

ACT Detainee Health and Wellbeing Strategy 2023-28

Working together towards
high-quality, responsive
detainee health and
wellbeing care



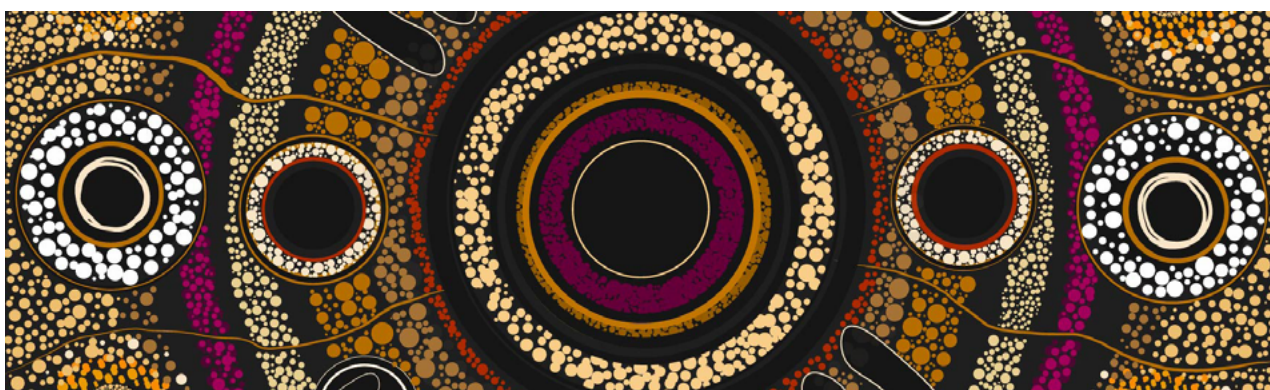
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Lived Experience Acknowledgement

We would like to acknowledge that the lived experiences, voices, and cultural authority of detainees,^A their families and advocates, as well as frontline workforce,^B leaders, community organisations, and government have all played a vital role in the development of the ACT Detainee Health and Wellbeing Strategy (the Strategy). Their unique insights and understanding will continue to guide its implementation towards strong achieving health and wellbeing outcomes for detainees.

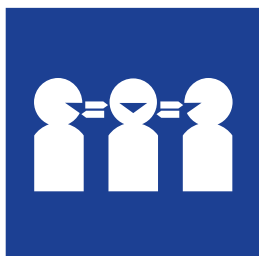


Acknowledgment of Country

We acknowledge the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region. We acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

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A We use the term detainees throughout this strategy when referring to people in custody, in line with ACT Corrective Services policy

B Throughout the strategy, the term workforce refers to the people who deliver health services to detainees including ACTC, CHS Justice Health Services, and Winnunga Nimmityjah AHCS staff.

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Ministerial Foreword



Quality healthcare is a fundamental human right. We have an opportunity to provide high-quality health and wellbeing care to detainees while they are in custody,

to return healthier people to communities. In this way, improving detainee health and wellbeing is a critical part of improving the health and wellbeing of ACT as a whole.

The ACT Detainee Health and Wellbeing Strategy 2023-28 represents an important milestone towards achieving the ACT Government's vision of creating a society that supports everyone to feel healthy, safe, empowered and optimistic about their future. This includes a world-class health system that is accessible, appropriate and easy to navigate, no matter a person's circumstances, including detainees.

This Strategy represents a shared commitment across partner organisations to work better together to deliver safer, higher-quality health care for detainees.

The Strategy is the culmination of extensive consultations with stakeholders including detainees and the people who provide health and wellbeing services to them. Stakeholders told us that what matters most to them is being able to access care that meets their needs when they need it. They also told us that it is important to know what health services are available, when, and how to access them so that they are empowered to seek out care when they need it.

Better health care for detainees means they will have their health and wellbeing needs better supported while in custody and are more likely to continue this support once they return to the community. This helps to improve broader health and wellbeing outcomes and can play an important part in reducing recidivism.

I would like to thank all who have participated in the development of this Strategy: detainees, Canberra Health Services (Justice Health Services), the ACT Health Directorate, Winnunga Nimmityjah Aboriginal Health and Community Services, and the Justice and Community Safety Directorate (ACT Corrective Services).

As a result of these efforts, I am pleased to put forward this Strategy formalising our shared vision and strategic priorities for health and wellbeing services for ACT detainees.

I look forward to continuing to work in partnership as this Strategy comes to fruition.

Minister Emma Davidson
Minister for Justice Health
June 2023

Statement of Commitment to First Nations Peoples

As organisations responsible for the care of detainees in the ACT, we believe everyone deserves good social and emotional health and wellbeing.

We acknowledge and respect the unique cultural heritage and rights of Aboriginal and Torres Strait Islander peoples, including their right to self-determination, and we are committed to ensuring the safety, dignity, and wellbeing of all detainees in our care.

We also acknowledge the ongoing impacts of forced removal and institutional and systemic racism.

First Nations peoples and Communities are strong and capable. We respect that First Nations people are the experts on what is best for them and that they should lead decisions around their care. Together, we aim to work with First Nations peoples and communities, to ensure that when they complete their custodial sentence, they have better health and wellbeing than when they commenced.

This Strategy upholds Government's responsibility to acknowledge and address barriers that have and continue to prevent First Nations peoples and communities from receiving the best care to meet their social and emotional wellbeing needs and affirms our commitment to Closing the Gap Priority Reforms.

