

FORENSICARE STRATEGIC PLAN | 2018/19 – 2020/21



Forensicare



OUR VISION

CLINICAL EXCELLENCE AND
TRANSLATIONAL RESEARCH
ENABLE CONSUMERS TO
LEAD FULFILLING AND
MEANINGFUL LIVES IN
A SAFER COMMUNITY.

OUR MISSION

WE WILL PROVIDE
HIGH-QUALITY SPECIALIST
CLINICAL SERVICES THAT:

- focus on the recovery of consumers
- support our workforce
- build our translational research capacity
- work collaboratively with stakeholders to achieve better and safer outcomes for consumers and the community

OUR VALUES

Responsiveness – We will provide frank, impartial and timely advice to the Victorian Government, provide high-quality services to the Victorian community and identify and promote best practice.

Integrity – We will be honest, open and transparent in our dealings, use our powers responsibly, report improper conduct, avoid any real or apparent conflicts of interest and strive to earn and sustain public trust of a high level.

Impartiality – We will make decisions and provide advice on merit and without bias, caprice, favouritism or self-interest, act fairly by objectively considering all relevant facts and fair criteria and implement government policies and programs equitably.

Accountability – We will work to clear objectives in a transparent manner, accept responsibility for our decisions and actions, seek to achieve best use of resources and submit ourselves to appropriate scrutiny.

Respect – We will treat colleagues, other public officials and members of the Victorian community fairly and objectively, ensure freedom from discrimination, harassment and bullying, and use their views to improve outcomes on an ongoing basis.

Leadership – We will actively implement, promote and support these values.

Human rights – We will respect and promote the human rights set out in the Charter of Human Rights and Responsibilities by making decisions and providing advice consistent with human rights and actively implementing, promoting and supporting human rights.

INTRODUCTION FROM THE CHAIR AND THE CEO

2018 marks the 20th year Forensicare has provided services to people with a serious mental illness in the criminal justice system.



Over these past two decades, there have been many changes in the type of services we provide, the number of consumers we work with and the settings in which we work. Since 2010, there has been a concerted effort to ensure our services focus on the recovery of consumers and that the care we provide is safe for consumers and staff.

The past two years have seen an exponential growth in our organisation, as government has provided more funding for services in prisons and the community and has committed to expanding bed numbers at the Thomas Embling Hospital. Across the health sector the Victorian Government has released *Health 2040: Advancing Health, Access and Care*, which outlines the future vision for the Victorian health system. The Review of Hospital Safety and Quality Assurance in Victoria has led to a renewed focus on the importance of maintaining accountability for the quality of health care delivered by Victoria's health services.

The development of *Victoria's 10-Year Mental Health Plan* and the *Forensic Mental Health Implementation Plan* has seen the government map out a strategic vision for the Victorian mental health system that responds to the needs of people living with a mental illness and focuses on the wellbeing and safety of the whole community. It is in this broader environment that the board has developed a new strategic plan for Forensicare from 2018/19–2020/21.

There are critical environmental issues our strategic plan must consider. These include:

- the continued growth in the number of people in prison at any one time
- increases in prisoner receptions
- the number of prisoners on remand

Increasing pressure on the broader public mental health system as Victoria's population rises is also an important strategic driver for Forensicare to consider. Staff safety and wellbeing, shortages in the mental health workforce due to the ageing population, increased workforce demand, diminishing supply and the perception of mental health work as a less prestigious career opportunity are also critical aspects for us to take into account.

With these strategic and environmental issues in mind, Forensicare began work on this strategic plan in early 2017. Throughout the latter half of 2017 we consulted widely with stakeholders, seeking input from government departments, consumers, mental health services, the judiciary, non-government organisations and our staff.

The feedback from 20 external and 13 internal consultations and an internal staff survey with more than 50 responses informed the objectives and priority setting for the current plan.

In developing the *Strategic Plan 2018/19–2020/21* the board and executive critically assessed our progress against the *Strategic Plan 2015–2017*. Many achievements were highlighted, as were areas that required further work. Ongoing demand for compulsory mental health treatment for prisoners continues to place significant pressure on Thomas Embling Hospital and is projected to continue even when the new 18 beds are operational. Growth in all aspects of the organisation emphasises the need to be focused on providing safe and high-quality treatment and to benchmark our performance against other services.

