

Justice Health and Forensic
Mental Health Network



Year in Review 2022

justicehealth.nsw.gov.au



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Disclaimer

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Foreword

This year has signalled positive changes in our delivery of holistic, patient centred care, as we transition to living with COVID-19.

Our staff have worked tirelessly throughout the pandemic, consistently stepping up to support our patients and colleagues. They have been on the forefront of introducing anti-virals in secure settings, rapidly adapting to public health policy changes, and vaccinating our vulnerable patient population. We are enormously proud of the compassion and kindness they demonstrate to patients, and their colleagues and sector partners.

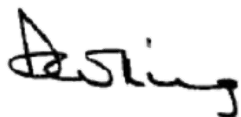
By transitioning our outbreak management of COVID-19 to align with the community, we have had the opportunities to re-focus our resources and efforts. This has come at an opportune time with the formal appointment of Wendy Hoey as Chief Executive and welcoming of new Board members, including Hon. Jillian Skinner (Deputy Board Chair), Mr Paul Knight, Mr Roger Downs and Ms Marisa Mastroianni.

Our Board have sought to be actively engaged in envisioning the future of Justice Health and Forensic Mental Health Network (Justice Health NSW), and in collaboration with staff, patients and partners, have helped us co-design our 10 Year Strategic Plan, *Together for Healthier Tomorrows*.

Together for Healthier Tomorrows is the roadmap that guides Justice Health NSW to delivering excellence in patient centred care. We can already see this in action with some of our staff recognised as finalists in the 2021 Premier's Awards which celebrate hard workers, smart thinkers and innovators in the public service.

The Forensic Hospital's Enhanced Care Team were acknowledged for prioritising patient needs and delivering transformational outcomes for complex situations. In addition, our Primary Care Flying Squad were recognised for delivering equitable access and continuity of care, regardless of where a patient is located.

We think this perfectly articulates the people who work at Justice Health NSW, who are the bedrock of our organisation. For your ongoing dedication and commitment to supporting our patients – and each other – we extend our sincerest gratitude.



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 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 closing 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



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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 Organisation

About Us

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

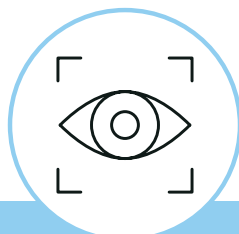
Each year, Justice Health NSW staff care for more than 30,000 patients in our settings through dedicated in-person and virtual multidisciplinary teams. Our healthcare services include primary, mental health and specialty care services. This includes screening, acute and chronic care, as well as preventative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

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

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

Our vision and values

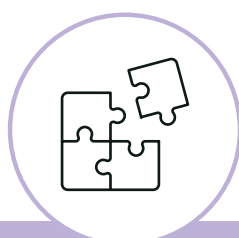
We have created a new united, shared vision through the inputs and experiences of our staff, patients and partners.



Our vision is:

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

In 2022, our staff voted to adopt NSW Health's CORE Values to enshrine Justice Health NSW as a health-aligned identity.



CORE Values

NSW Health core values:
Collaboration · **O**penness · **R**espect · **E**mpowerment



Together for
Healthier Tomorrows

Our 10 Year Strategic Plan

In 2022, Justice Health NSW looked to the future to envision what our next 10 years will look like. Our 10 Year Strategic Plan, *Together for Healthier Tomorrows*, acts as a catalyst to transform Justice Health NSW and shape our direction and purpose for the future.

Our people—our Board, staff, patients, their families and carers, and sector partners—are at the heart of the plan.

Our commitment to clinician-led and ground-up consultation was achieved with over 300 staff actively contributing from across the state including 27 per cent from our regional and rural workforce.

We engaged directly with our patients who told us that they would like to receive equal access to healthcare regardless of sentencing and harness technology to learn more about their health.

Patients' families and carers want to be more involved in their loved one's health and be empowered to make decisions and co-design care treatment plans.

Our cross-sector partners including the Justice Cluster, Corrective Services and Youth Justice NSW, Aboriginal Community Controlled Organisations, the Ministry of Health and local health districts, private operators and non-government organisations indicated their commitment to strong and sustained collaboration.

Our people told us they want a strong health-aligned direction and purpose, delivering excellence in patient care. To achieve this our staff voted to change our short-form name from 'the Network' to Justice Health NSW, which enshrines our role in the healthcare space. Our staff also voted to change our values to align with NSW Health's CORE Values.

Our new vision:

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

In delivering our 2023–32 Strategic Plan we aim to be bold and challenge the status quo, and establish our position as a national and international leader in custodial and forensic mental health.



Forensic Hospital Sensory Room



1,687

Justice Health NSW Staff



30,000

Patients per year



Justice Health NSW operates in:

37 Correctional centres

7 Police cell complexes

6 Youth Justice centres

37 Local and children's courts

2 Transitional centres

2 Hospitals

+ many other local health district and community locations



50+

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

2021-22 Highlights



4,611,387

non-admitted patient occasions of service and 939,185 arrived appointments delivered (a 9% increase from 2020-21).



27,732

COVID-19 vaccinations administered.



42,772

COVID-19 PCR tests completed.



98%

of referred young people with mental illness or cognitive impairment diverted into community-based treatment (a 6% increase from 2020-21).



1,911

individuals recommended for court diversion into community-based health treatments, with 23% of patients identified as Aboriginal.



96%

satisfaction score in teledentistry and 42% decrease in patient waiting time.



86%

reduction in seclusion rates at the Forensic Hospital.



74%

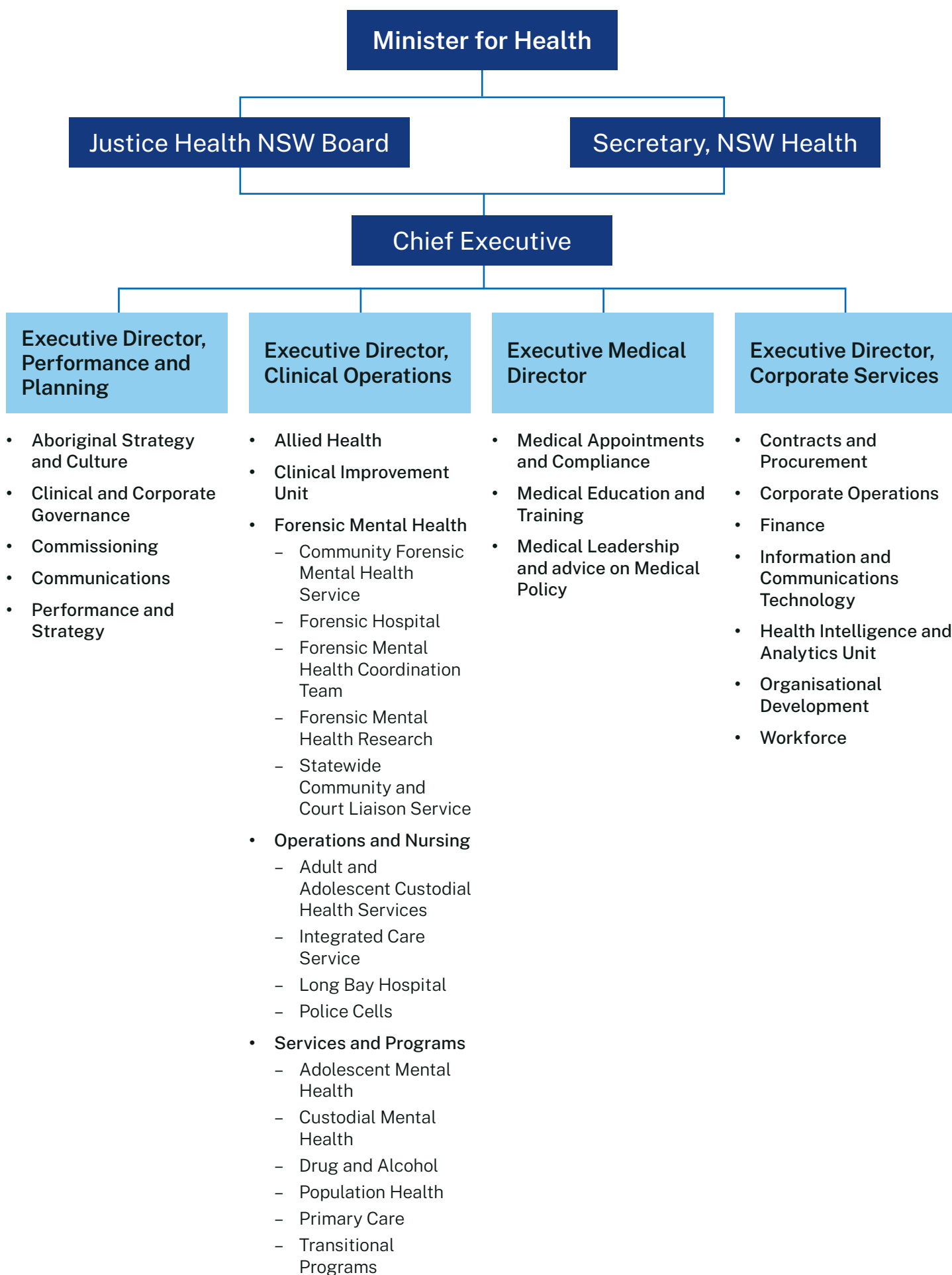
patients on Opioid Agonist Treatment in custody received depot buprenorphine treatment (a 7% increase from 2020-21).



