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Dear Minister

We have pleasure in submitting the Justice Health 2009/10 Year in Review.

The year saw consolidation of the new Long Bay and Forensic Hospitals improving the care and experiences for Justice Health patients. Justice Health has continued to enhance the quality and effectiveness of services throughout 2009/10 with the expansion of several services mostly in the areas relating to young people who come into contact with the criminal justice system and older prisoners who suffer from chronic illnesses.

With the ongoing support of all Board members, Justice Health has continued to provide high quality health services within a growing and challenging environment. Thank you for continuing to support us in improving the health of the people who come in contact with the NSW criminal justice system.

Yours sincerely

The Hon Patricia J Staunton AM
Chair of the Justice Health Board

Julie Babineau
Chief Executive
I am pleased to present the 2009/10 Year in Review for Justice Health. The year has been a rewarding one for Justice Health. The numerous achievements throughout the organisation highlight the variety of work undertaken by Justice Health staff and the impact this work has had on our patients. Justice Health continues to provide high quality, safe and effective clinical care to patients in the context of an increasing population.

This year a Health Reform Committee was established to oversee a range of important health service reforms. Clinicians from areas throughout Justice Health are representatives on the Health Reform Committee. The Health Reform Committee is currently overseeing and providing expert advice on the implementation of the Caring Together: The Health Action Plan at a number of Justice Health worksites.

In 2009 a Staff Climate Survey was conducted by external researchers Best Practice Australia. The results of this survey highlighted improvements the organisation has made since the previous organisational survey in 2005. Justice Health is committed to continually improving the organisational culture and staff satisfaction levels throughout all worksites. To consolidate improvements since the 2005 survey and identify additional opportunities for improvement, a team of Justice Health staff are undertaking a comprehensive consultation process obtaining feedback from all staff. The feedback will be used to develop a cultural change strategy that will embed a positive shift in the organisation.

Successful operations of the Long Bay Hospital and the Forensic Hospital continued in 2009/10. Since commissioning the two hospitals Justice Health has consolidated gains and improvements in the services we provide to our patients. Ensuring patient and staff safety continues to be a priority in both hospitals.

During 2009 the Centre for Health Research in Criminal Justice completed the NSW Inmate Health Survey: Key Findings Report. This survey highlights the current challenges for Justice Health and contributes to previous research studies on the health of prisoners in NSW. The Inmate Health Survey will inform policy and planning for both Justice Health and other agencies who provide services to custodial populations in NSW.

Justice Health has again continued to operate within its allocated budget. In 2009/10 the Net Cost of Services for Justice Health was $148.51 million.

I am pleased to report that The Honorable Patricia J. Staunton AM has been appointed by the Minister for Health as the new Chair of the Justice Health Board. Ms. Staunton is a former Deputy President and judicial member of the Industrial Relations Commission of NSW and was Chief Magistrate of the Local Courts of NSW for three years from 1999 to 2002, after having been appointed a Magistrate in 1997.

The care provided by Justice Health depends on strong partnerships with Corrective Services NSW and NSW Juvenile Justice. I look forward to continuing these strong relationships in 2010/11 as more major reforms across the health sector are implemented. I also look forward to continuing to foster the strong linkages between Justice Health and health services provided in the community sector over the coming year.

I would like to thank all Justice Health staff for their efforts, hard work and professionalism over the past year. In a time of rapid change in the Health System we continue to work with our colleagues internally and externally to provide continuity of care for those in contact with the criminal justice system.

Julie Babineau
Chief Executive
Justice Health is responsible for providing health services to adults in:

- 32 Correctional Centres
- 7 Periodic Detention Centres
- 1 Transitional Centre
- 10 Police Cell Complexes
- 21 Local Court Complexes
- Adult Drug Court
- Connections Program
- Statewide Community Forensic Mental Health Service
- Compulsory Drug Treatment Program
- Mental Health Screening Units
- Long Bay Hospital
- The Forensic Hospital.

Justice Health is responsible for providing health services to adolescents in:

- 9 Juvenile Justice Centres
- 1 Juvenile Correctional Centre
- Youth Drug & Alcohol Court
- Community Integration Team is operational in 11 sites Statewide
- Adolescent Court & Community Team is operational across 7 children’s courts.

Justice Health has over 1,462 employees (1,056 FTE) working at over 80 locations in metropolitan and regional NSW. Nursing staff, general practitioners, psychiatrists, dentists, medical specialists, allied health professionals and administrative staff work together to deliver quality health services.

The challenges facing Justice Health include:

- Continuity of care for patients coming into contact with the criminal justice system
- Co-morbid management of increased presentation of mental health, drug and alcohol for both adults and young people
- Management of chronic care for patients
- An increasing patient population
- Sufficient numbers of appropriately skilled staff for the Forensic Hospital.

Justice Health POPULATION

The Corrective Services NSW (CSNSW) 2009 Inmate Census shows that the daily average number of inmates and detainees in the NSW correctional system was 10,368 in full-time custody.

Health service delivery in custodial settings is influenced by a range of factors, many of which are outside the control of the health sector. There is an acknowledged need for custodial systems that ensure safety and security of the inmate population. The model of health service delivery to inmates in NSW involves two separate organisations with responsibility for security and health care respectively. There is growing recognition nationally and internationally that this model provides the best outcomes for patient care. In NSW, Justice Health has established effective working relationships with NSW Juvenile Justice and CSNSW at all levels of both organisations to ensure the delivery of safe and effective health care. The quality of these relationships and the outcomes they deliver is demonstrated by the fact that the model of care in place in NSW continues to be replicated by both other jurisdictions within Australia as well as internationally.

ADULT INMATE PROFILE

People in custody generally have a poor health status characterised by general neglect, substance abuse and mental illness. Justice Health fulfils a valuable role in improving the health status of this group while also minimising the health consequences of incarceration on individuals, their families and the general community.

The window of opportunity for Justice Health to provide healthcare to individuals can be brief, with:

- 30% staying less than 6 months
- 16% staying 6 – 12 months
- 18% staying 1 – 2 years
- 36% longer than 2 years.

Furthermore, inmates rarely complete their entire sentence within the same correctional centre. There are approximately 165,000 inmate movements between correctional centres, police cells and courts annually, further challenging the continuity of healthcare.

The CSNSW 2009 Inmate Census shows the following:

- 92.3% of inmates are male
- 21.6% of male inmates and 29.4% of female inmates are Aboriginal and/or Torres Strait Islander, compared with just over 2% of the general community in NSW
- The incarceration rate of Indigenous offenders is 16 times higher than Non-Indigenous people.
The 2009 NSW Inmate Health Survey: Key Findings Report shows that the inmate population has the following characteristics:

Table 1: Key findings from 2009 NSW Inmate Health Survey

|                             | MALES | FEMALES |
|-----------------------------|-------|---------|
| % not finished year 10      | 49    | 39      |
| % unemployed in the six months prior to incarceration | 50    | 67      |
| % had a parent in prison    | 18    | 17      |
| % history of juvenile detention | 42    | 21      |
| % previously incarcerated   | 64    | 46      |
| % ever had asthma           | 26    | 40      |
| % ever had heart problems   | 19    | 24      |
| % current smokers           | 75    | 79      |
| % drank alcohol at risky levels in the year before prison | 62    | 38      |
| % ever had used drugs       | 86    | 78      |
| % ever had injected drugs   | 40    | 50      |
| % Hepatitis C positive      | 28    | 45      |
| % ever had mental health treatment | 47    | 54      |
| % ever had depression       | 33    | 45      |
| % ever attempted suicide    | 19    | 27      |
| % head injury resulting in unconsciousness | 52    | 35      |

THE JUVENILE JUSTICE SYSTEM

The Adolescent Health stream of Justice Health provides healthcare to a daily average of 4801 young people in Juvenile Justice Centres and the Juvenile Correctional Centre at Kariong. There are approximately 5,063 new admissions a year.

The Young People in Custody Health Survey 2009/10 identifies that young people in custody have the following characteristics:

- Identify as Aboriginal and/or Torres Strait Islander in custody (48%)
- IQ as extremely low and borderline (79 and under) (46%)
- Childhood abuse and trauma (60%)
- Parent ever in prison (45%)
- Ever placed in care before the age of 16 years (27%)
- Homeless prior to custody (6%)
- Average age left school (14.4 years).

Health of young people in custody:

- Mental health diagnosis (87%)
- Overweight or obese (42%)
- Abnormal ear canal – one or both (40%)
- Hepatitis C antibody positive (2%)
- Hepatitis B core antibody positive (2%)
- Decayed teeth (57%).

Juvenile offenders are predominantly aged between 10 and 17. Depending on the security and risk level of a detainee, they can be transferred into the adult correctional system when they turn 18 years old.

Juvenile clients commonly report experiences of neglect, physical, emotional or sexual abuse. This is particularly the case with young women. Many detainees report experiencing significant relationship problems in their families leading to periods of homelessness. A large number of detainees leave school before completing year 8. Due to their educational deficits and poor self-esteem, most have limited employment choices and report feeling powerless and socially isolated with many abusing alcohol and drugs.

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1 Source: Client Information Management System. Period 1st July 2009 – 30th June 2010
JUSTICE HEALTH VISION

International best practice health care for those in contact with the criminal justice system.

JUSTICE HEALTH GOALS

- Identify the health care needs of our client group
- Provide high quality clinically appropriate services, informed by best practice and applied research
- Make health care part of the rehabilitative endeavour
- Facilitate continuity of care to the community
- Develop an organisational culture that supports service delivery
- Promote fair access to health services
- Provide strong corporate and clinical governance
- To be an employer of choice.

JUSTICE HEALTH AREA HEALTH SERVICE PLAN 2010 AND BEYOND

The Justice Health Area Health Service Plan 2010 and Beyond has been developed to reflect the seven strategic directions of NSW Health and the goals of the NSW Government’s State Plan. This Plan will guide Justice Health through the many challenges facing the organisation in coming years.

The Area Health Service Plan 2010 and Beyond directs the growth and service provision for the future, allowing Justice Health to provide a world-class service with an important role in improving the health of many people in NSW. The successful carrying out of our duties is reliant upon partnerships with other agencies and the importance of these relationships has been reflected in the goals of the Plan.

To implement this Plan, Justice Health continues to make sound decisions as to the best use of the resources available from all funding sources. The Plan will be regularly reviewed and adjusted to reflect the allocation and re-allocation of resources to priority areas of health care.

The Area Health Service Plan uses NSW Health seven strategic directions to set out strategies and measures for achieving these directions. This document relates closely to the NSW Government’s State Plan priorities and puts forward initiatives for their successful implementation.

Justice Health is a key contributor to some of NSW Health’s priority areas detailed in the NSW Government State Plan. Justice Health is also a contributor to the State Plan propriety areas assigned to other agencies such as CSNSW and NSW Juvenile Justice.
### PERFORMANCE AGAINST NSW HEALTH STRATEGIC DIRECTIONS

| STRATEGIC DIRECTION 1 | STRATEGIC DIRECTION 2 | STRATEGIC DIRECTION 3 | STRATEGIC DIRECTION 4 |
|-----------------------|-----------------------|-----------------------|-----------------------|
| Make Prevention everyone’s business | Create better experiences for people using health services | Strengthen primary health care and continuing care in the community | Build regional and other partnerships for health |
| Expanded the Adolescent Health Community Integration Team to 7 more sites | The Community Integration Team has effectively increased participant’s access to health care in the community following release from custody | Trial of the Aboriginal Youth Health Access Workshop Program was trialled at Frank Baxter JIC and Kariong Juvenile Detention Centres. Program has been nominated as a finalist in the 2010 Aboriginal Health Awards | To compare performance and ensure Justice Health continues to deliver international best practice, Justice Health is leading a National Forensic Mental Health Benchmarking Program |
| To help prevent the impact of diabetes on young people, guidelines have been developed to better manage young people with diabetes in custody | Successful trial of Aboriginal Youth Health Access Workshop program which developed the health knowledge of patients and encouraged health seeking behaviour in custody and in the community | The Connections Project assessed 1,772 clients with 941 engaging in the project. A formal evaluation identified 90% of clients feeling better prepared to return to the community after engaging in the Connections Project | Reopened the Mum Shirl Unit at Silverwater Women’s Correctional Centre which has demonstrated success in providing integrated management programs between CSNSW and Justice Health. Due to better management and education provided through the Mum Shirl Unit, self harm statistics are now stable |
| Expanded the Statewide Clinical Risk Assessment and Management Training program for mental health clinicians in community and inpatient settings | Improved management of patients with chronic conditions through the establishment of a chronic care steering committee, development of a chronic care toolkit and 15 clinical pathways for managing chronic diseases | | |
| STRATEGIC DIRECTION 5 | STRATEGIC DIRECTION 6 | STRATEGIC DIRECTION 7 |
|-----------------------|-----------------------|-----------------------|
| Make smart choices about the costs and benefits of health services | Build a sustainable health workforce | Be ready for new risks and opportunities |
| Mental health services across correctional centres throughout the state underwent a comprehensive review to ensure more efficient resource utilisation | Justice Health has commenced a comprehensive organisation wide Culture Improvement Project to identify strategies and changes required to improve staff satisfaction and build a sustainable workforce | Expanded Adolescent Court and Community Team Community Consultation Clinic which provides forensic mental health and risk assessments for partner agencies Statewide |
| Improved health care utilisation through enhanced management of chronic disease and improved identification of patients at risk of chronic disease | The first Justice Health Aboriginal Mental Health Worker trainee successfully completed the traineeship program and now provides culturally appropriate mental health education and interventions to young people | The Justice Health Adolescent Court and Community Team court diversion program has expanded and now includes Sutherland Children's Court. This program is now operational across 7 sites |
| Operated within allocated budget for 2009/10 | The sustainability of the Forensic Hospital workforce is being supported by a comprehensive and extensive recruitment campaign | Successful management of the H1N1 Influenza 2009 (Human Swine Flu) pandemic |
| | | Local major health plans and local evacuation plans developed for all Justice Health sites |
| | | Released the 2009 Inmate Health Survey providing a comprehensive description of prisoner health |
CORPORATE AND CLINICAL GOVERNANCE STATEMENT

ESTABLISH ROBUST GOVERNANCE AND OVERSIGHT FRAMEWORKS

ROLE AND FUNCTION OF THE BOARD

The Board carries out its functions, responsibilities and obligations in accordance with the Health Services Act 1997 and the determination of function for the organisation as approved by the Minister for Health.

The Board has in place practices that ensure that the primary governing responsibilities of the Board are fulfilled in relation to:

1. Ensuring clinical governance responsibilities are clearly allocated and understood
2. Setting the strategic direction for the organisation and its services
3. Monitoring financial and service delivery performance
4. Maintaining high standards of professional and ethical conduct
5. Involving stakeholders in decisions that affect them
6. Establishing sound audit and risk management practices.

BOARD MEMBERSHIP

For the 2009/10 financial year the Board consisted of a Chair, ten members appointed by the Minister for Health and the Chief Executive as an Ex-Officio member.

Hon Patricia Staunton AM, Chairperson from 25th January 2010
LL.B, M.Crim, RN, RM
Appointed to 24/1/2014
Attended 3/3 meetings

Ms Staunton is a former Deputy President and Judicial Member of the Industrial Relations Commission of NSW and was Chief Magistrate of the Local Courts of NSW from 1999 to 2002, having been appointed a magistrate in 1997. From 1995 -1997 Ms Staunton was elected to the NSW Legislative Council. She is a Registered Nurse and Midwife with post registration qualifications in intensive care nursing. In 1995 Ms Staunton was awarded the Order of Australia for services to Nursing.

Mr Neil Wykes, Chairperson to 24th January 2010
B. Comm. FCA, ACIS, OAM
Appointed to 30/06/2014
Attended 6/6 meetings

Mr Wykes was a Senior Partner with Ernst & Young, has served as Audit Partner and Advisor to a wide range of public and private health care organisations for many years and is President of the Accounting Foundation at Sydney University. Mr Wykes was awarded with a Medal of the Order of Australia in the 2007 Queen’s Birthday Honours List, for service to the community through organisations concerned with the health care of people in the criminal justice system, to the accountancy profession and to charitable organisations. Mr Wykes was Chair of the Finance and Performance Committee and Chair of the Centre for Health Research in Criminal Justice Board.

Chief Executive
Ms Julie Babineau
BSc. M.S.W

Attended 5/5 meetings (Mr David Gates, Acting Chief Executive, attended 1/1 meeting in Ms Babineau’s absence)

Julie Babineau has extensive international, Commonwealth and State Senior Executive Management experience. Julie was selected to represent Canada on an International Executive program in 1996, leaving the position of CEO for the Atlantic region of Veterans Affairs. While in Australia, she worked in the position of Director, Health Care and Services at the Sydney office of the Commonwealth Department of Veteran’s Affairs. Prior to joining Corrections Health Service on secondment in 2002, Julie was the Assistant Director of the Drug Programs Bureau at NSW Health. Julie was appointed as Director of Corporate Services and Finance at Corrections Health in June 2003 and was Acting CEO for a seven month period commencing December 2003. In February 2005 Julie was appointed Deputy Chief Executive, Justice Health. Julie has been acting in the Chief Executive role since July 2007 and was appointed to the position substantively in mid-January 2008.

