

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

09/02/2023 | 11:00 AM - 05:00 PM - Australian Eastern Daylight Time (AEDT)
Justice Health Administration Centre (JHAC) and Microsoft Teams

Agenda

ITEM 1: Patient Story

The Board received a presentation on Reducing Unwarranted Clinical Variation at Justice Health from the Clinical Director Primary Care.

The Board discussed IT solutions to support communication, including the State-wide Digital Health Record. The board discussed training, access to evidence-based resources to guide decision making and monitoring and escalation of unwarranted clinical variation in practice.

ACTION 59/22: Presentation on clinical applications and obesity at future Board meeting. (Assignee(s): Michelle Eason (A/EDCO) Due Date: 28/04/2023)

ITEM 2: Meeting Opening and Welcome

The Chair, Professor Denis King, declared the meeting open at 12:30pm and that a quorum was present. The Chair welcomed the new member Ms Marisa Mastroianni who is the Managing Director and Group Chief Executive of UOW Enterprises. Her key strengths are in finance, contract management and governance functions.

The Chief Executive welcomed Ms Donna Blomgren Acting Director Performance and Strategy whose core focus is on the Strategic Plan and Ms Helen Emmerson as Director People and Culture. The Chief Executive advised the Board on changes in the attendance structures at the Board meetings to ensure majority of the tasks are undertaken by the subcommittees enabling the strategic capabilities of the Board.

2.1 Acknowledgement of Country

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

2.2 Attendance

Members

Prof Denis King OAM, Board Chair

The Hon. Jillian Skinner, Deputy Chair

Dr Kath McFarlane, Board Member (MS Teams) joined the meeting at 11:30am

Dr Robyn Shields AM, Board Member (MS Teams) joined the meeting at 11:56am

A/Prof Carolyn Quadrio, Board Member (MS Teams) joined the meeting at 11:30am

Mr Roger Downs, Board Member

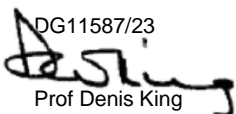
Ms Marisa Mastroianni, Board Member (MS Teams)

Mr Paul Knight, Board Member

Prof Penny Abbott, Board Member

In Attendance:

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Prof Denis King
Board Chair

Minutes of Justice Health and Forensic Mental Health Network

Ms Wendy Hoey, Chief Executive
Ms Helen Emmerson, Executive Director People and Culture (Observer) joined the meeting at 12:30pm
Ms Donna Blomgren, A/Director Performance and Strategy (Observer) left the meeting at 3:50pm
Ms Rose Lougheed, A/Director Corporate and Clinical Governance/ Secretariat
Ms Chrisa Dsouza, Executive Support Officer (Minutes)

In attendance for item no 1
Dr Gary Nicholls, Clinical Director Primary Care joined the meeting at 11:30am and left the meeting at 12:08pm.

In attendance for item no 4.1.3
Mr Luke Grant, Deputy Commissioner Corrections Strategy and Policy joined the meeting at 12:59pm and left the meeting at 1:45pm.

In attendance for item no 4.1.4
Mr Mike Wheaton, Acting Executive Director Youth Justice joined the meeting at 1:00pm and left the meeting at 1:45pm.

In attendance for item no 5.1
Ms Jo Holden, Executive Director Performance and Planning joined the meeting at 2:30pm and left the meeting at 3:00pm
Mr Rishantha Abeysinghe, Program Manager Corporate Governance and Enterprise Risk joined the meeting at 2:30pm and left the meeting at 3:00pm.

In attendance for item no 5.2
Ms Danielle Blanch, Director Communications joined the meeting at 2:30pm and left the meeting at 3:00pm.

In attendance for item no 6.2
Mr Ing Yu, Acting Executive Director Corporate Services joined the meeting at 2:40pm and left the meeting at 3:37pm.

In attendance for item no 7.2
Dr Joanne Grimsdale, Chair Medical Staff Council joined the meeting at 2:30pm and left the meeting at 3:40pm.

In attendance for item no 7.3
Dr Martin Reading, Consultant Forensic Psychiatrist (MS Teams) joined the meeting at 3:05pm and left the meeting at 3:47pm.

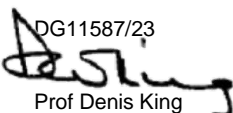
2.3 Apologies

Dr Robert Reznik, Chair Mental Health Medical Staff Council, Paul O'Reilly, Executive Director Youth Justice and Mr Kevin Corcoran were apologies for this meeting.

