

Statement of Priorities

2019-20 Agreement between the Minister for Mental Health and
the Victoria Institute of Forensic Mental Health (Forensicare)

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Background

Statements of Priorities are key accountability agreements between Government and Victorian publicly funded health, mental health and ambulance services. The content and process for preparation and agreement of the annual Statement of Priorities is consistent with sections 40G, 65ZFA, 65ZFB and section 26 of the Health Services Act 1988.

Statements of Priorities are consistent with the health services' strategic plans and aligned to government policy directions and priorities. The annual agreements support the delivery of, or substantial progress towards the key shared objectives of quality and safety, good governance and leadership, access and timeliness, and financial sustainability.

A Statement of Priorities consists of four main parts:

- Part A provides an overview of the service profile, strategic priorities and deliverables the health service will achieve in the year ahead.
- Part B lists the performance priorities and agreed targets.
- Part C lists funding and associated activity.
- Part D forms the service agreement between each health service and the state of Victoria for the purposes of the National Health Reform Agreement.

Performance expectations and mechanisms used by the Department of Health and Human Services to monitor and manage performance are described in the *Victorian Health Service Performance Monitoring Framework 2019-20*.

High standards of governance, transparency and accountability are essential. In this context, the Victorian Government commits to publish Statements of Priorities in November each year and present data on the performance of our health system in the public domain.

Strategic priorities

The Victorian Government is responsible for ensuring that a wide range of health care services are delivered to the Victorian community. The Department of Health and Human Services (the department) delivers policies, programs and services that support and enhance the health and wellbeing of all Victorians. By working together, we strive to build stronger functional, policy and service delivery connections to support the health, wellbeing and safety of all Victorians, no matter what their personal circumstances or stage of life.

Government commitments

This year's \$25.6 billion *Victorian Budget* will help us continue our work in supporting the most vulnerable Victorians and provide more services locally.

- \$2.3 billion of additional funding for meeting hospital services demand
- \$321.9 million for the roll-out of free dental care to all Victorian government school students
- \$299.6 million for more paramedics, vehicles and stations
- \$136.2 million to deliver 500,000 specialist appointments in regional Victoria
- \$117.8 million to recruit and train more nurses, midwives and frontline health workers and make further ratios improvements that will see 1,100 nurses & midwives in Victorian public hospitals.
- \$213.6 million for new parenting centres and more maternal and child health nurses
- \$116.5 million for medical research projects such as new cancer therapies
- A \$100 million boost to the Regional Health Infrastructure Fund to support hospitals and health facilities for rural and regional communities
- \$72 million on hospital and community based palliative care to ensure the end of life care choices of Victorians continue to be met
- \$67.6 million to meet critical mental health service demand
- \$1.5 billion to build a new Footscray Hospital
- \$59.5 million for a new rehabilitation centre at Bendigo Health
- \$31.4 million for an expansion of the Royal Children's Hospital
- \$2.4 million to plan for a new hospital in Melton

This investment will support the implementation of *Health 2040: advancing health, access and care* - which presents a clear vision for the health and wellbeing of Victorians and for the Victorian healthcare system

Part A: Strategic overview

Mission statement

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 our stakeholders to achieve better and safer outcomes for consumers and the community.

Service profile

The Victorian Institute of Forensic Mental Health (**Forensicare**), is the statewide specialist provider of forensic mental health services in Victoria. Forensicare provides clinical forensic mental health services that span all components of the mental health and criminal justice sectors providing a unique perspective on mental health and public safety issues.

Forensicare's primary focus is to provide specialist mental health services within a recovery framework. These services include the effective assessment, treatment and management of people with forensic mental health issues. 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 accountable to the Minister for Mental Health. The Victorian Government, through the Department of Health and Human Services and Department of Justice and Community Safety, provides much of our funding. Our services include:

Thomas Embling Hospital - a 136-bed¹ secure hospital with eight 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 2014* or the *Sentencing Act 1991*.

Prison Mental Health Service - Specialist mental health services are provided at the Melbourne Assessment Prison, 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.

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 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.

Strategic planning

Forensicare's Strategic Plan 2018-2020 is available online at: www.forensicare.vic.gov.au

¹ Current capacity is 124 beds due to a shortage of mental health nurses across the sector.

Strategic priorities – Health 2040;

In 2019-20 Forensicare will contribute to the achievement of the Government’s commitments within *Health 2040: Advancing health, access and care* by:

Better Health

Goals: A system geared to prevention as much as treatment Everyone understands their own health and risks Illness is detected and managed early Healthy neighbourhoods and communities encourage healthy lifestyles	Strategies: Reduce Statewide Risks Build Healthy Neighbourhoods Help people to stay healthy Target health gaps
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Deliverables:

- Review our education and training programs provided to both staff and third parties, and strengthen links with the Centre for Mental Health Learning
- Prioritise the physical health of consumers consistent with the “Equally Well” consensus statement to support improved physical health outcomes
- Implement a model for consumer involvement in clinical reviews
- Achieve the objectives of the Forensic Leave Panel Reform Project, including improved consumer participation in, and experience of, forensic leave panel processes