We acknowledge that there are too many First Nations peoples in custody compared to the rest of the population.

We acknowledge the ongoing impact of intergenerational trauma and the past and present impact of colonialism and colonial systems.

To address these barriers, we are committed to working together with First Nations communities to embed holistic social and emotional wellbeing care that is culturally safe, strengths-based and appropriate and prioritises healing and rehabilitation.

We recognise that building respect through strong relationships and understanding are important foundations for achieving meaningful gains in social and emotional wellbeing outcomes. To ensure that First Nations care is led by First Nations people, we commit to ongoing engagement with Aboriginal and Torres Strait Islander peoples and organizations, to deepen relationships and understanding, and we commit to implementing measures that promote accountability, transparency, and collaboration in our efforts to provide respectful and culturally responsive care for all detainees.

To uphold a culturally safe environment, we are striving to ensure that all organisations and employees understand their commitment to cultural change in the delivery of detainee health and wellbeing services. This also means supporting and growing our First Nations workforce to enable community-led change and strengthen connection to community and culture.

Cultural change is a journey in which every person has a role to play. We commit to working together, with First Nations people's leading and others acting in solidarity towards a healthier future for everyone.

Strategy overview

Vision

We seek to be an aware and responsive leader in custodial health and wellbeing service provision by:

- ✓ providing the right services, in the right place, at the right time
- ✓ supporting people in their journey throughout the correctional system
- ✓ inspiring empowerment, connectedness, and capability.

Strategic Priorities



Responsiveness

“Improve person-centered care by ensuring culturally and individually responsive service delivery.”

So that:

- » health and social inequities between detainees and the broader ACT community are reduced
- » overall health and wellbeing outcomes of detainees compared to the broader ACT community are improved
- » social cohesion and integration within the AMC are realised
- » cultural safety for Aboriginal and Torres Strait Islander detainees is improved.



Collaboration

“Strengthen integrative responses by establishing collaborative and coordinated support systems for detainees, their families, and staff.”

So that:

- » efficiency of care is improved
- » there are improved health and wellbeing outcomes for detainees, reduced recidivism and increased social cohesion within AMC
- » overall wellbeing and quality of life for detainees, their families and staff are improved.



Workforce

“Build staff capability and satisfaction, by enabling confidence and competency, empowering our workforce to deliver safe, high-quality care.”

So that:

- » workforce have the support they need to do their jobs well and are empowered to undertake professional development
- » detainees feel understood and respected and are confident and supported to approach any person working in AMC for health and wellbeing support when needed
- » patient satisfaction with health and wellbeing care is improved
- » responsible organisations' effectiveness and sustainability are improved and the reputation of AMC as offering high-quality health and wellbeing care, is enhanced.



Governance

“Ensure strong, accountable governance by embedding accountability and supporting mechanisms that continuously improve systems and services.”

So that:

- » quality Improvement is enabled
- » the performance and efficiency of detainee health and wellbeing systems and services are sustained and improved over time
- » detainee health and wellbeing services have greater impact and effectiveness resulting in a positive difference in the lives of detainees.



Introduction

The Alexander Maconochie Centre (AMC) is the ACT's adult correctional centre, with a total design capacity for up to 444 detainees of all genders and security classifications (minimum to maximum). It is one of the only correctional centres in Australia to do so. Health and wellbeing services for detainees within the AMC are provided (or facilitated) by Canberra Health Services Justice Health Services (CHS), ACT Corrective Services (ACTCS), and Winnunga Nimmityjah Aboriginal Health and Community Services (Winnunga Nimmityjah AHCS).

What is the ACT Detainee Health and Wellbeing Strategy?

The 'ACT Detainee Health and Wellbeing Strategy' (the Strategy) represents a five-year plan towards achieving our shared vision. It covers detainee health and wellbeing services delivered to detainees in the AMC including activities aimed at assessing, maintaining, and ultimately improving the physical, mental, behavioural, cultural and psycho-social health and wellbeing status of detainees. It acknowledges that wellbeing is not just the absence of disease or illness, but

a complex combination of a detainee's physical, mental, emotional, spiritual, cultural and social health factors.⁵

Effectively delivering high-quality services in a collaborative and coordinated manner requires a shared commitment from organisations to working together. This Strategy is a significant first step in establishing a shared understanding and commitment among organisations who have responsibilities for the delivery of health and wellbeing services to detainees (responsible organisations), to work together to address barriers and improve health and wellbeing outcomes for detainees. This is the overarching intention of this Strategy.

The Strategy has been developed in together with key stakeholders including consultation with detainees, and responsible organisations who deliver health services for detainees: CHS, ACTCS, Winnunga Nimmityjah AHCS, as well as the Human Rights Commission, Official Visitors for Corrections, the ACT Health Directorate (ACTHD), relevant Unions, Peak bodies and other Government and non-Government stakeholders including those represented on the ACT Council of Social Services (ACTCOSS) Justice Reform Group.

