

Artists impression of the
new Forensic Hospital



A NEW Direction

for Justice Health

**HEALTH SERVICE STRATEGIC PLAN
TOWARDS 2010**



NSW
Government



JUSTICE HEALTH

Long Bay Hospital
Anzac Parade
MALABAR NSW 2036

PO Box 150
MATRAVILLE NSW 2036

Phone: + 61 2 9289 2977
Fax: + 61 2 9311 3005
www.justicehealth.nsw.gov.au

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Chief Executive's Message

The Justice Health Strategic Plan to 2010 has been formulated to reflect the seven strategic directions of NSW Health and the goals of the NSW Government's State Plan. The Plan will act as a guide to navigate Justice Health through the many challenges to be faced by the organisation in the coming years.

Justice Health provides health care in a complex environment to people in the adult correctional system, to juvenile detainees, to those within the NSW forensic mental health system and in the community. Even though our patients have come into contact with the criminal justice system, they are also members of the wider community and the vast majority spend only a short period of time in our care.

Justice Health is able to make use of this paradoxical opportunity to screen, triage and provide care to disadvantaged members of the community who may not access health services well in the community. A critical focus of Justice Health is therefore continuity of care upon arrival and after release from the criminal justice system. The Service has an increasing role in the diversion from custody where community treatment is a more appropriate option.

The Strategic Plan to 2010 will direct our service provision and growth over the coming years, allowing us to provide a world-class service that has a significant role in improving the health of the people of NSW. The successful carrying out of our duties is reliant upon partnerships with other agencies and the importance of these relationships has been reflected in the goals of the Plan.

To implement this Plan Justice Health will make sound decisions as to the best use of the resources available to us from all funding sources. The Plan will be regularly reviewed and adjusted to reflect the allocation and re-allocation of resources to priority areas of health care.

We will measure our progress on implementing the seven Strategic Directions firstly by those that appear in the NSW Government's State Plan, measures collected and reported on by NSW Health and other measures that have been developed specifically by Justice Health. Our complex working environment is dynamic and changing, and we will modify our targets to address changes and new challenges.

Dr Richard Matthews
Chief Executive

Vision and Goals of NSW Health

Our vision:

Healthy People – Now and in the Future

NSW Health will focus its efforts on delivering high quality health services that are responsive to the needs of health consumers and the community and will ensure that its services can adapt to meet future challenges. Our vision reflects this focus and is supported by the four goals shown below.

Our goals:

To keep people healthy

To provide the health care that people need

To deliver high quality services

To manage health services well.

Seven strategic directions underpin our vision and goals.

The Seven Strategic Directions:

1. Make prevention everybody's business
2. Create better experiences for people using health services
3. Strengthen primary health and continuing care in the community
4. Build regional and other partnerships for health
5. Make smart choices about the costs and benefits of health services
6. Build a sustainable health workforce
7. Be ready for new risks and opportunities

Justice Health Vision

International best practice health care for those in contact
with the criminal justice system

Justice Health Goals

- Identify the health care needs of our client group
- Provide high quality, clinically appropriate services, informed by best practice and applied research
- Make health care part of the rehabilitative endeavour
- Facilitate continuity of care to the community
- Develop an organisational culture that supports service delivery
- Promote fair access to health services
- Provide strong corporate and clinical governance

Where do we want to be in 2010

NSW Health is striving to protect, promote, maintain and improve the health of the people of NSW.

What we are striving for in 2010 is a health system that:

- has a greater focus and investment in improving health and preventing illness while continuing to treat illness effectively paying particular attention to reducing the health gap for communities that experience multiple disadvantage
- is focused on quality and safety, providing patients with ready access to safe and satisfactory journeys through NSW health services and ensures patients and their carers are informed and involved in healthcare decisions and treated with respect
- helps people to access most of the healthcare they need through an integrated network of primary and community health services across the public and private health systems
- has a greater focus on healthy ageing strategies integrating services across different levels of government and the private sector
- engages more effectively with other government and non-government agencies, and the broader community, to provide a more integrated approach to planning, funding and delivering health services to local communities and regions
- makes the most effective use of the finite resources available and manages costs, services and infrastructure effectively to meet the State's healthcare needs while maintaining financial sustainability
- has a valued, skilled workforce that is well planned, trained, organised and deployed creatively to focus on the changing needs of health consumers, carers and the wider population
- is alert and capable of readily adapting to the changing needs of the community and is quick to anticipate and respond to new issues as they emerge.

Justice Health in 2010:

- Improved continuum of care between Justice Health and other service providers
- Improved patient journeys through Justice Health
- Expansion of early intervention strategies
- Improved access to mental health professionals in correctional facilities and juvenile justice centres
- Improved access to culturally appropriate health services for Aboriginal people
- Expansion of community mental health and drug and alcohol services
- Improved follow-up in the community of "high risk" mentally ill people
- Improved follow-up in the community of young people "at risk" of mental illness identified in juvenile justice centres and detention centre, and of young people with drug and alcohol problems, co-morbid drug and alcohol problems and mental illness and for those with complex physical health presentations including blood borne viruses
- Valued health professionals, improved workforce skills, and capacity building and practice models in place
- Health services being provided in the new Forensic and Prison Hospitals
- Better information technology and information technology infrastructure to meet the challenges of health service delivery
- Effective and efficient information management systems that support strategic decision making
- Creation of a Masters in Forensic Mental Health course in collaboration with the University of NSW to strengthen workforce skills
- Enhance evidence-based practice through strategic research.