7.4%

increase in Virtual Care encounters and myVirtual Care implemented across every health centre and multiple services.

Organisational chart



Our Locations

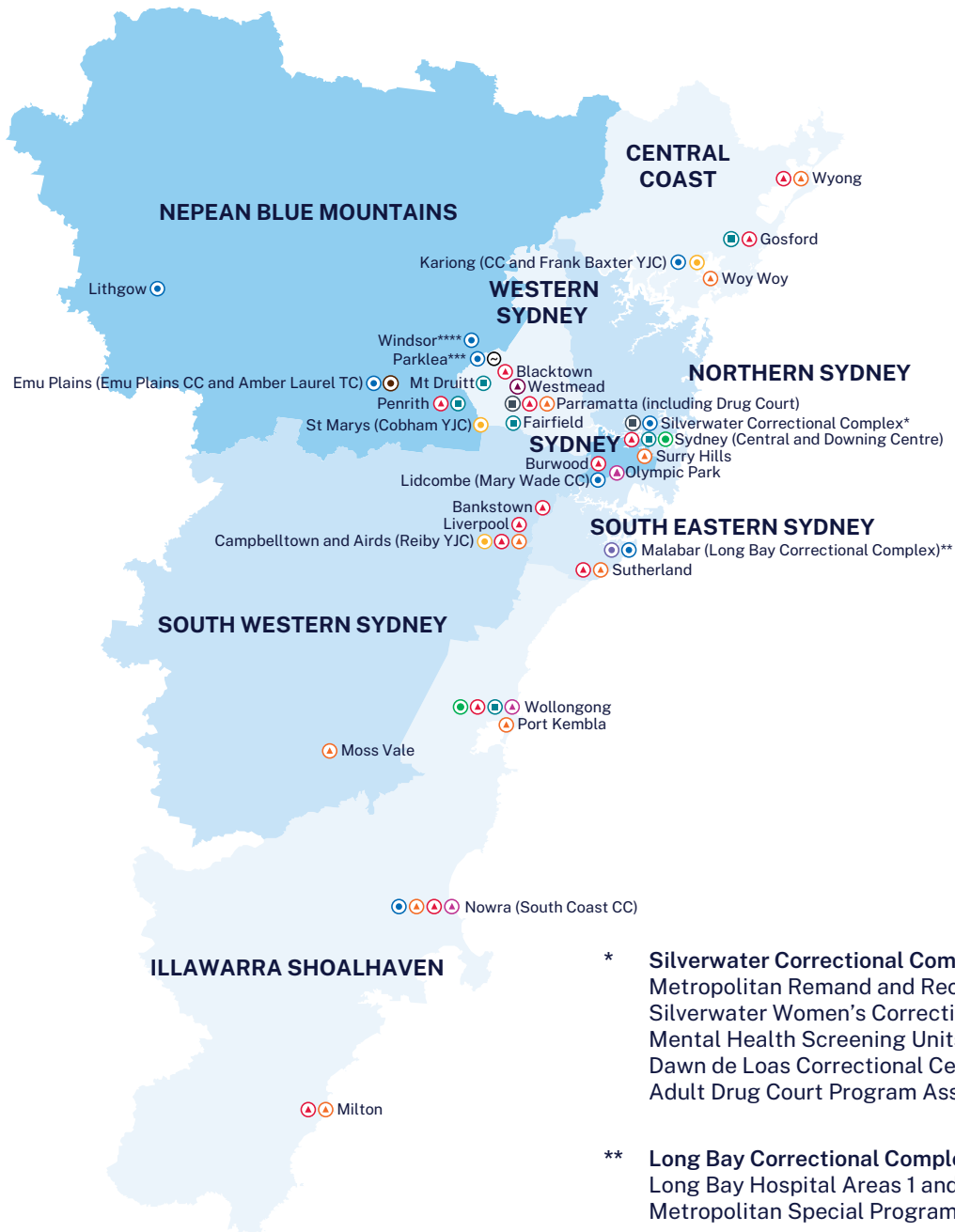
Rural and regional NSW



- △ Connections Program
- Correctional Centre
- Transitional Centre
- Forensic Hospital
- Youth Justice Centre
- △ Statewide Community and Court Liaison Service
- △ Adolescent Court and Community Team
- Court and Police Complex
- Drug Court Service
- Adolescent Community Integration Team
- Privately operated health services
- △ Medium Secure Forensic Mental Health Unit operated by:
 - Hunter New England LHD (Kestral Unit)
 - Western Sydney LHD (Bunya Unit)
 - Western NSW LHD (Macquarie Unit)

**** Cessnock Correctional Complex
 Shortland Correctional Centre
 Cessnock Correctional Centre
 Hunter Correctional Centre

Metropolitan



- * **Silverwater Correctional Complex**
Metropolitan Remand and Reception Area (MRRC)
Silverwater Women’s Correctional Centre
Mental Health Screening Units at MRRC and SWCC
Dawn de Loas Correctional Centre
Adult Drug Court Program Assessment Unit
- ** **Long Bay Correctional Complex**
Long Bay Hospital Areas 1 and 2
Metropolitan Special Programs Centre Areas 1, 2 and 3
- *** **Parklea Correctional Complex**
Parklea Correctional Centre (Private)
Compulsory Drug Treatment Program Centre
- **** **Windsor – Francis Greenway Correctional Complex**
Geoffrey Pearce Correctional Centre
John Morony Correctional Centre
Dillwynia Correctional Centre

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Our Patients

Our patients have complex and diverse health needs. When compared with the broader Australian population, our patients have considerably higher rates of mental illness and are much more likely to have previously attempted suicide.

People in custody have been exposed to high rates of intergenerational incarceration and are likely to have suffered a traumatic event in their lifetime. Similar to the community, there is also an increasing aged population and we recognise our emerging cohorts with complex needs, including people from culturally and linguistically diverse backgrounds, people with a disability, young people, people who use alcohol and other drugs, and people with high medical needs.

Aboriginal patients are also significantly overrepresented in custodial and forensic mental health settings, compared to the general community.