Better Access

Goals: Care is always being there when people need it Better access to care in the home and community People are connected to the full range of care and support they need Equal access to care	Strategies: Plan and invest Unlock innovation Provide easier access Ensure fair access
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Deliverables:

- Review current approach to patient flow across Thomas Embling Hospital and our prison-based services to improve access
- Develop a proposal to improve the integration of mental health records across Forensicare
- Implement the DUNDRUM (Dangerous, Understanding, Recovery and Urgency Manual) as an assessment and planning tool across prisons and Thomas Embling Hospital as part of the new model of care
- Review performance indicators specific to access flow across Forensicare services to enable monitoring

Better Care

Goals:

Targeting zero avoidable harm
Healthcare that focusses on outcomes
Patients and carers are active partners in care
Care fits together around people's needs

Strategies:

Put quality First
Join up care
Partner with patients
Strengthen the workforce
Embed evidence
Ensure equal care

Deliverables:

- Implement Safewards in each Thomas Embling Hospital unit
- Trial a peer support model that enacts the principles of "active partners in care" within the women's program at Thomas Embling Hospital
- Implement the Your Experience of Service (**YES**) questionnaire across Forensicare to assist in improving the services we provide to consumers
- Systematically review how therapeutic interventions are delivered across the organisation to improve their effectiveness

Specific priorities for 2019-20

In 2019-20 Forensicare will contribute to the achievement of the Government's priorities by:

Supporting the Mental Health System

Improve service access to mental health treatment to address the physical and mental health needs of consumers.

- Implement the recommendations of the seclusion review at Thomas Embling Hospital
- Lead collaborative partnerships with Area Mental Health Services and community service providers to improve access and transition pathways for forensic mental health consumers

Addressing Occupational Violence

Foster an organisational wide occupational health and safety risk management approach, including identifying security risks and implementing controls, with a focus on prevention and improved reporting and consultation.

Implement the department's security training principles to address identified security risks.

- In the context of the seclusion review, review policies and procedures associated with occupational violence to ensure a comprehensive organisational wide approach to health and safety risk management
- Review current incident management processes to ensure all occupational violence incidents are monitored and reported

Addressing Bullying and Harassment

Actively promote positive workplace behaviours, encourage reporting and action on all reports.

Implement the department's *Framework for promoting a positive workplace culture: preventing bullying, harassment and discrimination* and *Workplace culture and bullying, harassment and discrimination training: guiding principles for Victorian health services*.

- In the context of the results of the People Matter Survey:
 - develop an action plan that implements the Department's framework;
 - address bullying and harassment by taking action in accordance with the framework; and
 - develop systems and processes that staff trust and which demonstrate Forensicare does not tolerate bullying and harassment

Supporting Vulnerable Patients

Partner with patients to develop strategies that build capability within the organisation to address the health needs of communities and consumers at risk of poor access to health care.

- Develop and implement an organisation wide Rainbow project action plan
- Develop and implement an action plan to respond to the needs of culturally and linguistically diverse consumers across the organisation

Supporting Aboriginal Cultural Safety

Improve the health outcomes of Aboriginal and Torres Strait Islander people by establishing culturally safe practices across all parts of the organisation to recognise and respect Aboriginal culture and deliver services that meet the needs, expectations and rights of Aboriginal patients, their families, and Aboriginal staff.

- Review and expand the Community Aboriginal and Torres Strait Islander Action Plan to ensure it reflects the DHHS Aboriginal and Torres Strait Islander cultural safety framework
- Provide cultural safety training across the organisation
- Develop and implement a Reconciliation Action Plan

Addressing Family Violence

Strengthen responses to family violence in line with the *Multiagency Risk Assessment and Risk Management Framework* (MARAM) and assist the government in understanding workforce capabilities by championing participation in the census of workforces that intersect with family violence.

- Align the Forensicare family violence related policies, procedures, practice guidance and tools to the pillars in the MARAM
- Utilise existing governance and advisory structures to implement the MARAM framework
- Support the implementation of the MARAM, including through staff training and development

Implementing Disability Action Plans

Continue to build upon last year's action by ensuring implementation and embedding of a disability action plan which seeks to reduce barriers, promote inclusion and change attitudes and practices to improve the quality of care and employment opportunities for people with disability.

- Deliver a Disability Action Plan for 2019-2020

Supporting Environmental Sustainability

Contribute to improving the environmental sustainability of the health system by identifying and implementing projects and/or processes to reduce carbon emissions.

- Act on opportunities to improve environmental sustainability identified in the Forensicare Environmental Strategy 2018-2020, including food waste composting
- Audit waste removal companies to ensure the waste is being disposed of or recycled in a sustainable way

Part B: Performance Priorities

The *Victorian Health Services Performance monitoring framework* outlines the Government's approach to overseeing the performance of Victorian health services.

Changes to the key performance measures in 2019-20 strengthen the focus on high quality and safe care, organisational culture, patient experience and access and timeliness in line with Ministerial and departmental priorities.

