

Justice Health and Forensic
Mental Health Network



10 Year Strategic Plan 2023-32



Acknowledgement of Country

We acknowledge the traditional custodians of the lands in which our Justice Health and Forensic Mental Health Network (Justice Health NSW) services are located and pay our respects to their Country Spirit and Traditions.

Justice Health NSW has a vision to transform lives and deliver healthier tomorrows through excellence in patient centred care across community, inpatient and custodial settings.

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 impacts of individual and systematised disadvantage; and the need for us all to focus our efforts on improving health outcomes for Aboriginal people.

Our commitment to building respect through relationships and understanding is important to achieving meaningful health gains and addressing the disparity between Aboriginal and non-Aboriginal health and wellbeing outcomes.

It is an opportunity for us all to reflect on how the important work we do impacts on our Aboriginal patients, colleagues and their communities.



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.

About the artwork, the artist says:

"This painting is about getting Aboriginal people, both male and female, to go and seek out the mental and justice health services that are available inside the correctional centres in NSW."

Contents

Message from our Leaders	4
Plan on a Page	8
1. Our Story	10
2. Continuing and Emerging Opportunities and Challenges	18
3. Strategic Outcomes	24
Strategic Outcome 1	26
Strategic Outcome 2	27
Strategic Outcome 3	30
Strategic Outcome 4	34
Strategic Outcome 5	35
Strategic Outcome 6	37
4. Delivery Planning	38
Reference List	41

Message from our Leaders

We are proud to introduce *Together for Healthier Tomorrows* – our 10 year strategic plan.

Together for Healthier Tomorrows is a catalyst for change and at the heart of our plan is our people. Our staff, patients and their families and carers.

We chose to make this a 10 year strategic plan as we need to fundamentally rethink how healthcare is delivered across the entire justice health sector. We deliver healthcare to some of the most vulnerable and complex patients in NSW. The individual and societal cost of trauma, substance abuse, and cycles of intergenerational reoffending are a significant burden. The individual and societal benefit of breaking these cycles offers exponential value. Well-honed health interventions across the justice sector have the potential to powerfully transform lives, with positive ripple effects that will be felt across future generations.






In looking towards the next 10 years, we strived to harness the collective expertise and lived experiences of our people. We asked them to be bold, challenge the status quo and imagine a future where we are delivering the best care with the best outcomes for our patients.

Together for Healthier Tomorrows is the result of this transformative thinking. It sets the clear direction for our way forward as we strive to deliver excellence in patient centred healthcare across community, inpatient, and custodial settings. 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.

Our strategic outcomes and enablers are aligned with NSW Health's 10 Year Strategic Framework, *Future Health*, and provide a strong health-aligned direction and purpose, bridging the present with the future. Both *Future Health* and *Together for Healthier Tomorrows* recognise the importance of maintaining the highest quality healthcare in an environment of increasing demand and complexity.

Healthcare to some of NSW's most vulnerable people needs to be delivered by Justice Health NSW in the context of the broader justice and forensic mental health systems. It also needs strong collaboration with local health districts, the Aboriginal Community Controlled sector and the whole of government for better oversight and planning and to co-design creative solutions with impact. While significant effort and resources will be required to make this happen, the outcomes will deliver immense value and benefit for our patients and society.

Justice Health NSW strives to consistently provide healthcare that is holistic, person-centred, culturally responsive, safe, high quality, connected, coordinated, efficient and effective. Our new Whole of Organisation Model of Care supports the *Together for Healthier Tomorrows* transformation over the next decade to become an organisation that is accountable, responsive, invests in wellness, is digitally enabled and is underpinned by five key principles:

- 1  **Holistic and Person-centred**
- 2  **Culturally Guided**
- 3  **Excellence in Safety and Quality**
- 4  **Connected and Coordinated**
- 5  **Efficient and Effective**

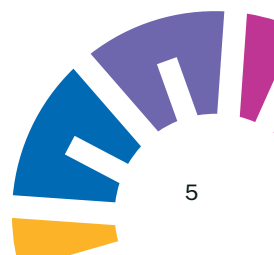
On behalf of the Justice Health NSW Board and Executive team, we would like to thank our staff, patients and healthcare and justice partners for your contribution to *Together for Healthier Tomorrows*. There is strong optimism and hope for the future. A future where Justice Health NSW can work with our partners to continue to transform lives and deliver healthier tomorrows for the people in our care.



Professor Denis King OAM
Board Chair



Wendy Hoey
Chief Executive



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.

Professor Denis King OAM
Board Chair
2 December 2022

Wendy Hoey
Chief Executive
2 December 2022



Plan on a Page

Our Vision

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

Strategic Outcomes	1. Patients, carers and families have positive experiences and outcomes that matter	2. Safe, holistic and equitable care is delivered through an integrated, evidence-based, multidisciplinary approach	3. Our patients' health and wellbeing is optimised across our settings and people return healthier and safely to their communities	4. Our staff are engaged, perform at their best and are proud to work in an inclusive, respectful workplace	5. Service delivery is transformed through research, innovation and technology	6. Resources are managed sustainably, effectively and efficiently
Strategic Objectives	<ul style="list-style-type: none"> 1. Partner with patients, families and carers to make decisions about their own care 2. Bring kindness and compassion into the delivery of personalised and culturally safe care 3. Drive greater health literacy and access to information 4. Partner with patients, families and carers in co-design and implementation of models of care 	<ul style="list-style-type: none"> 1. Deliver safe, high quality reliable care for patients 2. Deliver more services and care in the community and virtual settings 3. Connect with partners to deliver integrated care services 4. Strengthen equitable outcomes and access for rural, regional and special needs cohorts 5. Align infrastructure and service planning around the future care needs 	<ul style="list-style-type: none"> 1. Prevent, prepare for, respond to and recover from pandemic and other threats to population health 2. Improve the health of women and young people by prioritising early intervention and prevention programs 3. Make progress towards zero suicides in custody 4. Support healthy ageing ensuring people can live more years in full health and independently 5. Close the gap by prioritising care and programs for Aboriginal adults and young people in touch with the criminal justice system 6. Uphold the rights of people with disability to ensure they receive equitable, dignified, person-centred healthcare 7. Support mental health and wellbeing for our patients in all our care settings 8. Partner to address the social determinants of health for our patients 9. Return healthier and safer patients to their communities 	<ul style="list-style-type: none"> 1. Build positive work environments that bring out the best in everyone 2. Strengthen diversity and inclusion in our workforce and decision-making 3. Empower staff to work to their full potential 4. Equip our people with the skills, resources and capabilities to be an agile, responsive workforce 5. Attract and retain skilled people who put patients first 6. Unlock the ingenuity of our staff to build work practices for the future 	<ul style="list-style-type: none"> 1. Advance and translate research and innovation with institutions, industry partners and patients 2. Ensure health data and information is high quality, integrated, accessible and utilised 3. Accelerate digital investments in systems, infrastructure, security and intelligence 	<ul style="list-style-type: none"> 1. Drive value based healthcare that prioritises outcomes and collaboration 2. Commit to an environmentally sustainable footprint for future healthcare 3. Adapt performance measurement and funding models to targeted outcomes 4. Align our governance and leaders to support the system and deliver the outcomes of <i>Together for Healthier Tomorrows</i>

Our Story



1



Together for Healthier Tomorrows

The visual identity for *Together for Healthier Tomorrows* was chosen by our staff to represent the focus on positive health outcomes for the future. It incorporates a sun that symbolises moving forward towards a brighter future, and four rays that represent the four pillars of the plan: collaborative, patient centred, transformational, clinician led. The heartbeat in the middle represents the people at the core of the organisation, as both staff and patients.

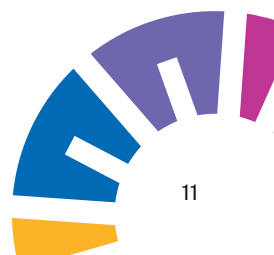
The visual identity colour palettes are inclusive for both our Aboriginal staff and patients, demonstrating that the plan will address the specific cultural considerations, setting big goals for meaningful inclusion and addressing cultural inequity.



Together for
Healthier Tomorrows



Together for
Healthier Tomorrows



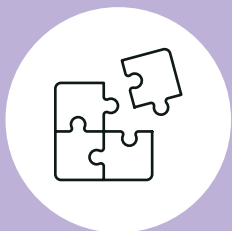


Our vision for the future in 2032: a collective perspective

Our Vision



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



Our Values

Collaboration · Openness ·
Respect · Empowerment



Forensic Hospital
'Little Bay Art Studio'

Through the inputs and experiences of our staff, patients and partners, we have created a collective vision. *Together for Healthier Tomorrows* is underpinned by a strong health identity. It enables a proud Justice Health NSW workforce to perform at our best. We will achieve this by leveraging digital technology to harness efficiencies and insights while striving for clinical excellence. We will continue to collaborate with a laser-sharp focus on supporting patients' health and recovery, including through diversion and reducing (re)offending by improving health outcomes.