Current pressures and future challenges

NSW has a good health system, with most of the population having access to high quality health care and achieving long and healthy lives.

The NSW public health system faces a number of challenges in the future. The major challenges faced by NSW Health are:

- population changes - growing, ageing and distribution
- changes in lifestyle behaviour
- increasing community expectations
- technological advancements and reforms
- workforce supply and sustainability

Current pressures and future challenges for Justice Health include:

- Providing health services to a population who generally have poor health status characterised by general neglect, substance abuse and mental illness
- Providing health services in remote geographical locations of some correctional centres and juvenile justice centres
- Limited access to patients
- Small 'window' of opportunity to improve health status of patients as only 10% of adults stay more than 6 months and only 2.5% of young people who come into contact with the criminal justice system stay for longer than 6 months
- Frequent movement of patients between correctional centres and courts
- Over representation of Aboriginal people compared to the general community
- Provision of care for an increasing number of patients over 45 years of age

- Provision health services for an increasing number of young people in custody
- Emerging mental illness in young people who come into contact with the criminal justice system
- Increase in presentations in correctional facilities of amphetamine related withdrawal and intoxication
- Availability of sufficient numbers of appropriately skilled staff working where they are needed
- Commissioning the new Forensic and Prison Hospitals
- Increased knowledge and understanding of health services by patients placing demands on the type and quality of services available
- Need for good working relationships with the Department of Corrective Services and Department of Juvenile Justice as poor performance in this area can have negative impact on patient care
- Increased focus on information management, performance reporting, and information security
- High demand and expectations for information technology services and equipment
- Increasing cost pressures
- Introduction of the Masters in Forensic Mental Health in collaboration with the University of NSW.

Equity in the supply and delivery of health services

Residents of NSW are living longer and healthier lives than ever before. Over the past 20 years, the chances of dying before we reach 70 years of age have dropped by almost 25%. However, these health gains have not been shared by everyone.

Persistent patterns of health inequality are clearly evident within the NSW population. Aboriginal people, as the most notable example, tend to have higher levels of health risk, poorer health, and a much shorter life expectancy than non-Aboriginal people. Other groups who are likely to experience consistently poorer health outcomes include many rural and remote communities, people with a mental health disorder or intellectual disability, prisoners, homeless people and refugees.

The differences between those with the best and worst health in NSW, as in all countries, is systematically linked to factors such as where we live, what we do, how much money we earn and how long we stayed at school, as well as health risk behaviours and use of preventive health services. The evidence is clear that groups with the poorest health have fewer opportunities to achieve and maintain good health. This indicates that at least some of the health inequality among NSW residents is avoidable and could be regarded as unfair.

The principle of equity in health is about ensuring fair and just access for everyone to opportunities for health. Successful strategies for promoting health equity (and reducing health inequity) have been identified through international research [Ref. *NSW Health and Equity Statement, 2004*]. Typically, the most effective strategies depend on well-planned, sustained, outcome-focused collaborative action by the government, community, non-government and private sectors. The NSW health system is a key stakeholder in many of these initiatives and has an important role to play.

In partnership with other services and sectors, the NSW health system must direct its efforts to reducing the avoidable health gap between people with the best

and poorest health in the state at the same time as it continues to focus on protecting, promoting, maintaining and improving everyone's health and wellbeing.

Narrowing the health gap within the NSW population will yield numerous benefits. Most importantly, it will improve the lives of the many people who have historically experienced significant and avoidable health disadvantage. It will also assist in managing and containing the escalating demand for health care which is putting increasing pressure on the health system and the finite resources available.

An equity approach to health recognises that not everyone has the same level of health or level of personal resources to deal with their health problems, and it may therefore be important to respond to people differently in order to work towards equal outcomes. In terms of health service provision, this requires a well-judged combination of –

- strong universal mainstream health services that are responsive to the special needs of specific population groups, and
- targeted health services for particular groups to meet major health issues (such as low rates of immunisation or high rates of middle ear infection in childhood)

The principle of equity in health, and the imperative to reduce health disadvantage within the population, must underpin and guide decisions and actions taken to pursue each of the 7 Future Directions. This approach is consistent with the NSW Government's long-term commitment to making sure we have a fair health system and a fair society.

Seven Strategic Directions

The Strategic Directions for NSW Health mirror those developed through the 20 year Futures Planning Project. They build on work undertaken for the NSW Health Care Advisory Council and further developed at two State-wide planning forums, which involved a wide range of people including leading clinicians, academics, consumers, and government and non-government sector representatives.

The seven Strategic Directions capture NSW Health priorities over the next five years and will be reflected in all Department and Health Service planning. They acknowledge the need to align Strategic and Future Directions for NSW Health and guide the longer-term development of the NSW public health system. They form the basis of the NSW State Health Plan, A new direction for NSW- Towards 2010.

This Strategic Plan uses the NSW Health seven Strategic Directions to set out strategies and measures for achieving these directions. Where relevant this document also relates closely to the NSW Government's State Plan priorities and puts forward initiatives to achieve them.

