpose and has a positive impact on their recovery."

## Close the Gap events return to support Aboriginal patients

Justice Health NSW continues to strongly engage in the Close the Gap model of care, and this year welcomed back Close the Gap events, which had been postponed during the COVID-19 pandemic.

Importantly, Close the Gap events provide opportunities for patients and health professionals to engage in more culturally responsive ways, identify health concerns, and engage with internal and external Aboriginal stakeholders.

Health Centres organised local initiatives with patients, including taking health observations, providing health education, painting, traditional music and dance. The events were planned in consultation with Aboriginal patients to make it as engaging as possible.

Patients and staff continue to respond well to the events with growth in patient attendance and site participation between 2014 and 2019 and an above average site participation in 2023.

Throughout the events, staff screened more than 300 patients, with 75 patients referred to the Health Centre for further follow-up.

On the day, patients provided oral and written feedback to staff, which was overwhelmingly positive. One of the key pieces of feedback was the expansions of the events and ongoing mental health education for patients.

To ensure the continuity of these services, staff are already meeting and planning for opportunities in 2024.



# Supporting the self-care of families and carers

Justice Health NSW's Teen Got It! (TGI) Program provides early intervention support for young people with disruptive behaviours, which is also extended to that young person's family and/or care givers.

In 2021, the TGI team launched the 'Caring for Ourselves and our Families' project that provides self-care toolkits to parents and carers who are part of the program. The toolkits are focused on delivering stress management via self-care and the recipients can use the items to enjoy quality time with their child.

In the toolkit, families and carers receive:

- A cookbook
- Puzzle
- Chocolate
- Tea and coffee
- Card game (e.g. Monopoly)
- Gardening seeds
- Candle
- Face mask
- Socks
- Hand cream
- Mini notebook

Since its launch, the team send approximately 50 toolkits a year and recently, a parent provided feedback on using the gardening seeds to build a stronger relationship with their child.

"I was close to tears at the thought that was put into the care package," the parent said.

"It is also really validating after years of no one listening and cries for help, we finally feel we are being heard. This means so much."

In excellent news, TGI were announced as a finalist in the 2023 NSW Health Awards in the 'Excellence in the Provision of Mental Health Services' category.



# Peer harm reduction program delivering education and support in the yard

Despite high levels of Direct Acting Antiviral treatment for hepatitis C in NSW prisons, ongoing virus transmission remains a challenge.

Justice Health NSW, together with NSW Users and AIDS Association (NUAA), identified that a peer program related to harm reduction could make an impact.

The Peer Harm Reduction in the Yard (PHRY) program, which was first piloted in 2020, consists of eight modules delivered over four weeks. It covers topics including harm reduction, blood borne viruses (BBVs), hepatitis C (HCV), injecting related injuries and disease, and peer skills. In addition, NUAA peer support workers with lived experience of injecting drug use share their stories with participants.

To date, the PHRY has been delivered to more than 50 patients, including a culturally specific program for Aboriginal patients at Wellington Correctional Centre.

The pilots have successfully demonstrated the ability to adapt the program for the individual needs of each centre and peer group. This includes tailoring content/delivery for women, Aboriginal patients and for those where there are issues with access and non-associations.

78% of participants reported increased knowledge of HCV and other BBVs after the program, while 74% reported an increase in confidence talking to others about HCV and BBVs.

The PHRY pilots demonstrate peer HCV and harm reduction programs are feasible in NSW prisons and there is potential for this model to be delivered at correctional centres state-wide and adopted nationally.

I have spoken to people I have used with about safer ways to use.

A key take away is not to judge myself by other people's stigma.

The group is not just about going along for yourself, it's about talking to the boys who weren't there about what you've learned.

Testimonials from participants



# A workplace culture that drives safe, high-quality care

Justice Health NSW is committed to creating an organisation that delivers world-class healthcare to its patients while providing positive experiences and development opportunities for its staff.

By listening carefully to our people from across the organisation, and as a direct result of their feedback, new programs and initiatives have been implemented to inspire a culture of collaboration, communication, and transparency. These include:

- Chief Executive Town Hall – Held monthly, these virtual meetings are hosted by our Chief Executive and senior leaders to share important updates across the organisation. Staff are given the opportunity to ask questions anonymously, drawing attention to matters directly impacting our teams at all levels. Actions from the Town Hall are updated on the Intranet, providing visibility to staff on progress and outcomes.
- Connecting New Starters program – At Justice Health NSW, all employees should feel connected, excited, and certain within our organisation. This is important in ensuring employees have the tools to succeed in their roles and feel supported in their teams. As a result, the Connecting New Starters program was launched to engage with staff as soon as they commence with the organisation. The program focuses on establishing relationships and reinforcing the important role our people have in our patient care delivery. Throughout the program, employees feel welcomed and included by:
  - Receiving detailed communications prior to their start date
  - Time set aside to connect with their manager and team
  - Participating in the New Starter Connections Day at Malabar
  - Receiving detailed information on how we work at Justice Health NSW
  - Receiving clarity on their role and performance expectations
  - A dedicated welcome and connections for all Aboriginal staff

Looking to the future, Justice Health NSW will continue to harness the collective expertise and lived experiences of our people to create a workplace of inclusion, strengthening our employee voice, senior leadership, and health partnerships. To do that, we seek to incorporate our CORE values of Collaboration, Openness, Respect and Empowerment with our patients, families, and carers and with each other.