Dr Kerry Chant
MBBS FAFPHM MHA MPH

Appointed to 31/07/2012
Attended 3/6 meetings

Dr Kerry Chant is the Deputy Director General Population Health & Chief Health Officer, NSW Health. Dr Chant is a Public Health physician who is currently the Deputy Director-General, Population Health and Chief Health Officer at NSW Health. Prior to this Dr Chant was Director, Health Protection and Deputy Chief Health Officer. Dr Chant has extensive public health experience in NSW, having held a range of senior positions in NSW public health units since 1991. Dr Chant has a particular interest in communicable diseases and Indigenous health. Dr Chant is Chair of the Medical and Dental Appointments Advisory Committee.
Ms Michelle Eason,
BSci(Nursing), Masters of Nursing (Mental Health)
Appointed to 30/06/2014
Attended 5/6 meetings

Ms Eason has been employed by Justice Health as a registered nurse since 1997 and has worked in all wards of Long Bay Hospital as a Mental Health nurse. She is the lead facilitator for the Clinical Excellence Commission Clinical Leadership program and has been the Clinical Nurse Consultant (CNC) in Mental Health, Long Bay Hospital since 2003. In 2009 Ms Eason was appointed to the position of Manager Mental Health Nursing in the Forensic Hospital. Ms Eason’s role aims to ensure patients in contact with mental health services at Justice Health have access to the best possible evidence based care.

A/Professor Sandra Egger
B Psych (Hons), BLegS, Ph.D.
Appointed to 30/06/2014
Attended 5/6 meetings

A/Prof. Egger is an Associate Professor in Law at the University of NSW, and specialises in criminal law. She has a longstanding interest in the NSW criminal justice system, having worked for 10 years in the NSW Government in the field of criminal justice research and policy prior to joining the University. A/Prof. Egger is a member of several high level bodies and major government consultancies in the field of criminal justice and has conducted a great deal of research in this area. Health-related research includes examination of the factors associated with removal from parents amongst indigenous prisoners, contribution to the Commonwealth Department of Health research program on alcohol and violence and research into AIDS in correctional centres. A/Prof. Egger is Chair of the Human Research & Ethics Committee.

Mr Luke Grant
MSc.
Appointed to 30/06/2014
Attended 4/6 meetings

Mr Grant has held a number of positions within the Corrective Services NSW since 1992, including offender education, classification and case management. In December 2000, Mr Grant became Assistant Commissioner Inmate Management, this position being retitled Assistant Commissioner Offender Management in 2006. Mr Grant is responsible for the development and delivery of offender services and programs in custody and in the community, including inmate employment and the operations of Corrective Services Industries. Mr Grant is a member of the Corrective Services NSW Board of Management and Chairperson of the Department’s Ethics Committee.

Ms Shireen Malamoo
Appointed to 31/07/2012
Attended 6/6 meetings

Ms Malamoo has been involved in Aboriginal Affairs for more than 20 years, particularly in Northern Queensland, and was formerly Chairperson of the Aboriginal Media Association, Aboriginal Legal Service, and the Aboriginal Medical Service (Townsville), as well as being Commissioner of Queensland’s Aboriginal and Torres Strait Island Commission from 1990 to 1993. Ms Malamoo was previously a member of the NSW Parole Board and Juvenile Justice Parole Board and is currently a Director of the Aboriginal Medical Service – Redfern and the Institute of Eye Research Ethics Committee.

Mr Peter Muir
Appointed to 9/11/2012
Attended 4/6 meetings

Peter Muir was appointed to the position of Chief Executive of Juvenile Justice in 2008. Peter joined the Department of Youth and Community Services in 1979 and has worked as a District Officer and as a program officer in Family and Community Services, Substitute Care and Juvenile Justice. Peter was the Deputy Director General (Operations) from 1999 after serving as an Area Manager and Regional Director. Peter has 30 years experience in human services, juvenile justice, child protection, youth accommodation and children’s services. He has held positions in rural, regional and metropolitan settings.

Ms Thea Rosenbaum
LLB, ATCL, MBA, MAICD, FCIS
Appointed to 31/07/2012
Attended 6/6 meetings

Ms Rosenbaum is the Secretary of the Australian Prudential Regulation Authority and has had extensive experience in the public sector. Ms Rosenbaum is Chair of the Justice Health Quality Council and Chair of the Consumer and Community Group. Ms Rosenbaum also assumed the role of the Chair of the Audit and Risk Management Committee for part of the year.

Mr Michael Taylor
Appointed to 30/06/2010
Attended 5/6 meetings

Mr Taylor worked as the Associate Director of NSW Health’s Centre for Aboriginal Health. Mr Taylor has extensive experience in Aboriginal health and public sector management at both a Commonwealth and State level.

AUTHORITY AND ROLE OF SENIOR MANAGEMENT

All financial and administrative authorities that have been delegated by a formal resolution of the Board to the senior management of the organisation are formally documented within
CORPORATE AND CLINICAL GOVERNANCE STATEMENT

REGULATORY RESPONSIBILITIES AND COMPLIANCE
The Board is responsible for and has mechanisms in place to ensure that relevant statutory legislation is adhered to within all facilities and units of the organisation, including statutory reporting requirements.

The Board also has a mechanism in place to gain reasonable assurance that the organisation complies with the requirements of all relevant government policies and NSW Health policy directives and policy and procedure manuals as issued by NSW Health.

ENSURE CLINICAL GOVERNANCE RESPONSIBILITIES ARE CLEARLY ALLOCATED AND UNDERSTOOD
The Board has in place systems and activities for measuring and routinely reporting on the safety and quality of care provided to the communities it serves. These systems and activities reflect the principles, performance and reporting guidelines as detailed in NSW Health policy directive PD2005_608 Patient Safety and Clinical Quality Program.

A Medical and Dental Appointments Advisory Committee is established to review the appointment or proposed appointment of all visiting practitioners and specialists. The Credentials Subcommittee provides advice to the Medical and Dental Appointment Advisory Committee on all matters concerning the clinical privileges of visiting practitioners or staff specialists.

The Board is responsible for, and has a mechanism in place to ensure, that the relevant registration authority is informed where there are reasonable grounds to suspect professional misconduct or unsatisfactory professional conduct by visiting practitioners and specialists employed by the organisation.

SET THE STRATEGIC DIRECTION FOR THE ORGANISATION AND ITS SERVICES
The Board has in place a process for the effective planning and delivery of its services to the communities and individuals served by the organisation. This process includes setting a strategic direction for both the organisation and the services it provides.

Organisational wide planning processes and documentation is also in place, with a 3 to 5 year horizon, covering:

(a) Asset management
(b) Information management and technology
(c) Research and teaching
(d) Workforce development.

ROLE OF THE BOARD IN RELATION TO FINANCIAL DELIVERY PERFORMANCE

MONITOR FINANCIAL AND SERVICE DELIVERY PERFORMANCE

The Board is responsible for ensuring that the organisation complies with the NSW Health Accounts and Audit Determination and the annual NSW Health budget allocation advice.

The Board is responsible for ensuring that the financial and performance reports it receives and those submitted to its Finance and Performance Committee and NSW Health are accurate and that relevant internal controls for the organisation are in place. To this end, the Board certifies that:

• The financial reports submitted to the Finance & Performance Committee and NSW Health represent a true and fair view, in all material respects, of the organisation’s financial condition and the operational results are in accordance with the relevant accounting standards
• The recurrent budget allocations in the financial year reconcile to those allocations distributed to organisation units and cost centres
• Overall financial performance is monitored and reported to the Finance and Performance Committee of the organisation
• Information reported in the NSW Health monthly reports reconciles to and is consistent with reports to the Finance and Performance Committee
• All relevant financial controls are in place
• Creditor levels comply with NSW Health requirements
• Write-off of debtors have been approved by duly authorised delegated officers
• The public health organisation general fund has not exceeded the NSW Health approved net cost of services allocation
• The Executive Director Financial Operations has reviewed the internal liquidity management controls and practices and they comply with NSW Health requirements.
PERFORMANCE AGREEMENTS
Written performance agreements were in place during the financial year between the organisation and the Director-General, NSW Health; the Board and the Chief Executive; and all Health Executive Service members employed within the organisation.

The Board has mechanisms in place to monitor the progress of matters contained within the performance agreement between the Board and the Director-General of NSW Health and to regularly review performance against agreements between the Board and the Chief Executive.

THE FINANCE AND PERFORMANCE COMMITTEE
The Board has established a Finance and Performance Committee to assist the Board and the Chief Executive ensure that the operating funds, capital works funds and service outputs required of the organisation are being managed in an appropriate and efficient manner.

The Finance and Performance Committee is chaired by Board member Mr Neil Wykes and comprises the Executive Director Financial Operations, Executive Director Clinical and Nursing Services, Executive Director Adolescent Health, Drug & Alcohol and Mental Health, Executive Director Finance, Corrective Services NSW, Director Workforce and Manager Finance.

The Chief Executive is also a member and attends all meetings of the Finance and Performance Committee unless on approved leave.

The Finance and Performance Committee receives monthly reports that include:
- Financial performance of each major cost centre
- Liquidity performance
- Activity performance against indicators and targets in the Performance Agreement for the organisation
- Advice on the achievement of strategic priorities identified in the Performance Agreement for the organisation
- Year to date and end of year projections on capital works and private sector initiatives.

Letters to management from the Auditor-General, Minister for Health and NSW Health relating to significant financial and performance matters are tabled at the Finance and Performance Committee.

MAINTAIN HIGH STANDARDS OF PROFESSIONAL AND ETHICAL CONDUCT
The Board has adopted the NSW Health Code of Conduct to guide all staff and contractors in ethical conduct. The Code of Conduct is distributed to all new staff and is included on the agenda of all staff induction programs. The Board has systems and processes in place to ensure the Code is periodically reinforced for all existing staff. Ethics education is also part of the organisation’s learning and development strategy.

The Chief Executive, as the principal officer for the organisation, has reported all cases of corrupt conduct, where there is a reasonable belief that corrupt conduct has occurred, to the Independent Commission Against Corruption, and has provided a report to NSW Health on any cases with serious NSW Health wide implications, that is where they involve innovative (not encountered previously) corrupt conduct that should be brought to the attention of other health organisations.

INVOLVE STAKEHOLDERS IN DECISIONS THAT AFFECT THEM
The Board is responsible for ensuring that the rights and interests of its key stakeholders are incorporated into the plans of the organisation and that they are provided access to balanced and understandable information about the organisation and its proposals.

Consumer participation within Justice Health is provided by a number of means, including the Consumer & Community Group and local Inmate Development Committees at individual correctional centres.

The Consumer & Community Group is a sub-committee of the Justice Health Quality Council and aims to provide a forum where consumer and community representatives can interface with Justice Health in addressing issues that relate to the provision of health services to adult and juvenile offenders. The group seeks to empower inmates and detainees by seeking their feedback and provide an effective forum for consumer participation.

The Group has representatives from prisoner support and advocacy organisations, Justice Health, and direct consumers of Justice Health services, including people in custody and in the community, with participation facilitated via teleconference.

The Consumer & Community Group receives feedback about healthcare issues and concerns through the Consumer & Community Group Feedback Form, provided to the Chairperson of each Inmate Development Committee (IDC) at all correctional centres following each bi-monthly Consumer & Community Group meeting. Issues or concerns raised via the feedback forms are addressed at the local level by the Nursing Unit Manager or escalated to the Client Liaison Officer for follow-up and resolution.
Members of the Consumer & Community Group participate in policy development and review and in practice improvement activities through the Consumer & Community Group priorities management framework.

Information on the key policies, plans and initiatives of the organisation and information on how to participate in their development are available to staff and to the public at http://www.justicehealth.nsw.gov.au

ESTABLISH SOUND AUDIT AND RISK MANAGEMENT PRACTICES

ROLE OF THE BOARD IN RELATION TO AUDIT AND RISK MANAGEMENT

The Board is responsible for supervising and monitoring risk management by the organisation and its facilities and units, including the organisation’s system of internal control. The Board receives and considers all reports of the External and Internal Auditors for the organisation, and, through the Audit and Risk Management Committee, ensures that audit recommendations and recommendations from other related external review bodies are implemented.

The organisation has a current risk management plan. The plan covers all known risk areas including:

(a) Leadership and management
(b) Clinical care
(c) Health of population
(d) Finance (including fraud prevention)
(e) Information Management
(f) Workforce
(g) Security and safety
(h) Facilities and asset management
(i) Emergency and disaster planning
(j) Community expectations.

AUDIT AND RISK MANAGEMENT COMMITTEE

The Board has established an Audit and Risk Management Committee, with the following core responsibilities:

- To assess and enhance the organisation’s corporate governance, including its systems of internal control, ethical conduct and probity, risk management, management information and internal audit
- To ensure that appropriate procedures and controls are in place to provide reliability in the organisation’s financial reporting, safeguarding of assets and compliance with the organisation’s responsibilities, regulatory requirements, policies and procedures
- To oversee and enhance the quality and effectiveness of the organisation’s internal audit function, providing a structured reporting line for the Internal Auditor and facilitating the maintenance of their independence
- Through the internal audit function, to assist the Board to deliver the organisation’s outputs efficiently, effectively and economically, so as to obtain best value for money and to optimise organisational performance in terms of quality, quantity and timeliness
- To maintain a strong and candid relationship with external audit, facilitating to the extent practicable, an integrated internal and external audit process that optimises benefits to the organisation.

The Audit and Risk Management Committee comprises three members, including two persons who are not employees or contracted to provide services to the organisation.

As at June 30, 2010 the Chairperson of the Audit and Risk Management Committee was Board member Ms Thea Rosenbaum who is one of the independent members of the committee. The Chairperson of the committee has right of access to the Director-General of NSW Health. The other members of the committee are Mr Neil Wykes (independent member) and Ms Julie Babineau (Chief Executive). The Audit and Risk Management Committee met on five occasions during the financial year.
The Justice Health Board has a committee structure in accordance with Area Health Services Model By-laws. These committees meet regularly and are chaired by the Board members.

**JUSTICE HEALTH BOARD**

**Major achievements**
- In 2010 the Justice Health Board welcomed its new Chair, the Hon Patricia Staunton AM. The Board expressed gratitude to Mr Neil Wykes for his role as Acting Chair since December 2007.
- Monitored progress of Justice Health’s implementation of Caring Together: The Health Action Plan.
- Participated in the Performance Review by the Director-General, NSW Health.
- Visited Cobham Juvenile Justice Centre and Goulburn Correctional Centre and met with staff, CSNSW and NSW Juvenile Justice management teams and consumers to discuss their health care.

**QUALITY COUNCIL**

The Quality Council is chaired by Ms Thea Rosenbaum and meets bimonthly.

**Major achievements**
- Monitored Justice Health’s progress in relation to conditional accreditation.
- Commenced a review of the Quality Council’s oversight of activity across the six dimensions and five cross-dimensions of the NSW Health Framework for Managing the Quality of Health Services in New South Wales.
- Received the Clinical Excellence Commission report following the verification audit of the 2008 Quality Systems Assessment.
- Reviewed processes in place to manage medication and aggression incidents across Justice Health.

**AUDIT AND RISK MANAGEMENT COMMITTEE**

The Audit and Risk Management Committee was chaired by Ms Thea Rosenbaum and met five times.

**Major achievements**
- Implemented the requirements of the new policy directive for Audit and Risk Management Committees, including the creation of a committee charter, annual planner and the appointment of two independent members pre-qualified by NSW Government.
- Welcome Ms Thea Rosenbaum as Chair of the Committee.
- Completed all outstanding actions from earlier internal audit programs.
- Monitored progress on audits from 2008 – 2011 audit plan and endorsed a revised audit plan for 2010/11.
- Signed off on 2009/10 annual accounts.
- Endorsed proposed corruption prevention improvement program.

**FINANCE AND PERFORMANCE COMMITTEE**

The Finance and Performance Committee was chaired by Mr Neil Wykes and meets monthly.

**Major achievements**
- Met the Net Cost of Service (NCoS) budget for the 2009/10 financial year, with final results showing a favourable NCoS variance to budget of 1.4%.
- Monthly review of financial performance across key financial indicators.
- Promoted improvement to review of key activity indicators relating to Health Support Services and NAPOOS.
- Review and monitoring of workers compensation claims.
- Regular review of Inpatient Statistics and NAPOOS activity data.
- Monthly review of relevant activities with CSNSW and NSW Juvenile Justice.
- Monthly review of issues relating to the build-up of activities at the Forensic Hospital, and financial reporting of the PPP transaction.
- Review and oversight of activities relating to the organisation’s transition of administration systems over to Health Support Services including implementation of the Supero Payroll and ProAct Rostering systems.
- Oversight of administration system upgrades including the implementation of an electronic requisition system interfaced with the Oracle Purchase Order system.
- Standardisation of the monthly reporting process to utilise Oracle General Ledger system.

**CONSUMER AND COMMUNITY GROUP**

The Consumer and Community Group is chaired by Ms Thea Rosenbaum and meets bimonthly. The Consumer and Community Group is a sub-committee of the Justice Health Quality Council.

**Major achievements**
- Welcome new consumer representatives for women and young people.
- Welcome the NSW Consumer Advisory Group – Mental Health Inc. to the Group.
- Issued a call for Expressions of Interest for a representative of Aboriginal and Torres Strait Islanders.
• Addressed priorities in relation to mental health and release management, through the Group’s priority framework for the Consumer and Community Group
• Monitored patient feedback through oversight of complaints management and feedback from Inmate Development Committees.

HUMAN RESEARCH AND ETHICS COMMITTEE

The Human Research and Ethics Committee is chaired by Associate Professor Sandra Egger and meets five times a year. The Committee also considers proposals out of session when needed.

Major achievements
• Considered 24 ethics applications from 1 July 2009 to 30 June 2010
• Development of annual report template for accepted research projects
• Implementation of NSW Health standardised web-based database (AU RED) to maintain the register of ethics applications
• Continued inmate representation on the committee
• Maintained a detailed ethics committee website.

