JH&FMHN Strategic Plan 2018-2022 (Draft)

Our Vision

Returning healthier patients to their communities

Our Patients

- Adults and young people in custody
- Forensic mental health patients
- Community-based patients

Our Priorities

- Aboriginal Health improvement
- Access to medium/low secure beds
- Ageing custodial population
- Contestability
- Community integration
- Court diversion

Our Strategic Directions

SD1 — Provide a values-based, quality model of care

1.1 The health of custodial and forensic mental health patients improves

- 1.1 (a) Utilise the speciality skills of our workforce in the delivery of holistic care for our patients in custodial and forensic mental health settings
- 1.1 (b) Support patients to take ownership of their health condition, recovery and wellbeing
- 1.1 (c) Deliver appropriate and accessible services for at risk groups, and culturally diverse patients, the aged and cognitively impaired
- 1.1 (d) Deliver culturally competent care to improve the health status of Aboriginal people
- 1.1 (e) Deliver services that address health related risk factors associated with offending behaviours
- 1.1 (f) Deliver strategies that target the increased prevalence of chronic disease, including health promotion and education

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

- 1.2 (a) Partner with forensic mental health patients and carers to co-design service delivery that meets expectations
- 1.2 (b) Divert custodial patients from the courts into community-based treatment
- 1.2 (c) Deliver coordinated multidisciplinary care within JH&FMHN
- 1.2 (d) Strengthen integrated care pathways that support coordinated care throughout the patient journey and integration back to community

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

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

SD2 — Engage with the community and key stakeholders through strong partnerships

2.1 JH&FMHN's role and services are understood by the community

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

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

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

SD3 — Attract, grow and retain a talented workforce and foster a safe working environment

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

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

3.2 JH&FMHN has a culture of health and safety

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

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

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

SD4 — Position our organisation to effectively operate in a changing environment

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

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

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

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

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

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

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

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

"Our staff have an important role in continuing to deliver high quality clinical and corporate support services that contribute to improved health outcomes for our custodial and forensic mental health patient population."

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