Together for Healthier Tomorrows has been co-designed with meaningful inclusion of Aboriginal people and key cohorts including women, young people, Culturally and Linguistically Diverse (CALD) people, people with a disability, people with mental health needs and older people.

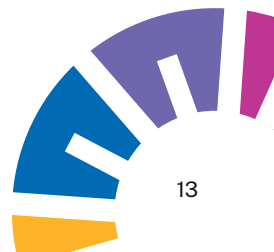
We want to see less people incarcerated and more people living healthier lives in the community through strong and purposeful collaboration across the sector.

In line with NSW's Health's *Future Health Strategic Framework*, co-design with our staff highlighted that *Together for Healthier Tomorrows* should provide a strong health-aligned direction and purpose, bridging the present with the future. Justice Health NSW staff voted to adopt NSW Health's CORE values to unify and guide our decisions and behaviour as we move into the next decade of transformation.

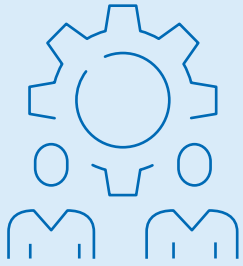
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“Our people are at the heart of everything we do.”

Our people are at the heart of everything we do. We are committed to building a strong, safe and vibrant culture that celebrates diversity and inclusion. Our values underpin how we care for our patients, staff, families and carers every day.



Key themes from consultations



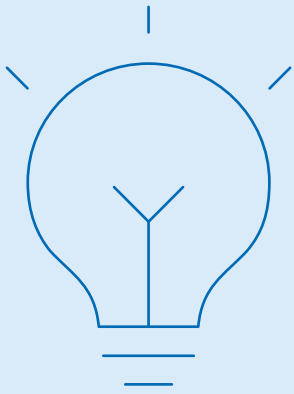
Integrated planning and partnerships across Justice Health NSW to achieve joint outcomes



Coordinated, multi-disciplinary approach to the delivery of networked care across the spectrum

A strong health-aligned identity for our people

Enhanced opportunities for early intervention and preventative support



Excellence, innovation and agility in the provision of care

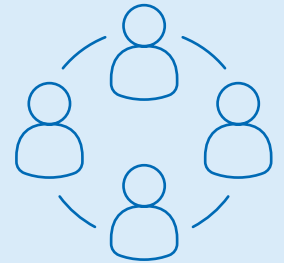


Improved resourcing to regional and remote areas

Implementing an overarching Model of Care

Value and sustainability

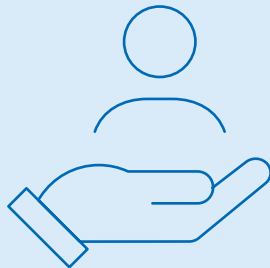
Improved leadership and governance



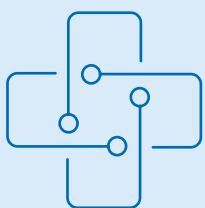
Collaboration for future care environments

Patients as partners in their healthcare

Enhanced support for patients reintegrating into communities and to their carers



Research and evaluation



Improved health data systems and analytics

Improved autonomy and decision-making by clinicians

Who we are

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.

Our healthcare services include primary care, drug and alcohol, forensic mental health, population and public health, women's and midwifery services, oral health and a range of allied health services.

Our care is delivered in the context of the broader justice and forensic mental health systems and in partnership with NSW Health, Corrective Services NSW (CSNSW), Youth Justice NSW (YJNSW), the Aboriginal Community Controlled sector, non-government organisations (NGOs), Commonwealth funded services and other health agencies.

Each year, Justice Health NSW staff care for more than 30,000 patients in our settings delivered through dedicated in-person and virtual multidisciplinary teams. We strive to provide excellence in healthcare which consistently aligns with relevant state, national and international principles and standards. Despite the challenges of our settings, we endeavour to provide patients with the right care, in the right place at the right time.

Justice Health NSW also plays a key role in supporting people away from the criminal justice system through recovery-orientated care and early-stage intervention with at-risk individuals and communities. Health and wellbeing are key factors in helping people to live meaningful, safe lives in the community.

“

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.

Case Study

A compassionate approach supporting patients and families to be together at the end

Caring with compassion and working collaboratively is at the heart of supporting patients and families when a patient is in palliative care.



By listening to what mattered most to the patient, Justice Health NSW was able to successfully advocate for a terminally ill patient to receive early release after they chose to forgo further treatment.

With an adaptive and patient centred focus, specialists across Justice Health NSW, CSNSW, the local health district, and community organisations came together with the patient's family to explore the options for compassionate end-of-life care.

Ultimately, the patient was able to spend their final months in an aged-care home with their family by their side.

Amanda Chapman, Regional Nurse Manager, Women's and Metro North, said the outcomes were significant for the patient and their family.

"It would have made such a difference to this patient and their family member. Once in the aged-care home, they were able to see each other every day as opposed to an hour a week while in custody," Ms Chapman said.



"It was so moving and fulfilling for their care team as well. It means a lot to our staff to be able to take part in an outcome like this."

Ms Chapman also highlighted that strong inter-agency and multidisciplinary collaboration led to the best results for the patient.

"This outcome demonstrates what we can achieve when we all work well together, working towards the same goals for patients, to overcome the many complex layers and related logistics."

How we will achieve our vision

The overarching strategy to achieving our vision is summarised below including identification of the enabling plans required to support implementation and the concurrent development of a Model of Care.

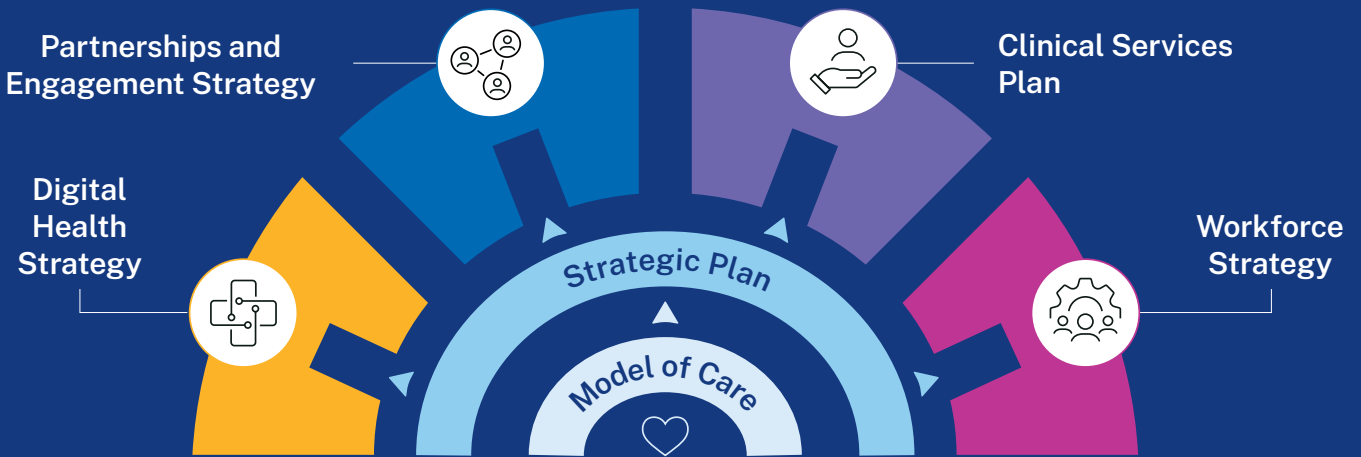
The Model of Care is at the “heart” of our strategy. It will guide the principles of care and provide a whole of organisation decision-making model with a greater focus on secure and community settings as responsible agents of prevention, early intervention, diversion and rehabilitation. *Together for Healthier Tomorrows* will provide the framework for transformation across Justice Health NSW settings and people.



The Model of Care is at the “heart” of our strategy. It will guide the principles of care and provide a whole of organisation decision-making model...