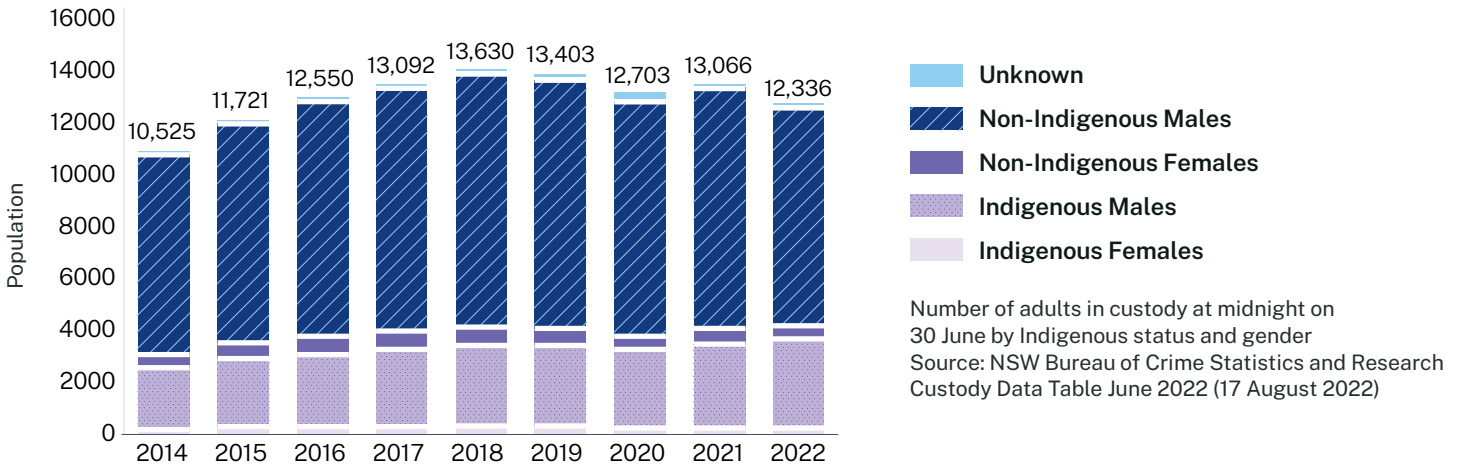


Hepatitis C testing at Dillwynia Correctional Centre

Population changes

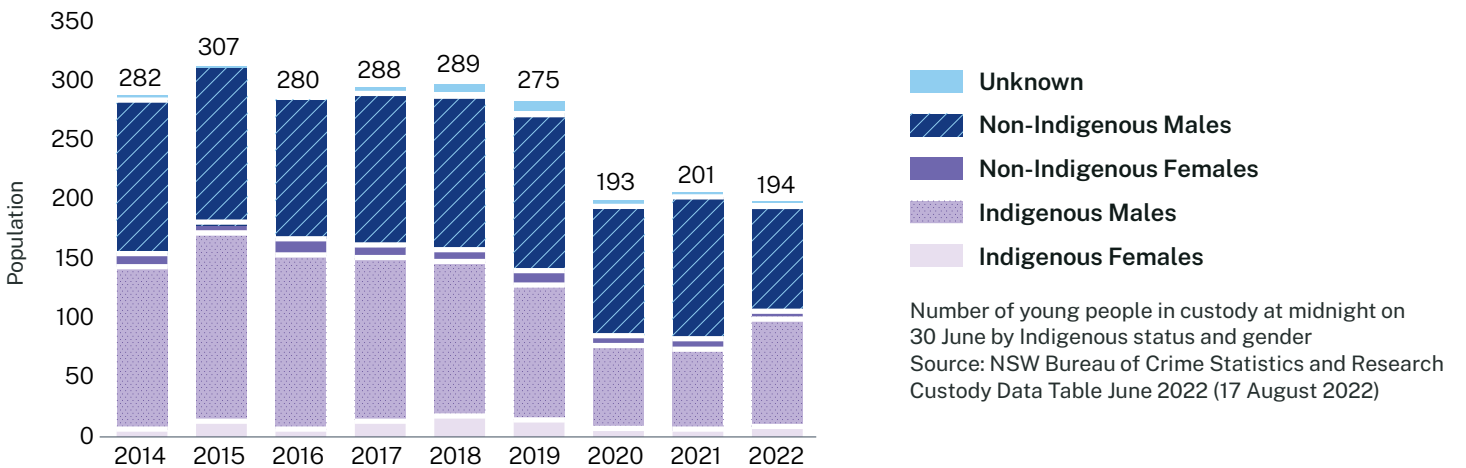
Adults in custody in NSW

Number of adults in custody on 30 June 2022, by Indigenous status and gender



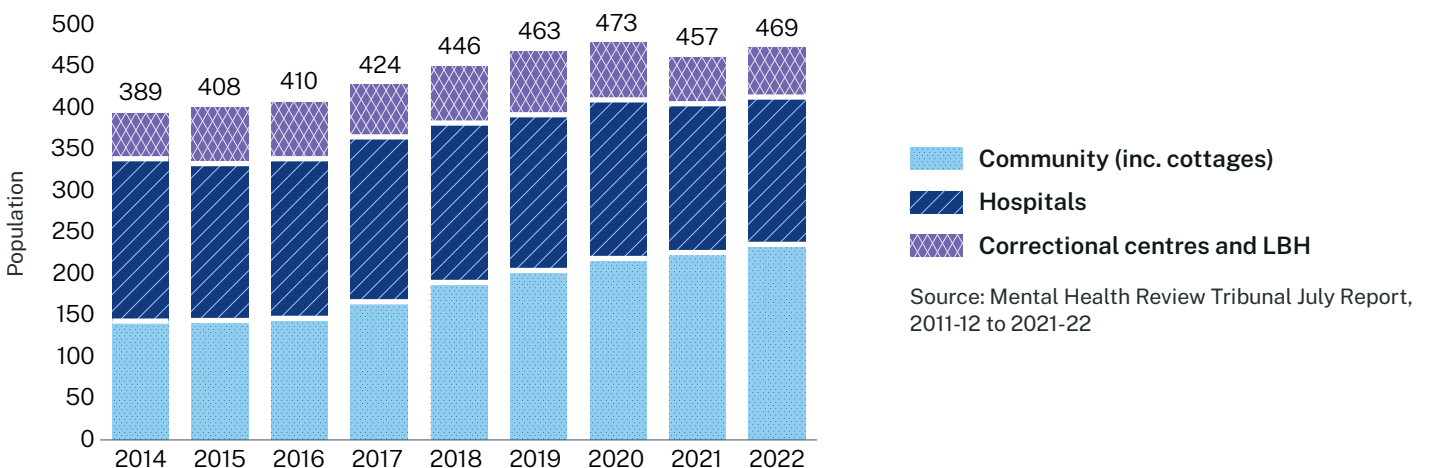
Young people in custody in NSW

Number of young people in custody on 30 June 2022, by Indigenous status and gender



Forensic patients in NSW

Number of forensic patients in NSW on 30 June 2022, by setting



Adult custodial Patient profile

Gender split*



6.5%

Female



93.5%

Male

Country of birth**

77%

were born
in Australia



Age**

18–24	12%	45–54	15%
25–34	34%	55 and over	10%
35–44	29%		

Substance use*****



70%

of prison entrants reported
smoking tobacco.

54%

of prison entrants
used drugs in the 4
weeks before custody.
Of these, 55% used
methamphetamine
during this period.

27%

of prison entrants
consumed alcohol in the
4 weeks before entering
custody. Of these, 36%
reported consuming
alcohol daily or almost
daily during this period.

Mental health*****



47%

of prison entrants
have received
treatment for mental
health problems.

13%

of prison entrants
reported self-harm.

12%

of prison entrants
reported suicide.



Aboriginal identity*

29%

of young people in
custody identify as
Aboriginal compared
with 3% of people
in the wider NSW
community.

Top 5 health conditions***

1. Asthma
2. Opioid dependence
3. Depression
4. Hypertension
5. Hepatitis C

Allergy*****

20%

presented to custody
with existing active
allergies.

Highest schooling completed****



Year 7	7%	Year 10	32%
Year 8	9%	Year 11	8%
Year 9	12%	Year 12	31%

* NSW Bureau of Crime Statistics and Research Custody Data Table June 2022 (25 October 2022)

** Australian Bureau of Statistics, Prisoners in Australia 2021 (25 October 2022)

*** Justice Health NSW JHeHS Reporting Portal – Health Conditions, Allergies and Adverse Drug Reactions 2021-22

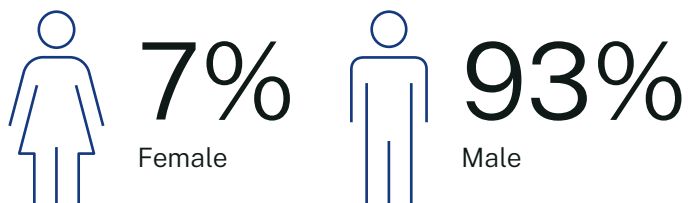
**** 2021 Network Patients' Experience and Perceptions Study (PEaPS)

***** Network People in NSW Public Prisons: Health Status and Service utilisation study, 2020

Adolescent custodial

Patient profile

Gender split*



Age**

10-14	6%
15-19	88%
20+	6%



Aboriginal identity*

52%

of young people in custody identify as Aboriginal, compared with 5% of young people in the wider NSW community.



Substance use***

80%

had a weekly use of illicit drugs in the year before custody.



Top 5 health conditions***

1. Attention deficit disorder
2. Asthma
3. Anxiety disorder
4. Post-traumatic stress disorder
5. Oppositional defiant disorder



96%

of young people <18 years who had consumed alcohol in the year before custody were drinking at hazardous and harmful levels.

14%

have substance use disorder.

Behavioural disorders***

59% have attention or behavioural disorders.

* NSW Bureau of Crime Statistics and Research Custody Data Table June 2022 (25 October 2022)

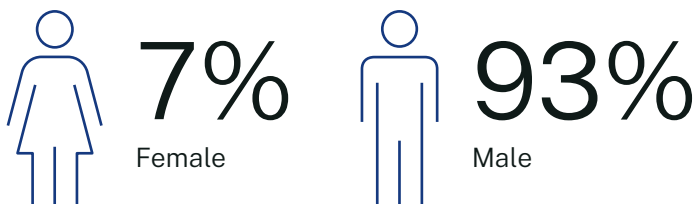
** Justice Health NSW Patient Administration System (PAS) Activity App

*** Justice Health NSW JHeHS Reporting Portal - Health Conditions, Allergies and Adverse Drug Reactions 2021-22

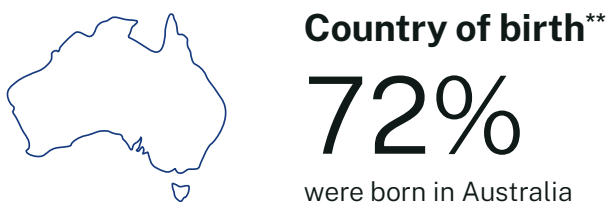
Forensic

Patient profile

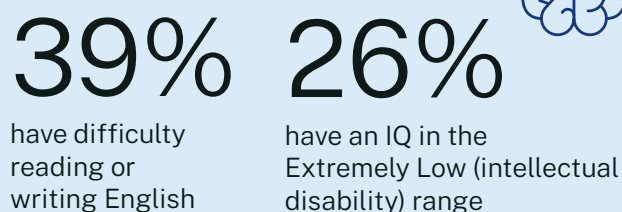
Gender split*



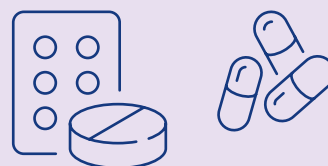
Age**	Percentage	Average age
Under 25	2%	Average age 45 years old
25-34	16%	
35-44	32%	
45-54	26%	
55 and over	24%	



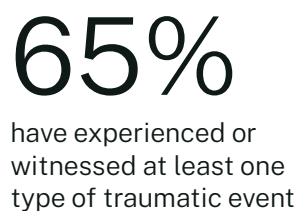
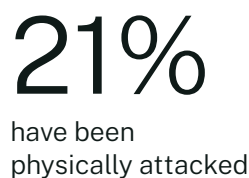
Intellectual functioning*



Substance use*



Experience of traumatic events*

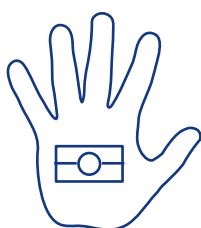
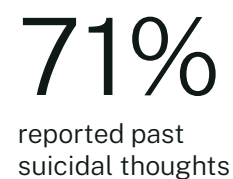
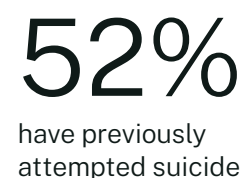


Top 5 health conditions**



1. Schizophrenia
2. Paranoid schizophrenia
3. Diabetes Type 2
4. Hepatitis C
5. Asthma

Suicide attempts*



Aboriginal forensic patients*



Head injuries*



* 2016 Forensic Mental Health Patient Survey Report. The data presented describes forensic patients in custody and in the Forensic Hospital.
 ** Justice Health NSW JHeHS Reporting Portal - Health Conditions, Allergies and Adverse Drug Reactions 2021-22



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 health¹. 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 building trusting relationships saw an adolescent patient receive life-saving surgery during their time in custody.

