



2021- 26

Strategic Plan



Forensicare



We acknowledge the Traditional Owners and Custodians of the land. We recognise their continuing connection to land, water and culture and pay our respects to their Elders past, present and emerging.



Lived Experience Statement

We recognise and value the knowledge and wisdom of people with a lived experience of mental ill-health, their families and supporters. We celebrate their strengths in facing the challenges associated with recovery and include the voice of consumers and carers in the development, delivery and evaluation of Forensicare services and care.

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Foreword



Ken Lay AO APM
Board Chair



Dr Margaret Grigg
Chief Executive Officer

We are delighted to share our new five-year strategic plan with you. This isn't simply about refreshing our previous plan; this plan provides an exciting, new direction and focus for Forensicare, our people, and the care we provide.

Like any endeavor, our strategic plan is the culmination of hard work by many people. We consulted widely with staff, executive, the board, as well as consumers, carers, families, supporters, service delivery partners and other organisations. In this plan, we share brave and inspiring ideas from our people in creating a new vision and direction for our organisation.

Our new vision:

Meaningful lives led safely.

Hope in recovery.

Connected care.

These are the things we are aiming for as an organisation. Supported by our four strategic directions (consumer recovery pathway, connections and partnerships, workplace of choice and research, education and innovation), we will be able to achieve this new vision within the next five years.

Created during a time of truly remarkable growth and challenges, our plan is also informed by:

- discussions across the organisation with consumers, families, carers, supporters, staff, managers and the board
- feedback from our partners, including our expert advisory panel
- the findings and recommendations of the Royal Commission into Victoria's Mental Health System
- the changing landscape brought on by the COVID epidemic

At each stage of this plan's development, we tested the approach, direction and language used with consumers, carers and families, and the broader community to ensure it reflects their input and is easily understood.

But the plan is not ours alone. We cannot achieve our vision without the ongoing support of the organisations we collaborate with or the ongoing engagement and commitment of our consumers, carers, families, supporters, staff and our Board. We'd like to thank everyone involved in this journey—no matter how big or small. We're grateful for your contribution and invite you to continue to walk beside us as we move forward to make it a success.

This plan was developed during a time of great change, particularly in the context of COVID-19. We truly believe that with collaboration, hard work and dedication, we can make a difference in the lives of the vulnerable people who need it most.

Thank you for joining us on this exciting journey.

Our vision, purpose, strategic directions and responsibilities

Our purpose

Empower recovery for all Victorians living with mental illness who are at risk of entering, or have entered the justice system, to lead safe and meaningful lives free from offending.

We know we have been successful when:

- Consumers, families, carers, and their supporters have pathways to recovery that:
 - support hope, empowerment, and connections to the community
 - recognise the importance of holistic care
 - uphold human rights
 - recognise, and are responsive to, the impact of trauma, including the experience of coercion and compulsory treatment
 - are responsive to their diverse backgrounds, cultures, orientation, experiences, and abilities
 - facilitate safe, positive challenges and learning
 - enable personal responsibility and self-determination
- We develop and maintain strong and collaborative connections and partnerships that support the recovery of consumers, families, carers and supporters
- We are a workplace of choice for people with lived experience, mental health clinicians and corporate service leaders
- We are trusted thought leaders who lead innovation in understanding the interface between mental illness and offending behaviour

Our vision

**Meaningful lives led safely.
Hope in recovery.
Connected care.**

We are guided by:

**Curiosity
Purpose
Strong ethics
Compassion
Fairness**

Our responsibility to consumers, their families, carers and supporters, our staff and the Victorian community:

- To support personal and community safety by providing access to effective treatment, rehabilitation and support that is person-centred, and integrated
- To assist in rebuilding a meaningful life free from offending
- To learn, lead and shape innovative and evidence-informed practice
- To ensure a safe workplace in which expertise is recognised
- To reduce stigma and improve community understanding of people living with a mental illness and offending behaviours
- To create pathways and opportunities with our service partners to support:
 - connected and shared care across the mental health system
 - access to early intervention and treatment that is a safe alternative to the justice system