The Seven Strategic Directions are:

1. Make prevention everybody's business
2. Create better experiences for people using health services
3. Strengthen primary health and continuing care in the community
4. Build regional and other partnerships for health
5. Make smart choices about the costs and benefits of health services
6. Build a sustainable health workforce
7. Be ready for new risks and opportunities

The Justice Health Strategic Directions

Clinical

The Justice Health Strategic Plan to 2010 will focus the organisation on 7 key areas of clinical performance:

1. Risk assessment and early intervention
2. Prevention and early detection of health problems
3. Managing the top 5 chronic diseases - cardiovascular, chronic obstructive pulmonary disease, diabetes, renal failure, and cancer
4. Community mental health services
5. Programs that divert mentally ill offenders to treatment
6. Managing our ageing patient population
7. Post release care – continuity of care to the community

Corporate

The Justice Health Strategic Plan to 2010 will focus the organisation on 5 key areas of corporate performance:

1. Workforce planning
2. Sound financial management
3. Forensic and Prison Hospitals Project

4. Information management
5. Information technology

Taking action

We will measure our success at achieving improved health outcomes through a broad range of measures, including measures identified in the NSW State Plan, existing dashboard and other indicators at State-wide and Health Service level and reported on by NSW Health and measures that have been specially developed to assess progress.

Work is currently underway to ensure that there are adequate measures to highlight achievements against each strategic direction.

The Plan will be reviewed annually to monitor progress against a detailed implementation plan. The implementation plan will show the linkages between the 10-20 year outlook, the five year targets and one year operational plans. State-wide programs will be articulated at a Health Service level with specific milestones and targets outlined. Linkages to the NSW State Plan will be specified.

The targets in the State Health Plan and the Justice Health Strategic Plan will be modified as necessary in light of changes such as:

- where targets are achieved, new targets may be set
- changes in clinical treatment practices or priorities may modify, or add to, existing strategies
- changes in Commonwealth or State funding priorities or policies
- the emergence of new diseases or increased risk of known diseases.

Make prevention everybody's business

The familiar saying that 'prevention is better than cure' is supported by clinical evidence. But putting prevention into practice is not easy and benefits are not always immediately apparent. Reducing risk factors such as smoking, obesity, risky alcohol use and stress requires strong will and sustained action by individuals, families, communities and governments. Similar effort is needed to increase protective factors such as good nutrition, physical activity, healthy environments and supportive relationships.

What we are striving for in 2010 is a health system that puts greater effort and investment to improving health and preventing illness while continuing to treat illness effectively. This will require new strategies for health promotion and illness prevention, which are supported by structural changes such as legislation, regulation and environmental changes. The principle of prevention will be embedded into NSW Health's service delivery. It will be the core of the concept of "Live Life Well."

State Plan priorities and targets

R1: Reduced rates of crime, particularly violent crime

R2: Reducing re-offending

R3: Reduced levels of antisocial behaviour

- Targets set by Government will be achieved by a range of contributing agencies

S2: Improve survival rates and quality of life for people with potentially fatal or chronic illness through improvements in health care

- Reduce the number of potentially avoidable deaths for people under 75 to 150 per 100,000 population by 2016

S3: Improved health through reduced obesity, smoking, illicit drug use and risk drinking

- Continue to reduce smoking rates by one per cent per annum to 2010, then by 0.5 per cent per annum to 2016
- Reduce total risk drinking to below 5 per cent by 2012
- Hold illicit drug use in NSW below 15 per cent

F1: Improved health and education for Aboriginal people

- Targets set by Government will be achieved by a range of contributing agencies

F4: Embedding prevention and early intervention into Government services

- The Government will produce the policy framework for early intervention by the end of 2006/07 and benchmark and set targets for agency performance by no later than 2008/09

What we will do

The following objectives, strategies and measures focus on what we will do at Justice Health to meet the NSW State Plan and State Health Plan priorities and targets, addressing our particular population needs and circumstances.

Justice Health objectives

1. Identify at risk individuals and provide timely and appropriate intervention
2. Reduce illness and death from preventable diseases

Key programs and initiatives over next 5 years

1. Identify at risk individuals and provide timely and appropriate intervention

We will build on:

- Improving Reception Health Assessment procedures
- Access to the Opiate Treatment Program
- Expansion of the Aboriginal Vascular Health Program – “Tick on.....Kick on”
- Improving the patient journey for pregnant woman
- Increasing access to Physical Activity Program for Special Populations
- Increasing access to the Oral Health Program

We will:

- Develop Adolescent Health physical and mental health early identification and intervention strategies
- Implement the Framework for Pregnant Women in Custody.

2. Reduce illness and death from preventable diseases

We will build on:

- Increasing number of patients who participate in the Influenza Vaccination Program
- Increasing access to Hepatitis B vaccination
- Continuing the Targeted Screening Program for blood borne viruses and sexually transmitted diseases
- Improving health risk factors such as smoking rates through the Smoking Cessation Clinical Program
- Improving breast cancer screening rates
- Increase in resources to improve cervical screening rates
- Improving testicular cancer screening rates
- Increase identification of the mentally ill in prison and their diversion and/or follow-up in the community

We will:

- Develop a business case for breast ultrasound services within correctional centres to provide a more timely service, reduce cancellations, and increase screening rates.

Measuring success against our Plans

Our measures of success are matched to the State Plan priorities and targets, the State Health Plan targets and specific Justice Health measures.

