

OUR VISION: To return healthier patients to their communities

ABORIGINAL PATIENTS
FORENSIC MENTAL HEALTH PATIENTS

ADULTS & YOUNG PEOPLE IN CUSTODY
COMMUNITY-BASED PATIENTS

AGEING PATIENTS
SPECIAL NEEDS PATIENTS

OUR STRATEGIC DIRECTIONS:

1 Provide a values-based, quality model of care

1.1 The health of custodial patients and forensic mental health patients improves

- 1.1 (a) Utilise the specialty skills of our workforce to deliver holistic care to patients in custodial settings and forensic mental health settings
- 1.1 (b) Support patients to take ownership of their health condition, recovery and wellbeing
- 1.1 (c) Deliver appropriate and accessible services to at-risk groups, including culturally diverse patients, the aged and cognitively impaired
- 1.1 (d) Deliver culturally responsible care to improve the health status of Aboriginal patients
- 1.1 (e) Deliver services that address health-related risk factors that impact offending behaviour
- 1.1 (f) Deliver strategies that target the increased prevalence of chronic disease, including health promotion and education
- 1.1 (g) Deliver mental health services with recovery-oriented and trauma-informed care practices

1.2 A collaborative, person-centred and integrated healthcare experience for custodial patients and forensic mental health patients

- 1.2 (a) Partner with forensic mental health patients and carers to co-design service delivery that meets expectations
- 1.2 (b) Partner with custodial patients to understand their experiences of care, and redesign services to deliver person-centred care and improved health outcomes
- 1.2 (c) Divert individuals from custody into community-based treatment and forensic patients from custodial settings to health settings
- 1.2 (d) Deliver coordinated multidisciplinary care within JH&FMHN
- 1.2 (e) Strengthen integrated care pathways and partnerships that support coordinated care throughout the patient journey

1.3 Research, evidence and evaluation drives safety, quality and innovation in custodial health and forensic mental health

- 1.3 (a) Generate clinical best practice from translational research
- 1.3 (b) Implement contemporary evidence and best practice to improve safety, quality and design of services
- 1.3 (c) Evaluate current clinical care approaches to inform service innovation and redesign
- 1.3 (d) Develop innovative solutions that enable equitable and efficient access to services

2 Engage with the community and key stakeholders through strong partnerships

2.1 The Network's role and services are understood by the community

- 2.1 (a) Improve communication with community-based health providers to promote understanding and utilisation of JH&FMHN services
- 2.1 (b) Raise the profile of JH&FMHN by expanding its social media presence
- 2.1 (c) Engage effectively with communities who are disproportionately represented in custodial settings and forensic mental health settings

2.2 Strong partnerships are formed with government and non-government sectors

- 2.2 (a) Strengthen existing and implement new strategies to maximise engagement and collaboration with key stakeholders
- 2.2 (b) Strengthen collaboration with public and private correctional, security and healthcare providers to support continuous, accessible and integrated delivery of custodial health and forensic mental health services
- 2.2 (c) Engage with NSW Health pillar organisations, external research bodies and tertiary education providers to establish and promote specialist clinical expertise
- 2.2 (d) Strengthen collaboration with government and non-government organisations to support transition of eligible patients to the National Disability Insurance Scheme
- 2.2 (e) Strengthen collaboration with NSW Health and local health districts to advocate for the evolution of the Forensic Mental Health Network, increased medium and low secure beds, and improved forensic mental health patient flow

3 Attract, grow and retain a talented workforce and foster a safe working environment

3.1 Organisational values are shared and role-modelled by all JH&FMHN staff, visitors and contractors

- 3.1 (a) Sustain culture improvement and role-modelling of organisational values
- 3.1 (b) Drive positive workplace cultural change at local and organisational levels for all staff using evidence-based methods
- 3.1 (c) Foster leadership skills that positively influence organisational culture for all staff

3.2 JH&FMHN has a strong culture of health and safety

- 3.2 (a) Implement initiatives that enhance safe and culturally inclusive workplaces throughout the Network
- 3.2 (b) Support the health, safety and wellbeing of all JH&FMHN staff and students in clinical and non-clinical settings
- 3.2 (c) Strengthen systems to assess clinical and corporate professional competencies
- 3.2 (d) Provide appropriate access to clinical and non-clinical professional supervision

3.3 JH&FMHN is considered an employer of choice for all existing and potential employees

- 3.3 (a) Facilitate access to education, training and professional development opportunities to build clinical and non-clinical staff capability
- 3.3 (b) Promote career pathways for clinical and non-clinical staff and students at JH&FMHN
- 3.3 (c) Target expansion of our clinical and non-clinical Aboriginal workforce
- 3.3 (d) Implement strategies to attract and recruit clinical and non-clinical specialist workforce to rural locations
- 3.3 (e) Target expansion of the consumer and peer workforce

4 Position our organisation to effectively operate in a changing environment

4.1 JH&FMHN operates effectively in a competitive economic and political environment

- 4.1 (a) Apply benchmarking to compare service performance and health outcomes in custodial health and forensic mental health
- 4.1 (b) Establish and implement JH&FMHN's role as an administrator and monitor of custodial health and forensic mental health policy and standards across public and private settings
- 4.1 (c) Improve alignment between the performance frameworks and accountability mechanisms for public and private custodial healthcare settings
- 4.1 (d) Support staff to adapt effectively to the changing environment and understand any impacts on their role and the broader organisation

4.2 JH&FMHN management of resources is optimised for performance and efficiency

- 4.2 (a) Distribute resources to meet the Network's strategic priorities and apply activity-based management principles
- 4.2 (b) Improve financial management at all levels by decentralising budgets and building financial literacy
- 4.2 (c) Develop custodial health and forensic mental health clinical service delivery contingency plans to manage interruptions to health services or reduced patient access

4.3 Clinical and corporate governance supports JH&FMHN service safety, quality and assurance

- 4.3 (a) Develop clinical standards and enhance monitoring systems for custodial health and forensic mental health
- 4.3 (b) Strengthen integrated risk management, audit and assurance framework
- 4.3 (c) Ensure compliance and risk assurance through timely implementation of all recommendations arising from governance processes
- 4.3 (d) Identify information technology solutions that deliver enhanced enterprise-wide risk and assurance processes, and support best practice in custodial health and forensic mental health

4.4 Corporate, financial and clinical technologies meet JH&FMHN service needs

- 4.4 (a) Implement robust information management and technology services that support data collection, timely reporting, information sharing and systems security
- 4.4 (b) Implement a forward strategy to identify required clinical information systems and priorities to support the implementation of a full suite of clinical applications
- 4.4 (c) Strengthen existing and develop solutions that enable staff easy access to financial, performance and quality information

OUR VALUES:

Care • Clear Communication • Honesty
Professionalism • Respect