

Statement of Priorities 2023-24 for Victorian Institute of Forensic Mental Health

OFFICIAL



Department
of Health

OFFICIAL

The department proudly acknowledges Victoria's Aboriginal communities and their rich culture and pays respect to their Elders past and present.

We acknowledge Aboriginal people as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely.

We recognise and value the ongoing contribution of Aboriginal people and communities to Victorian life and how this enriches us.

We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

To receive this document in an accessible format, phone using the National Relay Service 13 36 77 if required, or [Commissioning and System Improvement; Accountability on](#) <Accountability@health.vic.gov.au>

Authorised and published by the Victorian Government, 1 Treasury Place, Melbourne.

© State of Victoria, Australia, Department of Health, April 2024.

This publication is copyright. Apart from any use permitted under the *Copyright Act 1968* (Cth), no part may be reproduced by any process, nor may any other exclusive right be exercised, without the permission of the Department of Health, 2024.

2206-7523 (online/PDF/Word)

Available at [The Department of Health Statements of Priorities](#)

<<https://www.health.vic.gov.au/funding-performance-accountability/statements-of-priorities>>

Contents

Background	4
Strategic Priorities	5
Government Commitments.....	5
Part A: Department of Health Strategic Plan	6
Part B: Performance Priorities	10
Part C: Activity and Funding	12
Accountability and funding requirements	13
Signing Page	14

Background

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

Statement of Priorities are consistent with the health services' strategic plans and aligned to government policy directions and priorities. For 2023-24, the Statement of Priorities also refer to the *Department of Health Strategic Plan 2023-27* (Strategic Plan). The annual agreements support the delivery of, or substantial progress towards, the key shared objectives of quality and safety, good governance and leadership, access and timeliness, and financial sustainability.

Statement of Priorities consists of four main parts:

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

Performance expectations and mechanisms used by the Department of Health (the department) to monitor and manage performance are described in the *Victorian Health Service Performance Monitoring Framework 2023-24* (The Framework).

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

Strategic Priorities

The department on behalf of government delivers policies, programs and services that support and enhance the health and wellbeing of all Victorians. The department's vision is to create a future where Victorians are the healthiest people in the world. A Victoria where children and people thrive, where workplaces are productive and safe, and where communities are more connected.

The department's job is to support Victorians to stay healthy and safe; and to deliver a world-class healthcare system that ensures every single Victorian can access safe, quality care that leads to better health outcomes for all.

To fulfil these obligations, the department has developed the *Department of Health Strategic Plan 2023-27* (Strategic Plan) with seven guiding strategic priorities, to shape the health system's direction. Health services will contribute to the department's strategic priorities through signing and enacting the Statement of Priorities. The seven strategic priorities are:

- Keeping people healthy and well in the community
- Providing care closer to home
- Keep innovating and improving care
- Improving Aboriginal health and wellbeing
- Moving from competition to collaboration
- A stronger and more sustainable workforce
- A safe and sustainable health, wellbeing and care system

Government Commitments

The Victorian Budget 2023–24 (the budget) continues to invest in building hospitals, supporting our health system to meet growing demand and supporting our hardworking healthcare workers to ensure Victorians get the care they need, close to home. This budget provides investment in essential services including:

- \$1.5 billion to boost deferred elective surgery and ease the pressure on our hospitals.
- \$776 million for critical bed-based services, alcohol and other drug services, infrastructure, earlier support in community mental health services and the roll-out of the new Mental Health and Wellbeing Act.
- \$320 million to plan the delivery of major investments at seven hospitals across the state to ensure Victorians receive the highest quality healthcare.
- A \$270 million investment in our health workforce to make it free to study nursing and midwifery for nurses that join the public health system.
- A \$201 million system wide boost to support timely emergency care, including more ambulance services and improvements to emergency department programs, to get patients the care they need as quickly as possible.
- \$162 million for better aged care services across regional Victoria, to build new public aged care services in Cohuna, Maffra and Numurkah.
- \$157 million for critical bed-based mental health services across our state including more Hospital in the Home beds for Barwon Health, improving in-home mental health care for acutely unwell residents across the Geelong region.
- \$154 million to give women's health the focus and funding it deserves, including 20 new comprehensive women's health clinics at public hospitals.