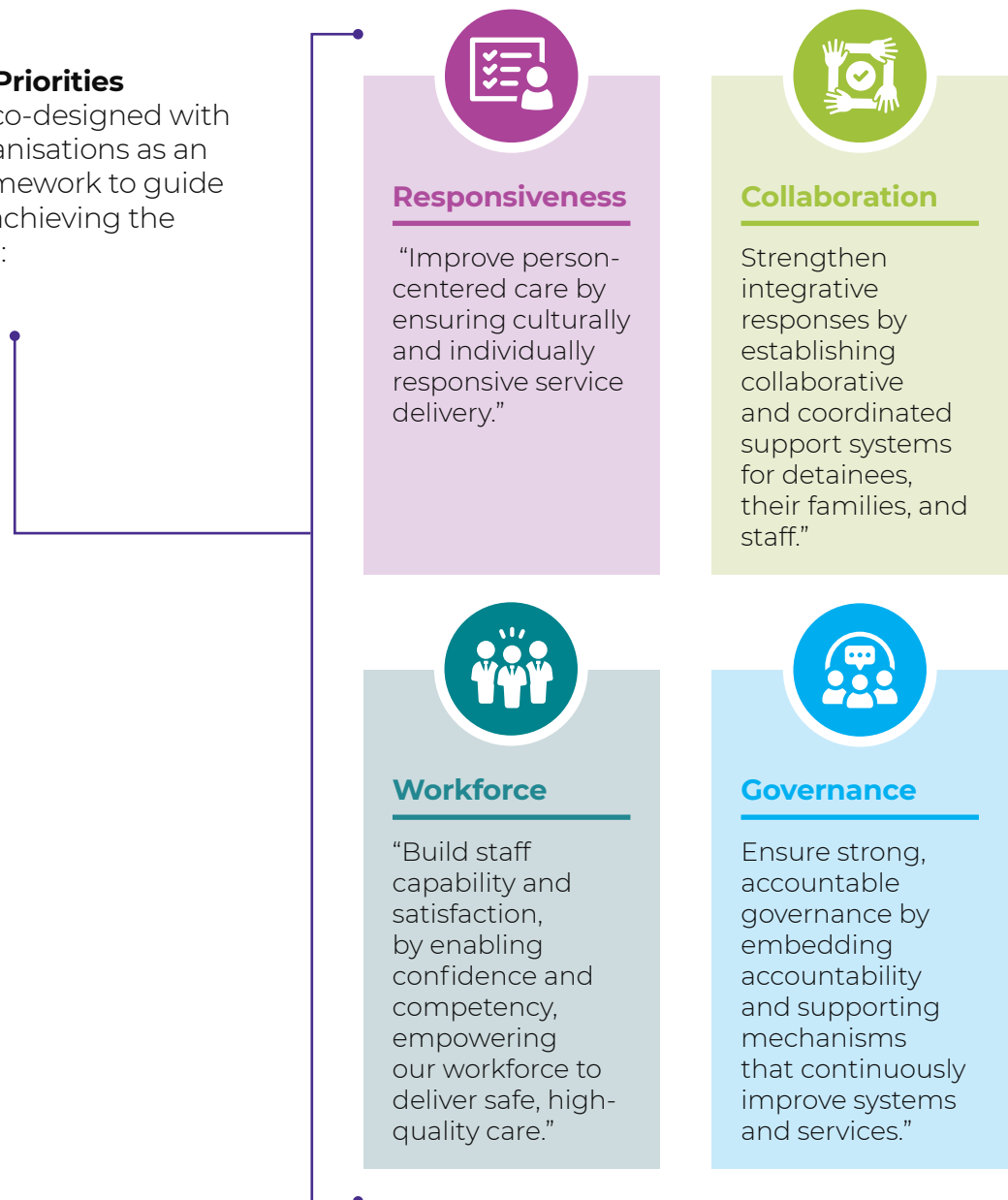
Based on what we heard during consultations about what matters most to detainees and our workforce, stakeholders have agreed on a shared vision to guide the delivery of detainee health and wellbeing services for the ACT, including three key goals:

We seek to be an aware and responsive leader in custodial health and wellbeing service provision by:

- » providing the right services, in the right place, at the right time
- » supporting people through their engagement with the correctional system
- » inspiring empowerment, connectedness, and capability.

Four Strategic Priorities

have also been co-designed with responsible organisations as an overarching framework to guide action towards achieving the Strategy's Vision:



Who is this Strategy for?

The ACT Detainee Health and Wellbeing Strategy has potential wide-ranging impacts, including on:

Detainees:

- » by addressing and removing barriers experienced by detainees in maintaining and improving detainee's health during their time in custody
- » by ensuring that detainees have equitable access to care and support both of which are appropriate to meet their needs
- » by supporting detainees to manage the challenges of the incarceration experience and protecting their health and wellbeing
- » by improving detainees' health and wellbeing and supporting better reintegration into the community upon release.

Responsible Organisations' staff:

- » by formalising shared commitment to working towards our vision and strategic priorities over the next five years
- » by enabling a positive work environment underpinned by a sense of community and mutual respect
- » by removing barriers experienced by service providers in maintaining and improving detainee's health during their time in custody, supporting effective and efficient delivery of high-quality care
- » by enabling access to information, guidance and support to optimally manage detainee health and wellbeing.

Responsible organisations:

- » by formalising a shared commitment to working towards our vision and strategic priorities over the next five years
- » by enabling sharing of information and removing barriers to deliver high-quality care to detainees
- » by enabling organisations to meet legal obligations and uphold human rights through provision of high-quality, appropriate care to detainees.