# Review of performance against 2022-23 NSW Health key performance indicators

Overall, Justice Health NSW maintained excellent performance in 2022-23 against the clinical Key Performance Indicators (KPIs) in our Service Agreement with NSW Health. With a view of continual improvement, Justice Health NSW acknowledges the KPIs that were not met and implementing strategies to improve their performance in the coming year.

- Ongoing work with Nurse Managers, Nursing Unit Managers, Clinical Nurse Educators and all non-compliant staff notified of 'Between the Flags' workshops, which have been scheduled until the end of 2023. It is noted that meeting the target for nurse training is skewed due to contingent workers.
- To improve influenza vaccinations, all centres will have workplans for flu vaccinations clinics submitted in advance to the Clinical Nurse Consultant for approval. Immuniser training will also be conducted for 20 staff.
- It is likely that the prevalence of HCV in NSW Prisons was significantly overestimated at 25-30%. A recent dried blood spot (DBS) project found 6% prevalence of HCV in NSW prisons. Nonetheless, Justice Health NSW has recently partnered with the Kirby Institute to use new 1 minute HCV antibody tests, which will enable more testing.
- A pilot of a dedicated Aboriginal identified position at an adult and adolescent reception centre to connect with Aboriginal persons will occur to improve access to the Aboriginal Chronic Care Program. Brochures and resources will be developed to support communication about available support and services.

Our 2023-24 Service Agreement contains 13 new KPIs to measure health care quality and safety more sensitively and specifically in our unique service delivery environments.



## 2022-23 Clinical Key Performance Indicators (KPIs)

### Future Health strategic outcome 2: Safe care is delivered across all settings

Key Performance Indicator	2022-23 Target	2022-23 full year results
Nurses trained to detect deteriorating patients (Percentage of Nurses trained)	≥ 90%	84%
Seclusion in the Forensic Hospital acute wards (Percentage of patients with at least one seclusion episode)	≤ 30%	17%
Restraint in the Forensic Hospital acute wards (Number of restraint episodes per 1,000 bed days)	≤ 70	58

### Future Health strategic outcome 3: People are healthy and well

Key Performance Indicator	2022-23 Target	2022-23 full year results
<b>Drug and Alcohol Key Performance Indicators</b>		
Custodial patients receiving depot buprenorphine treatment (Percentage of all patients on Opioid Substitution Therapy)	≥ 30%	84%
Opioid Substitution Therapy initiation (Number of custodial patients who initiated treatment)	≥ 400	980
Drug and alcohol treatment plans for pregnant women (Percentage of patients with a treatment plan within 14 days of entering custody)	100%	100%
Antenatal care for pregnant women with drug and alcohol treatment plans (Percentage of patients linked with antenatal care services)	100%	100%
Connections program participants who overdose post-release (Percentage of all released Connections Program patients)	≤ 5%	2.8%
Alcohol & other drug related activity (Total number of service events for non-inpatients)	≥ 81,066	95,433
HIV, Sexually Transmitted Infection and Hepatitis C Screening (Number of high-risk patients identified for screening)	≥ 9,000	10,885

### Population Health Performance Indicators

Influenza vaccinations (Number of patients vaccinated)	≥ 5,000	3,681
Custodial patients initiating Hepatitis C treatment (Number of patients who initiated treatment)	≥ 1,250	907
Aboriginal custodial patients initiating Hepatitis C treatment (Percentage of all treatment initiations)	30%	46%

## 2022-23 Clinical Key Performance Indicators (KPIs)

### Future Health strategic outcome 3: People are healthy and well

Key Performance Indicator	2022-23 Target	2022-23 full year results
<b>Integrated Care Key Performance Indicators</b>		
Adult patients accessing the Aboriginal Chronic Care Program (Percentage of Aboriginal patients)	≥ 15%	11.6%
Integrated Care service patients who attended their GP appointment post-release (Percentage of patient attendance)	≥ 70%	83%
Aboriginal Integrated Care service patients who attended their GP appointment post-release (Percentage of Aboriginal patient attendance)	≥ 70%	73%
<b>Mental Health Key Performance Indicators</b>		
Mental Health Peer Workforce (Number of Full-Time Equivalent Staff Employed)	≥ 5	5
Adults with mental illness diverted to community-based treatment (Percentage of adults diverted from custody)	≥ 75%	80%
Young people with mental illness referred to community-based treatment (Percentage of young people referred)	≥ 70%	98%
Non-inpatient mental health outcome measures (Percentage of compliance for mental health non-inpatients)	≥ 70%	67%
Young people accepted into the Community Integration Team (Number of patients accepted)	≥ 420	532
Aboriginal young people accepted into the Community Integration Team (Percentage of patients accepted)	≥ 40%	58%

# 2023 - 24 Future Priorities

---

---

## Voluntary Assisted Dying

Following new legislation allowing people to access voluntary assisted dying (VAD) in NSW, Justice Health NSW is working closely with key stakeholders on the implementation process. Commencing 28 November 2023, the pathway will be patient-centric and ensure individuals approved for VAD will receive continuous support and direction.