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



Digital Health Strategy	Partnerships and Engagement Strategy	Clinical Services Plan	Workforce Strategy
<ul style="list-style-type: none"> This Strategy will be developed to drive digital advances across the organisation 	<ul style="list-style-type: none"> This Strategy will guide the organisational principles and process to identify and engage relevant stakeholders for a purpose to achieve accepted outcomes 	<ul style="list-style-type: none"> This Plan will be reviewed to align with the <i>Together for Healthier Tomorrows</i> Strategic Plan and overarching Model of Care 	<p>To include:</p> <ul style="list-style-type: none"> Aboriginal Workforce Plan Organisational Culture Plan Recruitment and Retention Strategy Diversity and Inclusion Plan

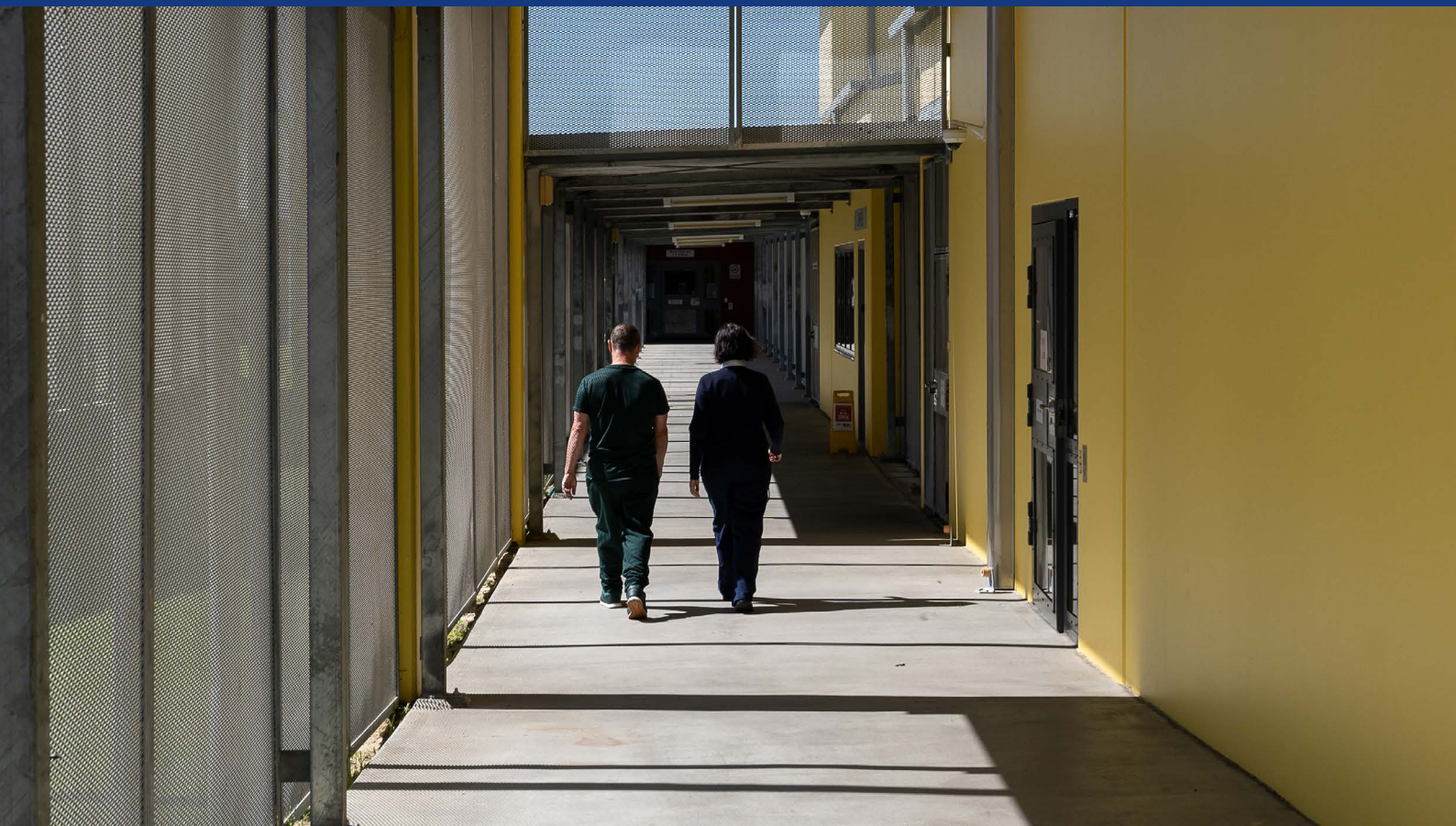


Values: Collaboration · Openness · Respect · Empowerment

Continuing and Emerging Opportunities and Challenges



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To future-proof the organisation we need to take into account continuing and emerging challenges, and develop a fresh approach to the delivery of health services through a new set of priorities.

Addressing our challenges

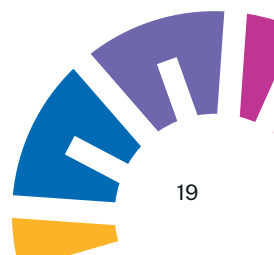
Growing Service Needs

The following table provides growth projections for the overall NSW long-term prison population, based on data from the Corrective Service Infrastructure Strategy, historical trends and NSW Department of Planning and Environment population forecasts from 2021.

Table 1: Long-term prison population projections, 2019 to 2041¹

Population Type	2019	2020	2021	2026	2031	2036	2041	AGR 2021-41
Aboriginal male	3,073	3,196	3,323	4,196	5,246	6,495	7,996	4.5%
Non-Aboriginal male	9,386	9,428	9,468	10,385	11,690	13,178	14,786	2.3%
Aboriginal female	299	311	324	413	528	674	865	5.0%
Non-Aboriginal female	645	648	653	709	789	873	951	1.9%
Total prison population	13,403	13,583	13,768	15,703	18,253	21,220	24,598	2.9%

Source: Long term prison population forecast (COVID Central Base Case - July 2021)



The over-representation of Aboriginal people in the criminal justice system

Any approach towards the delivery of healthcare must consider the specific health and wellbeing needs of Aboriginal people, their family and community including alignment with the *National Agreement on Closing the Gap* (Australian Government, 2020) objectives, outcomes and priority reforms.

Aboriginal people are over-represented throughout the NSW criminal justice system, making up 29 per cent of adult prisoners, and 52 per cent of youth detainees, despite being just 2.9 per cent of the state's population. Both social and systemic issues contribute to this, including aspects of the justice system (Department of Communities and Justice, 2018; Bureau of Crime Statistics and Research, 2022).

The emergence and growth of populations with complex needs

Data indicates that populations with complex needs have significantly increased throughout the past 10 years. These include people who are aged and frail; people with a physical disability and/or cognitive impairment; people with high medical needs; and women.

Women

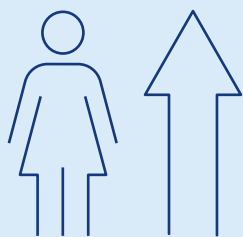
The number of women in Australia's prisons is growing and at a faster rate than the number of men in prison (AIHW, 2020). Evidence suggests that the population of females in custody increased 50 per cent between 2011 and 2017, from 682 to 1021 (NSW Bureau of Crime Statistics and Research, 2018). Women entering prison often come from disadvantaged backgrounds, with a history of substance use and mental health issues. There may also be a need for a gender-specific approach to healthcare in prisons (AIHW, 2020).

Females in custody increased

50%

between 2011 and 2017

(from 682 to 1021)



People living with a disability

The prison population is disproportionately represented by people who experience a physical, cognitive and/or intellectual disability, which poses unique challenges in case management and rehabilitation for this population (Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability, 2020). Australian and international data indicates that up to 15 per cent of prisoners have an intellectual disability, while 25-30 per cent of prisoners are estimated to have a borderline intellectual disability, compared with 2.9 per cent of the general Australian population (Dowse, Rowe, Baldry & Baker, 2021). Research shows that 19.5 per cent of young people in contact with YJNSW during 2019-2020 had a recorded disability and that young Aboriginal people are twice as likely to have a disability compared with the general population (Department of Communities and Justice, 2021).

People from Culturally and Linguistically Diverse Backgrounds

The 2019 Inmate Census shows that 15.4 per cent of people in custody are from a non-English speaking country (Tang & Corben, 2020). This figure is lower than previous years (19.5 per cent in 2015 and 25 per cent in 2014) (Justice Health Forensic and Mental Health Network, 2017). However, justice-involved people from culturally and linguistically diverse backgrounds have unique needs that require a tailored approach in order to deliver high quality healthcare. This can include culturally-specific understandings of illness and/or distress; precarious migration experiences and previous experiences of trauma; fear, mistrust and perceived discrimination in health settings as a result of historical injustices committed in similar settings; experiences of racism which may affect engagement with clinicians; and need for interpreters or bilingual staff (Shepherd, S., & Masuka, G., 2020).

Young people

The population of young people in youth justice settings is largely represented by people with a history of trauma, and who live with neurodevelopmental disorders and/or mental health needs. Care needs to be acutely focused to enable effective rehabilitation. Adolescent patients experience disproportionately high levels of health and social disadvantage and have distinctive needs regarding their healthcare.