Part A: Department of Health Strategic Plan

The Statement of Priorities are aligned with the [Strategic Plan 2023-27](https://www.health.vic.gov.au/our-strategic-plan-2023-27)

<<https://www.health.vic.gov.au/our-strategic-plan-2023-27>>.

Victorian Institute of Forensic Mental Health will contribute to the Strategic Plan 2023-27 by agreeing to the following priorities:

Ministerial Priorities

1. New and transformed, integrated services through the implementation of recommendations from the Royal Commission into Victoria's Mental Health System.
2. Strengthening system guidance, stewardship and commissioning.
3. Realising the vision of the new *Mental Health and Wellbeing Act 2022* by driving cultural change.
4. Supporting a culture that embraces lived experience leadership at every level of the mental health and wellbeing system.
5. Growing strong, safe and supported workforces.
6. Investing in prevention and promotion.
7. Improving Aboriginal mental health and wellbeing through self-determination.

System Priorities

Excellence in clinical governance

We aim for the best patient experience and care outcomes by assuring safe practice, leadership of safety, an engaged and capable workforce, and continuing to improve and innovate care.

Goals

- Develop strong and effective relationships with partners to drive service improvements.
- Support consumers to access the most appropriate care for their mental illness and/or associated risk factors.

Forensicare deliverables:

- Partner with Safer Care Victoria's (SCV) Mental Health Improvement Unit on reform including working toward the elimination of restrictive practices.
- Work with SCV in areas of clinical improvement to ensure Thomas Embling Hospital delivers best care, including working together on hospital acquired complications, low value care and targeting preventable harm to ensure that limited resources are optimised without compromising clinical care and outcomes.
- Refine operating models developed for service expansions and ensure they are aligned with Forensicare's Model of Care 2021-26, and deliver safe, effective, and person-centred care.
- Engage Forensicare clinical staff in translating research findings into clinical education and professional development activities and deliver the Forensic Mental Health Professional Development Program in partnership with the Centre for Forensic Behavioural Science.
- Strengthen relationships and work in collaboration with Aboriginal Community Controlled Health Organisations (ACCHO), Aboriginal Community Controlled Organisations (ACCO) and Justice-related orgs, such as the Aboriginal Justice Forum, to support enhanced

connection with community and improve Aboriginal consumer experiences of culturally safe care.

- Work in partnership with Area Mental Health and Wellbeing Services and Mental Health and Wellbeing Locals across Victoria to develop, establish and deliver regional community forensic mental health services.
- Develop an appropriate under 26 years model for Forensic Mental Health across Forensicare services. Engage with the Department of Health, the Department of Justice and Community Safety and specialist Infant, Child and Youth Mental Health and Wellbeing Services in the development of an appropriate Forensic Youth Mental Health state-wide system.

Working to achieve long term financial sustainability

Ensure equitable and transparent use of available resources to achieve optimum outcomes.

Goals

- Reorientate towards value-based health, wellbeing and care outcomes to deliver the outcomes that matter to consumers as directed by Forensicare's Strategic Plan 2021-26.
- Co-operate with and support Department of Health-led reforms that address financial sustainability, operational performance and system management.

Forensicare deliverables:

- Work in collaboration with the Department of Health to review budget drivers, changes, and options around funding models. Continue to refine approach for sustainability and alignment with outcomes at the consumer, and community level, across service expansions and further reform.
- Implement actions to improve Business Intelligence, data sharing and integration with partner agencies and the Department of Health in line with the Victorian Digital Strategy 2021-2026 and Victoria's Digital Health Roadmap 2021-2025, and key Royal Commission recommendations around contemporary IT systems.

Improving equitable access to healthcare and wellbeing

Ensure that Aboriginal people have access to a health, wellbeing and care system that is holistic, culturally safe, accessible, and empowering.

Ensure that communities in rural and regional areas have equitable health outcomes irrespective of locality.

Goals

- Address forensic mental health service access issues and equity for rural and regional people to enable comprehensive state-wide approach to service delivery.
- Strengthen programs that support Aboriginal people by addressing the gap in health outcomes by delivering culturally safe and responsive health care.

Forensicare deliverables:

- Enable access to community-based specialist forensic mental health services state-wide via increased efficiency and effectiveness in service delivery.