State Plan and State Health Plan targets

- R1** Reduced levels of anti-social behaviour and reduced re-offending- Targets set by Government will be achieved by a range of contributing agencies
- R2**
- R3**
- S3** Continue to reduce smoking rates by 1% each year to 2010, then by 0.5% to 2016. We aim to exceed this target for the Aboriginal population
- S3** Prevent further increases in levels of adult obesity which are currently at 50%
- S2** Reduce the number of potentially avoidable deaths for people under 75 years of age from 175 per 100,000 population in 2003 to 150 per 100,000 population by 2016.
- F1** Number of Aboriginal people in target group over number screened at sites with Aboriginal Vascular Health Program
- F4** Percentage of all women who attend their first antenatal visit before 20 weeks gestation

Justice Health measures

- Percentage of new clients coming into correctional centre clinics who are maintained on existing opiate treatment program unless clinically contraindicated
- Female receptions aged 14 and over are offered a pregnancy test within 24 hours of reception
- Number of adolescents in target group (those who stay longer than 24 hours) over number screened for physical and mental health problems
- Meet implementation targets in the Framework for Pregnant Women in Custody.
- Percentage of patients vaccinated against influenza over the total number in target group
- Percentage of patients vaccinated against Hepatitis B over the total number in target group
- Percentage of all receptions into adult correctional centres introduced to the targeted Screening Program for BBV and STI
- Percentage of inmates who successfully complete the Smoking Cessation Clinical Program
- Achieving the target of offering the Smoking Cessation Clinical Program at 2 correctional centres per year
- Women offered breast cancer screening (target group 50-60yrs) within 12 months as per NHMRC guidelines
- All eligible women have cervical screening offered within 12 months as per NHMRC guidelines
- Percentage of patients with a sentence over 6 months who have a Long Term Health Plan completed
- Numbers of mentally ill diverted from the criminal justice system
- Increased numbers of mentally ill offenders seen in the community by mental health services

Create better experiences for people using health services

Creating better experiences for people using public health services is a matter of making sure that these services continue to be of high quality, appropriate, safe, available when and where needed, and coordinated to meet each individual's needs, including those from Aboriginal or other culturally and linguistically diverse backgrounds.

What we are striving for in 2010 is a health system that provides patients of NSW Health with ready access to satisfactory journeys through health services and ensures patients and their carers are informed and involved in health care decisions and treated with respect.

State Plan priorities and targets

S1: Improved access to quality health care

- Achieve national benchmarks for timely access to emergency departments and surgical treatment by 2008 and maintain them to 2016 in the face of increasing demand
- Reduce 'sentinel' events from the current low level of one per 70,300 procedures in NSW public hospitals

S8: Increase customer satisfaction with Government services

- Measure, report and improve customer satisfaction with Government services

F5: Reduced avoidable hospital admissions

- We will reduce by 15 per cent over five years hospital admission for people who should not need to come to hospital

What we will do

The following objectives, strategies and measures focus on what we will do at Justice Health to meet the NSW State Plan and State Health Plan priorities and targets, addressing our particular population needs and circumstances.

Justice Health objectives

1. Implement models of care that improve access to health care for adults and young people
2. Ensure adults and young people who come into contact with the criminal justice system have access to the health care they need
3. Deliver high quality health services

Key programs and initiatives over next 5 years

1. Implement models of care that improve access to health care for adults and young people

We will build on:

- Developing health care literacy programs for young people who come into contact with the criminal justice system – custody and community
- Juvenile Justice Centre Release Treatment Scheme pilot
- Developing Models of Care Project and Business Process re-engineering of service delivery

We will:

- Implement the Waiting List Project recommendations
- Increase access to mental health professionals across correctional and juvenile justice systems
- Create links with community health services and local hospitals for shared care arrangements eg for pregnant women
- Increase access to specialised women's health services outside Long Bay Hospital eg satellite ultrasound clinics at other woman's correctional centres

2. Ensure adults and young people who come into contact with the criminal justice system have access to the health care they need

We will build on:

- Increasing access to health services by Aboriginal Community Controlled Health Services
- Continuing development of the Court Liaison Service for both adults and young people
- Continued development of Hepatitis C Services
- Continued improvement of mental health services for women with the opening of the Mental Health Screening Unit at Mulawa.

We will:

- Develop models of care around management of chronic diseases

3. Deliver high quality health services

What we will build on:

- Developing and implementing the Clinical Audit Program
- Continuous improvement of the Inmate Development Committee feedback process
- Continuous improvement of the incident management and risk management processes including further utilisation of the Incident Information Management System (IIMS)

- Continued delivery of Infection Control Services

We will:

- Develop an organisation wide Quality and Safety Network
- Implement the National Open Disclosure Standards
- Implement the “Right patient, right site, right procedure” protocol
- Implement the National Inpatient Medication Chart (NIMC)
- Conduct a consumer survey

Measuring success against our Plans

Our measures of success are matched to the State Plan priorities and targets, the State Health Plan targets and specific Justice Health measures.