People living with a mental health need and/or psychosocial disability

Mental illness has high prevalence among people in secure settings and has been identified as a central factor contributing to offending and recidivism (Ogloff, Davis, Rivers & Ross, 2007; Hanley & Ross, 2011; Wallace et al., 1998). The rate of comorbidity between substance use and mental illness is disproportionately high in the secure setting (Australian Medical Association, 2012). Research shows that two in five people in a secure setting have a history of mental illness (Productivity Commission, 2021). Our approach needs to enable the provision of safe care to people with needs relating to their mental health and/or psychosocial disability (particularly ‘serious offenders’ or ‘at risk’ people).

People who use alcohol and other drugs

Research shows that 65 per cent of people entering the system have used illicit drugs in the past year (Productivity Commission, 2021). Managing the supply and demand for alcohol and other drug services will have a significant impact. We need to consider where they are best delivered (e.g. community and court diversion programs) and how post-release support is provided noting high rates of re-lapse (Australian Medical Association, 2012).

People who are aged and frail

The numbers of aged people in custody has increased disproportionately compared to community demographics. People in secure settings can experience ‘accelerated ageing’, where signs of ageing may occur 10 to 15 years earlier than for the rest of the population. Older people often have complex needs relating to health, decreased physical capacity and increased vulnerability. This can include deteriorating cognition, higher rates of non-communicable sub-acute chronic conditions requiring regular monitoring, and increased risk of falls, frailty, Alzheimer’s disease and other types of dementia and cognitive disabilities as well as hearing loss (NSW Inspector of Custodial Services, 2021). We need to consider the impact and the unique health concerns posed and how Justice Health NSW will manage this growing cohort within the custodial system.

People with high medical needs

The health needs of people in secure settings are often high and complex when compared with the general population. They experience higher rates of communicable disease, chronic illness, substance misuse, and dual diagnoses of mental health issues and physical or other health problems. Further, incarceration itself is associated with a range of negative health outcomes (Ibid.; Hamilton, 2010).



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“The health needs of people in secure settings are often high and complex when compared with the general population.”

Case Study

Life-changing surgery delivers a transformational health outcome for a young person in custody

Many young people in contact with the criminal justice system have ingrained, negative associations with healthcare providers and poor social determinants of health. The resources and care delivered in custody can deliver positive, long-term benefits that help them to live healthy lives in the community.

Strong collaboration and a relationship built on trust saw an adolescent patient receive life-saving surgery during their time in custody.

When the patient came into the Youth Justice NSW system, they had previously struggled to receive care in the community due to an intense fear of doctors and a disruptive home life.

Their condition was significantly impacting their health and after engaging with the patient's family, the Adolescent Health team decided it was an opportune time to commence preparation for major organ surgery.

Dr Leigh Haysom, Clinical Director Adolescent Health said despite the surgery looking like a huge challenge, the health team were able to listen and respond appropriately.

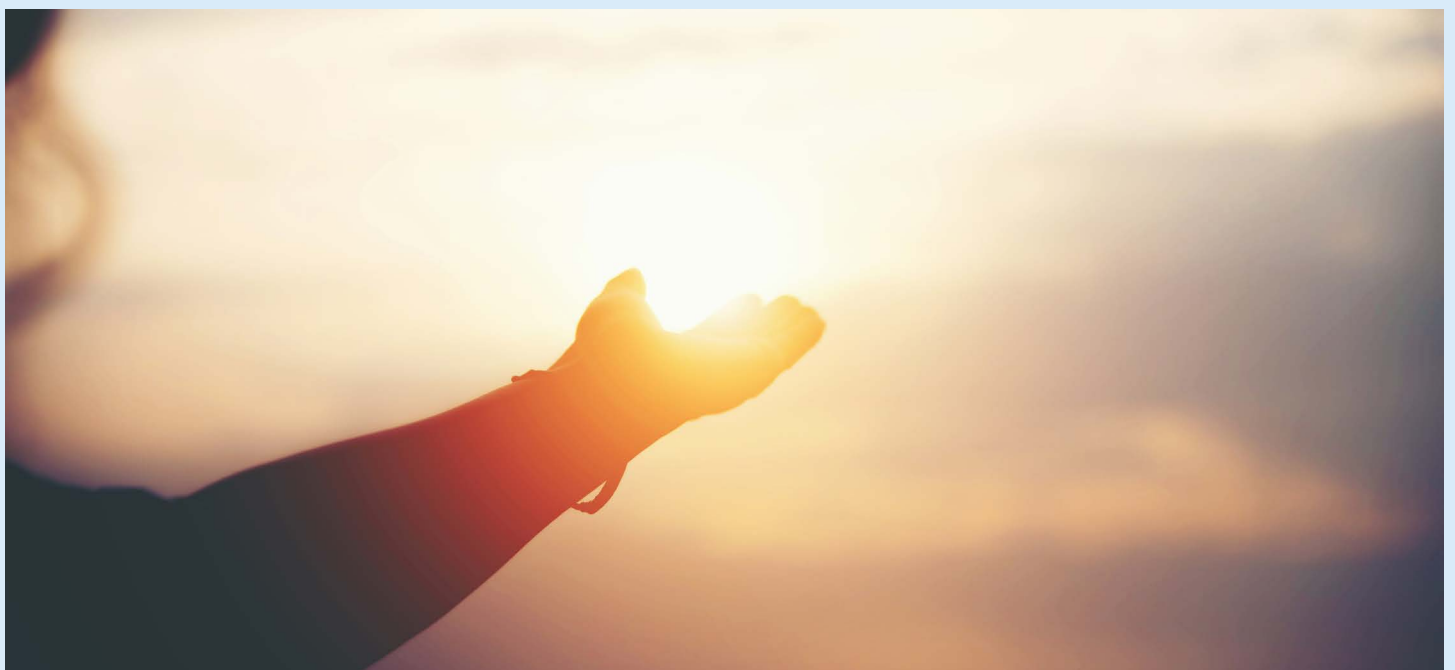
"In the lead up to the surgery, specialist surgical appointments were delivered through virtual care, which helped to reduce the patient's anxiety when attending a hospital," Dr Haysom said.

As a result of close collaboration between the agencies involved in their care, the surgery was successful.

"It's an excellent demonstration of how, when we all work together collaboratively and support each other, we can move mountains," Dr Haysom said.



"This young person now has the opportunity to live a long and healthy life, which may not have happened without the support provided in custody."



Leveraging our opportunities

Major changes to the setting for delivery of care

We will work collaboratively with the broader health and justice systems including partners such as CSNSW, YJNSW, Ministry of Health and local health districts and courts as they seek to decommission old facilities, build contemporary new correctional and secure inpatient settings and introduce improved rehabilitation models. Together we will leverage opportunities for more innovative and integrated approaches to healthcare delivery, including virtual care and community-led approaches.

The increased need for collaboration and partnerships

We will drive value based health outcomes through integrated and collaborative planning that is based on insights from data and information sharing. We will identify joint priorities, support effective and efficient resource allocation, and regularly monitor performance and adapt as needed.

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“We will drive value based health outcomes through integrated and collaborative planning...”

Increased state-wide investment in Mental Health Infrastructure

As the lead agency for forensic mental health care in the state, Justice Health NSW will collaborate on the State-Wide Mental Health Infrastructure Program (SWMHIP) which is investing \$700 million, including a significant proportion of this funding to new medium and low-secure beds that will form part of the State's Forensic Mental Health System. Further, secure acute beds will be delivered under SWMHIP's Freshwater Unit, within the grounds of the highly secure Forensic Hospital to prioritise safe care for high-risk civil and correctional patients.

The growth and maturation of Justice Health NSW

Justice Health NSW sees learning and continuous improvement as an ongoing opportunity. *Together for Healthier Tomorrows* builds on the lessons learned and opportunities identified during the former strategic plan (2018-2022). We have matured, and built resilience and partnerships through the COVID-19 response. We will continue to learn and improve in response to outcomes and recommendations from relevant inquiries, audits and coroners' findings, including:

- The Special Commission of Inquiry into the Drug 'Ice';
- The Select Committee into the High Level of First Nations People in Custody and Oversight and Review of Deaths in Custody;
- Audit Office of NSW audit into Access to Health Services In Custody;
- Inquiry into Youth Diversion;
- Disability Royal Commission; and
- Coroners inquiries.

The COVID-19 response

Justice Health NSW has continued to respond to the COVID-19 pandemic through the challenges of the Delta and Omicron outbreaks across the state. Lessons learnt from this response include funding, innovation, resourcing, surge planning, and whole of government coordination will be important for the future.

The increased recognition of human rights within public policy

Justice Health NSW is committed to upholding The United Nations Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules). We see health and wellbeing as a critical component of those within our care despite the challenges of our settings (World Health Organization, 2014; International Committee of the Red Cross, 2022). We are committed to improving access to health services in the least restrictive care setting; this includes our commitment to improving access to health facilities for those who require urgent or involuntary treatment.