- Establish consultation processes supporting partnerships with Aboriginal Community-Controlled Health Organisations.
- Implement strategies and processes to actively increase Aboriginal employment.
- Improve identification of Aboriginal people presenting for mental health care, address variances in care, and provide equitable access to culturally safe care pathways and environments.
- Develop discharge plans for every Aboriginal consumer, across appropriate settings.

A stronger workforce

There is increased supply of critical roles, which supports safe, high-quality care. Victoria is a world leader in employee experience, with a focus on future roles, capabilities and professional development. The workforce is regenerative and sustainable, bringing a diversity of skills and experience that reflect the people and communities it serves. As a result of a stronger workforce, Victorians receive the right care at the right time closer to home.

Goals

- Deliver programs to improve employee experience across four initial focus areas: Leadership, health and safety, flexibility, and career development and agility.
- Support Forensicare's Strategic Plan 2021-26 to prioritise its vision as a workplace of choice.

Forensicare deliverables:

- Prioritise wellbeing of healthcare workers and implement local strategies to address key issues.
- Develop an approach, in conjunction with the Department of Health, on Core Forensic Mental Health Capabilities, that builds on previous work relating to workforce and leadership development.
- Design and implement workforce strategies relating to gender equality, cultural safety and inclusion in the workplace.
- Develop programs to improve employee experience during onboarding and initial twelve months of employment.

Moving from competition to collaboration

Share knowledge, information and resources with partner health and wellbeing services and care providers. This will allow patients to experience one health, wellbeing and care system through connected digital health information, evidence and data flows, enabled by advanced interoperable platforms.

Goals

- Partner with Area Mental Health and Wellbeing Services, Mental Health and Wellbeing Locals and other relevant stakeholders to improve access and transition pathways for forensic mental health consumers, and those at risk of coming into contact with the criminal justice system.

Forensicare deliverables:

- Forensicare to build partnerships, via the North East Metropolitan Health Service Partnership Mental Health Reform Stream network, and collaboratively work on agreed transformation actions, with local implementation of state-wide forensic mental health programs.
- Forensicare to work collaboratively with mental health and wellbeing services to deliver Regional Forensic Mental Health Teams, to deliver community-based forensic mental health care in communities where people live.

Empowering people to keep healthy and safe in the community

Support individual health and mental wellbeing by giving people the tools and information they need to stay healthy and well. Work with the local government to respond to health threats and empower the community to proactively respond to health risks.

Goals

- Enhance forensic mental health literacy and promote high-quality health information so that Area Mental Health and Wellbeing Services, Mental Health and Wellbeing Locals and other relevant stakeholders, can apply this knowledge to their own circumstances.
- Deliver collective and collaborative mental health and wellbeing services and programs, where all people, sectors and communities can benefit to live their best lives free from offending.

Forensicare deliverables:

- Partner with the Centre for Forensic Behavioural Science to deliver training and professional development opportunities to Area Mental Health and Wellbeing Services, Mental Health and Wellbeing Locals and other health organisations such as ACCHOs, building capability and capacity to identify and work with consumers who are at risk of, or have, come into contact with the criminal justice system.
- Deliver forensic mental health care and interventions in the community where people live, connecting consumers with local services, enhancing connectedness and building support networks.

Part B: Performance Priorities

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

Further information is available at the [Funding, Performance and Accountability webpage](https://www.health.vic.gov.au/funding-performance-accountability/performance-monitoring-framework) <<https://www.health.vic.gov.au/funding-performance-accountability/performance-monitoring-framework>>.

High quality and safe care:

Key Performance Measure	Target
Infection prevention and control	
Percentage of healthcare workers immunised for influenza	94%
Compliance with the Hand Hygiene Australia program ¹	85%
Mental Health	
Mental Health Patient Experience	
Percentage of consumers who rated their overall experience of care with a service in the last 3 months as positive	80%
Percentage of mental health consumers reporting they 'usually' or 'always' felt safe using this service	90%
Percentage of families/carers reporting a 'very good' or 'excellent' overall experience of the service	80%
Percentage of families/carers who report they 'always' or 'usually' felt their opinions as a carer were respected	90%
Mental Health Post-Discharge Follow-up	
Percentage of consumers followed up within 7 days of separation – Inpatient (adult)	88%
Mental Health Seclusion	
Rate of seclusion episodes per 1,000 occupied bed days - Inpatient (adult)	≤ 8

Strong governance, leadership and culture

Key Performance Measure	Target
Organisational culture	
People matter survey – Percentage of staff with an overall positive response to safety culture survey questions	62%

¹ Effective date of target change from 85% to 80% conditional on pending changes to BP3 requirements.