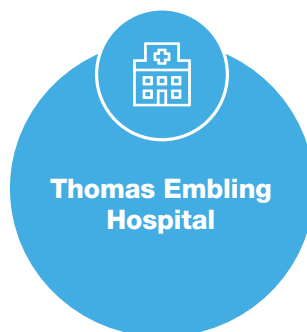


Who we are

Forensicare delivers four core services. Each service is informed by research and evaluation to ensure there is continuous improvement across our offerings.



Specialist forensic mental health services across Victoria's prisons (correctional centres) for the care and treatment of offenders with mental illness, as well as outpatient, and mobile forensic mental health services. 141 prison beds are allocated for the provision of mental health care.



A 136-bed secure forensic mental health hospital providing care and treatment that spans across intensive, acute, sub-acute, extended rehabilitation and transitional rehabilitation.

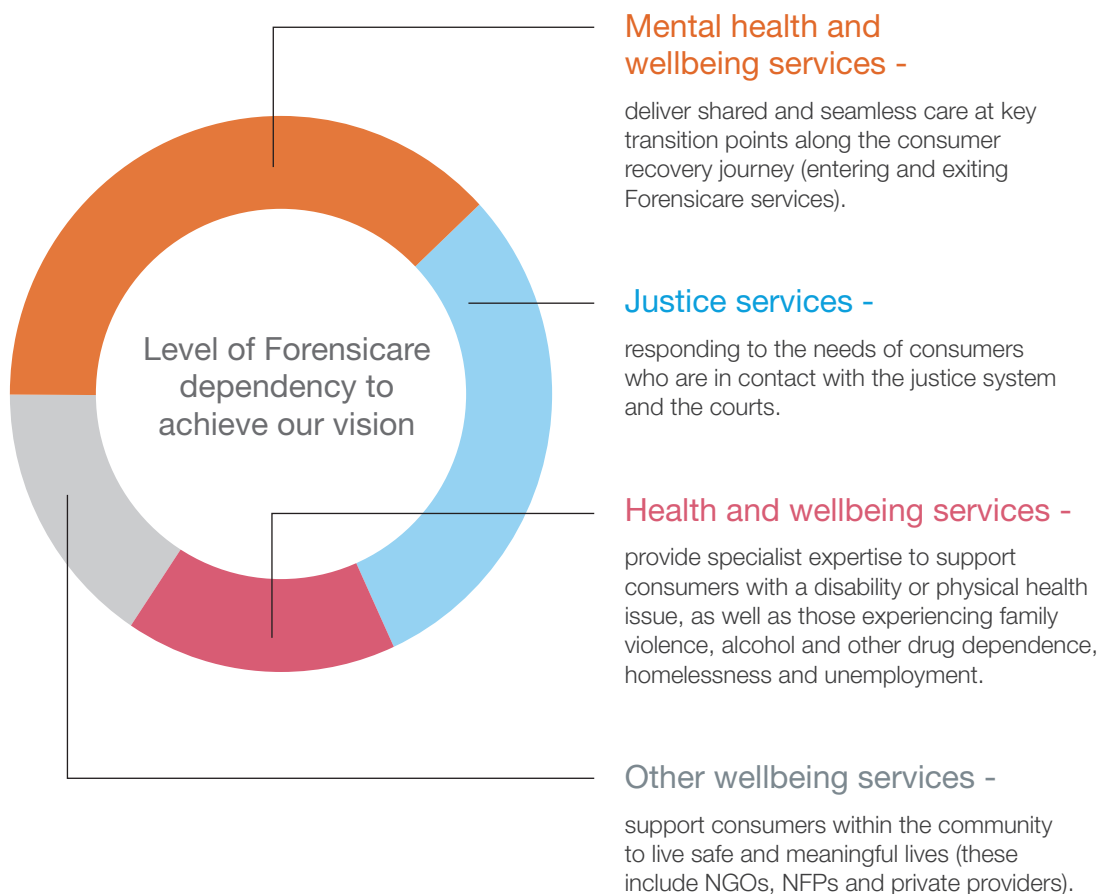


Programs and services for people who have a mental illness who have offended or are at risk of offending, as well as those transitioning from Thomas Embling Hospital back into the community.