When the patient came into the Youth Justice NSW system, they 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 commented on the patient's case.

“Even though undertaking this surgery while this young person was in custody was looking like a huge challenge, we listened to what the patient's community was saying and we took that on board,” Dr Haysom said.

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.

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.”

1. NSW Young People in Custody Health Survey 2015. JHFMHN and YJNSW, Sydney Australia.

More patients to be diverted from custody and receive mental health care

Justice Health NSW successfully received \$13.4 million in funding to expand the State-wide Community and Court Liaison Service (SCCLS) over the next four years.

The SCCLS currently operates in 22 local courts in NSW and in a given year, will assist Local Court Magistrates to divert approximately 2,100 to 2,300 defendants. Over 80 per cent of defendants who are assessed by SCCLS are successfully diverted.

The court diversion program plays an integral role in diverting individuals with serious mental illness into appropriate mental health care in the community.

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

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

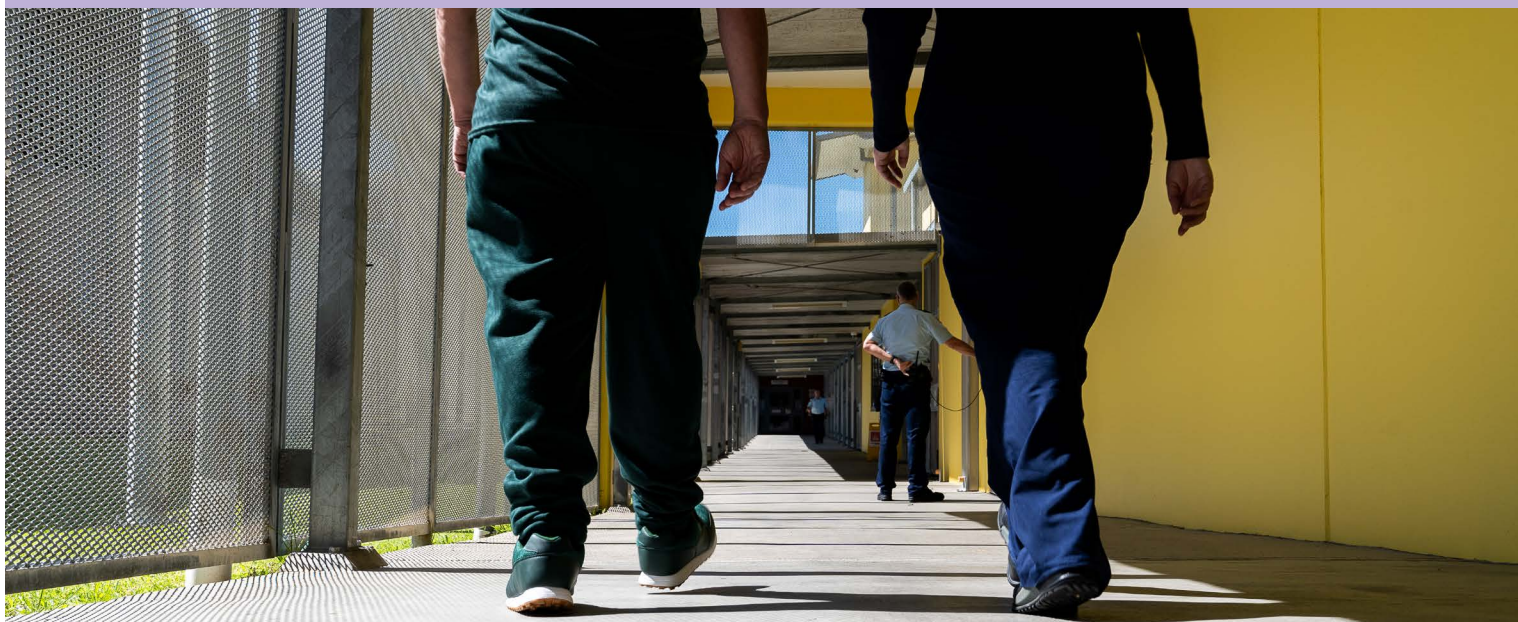
Year on year from 2019, 20 per cent of patients diverted from the criminal justice system have identified as Aboriginal.

Dr Vindya Nanayakkara, Co-Director Forensic Mental Health said the employment of Aboriginal clinicians has become a priority to the roll-out.

“Important to the expansion of SCCLS is the appointment of Aboriginal Mental Health workers to ensure culturally-informed diversions and community care,” Dr Nanayakkara said.

The appointment of Aboriginal mental health workers aligns with Aboriginal priority areas, identified in the development of our 10 Year Strategic Plan. Staff and patients told us that they wanted Aboriginal staff and specialists to treat Aboriginal patients, where feasible, and deliver culturally sensitive care in community settings.

“We look forward to expanding the SCCLS’s reach across NSW and helping to provide critical mental health intervention for many individuals who may otherwise, not seek, or receive appropriate care,” Dr Nanayakkara said.





Court diversion patient

Patient story

James* was born in Tanzania and lived in the UK until he moved to Australia in 2008.

When he was admitted to a psychiatric unit in 2019, he had no prior history of mental health illness and was diagnosed with depression. Two years later, he was further diagnosed with bipolar affective disorder and a chronic neurological disease.

In early March 2022, James was referred to the State-wide Community and Court Liaison Service (SCCLS) by Legal Aid for non-indictable offences. During assessments, they found James was homeless, receiving Centrelink support and estranged from his family in Tanzania.

This was far from the life James once lived, where he had been employed in the financial field until recent years.

“He had also been a lecturer in banking and finance at a university.”

Through collaborative efforts, SCCLS were able to confirm his personal and medical backgrounds, as well as request additional clinical documentation with James’ consent. In consultation with James’ care coordinator, the SCCLS clinician developed a feasible treatment plan, which was included in the court report to the Magistrate. With this information, the Magistrate diverted James from custody under a section 14 (court ordered Community Treatment Order).

Since his diversion, James has reported well and remained engaged with his treatment team. He has secured stable accommodation and awaiting approval for Disability Support Pension.

James has not re-offended since his court diversion.

*Names have been changed to maintain the privacy of the patient. The story has been shared with patient’s consent.



Forensic Hospital reshaping care to deliver compassionate results for patients

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 model of care is keenly focused on less restrictive care and in the past year, the Forensic Hospital has achieved an 86 per cent reduction in seclusion rates.

The transition in least restrictive practices saw the Forensic Hospital team nominated as a Finalist in the NSW Premier's Awards.

An example of the care in action is the development of an Enhanced Care Team made up of multi-disciplinary specialists for the care of one patient at the Forensic Hospital.

Senior Psychologist Forensic Mental Health, Andrew Kaw 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," Mr Kaw 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 the patient's personal motivation, psychosocial treatments and the support of our staff, the patient has stabilised," Mr Kaw said. "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 or costly, but the long term outcomes are actually more cost effective and have sustainable outcomes for the patient."

Australian-first training launched to support carers

In June 2022, the NSW Community Forensic Mental Health Service launched their CRAM (Clinical Risk Assessment and Management) 4 Carers training program.

The program is the first of its kind to be offered in Australia. It includes a workshop that has been co-designed and co-facilitated by Justice Health NSW clinicians and carers of people with a lived experience of mental health issues and contact with the criminal justice system.

The CRAM training program has been delivered to NSW Health clinicians from every local health district since 2008. It assists carers and families to recognise and understand risk, and communicate their concerns to mental health providers.

Kath Jones, Service Director NSW Community Forensic Mental Health, described the program as an important step to better supporting carers.

“The workshop offers an opportunity to develop new skills, confidence and actually connect with other carers who have been in a similar situation,” Ms Jones said.

“We want to share information with carers about how clinicians go about understanding, assessing and managing the risk of harm for aggression towards others.”

Jodie, a carer co-facilitator for the CRAM 4 Carers program, shared the value of the program running state-wide.

“I think it’s really important for regional and rural areas to have access to this information,” Jodie said.

The program is offered free of charge to carers and family members of those receiving mental health care by LHDs. Justice Health NSW, as the lead agency in forensic mental health care in NSW, sees this program as part of its fiduciary responsibility to support safer care for patients, their loved ones and the broader community.



“

Caring for my 86-year-old mother has really caused me to seek ways to support them better. I really believe carers should come to this event because they're able to be supported, be connected, be informed and especially, be encouraged.

”

“

I'm a carer peer worker with Northern Sydney Local Health District. Out of this training, I've got a whole new world of knowledge. I can use this information to promote recovery in the person I care for.

“

I've been able to look on Google and get some general information, but this workshop's been able to give me answers to my specific situation.

”

Primary Care Flying Squad finalist in Premier's Awards 2021

The Primary Care Flying Squad (PCFS) represents the heart of who we are at Justice Health NSW: people coming together to deliver holistic, patient centred healthcare.