State Plan and State Health Plan targets

- S1** Number of booked medical and surgical patients waiting:
 - More than 12 months (C, 2, 7 and 8)
 - More than 30 days (C1 and 2)
- S1** “Right patient, right site, right procedure” policy developed and implemented and baseline incident rate established and monitored
- S1** Mental health activity indicators as follows: ambulatory contacts; acute inpatient separations; non-acute inpatient days; and total mental health clinic staffing levels
- S1** Number medical and surgical ready for care (RFC) greater than 12 months
- S1** Reduce unplanned/unexpected hospital readmissions within 28 days
- S1** Reduce ‘sentinel’ events from the current low level of one per 70,300 procedures undertaken in NSW public hospitals. (Sentinel events are system failures that could potentially or actually lead to serious harm)
- S8** Percentage of surveyed population rating their healthcare as “excellent”, “very good” or “good” for: primary care settings; inpatient settings (proposed dashboard indicator 06/07)
- S8** Number of complaints per 1000 patients received annually for: waiting lists; delay in admission or treatment; coordination of treatment; availability of resources or services; and inappropriate treatment (dashboard indicator 05/06)

Justice Health measures

- Number of young people in target group over number of young people accessing mainstream health services
- Improved access to patients in correctional centres – increase in NAPOOS
- Number of patients seen in satellite ultrasound clinics
- Number of adult male patients per 1000 on waiting lists for external appointments excluding surgery
- Internal appointments – average waiting time in months by specialty for following clinics: ENT; Ophthalmology; Pain; Surgical Review; and Diabetes
- Overall length of stay, including same day admissions
- Annual number of outpatient cancellations caused by: Justice Health; DCS; or patient
- Percentage of Aboriginal patients able to access culturally specific services
- Number of correctional centres that have signed service agreements for medical service provision with Aboriginal Community Controlled Health
- Number of sites at which Aboriginal Vascular Health Program is operating
- Increased number of Specialist occasions of service for treatment of Hepatitis C
- Increased number of patients commenced on Hepatitis C treatment

- 10 clinic audits for infection control conducted each year (as above)
- Percentage of health care workers trained in infection control at Orientation (as above)
- Root Cause Analysis (proposed dashboard indicator 06/07) completed on time
- Waiting List Project recommendations implemented within stated timeframe
- “National Open Disclosure Standards” implemented and evaluated consistent with the statewide implementation strategy and relevant policy directive
- National Inpatient Medication Chart implemented and evaluated consistent with the statewide implementation strategy
- Number of health care acquired blood stream infections (new indicator).

Strengthen primary health and continuing care in the community

Primary health services include general practice, community health centres and community nursing services, youth health services, pharmacies, allied health services, Aboriginal health and multicultural services. They are provided in both public and private settings and by specific non-government organisations. For most people they may be the first point of contact with the health system. They are also the services people tend to use most.

What we are striving for in 2010 is a health system that helps people to access most of the health care they need through a network of primary health and community care services across the public and private health systems. These community based services will be linked to and backed up by hospital services as needed, enabling people to access Commonwealth and State health programs. Early intervention principles will be embedded into NSW Health's service delivery. Early intervention will lead to improved health outcomes and reduced avoidable hospital admissions.

State Plan priorities and targets

R1: Reduced rates of crime, particularly violent crime

R2: Reducing re-offending

R3: Reduced levels of antisocial behaviour

- Targets set by Government will be achieved by a range of contributing agencies

F1: Improved health and education for Aboriginal people

- Targets set by Government will be met by a range of contributing agencies

F3: Improved outcomes in mental health

- Reduce readmissions to mental health facilities

F4: Embedding prevention and early intervention into Government services

- The Government will produce the policy framework for early intervention by the end of 2006/07 and benchmark and set targets for agency performance by no later than 2008/09

F5: Reduced avoidable hospital admissions

- We will reduce by 15 per cent over five years hospital admission for people who should not need to come to hospital

F7: Reduced rates of child abuse and neglect

- Reduce rates of child abuse and neglect in NSW

What we will do

The following objectives, strategies and measures focus on what we will do at Justice Health to meet the NSW State Plan and State Health Plan priorities and targets, addressing our particular population needs and circumstances.

Justice Health objectives

1. Manage patients across service boundaries to ensure post-release needs have been identified prior to release from custody, and
2. Ensure arrangements have been made to link patients with the appropriate community based health and welfare services as appropriate
3. Expand early intervention programs
4. Expand supported self-management in the care of people with chronic health conditions, including mental illness
5. Provide special programs that offer treatment and rehabilitation as an alternative to incarceration for suitable adult offenders and young people who come into contact with the criminal justice system

Key programs and initiatives over next 5 years

- 1. Manage patients across service boundaries to ensure post-release needs have been identified prior to release from custody, and**
- 2. Ensure arrangements have been made to link patients with the appropriate community based health and welfare services as appropriate**

We will build on:

- Continued delivery of the Correctional Centre Release Treatment Scheme
- Evaluation of the Juvenile Justice Centre Release Treatment Scheme
- Continued delivery of the Inreach Project
- Continued improvement of Adolescent Community Forensic Mental Health Discharge Planning procedures
- Ensuring arrangements have been made for patients being treated for communicable diseases are linked to appropriate community based services
- Developing shared care arrangements with Nepean Hospital for the care of pregnant women

We will:

- Establish a Patient Flow Unit

3. Expand early intervention programs

We will build on:

- Developing satellite cervical screening clinics
- Increased access to in-house colposcopy services

We will:

- Develop a Universal Renal Screening, Treatment and Intervention Program
- Scope the need for early intervention strategies for emerging mental illness in young people who come into contact with the criminal justice system
- Develop an extended stay incarceration management program
- Develop algorithms to provide a list of steps for treating 'at risk' patients who have been identified at/or about the time of Reception.