How we fit within the Victorian mental health and justice systems

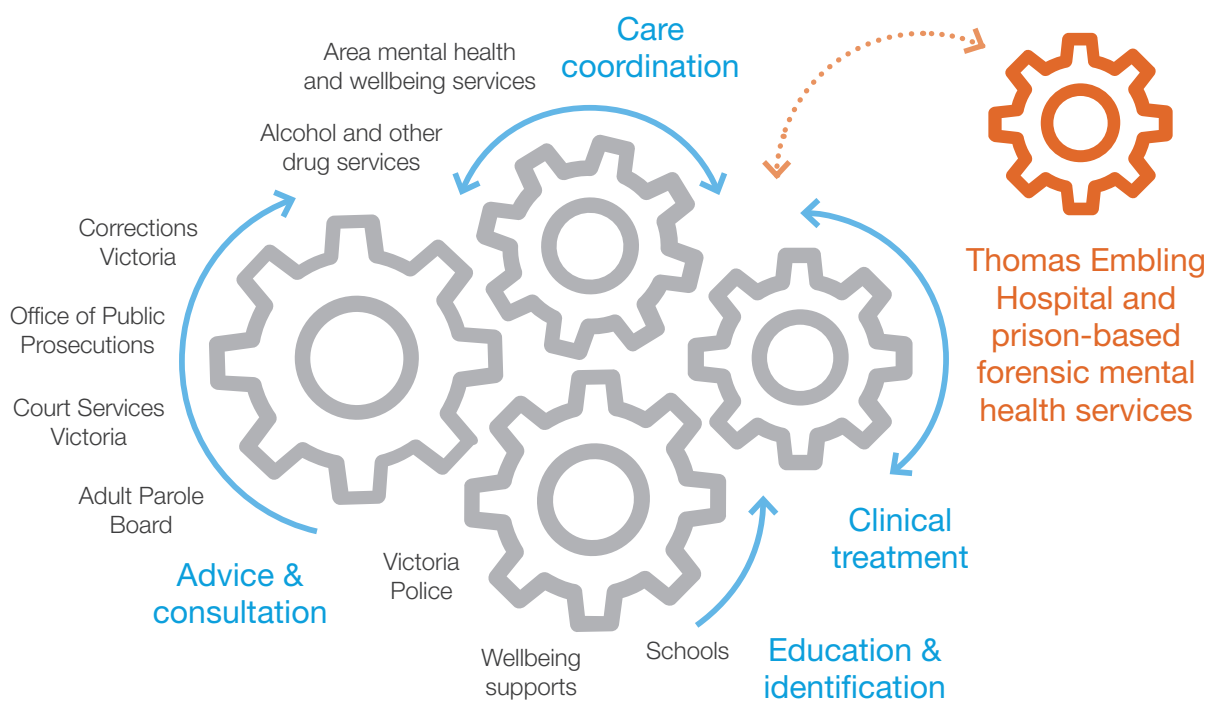
Service delivery partners



Partners

We work closely with a range of partners across government and the mental health, justice and wellbeing sectors.