Recruitment and retention of staff remains a major challenge and underscores the need to ensure that staff are provided with safe systems of work and are resourced, supported and trained to a high standard. The ongoing focus on recovery and consumer and carer participation also requires us to explore new ways of working with these important stakeholders throughout the period of the *Strategic Plan 2018/19–2020/21*.

As a public sector health service, Forensicare is unique in that we span the mental health and criminal justice systems. An increasing proportion of our work is undertaken in correctional settings and responds to the strategic priorities not just of the health system but also the corrections system. In this environment robust and respectful relationships are required to enable us to achieve government priorities. The key challenge for Forensicare in the coming three years is working in multiple environments at a time when there is a strong emphasis on community safety while continuing to reflect the values of respect and recovery in all our service settings.

In this context, collaboration with other government and non-government agencies, services and providers is increasingly important to deliver public value. Our staff already display a strong commitment to adopting new ways of working and seeking to improve outcomes for people living with a mental illness.

We are confident the coming three years will see us continue to listen to the feedback of our stakeholders in the health and criminal justice systems and to work collaboratively with them so people with a mental illness in the criminal justice system receive equivalent care to that which is provided within the wider community.



Adjunct Professor Bill Healy
Chairman
Forensicare Board



Tom Dalton
Chief Executive Officer

OUR ORGANISATION

ABOUT US

The Victorian Institute of Forensic Mental Health, known as Forensicare, is the statewide specialist provider of forensic mental health services in Victoria. Forensicare is the only agency in Victoria that provides clinical forensic mental health services that span all components of the mental health and criminal justice sectors, giving Forensicare a unique perspective on mental health and public safety issues. We are able to provide specialist forensic mental health services tailored to meet the specific needs of both sectors.

Forensicare's primary focus is to provide clinical services within a recovery framework. These services include the effective assessment, treatment and management of forensic patients, prisoners and clients. A comprehensive research program operates in partnership with Swinburne University of Technology's independent Centre for Forensic Behavioural Science to support the ongoing development of clinical services. We deliver specialist training and ongoing professional education to our staff and the broader mental health and justice fields.

Forensicare operates under the *Mental Health Act 2014* and is governed by a board of nine directors who are accountable to the Minister for Mental Health. The Victorian Government, through the Department of Health and Human Services (DHHS), provides much of our funding. Our prison-based services are provided under a *Funding and Healthcare Services Agreement* with the Department of Justice and Regulation (DJR) and, from 2017, through agreements with private prison operators.





WE PROVIDE FORENSIC MENTAL HEALTH SERVICES FOR PEOPLE:

- with a serious mental illness in the criminal justice system
- at risk of offending who pose a risk to themselves or others
- referred from the general mental health system for specialist advice, support or treatment

OUR SERVICES



SERVICE LOCATIONS

Specialist forensic mental health services

- 1 Community Forensic Mental Health Service
- 2 Dame Phyllis Frost Centre
- 3 Melbourne Assessment Prison
- 4 Metropolitan Remand Centre
- 5 Port Phillip Prison
- 6 Thomas Embling Hospital
- 7 Victorian Fixed Threat Assessment Centre
- 8 Ravenhall Correctional Centre

Visiting sessions at the following prisons

- Barwon Prison
- Dhurringile Prison
- Hopkins Correctional Centre (Ararat)
- Karrenga Annexe
- Langi Kal Kal Prison
- Loddon Prison Precinct (Middleton)
- Marngoneet Correctional Centre
- Tarrengower Prison

Court Mental Health and Response Service

- 9 Broadmeadows Magistrates' Court
- 10 Dandenong Magistrates' Court
- 11 Frankston Magistrates' Court
- 12 Heidelberg Magistrates' Court
- 13 Melbourne Magistrates' Court
- 14 Moorabin Justice Centre
- 15 Ringwood Magistrates' Court
- 16 Sunshine Magistrates' Court

THOMAS EMBLING HOSPITAL

Thomas Embling Hospital is a 116-bed secure hospital with seven units that provide both acute care and continuing care programs, including a dedicated women's unit. Patients are generally admitted to the hospital from the criminal justice system under the *Crimes (Mental Impairment and Unfitness to be Tried) Act 1997*, *Mental Health Act* or the *Sentencing Act 1991*. A small group of patients is admitted each year from other public mental health services under the *Mental Health Act*. From May 2018, we will introduce an additional 10 "infill beds" and a new eight-bed Secure Psychiatric Intensive Care Unit specifically for treating security patients.