MEDICAL AND DENTAL APPOINTMENTS ADVISORY COMMITTEE

The Medical and Dental Appointments Advisory Council is chaired by Dr Kerry Chant and meets 6 times a year.

Major achievements
• 46 Medical and Dental appointments reviewed and approved by the Medical and Dental Appointments Advisory Council for the period 1 July 2009 to 30 June 2010
• Credentialing & Clinical Privileges Sub-Committee and Medical & Dental Appointment Advisory Council terms of reference revised in line with draft corporate governance compendium
• Negotiations commenced regarding cross-area credentialing.

CENTRE FOR HEALTH RESEARCH IN CRIMINAL JUSTICE BOARD

The Centre for Health Research in Criminal Justice Board is chaired by Mr Neil Wykes and meets approximately four times a year. The Board assists with advising the Centre regarding the strategic direction of research in relation to the criminal justice system.

Major achievement
• Supported and oversighted the development of a CHRCJ Strategic Plan and research governance framework.
## SELECTED ACTIVITY LEVELS

The services provided by Justice Health are primarily provided in a non-admitted context. Justice Health is one of the largest reporters of Non-Admitted Occasions of Services (NAPOOS) data in NSW. Justice Health activity represents 14% of all NAPOOS data reported to NSW Health. The opening of the Forensic Hospital has resulted in an increase in Justice Health’s capacity to provide psychiatric care to patients in an inpatient/admitted environment. In the 2009/10 period, monthly Psychiatric Acute Care (Institution Type K) available bed days increased by 23% whilst Psychiatric Rehabilitation (Institution Type R) available bed days increased by 59%. Further details of selected activity levels for Justice Health are presented below.

| ACTIVITY 2009/10 | Available beds | Separations | Planned % | Same day | Same day Sep% | Total bed days | ALOS | Daily average of patients | Available bed days | Occupancy rate | Acute bed days | Acute overnight bed days | NAPOOS |
|------------------|----------------|-------------|-----------|----------|--------------|----------------|------|------------------------|------------------|---------------|----------------|--------------------------|--------|
| Institution type O | 96             | 1,606       | 0         | 99       | 18,224       | 11.35          | 50   | 34,936                 | 18,224           | 52.16%         | 18,224        | 18,224                   | 3,597,300 |
| Institution type K | 114            | 701         | 0         | 6        | 37,048       | 52.85          | 102  | 41,560                 | 37,048           | 89.14%         | 37,048        | 37,048                   | 0      |
| Institution type R | 58             | 14          | 0         | 0        | 20,952       | 1,496.57       | 57   | 21,236                 | 98.66%           | 98.66%         | 0             | 0                         | 0      |
| Total             | 268            | 2,321       | 0         | 105      | 76,224       | 32.84          | 209  | 97,732                 | 77.99%           | 55,272        | 55,272        | 55,272                   | 3,597,300 |

| ACTIVITY 2008/09 | Available beds | Separations | Planned % | Same day | Same day Sep% | Total bed days | ALOS | Daily average of patients | Available bed days | Occupancy rate | Acute bed days | Acute overnight bed days | NAPOOS |
|------------------|----------------|-------------|-----------|----------|--------------|----------------|------|------------------------|------------------|---------------|----------------|--------------------------|--------|
| Institution type O | 73             | 2,013       | 0         | 160      | 17,610       | 8.75           | 48   | 26,590                 | 17,610           | 66.25%         | 17,610        | 17,450                   | 3,652,619 |
| Institution type K | 93             | 713         | 0         | 5        | 30,738       | 43.11          | 84   | 33,797                 | 90.95%           | 30,738        | 30,733        | 0                         | 0      |
| Institution type R | 36             | 37          | 0         | 0        | 12,960       | 350.27         | 35   | 13,319                 | 97.30%           | 0             | 0             | 0                         | 0      |
| Total             | 202            | 2,763       | 0         | 165      | 61,308       | 22.19          | 168  | 73,706                 | 83.13%           | 48,348        | 48,183        | 48,183                   | 3,652,619 |

| VARIANCE 2008/09 TO 2009/10 | Available beds | Separations | Planned % | Same day | Same day Sep% | Total bed days | ALOS | Daily average of patients | Available bed days | Occupancy rate | Acute bed days | Acute overnight bed days | NAPOOS |
|-----------------------------|----------------|-------------|-----------|----------|--------------|----------------|------|------------------------|------------------|---------------|----------------|--------------------------|--------|
| Institution type O          | 31%            | -20%        | 0%        | -38%     | -22%         | 3%             | 30%  | 4%                    | 31%              | -21%          | 3%             | 4%                        | -2%    |
| Institution type K          | 23%            | -2%         | 0%        | 20%      | 22%          | 23%            | 21%  | 23%                    | 2%               | 21%           | 21%            | 0%                        | 0%     |
| Institution type R          | 59%            | -62%        | 0%        | 0%       | 0%           | 62%            | 327% | 62%                    | 59%              | 1%            | 0%             | 0%                        | 0%     |
| Total                       | 114%           | -84%        | 0%        | -18%     | 0%           | 86%            | 380% | 87%                    | 114%             | -22%          | 24%            | 25%                       | -2%    |

Source: Inpatient Activity - Vax DoHRS, NAPOOS - WebDoHRS
Prepared by: Information Management
Date: 02/09/10

### Notes to selected activity levels

- The inpatient activity excludes all CSNSW Boarder episodes
- Available beds are calculated by dividing Available bed days by 365. Available bed days excludes the bed days occupied by DCS Boarders
- Institution O includes MSU, ACRU, Silverwater Women’s, Bathurst, Grafton, Dillwynia, Parklea and Drug Court Unit
- Institution K includes E Ward, F Ward, G Ward, Silverwater Women’s MHSU, MRRC MHSU, Austinmer, Bronte Womens and Bronte Adolescent
- Institution R includes Clovelly and Dee Why Unit
The Directorate has a matrix management structure that facilitates cooperative efforts between service areas to implement and coordinate strategic directions. The Directorate consists of the following service areas which are led by senior managers and clinicians who undertake service planning and determine clinical service requirements:

1. Adult Clinical and Nursing Operations
2. Primary Health & Women’s Health
3. Aboriginal Health
4. Population Health
5. Medical Administration
6. Practice Development
7. Pharmacy.

The majority of health care provided is in the ambulatory setting with a comprehensive health assessment conducted on every person entering custody. Clinical and Nursing Services interface closely with other clinical speciality areas to provide health care to meet the needs of our disadvantaged population. The priorities for Justice Health are to ensure the patient’s immediate or acute health needs are met and to ensure that they remain safe and free from harm. The reception triage process is undertaken on all of the patients entering the NSW correctional system. The health assessment is conducted in three stages:

1. Triage: all patients undergo a process to determine any immediate or acute health needs
2. Screen: all patients have a risk assessment undertaken to determine if they are at risk of harming themselves, being harmed by others or at risk of transmission of infectious diseases
3. Comprehensive health assessment: any immediate health care needs are stabilised and appropriate health care referrals are made. This is a more detailed assessment that involves additional screening of targeted patients and the development of a management plan for their care.

Major achievements

- A comprehensive review and the development of new assessment tools occurred to facilitate a comprehensive health assessment process. The first assessment commences with triage screen at the police cells complex and a reception screening assessment at reception centres. Further assessment is undertaken for those patients identified at risk of developing or currently having a diagnosed acute or chronic condition.

- Implementation of the self-medication program which aims to develop more patient focussed, primary care based pharmacy services. Services are based on clinical need, support and promote self-care. In 2009/10, 1,016 patients participated in the self-medication program. Since May 2009, over 1,800 patients have been risk assessed for inclusion onto this successful program.

**Essentials of Care**

The Essentials of Care (EoC) program, sponsored by NSW Health, has provided Justice Health with an opportunity to improve patient care.

EoC is a care improvement and evaluation framework that focuses on the ‘essential’ components of care, seeking to promote participation of local clinicians in recognising the effectiveness of the care they deliver and encouraging ongoing practice development. The framework follows a two year cycle that includes six phases; preparation, assessment, analysis, action planning, implementation and evaluation.

The implementation of EoC in Justice Health has occurred progressively throughout 2009/10. Three centres are commencing the assessment phase and they include Mid North Coast, Clovelly Unit in the Forensic Hospital and Tamworth. As the evaluation framework requires adaptation to reflect the ‘essentials of care’ within the context of the Justice Health setting, these centres require intensive support from skilled facilitators who have specific knowledge of the EoC framework and practice development methodologies.

Five centres are progressing through the preparation phase (Goulburn, Juniperina, Long Bay Hospital Aged Care Unit, Lithgow and Kirkconnell). These centres have had staff attend facilitation workshops, preparing them to facilitate values clarification exercises and stakeholder analysis.

A number of centres are in the pre-preparation phase (Wellington, Frank Baxter/Karioing, Berrima, Dillwynia and St Heliers). Other centres (Silverwater Women’s, MRRC, Silverwater works release, Cessnock and the Forensic Hospital) have been identified as centres that would benefit from a customised approach, appreciative of the work already undertaken or the specific context of the centre.

EoC provides a framework for bringing all stakeholders together in determining the essentials of care, evaluating the quality of that care, identifying opportunities for improvement, actioning those opportunities and celebrating excellence.
Adult Clinical and Nursing Operations (ACNO) is the operational arm of the Clinical and Nursing Services Directorate. ACNO facilitates the development of best practice principles for clinical activities to ensure optimal clinical care with minimal risk. This includes benchmarking and auditing service delivery and undertaking a range of quality improvement initiatives to ensure best practice.

The ACNO provides operational management of all adult male correctional centres, periodic detention centres, police cells and court complexes where nursing staff are located.

**Major achievements**

- Initiated clinical redesign around the review of medical holds and major stakeholder and coordination of the health classification project
- Contributed to enhancing nursing staff skills as they pertain specifically to working within a custodial setting
- Continued as a key stakeholder in the industrial consultation and negotiation around the confirmation and introduction of a staff profile for the Forensic Hospital
- Coordinated the employment of Clinical Support Officers across Justice Health.

Primary Health staff deliver services in the ambulatory care, outpatient and inpatient settings within Justice Health facilities. The aim of Primary Health interventions is to identify and manage acute and chronic conditions. This is achieved through various means, including:

- Clinical pathways for chronic disease management
- Referral to specialist health services both within and outside Justice Health
- Implementation of health policy and programs in relation to special needs groups.

Primary health care services are provided in most rural, remote and metropolitan correctional centres and inpatient facilities. These services are provided by:

- General Practitioners
- Visiting Specialists and Registrars
- Clinical Nurse Consultants
- Registered Nurses
- Dentists, Dental Assistants and Dental Therapists
- Radiographers and an Ultrasonographer
- Physiotherapists.

**Major achievements**

- Developed a chronic care toolkit and 15 clinical pathways for chronic disease management. Regular Clinical Nurse Consultant chronic care consultation clinics conducted
- Expansion of ultrasound services to hepatitis clinics at Goulburn and Lithgow health centres
- Mild head injury advice pamphlet designed and distributed to all health centers for patient education
- Screened 609 patients for renal disease
- Introduced multidisciplinary case discussions in health centers
- Role out of automatic external defibrillators to all adult correctional centers and police cells.

The Justice Health Population Health stream differs considerably to the functions of public/population health units within other Area Health Services. The Justice Health Population Health stream has responsibility for the delivery of specialised clinical services across the state. These services reflect those of specialist HIV, hepatitis, sexual health and harm minimisation services in the general community. Clinical services encompass screening for, and management of, both blood borne and sexually transmissible infections, and the co-ordination of specialist hepatitis and immunology services. Clinical service provision includes co-ordinating the management of patients who report sexual assault.

The Population Health stream provides services aligned with public health units in the community. It also provides population-focused health improvement initiatives that are specific to the NSW correctional and juvenile justice environments. These include health protection, disease prevention including surveillance, infection control, immunisation, communicable diseases outbreak management and environmental health.

**Major achievements**

- Continued to develop the nurse-led model of care for hepatitis C treatment
- Improved information exchange for patients entering and exiting custody on hepatitis C treatment
- Successful management of the H1N1 Influenza 09 (Human Swine Flu) pandemic
- Vaccinated 3,603 patients against hepatitis B
- Successful participation in the Australian Better Health Initiative ‘Measure Up’ campaign.
WOMEN’S HEALTH

The Women’s Health stream incorporates the activities of all Justice Health clinical programs, to provide women in contact with the NSW criminal justice system with comprehensive health services. The Women’s Health stream is responsible for the overall strategic planning of women’s health services statewide, as well as the operational management of health services at the four major adult women’s correctional centres.

The key issues highlighted in the NSW Health Women’s Health Outcomes Framework include mental health, domestic violence, physical activity, smoking and pregnancy. These issues represent key focus areas for Justice Health, especially pregnancy care for women in custody.

Major achievements

• Implementation and consolidation of the Midwife Educator role. The Educator is accountable for antenatal and postnatal education for women and as a resource for nursing staff working within the female correctional centres. This has ensured consistency of practice across the setting in the management of pregnant and postnatal women.

• Introduction of the high risk pregnancy clinic which runs fortnightly at Dillwynia Correctional Centre which ensures there is a review of all pregnant women at the Emu Plains and Dillwynia sites. This is now an established service which has demonstrated good clinical outcomes for both mother and baby.

• The Mum Shirl Unit reopened at Silverwater Women’s Correctional Centre in 2009 and has demonstrated success in providing integrated programs between CSNSW and Justice Health. Due to better management and education provided through the Mum Shirl Unit, self harm statistics are now stable.

ABORIGINAL HEALTH

Improving the health of Aboriginal and/or Torres Strait Islander people in contact with the criminal justice system is a high priority within Justice Health. This is achieved by making services responsive to the needs of Aboriginal people through the development of key Aboriginal health related policies, programs, projects and strategies. This is consistent with NSW and Commonwealth policy, planning and directives and is fundamental for ensuring that Aboriginal people have access to a choice of appropriate and effective health care.

The principal responsibility of the Aboriginal Health unit is to establish, manage, monitor and evaluate existing and enhanced health service provision for Aboriginal people in custody both in NSW correctional centres and juvenile justice centres. To ensure that Aboriginal patients have access to the full range of services expected in the custodial environment, existing health care services and programs are provided through collaborative partnerships between Justice Health, Aboriginal Community Controlled Health Services (NSW and ACT) and Area Health Services.

Major achievements

• Aboriginal chronic care program is fully operational in 16 facilities (14 adult and 2 juvenile) with 50% of Aboriginal people having access to the program

• Aboriginal ‘Acknowledgement of Country’ signage, Aboriginal artwork, flags, Nations maps, ‘Respect and identification’ posters displayed in health centres as a measure to improve access for Aboriginal patients

• Ongoing implementation of the Aboriginal Historical Awareness Workshops for Justice Health staff.
The Aboriginal Court Diversion & Bail Support Project

Justice Health conducted a project to identify reasons for the high rates of adult Aboriginal people where bail is refused and they are remanded into custody for local court matters. Bathurst, Dubbo and Wellington areas were selected to pilot this project. The project clearly identified factors contributing to Aboriginal defendants not meeting and/or maintaining bail conditions and barriers in accessing health and support services.

The second phase of the project included development of a holistic, community-based court diversion and bail support project to improve access to health and support for Aboriginal people in contact with the criminal justice system (attending local court, on remand or on bail) and significant family members. The program aims to break the cycle of crime and poor health by improving access and culturally competent treatment for drug and alcohol use, mental health issues, housing and improve employment skills through a tailored program.

If funding can be secured, the program will be the first Aboriginal specific court diversion program to operate in NSW and will include an Aboriginal workforce, work in partnership with local communities as well as health and allied services to improve health and build community capacity.

MEDICAL DIRECTOR

The Medical Director is responsible for the professional leadership of the medical staff in Justice Health, particularly in the areas of medical administration, clinical service delivery, best practice, quality and peer review. The Medical Director assists the service directors in medical workforce development including recruitment and retention. The Medical Director, together with the Governance Unit, ensures appropriate credentialing and clinical privileging of medical staff across the organisation, through the Medical and Dental Appointments Advisory Committee and also through close involvement with medical issues relating to patient safety, incidents, complaints and medico-legal matters.

Major achievements

Development and implementation of:

- Performance management systems for medical staff
- VMO profile
- Medical Officers’ orientation handbooks for each medical speciality
- Procedures for medical student placements, with the first two students from UNSW having undertaken clinical placements
- Trial of multi-disciplinary, multi-speciality clinical review meetings
- Successful Justice Health Medical Officers Conference September 2009.
The Adolescent Health, Drug & Alcohol and Mental Health Directorate is responsible for planning, coordination and setting the strategic direction in the areas of adolescent health, drug & alcohol and mental health. The Directorate has strong working relationships with other Directorates within Justice Health, with senior staff of NSW Juvenile Justice, CSNSW and with senior staff from Area Health Services.

The Directorate consists of the following service areas:
- Adolescent Health
- Drug & Alcohol
- Mental Health
- Forensic Hospital.

**ADOLESCENT HEALTH**

The Adolescent Health stream provides nursing, general practitioner, psychiatric, drug & alcohol, dental and optometry services to all Juvenile Justice Centres and the Juvenile Correctional facility at Kariong. Adolescent Health also provides Aboriginal sexual health education across rural sites. Adolescent Health works closely with external agencies including NSW Juvenile Justice, NSW Community Services and Department of Education and Training.

The Justice Health Adolescent Court and Community Team (JH-ACCT) is a multi-disciplinary team that have extensive child and adolescent mental health experience and risk management skills. This enables them to identify and assess young people in contact with the criminal justice system with the aim of diverting them into community based mental health care.