2.4 Declaration of Interest

There were no declarations of interests.

ITEM 3: Business From the Last Meeting

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Board Chair
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3.1 Confirmation of Previous Minutes – 2 December 2022

The minutes of the Justice Health NSW board meeting held on 2 December 2022 were adopted as a true and accurate record.

3.2 Action Items Arising

The Board noted the action items arising and progress reports.

3.2.1 Action item no 57/22 – Assignment of Key Performance Indicators to Board sub committees

The Chief Executive advised the Board that the Key Performance Indicators (KPI's) have been circulated to the Board subcommittees for information and only one committee will be assigned to lead the monitoring and reporting of KPI's to avoid overlap.

The Board queried about the organisation's plans for capturing and reporting the outcomes from the ten-year strategic plan and were advised this will be reported on a quarterly basis to the Board. The Board stressed the importance of the need to review the organisation's KPI's to ensure that they are fit for purpose.

ACTION 60/23: The Chief Executive to discuss the Key Performance Indicators at the subcommittees meetings and present in draft to the Board at the next meeting. (Assignee(s): Chief Executive; Due Date: 28/04/2023)

3.3 Register of Board Resolutions

The Board received the register of Board Resolutions.

ACTION 61/23: Executive Support Officer to increase the visibility of the resolutions register in Diligent Boards (Assignee(s): Executive Support Officer; Due Date: 28/04/2023)

3.3.1 Resolution no 2022/03 – Collaboration with Swinburne University of Technology on Health Literacy Update-

The Board noted the progress with the first phase of the Health Literacy Program of Research

ACTION 62/23: To be referred to the Research Advisory Committee for monitoring and updates. (Assignee(s): A/Board Secretariat and Research Advisory Committee (RAC); Due Date: 22/02/2023)

ITEM 4: Standing Items and Exceptional Reporting

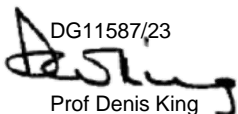
4.1 Board Updates

4.1.1 Board Chair Report (Verbal Update)

The Board Chair noted that matters for discussion were covered comprehensively in the Chief Executive's report to the Board.

4.1.2 Chief Executive Board Report

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Prof Denis King
Board Chair
Minutes of Justice Health and Forensic Mental Health Network

The Board noted the report provided; the Chief Executive highlighted the following:

- Acknowledged the progress of the service realignment report and continuing eMeds software implementation.
- Advised that the positions of Director of Aboriginal Health and Director of People and Culture, both reporting to the Chief Executive have been established.
- Mr Rajiv Anand, Executive Director Corporate Services, is leaving the organisation noting that there will be further changes to the position of Executive Director Corporate Services. Ms Jo Holden, Executive Director Performance and Planning has accepted a 12-month secondment with Western NSW Local Health District.
- provided updates on access to Medicare in custody and the meeting with Aboriginal Legal Services and Legal Aid to discuss the organisations position on post release GP consultation, care planning into the organisation and Aboriginal Health Assessment.
- Chief Executive site visits to a number of correctional centres received a positive response noting a significant cultural difference in the adult correctional centres.
- Safework positive response for the organisation's safety initiatives in the Forensic Hospital had a positive impact on staff.
- progress on the Freshwater Unit with a tentative opening for June - July 2023. All outstanding disputes have been resolved noting there is work to be done in the transitioning of Freshwater into the Private Public Partnership (PPP) contract. There is a challenge in the mental health and intensive care pathway across the state which is another considerable piece of work which needs to be finalised to support the Freshwater model of care.

The Chief Executive provided a brief overview of varied and unvaried Forensic Community Treatment Orders (FTCO).

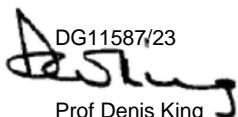
The Board queried on the financial aspect relating to COVID-19 and were advised that until end of December 2022, Ministry of Health were providing additional funding for COVID19 activities claimed. Due to this there were two sets of reports including COVID-19 and non COVID-19 expenses. This has ceased from January 2023; practices have been reviewed to ensure that they align with Public Health guidelines fit into our business-as-usual activities.

The Chief Executive extended an invitation for speakers to the HealthCare in Secure Settings Conference to be held in August 2023.