PRISON MENTAL HEALTH SERVICE

Specialist mental health services are provided at the Melbourne Assessment Prison, the Dame Phyllis Frost Centre, the Metropolitan Remand Centre, larger publicly managed prisons and prisons managed by private operators including Ravenhall Correctional Centre and Port Phillip Prison.

Our services include the following.

- Melbourne Assessment Prison – a 16 prison bed acute assessment unit, specialist clinics, outpatient services and a reception assessment program
- State-managed prisons – visiting consultant psychiatric and nurse practitioner sessions at Hopkins, Langi Kal Kal and Loddon prisons as well as sessions by visiting psychiatrists at Hopkins, Barwon, Dhurringile, Karreenga, Loddon, Marngoneet, Middleton and Tarrengower prisons
- Marmak Unit (Dame Phyllis Frost Centre) – a 20 prison bed residential program, intensive outreach program and a therapeutic day program for women
- Metropolitan Remand Centre – a mobile forensic mental health service providing outreach to other prisons and incorporating satellite psychology services at Barwon Prison and Marngoneet Correctional Centre
- Ballert Yeram-boo-ee, Ravenhall Correctional Centre – a 75 prison bed forensic mental health unit and an extensive outpatient service
- St Pauls Unit, Port Phillip Prison – a 30 prison bed specialist forensic mental health and psychosocial rehabilitation services

COMMUNITY FORENSIC MENTAL HEALTH SERVICE

The Community Forensic Mental Health Service provides specialist statewide forensic mental health services to meet the needs of mentally ill offenders, the mental health and justice sectors, and the community. Services are evidence-based and include effectively assessing, treating and managing high-risk patients aimed at improving results for those people and contributing to increased community safety. Referrals for specialist multidisciplinary services come from Area Mental Health Services, Corrections Victoria, courts, the Adult Parole Board, Thomas Embling Hospital, prison services, other government agencies and private practitioners.

Community services are provided through the following programs:

- Community Transition and Treatment Program
- Non-Custodial Supervision Order Consultation and Liaison Service
- Problem Behaviour Program
- Mental Health Court Liaison Service
- Mental Health Community Corrections Screening Program
- Forensicare Serious Offender Consultation Service
- Victorian Fixated Threat Assessment Centre
- reports for courts, the Adult Parole Board and the Office of Public Prosecutions
- Mental Health Primary Consultation Service
- Forensic Clinical Specialist Program Coordination
- Youth Justice Mental Health Program Coordination
- Family Violence Police Enhancement Project
- External Training Program

OUR ACHIEVEMENTS IN 2015–2017

KEY ACHIEVEMENTS FROM THE *STRATEGIC PLAN 2015–2017*

Forensicare's Strategic Plan 2015–2017 was drafted in 2014 following an extensive consultation process with internal and external stakeholders.

In the lead up to *Strategic Plan 2015–2017*, it was evident Forensicare was regarded as an outstanding specialist mental health service. However, increasing pressures on both the mental health system as a whole and the forensic mental health system in particular meant issues of access to available services were of concern. In particular, an increase in the number of prisoners in Victoria was placing great demands on mental health services in prisons and on Thomas Embling Hospital as the site for involuntary treatment of security patients.

It was in this context that the 2015–2017 plan was developed with an emphasis on:

- greater access to services
- commissioning the large new service at Ravenhall Correctional Centre
- being an active and authoritative source of advice to government
- engaging with stakeholders to meet consumer needs
- linking recovery, safety and quality with innovative models of care backed by translational research
- ensuring sustainable best practice in governance, workforce and financial management

Surrounding this was the continuing advocacy provided by Forensicare drawing on its specialist expertise to advise and inform government and to contribute to successful patient outcomes and community safety.

A summary of our achievements in relation to the goals and objectives of the *Strategic Plan 2015–2017* is presented below. More detail and commentary on the benefits and outcomes of this work is described in our Annual Reports in this period, and also in our Quality Account reports.