The ACT community:

- » by ensuring that the AMC operates safely and humanely, and complies with the requirements of the Human Rights Act 2004 (ACT)
- » by contributing to reduced recidivism
- » by promoting the overall health and wellbeing of the ACT community
- » by promoting understanding of the benefits of detainee health and wellbeing and reducing stigma.

Roles and Responsibilities

Health and wellbeing services for detainees within the AMC are delivered in a dynamic environment with inherent complexity of balancing multiple perspectives across rehabilitative and therapeutic goals. Services are provided by (or facilitated) by CHS, ACTCS, and Winnunga Nimmityjah AHCS) within the roles and responsibilities outlined below.

ACTCS

ACTCS manage AMC operations under the Corrections Management Act 2007. This includes ensuring detainees can access health and wellbeing services. To achieve this, they work together with CHS and Winnunga Nimmityjah AHCS. ACTCS provide a range of health and wellbeing services such as the following;

Supports and Interventions Unit

The SIU work in partnership with CHS to provide a range of mild to moderate mental health interventions and disability care within the AMC such as;

- » counselling and therapeutic interventions
- » adjustment to custody sessions
- » positive behaviour support
- » assisted care for detainees presenting with mental health or other complexities and disabilities
- » complex care coordination
- » NDIS assessments, referrals and supports
- » AMC Induction and Screening Unit
- » the AMC Induction & Screening Unit (ISU) is responsible for the effective induction, screening and orientation of all new receptions into the AMC using trauma informed practices.

- » The AMC Induction & Screening Case Manager (identified) will ensure culturally appropriate case plans and will liaise with Aboriginal & Torres Strait Islander health and wellbeing services, community members and service providers
- » The Family Worker will support families and other significant people, in their transition to and from prison and the community, through an individualised and holistic end to end case management process

Alcohol and Other Drug Treatment Team

- » Delivery of offence specific treatment programs.
- » Co-delivery of the Solaris Therapeutic Community (TC) residential program co-facilitated with Karralika Programs.
- » One on one brief interventions and supported referral pathways.

Detainee Services

The Detainee Services Team has the portfolios of Aboriginal and Torres Strait Islander Services Unit, Chaplaincy and Activities providing direct support for detainee health and wellbeing through a range of activities. These services include Industries, employment, and education support to assist in skill acquisition and personal development.

The Aboriginal Liaison Officers provide direct cultural and wellbeing support to Aboriginal and Torres Strait Islander detainees. The team achieve this through one-to-one engagement, cultural connection through art and events, and support of Aboriginal and Torres Strait Islander specific programs and services.

CHS

CHS (represented by Justice Health Services) operates from the Hume Health Centre within the AMC and is the principal provider of legislated and other primary and specialist physical and mental health services to detainees. CHS provides comprehensive health services throughout a person's journey through the criminal justice system from court to release. CHS liaises closely with ACTCS to meet the legislative requirements of ACTCS to ensure all detainees have access to quality health care services while in custody including:

- » induction physical and mental health screening
- » admission health checks
- » segregation screening
- » emergency medical response (code blue)
- » medication services
- » nurse-led assessment and treatment
- » crisis mental health services
- » GP consultations
- » specialist psychiatric services.

- » Oral health services
- » Optometry services
- » Drug and alcohol services including OMT, smoking cessation, and withdrawal management
- » Population health including immunisation and management of communicable disease
- » Chronic and complex condition care coordination
- » Women's health services
- » Education and training
- » Court liaison and mental health and drug and alcohol diversion
- » Consultation and liaison to partner agencies

Where services cannot be provided on-site, CHS facilitates access to the broader network of CHS public health services including telehealth services and inpatient facilities.

CHS is an accredited public health service under the National Safety and Quality Health Service Standards.