The Adolescent Health stream provides services to the Youth Drug & Alcohol Court (YDAC) program including physical, mental and drug & alcohol health assessments. This program serves as an alternative to the custodial environment for young people with significant drug and alcohol problems.

The Adolescent Health Community Integration Team (CIT) is a multidisciplinary team that coordinates the integrated ongoing care for young people with mental health and/or drug & alcohol problems upon their release from custody. This service aims to integrate young people into community health care services and thus reduce re-offence.

**Major achievements**
- Expansion of both the CIT and the JH-ACCT. The CIT was expanded under the Indigenous Health National Partnership Agreement to an additional seven sites and is now operational at 11 sites Statewide. Expansion of the Justice Health Adolescent Court and Community Team to Port Kembla and Sutherland Children’s Court occurred during 2009/10. The JH-ACCT is now operational at 7 children’s courts statewide.
- Implementation of sexual health workshops which are facilitated by the Aboriginal sexual health educator position. This position is funded by the Office of Aboriginal and Torres Strait Islander Health and has enabled 33 workshops to occur enabling a total of 746 young people to attend these education sessions.
- Successful trial of the Aboriginal Youth Health Access Workshop Program at Frank Baxter Juvenile Justice Centre. This program aims to build greater health knowledge for Aboriginal young people and encourage health seeking behaviour in custody and the community. The program was a finalist in two categories at the NSW Aboriginal Health Awards.
- Diverted 428 adolescents with a mental illness into treatment from courts.

**DRUG AND ALCOHOL**

The Drug & Alcohol stream operate on a medical model of intervention, which is different to other Area Health Services within NSW. This is largely due to the fact that CSNSW is funded to provide case management, health promotion and relapse prevention services within the correctional setting. Justice Health provides the clinical interventions in relation to withdrawal management and Opioid Substitution Program (OSP) clinical interventions.

The Drug and Alcohol stream provides:
- Risk assessment and management of intoxication and withdrawal from drugs and/or alcohol for all clients on entry to the custodial system
- Longer term pharmacotherapy treatment such as Methadone, Naltrexone and Buprenorphine
- Referral to CSNSW Drug & Alcohol services which include individual and group counselling and lifestyle education
- Post release care is arranged routinely for any client on long term pharmacotherapy to ensure continuity of care.

**Major achievements**
- Assessed 18,436 patients for withdrawal management issues across correctional centres in NSW. This number has increased by 12.8% from the previous financial year figure of 16,346. Of those patients assessed, 10,523 commenced withdrawal regimens.
- Significant progress with developing the medical teaching and training programs. Achievements include the successful accreditation of the service by the RACP (AChAM) as a site for addiction medicine trainees. The service has now been short-listed for a Commonwealth Health department specialist training program grant of $100,000 to fund a trainee on-site in 2011.
- The D&A service has been active in developing its teaching program for undergraduate medical students from the University of NSW (UNSW) in coordination with the primary health and psychiatry services. This year saw the arrival of the first medical students from UNSW for their clinical teaching placements at D&A service Silverwater Correctional Centre Clinic.
CONNECTIONS PROJECT

The Connections Project aims to improve continuity of care for clients of the correctional centres with drug and alcohol problems who are being released to the community.

The Connections Project is a statewide project that aims to link patients with relevant health and welfare service providers post release. The project commenced in September 2007 and is funded until June 2011 via the Drug Summit 3 budget.

The project team:

- Assess the individual’s post release needs before release and develop a post release care plan
- Provide co-ordination between correctional centre care and community based health and welfare services to support former clients to stay in the community for longer
- Ensure clients on OSPs have appropriate arrangements in place to continue treatment in the community post release and that their care is taken over by external service providers in a timely manner
- Ensure that where these clients have other ongoing health related needs, that these are identified and supported appropriately post release.

Major achievements

- Assessed 1,772 clients in 2009/10 with 941 clients engaging in the project
- A formal external evaluation of the Connections Project occurred. The key findings from the external evaluation of the Project highlighted the following:
  - The majority of clients (74%) in the follow up group needing treatment for their physical health, obtained treatment post-release
  - The majority of clients (60%) in the follow up group requiring on-going mental health care, continued treatment post-release
  - 90% of clients interviewed in the follow up group indicated they had been better prepared to return to the community as a result of their involvement with the Connections Project
  - 86% of clients interviewed post-release indicated that their transition to the community had been easier under the Connections Project.

MENTAL HEALTH

The Statewide Forensic Mental Health Service (SFMHS) comprises the Statewide Community and Court Liaison Service (SCCLS), Community Correctional Mental Health Service (CCMHS) and Community Forensic Mental Health Service (CFMHS) and works closely with the Forensic and Long Bay Hospitals. The CFMHS and SCCLS also provide specialist advice outside the correctional environment. These services provide comprehensive mental health care to people who come into contact with the NSW criminal justice system or are at an increased risk of such contact. Mental health services within Justice Health promote continuity of care and health promotion, through a population health based model to optimise patient health outcomes. Admission, transfer and discharge are targeted to maximise interagency links within the correctional system and externally with the wider community.

All persons entering the correctional environment receive a comprehensive health assessment. Referral to mental health services such as specialist mental health nurses and psychiatrists occur through Justice Health health centres. A variety of models are used to provide mental health care and include visiting psychiatrists, mental health nurses, telehealth (psychiatry) and telephone advice to primary health staff. A psychiatrist and a registrar are on call (via telephone) for all correctional centres 24 hours per day. Mental health services are supplemented by a number of specialised units operated in partnership with CSNSW, including three acute crisis management units for offenders in the adult system.

Major achievements

- The clinical risk assessment and management training program was developed by SFMHS and rolled out across NSW. NSW Health allocated funding to Justice Health to develop and implement a two year statewide training program for 100 Area Health Service mental health professionals working with patients who may be at risk of violence. This program addressed the unmet need for empirically based risk assessment and management skills amongst clinicians highlighted in the sentinel events review committee’s tracking tragedy reports. The initial training program focused on risk assessment and management in the community setting. That program has been reviewed and adapted for mental health inpatient units.
- Ongoing partnership with University of NSW and NSW Health to continue the Masters in Forensic Mental Health program and provide scholarships for Justice Health employees.
COMMUNITY CORRECTIONAL MENTAL HEALTH SERVICE

Justice Health mental health staff work closely with families, carers, CSNSW and community mental health providers to develop comprehensive management plans for mentally ill offenders. Comprehensive mental health care is provided from time of reception into custody until release with community follow-up if needed. Specialist mental health nurses and psychiatrists provide mental health care to persons detained in correctional centres across NSW.

The Mental Health Screening Units (MHSU) and mental health accommodation areas on the Silverwater Complex are important components of the Community Correctional Mental Health Service. These areas support the work of mental health nurses and psychiatrists in other correctional centres across NSW, providing more intensive mental health care to patients. A comprehensive management plan is developed for each patient discharged from the MHSU prior to their transfer to another correctional centre.

Major achievements
- Transferred 14 forensic patients to the Forensic Hospital and provided ongoing care to forensic patients awaiting transfer to Forensic Hospital
- Facilitated 602 admissions to the MHSU at both SWCC and MRRC
- Conducted 2,822 risk assessment interviews resulting in 281 admissions to MHSU and 210 admissions to step-down areas for focused care and assessment
- Conducted 2,303 mental health assessments on reception to custody
- Facilitated the admission of 100 patients to the Long Bay Hospital under the Mental Health (Forensics Provisions) Act
- Received 31% of all discharged patients from Long Bay Hospital to Correctional Centres.

STATEWIDE COMMUNITY & COURT LIAISON SERVICE

The Statewide Community & Court Liaison Service (SCCLS) assists Magistrates, Solicitors and Police Prosecutors at local courts with diversion of people with mental health problems and disorders by referring clients to appropriate mental health services in the community and to hospital settings. When Magistrates choose a custodial option the clients are referred to mental health services within the prison system. The SCCLS is operational in 21 local courts throughout metropolitan and regional NSW.

Major achievements
- Screened 14,401 clients for mental health problems. 2,362 clients received a comprehensive mental health assessment of which 1,920 were found to have a mental illness. 60% of those persons identified to have a mental illness were diverted from the criminal justice system into community care or inpatient mental health facilities.
- The NSW Bureau of Crime Statistics and Research conducted a quantitative review of the SCCLS in 2009. Their findings showed that the SCCLS intervention has a positive impact on reducing re-offending and improving health outcomes. Results showed a 77% improvement in patient attendance at medical appointments, 75% improvement with medication compliance, 68% improvement in the severity of symptoms and a 60% reduction in substance misuse.

COMMUNITY FORENSIC MENTAL HEALTH SERVICE

The Community Forensic Mental Health Service (CFMHS) provides specialist forensic assessments and advice regarding persons with serious mental illness presenting to the criminal justice system and mentally ill persons at risk of offending, who are being managed in non forensic environments. The CFMHS reviews all conditionally released forensic patients at least every six months and provides the Mental Health Review Tribunal with a comprehensive risk assessment and management plan on each occasion.

The CFMHS continues to collaborate with CSNSW Forensic Psychology Service with the assessment and treatment of sexual offenders in the community.

The CFMHS is continuing to work in conjunction with Northern Sydney and Central Coast Area Health Service (NSCCAHS) in establishing a “shared care” service. The service continues to work at better managing forensic and high risk civilian clients through collaborative working with NSCCAHS mental health service clinicians.

Major achievements
- The CFMHS is actively involved in a National benchmarking project with other community forensic health services across the country and is a lead participant in the monthly National Australian Forensic Mental Health Services Forum
- Increased provision of educative supervision by CFMHS clinicians to AHS clinicians.
The number of forensic patients in NSW has been increasing in recent years. The new forensic inpatient facility is the most recent addition to a comprehensive Statewide Forensic Mental Health framework that currently includes court liaison, community forensic mental health services and correctional ambulatory care.

The Forensic Hospital is a 135 bed stand-alone high secure mental health facility located outside but adjacent to the perimeter of the Long Bay Correctional Complex. It is the first of its kind in NSW. A private consortium, PPP Solutions Inc., constructed the Forensic Hospital and provides facilities management and perimeter security through a public private partnership.

The Forensic Hospital works in close collaboration with the Justice Health Mental Health Screening Units at the Metropolitan Remand and Reception Centre (MRRC), Silverwater Women’s Correctional Centre, the Mental Health Unit of the Long Bay Hospital and the AHS forensic units at Cumberland and Morisset Hospitals and provides a range of care options for forensic patients.

**Major achievements**

- Successfully opened five units including Austinmer (acute unit for males), Bronte Women’s (female unit), Bronte adolescent (adolescent unit for males and females), Clovelly (extended care unit for males) and Dee Why (long stay unit for males and females). The Eloura ward (rehabilitation unit for males and females) is to open before the end of 2010.

- The recreation hall is now open with a full time Mental Health Activities Worker. The area is available for use by patients who are escorted for a range of activities within the gymnasium.

- The successful appointment of Clinical Nurse Consultants for the Forensic Hospital including, CNC women’s, adolescent, acute and rehabilitation.

- A research project has been established to evaluate the smoke free environment for the Forensic Hospital. This research project has received ethics approval to implement the project.
The Long Bay Hospital is a strategic step forward for both Justice Health and CSNSW enabling these partner organisations to respond effectively to the complex health needs of the inmate population of New South Wales and to provide international best practice health care for those in custody. The design of the facility caters for both male and female inpatients and is accessible to all persons throughout the NSW correctional system.

Justice Health provides the clinical services in the Long Bay Hospital with security and good order being the responsibility of CSNSW.

Health care services for patients are provided by a multidisciplinary team of clinicians and include specialist medical officers, 24/7 nursing care and a range of allied health consultations.

Long Bay Hospital has three distinct units including:

- Mental Health Unit
- Medical Surgical Unit
- Aged Care and Rehabilitation Unit.

MENTAL HEALTH UNIT

The Mental Health Unit is a 40 bed unit working in close collaboration with the Mental health Screening Units (MHSU) at MRRC and the Forensic Hospital. This Unit provides specialty mental health inpatient services to patients requiring voluntary treatment. It acts as a step-up and step-down Unit for people that require comprehensive assessment and who may require treatment at the Forensic Hospital.

MEDICAL SURGICAL UNIT

The Medical Surgical Unit is a 30 bed unit providing enhanced care to patients, alleviating pressure on the Prince of Wales Hospital secure unit and provides continuity of care with the wider community health services. This Unit provides non-acute inpatient pre and post operative care, medical observations and convalescence.

AGED CARE AND REHABILITATION UNIT

The Aged Care and Rehabilitation Unit is a 15 bed unit providing inpatient geriatric and rehabilitation services to the increasing aged population of patients in the criminal justice system, as well as specialised palliative care to patients. It is anticipated that the planning for transitional care will be utilised to ensure patients discharged from the Unit are appropriately accommodated to enable self care in a correctional environment where possible.

Major achievements:

- Successful implementation of the Between the Flags program in the Long Bay Hospital. The Between the Flags program assists with the identification and management of deteriorating patients. The program is supported by standardised observation charts and comprehensive training for staff.
- The management of chronic diseases is an important focus for Justice Health. The Long Bay Hospital is moving to establish haemodialysis in the medical surgical ward. The establishment of haemodialysis in the hospital will reduce the transfer of patients to external tertiary health services for this treatment. The provision of haemodialysis to patients will improve the continuity of care they receive.
- The Long Bay Hospital has introduced podiatry services in a continued effort to provide best practice holistic patient care.
The Corporate Services Directorate provides Justice Health with a full range of corporate support services including:

- Information Communications and Technology (ICT)
- Information Management
- Workforce
- Employee Services
  - Payroll
  - Learning and Development
  - Workforce planning
- Business services (capital works, administration services and commercial services)
- Finance (finance, purchasing and supply)
- Policy support.

**Major achievements**

**Finance**

- Achievement of NCoS budget for 2009/10 of $148.51 million, reporting a favourable NCoS variance to budget of 1.4%
- Implemented the WebReq Electronic Requisitioning System. This project eliminates the former paper-based requisitioning system and provides system-driven workflow control to the delegation approval process. This system will enable the collection of data on purchasing, as well as providing scope to establish controls over types of items available to be purchased by users via the sue of approved catalogues.
- Successfully participated in the pilot implementation of the BasWare invoice scanning project. Along with NSCCAHS, JH participated in the pilot which digitises non purchase-order initiated transactions, thereby eliminating paper base invoice approval and payment processes.
- Established a NCoS forecast model to assist the projection of end of year result for the organisation. This model tracks monthly results by cost-centre to calculate Directorate and consolidated totals.
- Successful submission of enhancement of effort requests resulting in reception of growth funding for the 2010/11 budget.

**Workforce**

- Migration of payroll system from the locally administered MicroPay application to the Statewide Health Supero Payroll System
- Developed a consistent business process across all Justice Health locations for communicating staff variations and terminations.

**Information Communications and Technology**

- Successful submission to the Federal Government’s Digital Regions Initiative (DRI) program. This submission has secured capital funding from both Federal and State governments to subsidise the upgrade of network capabilities, specifically for 19 remote and regional sites at which the agency operates.
- Development of a high-level business case in respect of the agency’s proposed Clinical Applications Development. This program seeks to outline the process to digitise many of the agency’s key operational processes that are currently, or predominantly, paper-based.

**Information Management**

- Completed the health record restructure project which converted over 9,600 volumes of records in order to comply with NSW Health mandated records formats. Re-formatted all clinical record forms to ensure compliance with the amended NSW Health forms policy.
- Awarded a new offsite storage contract with GRR which will ensure records are stored in line with industry best practice. This will improve retrieval times for documents from storage, improved records information and will also result in a 20% decrease in offsite storage costs.

**Policy support**

- Increased the levels of policy review and approval to cover in excess of 70% of all Justice Health policies
- Undertook a review of the policy development, review and distribution process which resulted in several key areas of improvement
- Stakeholder engagement was expanded to facilitate stakeholder participation throughout the policy development/review process
- Framework was developed for consumer and community participation in the policy development/review process
- Framework was developed for evaluating compliance with NSW Health policy documents and reporting identified risks.
Business services

Completed the relocation of the Learning and Development Unit from the former Long Bay goal Governor’s residence (Camelot) to the refurbished former pharmacy, cottage and demountable. The new accommodation area comprises a dedicated training centre, stand alone staff area and education facilities.

The size of the motor vehicle fleet was expanded by 15%. During the year the agency received TMF hindsight refund in respect of motor vehicle claims. The agency’s green score for vehicle emissions was improved via targeted procurement of vehicles.

Records And Electronic Document Management System

In early 2009 a corporate records project commenced to expand TRIM, Justice Health’s existing record management system, to capture and store records in an electronic format. The Records Management Unit was established to determine business requirements, identify workflows, design and maintain the database.

Training was provided to 140 staff during May - June 2010. Following pilots of the system in various units the system went live on 23 June 2010.

Two months post implementation there were over 10,000 entries into the database, representing a 127% increase in document registration compared with the previous system.

The successful implementation of the corporate records project has achieved both operational efficiencies and assisted the organisation to comply with the State Records Act.
Major functions of the Governance Unit include client liaison and complaints management, quality improvement including ongoing involvement in the accreditation cycle, patient safety and clinical risk management, legal advice and coordination, support of Board activities, coordination of internal audit and support for the Medical and Dental Appointments and Advisory Committee (MADAAC).

Major achievements

- Established clinical handover working group and progressed clinical handover improvement processes
- Implementation of the Clinical Excellence Commission Between the Flags program in both Justice Health hospitals. The Between the Flags program will improve the identification and management of deteriorating patients
- Verification survey completed by Clinical Excellence Commission in relation to 2008 Quality Systems Assessment
- Revision of the Enterprise wide risk management framework and implementation plan
- Clinical risk management framework developed and revised clinical risk reporting templates implemented to promote appropriate risk management and escalation
- Introduction of a VMO staff profile providing service directors with an easy reference to allocation of VMO staff hours and vacancies at Justice Health sites.