GREATER ACCESSIBILITY TO SERVICES

We have:

- worked collaboratively with DHHS to develop the Secure Psychiatric Intensive Care Unit and additional “infill beds” at Thomas Embling Hospital
- worked collaboratively with DHHS on a master plan for expanding secure forensic mental health beds
- commenced bed-based services at the St Paul’s psychosocial rehabilitation unit at Port Phillip Prison from September 2017
- begun service delivery at the new Ravenhall Correctional Centre, which has a large forensic mental health precinct
- implemented work with high-risk offenders in the community through the Forensicare Serious Offender Consultation Service
- implemented a major expansion of the Problem Behaviour Program
- implemented a successful program providing mental health screening of those who are being considered at court for a mental health treatment condition on a community corrections order
- worked collaboratively with DJR to introduce a range of service changes across the prison system
- coordinated the rollout of the Forensic Clinical Specialist Program expansion across Victoria
- entered into an agreement with Child Protection to undertake family violence risk assessments in the context of access decisions
- overseen and coordinated the delivery of training to more than 500 Mental Health Community Support Service staff on risk and recovery
- developed closer links with a range of Aboriginal services including the Victorian Aboriginal Community Controlled Health Organisation and participated in Regional Aboriginal Justice Advisory Committee Meetings
- participated in several pilot projects in collaboration with Victoria Police and the Centre for Forensic Behavioural Science to deliver risk assessment and consultancy services on site in Victoria Police Family Violence Teams
- undertaken review of internal processes and systems to improve patient flow
- employed an access flow coordinator
- improved clinical decision-making processes for key transition points through our Bed Access Flow Committee
- reviewed management of secure treatment patients and reduced their average length of stay at Thomas Embling Hospital
- ensured patient occupancy in the seven beds in Austin Health’s Community Recovery Program
- delivered an annual program of external training on forensic mental health topics to external agencies and individuals



ACHIEVEMENTS
2015–2017



MEET NEW CHALLENGES AND DRIVE CHANGE

We have:

- designed and implemented the *Operational Readiness and Ramp Up Plan* for Ravenhall Correctional Centre
- developed the *Ravenhall Operations Manual, Operating Phase Management Plan* and related policies and procedures
- participated in the advisory committee for the *Design, Service and Infrastructure Planning Framework of the Clinical Mental Health System* undertaken by DHHS
- participated in the Forensic Mental Health Coordination Board to develop strategies that address the needs of consumers
- developed an online platform for all prison operations manuals
- established an integrated care plan and clinical review template for inclusion in the Patient Master Index (our electronic medical record system)
- participated in the Victorian Mental Health Inter-Professional Leadership Program
- completed a stakeholder evaluation of the Mental Health Court Liaison Service
- provided an analysis of the operation and clinical management of people on non-custodial supervision orders in Victoria
- completed an extensive evaluation of the Problem Behaviour Program and the Community Integration Program
- supported the inclusion of our senior consumer consultant on the Minister's Advisory Group
- provided submissions to: DHHS in the development of *Victoria's 10-Year Mental Health Plan*; the "Duckett Review" of quality and safety in the Victorian healthcare system; the Victorian Law Reform Commission review of the Crimes (Mental Impairment) legislation; the Royal Commission on Family Violence; and the Senate Committee on proposed cuts to the Disability Support Pension for Forensic Patients (and lobbied successfully at the state and federal levels on this matter)
- advocated for youth forensic mental health needs and support
- continued to negotiate with Justice Health for a role for consumer consultants in our prison services
- actively intervened to ensure access of consumers to services through the National Disability Insurance Scheme is achieved and no person is disadvantaged in the transition to that scheme
- engaged with a range of Aboriginal services to develop the *Aboriginal Social and Emotional Wellbeing Framework*

INNOVATION IN EVERYTHING WE DO

We have:

- implemented consumer consultant-led training for staff on the topic of 'recovery from a consumer perspective'
- developed initiatives to further enhance the recovery focus across the organisation through our Recovery Committee
- implemented the "Safewards" initiative on Canning Unit at Thomas Embling Hospital
- made Thomas Embling Hospital smoke-free as of 1 July 2015
- provided training to Corrections Victoria staff on suicide and self-harm, and on general mental health
- implemented strategies to make Thomas Embling Hospital "Rainbow friendly"
- reduced the length of time of consumers in seclusion
- conducted annual consumer feedback surveys at Thomas Embling Hospital and the Community Forensic Mental Health Service, and used the results to improve the consumer experience
- commissioned a major review of our clinical governance system
- established the Model of Care Review
- established the Housing Working Party
- contributed significant funding to establish the Catalyst Consortium, which is conducting world-leading research into serious violent and sexual offending
- consolidated our approach to trauma-informed care
- created a gender-sensitive area for women in Daintree Unit

OUTSTANDING ORGANISATIONAL PERFORMANCE

We have:

- continued with activities that focus on enhancing staff wellbeing (Critical Incident Support Management), the Employee Assistance Program and a staff wellbeing newsletter
- acknowledged the achievements of our disciplines through events such as Occupational Therapy Week and International Nursing day
- established a working party consisting of Forensicare occupational health and safety representatives, management and union representation to investigate and implement initiatives to identify and address incidents of occupational violence across our worksites
- provided “respect and responsibility” training aimed at reducing and preventing workplace bullying
- delivered management induction training
- delivered an initial training program (funded by DHHS through the *Ice Action Plan*) to frontline clinicians in the prison and court systems in managing problems related to the use of ice
- trained staff to deliver formal risk assessment tools
- implemented enhancements to our Patient Master Index (Clinical Information System), including transitioning to an electronic medical record for patients across hospitals and the community
- provided sexual and reproductive health education sessions for staff
- delivered on budget targets
- participated in the DHHS sustainability review process and worked with the department to implement actions to improve our financial sustainability
- adopted a risk-based system for infrastructure maintenance
- reviewed and updated policies relating to reporting child abuse



ACHIEVEMENTS
2015–2017

On completing our *Strategic Plan 2015–2017*, the situation remains dynamic, exciting and challenging in forensic mental health in Victoria. The past two years have seen major state government investment in programs and capital development in forensic mental health.

From a capital perspective the commitment to build an additional 18 beds at Thomas Embling Hospital was the most significant initiative in more than a decade. Through Forensic *Mental Health Implementation Plan* initiatives in the 2017-18 State Budget, the government also funded:

- a further \$43.9m in capital funds to expand Victoria's high-secure mental health beds
- the expansion of Court based programs
- new initiatives in Youth Justice mental health
- a variety of other services provided by partner agencies in the criminal justice and mental health systems.

In October 2017 the government announced the establishment of the Victorian Fixated Threat Assessment Centre, which will see a partnership involving Victoria Police, Forensicare, DHHS and Area Mental Health Services as part of the government's commitment to deliver on public safety and security.

The Victorian Government has also invested heavily to expand mental health services in prisons, with the result that Forensicare is now responsible for providing services at the 30-bed St Paul's psychosocial rehabilitation unit at Port Phillip Prison

and the Ballerit Yeram-boo-ee Forensic Mental Health Service for 75 prisoners at the Ravenhall Correctional Centre.

All these developments are welcome, promising improved outcomes for people with a mental illness in the criminal justice system in the coming three years. At the same time, the immediate situation remains extremely challenging, with prisoners requiring compulsory mental health treatment still unable to access a forensic mental health bed when needed. Demand and reduced bed availability continues to be driven by growth in prisoner numbers and increasing numbers of patients on custodial supervision orders. Despite our significant efforts to improve patient flow and to reduce lengths of stay at Thomas Embling Hospital, more work needs to be done in these areas. Accordingly, we have begun developing a new overarching and innovative model of care, and the refinement and implementation of this will guide much activity in the coming three years.