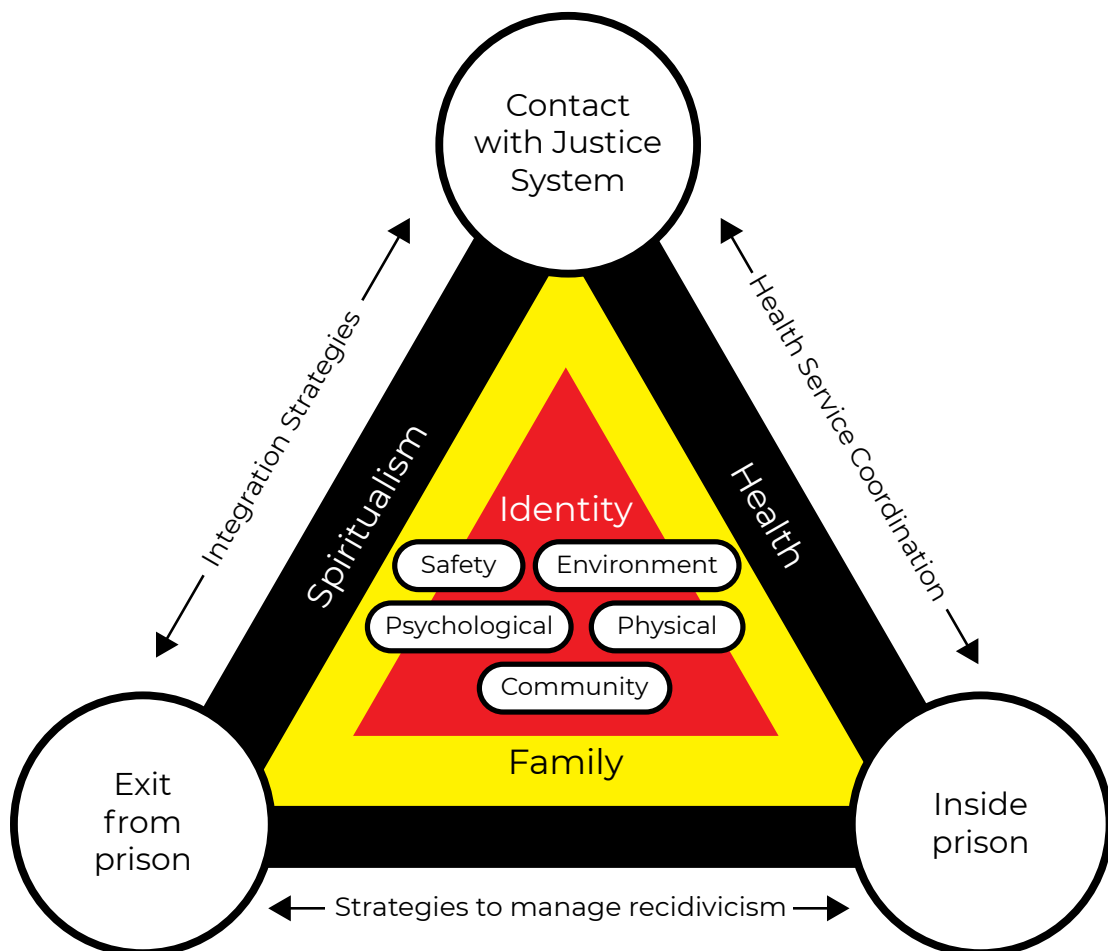
Winnunga Nimmitjyah AHCS

For Aboriginal and Torres Strait Islander detainees, Winnunga Nimmitjyah AHCS, the ACT's Aboriginal-community controlled health service, operates alongside CHS at the Hume Health Centre site delivering the Aboriginal community controlled 'Winnunga Holistic Health Care Prison Model'.⁶ Under this model, Winnunga Nimmitjyah AHCS provides health services including:

- » health checks
- » mental health care plans
- » chronic condition care plans
- » GP consultations
- » nursing assessments and procedures
- » social and emotional wellbeing services.

- » Diagnostic investigations
- » Medication management
- » Referrals to specialists & allied health
- » Women's health
- » Men's health
- » Drug and alcohol rehabilitation counselling⁷

Services provided by Winnunga Nimmitjyah ACHS comply with the RACGP Standards for health services in Australian prisons.





Why is a Detainee Health & Wellbeing Strategy Needed?

Imprisonment can have long-term, negative effects on people's physical and mental health, as well as economic opportunity, educational attainment, family unity, and housing stability. These are the very conditions that shape the health & wellbeing of individuals, families, and communities, and that reinforce the pathways leading to or away from imprisonment,⁸ the social and economic determinants of health. High-quality health and wellbeing services for detainees can work to minimise these negative impacts and move towards positive health and wellbeing outcomes upon release. This is because detainee health and wellbeing services offer an opportunity to address health inequities that may disproportionately affect vulnerable and marginalised members of our community.

High quality detainee health and wellbeing services can also contribute to reducing recidivism rates by supporting detainees to access healthcare that meets their needs, helping them to stay well upon release. Through enabling sustained health and wellbeing outcomes, reducing future service needs, effective detainee health and wellbeing services can also

contribute to addressing the ongoing burden of healthcare costs on the broader ACT healthcare system. In this way, there is a clear community imperative for delivery of high-quality detainee health and wellbeing services.

The intent of this Strategy is to provide a shared vision and strategic priorities that aspire to improve services and ways of responsible organisations working together to ensure that care delivery is strong and not fragmented. It will also support responsible organisations to deliver, to the best of our abilities, on our legislative and policy obligations as outlined in the next section.

Our Obligations

The delivery of detainee health and wellbeing services is set against a complex background of international, national and state legislation and policy carrying obligations that must be upheld.

The AMC operates under the United Nations Commission on Crime Prevention and Criminal Justice, which in 2015 adopted the updated standard minimum rules for the treatment of prisoners - the 'Nelson Mandela Rules'⁹ - that guide prison management towards ensuring the safe and humane treatment of detainees. In particular, rule 24 states that:

“Prisoners should enjoy the same standards of health care that are available in the community and should have access to necessary health-care services free of charge without discrimination on the grounds of their legal status.”

The ‘Guiding Principles for Corrections in Australia’ (revised 2018)¹⁰ represent a national intent for Australian state and territory detainee support, of particular relevance is ‘Outcome 4’ Health and Wellbeing:

“Prisoners and offenders are supported to address their primary health, mental health and social care needs through facilitated access to appropriate services”

Other important obligations, legislative requirements and strategies include:

- » The United Nations Rules for the treatment of women prisoners and offenders (known as the Bangkok Rules).¹¹
- » ACT’s ‘Human Rights Act 2004’ (including section 19 - rights to humane treatment in jail and Section 27 - the distinct cultural rights of Aboriginal people).
- » The ‘Corrections Management Act 2007’ (particularly Section 53).