The Governance Unit incorporates a variety of corporate and clinical governance functions and provides support for frontline staff as well as high-level support for senior management.
This Unit provides a range of services to assist and support the Chief Executive (CE) and ensures that high quality, coordinated advice and information is provided to the CE. The Unit manages preparation of responses to ministerial and parliament inquiries from NSW Health and provides leadership in communication initiatives across Justice Health.

Major achievements

- Provision of regular Chief Executive bulletins, all staff emails and quarterly newsletters to share information across the whole organisation about directorates, services and projects being implemented.
- Successful coordination of the Caring Together: The Health Action Plan for Justice Health.
- Implementation of the NSW Health Performance Management Framework in Justice Health. Coordination of the performance review process and NSW Health quarterly performance reports.
- Developed and implemented the Communications Action Plan 2010.

Culture Improvement Project

In 2009 Justice Health completed a Staff Climate Survey. The results of this survey identified opportunities to improve the overall culture within Justice Health.

The ESPU have led the implementation of a Culture Improvement Project throughout Justice Health. A Climate Survey Action Team (CSAT), consisting of staff from various workplaces throughout Justice Health, was developed to visit all Justice Health worksites and provide staff with the opportunity to identify strategies to make Justice Health a better place to work. Feedback received by the CSAT will be used to inform a Justice Health culture improvement strategy.
**EXECUTIVE REPORTS**

**Julie Babineau**  
**Chief Executive**  
Appointed January 2008

**Key responsibilities:**
The Chief Executive (CE) has responsibility for setting the strategic direction for the organisation, ensuring appropriate provision of governance and provision of high quality service for the organisation. The CE is also responsible for overall executive level management, strategic planning and ensuring effective health service delivery to the criminal justice system in NSW. The CE provided a key leadership role towards the full commissioning of the Forensic Hospital. Developing key strategic concepts with major stakeholders including NSW Health, Corrective Services NSW, Juvenile Justice and the Mental Health Review Tribunal is a major part of the CE role.

**Significant achievements during the reporting year:**
- Operated the organisation within allocated budget
- Engaged the medical leadership with consultant appointments in forensic mental health and worked with clinical directors committee
- Provided leadership in whole of organisation response to the staff climate survey
- Established the Health Reform Committee to provide feedback and direction on major reform initiatives.

**David Hugo**  
**Executive Director Financial Operations**  
Appointed November 2009

**Key responsibilities:**
The Executive Director Financial Operations has overall responsibility for finance, information & communications technology, information management, human resources, employee services, workforce planning, learning & development and corporate services. Additional responsibilities include policy development, state records administration and other corporate projects.

**Significant achievements during the reporting year:**
- Finalised the 2008/09 financial audit with the Office of the Auditor General NSW
- Set up a NCoS by cost centre forecast process and new Justice Health consolidated monthly reporting framework
- Managed and supported the implementation of the TRIM Electronic Document Management System, a key part of the agency’s records management strategy.

**Maureen Hanly**  
**Executive Director Clinical & Nursing Services**  
Appointed June 2005

**Key responsibilities:**
This role is responsible for the overall senior level management, strategic planning, co-ordination and review of all clinical services provided within the directorate. Services include primary health, population health, oral health, Aboriginal health, allied health, women’s health, nursing services and clinical operations within adult correctional facilities.

**Significant achievements during the reporting year:**
- Improved the management of patients with chronic conditions through the establishment of a chronic care steering committee, the development of the chronic care toolkit and 15 clinical pathways for managing chronic diseases.
- The Aboriginal chronic care program 'Murr-roo-ma Dhun-barn' – To Make Strong won the 2009 NSW Health Aboriginal Health Award ‘Innovation in chronic care’
- Successful H1N1 pandemic management throughout Justice Health including interagency operations
- A high risk pregnancy clinic was established to review all pregnant women at the Emu Plains and Dillwynia sites.

**Professor Karin Lines**  
**Executive Director Adolescent Health, Drug & Alcohol and Mental Health**  
Appointed Feb 2009

**Key responsibilities:**
Overall responsibility for the strategic direction of Justice Health services in the areas of Adolescent Health, Drug & Alcohol and Mental Health. The Executive Director is also responsible for the consolidation and further development of the policy and planning activities in areas of portfolio responsibility. The position leads a team of highly skilled professionals with diverse but related portfolios and provides advice to the Chief Executive on clinical issues. The Executive Director is responsible for the management of the Forensic Hospital. Additional responsibilities include developing and managing an integrated ambulatory, inpatient and community forensic mental health service for mentally disordered offenders within NSW justice system and ensuring effective provision of health services to young people in juvenile justice and juvenile correctional centres.

**Significant achievements during the reporting year:**
Completed comprehensive review of mental health services across NSW correctional centres, including Silverwater Correctional Centre to ensure more efficient and effective service provision. Implementation of recommendations has commenced.
associated leadership and management of the Forensic Hospital in February 2009. Developed effective issues management processes and renewed recruitment drive

• Completed recruitment to expand the Adolescent Community Integration Team to a further 7 sites and the Adolescent Court & Community Team to a further 4 sites following a successful funding bid which resulted in the allocation of funding under the Indigenous Health National Partnership Agreement, Closing the Gap Program

• Taking a lead role in the national forensic mental health benchmarking process.

Associate Professor John Basson
Clinical Director Statewide Forensic Mental Health
Appointed March 2004

Key responsibilities:
Overall clinical responsibility for developing and managing the mental health service for mentally disordered offenders within NSW justice system. Additional responsibilities include academic partnership, mental health ambulatory services, Community Court Liaison Service, Community Forensic Mental Health and the Mental Health Screening Units as well providing specialist advice to the Minister Assisting the Minister for Health, the Mental Health Review Tribunal and the Serious Offender Review Committee.

Significant achievements during the reporting year:

• Continued to liaise with NSW Health Mental Health Drug and Alcohol Office, Area mental health services and other government departments to represent the needs of mentally disordered offenders across various agencies

• Membership of the NSW Statewide Forensic Sub-Committee, contributing to the development of the strategy for services for mentally ill people in the criminal justice system

• Provided clinical leadership in the ongoing organisation of training for registrars, staff specialists and VMO’s within Justice Health and contributed to the UNSW Masters of Forensic Mental Health program.

PROFILER OF THE JUSTICE HEALTH WORKFORCE

The Justice Health workforce continues to meet increased service demand. With the commissioning of the Forensic Hospital, there has been a substantial increase in the number of clinical and support staff employed over the past 12 months.

Ongoing service reviews will further refine the workforce classifications in order to ensure clinic staffing structures are able to provide cost effective and patient focused health care.

Table 2: Number of Full Time Equivalent Staff (FTE) employed in Justice Health as at 30 June 2010
Source: DOH Health Information Exchange & Health Service local data

|                     | JUNE 2006 | JUNE 2007 | JUNE 2008 | JUNE 2009 | JUNE 2010 |
|---------------------|-----------|-----------|-----------|-----------|-----------|
| Medical             | 30        | 36        | 37        | 50        | 53.9      |
| Nursing             | 504       | 508       | 518       | 623       | 685.6     |
| Allied health       | 10        | 12        | 11        | 22        | 29.6      |
| Other professional & para-professional | 3 | 5 | 7 | 9 | 19.7 |
| Oral health practitioners & therapists | 11 | 11 | 11 | 9 | 9.8 |
| Corporate services  | 51        | 55        | 61        | 76        | 56.8      |
| Scientific & technical clinical support staff | 8 | 8 | 11 | 12 | 6 |
| Hotel services      | 22        | 22        | 22        | 47        | 38.6      |
| Hospital support workers | 85 | 86 | 114 | 131 | 156 |
| Other               | 1         | 1         | -         | 1         | 0         |
| Total               | 725       | 744       | 791       | 980       | 1,056     |

Medical, nursing allied health, other health professional & oral health practitioners as a proportion of all staff

|                     | JUNE 2006 | JUNE 2007 | JUNE 2008 | JUNE 2009 | JUNE 2010 |
|---------------------|-----------|-----------|-----------|-----------|-----------|
| Medical, nursing allied health, other health professional & oral health practitioners as a proportion of all staff | 76.9% | 76.9% | 75.1% | 73% | 76% |
EQUAL EMPLOYMENT OPPORTUNITY (EEO)

Equity is facilitated through a range of initiatives including the Justice Health policy framework, code of conduct, management and staff meeting structures at all levels within the health service and compliance with NSW Health and public sector management practices.

Significant outcomes achieved include:

1. Introduction of bi-monthly orientation programs
2. Continued implementation of zero tolerance to violence in the workplace
3. Continued commitment to fund staff training & education
4. Implementation of a service wide risk management framework to improve workplace health & safety

Table 3: Equal employment opportunity profile 2009/10

|                      | 2007/2008 | 2008/2009 | 2009/2010 |
|----------------------|-----------|-----------|-----------|
| Total staff¹ (permanent/temporary) | 1,001     | 1,146     | 1,448     |
| Respondents²         | 619       | 771       | 1,088     |
| Male                 | 282       | 333       | 420       |
| Female               | 719       | 813       | 1,028     |
| Aboriginal Torres Strait Islander | 14       | 21        | 33        |
| People from racial, ethnic, ethno-religious minority groups | 91       | 110       | 157       |
| People whose language first spoken as a child was not English | 114      | 154       | 228       |
| People with a disability | 20       | 25        | 41        |
| People with a disability requiring work related adjustment | 11       | 8         | 15        |

OCCUPATIONAL HEALTH & SAFETY (OH&S)

The health service’s risk management framework ensures that managers and staff are aware of and participate in maintaining a safe and healthy workforce. Current OH&S objectives and progress against these objectives are detailed in table 4.

There were no prosecutions under Occupational Health and Safety Act 2000.

Table 4: Justice Health OH&S objectives

| OBJECTIVE                                                                 | EVIDENCE                                                                 |
|---------------------------------------------------------------------------|--------------------------------------------------------------------------|
| 1. Improve the health service’s performance in the NSW Health OHS&IM Profile | OHS&IM Profile completed May 2009; Justice Health achieved a score of 49% |
| 2. Provide OHS training to managers                                       | At least 90% of managers have attended training                            |
| 3. Improve the management of workplace hazards                            | All managers have identified with staff any workplace hazards and documented action taken |
| 4. Workplace inspections completed by local managers                      | Bi-monthly workplace inspections completed in all workplaces              |
| 5. Reduce the number of workplace injuries                                | Between 2008/09 and 2009/10 there has been a 12% decrease in the number of workplace injuries |

The NSW Health OH&S Injury Management Profile is an audit tool adapted by NSW Health to measure occupational health and safety performance. It has replaced the OHS&R numerical profile. The aim of the new profile is to provide managers with an audit tool for assessing their performance in various essential aspects of OH&S. NSW Health requires profiles to be conducted every 2 years in health facilities.

The OHS Injury Management Profile was conducted in May 2009. As it used a new scoring system, comparison with the previous numerical profile scoring cannot be made.
TEACHING AND TRAINING INITIATIVES

Justice Health is committed to creating a culture of organisational learning and training for the professional development of all staff. The annual program of education and training encourages all Directorates to participate in the development and delivery of training initiatives linking professional development needs of staff to health service outcomes through effective resource management.

The Education and Development Framework is overseen by the Executive through the Workforce Development Committee. The Learning & Development Centre work closely with all sectors of the organisation to achieve strategic outcomes.

Justice Health has strong links with a number of Universities providing clinical placements for undergraduate nurses. The Masters in Forensic Mental Health is delivered in partnership with the University of New South Wales.

LEARNING AND DEVELOPMENT CENTRE

The Learning and Development Centre (L&D) facilitates executive endorsed learning and development initiatives. These initiatives are determined annually based on service needs and strategic direction through consultation with all directorates. Directorates put forward submissions for the Learning & Development Calendar.

The L&D team has relocated to a refurbished facility within the Long Bay Complex. This new L&D precinct provides three additional training rooms equipped with Smartboards, two interview rooms and office accommodation. One training room has been set up as a dedicated clinical training room.

The L&D team coordinate orientation and the Learning & Development Calendar programs. All staff attend orientation at the commencement of their employment. The duration of orientation is dependent on the employees’ role and ranges from two to five days. Forensic Hospital staff attend up to fifteen days orientation and undertake the Prevention Management of Violence and Aggression (PMVA) training. Table 5 summarises the range of training provided throughout Justice Health and number of staff attending this training. In 2009/10 a total of 1,652 training opportunities were attended for education and training programs listed on the L&D calendar.

In 2009/10:

- Ten staff graduated from the New Graduate Transition Program which represents a retention rate of 60%
- 139 undergraduate nurses from 7 Universities completed placements at Justice Health. The duration of placements varied from 1 to 8 weeks, equating to a total of 377 weeks of student placements. A total of 21 one day student induction programs were conducted for these students
- The Productivity Places Program Funding (PPP) initiative enabled 12 staff to commence the Certificate IV Training & Assessment (TA40104) and 13 staff to commence the Diploma of Management (BSB51107)
- The L&D team also provided Defibrillation training for 179 CSNSW Officers within the Long Bay Complex.

Table 5: Learning & Development calendar and orientation program

Source: Learning and Development, Justice Health

| LEARNING & DEVELOPMENT CALENDAR PROGRAMS AND ORIENTATION 2009/2010 |
|---------------------------------------------------------------|
| Training days | Total attendees |
|----------------|-----------------|
| Orientation:  |                 |
| Statewide      | 110             | 378             |
| Forensic Hospital | 165           |                 |
| L&D calendar program | 203         | 1,652           |
| Management Development Program | 20 | 17 |
| Certificate IV Training & Assessment (PPP) | 8 | 12 |
| Diploma of Management (PPP) | 12 | 13 |
| Leadership & Management Forum | 2 | 125 |
| Total          | 520             | 2,197           |
The Prevention Management of Violence and Aggression (PMVA) training is a modular training program within Justice Health. PMVA includes content relating to responding effectively to difficult or challenging behaviour and aggression minimisation in high-risk environments. Figure 3 shows the numbers attending the four modules of PMVA, with all Justice Health staff and contractors completing the PMVA theory module. Staff working in the Forensic Hospital undertake additional training depending on their role.

Figure 1: Number of orientation programs conducted in 2009/10
Source: Learning and Development, Justice Health

Figure 2: Total staff attendance at orientation in 2009/10
Source: Learning and Development, Justice Health

Figure 3: Total number of staff and contractors attending the PMVA training sessions in 09/10
Source: Learning and Development, Justice Health
Masters of Forensic Mental Health

The NSW Government has funded Justice Health to provide 10 scholarships each year for 4 years, for staff to undertake the Forensic Mental Health Masters Program at the University of New South Wales. The program commenced teaching in Semester 1, 2007 with 10 scholarships nominated for each academic year.

The program provides specialised expertise on both the clinical and legal aspects of law and forensic mental health. Recipients of the scholarships have included nurses, psychiatrists, pharmacists, allied health and mental health administrators.

To date, 19 Justice Health scholarship holders have graduated from this program, with an additional 7 expected to complete studies at the end of 2010. There has been a very high retention rate of staff remaining with Justice Health after the completion of their degrees.

Official Travel Overseas

There has been no overseas travel.
CENTRE FOR HEALTH RESEARCH IN CRIMINAL JUSTICE (CHRCJ)

The Centre for Health Research in Criminal Justice (CHRCJ) was formed in 2003 and arose out of the need to establish a centre of excellence to research prisoner health issues and health matters connected with the criminal justice system in general. The CHRCJ is one of the only research centres in the world specifically devoted to the study of prisoner health issues. The work of CHRCJ is recognised at the national and international level.

Major achievements

• Implementation of 2009 Young People in Custody Health Survey, including 3 and 6 month follow-up surveys
• Completion of BOCSAR report ‘mental health disorders and re-offending among NSW prisoners’
• Implemented the national prisoner data collection, which was reported in an AIHW report The health of Australia’s prisoners
• Collaborator in successfully funded NHMRC project grant for Aboriginal mothers in custody study
• Awarded NSW Health drug and alcohol research funding for a pilot study randomised controlled trial into post-traumatic stress disorder among prisoners
• Provided presentations at major conferences including the Australian Professional Society for Alcohol and Drugs, the National Indigenous Drug and Alcohol Conference and the Justice Health Chronic Disease Symposium.

Publications

• Indig D, Topp L, Ross B, Mamoon H, Border B, Kumar S & McNamara M. (2010) 2009 NSW Inmate Health Survey: Key Findings Report. Justice Health: Sydney.
• Indig D, McEntyre E, Page J & Ross B. (2010) 2009 NSW Inmate Health Survey: Aboriginal Health Report. Justice Health: Sydney. (in press)
• Butler T, Indig D, Allnut S, Mamoon H. Co-morbidity amongst Australian prisoners: implications for service delivery. Accepted for publication in Drug and Alcohol Review on 7 June 2010.
• Smith N, Trimboi L. (2010) Comorbid substance and non-substance mental health disorders and re-offending among NSW prisoners. NSW Bureau of Crime Statistics and Research Bulletin no. 140. Sydney.
• Indig D, Vecchiato C, Haysom L, Beilby R, Carter J, Champion U, Gaskin C, Heller E, Kumar S, Mamone N, Muir P, van den Dolder P, Whittington G. (2010) 2009 Young People in Custody Health Survey: Full Report. Justice Health and Juvenile Justice: Sydney.