Forensicare's role in the forensic mental health system





Strategic Direction One

Consumer recovery pathway

*Consumers, families, carers, and their supporters
codesign pathways to recovery that:*

- *support hope, empowerment, and connections to the community*
- *respond to all aspects of holistic care (personal, clinical, wellbeing and offence specific recovery)*
- *uphold human rights*
- *respond to the impact of trauma, including the experience of coercion and compulsory treatment*
- *are responsive to their diverse backgrounds, cultures, orientation, experiences, and abilities*
- *facilitate safe, positive challenges and learning*
- *enable personal responsibility and self-determination*





Priorities



We will:

- 1.1 Codesign with consumers, families, carers, supporters and service delivery partners, to embed the Model of Care within each recovery journey.**
 - 1.1.1 Each journey is shaped by the person's individual experience, beliefs, orientations, culture, values, strengths and abilities, relationships, connections and needs.
 - 1.1.2 This requires an innovative approach to workforce design that provides staff with the resources to deliver personalised care that involves consumers and their carers/family/supporters at every step of the journey.
- 1.2 Work in partnership with Orygen Youth Mental Health Service to develop services to meet the needs of young people who are at risk of entering, or are in, the justice system.**
- 1.3 Focus upon safe consumer transitions to ensure holistic and sustainable continuity of care is achieved, both across Forensicare services and its service delivery partners.**
- 1.4 Deliver state-of-the-art and safe environments that enable the delivery of contemporary evidence-informed care.**

Personal recovery in mental health is the process by which people living with mental illness are supported to recognise meaning and purpose in their lives through hope, optimism and empowerment.

It is a process of discovery, where every individual finds their strengths and reclaims their lives through healing and positive relationships between peers, professionals, and loved ones.

Outcomes



- 1.** Consumers and their carers/families/supporters report improvement in their experiences of services.
- 2.** Restrictive interventions are reduced.
- 3.** Performance against the *National Mental Health Performance Framework* is strengthened.
- 4.** Facility and infrastructure upgrades deliver a contemporary environment for consumers and staff.



Strategic Direction Two

Connections and partnerships

We develop and maintain strong and collaborative connections and partnerships that support the recovery of consumers, their carers, families and supporters.

Priorities



We will:

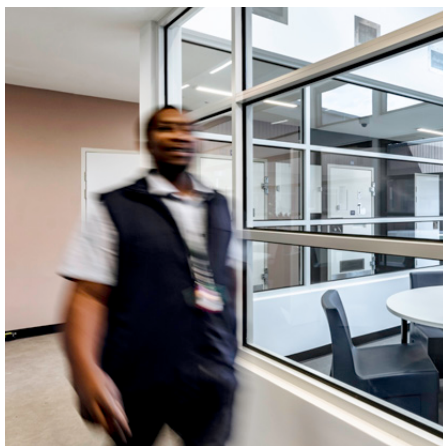
- 2.1 Strengthen the integration between our service pathways.**
- 2.2 Develop recovery journeys that enable sustainable and seamless transitions across services.**
 - 2.2.1 Connect with mental health services to embed collaborative care across the system and support timely and best practice treatment.
 - 2.2.2 Deliver leading contemporary forensic mental health services to consumers, their carers, families and supporters, by working effectively with our service delivery partners.
 - 2.2.3 Strengthen and expand preventative and early intervention services in close collaboration with partner organisations.
- 2.3 Be responsive to the changing needs of consumers, carers, families, supporters, partner organisations and the community.**
 - 2.3.1 Continue to work with partner organisations to ensure a sustainable forensic mental health service that better meets the needs of the Victorian community.
 - 2.3.2 Develop community connections to support meaningful engagement for, and with, consumers, their carers, families and supporters at all points of their recovery journey (e.g. family violence supports, rehabilitation programs (including alcohol and other drugs), employment and education opportunities, financial and technology literacy and community engagement).
- 2.4 Work towards the elimination of the stigma of mental illness and offending through advocacy and sector partnerships.**

A shared focus with our partners on improving outcomes and recovery across policy, systems and services.

Outcomes



- 1.** Consumers, carers, their families and supporters can access forensic mental health services when they need them.
- 2.** Increased access to services in the community.
- 3.** Meet *National Safety and Quality Health Service Standards*.
- 4.** Consumers, carers, families, supporters, staff and partners, along with the broader community trust in the recovery of consumers.