Strategic Outcomes



3

ART

ART

Deep cultural connection sustained for mother and baby with care in the community

It took a progressive approach and strong collaboration to achieve an excellent outcome for a pregnant patient.

The patient was in the early stages of pregnancy when they entered custody. They had long-term substance abuse issues and a complex mental health history.

Throughout the patient's pregnancy, Justice Health NSW clinicians across drug and alcohol, custodial mental health and midwifery provided comprehensive care.

Justice Health NSW also facilitated extensive sector-wide collaboration, which enabled the patient to give birth and remain with their baby in the community.

Nicole Hodgson, Perinatal and Infant Mental Health Clinical Nurse Consultant, explained how the separation of parents and babies at birth can affect normal development.

"For parents in custody who don't get to parent in those early days, this can lead to really difficult relationships long-term," Nicole said. "A lot of patients we see in custody have had disrupted attachments with their own mothers."

Following the birth of their child, the patient was living in their own home, had abstained from drugs and alcohol, was employed and a respected and active community member.

They are focussed on building a deep cultural connection for their baby and hopes to be a role model in their community.

"Being able to bring all the different parts of the system together to empower our patient and their family has resulted in a wonderful outcome, with long-term benefits," Nicole reflected.

"It's a transformative experience for both parent and baby and ultimately all the people involved, demonstrating the power of collaborative care."



Future Health Strategic Outcome 1:

Patients and carers have positive experiences and outcomes that matter



Justice Health NSW Strategic Outcome 1:

Patients, carers and families have positive experiences and outcomes that matter

What we will do	What does success look like by 2032?
1.1 Partner with patients, families and carers to make decisions about their own care	<ul style="list-style-type: none"> • Patients, families and carers are empowered partners in their care and report positive outcomes and experiences of their care through the integrated and systemic collection of patient experience and outcome data • All Aboriginal patients report high levels of health and wellbeing and the gap in life expectancy is closed and sustained • Tailored, person-centred care and multidisciplinary team approaches are in place that are responsive to patient values, preferences and needs and low value care is eliminated
1.2 Bring kindness and compassion into the delivery of personalised and culturally safe care	<ul style="list-style-type: none"> • All patients, families and carers are treated with respect, compassion and kindness • The end to end patient journey is personalised, seamless, culturally safe and appropriate through robust partnerships with key stakeholders and service providers including the Aboriginal Community Controlled sector and the Justice Cluster • There is a 'no wrong door' approach in place with no exclusion criteria for services
1.3 Drive greater health literacy and access to information	<ul style="list-style-type: none"> • All patients have high levels of health literacy and are empowered to make informed health decisions • Technology supports timely and seamless access for patients, families and carers to culturally safe and personalised health information • Improved access to rehabilitation that focuses on knowledge acquisition, skills development and social and functional recovery
1.4 Partner with patients, families and carers in co-design and implementation of models of care	<ul style="list-style-type: none"> • Consumer representatives provide highly valuable patient and community perspectives in the co-design and implementation of models of care • Lived experience leadership is elevated within all care settings, organisational levels and directorates

Future Health Strategic Outcome 2:

Safe care is delivered across all settings



Justice Health NSW Strategic Outcome 2:

Safe, holistic and equitable care is delivered through an integrated, evidence-based, multidisciplinary approach

What we will do

2.1
Deliver safe, high quality reliable care for patients

What does success look like by 2032?

- Models of care are informed by evidence and continuously evaluated to ensure safe, high quality, reliable healthcare is delivered in a sustainable and personalised way within all our Settings
- Quality improvement is continuously strengthened to eliminate unwarranted clinical variation and low value care
- A culture of shared accountability is supported by meaningful, standardised outcome measures and collaboration between Justice Health NSW and the Aboriginal Community Controlled sector, NSW Health, the broader Forensic Mental Health System and justice system
- Evidence informed benchmarking ensures all patients receive a standard of healthcare provision equivalent to people with no involvement in the criminal justice system
- There is a shared literacy around the impact of stigma for people who come into contact with the criminal justice system and those with a lived experience are involved in co-design efforts to reduce the effects and improve health and wellbeing
- Healthcare in all adult and youth justice settings is delivered in line with international human rights standards and international conventions



What we will do	What does success look like by 2032?
<p>2.2 Deliver more services and care in the community and virtual settings</p>	<ul style="list-style-type: none"> • Coordination and collaboration between NSW Health and the justice system ensures evidence informed early intervention, prevention and diversion strategies are used to their full extent to ensure young people and adults access timely health intervention and avoid future contact with the criminal justice system • There are no barriers to accessing integrated multidisciplinary, culturally appropriate models of care, including virtual care, in all our settings and locations • Partnerships are embedded to support culturally safe maternity models of care including supporting Aboriginal women Birthing on Country • Innovative models of care support early intervention and the delivery of care in the right place at the right time e.g. flying squads and rapid access clinics
<p>2.3 Connect with partners to deliver integrated care services</p>	<ul style="list-style-type: none"> • A “one system” approach is in place and continuity of care is ensured for patients moving across settings or systems • Formal coordination and collaboration between Justice Health NSW, local health districts and the whole of government addresses the social determinants of health • Systems are in place to connect the patient journey across the health and justice system including integration with primary care • Integration with the health, aged care and disability systems is seamless to ensure early identification and coordination of care and support the best health outcomes • Transition from secure settings to care in the community is well coordinated to improve health and wellbeing outcomes, especially during initial periods of community reintegration
<p>2.4 Strengthen equitable outcomes and access for rural, regional and special needs cohorts</p>	<ul style="list-style-type: none"> • There is equity of access and streamlined coordinated pathways to diagnosis, treatment and care, including access to early intervention, prevention, diversion and specialist care for rural and regional patients • Equity and inclusion in the design and delivery of care for our patients is promoted and addressed through a person-centred approach, particularly for rural and regional patients, people from culturally and linguistically diverse backgrounds (CALD), people with disabilities, young people, women and victims of violence, abuse and neglect
<p>2.5 Align infrastructure and service planning around the future care needs</p>	<ul style="list-style-type: none"> • Patients are given choices for the location in which they receive healthcare services to best suit their needs in a clinically appropriate way • Partnerships and collaboration are in place to deliver increasing volumes of care in community and virtual settings in a safe, high quality reliable manner • Patients are receiving a coordinated care experience from Justice Health NSW and its partners in care • Justice Health NSW is achieving timely access and quality of care outcomes compared to benchmarks • Forensic mental health infrastructure supports timely care in the least restrictive setting • Infrastructure and service joint planning is outcome focused aligned to changing demand and supports digitally-enabled care settings • Priority populations and cohorts of need have equitable outcomes and access to care

Case Study

Partners work together to overcome a pandemic

As COVID-19 took hold across the globe in early 2020, it was clear that prisons would fast become high-risk environments where the disease could easily spread amongst vulnerable patient populations

Through a collaborative approach and considered planning, Corrective Services NSW (CSNSW) and Justice Health NSW came together to implement an integrated response that would see contracted cases remain at zero for more than a year into the pandemic.

In the early stages, a seven-day-a-week centralised command post was established consisting of representatives from CSNSW, Justice Health NSW and partner agencies.

Here, the teams monitored the situation, anticipated what was needed next and balanced the safety and wellbeing of patients, staff, families and carers.

Acting Director Kelly-Anne Stewart, CSNSW COVID-19 Command Post said the daily collaboration enabled fast and informed decision making about key challenges and barriers.

“Our priority was to identify cases, minimise the spread, appropriately manage positive cases and prevent future transmission,” Kelly-Anne said.

“We had to establish a way to facilitate access to personal protective equipment and rapid antigen tests (RAT) when there was a global shortage. We were one of the first agencies to use RATs in a non-clinical environment and we managed to secure our own supply of tests and get the program stood up very quickly.”

In just over 12 months from August 2021, 871,155 tests were administered and 2,375 positive case were detected.

“If these thousands of positive cases went undetected, it would have had a detrimental impact on the rest of the patient population and centre staff,” Kelly-Anne said.

A widespread vaccination program was also required as part of the joint response to prevent any future cases.