In addition, the scale and rate of growth brings enormous management challenges for Forensicare. Of these, none is more significant than ensuring we are able to recruit and maintain a thriving specialist, qualified workforce. We also need to ensure the quality, safety and corporate support systems

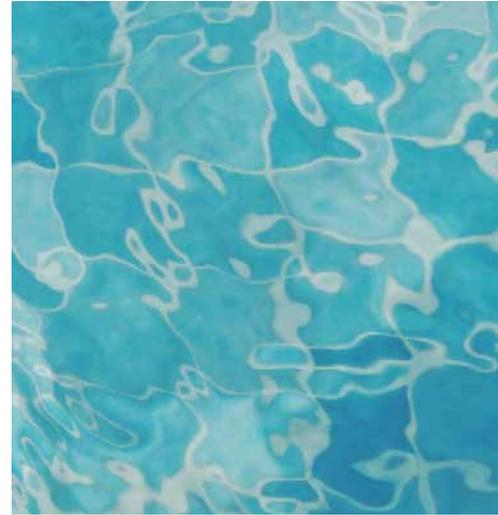
that enable our work are properly resourced and configured. More broadly, the government's *Targeting Zero* quality and safety imperatives in health care provide us with a clear mandate and agenda to pursue improved clinical governance processes that will drive best care and improved patient outcomes. As we grow we need to maintain our focus on aspects of our performance that have made us successful to date. These include a priority on research and evaluation and ensuring consumer and carer engagement, informed by a full embrace of a recovery approach in mental health, is at the heart of all the services we provide.

In addition, strengthening our service in the context of expansion will require financial discipline and careful attention to ensure that we provide "best care". The Sustainability Review undertaken with DHHS in 2017, and external and internal clinical governance reviews and their outcomes, will help guide this and ensure we make further improvements in these areas in the next three years.

In the broader mental health sector, pressures on mainstream mental health services are extreme, with acuity and demand high and increasingly complex presentations in the community including incidents of aggression.

We are aware that the sector looks to Forensicare to assist with the management of high risk cases, and we are committed to finding innovative ways to respond within resourcing constraints and by collaboration and partnership with other clinical mental health services to enable a more capable sector. We also understand we have a role to play to work with government and the public mental health sector to advocate for consumer and system needs and contribute to the design and development of services including our own that can respond to this unprecedented levels of acuity and complexity. In addition, there are specific areas of high policy priority for government that, without overstretching, we can contribute to and potentially be involved in, including family violence, youth justice and disability forensic services.

In this landscape, our new strategic plan represents the effort to guide, direct and manage key priorities for the years 2018/19–2020/21 as we grow as an organisation. As described in the following sections, our objectives, and the measures by which we will know we will have achieved them, provide a detailed vision for our future success consistent with our aim to work collaboratively with stakeholders to achieve better and safer outcomes for consumers and the community.



OUR GOALS AND OBJECTIVES FOR 2018/19–2020/21

THIS STRATEGIC PLAN DRAWS ON THE VICTORIAN GOVERNMENT'S FRAMEWORK *HEALTH 2040: ADVANCING HEALTH, ACCESS AND CARE*, WHICH OUTLINES THE FUTURE VISION FOR THE VICTORIAN HEALTH SYSTEM INCLUDING THE NEED FOR:

- **better health** – skills and support to be healthy and well
- **better access** – fair, timely and easier access to care
- **better care** – world-class health care every time

Using this framework, our objectives are presented in the following table, covering the domains of consumers, people, relationships, research and the organisation.

	Better health	Better access	Better care
Consumers	A recovery approach to mental health in forensic settings informs our treatment and care	A new and innovative model of care improves patient flow and addresses specific needs including services for women	Strengthened clinical governance systems ensure the effective management of risk and best care for consumers
Staff	The safety, health and wellbeing of our staff is prioritised and sustained	We recruit and maintain diverse, highly skilled and specialist staff	Engaged and committed staff are supported in an innovative learning environment
Relationships	We advocate for policy and system changes to improve consumer and community outcomes	We engage with government, the community and key stakeholders through strong partnerships and alliances	Consumers, families and carers inform and influence our practice
Research	We lead research on mental illness and offending to inform policy and program advocacy, including on early intervention, prevention and community safety	A culture and practice of evaluation is embedded in our programs	We are evidence-based in our service delivery
Organisation	We are financially and environmentally sustainable	We work with government to bring our expertise to emerging priority areas	We have a well - supported, modern and technologically enabled work environment

MEASURES OF SUCCESS

WE BELIEVE IT IS NOT SUFFICIENT TO NAME OUR OBJECTIVES; WE NEED TO MONITOR OUR ACTUAL PERFORMANCE AGAINST OUR AMBITIONS. ACCORDINGLY, WE WILL MAINTAIN AND MONITOR A COMPREHENSIVE SET OF PERFORMANCE INDICATORS AND REPORT IN AN ACCOUNTABLE AND TRANSPARENT WAY TO OUR STAKEHOLDERS.