Strategic Direction Three

Workplace of choice

We are a workplace of choice for people with lived experience, mental health clinicians and corporate service leaders.

Priorities



We will:

3.1 Develop and grow the forensic mental health workforce.

- 3.1.1 Develop an innovative and skilled workforce that is aligned to Forensicare's Model of Care.
- 3.1.2 Create positive and empowered lived experience leadership at all levels.
- 3.1.3 Improve collaboration across disciplines and services to achieve a seamless consumer recovery journey.
- 3.1.4 Partner with tertiary providers to increase opportunities for education and training in forensic mental health for all disciplines.
- 3.1.5 Grow the First Nations and CALD workforces to ensure diversity, safety and responsiveness in recovery.

3.2 Ensure a safe environment for all.

- 3.2.1 Provide effective leadership across the organisation that demonstrates accountability and standards of practice and behaviours.
- 3.2.2 Prioritise physical, cultural and psychological safety and wellbeing across the organisation.
- 3.2.3 Lead continuous improvement in occupational health and safety.

3.3 Strengthen the capability of all staff to deliver our vision and purpose.

- 3.3.1 Recognise and develop the diverse leadership roles and capabilities of all staff.
- 3.3.2 Prioritise the continued development of evidence based specialist forensic mental health expertise.
- 3.3.3 Improve staff retention.
- 3.3.4 Foster a culture of continuous improvement for all staff, including research and evaluation.

Forensicare inspires excellence through continuous improvement and a culture of safety, hope and wellbeing in the delivery of the highest-quality forensic mental health care.

Outcomes



- 1.** Lived experience workforce is embedded across Forensicare at all levels of leadership.
- 2.** People Matters Survey: exceed state-wide averages in 9 items under organisational culture relating to safety; culture; management; training; and improvement in staff psychological safety.
- 3.** All clinical staff are skilled in forensic mental health or are working towards the development of further specialist skills.



Strategic Direction Four

Research, education and innovation

We are trusted international thought leaders who drive innovation in understanding the interface between mental illness and offending behaviour recovery.

Priorities



We will work with the Collaborative Centre for Mental Health and Wellbeing* to:

4.1 Promote innovation, knowledge creation, translation and application of best practice in forensic mental health services through:

- 4.1.1 Adopting a knowledge to action framework for translating research into clinical practice.
- 4.1.2 Sharing research findings in a way that is accessible to consumers and carers, families and supporters.
- 4.1.3 Exploring opportunities to collaborate in the design of effective behaviour change programs.
- 4.1.4 Inspiring new ideas and delivering evidence informed decisions across Forensicare.
- 4.1.5 Learning from other services and jurisdictions to improve the consumer recovery journey.

4.2 Strengthening the research capability of Forensicare staff and aligning with future service directions.

- 4.2.1 Drive a research agenda where "research is everyone's business".
- 4.2.2 Work with service delivery partners and government to strengthen our understanding of the consumer recovery journey.
- 4.2.3 Embed evaluation in everything we do.

4.3 Teaching, training and education in forensic mental health services across Victoria supports the prevention, early intervention and recovery of those living with mental illness and engaging in offending behaviours.

** The Collaborative Centre for Mental Health and Wellbeing is a new entity recommended by the Royal Commission into Victoria's Mental Health System. The centre brings people with lived experience together with researchers and experts in multidisciplinary clinical and non-clinical care to develop and provide adult mental health services, conduct research and disseminate knowledge with the aim of delivering the best possible outcomes for people living with mental illness.*

Innovation in research, teaching, training and education is fundamental to Forensicare. We achieve this through our strong partnership with the Centre for Forensic Behavioural Science and our shared commitment to delivering evidence-based practices and outcomes.