NSW Inmate Health Survey: Key Findings Report

Justice Health successfully completed Inmate Health Surveys in 1996, 2001 and again in 2009. These Inmate Health Surveys are recognised in international literature as the most comprehensive description of prisoner health.

In the 2009 survey, 1,128 inmates participated and data was collected on the topics of physical health, access to healthcare, mental health, infectious diseases, smoking, alcohol and other drug use.

A detailed report on the key findings from the 2009 Inmate Health Survey was published in January 2010 documenting key trends for men and women. A report highlighting disparities in health for Aboriginal participants will be released in late 2010.

The results of the survey have been presented at national conferences such as the Public Health Association Justice Health Conference, the Australian Professional Society of Alcohol and Other Drugs, the National Indigenous Drug and Alcohol Conference and the Australian Society for the Study of Brain Impairment.

In addition to national conferences, the findings have been presented at a range of Justice Health events such as the Chronic Disease Symposium and many internal clinical and management meetings. The findings have been presented to key partner agencies such as Corrective Services NSW, Attorney General’s, NSW Health and a range of non-government organisations with an interest in prisoner health.

The findings from the survey have been used to inform policy and practice within Justice Health and a range of our key partners.
CONSUMER PARTICIPATION

Consumer participation within Justice Health is provided primarily through the Consumer & Community Group and through local Inmate Development committees (IDC) at individual correctional centres.

THE CONSUMER & COMMUNITY GROUP

The Consumer & Community Group is a sub-committee of the Justice Health Quality Council and aims to provide a forum where consumer and community representatives can interface with Justice Health in addressing issues that relate to the provision of health services to adult and juvenile offenders. The group seeks to empower inmates and detainees by seeking their feedback and provide an effective forum for consumer participation.

The Group has representatives from prisoner support and advocacy organisations, Justice Health, and six consumers – one male and one female person in custody who participate in the meetings via teleconference, along with one male and one female consumer in the community and two young people in custody. The Group met 6 times in 2009/10. The Consumer & Community Group receives feedback about healthcare issues and concerns through the Consumer & Community Group Feedback Form, provided to the Chairperson of each IDC at all correctional centres following each bi-monthly Consumer & Community Group meeting. Issues or concerns raised via the feedback forms are addressed at the local level by the Nursing Unit Manager or escalated to the Client Liaison Officer for follow-up and resolution.

INMATE DEVELOPMENT COMMITTEES

Inmate Development Committees (IDC) are held at all adult correctional centres. Attendees include inmate representatives, the General Manager of the facility, senior Justice Health nursing staff on invitation and, depending on the facility, other CSNSW senior representatives. The Committees provide a forum to discuss and resolve local issues relating to the treatment and care of inmates.

The Justice Health representative on the Committee is responsible for following up healthcare related issues and concerns. Inmate Development Committees are held as part of the Board’s activities when the meeting is off-site and when the Board visits Juvenile Justice Centres the schedule also includes a meeting with a representative group of young people. During 2009-10, the Board visited Cobham Juvenile Justice Centre and Goulburn Correctional Centre and met with consumers to discuss their health care.

Table 6 shows the reporting location and the type of issues/concerns raised. The Chief Executive meets with a representative group of inmates/detainees when visiting Centres. During 2009/10, the Chief Executive visited Mid North Coast, Glen Innes, St Heliers and Grafton Correctional Centres.

Table 6: Feedback from Inmate Development Committees 2009/10

| REPORTING LOCATION | NUMBER OF ISSUES RAISED | ISSUES | COMMENTS |
|--------------------|-------------------------|--------|----------|
| Goulburn           | 4                       | Changes to access to over the counter medications at satellite clinic | Patients have access to medications via the health centre, following nurse assessment. IDC provided with feedback |
|                    |                         | Provision by nursing staff of methadone withdrawal medications as required, when medical officer not on site | Nurses have full access to medical officer on-call service for advice 24 hours a day, when Drug and alcohol medical officer is not on site. IDC provided with feedback |
|                    |                         | Use of methadone vs other opiates for pain relief | Medical officer assesses each case for suitability for continuation of any community prescribed opiate medication. IDC provided with feedback |
|                    |                         | Enquiry about possibility of expansion of Aboriginal chronic care program to Goulburn | Aboriginal Chronic Care Program currently at 16 sites, expansion to be considered dependent on resources available. IDC provided with feedback |
| Cobham             | No                      | Non-health concerns raised | Concerns raised communicated to Juvenile Justice for consideration |

Source: Justice Health Governance Unit
COMPLAINTS MANAGEMENT

The Client Liaison Officers are the point of contact for an inmate/patient, relative, government and non-government organisations when wanting to raise a complaint, concern or enquiry about health services. Responses to these complaints range from informal to formal, depending on the severity of the complaint and the implications to the service. The nature of a complaint is analysed to identify any systemic and/or resource deficiency in order to improve and plan health services according to the health needs of inmates/patients.

Justice Health consistently meets and exceeds the NSW Health benchmark for complaints resolution, which is 80% of complaints will be resolved within 35 days. For Justice Health 90% of complaints were resolved within 35 days in this financial year. The NSW Health benchmark for acknowledgement of complaints within 5 days (100%) was achieved by Justice Health in 2009/10.

Complaints are categorised using the Incident Information Management System (IIMS). The categories of complaints which are received by Justice Health are included in table 7.

Table 7: Complaints report 2009/10
Source: Incident Information Management System

| ELEMENT | TOTAL NUMBER RECEIVED | PERCENTAGE OF TOTAL RECEIVED |
|---------|------------------------|-------------------------------|
| Medication | 156 | 18.84% |
| Delay in treatment | 133 | 16.06% |
| Inadequate treatment | 112 | 13.53% |
| Coordination of treatment | 85 | 10.27% |
| Waiting lists | 83 | 10.02% |
| Resource/service availability | 50 | 6.04% |
| Inadequate information | 38 | 4.59% |
| Attitude | 28 | 3.38% |
| Refusal of treatment | 23 | 2.78% |
| Diagnosis | 16 | 1.93% |
| Other | 12 | 1.45% |
| Wrong inappropriate treatment | 12 | 1.45% |
| Negligent treatment | 12 | 1.45% |
| Wrong misleading information | 8 | 0.97% |
| Administrative services | 8 | 0.97% |
| Withdrawal/denial of treatment | 7 | 0.85% |
| Infection control | 6 | 0.72% |
| Discharge or transfer arrangements | 5 | 0.60% |
| Character | 5 | 0.60% |
| Referral | 5 | 0.60% |
| Hotel services | 5 | 0.60% |
| Certificates/reports | 4 | 0.48% |
| Accuracy inadequate records | 3 | 0.36% |
| Billing practices | 3 | 0.36% |
| Discrimination | 3 | 0.36% |
| Inconsiderate service | 2 | 0.24% |
| Rough/painful treatment | 1 | 0.12% |
| Privacy confidentiality | 1 | 0.12% |
| Assault | 1 | 0.12% |
| Attendance | 1 | 0.12% |
| Total | 828 | 100% |
CLINICIAN PARTICIPATION – HEALTH REFORM COMMITTEE

To ensure clinical participation and consultation in decisions relating to major health reform activities, Justice Health developed a Health Reform Committee. Membership of this Committee consists of representatives from a range of clinical settings in various areas within Justice Health. The Committee was developed to provide advice to the Justice Health Executive and Board on:

- Implementation of the Caring Together: The Health Action Plan (recommendations from the Garling Special Commission of Inquiry into Acute Care Services in NSW Public Hospitals)
- The overlapping or corresponding actions generated by the Cutting Red Tape Project Review Group
- The implementation of recommendations from the Wood Inquiry
- The implementation of major reform initiatives.

In 2009/10 the Health Reform Committee provided valuable feedback and direction on the implementation of the Caring Together: The Health Action Plan. The Committee has provided a valuable contribution in setting the strategic direction for Justice Health and ensuring clinicians are involved in issues relating to major health reform activities.

Table 8: Membership of the Health Reform Committee

| MEMBER REPRESENTING | MEMBER |
|---------------------|--------|
| Chair               | Julie Babineau (Justice Health Executive) |
| Patient Safety Manager | Susan McDougall (Governance) |
| Inpatient/Clinic Clerk | Chris Efstathiou (Clinical administration) |
| Primary & Women's Health Medical Officer | Dr. Stephen Hampton (Medical Staff Council Primary Health Medical Officer Group) |
| Drug and Alcohol Medical Officer | Dr. Deborah Zador (D&A stream) |
| Nurse Representative – Nm | Una Champion (Nurse Professional Council) |
| Nurse Representative – Num | Sonya Nicholls (Nurse Professional Council) |
| Nurse Representative – Rn | Maureen Sutherland (CNC) (Nurse Professional Council) |
| Allied Health Staff Council Representative | Lisa Chapman (Allied Health Professional Council) |
| Aboriginal Health Representative | Desley Mason (Aboriginal Health Stream) |
| Director Workforce | Judith Neville (CORC) |
| Director, Executive Support, Planning, Performance and Communication | Martin McNamara (Executive Support & Planning Unit) |
| Mental Health Staff Specialist/Registrar | Raj Maheshwari (Mental Health) |
MULTICULTURAL POLICIES AND SERVICES PLAN

Justice Health implemented strategies to improve access to services for all patients. Multi-language signage has been installed at all health centres in correctional centres, juvenile justice centres and police cells. Publication of Health Service Patient Information Brochures in Arabic, Chinese, Italian, Spanish and Vietnamese occurred in 2009/10.

Justice Health has developed a Multicultural Mental Health Plan to improve the engagement of Culturally and Linguistic Diverse (CALD) communities and cross-cultural knowledge through the training of mental health clinicians.

Throughout 2010/11, Justice Health will develop:

• Care planning to ensure language needs of all CALD patients are met
• Long Bay Hospital interpreter initiative.

DISABILITY ACTION PLAN

In accordance with relevant regulations and NSW health policy, Justice Health is in the process of developing a disability action plan to highlight Justice Health’s commitment to improving the quality of services provided to people with disabilities who come into contact with the NSW criminal justice system.
In 2009/10 one determination was made by Justice Health to provide information on Justice Health patients presenting to emergency departments and booked appointments at NSW health facilities.
HEALTH CARE LOCATIONS

JUSTICE HEALTH

Justice Health Administration Centre
Mailing Address:
PO Box 150
Matraville NSW 2036
Physical Address:
1300 Anzac Parade
Malabar NSW 2036
Reception Phone: 02 9700 3000
Reception Fax: 02 9700 3493
www.justicehealth.nsw.gov.au
www.jobsatjusticehealth.com.au
Email: jhadmin@justicehealth.nsw.gov.au

Forensic Hospital
Mailing Address:
Forensic Hospital
PO Box 150
Matraville NSW 2036
Physical Address:
1300 Anzac Parade
Malabar NSW 2036
Reception Phone: 02 9700 3000

Long Bay Hospital
Mailing Address:
Long Bay Hospital
PO Box 150
Matraville NSW 2036
Physical Address:
Long Bay Correctional Centre
Anzac Parade
Malabar NSW 2036
Reception Phone: 02 9700 3000

CORRECTIONAL CENTRES

| Facility   | Contact Details                                      | Capacity | Security Level & Description | Reception Assessment | Patient Services                        |
|------------|------------------------------------------------------|----------|------------------------------|----------------------|-----------------------------------------|
| Bathurst   | PO Box 166
Cnr Brookmore Avenue & Browning Street
Bathurst NSW 2795
Tel: (02) 6338 3293
Fax: (02) 6332 1505 | 580      | Medium and Minimum & Remand | Yes                  | Mental Health
D&A
Public Health
Oral Health
General Practice
Optometry
Aboriginal Health
Hepatology
Connections
Psychiatry |
| Berrima    | PO Box 250
Argyle Street
Berrima NSW 2577
Tel: (02) 4860 2507
Fax: (02) 4860 2513 | 66       | Female Industry              | No                   | Registered Nurse
Public Health
Oral Health
General Practice
Optometry |
| Brewarrina | Locked Bag 1
Yetta Dhinnakal Centre
Coolabah Road
Brewarrina NSW 2839
Tel: (02) 6874 4897
Fax: (02) 6874 4721 | 43       | Minimum, Training, skills based work centre | No                   | Registered Nurse Mental Health
Sexual Health
Physiotherapy
Accident & Emergency |
| Facility         | Contact Details                                      | Capacity | Security Level & Description | Reception Assessment | Patient Services                     |
|------------------|-------------------------------------------------------|----------|------------------------------|----------------------|---------------------------------------|
| Broken Hill      | PO Box 403 Broken Hill NSW 2880 109 Gossan Street    | 80       | Minimum & Medium Females,    | Yes                  | Registered Nurse                      |
|                  | Broken Hill NSW 2880 109 Gossan Street Broken Hill  |          | Periodic Detention, Cultural |                      | Primary Health                        |
|                  | NSW 2880 Tel: (08) 8082 6034 or (08) 8087 3025       |          | Link Program                 |                      | Public Health                          |
|                  | Fax: (08) 8087 9893                                   |          |                              |                      | Oral Health                           |
|                  |                                                       |          |                              |                      | General Practice                       |
|                  |                                                       |          |                              |                      | Optometry                             |
|                  |                                                       |          |                              |                      | Primary Health                         |
|                  |                                                       |          |                              |                      | Mental Health                          |
|                  |                                                       |          |                              |                      | ACCP                                   |
|                  |                                                       |          |                              |                      | Psychiatry                             |
| Cooma            | Locked Mail Bag Cooma NSW 2630 1 Vale Street         | 140      | Medium & Maximum             | No                   | Registered Nurse                       |
|                  | Cooma NSW 2630 1 Vale Street Cooma NSW 2630          |          |                              |                      | Public Health                          |
|                  | Tel: (02) 6455 0310 Fax: (02) 6455 0329              |          |                              |                      | Psychiatry                             |
|                  |                                                       |          |                              |                      | Oral Health                            |
|                  |                                                       |          |                              |                      | General Practice                       |
|                  |                                                       |          |                              |                      | Optometry                              |
|                  |                                                       |          |                              |                      | Aboriginal Health                      |
| Cessnock         | PO Box 32 Cessnock NSW 2325 Off Lindsay Street       | 220      | Maximum & Minimum            | Yes                  | Registered Nurse                       |
|                  | Cessnock NSW 2325 Off Lindsay Street Cessnock NSW  |          |                              |                      | Mental Health                          |
|                  | 2325 Tel: (02) 4993 2220 or (02) 4993 2350 Fax:      |          |                              |                      | D&A                                   |
|                  | (02)4991 1872                                        |          |                              |                      | Primary Health                         |
|                  |                                                       |          |                              |                      | Aboriginal Chronic Care                |
|                  |                                                       |          |                              |                      | Oral Health                            |
|                  |                                                       |          |                              |                      | General Practice                       |
|                  |                                                       |          |                              |                      | Optometry                              |
|                  |                                                       |          |                              |                      | Psychiatry                             |
|                  |                                                       |          |                              |                      | Public Health                          |
| Dawn de Laos     | Locked Mail Bag 130 Silverwater NSW 1811 Holker Street| 170      | Minimum & Works Release      | No                   | Registered Nurse                       |
|                  | Silverwater NSW 1811 Tel: (02) 9289 5331 Fax: (02) |          |                              |                      | Primary Health                         |
|                  | 9289 5389                                            |          |                              |                      | Public Health                          |
|                  |                                                       |          |                              |                      | Mental Health                          |
|                  |                                                       |          |                              |                      | Oral Health                            |
|                  |                                                       |          |                              |                      | General Practice                       |
|                  |                                                       |          |                              |                      | Optometry                              |
|                  |                                                       |          |                              |                      | Aboriginal Health                      |
| Facility    | Contact Details                                                                 | Capacity | Security Level & Description | Reception Assessment | Patient Services                                                                 |
|------------|---------------------------------------------------------------------------------|----------|-------------------------------|----------------------|----------------------------------------------------------------------------------|
| Dillwynia  | Locked Mail Bag 657 South Windsor NSW 2756                                       | 185      | Minimum Female                 | No                   | Registered Nurse, Mental Health, D&A, Psychiatry, Public Health, Oral Health, General Practice, Optometry, Women's Health |
|            | South Windsor The Northern Road South Windsor NSW 2756                            |          |                               |                      |                                                                                  |
|            | Tel: (02) 4582 2552 or (02) 4582 2550 Fax: (02) 4582 2599                        |          |                               |                      |                                                                                  |
| Emu Plains | Locked Mail Bag 6 Penrith NSW 2751                                               | 195      | Minimum Female, Farm and camp  | No                   | Registered Nurse, Women's Health, Mental Health, Psychiatry, Oral Health, General Practice, Optometry, Hepatology, Public Health |
|            | Old Bathurst Road Emu Plains NSW 2750                                             |          |                               |                      |                                                                                  |
|            | Tel: (02) 4735 0370 or (02) 4735 0356 Fax: (02) 4735 0371                      |          |                               |                      |                                                                                  |
| Glen Innes | Locked Mail Bag 900 Glen Innes NSW 2370                                         | 150      | Minimum Forestation Camp & Farm Area | No                   | Registered Nurse, Mental Health, General Practice, Public Health, ACCP, Oral Health, D&A, & Regional Health Centre |
|            | Gwydir Highway Glen Innes NSW 2370                                              |          |                               |                      |                                                                                  |
|            | Tel: (02) 6733 5766 or (02) 6730 0030 Fax: (02) 6733 5702                      |          |                               |                      |                                                                                  |
| Goulburn   | PO Box 264 Goulburn NSW 2580                                                     | 560      | Maximum & Minimum              | Yes                  | Registered Nurse, Mental Health, D&A, Primary Health, Public Health, Psychiatry, Radiology, Oral Health, General Practice, Optometry, Aboriginal Health |
|            | Maud Street Goulburn NSW 2580                                                    |          | Regional Reception Centre      |                      |                                                                                  |
|            | Tel: (02) 4827 2292 Fax: (02) 4827 2407                                         |          | Extreme High Risk              |                      |                                                                                  |
## HEALTH CARE LOCATIONS