- » ‘Good Governance for Prison Health in the 21st Century’ (United Nations Office on Drugs and Crime).¹²
- » The ‘Optional Protocol to the Convention against Torture’ (OPCAT).¹³
- » ‘The Royal Australasian College of Physicians Indigenous Strategic Framework’.¹⁴
- » ‘The Australian Charter of Healthcare Rights’.¹⁵
- » The Royal Australian College of General Practitioners (RACGP) Standards for Health Services in Australian Prisons.¹⁶

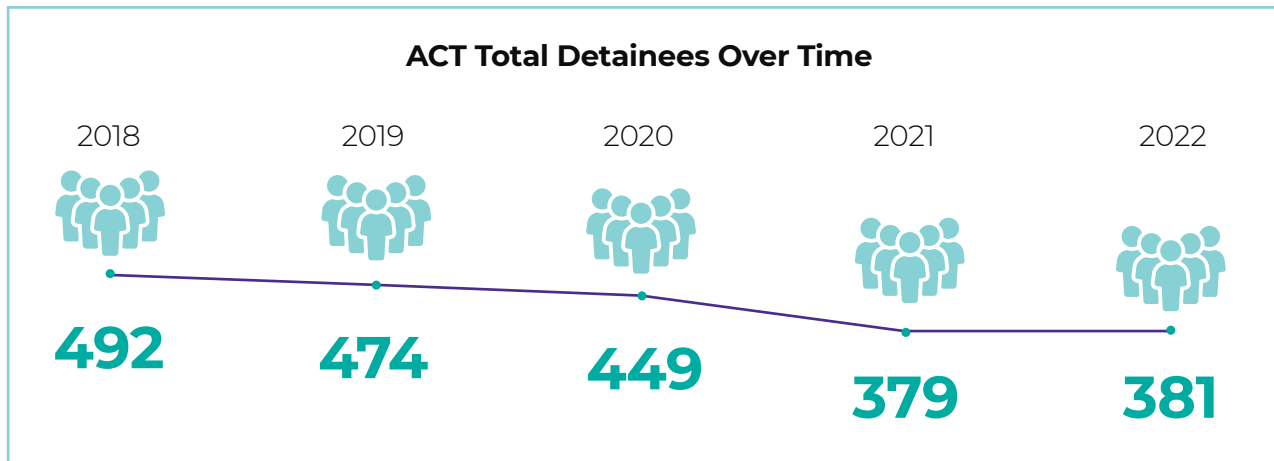
This Strategy commits responsible organisations to work together to uphold these obligations.

As well as these obligations, several recent (2018 to present) reviews of health and wellbeing services for ACT detainees have provided recommendations for improvement including the ACT Auditor General’s Report – Report No. 1 of 2022 - Management of Detainee Mental Health Services in the Alexander Maconochie Centre,¹⁷ The Healthy Prisons Review (2022) ¹⁸, and ‘Review of the Opioid Replacement Program (ORP) at ACT’s Prison’ (2018).¹⁹ This strategy builds on work already underway to address the operational level recommendations made by these reports.

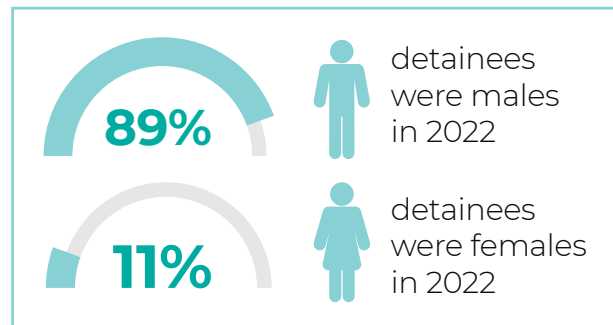
Further related policies and strategies are listed in the Appendix, all of which have played an important role in informing this Strategy and delivery of health and wellbeing services for Detainees in the ACT.

Who are our Detainees?

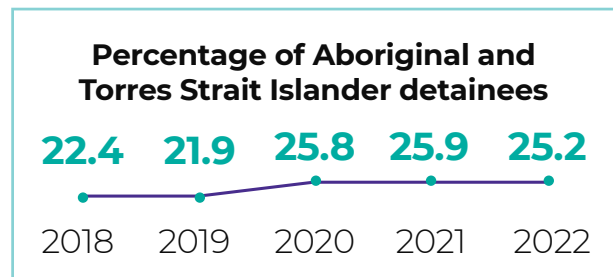
Detainees are not a homogenous group, and due to varied sentencing lengths, their health and wellbeing needs are not static. Information about the average demographic makeup of detainees and trends in health and wellbeing service needs provides valuable context for detainee health service planning and provision.



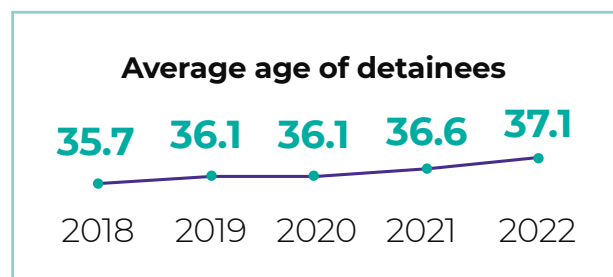
In 2022, 44 or 11.5% of detainees were **born overseas**.¹ Also for 2022, an average of 89% of detainees were **male** and 11% **female**.² This influences that demand for demographic specific services such as specialist support for people identifying as female, people who are culturally and linguistically diverse and Aboriginal and Torres Strait Islander peoples.