Further information is available at www2.health.vic.gov.au/hospitals-and-health-services/funding-performance-accountability

High quality and safe care

Key performance measure	Target
Infection prevention and control	
Compliance with the Hand Hygiene Australia program	83%
Percentage of healthcare workers immunised for influenza	84%
Patient experience	
Inpatient's overall experience at Thomas Embling Hospital	90%
Patient's overall experience at community Forensicare mental health services	90%
Adverse events	
Sentinel events – root cause analysis (RCA) reporting	Submitted within 30 business days
Mental Health	
Rate of seclusion events relating to an adult acute mental health admission	≤ 15/1,000
Percentage of adult acute mental health inpatients who have a post-discharge follow-up within seven days	80%

Strong governance, leadership and culture

Key performance measure	Target
Organisational culture	
People matter survey - percentage of staff with an overall positive response to safety and culture questions	80%
People matter survey – percentage of staff with a positive response to the question, "I am encouraged by my colleagues to report any patient safety concerns I may have"	80%
People matter survey – percentage of staff with a positive response to the question, "Patient care errors are handled appropriately in my work area"	80%
People matter survey – percentage of staff with a positive response to the question, "My suggestions about patient safety would be acted upon if I expressed them to my manager"	80%
People matter survey – percentage of staff with a positive response to the question, "The culture in my work area makes it easy to learn from the errors of others"	80%
People matter survey – percentage of staff with a positive response to the question, "Management is driving us to be a safety-centred organisation"	80%

Key performance measure	Target
People matter survey – percentage of staff with a positive response to the question, “This health service does a good job of training new and existing staff”	80%
People matter survey – percentage of staff with a positive response to the question, “Trainees in my discipline are adequately supervised”	80%
People matter survey – percentage of staff with a positive response to the question, “I would recommend a friend or relative to be treated as a patient here”	80%

Timely access to care

Key performance measure	Target
Number of male security patients admitted to acute units at Thomas Embling Hospital	≥ 80
Percentage of male security patients admitted to Thomas Embling Hospital within 14 days of being certified as requiring compulsory treatment	100%
Percentage of male security patients discharged to prison within 80 days	75%
Percentage of male security patients at Thomas Embling Hospital discharged within 21 days of becoming a civil patient	75%

Effective financial management

Key performance measure	Target
Operating result (\$m)	\$0 (breakeven)
Average number of days to pay trade creditors	60 days
Adjusted current asset ratio	0.7 or 3% improvement from health service base target
Forecast number of days available cash	14 days
Actual number of days available cash each month.	14 days
Variance between forecast and actual Net result from transactions (NRFT) for the current financial year ending 30 June.	Variance ≤ \$250,000

Part C: Activity and funding

The performance and financial framework within which state government-funded organisations operate is described in 'Volume 2: Health operations 2019-20 of the *Department of Health and Human Services Policy and funding guidelines 2019*.

The *Policy and funding guidelines* are available at <https://www2.health.vic.gov.au/about/policy-and-funding-guidelines>

Further information about the Department of Health and Human Services' approach to funding and price setting for specific clinical activities, and funding policy changes is also available at

<https://www2.health.vic.gov.au/hospitals-and-health-services/funding-performance-accountability/pricing-funding-framework/funding-policy>

Funding	Target	Budget (\$ 000s)
Mental Health and Drug Services		
Mental Health Ambulatory		10,175
Mental Health Inpatient – Available bed days	49,393 (bed days)	54,135
Mental Health Service System Capacity		1,797
Mental Health Other		4,691
Other		
Health Workforce	3 (EFT)	190
Other specified funding		200
Total Funding		71,188

Accountability and funding requirements

The health service must comply with:

- All laws applicable to it;
- The National Health Reform Agreement;
- All applicable requirements, policies, terms or conditions of funding specified or referred to in the Department of Health and Human Services policy and funding guidelines 2019;
- Policies and procedures and appropriate internal controls to ensure accurate and timely submission of data to the Department of Health and Human Services;
- All applicable policies and guidelines issued by the Department of Health and Human Services from time to time and notified to the health service;
- Where applicable, all terms and conditions specified in an agreement between the health service and the Department of Health and Human Services relating to the provision of health services which is in force at any time during the 2019-20 financial year; and
- Relevant standards for programs which have been adopted e.g. International Organisation for Standardisation standards and AS/NZS 4801:2001, Occupational Health and Safety Management Systems or an equivalent standard. This includes the National Safety and Quality Health Service Standards ('NSQHS standards') as accredited through the Australian Health Service Safety and Quality Accreditation Scheme.

Signature

The Minister and the health service board chairperson agree that funding will be provided to the health service to enable the health service to meet its service obligations and performance requirements as outlined in this Statement of Priorities.



**Hon Martin Foley MP
Minister for Mental Health**

Date: 25 / 9 / 2019



**Ken Lay
Chairperson
Victorian Institute of Forensic Mental
Health (Forensicare)**

Date: 25 / 9 / 2019