Outcomes



- 1.** Evidence of scholarly excellence and impact.
- 2.** Implement and measure the Framework to Assess the Impact from Translational health research (FAIT) across Forensicare research programs.
- 3.** Annual increase in the number of teaching, training and education programs provided across Victoria.

Enablers

Forensicare cannot function effectively without the following 'enablers'. Each enabler is critical to Forensicare achieving its vision and delivering against each of the four strategic directions.

Forensicare has a strong program of work underway to improve the delivery across each enabler to ensure this strategy is achieved.





Our changing environment

Meaningful lives led safely.
Hope in Recovery.
Connected Care.



Community expectations

- > To live in a safe community
- > Ensuring access to clean water; housing; education; employment; fresh food; clothing
- > Receiving health and mental health care when they need it – right place, right care, right time
- > Government agencies demonstrate fiscal responsibility

Future impacts:

Provide greater access to Forensicare services; stronger advocacy role to change understanding of mental illness and offending behaviour; and a commitment to work in partnership to improve continuity of care.



Workforce: capability & capacity

Future impacts:

Innovative workforce design; strong lived experience workforce; focus on teaching, training and research.

Resource scarcity: financial and environmental sustainability

Future impacts:

Focus on improving efficiency of resource usage and minimising impact on the climate and environment.



COVID-19

Declared a global pandemic in March 2020. Infectious disease that impacted the global, Australian and the Victorian economy; on livelihoods; lives lost; hospital / health access; freedom of movement; and mental health.

Future impacts:

Design of built environment to maximise infection control; continue to adapt services towards telehealth; continue hygiene awareness; and, maintain service accessibility.



Service & business intelligence

Future impacts:

ICT strategy; ensuring evidence based decision-making; and embedding a culture of evaluation and continuous improvement.



Government policy: mental health reform

Royal Commission into Victoria's Mental Health Services 2021; Productivity Commission 2020; Victoria's 10 Year Mental Health Plan; VAGO Access to Mental Health Services 2019.

Future impacts:

Implementation of the recommendations from the Royal Commission into Victoria's Mental Health System and ensuring alignment with all other relevant Government policies and guidelines.