Kicking off in 2020, the project was led by Jo Burton, Primary Care Nurse Practitioner, and supported by the Project Team, Dr Natasha Hyde, Clinical Director Primary Care, Lindy Fenton, Primary Care Nurse Practitioner and Richard Newman, Primary Care Nurse Practitioner.

The Squad is bigger than their project team, consisting of a multidisciplinary team of Primary Care clinicians to create a flexible healthcare service model. Depending on the patient needs, clinicians who travel to the health centres include pharmacists, physiotherapists, women's health Nurse Practitioners and mental health liaison Clinical Nurse Consultants.

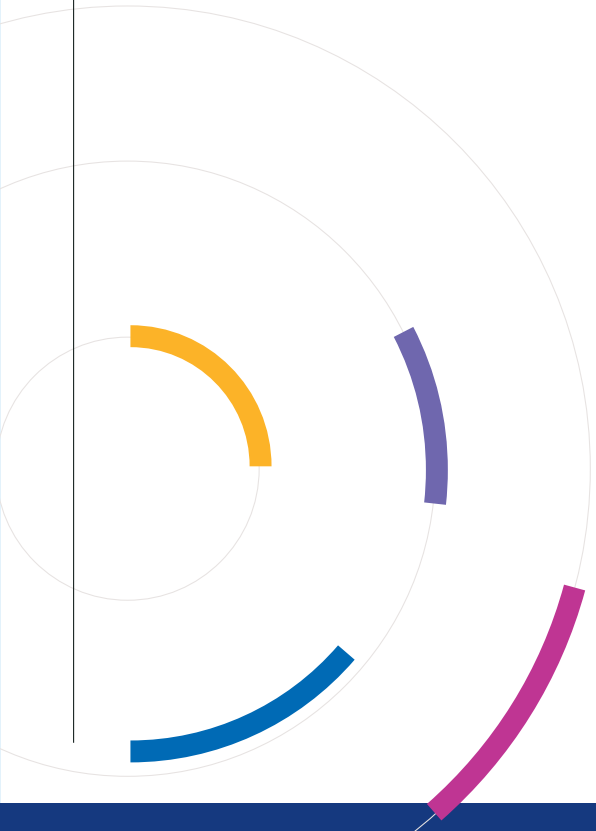
Our commitment to patient care is best represented in the regular attendance of the Cancer Care Clinical Nurse Specialist on rural visits. This specialist has been a valuable member of the Squad and, by collaborating with staff, is able to continue the care of patients with a cancer diagnosis.

Jo Burton, Primary Care Nurse Practitioner, said the Squad had dynamically improved patient experiences and outcomes.

"There's a decrease in wait times to see Primary Health clinicians, increased medical safety and management and complex patients with comorbid conditions receive comprehensive reviews, creating evidence-based care plans," Ms Burton said.

The innovative work has been recognised in the NSW Premier's annual awards, where the team were a Finalist in 2021.

"It was an honour to have Justice Health NSW recognised in the Premier's Awards," Ms Burton said. "This was an acknowledgement of the great work Primary Care have been doing in delivering quality healthcare in complex environments. It was also great to have custodial healthcare recognised in the wider health landscape."



L - R:
Jennifer Fogarty, Dr Natasha Hyde,
Dr Gary Nicholls, Jo Burton, Lindy Fenton

3

Our People





1,687
staff (head count)

1,391

full-time equivalent staff



1,232

Women



450

Men

5

missing/
non-binary/
not stated

55

staff identify as Aboriginal;
3.3 per cent of the overall
workforce



287

staff come from diverse racial,
ethnic or ethno-religious
backgrounds; 17 per cent
of the total workforce

452

staff speak a language
other than English at home;
27 per cent of the overall
workforce





From a chef to Aboriginal mental health work

Nicole Johnson is a Mara, Binbinga woman, who started her career in hospitality as a chef with the Royal Australian Air Force.

Today, she's working with Justice Health NSW as an Aboriginal Mental Health Trainee and studying a Bachelor of Health Science (Mental Health) at Charles Sturt University.

As part of her employment with Justice Health NSW, Nicole is working closely with Aboriginal patients in the Mental Health Unit at the Metropolitan Remand and Reception Centre (MRRC).

No two days are the same for Nicole, with her focus on what patients need from her the most.

"If they're going to court, I might practice interview questions with them," Nicole said. "I liaise with lawyers and the Corrective Services NSW Support and Project Officers (SAPOs), as well as supporting them in-court and talking to their family."

Connecting patients with their culture to support their health outcomes is integral in Nicole's work. One of the ways she's done this most successfully is painting a mural with patients at the Mental Health Unit.

"When we're painting, it's an opportunity to yarn and talk about culture and where they come from," Nicole said.

With her crew of six, the team painted for over four months and during this time, tackled some really important conversations.

"It's a huge opportunity to get out and educate them on things they might not talk about. We chatted about everything from their mental health to intergenerational trauma.

"For so many patients, just having a chat is the most rewarding thing I can do. They'll come up to me and say, 'Thanks, Aunty' and let me know how they're feeling."

Grantley Creighton, Acting Director Aboriginal Strategy and Culture Unit, said Nicole's impact on patients had been invaluable.

"Nicole has been an asset to Justice Health NSW since beginning her Mental Health traineeship," Mr Creighton said. "Her ability to engage, develop rapport and provide a cultural connection with our patients in custody all the while completing studies is a credit to her and her family."

“Vaccinate, vaccinate, vaccinate!”

In the 2021-22 financial year alone, Justice Health NSW administered more than 27,000 COVID-19 vaccinations. The mammoth effort to educate and vaccinate some of our state’s most vulnerable patients has succeeded against the odds, thanks to the multi-disciplinary team who spear-headed the project.

The COVID-19 Vaccination Team consists of a range of staff and specialties, including Dr Natasha Hyde, Clinical Director Primary Care, Paul Grimmond, Director of Nursing and Midwifery Services, Anthony Lamproglou, Chief Pharmacist, Nerissa Mengua, Pharmacy Team Leader – COVID-19 Vaccination, Marie Dudley, Nurse Manager COVID Lead, and Mary O’Gorman, Nurse Manager COVID-19 Coordinator.

In speaking about the team, Mr Grimmond said their can-do attitude had been instrumental in their achievements.

“They just take a challenge and run with it. They don’t say no, they say, ‘How can we do it?’. One of the greatest things about working with this team, and also across Justice Health NSW, is that our staff do the job as they know it needs to be done,” Mr Grimmond said.

Patient safety has always been front of mind for the team, with vaccinating having wider community impacts.

“Our vaccination rates have been really high compared to the community,” Mr Grimmond said.

“It makes us pretty proud that that we’re out there driving the vaccinations rollout for patients and also educating people. The aspect of education gets out to the wider community of how important vaccinations are.”

A testament to their hard work, the COVID-19 Vaccination Team were selected as a finalist in Justice Health NSW’s 2022 Staff Awards.

In their true spirit, Mr Grimmond said the team’s not done yet.

“We’ve still got more boosters to give and first vaccinations to give for new patients who come into the system. I don’t think we’ll be stopping vaccinating – slowing down, but never stopping.”



Speaking up for patient safety is everybody's business

At Justice Health NSW, we are committed to delivering safe and compassionate care to all patients. We strive to create a culture where all staff feel empowered to speak up for patient safety.

To support this, we continue to roll out a program called *Speaking Up For Safety*, developed by independent educational consultant Cognitive Institute.

The program teaches staff to replace a 'blame' culture with a 'having your back' culture to successfully improve patient outcomes. If someone, regardless of their position in the workforce, witnesses an issue relating to patient safety they will be encouraged to speak up and alert people to the problem.

A team of six staff at Justice Health NSW have been trained as facilitators to hold educational seminars across the organisation. The trainers include Dr Leigh Haysom, Clinical Director Adolescent Health, Haru Mumera, Program Manager Patient Safety, Douglas Green, Manager Interprofessional Student Program, Margaret Man, Nurse Manager Leadership Programs, Elke Burgin, Clinical Nurse Consultant, and Jane Jackson, Clinical Nurse Consultant.

Sem Hlapane, Acting Director Organisation Development Unit, said this program was a progressive and positive culture change.

"Speaking Up For Safety achieves culture change from within, and gives us a consistent and universal language to overcome entrenched behaviours that can lead to poor patient outcomes," Ms Hlapane said.

"To date, more than 100 staff members have attended the seminars and the feedback has been overwhelmingly positive."

The program has been launched with the full support of the Executive, the Board and Corrective Services NSW.



Our clinicians discovering different ways to connect with patients

Nell Tibbertsma is a Registered Primary Care Nurse at Acmena Youth Justice Centre, but has started forming deeper connections with patients through art. What started as a hobby has transformed into “therapy without therapy” for the young people she works with.

Nell said that painting can be an effective way of communicating with Aboriginal people.

“Art takes you to another place and I’ve found that young people naturally gravitate to arts,” Nell said. “I find it fulfilling because a lot of them have a difficult background and it gives them a positive experience and place to escape.”