ACTION 63/23: Executive Support Officer to update the HealthCare in Secure Settings August 2023 Conference dates (Assignee(s): Executive Support Officer; Due Date: 17/02/2023)

ACTION 64/23: Tracking effectiveness of internal communications and Intranet analytics to be referred to the Strategic Performance and Governance Committee (SPGC) and update the Board at the next meeting (Assignee(s): A/Board Secretariat and SPGC; Due Date: 28/04/2023)

4.1.3 Corrective Services NSW (Verbal Update)



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Board Chair
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The Board received a presentation from Mr Luke Grant, Acting Deputy Commissioner on “Towards 2030 Corrective Services NSW Strategic Plan Alignment”

- the organisation is going through a significant structural change. There is a focus on strengthening partnerships to achieve the organisations objectives. The key focus is to reduce reoffending rates, secure and decent environments in custodial settings, increase engagement in the workforce, reduction of unnatural deaths in custody and progress in closing the gap targets
- two new directorates have been established with a focus on wellbeing and culture as well as Strategic Partnerships. A position for Executive level Director to focus on obligations of the organisations partnerships and Director for Aboriginal Strategy and Policy has been established to focus on the organisations strategic priorities as part of the restructure
- An update of COVID-19 case numbers were provided. Vaccination requirements have been revoked for staff and inmates however it is still encouraged to be vaccinated.

The Board queried on the impact of frequent movement of people across the correctional system and on the potential disruption to care. The Acting Deputy Commissioner provided information regarding the classification system for people in custody.

The Board queried the continued requirement for quarantining of patients and noted that Corrective Services NSW have confirmed plans to end quarantine which will occur in phases.

The Board expressed their appreciation to the Acting Deputy Commissioner for his presentation.

ACTION 65/23: Executive Support Officer to request for “Towards 2030 plan” presentation and upload into Diligent Boards. (Assignee(s): Executive Support Officer (ESO); Due Date: 17/02/2023)

4.1.4 Youth Justice NSW (Verbal Update)

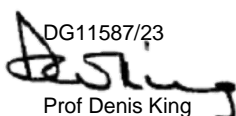
Mr Mike Wheaton, Acting Director Youth Justice provided a verbal update on:

- the numbers of young people in custody and incidents across six centres continues to be low since November 2022. Quarantine and Rapid Antigen Testing continues in line with advice from Justice Health NSW and actions taken by Corrective Services NSW. Majority of youth entering custody stay briefly and induction processes are being looked at to reduce quarantine.
- school holiday program is completed and was a huge success across all the centres.
- key changes in the deployment of x ray body scanners assisting in identifying contraband compared to the partially clothed body search processes has proven beneficial.

4.2 Board Sub- committee Reports

4.2.1 Finance and Workforce Performance Committee

The Board received the report and the draft minutes from the meeting held on 31 January 2023. The Committee Chair provided a verbal update on the key highlights of

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the meeting and noted that a decision was made to cease the lease of Justice Health Olympic Park level 7 which may result in an ability to reinvest in other services however it was not clear whether the Ministry of Health would withdraw the funds allocated to the organisation's budget projects.

ACTION 66/23: *Chief Financial Officer to provide clarification to the Finance and Workforce Committee at the February 2023 meeting on allocation of funds previously allocated to the lease of Justice Health Olympic Park level 7 and provide an update to the Board at the next meeting. (Assignee(s): Chief Financial Officer (CFO); Due Date: 28/04/2023)*

4.2.2 Audit and Risk Committee

The Board received the report and the draft minutes from the meeting held on 15 December 2022 noting that there is work to be done to strengthen the organisation's cyber security measures. The Chief Information Officer is to attend the committee meeting moving forward to ensure that cyber security remains topical.

The Board queried on the mechanisms in place to store sensitive data and the duration of the data storage. The Chief Executive advised that this will be discussed with the cyber security position and reported to the Audit and Risk committee. The Board stressed on the importance of establishing a communications plan in an event of a breach.

The Chief Executive advised the Board on the committee's makeup; however, it is to be determined which Board member may serve on the committee as an individual member according to legal regulations. This is to ensure that there is a continuity plan moving ahead.