Interface: justice & health

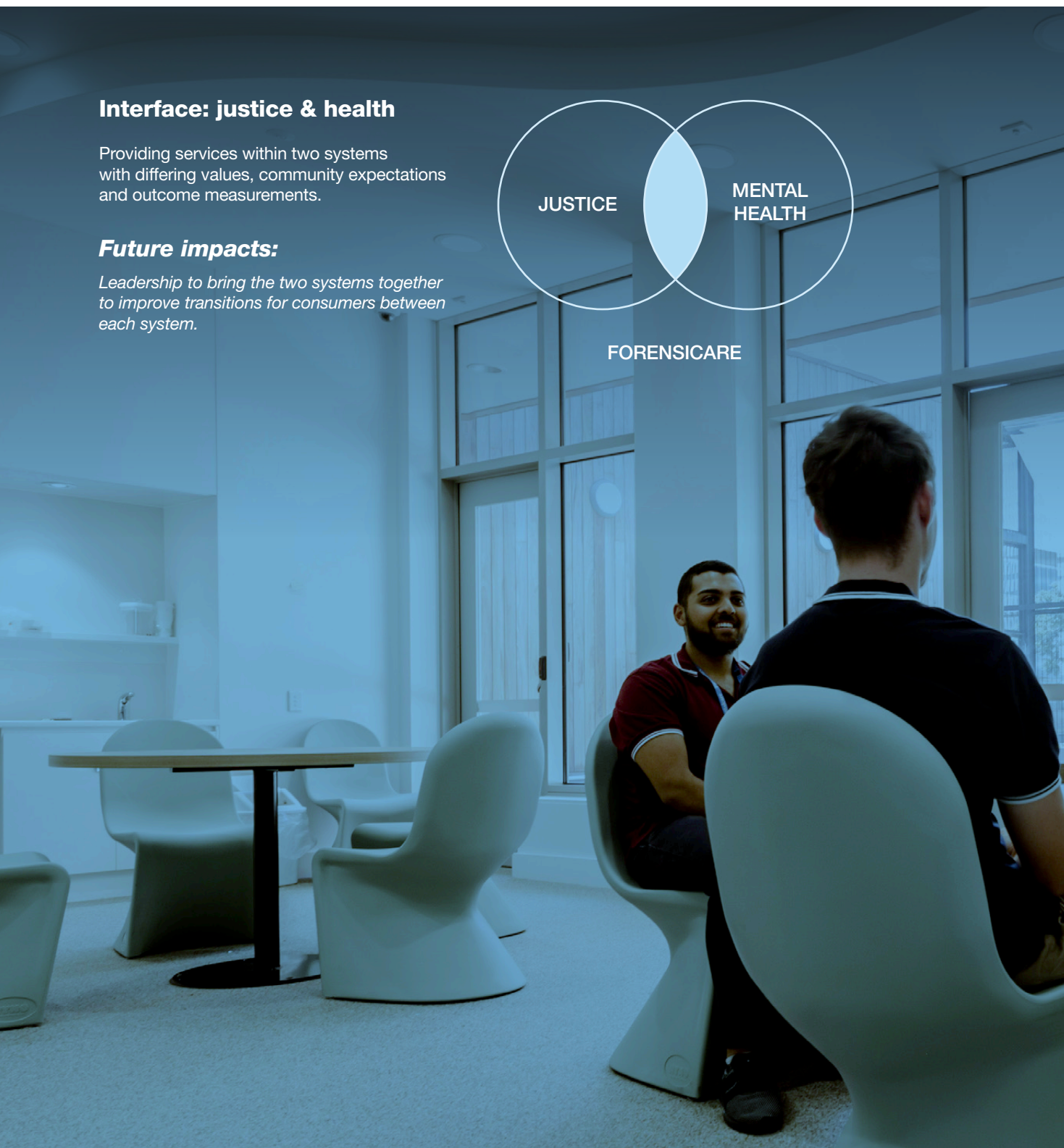
Providing services within two systems with differing values, community expectations and outcome measurements.

Future impacts:

Leadership to bring the two systems together to improve transitions for consumers between each system.



FORENSICARE



Our appreciation and thanks

We could not have delivered this strategic plan without the hard work and commitment of many staff, consumers, carers, families, supporters and stakeholders.

Thank you for being curious, open-minded, for sharing your ideas and not shying away from a challenge.



"Happy to help, it was entertaining"

Consumer, Bass Unit, Thomas Embling Hospital

"What stands out the most for me is the commonality in emerging core themes related to how we would like things to be different at Forensicare."

Combining this with a clear motivation for change gives me hope that we will develop a meaningful strategic plan to drive service improvements and ultimately benefit consumers, carers, staff, and other services we connect with"

Nik, Thomas Embling Hospital



"A cut above the rest with innovation, consumer involvement, staff attributes that will make this a standout facility. Being involved in these working parties has been a wonderful experience and I have high hopes for the future of Forensicare."

Consumer, Forensicare



"Joining the strategic planning meetings, I felt a door had been opened for me to share my views on my personal experiences, and to understand how, as an individual, I could contribute to the holistic care of forensic patients and equip them with genuine tools to recover beyond their prison time,"

**Pauline, St Paul's Unit,
Port Phillip Prison**



"The strategic plan has been quite exciting to be a part of. The new endeavour will allow staff and patients to not only work side by side but create an environment for them to thrive in,"

Consumer, Forensicare

"It felt very rewarding to be on the panel"

**Consumer, Bass Unit,
Thomas Embling Hospital**



"The strategic plan was excellent and beneficial to all parties, I had a great time working on it"

**Consumer, Bass Unit,
Thomas Embling Hospital**





Forensicare

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