| Facility                              | Contact Details                                      | Capacity | Security Level & Description | Reception Assessment | Patient Services                                                      |
|---------------------------------------|-------------------------------------------------------|----------|------------------------------|----------------------|------------------------------------------------------------------------|
| Grafton                               | PO BOX 656 Grafton NSW 2460 170 Hoof Street Grafton NSW 2460 Tel (02) 6642 0336 Fax: (02) 664 3122 | 274      | Medium & Minimum Reception/Remand, Industrial Special Management Unit Detox beds | Yes                  | Registered Nurse D&A Primary Health Public Health Nurse Practitioner Mental Health Oral Health General Practice Psychiatry Optometry ACCP Women’s Health |
| Ivanhoe                               | PO Box 109 Ivanhoe NSW 2878 Rail Town 33 Mitchell Street Ivanhoe NSW 2878 Tel: (02) 6995 1240 Fax: (02) 6995 1240 | 55       | Minimum Work camp            | No                   | Registered Nurse Mental Health D&A Oral Health General Practice Optometry Physiotherapy |
| John Morony I                         | Locked Mail Bag 654 South Windsor NSW 2756 Off the Northern Road South Windsor NSW 2756 Tel: (02) 4582 2200 Fax: (02) 4582 2278 | 290      | Medium                       | No                   | Registered Nurse Public Health Psychiatry Oral Health General Practice Optometry Podiatry ACCP |
| Outer Metropolitan Multi-purpose Correctional Centre (OMMPCC) | Locked Mail Bag 654 South Windsor NSW 2756 Tel: (02) 4582 2315 Fax: (02) 4582 2351 | 250      | Medium                       | No                   | Registered Nurse Public Health Mental Health Oral Health General Practice Optometry Podiatry ACCP |
| Facility | Contact Details | Capacity | Security Level & Description | Reception Assessment | Patient Services |
|----------|----------------|----------|-----------------------------|----------------------|-----------------|
| Kirkconnell | PO Box 266 Bathurst NSW 2796 Sunny Corner Road Yetholme NSW 2795 Tel: (02) 6337 5219 Fax: (02) 6337 5148 | 240 | Minimum Industries/Forestry | No | Registered Nurse Mental Health Oral Health Psychiatry General Practice Optometry Public Health ACCP Connections |
| Lithgow | PO Box 666 Lithgow NSW 2790 596 Great Western Highway Marrangaroo NSW 2790 Tel: (02) 6350 2209 Fax: (02) 6353 1162 | 340 | Maximum Industries | No | Registered Nurse Public Health Psychiatry Oral Health General Practice Optometry ACCP Connections |
| Long Bay Metropolitan Medical Transient Centre (MMTC) | Long Bay Correctional Complex PO Box 150 Matraville NSW 2036 Anzac Parade Malabar NSW 2036 Tel: (02) 9289 2406 Fax: (02) 9311 3908 | 300 | Medium & Minimum | No | Registered Nurse Optometry Oral Health Public/Sexual Health Podiatry Hepatology Clinics Pain Clinic Radiology Mental Health ENT Clinic Immunology/HIV Specialist Clinics Hepatitis C Clinic Nurse Consultant General Surgical Clinics |
| Long Bay | PO Box 150 Matraville NSW 2036 Anzac Parade Malabar NSW 2036 Tel: (02) 9289 2254 Fax: (02) 9311 2362 | 830 | Minimum & Maximum | No | Registered Nurse Public/Sexual Health Mental Health General Practice |
## HEALTH CARE LOCATIONS

| Facility                          | Contact Details                                      | Capacity | Security Level & Description | Reception Assessment | Patient Services                                      |
|----------------------------------|------------------------------------------------------|----------|-----------------------------|----------------------|------------------------------------------------------|
| **Mannus**                       | Linden Roth Drive Mannus via Tumbarumba NSW 2653     | 157      | Minimum                     | No                   | Registered Nurse, General Practice, Primary Health, Public Health, Dentist, Mental Health, Optometry |
| **Metropolitan Remand and Reception Centre (MRRC)** | Private Bag 144 Silverwater NSW 1811 Holker Street Silverwater NSW 1811 Tel: (02) 9289 5879 Fax: (02) 9289 5988 | 925      | Maximum                     | Yes                  | Registered Nurse, D&A, Public Health, Mental Health, Oral Health, General Practice, Optometry, Psychiatry, Drug Court, Radiologist, Mental Health Forensic Unit, ADCP Male Inpatient Unit |
| **Mid North Coast Correctional Centre** | PO Box 567 West Kempsey NSW 2440 370 Aldavilla Road Aldavilla NSW 2440 Tel: (02) 6560 2750 Fax: (02) 6560 2744 | 618      | Medium                      | Yes                  | Registered Nurse, Mental Health, D&A, Oral Health, Psychiatry, General Practice, Optometry, Aboriginal Health, Women’s Health, Public Health, ACCP |
| **Oberon**                       | Locked Mail Bag 2 Oberon NSW 2787 110 Gurnang Road Shooters Hill NSW 2787 Tel: (02) 6335 5248 Fax: (02) 6335 5281 | 130      | Minimum                     | No                   | Registered Nurse, Public Health, Oral Health, General Practice, Optometry |


| Facility       | Contact Details                                      | Capacity | Security Level & Description | Reception Assessment | Patient Services                                      |
|---------------|-----------------------------------------------------|----------|-----------------------------|----------------------|-------------------------------------------------------|
| Parklea       | PO Box 1648                                        | 580      | Minimum & Maximum            | No                   | Registered Nurse, Psychiatry, D&A Nurse, Primary Health, Public Health, Oral Health, General Practice, Optometry, Hepatology, Radiology, X-ray, D&A doctor |
|               | Blacktown NSW 2148                                 |          |                             |                      |                                                       |
|               | 66 Sentry Drive                                    |          |                             |                      |                                                       |
|               | Parklea NSW 2768                                   |          |                             |                      |                                                       |
|               | Tel: (02) 9678 4804                                |          |                             |                      |                                                       |
|               | Fax: (02) 9626 5712                                |          |                             |                      |                                                       |
|               |                                                     |          |                             |                      |                                                       |
| Parramatta    | Locked Mail Bag 2                                   | 580      | Medium Transit & Remand     | No                   | Registered Nurse, Mental Health, D&A MO, Psychiatry, Oral Health, General Practice, Optometry, Aboriginal Health, ADCP Male Sanction Unit |
|               | North Parramatta                                   |          |                             | Yes at Drug Court    |                                                       |
|               | NSW 2151                                           |          |                             |                      |                                                       |
|               | Cnr Dunlop                                          |          |                             |                      |                                                       |
|               | & O’Connell Streets                                |          |                             |                      |                                                       |
|               | North Parramatta                                   |          |                             |                      |                                                       |
|               | NSW 2151                                           |          |                             |                      |                                                       |
|               | Tel: (02) 9683 0211                                |          |                             |                      |                                                       |
|               | Fax: (02) 9630 3552                                |          |                             |                      |                                                       |
|               |                                                     |          |                             |                      |                                                       |
| Silverwater   | Locked Mail Bag 115                                | 494      | Minimum Periodic Detention and Transit Works Release | No                   | Registered Nurse, Primary Health, Public Health, Mental Health, Oral Health, Psychiatry, General Practice, Optometry |
|               | Silverwater NSW 1811                               |          |                             |                      |                                                       |
|               | Holker Street                                      |          |                             |                      |                                                       |
|               | Silverwater NSW 1811                               |          |                             |                      |                                                       |
|               | Tel: (02) 9289 5241                                |          |                             |                      |                                                       |
|               | Fax: (02) 9289 5196                                |          |                             |                      |                                                       |
|               |                                                     |          |                             |                      |                                                       |
| Silverwater Women’s (SWCC) | Locked Mail Bag 130                             | 158      | Female – all Classifications, Work and Industry | Yes                   | Registered Nurse, Mental Health, Public Health, Psychiatry, Oral Health, Optometry, Women’s Health, ACCP, ADCP Female Inpatient & Sanction Unit |
|               | Silverwater NSW 1811                               |          |                             |                      |                                                       |
|               | Holker Street                                      |          |                             |                      |                                                       |
|               | Silverwater NSW 1811                               |          |                             |                      |                                                       |
|               | Tel: (02) 9289 5313                                |          |                             |                      |                                                       |
|               | Fax: (02) 9647 2628                                |          |                             |                      |                                                       |
| Facility     | Contact Details                                      | Capacity | Security Level & Description | Reception Assessment | Patient Services                      |
|--------------|------------------------------------------------------|----------|------------------------------|----------------------|---------------------------------------|
| St Heliers   | PO Box 597 (McGullys Gap) Muswellbrook NSW 2333     | 280      | Minimum Farm and Industries  | No                   | Registered Nurse, Mental Health, Primary Health, Public Health, Psychiatry, Oral Health, General Practice, Optometry, Physiotherapy |
|              | Sandy Creek Road Muswellbrook NSW 2333              |          |                              |                      |                                       |
|              | Tel: (02) 6542 4311 Fax: (02) 6542 4391             |          |                              |                      |                                       |
|              |                                                      |          |                              |                      |                                       |
| Tamworth     | PO Box 537 Tamworth NSW 2340 Cnr Dean & Johnson Streets Tamworth NSW 2340 | 30       | Minimum & Medium & PDC       | Yes                  | Registered Nurse, Mental Health, General Practice, Optometry, Dentist, Psychiatry, ACCP, Public Health Nurse |
|              | Tel: (02) 6764 5315 Fax: (02) 6764 5309             | 19 at PDC|                              |                      |                                       |
| Wellington   | PO Box 386 Wellington NSW 2820                       | 650      | Maximum, Medium & Minimum Male, Medium & Minimum Female | Yes                  | Registered Nurse, Public Health, Psychiatry, Optometry, ACCP, Oral Health, Optometry, Mental Health, General Practice, D&A, Population Health, Radiology, Women’s Health |
|              | Tel: (02) 6840 2965 Fax: (02) 6840 2913              |          |                              |                      |                                       |
| Facility     | Contact Details                          | Security Level & Description | Police Cell Triage | Patient Services       |
|--------------|------------------------------------------|------------------------------|--------------------|------------------------|
| Bateman's Bay | Orient Street Bateman's Bay NSW 2536     | Maximum                      | Yes                | Registered Nurse       |
| Campbelltown | C/- Campbelltown Police Station 65 Queen Street Campbelltown NSW 2560 Tel: (02) 4628 5239 Fax: (02) 4628 5395 | Maximum                      | Yes                | Registered Nurse       |
| Dubbo        | Cnr Bultje and Brisbane Streets Dubbo NSW 2830 Tel: (02) 6884 7702 Clinic (02) 68813243 Fax: (02) 6884 7703 | Maximum                      | Yes                | Registered Nurse       |
| Lismore      | 36-40 Molesworth Street Lismore NSW 2480 Tel: (02) 6622 5717 Fax: (02) 6622 5710 | Maximum                      | Yes                | Registered Nurse       |
| Moree        | PO BOX 444 Moree NSW 2400 60 - 62 Frome Street Moree NSW 2400 Tel: (02) 6751 1532 Fax: (02) 6751 1471 | Maximum                      | Yes                | Registered Nurse       |
| Newcastle    | Cnr Church & Watt Streets Newcastle NSW 2300 Tel: (02) 4925 2250 Fax: (02) 4925 2749 | Maximum                      | Yes                | Registered Nurse       |
| Parramatta   | Cnr George & Marsden Streets Parramatta NSW 2150 Tel: (02) 9687 2425 Fax: (02) 9687 2481 | Maximum                      | Yes                | Registered Nurse       |
| Penrith      | 317 High Street Penrith NSW 2750 Tel: (02) 4721 9423 Fax: (02) 4721 9421 | Maximum                      | Yes                | Registered Nurse       |
| Port Macquarie | 2 Hay Street Port Macquarie NSW 2444 Tel: (02) 6583 2145 Fax: (02) 6583 2493 | Maximum                      | Yes                | Registered Nurse       |
| Sydney       | 151-169 Goulburn Street Darlinghurst NSW 2010 Tel: (02) 9265 4040 Fax: (02) 9281 0622 | Maximum                      | Yes                | Registered Nurse       |
## HEALTH CARE LOCATIONS

| Facility                  | Contact Details            | Security Level & Description | Police Cell Triage | Patient Services       |
|---------------------------|----------------------------|------------------------------|-------------------|------------------------|
| Wollongong                | Market Street<br>Wollongong NSW 2500<br>Tel: (02) 4227 6014<br>Fax: (02) 4227 6015 | Maximum               | Yes               | Registered Nurse       |

### JUNEE PRIVATE CORRECTIONAL CENTRE

| Facility                      | Contact Details | Capacity | Security Level & Description | Reception Assessment | Patient Services                              |
|-------------------------------|----------------|----------|------------------------------|----------------------|-----------------------------------------------|
| Junee Private Correctional Centre | PO Box 197<br>Junee NSW 2663<br>Tel: (02) 6924 3222 | 790      | Maximum, Medium & Minimum    | Yes                  | Registered Nurse<br>Mental Health<br>Population Health<br>D&A<br>General Practice<br>Aboriginal Health |

### JUVENILE CORRECTIONAL CENTRE

| Facility | Contact Details | Capacity | Security Level & Description | Reception Assessment | Patient Services |
|----------|----------------|----------|------------------------------|----------------------|------------------|
| Kariong  | PO Box 7275<br>Kariong NSW 2250<br>Pacific Highway<br>Kariong NSW 2250<br>Tel: (02) 4340 3436<br>Fax: (02) 4340 2611 | 32       | Maximum<br>Serious or violent offenders, On remand or control over 16 years | Yes                  | Registered Nurse<br>Psychiatry<br>ACCP<br>Oral Health<br>General Practice<br>Optometry |

### JUVENILE JUSTICE CENTRES

| Facility | Contact Details | Capacity | Security Level & Description | Reception Assessment | Patient Services |
|----------|----------------|----------|------------------------------|----------------------|------------------|
| Acmena   | PO Box 542<br>Grafton NSW 2460<br>Lot 57, Swallows Road<br>South Grafton NSW 2460<br>Tel: (02) 6643 0027<br>Fax: (02) 6643 0029 | 30       | Long Term Control<br>Mainly Aboriginal detainees, also male and female young people on short term remand | Yes                  | Registered Nurse<br>Psychiatry<br>Oral Health<br>General Practice<br>Optometry |
| Facility         | Contact Details                                                                 | Capacity | Security Level & Description                                                                 | Reception Assessment | Patient Services                  |
|------------------|--------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------|----------------------|-----------------------------------|
| Broken Hill Shelter | 146 Chloride Street Broken Hill NSW 2880 Tel: (08) 8080 2108 Fax: (08) 8080 2109 | 8        | Low security for young offenders on less serious charges                                      | Yes                  | Registered Nurse as required      |
| Cobham           | PO Box 539 St Marys NSW 2760 Cnr Great Western Hwy & Water Street St Marys NSW 2760 Tel: (02) 9833 6516 Centre 96238088 Fax: (02) 9833 7827 | 90       | Mostly, male young people over 16 yrs on remand however can also take female young people over 16 on remand | Yes                  | Registered Nurse Psychiatry Oral Health General Practice Optometry |
| Emu Plains       | Lot 1, Old Bathurst Road Emu Plains 2750 Tel: (02) 4728 6318 Fax: (02) 4728 6337 Centre Tel: 4728 6303 | 48       | Mostly male young people over 16 years on remand                                            | Yes                  | Registered Nurse Psychiatry Oral Health General Practice Optometry |
| Frank Baxter     | PO Box 7002 Kariong NSW 2250 Pacific Highway Kariong NSW 2250 Tel: (02) 4340 3830 Fax: (02) 4340 3821 | 120      | Long Term Control Over 16 years, also male young people on short/long term remand, can also take female on short term remand | Yes                  | Registered Nurse Psychiatry Oral Health General Practitioner Optometry ACCP |
| Juniperina       | 169 Joseph Street Lidcombe NSW 2141 Tel: NUM (02) 87375007 or Clinic (02) 8737 5066 Fax: (02) 8737 5062 | 48       | Minimum to maximum Females, all ages on remand and control                                   | Yes                  | Registered Nurse Psychiatry Oral Health General Practice Optometry |
| Orana            | PO Box 1047 Dubbo NSW 2830 Westview Street Dubbo NSW 2830 Tel: (02) 6881 0832 Fax: (02) 6881 0832 | 45       | Remand or control orders, mostly male however can also accommodate females for up to 5 days on short term remand | Yes                  | Registered Nurse Psychiatry Oral Health General Practice Optometry |
| Reiby            | 20 Briar Road Airds NSW 2560 Tel: (02) 4629 3819 Fax: (02) 4629 3835                | 60       | Control and Remand Orders Young Males under 16 yrs, can also accommodate females for up to 5 days | Yes                  | Registered Nurse Psychiatry Oral Health General Practice Optometry |
| Facility             | Contact Details                                      | Capacity | Security Level & Description                                                                 | Reception Assessment | Patient Services                      |
|---------------------|------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------|----------------------|----------------------------------------|
| Riverina            | PO Box 7255  
Wagga Wagga NSW 2650  
Cnr Fernleigh  
& Glenfield Roads  
Wagga Wagga NSW 2650  
Tel: (02) 6931 2811  
Fax: (02) 6931 2023 | 42       | Long and short term control & remand orders, also females for up to 5 days on remand           | Yes                  | Registered Nurse  
Psychiatry  
Oral Health  
General Practice  
Optometry |
|                     |                                                      |          |                                                                                               |                      |                                        |