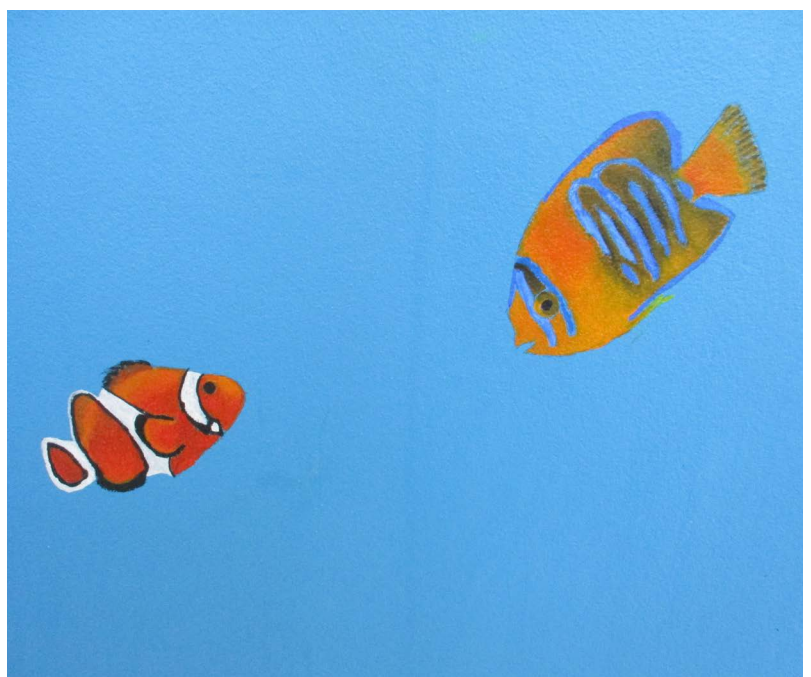
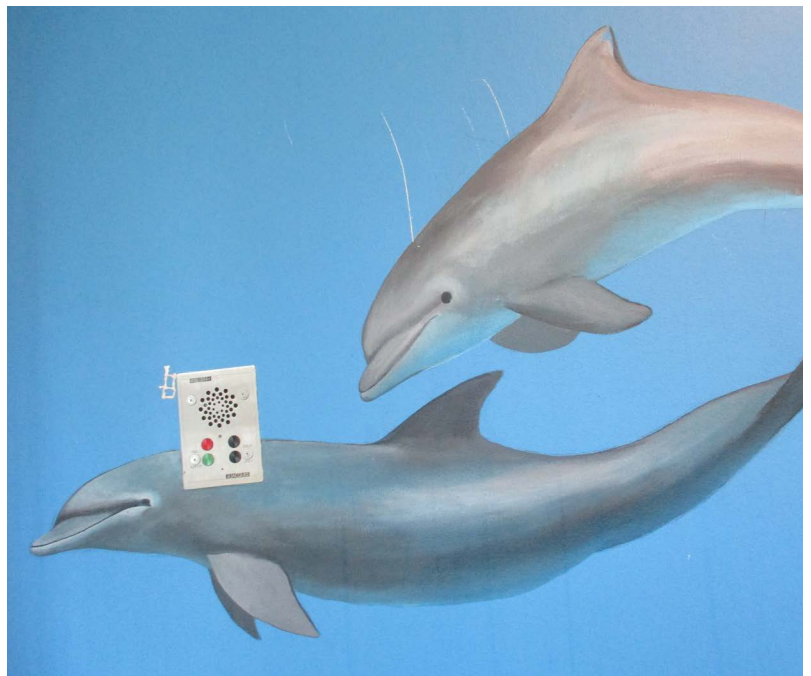
“For many, avoiding eye contact is a respectful thing to do, which is perfect for our art. We also have extended periods of silence but throughout, you can plant little ideas by asking questions like, ‘Do you notice how this takes your mind off stress?’”

Nell described one experience with a patient.

“I had a young person painting with me who is normally very heightened and elevated, but he paints through his morning tea, completely absorbed in his work.”

For another patient, she worked with them to paint a dolphin and when Nell followed up with them in the community, they said it was an experience she wouldn’t forget.

Together with patients at Acmena, Nell is painting a mural in a cell that can be used as a therapy room, with the aim to reduce stress and self-harm. The young people have described painting the mural as an “amazing experience” and are always looking forward to the next art session.



Mentoring the next generation of healthcare clinicians

Student clinical placements are a requirement for courses in many health-related disciplines, however at Justice Health NSW, our team sees exciting opportunities with each student.

The Interprofessional Student Program (ISP) is responsible for coordinating all placements at Justice Health NSW, and provides a positive, mutually beneficial learning experience that adds to patient care, student education and staff satisfaction.

ISP is helping to support the next generation of health practitioners, with many students choosing long-term careers with Justice Health NSW.

During COVID-19, ISP stepped up to support hundreds of students whose placements were not fulfilled due to the pressure of the pandemic. We are incredibly proud to contribute to their growth and demonstrate our significant role in NSW Health.

“

This placement far exceeded my expectations, opened my eyes to my practice and I found the place where I look forward to working in.

Loved the placement – really think all students should have placements with Justice Health.

”

I really loved my placement here and it was the best one I've done so far. I could definitely see myself working in a field like this in the future.

”

I went into my placement incredibly nervous and truthfully a little scared. But I left there absolutely fascinated at the justice health system, and really impressed at how I was treated, how completely safe I felt and how well the unit was run...

You have such an incredibly respectful, intelligent and kind team who not only went out of their way for interactions with inmates but also took every opportunity to teach me where possible.

Not once did I have any concerns for my safety, but rather felt safer there than I do on shifts in emergency as an EN!

”

“

I am so thankful to all the staff, how welcoming they were, how supportive and facilitating they were of each task required for my unit, and how I can only hope to have the chance to return there in the future. By far the greatest placement I have had, and without a doubt, because of the NUM and staff, is the most supremely run facility I can imagine.

Everyone was very kind and encouraged me to further my learning by delegating me tasks and also letting me be involved.

”

“

An incredibly eye opening and educational experience. The nurses that I was working with were incredibly supportive and knowledgeable and a credit to the Justice Health team.

4

Our Partners



Health Care in Secure Settings

Justice Health NSW's Health Care in Secure Settings conference brought together international experts to share their insights on healthcare in custodial and forensic mental health settings.

Over two days, Justice Health NSW welcomed Susan Pearce, Secretary, NSW Health and speakers from Canada, New Zealand and around Australia. This year's conference was the largest one yet, completely sold-out in-person and more people watching online.

A priority focus of the conference was care of the Aboriginal population in secure settings. Dr Allen Benson, First Nations from Treaty 6 Territory, CEO Native Counselling Services of Alberta (NCSA), discussed his experiences in Aboriginal-led correction facilities and how they can serve as a place of healing. Another expert presenter included Dr Damian Tomic, Chief Medical Officer for the New Zealand Department of Corrections. One of Dr Tomic's key priorities is addressing Māori health inequity in the country's health system and he has been instrumental in implementing assisted dying legislation in community and correctional settings.

The conference serves as an important networking and collaboration opportunity and cements Justice Health NSW as an international leader in these unique healthcare settings.





L - R:
Rose Lougheed (Presenter), Dr Julia Bowman, Grantley Creighton, Scott Gill, Dr Reem Zeki, Jo Holden (Presenter)

Partnering with world leaders in health literacy research

The Justice Health NSW Research Unit is partnering with the Centre for Global Health and Equity at Swinburne University of Technology to lead a world-first program of health literacy research in secure settings. The Centre for Global Health and Equity is recognised globally as the leading research centre for health literacy and advises the World Health Organization (WHO) in this field.

This program of research will be led by Justice Health NSW's Scott Gill and Dr Julia Bowman, in collaboration with Professor Richard Osborne and colleagues from the Centre for Global Health and Equity.

Dr Julia Bowman said the research would include the development of co-designed, localised health literacy focused interventions for patients in custodial and forensic settings.

"This partnership with the Centre for Global Health and Equity will provide access to educational and further research opportunities, create a higher degree pathway for our staff, and enable us to become part of a community of practice," said Dr Bowman.

"It will also facilitate new multi-disciplinary collaborations with other research centres and innovative alliances between the academic and government sectors."

A study conducted by the Research Unit in 2021 found that people in NSW prisons have much lower health literacy scores when compared to the general Australian population.

"Developing interventions to increase the health literacy of our patients will lead to improved engagement with health services and, in turn, better health outcomes," Dr Bowman said.

Wendy Hoey, Chief Executive said these pieces of research would enhance the organisation's profile.

"Partnering with internationally recognised research centres will build our research profile and position us as a leading expert in the field of health literacy among people in high secure settings," Ms Hoey said.

Leading this pioneering program of research with the world leaders in health literacy will establish Justice Health NSW at the forefront of this field of research. The research collaboration will enable Justice Health NSW access to WHO health literacy advisors and methodologists who will provide guidance for a Justice Health NSW research program.

This research may ultimately be conducted as a WHO Demonstration Project, increasing its international significance.



Helping Aboriginal women transition from custody into the community

Since 2013, Justice Health NSW has worked in close collaboration with Waminda, a women's health and welfare Aboriginal Corporation on the South Coast. The original Aboriginal Family Health Worker (AFHW) Program trial assisted women returning to the South Coast from a custodial environment.

Today, the program has a strong and wide impact, thanks to the commitment and hard work of staff across Justice Health NSW and Waminda, and ongoing funding from NSW Ministry of Health.

The AFHW remains a core component of our partnership with Waminda, as well as supporting Aboriginal women and families at risk of family violence in the communities through community-based social and emotional wellbeing activities.