4. Expand supported self-management in the care of people with chronic health conditions, including mental illness

We will build on:

- Developing the rehabilitation model of care in the Mental Health Rehabilitation Hostel
- Expanding the Adult Community Forensic Mental Health Service
- Expanding the Aboriginal Vascular Health Program (AVHP)
- Expanding Adolescent mental health services in the community

We will:

- Commission the new Forensic & Prison Hospitals and develop appropriate forensic mental health and prison health models of care

5. Provide special programs that offer treatment and rehabilitation as an alternative to incarceration for suitable adult offenders and young people who come into contact with the criminal justice system

We will build on:

- Continued delivery of the Court Liaison Service
- Developing the Adult Drug Court Program
- Expanding the Compulsory Drug Treatment Program
- Providing Adolescent Community Justice Health Services

Measuring success against our Plans

Our measures of success are matched to the State Plan priorities and targets, the State Health Plan targets and specific Justice Health measures.

State Plan and State Health Plan targets

- R1** Reduced levels of anti-social behaviour and reduced re-offending- Targets set by Government will be achieved by a range of contributing agencies
- R2**
- R3**
- F1** Increase in number of Aboriginal patients accessing AVHP
- F3** Reduce suspected suicides of patients in hospitals, on leave, or within seven days of contact with a mental health service
- F7** Reduce rates of child abuse and neglect in NSW (with other agencies)- Targets set by Government will be achieved by a range of contributing agencies

Justice Health measures

- 100% of inmates referred to Inreach workers receive post release care plans for pharmacotherapy treatment in the community
- 90% of inmates requiring assistance with accessing health and welfare services post release that are referred to the Correctional Centre Release Treatment Scheme are linked in with those services
- Percentage of patients being treated for communicable diseases that are linked to appropriate community based services.
- Percentage of new receptions screened for renal disease against total number of new receptions
- Percentage of young people screened for emerging mental illness against number in target group
- Number of extended stay patients with a mapped monitoring pathway
- Percentage of woman with a PAP smear result that indicates further investigation required who are followed-up

- Implementation and evaluation of the model of care in the Mental Health Rehabilitation Hostel
- Expansion of the Adult Community Forensic Mental Health
- Expansion of Adolescent mental health services in the community
- 90% of inmates found eligible for the program have a highly suitable treatment plan developed by Justice Health
- 100% of all inmates found to be eligible for this program have a comprehensive mental health and general health assessment completed within 28 days
- Number of mentally ill people assessed and diverted into treatment

Build regional and other partnerships for health

The health and wellbeing of local communities depends on much more than health services, but access to quality health care makes a significant difference. Current arrangements for funding, organisation and delivery of human services involve three levels of government and a broad range of other agencies. Inevitably these complex arrangements lead to gaps in services and duplication. It will be vital to work collaboratively within and beyond the health system to better link and coordinate services and bridge the gaps.

What we are striving for in 2010 is a health system that engages more effectively with other government and non-government agencies, and with clinicians and the broader community, to provide a more integrated approach to planning, funding and delivering health and other human services to local communities and regions. Particular attention will be paid to reducing the health gap for communities that experience multiple disadvantage such as Aboriginal communities, refugees and those of lower socio-economic status.

State Plan priorities and targets

R1: Reduced rates of crime, particularly violent crime

R2: Reducing re-offending

R3: Reduced levels of antisocial behaviour

- Targets set by Government will be achieved by a range of contributing agencies

R4: Increased participation and integration in community activities

- Increase participation in volunteering, sports, cultural and artistic activity especially for people from low income, non-English speaking and Aboriginal communities

F2: Increased employment and community participation for people with disabilities

- Increase community participation for people with a disability

F3: Improved outcomes in mental health

- Increase community participation rates of people with a mental illness by 40% by 2016

What we will do

The following objectives, strategies and measures focus on what we will do at Justice Health to meet the NSW State Plan and State Health Plan priorities and targets, addressing our particular population needs and circumstances.

Justice Health objectives

- 1. Develop specialist services in conjunction with other agencies to manage high risk adult offenders and young people who come into contact with the criminal justice system in the community**

Key programs and initiatives over next 5 years

We will build on:

- Conducting baseline assessments of 'high risk' forensic and non-forensic patients

We will:

- Develop the Sex Offenders Program with Probation & Parole
- Develop the Child Protection Watch Team
- Expand Youth Health Links

Measuring success against our Plans

Our measures of success are matched to the State Plan priorities and targets, the State Health Plan targets and specific Justice Health measures.

State Plan and State Health Plan targets

- R1** Reduced levels of anti-social behaviour and reduced re-offending- Targets set by
R2 Government will achieved by a range of contributing agencies
R3

Justice Health measures

- Completion of baseline assessments of 'high risk' forensic and non-forensic patients

Make smart choices about the costs and benefits of health services

As the costs of health care continue to rise, consuming a growing share of Government and consumer resources, greater rigour, broader community participation, stronger accountability and a solid evidence base are required to decide how available funds should be spent.

What we are striving for in 2010 is a health system that makes the most effective use of the finite resources available and manages costs effectively to ensure financial sustainability. Services and infrastructure provided to meet the State's health care needs must be carefully planned with community and clinician input. They must also be managed efficiently based on solid evidence of effectiveness and health impact. Resources will need to be shifted to support early intervention and prevention programs.

State Plan priorities and targets

F4: Embedding prevention and early intervention into Government services

- The Government will produce the policy framework for early intervention by the end of 2006/07 and benchmark and set targets for agency performance by no later than 2008/09

P2: Maintain and invest in infrastructure

- Develop and report measures of maintenance effectiveness

What we will do

The following objectives, strategies and measures focus on what we will do at Justice Health to meet the NSW State Plan and State Health Plan priorities and targets, addressing our particular population needs and circumstances.