GOALS



BETTER HEALTH

HOW WILL WE KNOW WE ARE SUCCESSFUL?

Objective	Year 1	Year 2	Year 3
A recovery approach to mental health in forensic settings informs our treatment and care	<p>A peer support model has been developed</p> <p>A recovery audit process has been designed, with standardised recovery measures</p> <p>We have begun resourcing staff to develop personalised pathways for consumers</p>	<p>A peer support model has been trialled</p> <p>A recovery audit process has been introduced</p> <p>A model for consumer involvement in clinical reviews has been developed</p>	<p>Peer support is embedded in service delivery</p> <p>Recovery is regularly audited using standardised measures</p> <p>There are personalised pathways for consumers</p>
The safety, health and wellbeing of our staff is prioritised and sustained	<p>We have developed models for reflective practice</p> <p>Corporate services that support staff are regularly reviewed</p> <p>Interview room design and availability has been changed to improve staff safety</p>	<p>Supervision and reflective practice are embedded</p> <p>Staff report that corporate services support their needs efficiently and effectively</p> <p>Options for staff amenities (health service, child care access) have been explored</p>	<p>Training and education reinforces the safety and health of staff</p> <p>The new model of care supports staff and consumer safety</p> <p>Staff report increased safety</p>
We advocate for policy and system changes to improve consumer and community outcomes	<p>We contribute to planning for the expansion of secure forensic mental health beds</p> <p>We are actively involved in the review of the non-custodial supervision order system</p>	<p>Two major policy papers on areas within our expertise are published annually and distributed</p>	<p>Government agencies include Forensicare in major reviews and service planning</p> <p>A partnership relationship characterises our engagement with DHHS and DJR</p>
We lead research on mental illness and offending to inform policy and program advocacy, including on early intervention, prevention and community safety	<p>In collaboration with Swinburne University, Forensicare-based research linked to the Catalyst Consortium has begun</p>	<p>Research informs our advocacy and publications</p>	<p>A consumer academic position has been established</p>
We are financially and environmentally sustainable	<p>A refreshed environmental strategy has been created</p> <p>IT expansion effectively supports clinical and corporate service delivery</p> <p>A standard project management methodology has been adopted</p>	<p>Environmentally sustainable practice is embedded, guided by a strategy</p> <p>A project management methodology is embedded and utilised</p> <p>Finance and HR processes have been integrated and streamlined</p>	<p>All new builds achieve five-star environmental ratings</p> <p>We have best practice recycling and energy programs</p> <p>Budgets are owned and managed at the unit/program level</p>

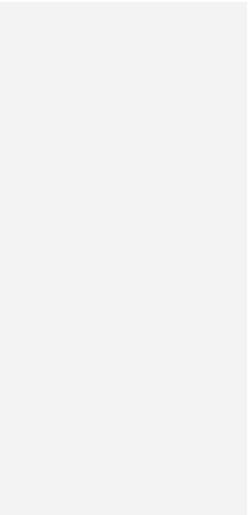
HOW WILL WE KNOW WE ARE SUCCESSFUL?