Waminda Good News Story



The Waminda Aboriginal Family Health Worker (AFHW) has been working with and supporting a client who has successfully transitioned into the community, after leaving Dillwynia in November 2021 in the final stages of pregnancy. The client successfully applied for a Section 26 which allowed her to complete her sentence in the community (with strict conditions).

As a testimony to the client's strength and resilience, not only was the client the second person in NSW to have had this Section 26 application approved, but now the client is the first to have this successfully completed in the community. Waminda is proud to have facilitated this through intense ongoing culturally appropriate support and services, and working collaboratively with service providers and the Department of Communities and Justice and Child Protection. Throughout this journey, the client has demonstrated intense commitment and focus, and Waminda continues to support the client with her integration into the community.

Since exiting Dillwynia under her Section 26, the client has given birth to a healthy baby boy. They now live together in their own home, the client works full-time and actively volunteered at the Shoalhaven NAIDOC week celebrations. The client is a respected and active community member and is working with Waminda and her legal representatives towards having all her children returned to her care.



5

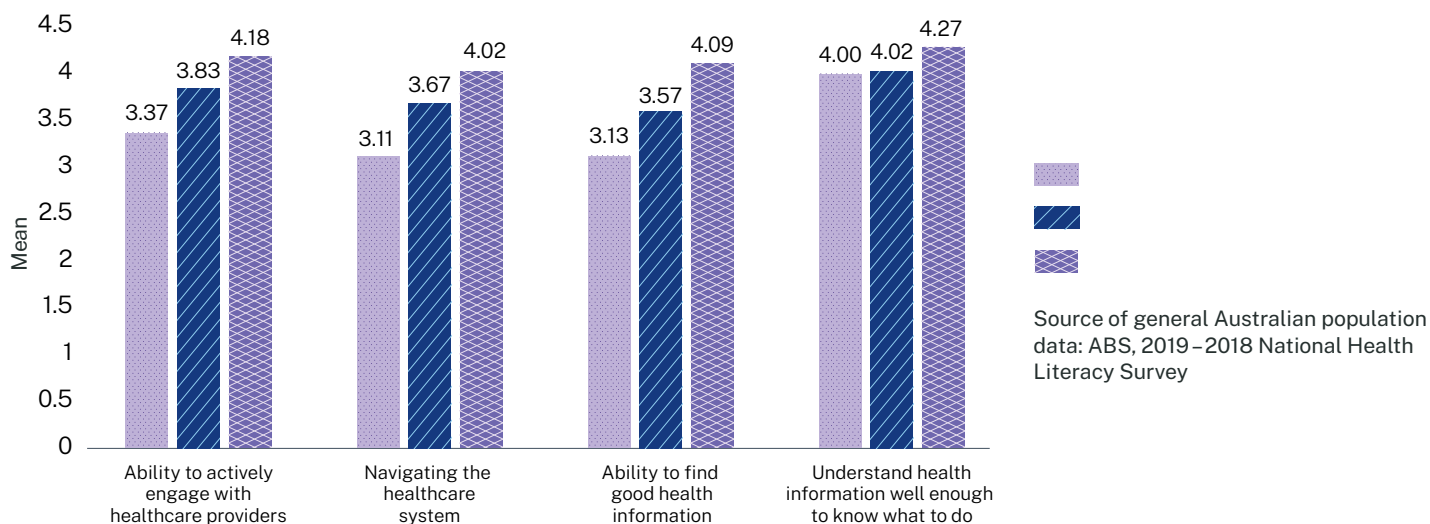
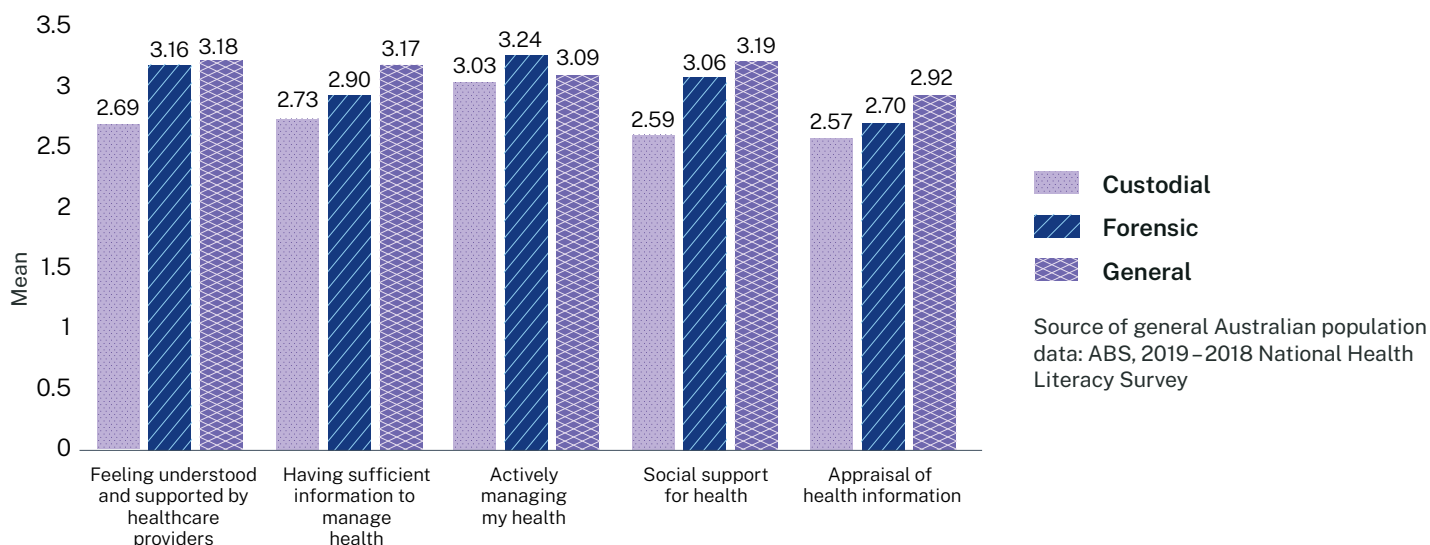
Leading the way in health literacy research in secure settings

Our Research

In June 2022 the Justice Health NSW Research Unit released the 2021 Health Literacy report based on the findings of a world-first study of health literacy in secure contexts.

Led by Dr Julia Bowman, Scott Gill and Panayiota Zingirlis, the study was conducted across 14 correctional centres and the Forensic Hospital with a total of 506 adults participating in the study.

Scott Gill, Senior Research Officer said the study found that people in secure settings had lower health literacy scores when compared to the general Australian population. “These results suggest that secure environments may impact on an individual’s abilities to navigate and access health care,” Mr Gill said.



From our research, it's critical to address the health literacy needs and preferences of our patients, as it can reduce the health disparities observed in our vulnerable patient populations.

“The study was an important first step for Justice Health NSW to understand the strengths, needs and preferences of our patients when accessing our services,” Dr Bowman said.

The next step for Justice Health NSW is to take a strengths based approach and undertake a co-design methodology to develop health literacy-informed actions and interventions with our partner organisations, staff and patients.

Building thought leaders for the future

Career development is consistently shown as an important factor in attracting and retaining talented staff to Justice Health NSW. Building research capability is central to this. Investing in our existing staff will develop thought leaders of the future and create an industry relevant evidence base that addresses the care needs of our patients and informs clinical best practice.

Christie Browne, Senior Research Officer and PhD candidate at the University of New South Wales Sydney said Justice Health NSW staff were in an optimal position to undertake research.

“Our staff are best placed to identify gaps in knowledge and practice, develop and implement strategies and interventions, and evaluate whether they are working,” Ms Browne said.

“Building research capacity within our workforce demonstrates that we are an organisation that values inquiry and innovation, and are committed to providing the best evidence-based care for our patients.”

To establish a position as an international expert in healthcare in secure settings, Justice Health NSW is building research education and practice pathways and creating secondment opportunities for staff interested in developing research skills.

Staff already on this pathway have attested to the benefits of these opportunities to their own career development and their ability to contribute to education and workplace initiatives.



“Research capacity building is fundamental in order to close the gap between evidence and clinical practice. It benefits the patients in our care, other care professionals and Justice Health NSW.”

– **Amy Lewandowski, Senior Research Nurse and PhD Candidate, University of Newcastle.**

“As a frontline worker in Justice Health NSW, whilst I have always valued the role of research in informing best-practice, until now I have not had the chance to develop my own research skills. The team at the Research Unit have provided me with support and mentoring to develop my skills and confidence in conducting research. This has been invaluable experience and given me more tools to develop and investigate questions that arise out of frontline practice, and to work towards continuous improvement in service provision for patients.”

– **Alexandra Higgins, on secondment from Drug and Alcohol Services**

“The organisation has supported me as a research student to develop my skills and confidence. This has enabled me to make a meaningful difference to staff and patients through the creation of evidence-based knowledge.”

– **Research on primary and secondary trauma experienced in the workplace undertaken by Claire Newman, Senior Research Officer and PhD Candidate at the University of Technology Sydney**



Research studies granted ethics approval in 2021–22

Justice Health NSW's Human Research and Ethics Committee granted ethical approval for the following research studies, led by a mix of internal and external researchers.