Justice Health objectives

1. Ensure sound resource and financial management
2. Ensure spending aligns with Justice Health strategic and operational objectives

Key programs and initiatives over next 5 years

1. Ensure sound resource and financial management

We build on:

- Devolvement of budget responsibilities to business units
- Aligning Justice Health corporate infrastructure with State Shared Corporate Services initiatives
- Implementation of the recommendations from the Procurement and Payment Processes Review
- Continuation of the Equity of Services Project to develop an activity weighted index for non-admitted patient occasions of service

We will:

- Implement the State-wide Financial Management Information System
- Introduce electronic ordering of goods and services

2. Ensure spending aligns with Justice Health strategic and operational objectives

We will build on:

- Improving the identification of service priorities and integration into the Healthcare Services Plan and Enabling Plans
- Improving the alignment of the performance indicators in Justice Health's Performance Agreement with strategic and operational objectives

Measuring success against our Plans

Our measures of success are matched to the State Plan priorities and targets, the State Health Plan targets and specific Justice Health measures.

State Plan and State Health Plan targets

- F4** Increase the share of the health budget allocated to prevention and early intervention
- P2** Increase efficiency of the financial management by tracking:
 - Net cost of service – General Fund percentage variance against budget
 - Major & minor works – variance against BP4 capital allocation
 - Creditors > benchmark – (\$000)
 - Reduction in non-purchase order transactions
 - Percentage of budget spent on maintenance
- Increase reinvestment of savings achieved from reform of backroom processes and support services in frontline clinical health services

Justice Health measures

- Participation in shared services reform
- Expenditure aligns with the budget
- Improved consistency in the content of strategic and operational plans
- Reduction in duplication of reporting

Further work is being undertaken to develop measures and targets in relation to this strategic direction.

Build a sustainable health workforce

Delivery of quality health services depends on having adequate numbers of skilled staff working where they are needed. Addressing the current shortfall in the supply of health professionals is one of our key priorities for the future. A shortage of staff or uneven distribution of staff will limit consumer access to the health care needed.

What we are striving for in 2010 is a health system that values its workforce as a vital resource and treats staff fairly and with respect. The health workforce needed for 2010 will be increased, trained, organised and deployed creatively and intelligently to focus on the changing needs of health consumers, carers and the wider population.

State Plan priorities and targets

P4: More people participating in education and training throughout their life

- Increase participation in vocational education and training

P7: Better access to training in rural and regional NSW to support local economies

- Increase regional participation in vocational education and training

What we will do

The following objectives, strategies and measures focus on what we will do at Justice Health to meet the NSW State Plan and State Health Plan priorities and targets, addressing our particular population needs and circumstances.

Justice Health objectives

1. Ensure Justice Health workforce is aligned with the health needs of its population
2. Become an employer of choice
3. Strengthen staff capability to provide patient-focused care through a focus on workplace and professional cultures and through improving staff support

Key programs and initiatives over next 5 years

1. Ensure Justice Health workforce is aligned with the health needs of its population

We will build on:

- Process mapping to ascertain service provision requirements and match with appropriate skill mix of staff
- Delivering education programs that focus on enhancing clinical knowledge and skills
- Increasing the throughput of undergraduate nurses
- Developing interdisciplinary clinical teams
- Continued development of Population Health Clinical Accreditation Program

We will:

- Develop a detailed training plan to ensure staff working in the new Forensic & Prison Hospitals have the required competencies to provide safe high quality care
- Assess the feasibility of Justice Health developing a Trainee Enrolled Nurse Program
- Develop a Post Graduate Forensic Mental Health Masters course with the University of NSW

2. Become an employer of choice

We will build on:

- Expanding placement options for new Registered Nurse graduates
- Increasing access to the Clinical Supervision Program for nursing staff
- Developing the Mentoring Program
- Attending promotional events such as career marketing days

We will:

- Develop an incentive program for recruitment and retention of staff
- Develop a staff recognition program

3. Strengthen staff capability to provide patient-focused care through a focus on workplace and professional cultures and through improving staff support

We will build on:

- A repeat of the Staff Climate Survey previously conducted in 2003
- Continue to monitor the external Employee Assistance Program (EAP) with a focus on staff satisfaction

Measuring success against our Plans

Our measures of success are matched to the State Plan priorities and targets, the State Health Plan targets and specific Justice Health measures.

State Plan and State Health Plan targets

- Reduce staff turnover in line with industry best practice
- Staff turnover – percentage permanent staff separation rate
- Increase the proportion and distribution of Aboriginal staff in order to meet the demand for services
- Reduce the incidence of workplace injuries

- Percentage workplace injuries
- Reduce the number of paid sick leave hours taken per year by full time employees by 5% each year until 2009 and sustain improvement
- Increase in job redesign changes related to different models of care

Justice Health measures

- Meet recruitment targets
- Reduction in vacancies
- Evaluation of education programs indicates objectives have been met
- Meeting implementation targets in the Forensic & Prison Hospitals training plan
- Increased throughput of nursing undergraduates from 16 per week to between 20 – 24 per week
- Increased number of interdisciplinary clinical teams (Proportion of total staff (%) that are clinical i.e. medical, nursing, allied health professionals)
- Take-up rate of post graduate Forensic Mental Health course
- Percentage of Public Sexual Health Nurses who have completed the Population Health Clinical Accreditation Program
- Number of health care workers who have completed the Population Health Clinical Accreditation Program
- Increased placement options for new RN graduates
- Increased number accessing Clinical Supervision Program (project for clinical staff)
- Continued staff satisfaction levels measured against previous reviews
- Numeric profile score

Further work is being undertaken to develop measures and targets that reflect improvement in the education and training of the health workforce.