The **percentage of Aboriginal and Torres Strait Islander detainees** has increased over time (30 June 2018 to 30 June 2022). This is despite Aboriginal and Torres Strait Islander adults constituting only 2.1% of the broader ACT population.³ This builds a compelling case for the need for culturally responsive detainee health and wellbeing services.





The **average age of detainees** (30 June 2018 to 30 June 2022) has been increasing over time,⁴ indicating need for targeted health and wellbeing services that respond to age-related conditions.





Consultations informing this Strategy, as well as recent reports, reviews and strategies highlighted other key impacting factors, particularly increasing complexity of detainee health and wellbeing needs. For the ACT, this includes:


 **31%** of detainees self-identified as **having a disability (all types)**,²⁰ and the **prevalence of intellectual disabilities** have been estimated to be (up to) 28%²¹


 For **women**, a very high proportion reported **not having a cervical cancer screening** in the previous 2 years (**75%** in 2018),²⁴

 **59%** of detainees reported **smoking tobacco** (compared to 14% of the Australian population),²²

 Rising **prevalence of chronic diseases** with **31%** (in 2018) reporting that they had been diagnosed with **at least one of five chronic conditions** (cardiovascular disease, diabetes, asthma, arthritis and cancer),²⁵

 **Over half** with a **history of a head injury** that had resulted in a **loss of consciousness**²³

 **Over half** having a **previous diagnosis of mental health disorder**,²⁶

 **Illicit drug use** (particularly methamphetamine and marijuana) and **alcohol abuse**²⁷

All of these factors add to the complexity of need that detainee health and wellbeing services respond to, and the need for responsive health and wellbeing care.

How we will work towards our Vision

What we heard during consultations, affirmed the complexities associated with providing health and wellbeing care in the custodial environment, and the need for a joined-up approach to detainee health and wellbeing care.

Providing health and wellbeing care within legislative and security guidelines and coordinated across three lead organisations is not easy and achieving the Strategy's Vision will not happen overnight. Reflecting this, the Strategy will be implemented as an iterative process of continuous improvement.

Improvement around our Strategic Priorities requires us to work collaboratively to achieve pragmatic and sustainable change. As a first step, through this Strategy, responsible organisations have renewed their commitment to working together towards meaningful change and improvement in detainee health and wellbeing outcomes.

This Strategy includes agreed guiding objectives that will inform the development of a 'First Action Plan'. Responsible organisations commit to working collaboratively together to develop this action plan to establish shared priority actions towards our Strategic Priorities for the next 2-5 years.



Strategic Priority 1

Responsiveness

“Improve person-centered care by ensuring culturally and individually responsive service delivery.”



Responsible organisations agree that if we work together to develop best practice approaches and prioritise delivery on our commitment to respectful, inclusive, person-centred care that is responsive to individual needs, we will be well-placed to improve detainee health and wellbeing outcomes. Our ‘Statement of Commitment to First Nations Peoples’ affirms our obligation in understanding cultural needs and delivering culturally responsive care. Making responsiveness to all detainee needs a priority will enable us to work towards addressing the more specific needs raised by stakeholders during consultations, underpinned by best practice evidence.

Equivalence of Care

Guiding policies, strategies and reports highlight a core principle of ensuring ‘equivalence of care’ in detainee health and wellbeing services. This refers to the principle that prisoners have the same right of access, equity and quality of health care as the general population²⁸ (based on needs and in line with current national or evidence-based guidelines) and that this is considered to be at least consistent in range and quality with that available to the wider community in order to achieve equitable health outcomes.²⁹ Responsible organisations, as parties to this Strategy agree to work together towards this principle.

Our priority objective to guide action planning is to:

Investigate and plan how best practice for health services delivery in the custodial environment, including under the ‘RACGP Standards for Prison Health Services’, may be implemented in the ACT, and develop benchmarks compared to these and other jurisdictions to ensure best practice care, aligned with detainee needs.

So that:

Health and social inequities between detainees and the broader ACT community are reduced.

Overall health and wellbeing outcomes of detainees compared to the broader ACT community are improved.

Social cohesion and integration within the AMC are realised.

Cultural safety for Aboriginal and Torres Strait Islander detainees is improved.

Strategic Priority 2

Collaboration

“Strengthen integrative responses by establishing collaborative and coordinated support systems for detainees, their families, and staff.”



Why is this important?

Our three responsible organisations manage the provision of detainee health and wellbeing services in the ACT. This means collaboration is a crucial foundation upon which timely and quality care can be provided.

During consultations, we heard that working well together with both detainees and each other as organisations delivering care, will ensure that detainees can receive the care that they need when they need it. Key consultation themes included a need to:

- » Improve communication pathways and information sharing between staff, detainees and families, including about what services are available and how to access them;
- » Ensure privacy and patient confidentiality and appropriate sharing of information; and
- » Improve services including transitions of care between care providers.

This Strategic Priority ensures that this working together is front and centre as we work together to improve detainee health and wellbeing outcomes.

Our priority objective to guide action planning is to:

Improve collaborative practices and relationships between responsible organisations for example through:

- » reviewing and updating (where appropriate) governance structures and documents for collaborative working
- » embed an ongoing formal mechanism to bring together responsible organisations to collaboratively work through complex problems across service delivery including clinical and physical environment issues e.g. building on the current Intensive Case Management Group.