---

## Family and Carer Engagement Redesign

A clinical redesign project has commenced with the goal to facilitate collaboration and enable meaningful partnerships between Justice Health NSW and the families and carers of adult patients in custodial care. The project team have finished their solutions phase and are moving into implementation.

---

## Ear health screening

To reduce hearing loss and improve the quality of life of patients, an ear health screening service will be implemented across all adult centres. By introducing this service, hearing will improve patients' quality of life, reduce illness and death from ear health related issues. All Aboriginal people and patients at high risk of ear health issues will be eligible for the service.

---

## eMeds

Justice Health NSW is undertaking a project to deliver a digital medicines platform, eMeds, to replace the largely paper-based environment in operation. eMeds will improve the accuracy and safety of medication administration, including live medication records, reducing the number of records and legibility of medication orders.

---

## Evidence-Based Practice

Aligning with the 10-Year Strategic Plan, Justice Health NSW will continue to progress co-designed, localised interventions to support patient care.



# Justice Health and Forensic Mental Health Network

This attestation statement  
is made by

*Ms Wendy Hoey  
The Hon. Jillian Skinner*

Holding the position/office  
on the Governing Body

*Chief Executive  
A/Chair of Board*

For and on behalf of the  
governing body titled

*Justice Health and Forensic Mental Health Network*

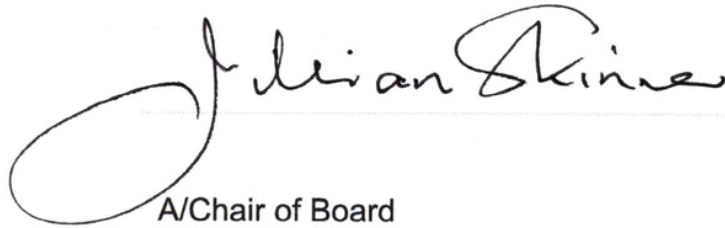
1. The Governing Body has fully complied with, and acquitted, any Actions in the National Safety and Quality Health Service (NSQHS) Standards, or parts thereof, relating to the responsibilities of governing bodies generally for Governance, Leadership and Culture. In particular I attest that during the past 12 months the Governing Body:
  - a. has provided leadership to develop a culture of safety and quality improvement within the Organisation, and has satisfied itself that such a culture exists within the Organisation
  - b. has provided leadership to ensure partnering by the Organisation with patients, carers and consumers
  - c. has set priorities and strategic directions for safe and high-quality clinical care, and ensured that these are communicated effectively to the Organisation's workforce and the community
  - d. has endorsed the Organisation's current clinical governance framework
  - e. has ensured that roles and responsibilities for safety and quality in health care provided for and on behalf of the Organisation, or within its facilities and/or services, are clearly defined for the Governing Body and workforce, including management and clinicians
  - f. has monitored the action taken as a result of analyses of clinical incidents occurring within the Organisation's facilities and/or services
  - g. has routinely and regularly reviewed reports relating to, and monitored the Organisation's progress on, safety and quality performance in health care.

2. The Governing Body has, ensured that the Organisation's safety and quality priorities address the specific health needs of Aboriginal and Torres Strait Islander people.
3. I have the full authority of the Governing Body to make this statement.
4. All other members of the Governing Body support the making of this attestation statement on its behalf *(delete if there is only one member/director of the governing body)*.

I understand and acknowledge, for and on behalf of the Governing Body, that:

- submission of this attestation statement is a pre-requisite to accreditation of the Organisation using NSQHS Standards under the Scheme
- specific Actions in the NSQHS Standards concerning Governance, Leadership and Culture will be further reviewed at any onsite accreditation visit/s.

Signed



Position

A/Chair of Board

Name:

The Hon. Jillian Skinner

Date

14 July 2023

Counter signed by the Health Service Organisation's Chief Executive Officer (however titled)

Signed



Position

Chief Executive

Name

Ms Wendy Hoey

Date

13 July 2023

Schedule of health service organisations covered by this attestation statement

Name of health service organisation	Address
The Long Bay Hospital	Long Bay Correctional Complex 1300 Anzac Parade Malabar 2036
The Forensic Hospital	1300 Anzac Parade Malabar 2036





Together for

**Healthier Tomorrows**



**Justice Health and Forensic  
Mental Health Network**

ABN 70 194 595 506

1300 Anzac Parade  
Malabar NSW 2036

PO Box 150  
Matraville NSW 2036

T: (+612) 9700 3000

E: [JHFMHN-Admin@health.nsw.gov.au](mailto:JHFMHN-Admin@health.nsw.gov.au)

W: [nsw.gov.au/health/justicehealth](http://nsw.gov.au/health/justicehealth)