Be ready for new risks and opportunities

The NSW health system is a large, complex system that must continually adapt in a dynamic environment to meet the community's changing health needs. The system's capacity to be ready to respond strategically to all situations, both predicted and unexpected, cannot be taken for granted.

What we are striving for in 2010 is a health system that is alert to the changes in the world around it as well as quick to anticipate and respond to new issues as they emerge. It must be flexible enough to adapt to new circumstances and robust enough to sustain itself in the face of external pressures.

State Plan priorities and targets

E3: Cleaner air and progress on greenhouse gas reductions

- Meet national air quality goals in NSW
- Contribute to cutting greenhouse emissions by 60% by 2050

What we will do

The following objectives, strategies and measures focus on what we will do at Justice Health to meet the NSW State Plan and State Health Plan priorities and targets, addressing our particular population needs and circumstances.

Justice Health objectives

1. Ensure close alignment of teaching and research with Justice Health's strategic directions
2. Build Justice Health's capacity in environmental scanning and risk management

Key programs and initiatives over next 5 years

- 1. Ensure close alignment of teaching and research with Justice Health's strategic directions**

We will build on:

- Developing MOUs with colleges and universities for nursing, medical and allied health student placements

- Develop and align the Centre for Health Research in Criminal Justice (CHRCJ) research projects and strategies with the needs and identified gaps of the criminal justice system
- Take-up all joint research opportunities which are at the interface of the criminal justice system and health

2. Build Justice Health's capacity in environmental scanning and risk management

We will build on:

- Influenza pandemic planning
- Undertaking research projects
- Undertaking a Clinical Risk Identification Strategic Planning (CRISP) Process to identify the organisations top ten clinical risks

We will:

- Ensure a Risk Management Plan is in place
- Develop mechanisms to respond to environmental risks including climate change and air, water and noise pollution.

Measuring success against our Plans

Our measures of success are matched to the State Plan priorities and targets, the State Health Plan targets and specific Justice Health measures.

State Plan and State Health Plan targets

- Assess research outputs to ensure they are driven by health priorities and policies
- Progress implementation of an integrated Risk Management framework
- Continually update disaster response capability
- Review adequacy of population health surveillance and early warning systems
- Promote Biopreparedness – population health emergency response and business continuity planning, eg. Influenza Pandemic Plan
- Influenza Pandemic Planning targets met

Justice Health measures

- MOUs in all academic disciplines in relation to Justice Health
- Research priorities and strategies developed in a CHRCJ plan and research publications
- Desktop pandemic/disaster exercise targets met
- Percentage of staff trained in the use of Personal Protective Equipment (PPE)
- Top ten clinical risks identified and mitigation strategies developed, implemented and monitored

Further measures are under development.

The planning process

Since 2005, NSW Health has been developing an Integrated Strategic Planning Framework to provide a consistent approach to strategic planning and service delivery priorities across all areas of NSW Health.

The framework establishes an aligned set of planning documents, with defined and coherent links between strategic planning, service and operational plans, budgets and other resource accountabilities, and strategy implementation. It links operational, strategic and futures planning at system and local levels. It outlines the range of plans and supporting documents

A key feature of the planning process at state and local levels has been extensive consultation with the community, patients and carers, stakeholders, managers and staff. Area Health Advisory Councils, Health Priority Taskforces and special working groups have contributed to these activities, resulting in a rigorous and comprehensive framework that will focus NSW Health's priorities for the future.

NSW Health's futures planning involved state-wide consultation and participation in Futures Forums held in each area, resulting in *Fit for the future: Future directions for health in NSW – Towards 2025*.¹

*A new direction for NSW: State Health Plan towards 2010*² outlines NSW Health's corporate priorities for the next five years. It forms the model for local strategic plans, to ensure core Government policy commitments are met, and to promote a common approach to performance measurement and reporting.

The NSW State Plan, *A new direction for NSW* sits over NSW Health's plans and includes key priorities and targets for health, to which NSW Health has committed over the next ten years.

- The planning process is coordinated centrally by the Executive Support and Planning Unit (ESPU)
- ESPU works with business units to develop strategic and operational plans that align with NSW Health planning framework
- There is a consultation process prior to sign-off by the relevant Executive Directors and Justice Health Executive
- There have been regular presentations to the Justice Health Board in relation to the NSW Health "Integrated Corporate Strategic Planning Framework"
- At the annual Justice Health Board Education day, input was sought from Board members on the Draft Strategic Plan
- Strategic plans are available on the Justice Health intranet
- Business units are required to report progress against targets on a 3 monthly basis to the Justice Health Board
- The Director General for Health conducts an annual review of Justice Health's performance which includes performance against a set of dashboard indicators

An information system for the collection and reporting of performance against the dashboard indicator targets is being developed.

¹ [Hwww.health.nsw.gov.au](http://www.health.nsw.gov.au)H March 2007

² [Hwww.health.nsw.gov.au](http://www.health.nsw.gov.au)H March 2007

www.health.nsw.gov.au

JUSTICE HEALTH
PO Box 150
MATRAVILLE NSW 2036
Phone: + 61 2 9289 2977
Fax: + 61 2 9311 3005
www.justicehealth.nsw.gov.au

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SHPN (SDD) 070057