Timely access to care

Key Performance Measure	Target
Number of male security patients admitted to Thomas Embling Hospital Male Acute Units – Security	≥80
Percentage of male Security Patients admitted to Thomas Embling Hospital within 7 days of certification	80%
Percentage of male security patients discharged from Thomas Embling Hospital to a correctional centre within 21 days	80%
Percentage of male security patients discharged within 7 days of becoming a civil client	80%

Effective financial management

Key Performance Measure	Target
Operating result (\$M)	(11.43)
Average number of days to pay trade creditors	60 days
Adjusted current asset ratio	0.7
Variance between forecast and actual Net result from transactions (NRFT) for the current financial year ending 30 June.	Variance ≤ \$250,000
Actual number of days of available cash, measured on the last day of each month	14 days

Part C: Activity and Funding

The performance and financial framework within which state government-funded organisations operate is described in *The Policy and Funding Guidelines – Funding Rules*. The Funding Rules details funding and pricing arrangements and provides modelled budgets and targets for a range of programs. The [Policy and Funding Guidelines](https://www.health.vic.gov.au/policy-and-funding-guidelines-for-health-services) webpage <<https://www.health.vic.gov.au/policy-and-funding-guidelines-for-health-services>>.

Period 1 July 2023 – 30 June 2024

Table 1 Victorian Institute of Forensic Mental Health funding summary for 1 July 2023 – 30 June 2024

Funding Type	Activity	Budget (\$'000)
Subacute & Non-Acute Other		
Other specified funding		661
Mental Health and Drug Services		
Mental Health Ambulatory	9,949	27,167
Mental Health Inpatient - Available bed days	49,642	61,698
Mental Health Service System Capacity		9,114
Mental Health Other		280
Other		
Health Workforce		343
Total Funding		99,264

Please note:

- Base level funding, related services and activity levels, outlined within the Policy and Funding Guidelines are subject to change throughout the year. Further information about the department’s approach to funding and price setting for specific clinical activities, and funding policy changes is also available from: [Policy and funding guidelines for health services](https://www.health.vic.gov.au/policy-and-funding-guidelines-for-health-services) <<https://www.health.vic.gov.au/policy-and-funding-guidelines-for-health-services>>
- Each funding type row (eg “emergency services”) comprises a mix of activity based funding and block grants. Funding depends on the service profile. For further details, refer to the Policy and funding guidelines for health services (see above point for link).
- In situations where a change is required to Part C, changes to the agreement will be actioned through an exchange of letters between the department and the health service’s Chief Executive Officer.

Accountability and funding requirements

The health service must comply with:

- All laws applicable to it;
- The *National Health Reform Agreement*.
- All applicable requirements, policies, terms or conditions of funding specified or referred to in the Department of Health *Policy and Funding Guidelines 2023-24*.
- Policies and procedures and appropriate internal controls to ensure accurate and timely submission of data to the Department of Health.
- All applicable policies and guidelines issued by the Department of Health from time to time and notified to the health service.
- Where applicable, all terms and conditions specified in an agreement between the health service and the Department of Health relating to the provision of health services which is in force at any time during the 2023-24 financial year.
- Relevant standards for programs which have been adopted e.g. International Organisation for Standardisation standards and AS/NZS 4801:2001, Occupational Health and Safety Management Systems or an equivalent standard.
- Where applicable, this includes the National Safety and Quality Health Service Standards ('NSQHS standards') as accredited through the Australian Health Service Safety and Quality Accreditation Scheme.
- Specific to DHSV: in relation to the School Dental Project Plan, as agreed and specified by both parties, including meeting the requirements outlined in the School Licence Agreement.
- Any other relevant, applicable statutory, regulatory or accountability rules, policies, plans, procedures or publications.

Signing Page

The Minister for Mental Health has issued this Statement of Priorities to detail the funding provided to enable Victorian Institute of Forensic Mental Health to meet its service obligations and performance requirements as outlined.



Hon Ingrid Stitt MP

Minister for Mental Health

Date: 14/05/2024