Objective	Year 1	Year 2	Year 3
A new and innovative model of care improves patient flow and addresses specific needs including services for women	<p>A major promotional campaign engages staff in implementing the new model of care</p> <p>The configuration of services for women have been redesigned</p> <p>The bed access flow system in prisons is fully established and effective</p>	<p>Patient flow within our services has improved</p> <p>Cohesive and comprehensive data sets have been developed to inform care</p>	<p>Information and data is readily available to assist staff in clinical practice</p> <p>In conjunction with planning for expanded beds, women's needs are reflected in service design and delivery</p>
We recruit and maintain a diverse, highly skilled and specialist staff	<p>We have successfully negotiated with government for forensic mental health to be supported in a long-term workforce plan</p> <p>Results from the People Matter Survey and exit interviews inform our staff support initiatives</p>	<p>Managers are provided with training in change management</p> <p>Staff with specialisations (women's services, alcohol and other drug, personality disorder) have been recruited</p> <p>Supervision and reflective practice are embedded</p>	<p>The proportion of staff completing forensic skills training has increased</p> <p>The staff attrition rate has decreased</p> <p>Staff report satisfaction with the flexible working conditions offered</p>
We engage with government, the community and key stakeholders through strong partnerships and alliances	<p>Relationships with private prison operators, Justice Health and Corrections Victoria are positive and robust</p> <p>Our programs contribute to Corrections Victoria reforms for serious violent and sexual offenders</p>	<p>External stakeholders report greater understanding of our model of care</p> <p>Mutually agreed key performance indicators have been established with agencies that contract our services</p> <p>We review information sharing processes in response to government priorities</p>	<p>Government agencies include Forensicare in major reviews and service planning</p> <p>External agencies report that Forensicare supports and adds value to their services</p> <p>We lead continual improvements in the Forensic Clinical Specialist Program</p>
A culture and practice of evaluation is embedded in our programs	<p>An online research library has been established</p>	<p>Allocated staff time for research has increased</p> <p>Consumer review and feedback is incorporated into evaluation design and delivery</p>	<p>We have consumer led co-designed research projects</p> <p>New contracts include funding for evaluation</p> <p>Discipline-based research leads are established</p>
We work with government to bring our expertise to emerging priority areas	<p>The Victorian Fixated Threat Assessment Centre is fully established and impactful</p> <p>We have contributed to the design and implementation of the court-based mental health programs expansion</p>	<p>We contribute to the design and implementation forensic mental health services in youth justice</p>	<p>We have expanded our capability in the field of Forensic Dual Disability</p>

BETTER CARE

HOW WILL WE KNOW WE ARE SUCCESSFUL?

Objective	Year 1	Year 2	Year 3
Strengthened clinical governance systems ensure the effective management of risk and best care for consumers	<p>Staff have a clear and shared understanding of the Best Care system and structure</p> <p>The time taken to implement recommendations of incident reviews has reduced</p> <p>We have more plain language policies and procedures across all sites</p>	<p>Audits of the <i>Clinical Risk Assessment and Management Policy</i> show high levels of compliance</p> <p>Best Care processes celebrate and promote what works</p> <p>Program-level risk registers inform global processes</p>	<p>The new Best Care system has been fully implemented</p> <p>Patients receive the right care in the right place at the right time</p>
Engaged and committed staff are supported in an innovative learning environment	<p>An online library of training material has been established</p> <p>Grand Rounds have been re-established</p>	<p>IT training for staff is resourced and ongoing</p> <p>Staff use webinar and teleconferencing technology</p> <p>Feedback from staff conference attendance is universally positive</p>	<p>A Training and Development Unit has been established</p> <p>The proportion of staff completing forensic skills training has increased</p> <p>Staff report that orientation processes are effective at the unit/program level</p>
Consumers, families and carers inform and influence our practice	<p>A Lived Experience hub has been established</p> <p>A peer support model has been developed</p>	<p>Consumer review and feedback is incorporated into evaluation design and delivery</p> <p>A peer support model has been trialled</p> <p>Consumer survey results at all settings reflect high levels of satisfaction with services</p>	<p>We have consumer led co-designed research projects</p> <p>Lived Experience voices provide critical input to Best Care processes at all levels</p>
We are evidence-based in our service delivery	<p>Best Care processes consider evaluation and research activity</p> <p>An online research library has been established</p>	<p>There is increased attendance of staff at research dissemination days</p>	<p>Discipline-based research leads have been established</p> <p>Information and data is readily available to assist staff in clinical practice</p>
We have a well-supported, modern and technologically enabled work environment	<p>An online library of training material has been established</p> <p>Our accounting systems have been upgraded</p> <p>IT expansion effectively supports clinical and corporate service delivery</p>	<p>IT training for staff is resourced and ongoing</p> <p>Staff use webinar and teleconferencing technology</p>	<p>Our shared document and corporate records systems are intuitive, catalogued and widely used</p>



2018 MARKS THE 20TH YEAR
FORENSICARE HAS PROVIDED
SERVICES TO PEOPLE WITH
A SERIOUS MENTAL ILLNESS IN
THE CRIMINAL JUSTICE SYSTEM.



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