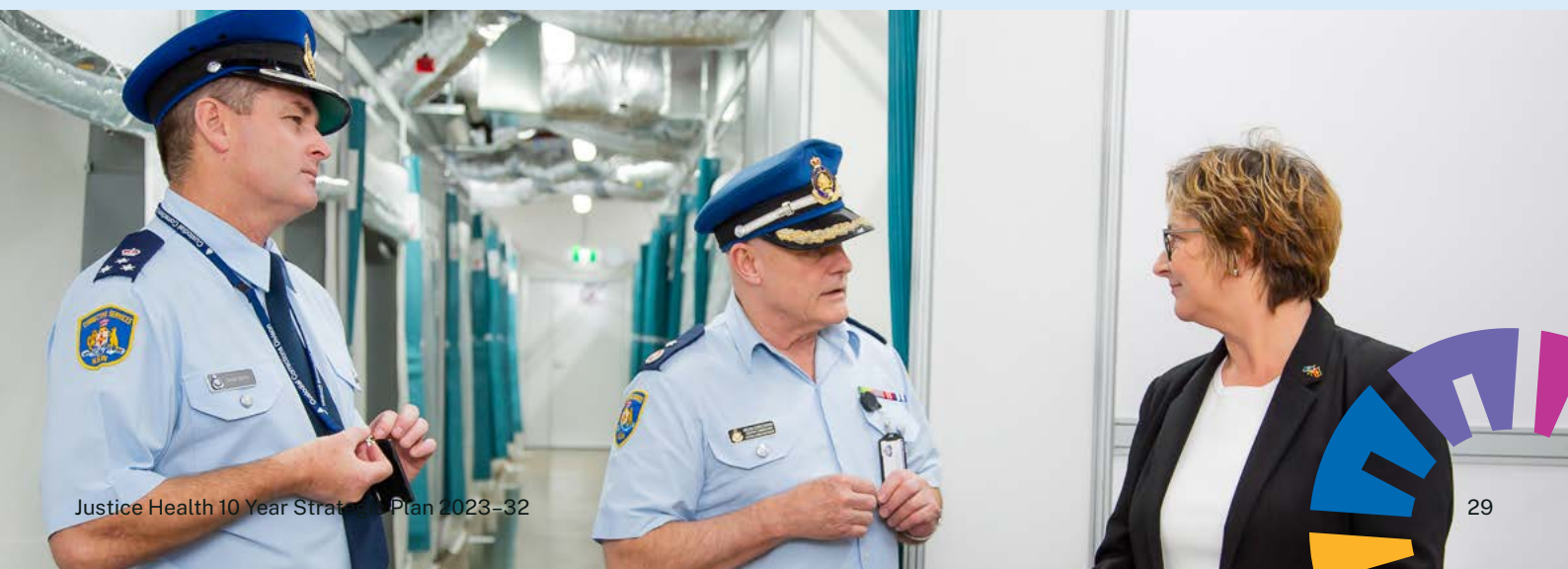
The centralised COVID-19 vaccination team, led by Justice Health NSW, worked closely with the centres to ensure access to inmates who were eligible for their vaccinations.

Culturally-specific and appropriate communications were provided to patients, including one on one conversations, to ensure they were educated about the vaccines and offered the opportunity to become vaccinated.

Justice Health NSW and CSNSW also worked together to:

- Establish a 34-bed field hospital at Silverwater Correctional Complex including a Palliative Care Unit
- Develop a dedicated contact tracing team – one of the only jurisdictions to have this set up outside of NSW Health
- Manage outbreaks that occurred in correctional centres across NSW
- Ensure patients could be accessed, transported and discharged safely.

“Not only did this partnership result in positive health outcomes for patients, it strengthened our existing working relationship so that we can confidently overcome any future health challenges.”



Future Health Strategic Outcome 3:

People are healthy and well



Justice Health NSW Strategic Outcome 3:

Our patients' health and wellbeing is optimised across our settings and people return healthier and safely to their communities

What we will do	What does success look like by 2032?
<p>3.1 Prevent, prepare for, respond to and recover from pandemic and other threats to population health</p>	<ul style="list-style-type: none"> Partnerships and coordination is in place to prepare for, respond to and recover from hazards such as COVID-19 or natural disasters and identify and respond to existing and emerging environmental public health risks and hazards in the custodial environment including drinking water, air quality, pests and food production Immunisation is maximised and communicable diseases are controlled and contained The impact of infectious diseases and lifestyle related risk factors for chronic diseases and cancer are significantly reduced and our patients are healthy and well Internationally accepted and evidence-informed harm minimisation programs are in place
<p>3.2 Improve the health of women and young people by prioritising early intervention programs</p>	<ul style="list-style-type: none"> Screening rates and timely access to early intervention and sexual and reproductive health services and programs are optimised Young people are diverted away from youth justice settings through early intervention programs and services with improved developmental, physical and psychological wellbeing The harmful use of tobacco, vaping, drugs and alcohol is substantially reduced and attaining healthy weight is optimised Community and court based services successfully prevent patients' future contact with the criminal justice system
<p>3.3 Make progress towards zero suicides in custody</p>	<ul style="list-style-type: none"> There are zero suicides in custody There are a range of culturally safe programs and initiatives in place to provide early identification, best practice crisis care and support and build people's resilience delivered with the input of people with a lived experience of suicide in secure settings Connected and coordinated systems and partnerships are in place to ensure meaningful and timely access to intervention and support services within secure settings Connected and coordinated systems and partnerships are in place to ensure the seamless transfer of care to community mental health services for high risk patients recognising this critical period post release

What we will do	What does success look like by 2032?
<p>3.4 Support healthy ageing ensuring people can live more years in full health and independently</p>	<ul style="list-style-type: none"> • ‘Accelerated ageing’, where signs of ageing may occur 10 to 15 years earlier than for the rest of the population, is eliminated and improvement sustained • Integrated and collaborative complex care pathways are in place to promote active and healthy ageing with improved health and mental wellbeing both within secure settings and in the community post release • Investment in infrastructure to foster healthy environments for aged and frail patients and patients living with Alzheimer’s disease and other types of dementia and cognitive disabilities is commensurate with need
<p>3.5 Close the gap by prioritising care and programs for Aboriginal adults and young people in touch with the criminal justice system</p>	<ul style="list-style-type: none"> • There are no preventable deaths in custody and the gap in life expectancy and health outcomes is closed • Racism, discrimination and unconscious bias in Aboriginal patients experience of care is eliminated • Cultural safety and appropriateness that reflects Aboriginal social and cultural concepts of health and wellbeing is embedded in all programs and services • All health services are delivered in partnership with the Aboriginal Community Controlled sector, communities and people • All Aboriginal patients can choose to have care delivered by an Aboriginal clinician or peer worker • There is a substantial decrease in the number of Aboriginal people including young people in custody and a substantial increase in the number of Aboriginal people including young people diverted away from custody
<p>3.6 Uphold the rights of people with disability to ensure they receive equitable, dignified, person-centred healthcare</p>	<ul style="list-style-type: none"> • Justice Health NSW has a “disability confident” workforce who are aware of the diversity of disability and deliver healthcare that better meets patients’ accessibility needs • Health services, facilities and transport are welcoming and better targeted to meet disability needs • People with disability receive accessible information regarding treatment and our processes system-wide are designed to be person-centred