1. Workforce Survey of Custodial Health of NSW
2. Young People in Custody in NSW: Health Status and Service Utilisation
3. Stakeholder Views on the Reproductive Health Needs of Incarcerated Women in Australian Prisons
4. Workforce Survey of Custodial Health Nurses of NSW, Australia
5. Quality Equity and Systems Transformation in Primary Health Care (QUEST PHC): high-quality indicators for Justice Health
6. Understanding the care and service needs of older adults post-incarceration: enabling society's most disadvantaged to successfully reintegrate and age well
7. The Community Transitions Trial (CTT): A mixed-method service evaluation
8. Reducing self-harm and suicidality in vulnerable prisoners: Evaluating a new service intervention involving a structured approach to risk assessment and management
9. Mentally ill patients in high secure forensic settings: patient characteristics, restrictive practice patterns and outcomes over time
10. Evaluating the Implementation of Rapid Antigen Testing (RAT) in Custodial Environments in New South Wales
11. Designing digitally delivered health screening tools to meet the needs of Australia's ageing prisoner population



Our Governance

Justice Health NSW is a Statutory Health Corporation established under the *Health Services Act (NSW) 1997*. Justice Health NSW is part of NSW Health and reports to the Minister for Health through the Justice Health NSW Board and the Secretary, NSW Health.

Justice Health NSW's governance framework provides the structure through which strategy and business objectives are set, performance is monitored, and risks are managed. This framework guides decision-making and accountability across Justice Health NSW.

This year, a number of new Board members have been welcomed, including Hon. Jillian Skinner (Deputy Board Chair), Mr Paul Knight, Mr Roger Downs and Ms Marisa Mastroianni. The change in Board leadership and membership has provided opportunities to reassess the Board's priorities and work with staff to envision the future. Justice Health NSW would like to thank the outgoing Board members for their service during a challenging period that has included not just the COVID-19 pandemic but several natural disasters.



L - R:
Wendy Hoey, Chief Executive, Paul Knight, Board Member, Hon Jillian Skinner, Deputy Board Chair, Professor Denis King OAM, Board Chair, A/Professor Penny Abbott, Board Member



Audit and Risk

Internal audit

Justice Health NSW's internal audit and risk management processes are aligned to, and compliant with, the Ministry of Health's internal audit policy requirements.

This includes the constitution and operation of Justice Health NSW's Audit and Risk Committee, which comprises three independent members.

The Committee met on four occasions in 2021-22.

Internal audit provides an independent and objective review and advisory service to deliver assurance to the Chief Executive, the Board and the Audit and Risk Committee.

This ensures the organisation's financial and operational controls are operating in an efficient, effective and ethical manner, and help improve Justice Health NSW's performance.

Justice Health NSW used an outsourced internal audit model in 2021-22, delivered by BDO Australia.

The focus of internal audit in this period covered:

- Aboriginal Chronic Care Program Review
- Public Private Partnership Contract Management Review

Justice Health NSW also carried out the annual audit of the District and Justice Health NSW Return.

2021-22 Statutory Audit Report by the NSW Audit Office

The Statutory Audit Report provides reasonable assurance that Justice Health NSW financial statements are free from material misstatement.

The audit of Justice Health NSW's 2021-22 financial statements concluded there were no significant matters requiring modification.

The Audit Office acknowledged Justice Health NSW staff for their courtesy and assistance.



7

Our Financials

Justice Health NSW continued to manage increased demand on services during the challenging COVID-19 pandemic environment.

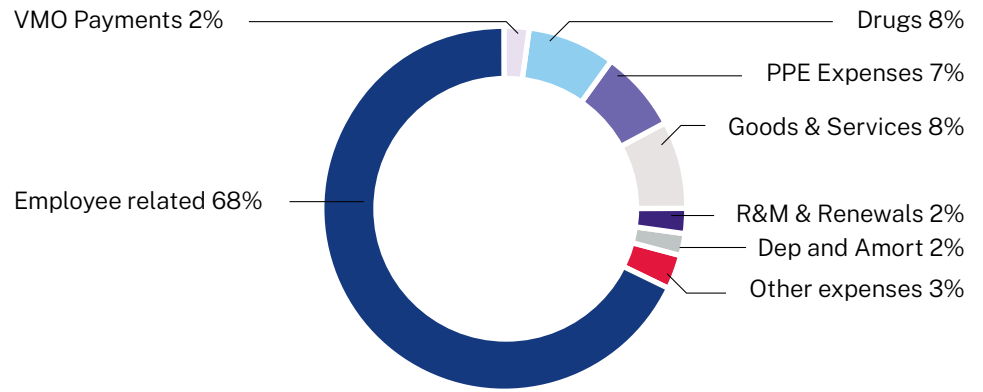
Despite this significant increase in demand, Justice Health NSW continues to reduce the average patient waiting times, due to improved efficiencies from a range of initiatives including increased virtual care capacity and capability, which led to 3.8 per cent increase in appointments.

With a net cost of service (expenses less own source revenue) budget of \$261 million in 2021-22, Justice Health NSW finished the year \$0.7 million, or 0.3 per cent, unfavourable to budget. Some of the unfavourabilities were linked to the \$20.2 million additional funding for COVID-19 pandemic response with increased services demand ranging from public health measures to vaccination program.

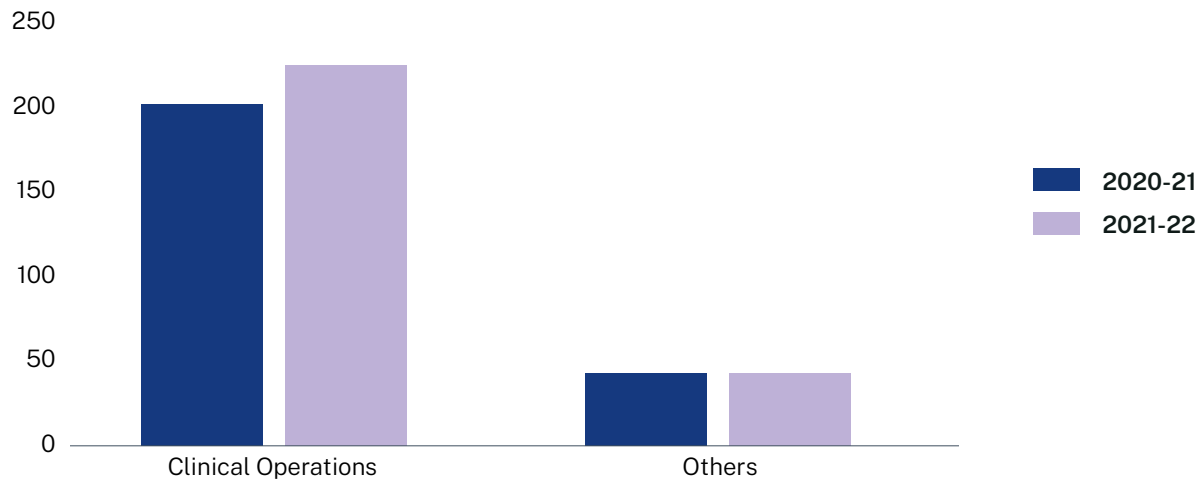
Of this net cost of service, 84 per cent was directed towards Justice Health NSW's clinical operations. Justice Health NSW's total expenses of \$287 million has increased by \$5 million, or 2 per cent from the 2020-21 financial year. Own source revenue of \$26 million was a decrease of \$16 million, or 38 per cent from the previous year. The key contributing factor to these declines was a \$16 million reduction in hepatitis C treatment costs, thanks to the effective detection and elimination program implemented over the years.

Justice Health NSW maintained its record of on-time payments for suppliers in 2021-22 through effective financial management.

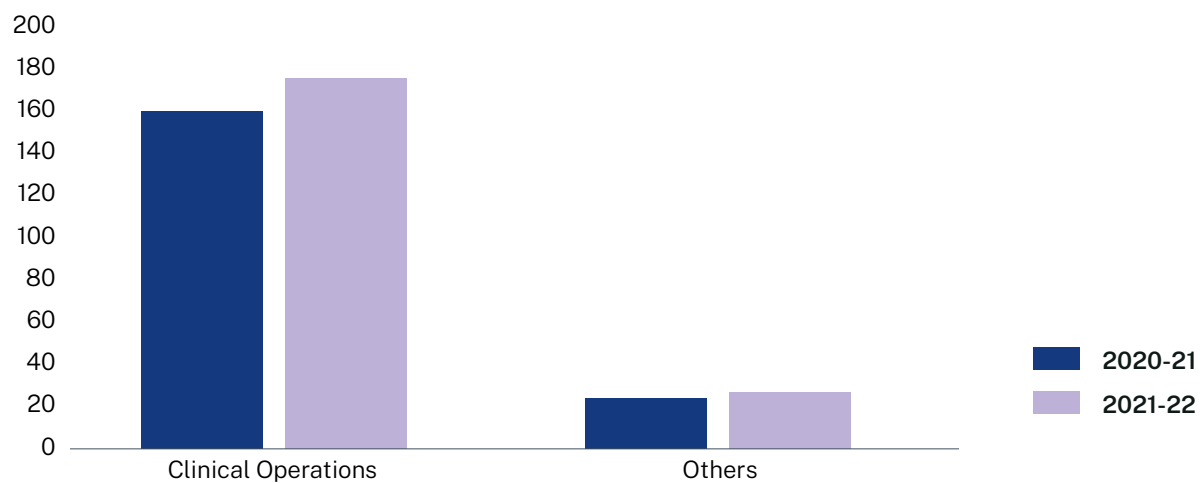
2021-22 Actual Expenses by Category



2021-22 Net Cost of Service (NCoS) – Expenses less Own Source Revenue



2021-22 Actual Employee Related Expenses





Together for

Healthier Tomorrows



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