**YOUTH DRUG & ALCOHOL COURT**

| Facility                        | Contact Details                            | Patient Services                                |
|---------------------------------|--------------------------------------------|------------------------------------------------|
| Youth Drug & Alcohol Court      | 7 Speed Street  
Liverpool NSW 2560  
Tel: (02) 9821 1644  
Fax: (02) 9821 3470 | Physical  
Mental Health Assessment  
D&A                                      |

**ADOLESCENT COURT & COMMUNITY TEAM**

| Facility                          | Contact Details                                      | Patient Services                                |
|-----------------------------------|------------------------------------------------------|------------------------------------------------|
| Bidura Children’s Court           | 357 Glebe Point Rd  
Glebe NSW 2037  
Tel: (02) 8667 2100  
Fax: (02) 8667 2130 | Mental Health Assessment  
Diversion  
Referral                                        |
| Campbelltown’s Children’s Court   | Queens St  
Campbelltown NSW 2560  
PO Box 91  
Campbelltown NSW 2560  
Tel: (02) 4629 9777  
Fax: (02) 4629 9744 | Mental Health Assessment  
Diversion  
Referral                                        |
| Nowra Children’s Court            | Plunkett Street  
Nowra NSW 2451  
PO Box 579  
Nowra NSW 2451  
Tel: (02) 4480 6970  
Fax: (02) 4480 6970 | Mental Health Assessment  
Diversion  
Referral                                        |
| Parramatta Children’s Court       | 2 George St  
Parramatta NSW 2124  
PO Box 976  
Parramatta NSW 2124  
Tel: (02) 8688 1888  
Fax: (02) 8688 1999 | Mental Health Assessment  
Diversion  
Referral                                        |
### Facility Contact Details

| Facility                  | Contact Details                                                                 | Patient Services                      |
|---------------------------|--------------------------------------------------------------------------------|---------------------------------------|
| **Port Kembla Children’s Court** | Darcy Rd  
Port Kembla NSW 2505  
PO Box 87  
Port Kembla NSW 2505  
Ph: (02) 4274 0735  
Fax: (02) 4276 3239 | Mental Health Assessment  
Diversion  
Referral |
| **Sutherland Children’s Court** | Cnr Flora & Belmont Streets  
Sutherland NSW 2232  
PO Box 37  
Sutherland NSW 2232  
Tel: (02) 9542 0200  
Fax: (02) 9542 0244 | Mental Health Assessment  
Diversion  
Referral |
| **Woy-Woy Children’s Court** | 78-80 Blackwell Rd  
Woy Woy NSW 2256  
PO Box 1  
Woy Woy NSW 2256  
Tel: (02) 4344 0111 | Mental Health Assessment  
Diversion  
Referral |
| **Wyong Children’s Court** | Cnr Hely & Anzac Streets  
Wyong NSW 2259  
PO Box 109  
Wyong NSW 2259  
Tel: (02) 4350 3010  
Fax: (02) 4350 3050 | Mental Health Assessment  
Diversion  
Referral |

### ADOLESCENT HEALTH CENTRAL OFFICE

| Facility      | Contact Details                                                                 | Patient Services                                                                 |
|---------------|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| **Eastgardens** | Suite 305, Westfield Office Tower  
152 Bunnerong Road  
Pagewood NSW 2035  
PO Box 150  
Matraville NSW 2036  
Tel: (02) 8372 3066  
Fax: (02) 9700 3686 | State-wide service  
All referrals through location at Adolescent Health Eastgardens  
Forensic Mental Health and Risk Assessment  
Provision of treatment recommendations to referring services  
Support to referring services in the management of forensic adolescent clients |
# ADOLESCENT COMMUNITY INTEGRATION TEAM (CIT)

| Facility | Contact Details | Patient Services |
|----------|-----------------|------------------|
| **Bourke** | 41A Mitchell St  
Bourke NSW 2840  
Tel: (02) 6870 1976  
Fax: (02) 6870 1975 | Referral to community services  
Support community services in management of referred clients |
| **Broken Hill** | 146 Chloride St  
Broken Hill NSW 2880  
Tel: (08) 8080 2102  
Fax: (08) 8080 2111 | Referral to community services  
Support community services in management of referred clients |
| **Central Coast** | 15 Watts St  
Gosford NSW 2250  
Tel: (02) 4325 6804  
Fax: (02) 4323 4441 | Referral to community services  
Support community services in management of referred clients |
| **Fairfield** | Suite 2  
Level 2  
44-46 Mandarin St  
Fairfield East NSW 2165  
Tel: (02) 9724 1690  
Fax: (02) 97246264 | Referral to community services  
Support community services in management of referred clients |
| **Grafton** | 120 Fitzroy St  
Grafton NSW 2460  
Tel: (02) 6643 2172  
Fax: (02) 6642 5477 | Referral to community services  
Support community services in management of referred clients |
| **Kempsey** | Cnr Forth & Regent St  
Kempsey NSW 2440  
PO Box 396  
Kempsey NSW 2440  
Tel: (02) 6563 1388  
Fax: (02) 6563 1371 | Referral to community services  
Support community services in management of referred clients |
| **Mt Druitt** | Mount Druitt Hospital  
75 Railway St  
Rooty Hill NSW 2766  
Tel: (02) 9881 1032  
Fax: (02) 9881 1034 | Referral to community services  
Support community services in management of referred clients |
| **Orana** | Level 2  
37-39 Carrington Ave  
Dubbo NSW 2830  
Tel: (02) 6881 0721  
Fax: (02) 6882 5429 | Referral to community services  
Support community services in management of referred clients |
### Facility Contact Details Patient Services

| Facility        | Contact Details                                      | Patient Services                                           |
|-----------------|------------------------------------------------------|------------------------------------------------------------|
| **Orange**      | 265 Lords Pl.                                        | Referral to community services                             |
|                 | Orange NSW 2800                                      | Support community services in management of referred clients |
|                 | Tel: (02) 6361 1282                                   |                                                            |
|                 | Fax: (02) 6361 1329                                   |                                                            |
| **Penrith**     | Level 3                                              | Referral to community services                             |
|                 | 2-6 Station St                                        | Support community services in management of referred clients|
|                 | Penrith NSW 2750                                      |                                                            |
|                 | Tel: (02) 4720 3600                                   |                                                            |
|                 | Fax: (02) 4720 3690                                   |                                                            |
| **Riverina**    | 1/32 Kincaid St                                      | Referral to community services                             |
|                 | Wagga Wagga NSW 2650                                 | Support community services in management of referred clients|
|                 | Tel: (02) 6937 2214                                   |                                                            |
|                 | Fax: (02) 6937 2233                                   |                                                            |
| **Sydney Metropolitan** | Ground Floor                                         | Referral to community services                             |
|                 | 64-76 Kippax St                                      | Support community services in management of referred clients|
|                 | Surry Hills NSW 2010                                 |                                                            |
|                 | Tel: (02) 9215 3345                                   |                                                            |
|                 | Fax: (02) 9215 3350                                   |                                                            |

### COURT LIAISON CENTRES

| Facility         | Contact Details                                      | Patient Services                                           |
|------------------|------------------------------------------------------|------------------------------------------------------------|
| **Blacktown Local Court** | 1 Kildare Road                                       | Mental Health Assessment                                    |
|                  | Blacktown NSW 2148                                   |                                                            |
|                  | Tel: (02) 9672 2647                                   |                                                            |
|                  | Fax: (02) 9672 2647                                   |                                                            |
| **Burwood Local Court** | 7-9 Belmore Street                                    | Mental Health Assessment                                    |
|                  | Burwood NSW 2134                                      |                                                            |
|                  | Tel: (02) 9744 4186                                   |                                                            |
|                  | Fax: (02) 9744 4190                                   |                                                            |
| **Campbelltown Local Court** | Railway Street                                       | Mental Health Assessment                                    |
|                  | Campbelltown NSW 2560                                 |                                                            |
|                  | Tel: (02) 4629 9775                                   |                                                            |
| **Coffs Harbour Local Court** | Moonee Street                                        | Mental Health Assessment                                    |
|                  | Coffs Harbour NSW 2450                               |                                                            |
|                  | Tel: (02) 6650 0351                                   |                                                            |
|                  | Fax: (02) 6650 0351                                   |                                                            |
## HEALTH CARE LOCATIONS

| Facility             | Contact Details                                                                 | Patient Services       |
|----------------------|----------------------------------------------------------------------------------|------------------------|
| Dubbo Local Court    | Dubbo Court House Brisbane Street Dubbo NSW 2830                                 | Mental Health Assessment |
|                      | Tel: (02) 6885 7666 Fax: (02) 6885 3403                                           |                        |
| Gosford Local Court  | Cnr Donnison Street & Henry Perry Drive Gosford NSW 2250                          | Mental Health Assessment |
|                      | Tel: (02) 4304 6930 Fax: (02) 4304 6930                                           |                        |
| Lismore Local Court  | 9-11 Zadoc Street Lismore NSW 2170                                              | Mental Health Assessment |
|                      | Tel: (02) 6622 8918 Fax: (02) 6622 8918                                           |                        |
| Liverpool Local Court| 150 George Street Liverpool NSW 2170                                             | Mental Health Assessment |
|                      | Tel: (02) 9600 9316 Fax: (02) 9600 9316                                           |                        |
| Manly Local Court    | 2 Belgrave Street Manly NSW 2095                                                | Mental Health Assessment |
|                      | Tel: (02) 9934 4505 Fax: (02) 9934 4505                                           |                        |
| Nowra Local Court    | Plunkett Street Nowra NSW 2541                                                   | Mental Health Assessment |
|                      | Tel: (02) 4421 4361 Fax: (02) 4421 4361                                           |                        |
| Parramatta Local Court| PO Box 92 Parramatta NSW 2150 Cnr George & Marsden Streets Parramatta NSW 2124 | Mental Health Assessment |
|                      | Tel: (02) 9895 4218 Fax: (02) 9687 1468                                           |                        |
| Penrith Local Court  | 64-72 Henry Street Penrith NSW 2750                                             | Mental Health Assessment |
|                      | Tel: (02) 4720 1574 Fax: (02) 4720 1574                                           |                        |
| Sutherland Local Court| Cnr Flora & Belmont Streets Sutherland NSW 2232                                   | Mental Health Assessment |
|                      | Tel: (02) 9545 5439 Fax: (02) 9545 5439                                           |                        |
| Facility                  | Contact Details                                                                                                                                 | Patient Services                        |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| **Sydney Central Local Court** | Central Local Court  
98 Liverpool Street  
A904  
Sydney South NSW 2000  
Tel: (02) 9287 0131  
Fax: (02) 9287 0155 | Mental Health Assessment              |
| **Tamworth Local Court**  | Cnr Marius & Fitzroy Streets  
Tamworth NSW 2340  
Tel: (02) 6764 5747  
Fax: (02) 6764 5747 | Mental Health Assessment              |
| **Wagga Wagga Local Court** | Wagga Wagga Court House  
49 Fitzmaurice Street  
Wagga Wagga NSW 2650  
Tel: (02) 6922 0934  
Fax: (02) 6922 0934 | Mental Health Assessment              |
| **Wyong Local Court**     | Wyong Local Court  
Cnr Hely & Anzac Streets  
Wyong NSW 2259  
Tel: (02) 4353 5764  
Fax: (02) 4353 5764 | Mental Health Assessment              |

**COMMUNITY FORENSIC MENTAL HEALTH**

| Facility | Contact Details | Patient Services |
|----------|-----------------|------------------|
| **North Parramatta** | Adult Community Forensic Mental Health Service  
(State-wide)  
7 Fleet Street  
North Parramatta NSW 2150 | Community forensic mental health |
| **Sydney** | The Community Forensic Mental Health Service Sexual Behaviours Clinic  
Level 4  
66 Wentworth Ave  
Surry Hills NSW 2010  
Tel: 9219 8105  
Office: Level 3, Westfield Office Tower  
Eastgardens Shopping Centre  
152 Bunnerong Road  
Pagewood NSW 2035  
Tel: 8372 3070 | Medical management of Sexual offenders  
Psychosocial Intervention  
Psychometric Evaluation  
Neuropsychological Assessment  
Occupational Therapy Assessment  
Medico-legal reports  
Risk assessment and risk management of sex offenders |
## HEALTH CARE LOCATIONS

### DRUG & ALCOHOL CENTRAL OFFICE

| Facility                | Contact Details                              | Patient Services      |
|-------------------------|----------------------------------------------|-----------------------|
| **D&A Central Planning Office** | 4 Hope Street, Ermington NSW 2115<br>PO Box 150, Matraville NSW 2036<br>Tel: (02) 9811 0100, Fax: (02) 9811 0142 | D&A post release     |

### COMPULSORY DRUG TREATMENT PROGRAM (CDTP)

| Facility                        | Contact Details                              | Patient Services                  |
|---------------------------------|----------------------------------------------|-----------------------------------|
| **Parklea Correctional Complex** | Mail Bag 3001, Stanhope Gardens NSW 2768<br>Tel: (02) 9678 4179, Fax: (02) 9678 4176 | Abstinence based court mandated res rehab |

### ADULT DRUG COURT PROGRAM (ADCP)

| Facility            | Contact Details                              | Patient Services            |
|---------------------|----------------------------------------------|----------------------------|
| **Parramatta Drug Court** | Drug Court of NSW, 12 George Street<br>PO Box 92, Parramatta NSW 2150<br>Tel: (02) 9685 8030, Fax: (02) 9685 8080 | D&A court diversion program |

### PERIODIC DETENTION CENTRES

| Facility | Contact Details |
|----------|-----------------|
| **Bathurst** | Mid Western Highway, Bathurst NSW 2795<br>Tel: (02) 6334 2591, Fax: (02) 6334 2593 |
| **Grafton** | 170 Hoof Street, Grafton NSW 2460<br>PO Box 656, Grafton NSW 2460<br>Tel: (02) 6642 0345, Fax: (02) 6643 2133 |
| Facility   | Contact Details                                                                 |
|-----------|-------------------------------------------------------------------------------|
| Mannus    | Linden Roth Drive  
Mannus via  
Tumbarumba NSW 2653  
Tel: (02) 6941 0333  
Fax: (02) 6941 0340 |
| Silverwater | Holker St  
Silverwater NSW 2128  
Locked Mail Bag 115  
Australian Post Mail Centre  
Silverwater NSW 2811  
Tel: (02) 9289 5368  
Fax: (02) 9289 5551 |
| Tamworth | Corner Dean & Johnson Streets  
Tamworth NSW 2347  
PO Box 537  
Tamworth NSW 2347  
Tel: (02) 6764 5324  
Fax: (02) 6766 9746 |
| Tomago    | Tomago Road  
Tomago  
Raymond Terrace NSW 2324  
PO Box 243  
Raymond Terrace NSW 2324  
Tel: (02) 4993 2322  
Fax: (02) 4964 8544 |
| Wollongong | 34-40 Lady Penrhyne Drive  
Unanderra NSW 2526  
Tel: (02) 4271 8748  
Fax: (02) 4271 8760 |
ABBREVIATIONS

ACNO  Adult Clinical and Nursing Operations
AHS  Area Health Service
BOCSAR  Bureau of Crime Statistics and Research
CCMHS  Community Correctional Mental Health Service
CE  Chief Executive
CFMHS  Community Forensic Mental Health Service
CHRCJ  Centre for Health Research in Criminal Justice
CIT  Community Integration Team
CNC  Clinical Nurse Consultant
CORC  Corporate Operations Review Committee
CSAT  Climate Survey Action Team
CSNSW  Corrective Services NSW
D&A  Drug and Alcohol
DACNO  Director Adult Clinical and Nursing Operations
DRI  Digital Regions Initiative
EDAHDAMH  Executive Director Adolescent Health, Drug & Alcohol and Mental Health
EDCNS  Executive Director Clinical and Nursing Services
EEO  Equal Employment Opportunity
EOC  Essentials of Care
ESPU  Executive Support and Planning Unit
FTE  Full-Time Equivalent
FOI  Freedom of Information
H1N1  Human Swine Influenza A
ICT  Information Communications & Technology
IDC  Inmate Development Committee
IIMS  Incident Information Management System
IT  Information Technology
JH-ACCT  Justice Health Adolescent Court & Community Team
JJ  Juvenile Justice
L&D  Learning and Development Centre
MADAAC  Medical and Dental Appointment and Advisory Committee
MHSU  Mental Health Screening Unit
MOU  Memorandum of Understanding
MRRC  Metropolitan Remand and Reception Centre
NCOS  Net Cost of Service
NHMRC  National Health & Medical Research Centre
NSCCAHS  Northern Sydney & Central Coast Area Health Service
NUM  Nurse Unit Manager
OH&S  Occupational Health & Safety
OSP  Opioid Substitution Program
PAS  Patient Administration System
PDC  Periodic Detention Centre
PMVA  Prevention Management of Violence and Aggression
PPP  Public Private Partnership
RACP  Royal Australasian College of Physicians
QSA  Quality Systems Assessment
SCCLLS  Statewide Community & Court Liaison Service
SEDA  Sustainable Energy Development Agency
STP  Specialised Training Program
SWCC  Silverwater womens Correctional Centre
SWFHM  Statewide Forensic Mental Health Service
VMO  Visiting Medical Officer
UNSW  University of New South Wales
YDAC  Youth Drug and Alcohol Court
YPICS  Young People in Custody Survey
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