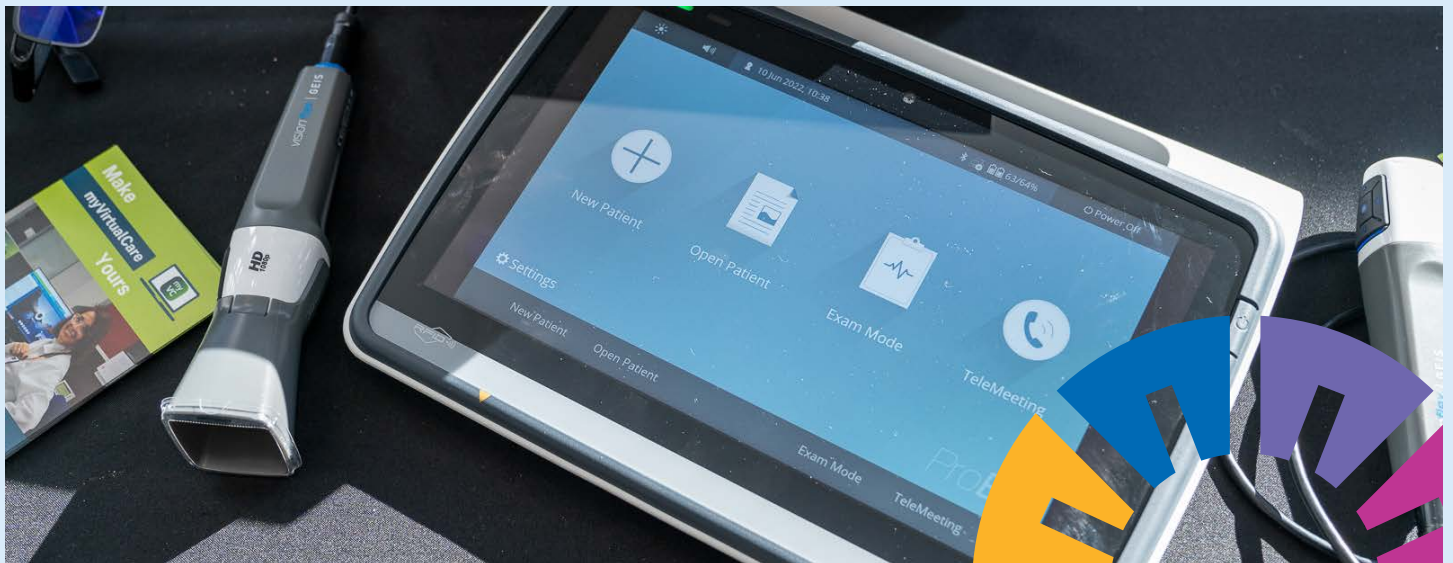
What we will do	What does success look like by 2032?
<p>3.7 Support mental health and wellbeing for our patients in all our care settings</p>	<ul style="list-style-type: none"> • Shared funding models and outcome metrics are in place between Justice Health, NSW Health, the Aboriginal Community Controlled sector and the justice sector to increase and sustain investment in prevention, early intervention and diversion with a stronger focus on services for young people and Aboriginal people • The system of care is responsive with timely access to specialist forensic mental health and specialised services for those with complex needs, promoting safety, recovery and wellbeing • Integrated and collaborative care pathways are in place between Justice Health NSW, local health districts, justice and human services, the Aboriginal Community Controlled and NGO sectors and other health agencies and Commonwealth funded services • There is sustained investment in developing the correctional health and forensic mental health multidisciplinary workforce
<p>3.8 Partner to address the social determinants of health for our patients</p>	<ul style="list-style-type: none"> • Integrated and trauma informed care is implemented across all settings to coordinate and provide seamless, effective and efficient care that reflects the whole of a patient's health needs (from prevention through to end of life, and across both physical, mental health and social needs) • An integrated settings and partnership approach to health promotion and the concept of 'Healthy Prisons'. This will contribute to preventive health, a conducive policy and physical environment, health literacy and wellbeing for adults and young people in custody • Partnerships are in place with health and justice partners and whole of government stakeholders to act collectively on the social determinants of health and promote wellness
<p>3.9 Return healthier and safer patients to their communities</p>	<ul style="list-style-type: none"> • Seamless, coordinated and connected reintegration pathways are in place for all patients from secure care, furthering health gains and reducing recidivism • Health and wellbeing is optimised through infrastructure and service planning environments that reduce preventable health issues and promote safe behaviours



Case Study

Increased access to quality treatment through virtual healthcare

The use of digital health technology has been transforming the delivery of care within Justice Health NSW, with myVirtualCare Platform (myVC) implemented across all health centres and many services.



Digital medical devices such as GEIS General Examination Cameras, video glasses, IntraOral HD cameras, video otoscopes, multi-functional HD camera kits and portable ECG heart monitors are also being deployed to facilitate real-time virtual assessments and expand the possibilities for virtual care. In the 2021/22 financial year, more than 60,000 appointments were delivered virtually.

In one case, a patient located in a rural Correctional Centre was able to access Specialist Nursing Care urgently and see his serious leg wounds for the very first time.

The patient had developed serious wounds on both of their legs, but due to their age and weight, they had limited ability to see the seriousness of these injuries.

Our Wound and Stoma Care Clinical Nurse Specialist (CNS) who was located in metropolitan Sydney, was able to assess and examine the patient, with the assistance of the onsite Primary Care Nurse wearing video glasses. Using the digital examination camera, the wounds were displayed on a screen while the nurse specialist explained the cause, condition and the recommended treatment plan.

The patient said he now has a better understanding of his condition, is more involved in his care and can take a greater lead in his own recovery.

Samantha Helais, Director Digital Transformation said virtual care is increasing access to healthcare and delivering positive patient experiences.

“The benefits of virtual care have been enormous—from increased patient satisfaction, reduced waiting times for treatment, increased access and equity of access to services and better collaboration with local health districts,” Samantha said.

“We are committed to embedding sustainable, patient centred digitally-enabled care models that empower patients to take greater control of their own health, whilst in our care, and prepare them for when they return to their communities.”

Future Health Strategic Outcome 4:

Our staff are engaged and well supported



Justice Health NSW Strategic Outcome 4:

Our staff are engaged, perform at their best and are proud to work in an inclusive, respectful workplace

What we will do	What does success look like by 2032?
4.1 Build positive work environments that bring out the best in everyone	<ul style="list-style-type: none"> • Staff are supported to deliver safe, reliable, person-centred care driving the best outcomes and experiences in collaborative cross-functional teams • Justice Health NSW demonstrates a positive workplace culture where leaders value and energise staff, and staff wellbeing and psychological and cultural safety is prioritised • Our staff are proud Justice Health NSW employees who promote its successes and achievements
4.2 Strengthen diversity and inclusion in our workforce and decision-making	<ul style="list-style-type: none"> • Our workforce is diverse and inclusive at all levels of the organisation and representative of the people Justice Health NSW serves • There is strong sustained investment and resourcing of our Aboriginal health workforce and the knowledge they bring and extent of their activities outside of traditional work hours or settings is well recognised • Justice Health NSW is acknowledged as an equal opportunity employer and an employer of choice
4.3 Empower staff to work to their full potential	<ul style="list-style-type: none"> • Our staff work to their full potential through extended scope of practice, multi-skilled and combined-function roles. There are no professional silos and strong collaboration and flexibility across disciplines is in place • Our staff are recognised as international leaders in custodial health and forensic mental healthcare
4.4 Equip our people with the skills, resources and capabilities to be an agile, responsive workforce	<ul style="list-style-type: none"> • A culture of continuous learning ensures continued work readiness to address changing health and patient needs, and lead quality improvement for patient safety • Our workforce is agile, highly skilled, digitally enabled, works collaboratively across disciplines and settings, and is supported by a culture of leadership, collaboration and innovation
4.5 Attract and retain skilled people who put patients first	<ul style="list-style-type: none"> • Justice Health NSW is a highly valued place to work with good retention rates, and ability to attract skilled people • Justice Health NSW is recognised as a centre of excellence in the delivery of specialist training equipping a pipeline of skilled health workers for the future • Regional, rural and remote workforces match local demand • Targeted and culturally appropriate recruitment, retention, education and training strategies for Aboriginal staff are well embedded
4.6 Unlock the ingenuity of our staff to build work practices for the future	<ul style="list-style-type: none"> • Modern systems of employment rules are in place that ensure fairness and safety for our valued workforce and unlock the ingenuity of staff and enable them to use their skills to collaborate and innovate to improve health outcomes

Future Health Strategic Outcome 5:

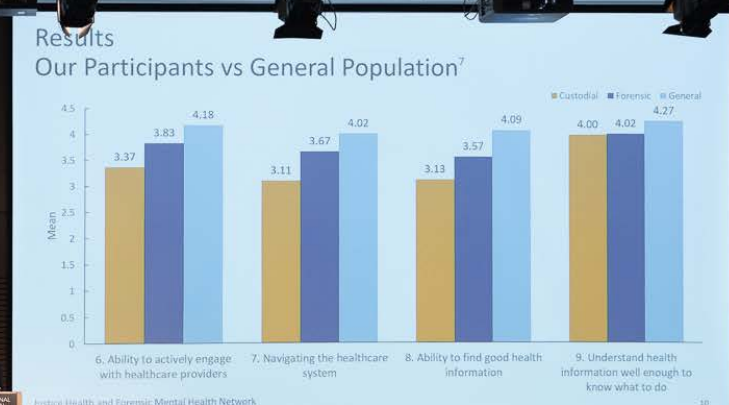
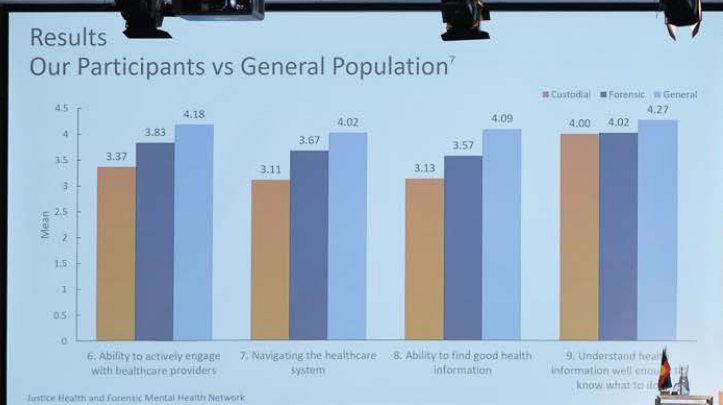
Research and innovation, and digital advances inform service delivery



Justice Health NSW Strategic Outcome 5:

Service delivery is transformed through research, innovation and technology

What we will do	What does success look like by 2032?
5.1 Advance and translate research and innovation with institutions, industry partners and patients	<ul style="list-style-type: none"> Justice Health NSW demonstrates excellence in the reach (both national and international) of our research partnerships, diversity and scale of funding support and the translation of research outputs into measurable benefits and safe clinical practice Justice Health NSW is internationally recognised as a leader in custodial health and forensic mental health research and innovation
5.2 Ensure health data and information is high quality, integrated, accessible and utilised	<ul style="list-style-type: none"> Our patients have access to personalised information that enables more self-management and lifts their health literacy Data analytics are used as a predictive tool to target and shape service delivery A single source of patient information brings together health information across disciplines and care settings, promoting multidisciplinary research and care Patient reported experiences and outcomes are systematically collected and analysed, and planning, decision making and innovation is informed and evaluated through use of timely, accurate and rich data intelligence
5.3 Accelerate digital investments in systems, infrastructure, security and intelligence	<ul style="list-style-type: none"> Virtual care is enabled through secure, seamless and accessible technologies Justice Health NSW systems are protected from cyber security risks Adoption of cloud-based technologies and modernisation of legacy applications is in place Technology operating model aligns seamlessly with business requirements Enhanced technology collaboration with Justice Cluster partners Information sharing internally and with Justice Cluster partners is maximised



Patient centred care plan delivers cost-effective long-term outcomes in forensic mental health

Transformational outcomes are being achieved for some of the Forensic Hospital’s most complex patients through the use of innovative, trauma-informed and evidence-based care models.

The development of an Enhanced Care Team made up of multi-disciplinary specialists has resulted in greater consistency of care for one patient at the Forensic Hospital.

Andrew Kaw, Senior Psychologist Forensic Mental Health said it was clear the patient had a complex and violent history.

“When they first came to the Forensic Hospital, this patient displayed serious self-harm, was violent to staff and caused significant damage to property,” Andrew said. “Ultimately, their high level of violence was complicating their care and resulting in long periods of seclusion.”

“It was clear to us that a unique care plan was required to help the patient build trusted relationships.”

As the patient found the normal hospital staff rotations triggering, his care team decided that a unique program (known as the Transition Through Trust program) needed to be established. This involved one specific psychologist working with the patient for their entire stay in the facility.

The psychologist worked with the patient one on one and arranged for various treatment interventions.

To assist in their transition back into the community, the patient was supported to attend an external peer support group, as well as a vocational course.

“Through their personal motivation, psychosocial treatments and the support of our staff, the patient has stabilised.”



“They are now a new-patient mentor, an appointed patient advocate, lead patient group sessions and attend external community therapy groups.”

“Making these adjustments might seem inconvenient, but the long term outcomes are actually more cost effective and have sustainable outcomes for the patient,” Andrew said.



Future Health Strategic Outcome 6:

The health system is managed sustainably



Justice Health NSW Strategic Outcome 6:

Resources are managed sustainably, effectively and efficiently

What we will do	What does success look like by 2032?
6.1 Drive value based healthcare that prioritises outcomes and collaboration	<ul style="list-style-type: none"> Value based healthcare principles deliver improvements in patient outcomes, system capacity and partnerships Purchasing and procurement decisions that are efficient, economic and ethical deliver value for money on a whole of life basis for patients, clinicians and other end-users
6.2 Commit to an environmentally sustainable footprint for future healthcare	<ul style="list-style-type: none"> Justice Health NSW has an environmentally sustainable footprint, including renewable approaches to managing energy, and efficient approaches to managing water usage, waste and other disposables
6.3 Adapt performance measurement and funding models to targeted outcomes	<ul style="list-style-type: none"> Our service evaluations demonstrate the economic benefits of early intervention and prevention programs that address the social determinants of health and vulnerabilities associated with (re)offending Key performance indicators and measures are aligned to the outcomes that matter most, including budgetary and operational performance Investment decisions are based on whole of government collaboration and Justice Health NSW as the peak providers of health and therapeutic care for those people in contact with the criminal justice system
6.4 Align our governance and leaders to support the system and deliver the outcomes of <i>Together for Healthier Tomorrows</i>	<ul style="list-style-type: none"> Strong collaborative governance and leadership is in place that motivates and supports innovation and shared accountability We share a 'one system' mindset with the justice system and shared responsibility, collaboration and accountability to deliver outcomes for patients is embedded Alignment of health policy, planning and infrastructure developments result in safe, effective, efficient and timely care We demonstrate a continued commitment to the principles and practice of robust governance that involves patient, stakeholder and community participation and meet expectations around probity, accountability and transparency

Delivery Planning

4



Making *Together for Healthier Tomorrows* successful requires a collaborative effort across government, the health and justice systems, the Aboriginal Community Controlled sector and the broad spectrum of stakeholders.

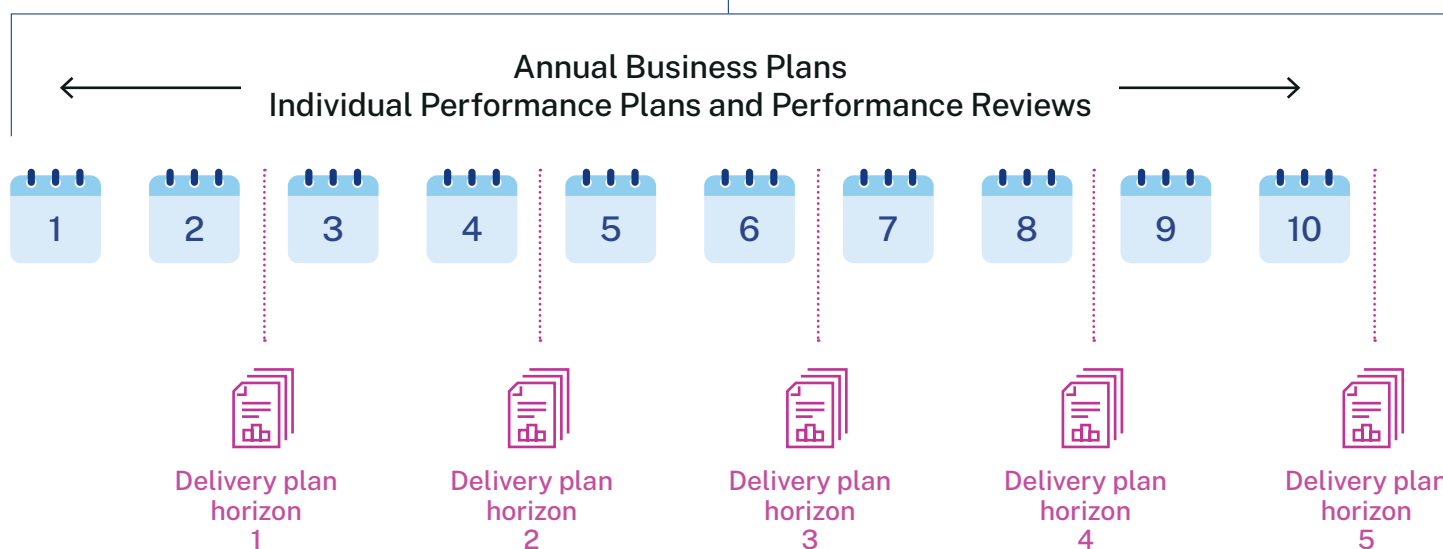
Implementation and delivery

Implementation of the strategic outcomes outlined in *Together for Healthier Tomorrows* will be cascaded into a series of delivery plans. Delivery plans will be developed across five time horizons for each outcome and will include leads and partners who will be accountable for delivery.



Together for
Healthier Tomorrows

10 years



Monitoring and governance

Monitoring and evaluation

A monitoring and evaluation framework will provide a blueprint for how Justice Health NSW will evaluate the implementation and achievement of outcomes within *Together for Healthier Tomorrows* and lead progress towards meeting the key indicator targets. A *Together for Healthier Tomorrows* Data Report will be published quarterly to report on key indicators. Work will also occur to develop real-time data indicators for monitoring and reporting against the Plan. These reports will be used to adjust our approach if required and respond to new and emerging issues. A Horizon Endpoint *Together for Healthier Tomorrows* Report will be produced at the end of each two year horizon to support agile delivery. It will contain a summary of the data against the targets and will be used to advise future delivery plans.

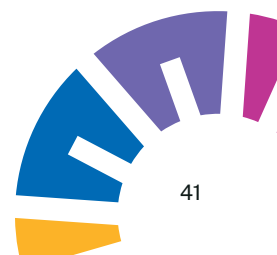
Governance

The Justice Health NSW Board and relevant sub-committees will oversee implementation of *Together for Healthier Tomorrows* and monitor performance against the targets.



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