ACTION 67/23: *The Audit and Risk Committee and Chief Executive to reconsider the storage of sensitive data, requirement to retain, security and access. Update to be provided to the Board at the next meeting (Assignee(s): Audit and Risk Committee (ARC) and Chief Executive (CE); Due Date: 28/03/2023)*

4.2.3 Patient Safety and Clinical Quality Committee

The Board received the report and the draft minutes from the meeting held on 24 January 2023. The committee chair noted that:

- partnerships with Consumers NSW are being developed with a focus on consumer engagement.
- the Consumer Feedback Report was presented to the committee and discussions were held to distinguish between a complaint and an enquiry. Efforts are being made to enhance the complaint and enquiry process.

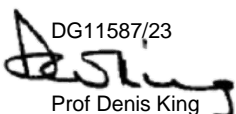
The committee members commended the team on the consumer engagement presentation tabled at the committee meeting.

4.2.4 Research Advisory Committee

The Board Chair advised that the committee is due to meet in the next fortnight and that an update will be provided at the next Board meeting.

4.2.5 Strategic Planning and Governance Committee

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Prof Denis King
Board Chair

The Board received the report and the draft minutes from the meeting held on 24 January 2023. The Committee Chair noted that the Horizon One Delivery Plan will be presented to the committee at the March 2023 meeting.

ITEM 5: For Decision / Approval

5.1 Risk Appetite Statement

The Board received the Justice Health NSW Risk Appetite Statement. The Executive Director Performance and Planning advised the Board that this statement allows the organisation to apply consistent and objective approach to the management and treatment of risks as this is a subjective space. Having the appropriate governance, escalation and oversight in place allows for effective risk mitigation.

The Board suggested incorporating strong emphasis on risks that the organisation has zero appetite for and to include high risk appetite for innovation.

RESOLUTION 2023/14: The Board approved the Justice Health and Forensic Mental Health Network (Justice Health NSW) Risk Appetite Statement (RAS)

5.2 External Communications Strategy

The Board received a presentation on the External Communications Strategy from the Director of Communication which focused on the moderate risk appetite based on the organisation's reputation and communications.

The Board queried on how a decision is made to release a story and were advised that there is an approval process prior to releasing a story. The Board discussed at length on increasing the organisation's visibility noting that there is significant work to be undertaken.

RESOLUTION 2023/15: The Board approved the new approach to external communications for Justice Health and Forensic Mental Health Network (Justice Health NSW).

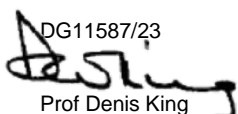
ITEM 6: For Discussion

6.1 People Matter Employee Survey

The Board received a presentation from the Executive Director People and Culture (EDP&C) on the People Matter Employee Survey Rollout and noted the 2022 report, key findings and action planning approach. The Board were assured that actions will be taken on the findings from the survey as engagement and culture have strong linkages to patient care. The EDP&C highlighted to the board that:

- most of Justice Health NSW's metrics are above cluster comparators signifying positive culture and engagement.
- the executive have endorsed six focus areas with emphasis on senior manager development which will address many of the low rating findings. There will be an organisation wide approach to communicate the six focus areas.

The Board discussed at length on ways to increase Aboriginal participation in the workforce noting current and planned strategies. It was also noted that recruitment challenges in attracting available Aboriginal workforce are experiences throughout

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NSW Health and in the Non-Government Organisation sector, providing support for existing staff and managing isolation should be a priority.

6.2 Mid-Year Finance Update

The Board noted the update provided in the report and that Justice Health NSW continue to monitor efficiency performance throughout the year.

ITEM 7: For Information / Noting

7.1 Medical and Dental Appointments Advisory Committee

The Board received the report and the draft minutes from the meeting held on 13 December 2022.

7.2 Medical Staff Council

The Board received the report.

7.3 Mental Health Medical Staff Council

The Board received the report and noted the draft minutes from the meeting held on 12 January 2023.

7.4 Inspector of Custodial Review Quarterly Update

The Board noted the quarterly update on engagement with the Inspector of Custodial Services.

ITEM 8: New Business

There was no business without notice.

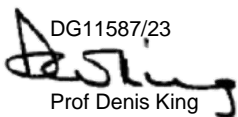
ITEM 9: Business Without Notice

There was no business without notice.

ITEM 10: Closure of General Meeting

There being no further business, the Board Chair closed the meeting at 3:50pm.

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Prof Denis King
Board Chair
Minutes of Justice Health and Forensic Mental Health Network