So that:

Efficiency of care is improved.

There are improved health and wellbeing outcomes for detainees, reduced recidivism and increased social cohesion within AMC.

Overall wellbeing and quality of life for detainees, their families and staff are improved.

Strategic Priority 3

Workforce

“Build staff capability and satisfaction, by enabling confidence and competency, empowering our workforce to deliver safe, high-quality care.”



Why is this important?

Quality detainee health and wellbeing services are dependent on a confident and empowered workforce. This includes ACTCS corrections officers and JHS staff who workday to day to provide health and wellbeing care to our detainees.

During consultations, we heard that it is crucially important to ensure that our workforce is empowered to deliver culturally responsive care. We also heard that we need to understand the skills of our workforce and opportunities for education and training requirements for each position to ensure people feel safe and confident to do their jobs well.

This Strategic Priority ensures that we continue to value and invest in our workforce and promote working in the provision of detainee health and wellbeing services as an attractive choice.

Our priority objective to guide action planning is to:

Commit to investing in our workforce by strengthening shared commitment to promoting safety, valuing staff, and exploring ways to share experience, knowledge and training across responsible organisations for example through:

- » forums
- » communities of practice
- » shared training opportunities across responsible organisations in their areas of expertise.

So that:

Workforce have the support they need to do their jobs well and are empowered to undertake professional development.

Detainees feel understood and respected and are confident and supported to approach any person working in AMC for health and wellbeing support when needed.

Patient satisfaction with health and wellbeing care is improved.

Responsible organisations' effectiveness and sustainability are improved and the reputation of AMC as offering high-quality health and wellbeing care, is enhanced.

Strategic Priority 4

Governance

“Ensure strong, accountable governance by embedding accountability and supporting mechanisms that continuously improve systems and services”.



Why is this important?

Detainee health and wellbeing services are delivered within a complex environment with multiple parties, policy and legislative obligations to adhere to. To ensure coordination and alignment, effective governance is required.

During consultations, we heard that it is important to increase transparency and accountability to stakeholders, including detainees, their families and support people and the community. We also heard that there is room for improvement on current mechanisms such as Memorandums of Understanding (MoUs) and collaborative practice, as well as reporting and utilisation of service data.

This Strategic Priority will support us to ensure consistent governance to oversee service delivery.

Our priority objective to guide action planning is to:

Improve quality improvement systems transparency and accountability through improving data utilisation for example by:

- » identifying minimum data that can be appropriately obtained and released publicly
- » identification of appropriate standards, indicators and/or targets that can be reported against
- » routinely publicly reporting data on detainee health and wellbeing services and progress on implementation of this Strategy.

So that:

Quality Improvement is enabled.

The performance and efficiency of detainee health and wellbeing systems and services are sustained and improved over time.

Detainee health and wellbeing services have greater impact and effectiveness resulting in a positive difference in the lives of detainees.



Next Steps

Person Centred Care

Through this Strategy, responsible organisations make a shared commitment to work with detainees as partners in their care throughout implementation, to ensure true person-centred care. We will also continue to work together with broader community stakeholders, including the families and support people of detainees.

Implementation & Governance

Whilst there are three organisations working together in the delivery of detainee health and wellbeing services in the ACT, CHS will lead the implementation of this strategy moving forward, including the collaborative development of the 'First Action Plan'.

Implementation Time Frame

- » Development of First Action Plan by December 2023
- » Mid-term review of Strategy by August 2025
- » Development of Second Action Plan by July 2026
- » Evaluation of Strategy by June 2028

Strategy implementation will be broadly overseen by the existing 'Detainee Health and Wellbeing Executive Oversight Committee' with representation from each organisation, reflecting its necessary shared ownership between ACTCS, CHS and Winnunga Nimmityjah AHCS.

Appendix

Related Policies & Strategies

The custodial environment in which each agency operates is complex, frequently changing and relates to many other environments and service providers. For example, health and wellbeing services are interconnected with justice services and involve a wide range of ACT government agencies and stakeholders. As such, changes made to one part of the system are likely to have an impact on others. Below is a summary of relevant local and national strategies, plans and policies that are related to this Strategy.

- » Accessible, Accountable, Sustainable: A Framework for the ACT Public Health System 2020-2030
- » ACT Aboriginal and Torres Strait Islander Agreement 2019-2028
- » ACT Carers Strategy 2018-2028
- » ACT Corrective Services Blueprint for Change – A new future for custodial services 2021
- » ACT Corrective Services Strategic Plan 2019-2024
- » ACT Disability Justice Strategy 2019-2029 and First Action Plan (2019-2023)
- » ACT Disability Strategy 2023* [in progress at the time of writing]
- » ACT Drug Strategy Action Plan 2022-2026
- » ACT Health Directorate Strategic Plan (2020-2025)
- » ACT Health Directorate Strategic Plan 2020-2025
- » ACT Health Services Plan 2022-2030
- » ACT Health Workforce Strategy
- » ACT Wellbeing Framework (2020)
- » ACT Women's Plan 2016-2026 and Third Action Plan 2023-25
- » Alexander Maconochie Centre Bloodborne Virus Strategy 2020-2024
- » Australia's Disability Strategy 2021-2031
- » Canberra Health Services Strategic Plan 2020-2023
- » Capital of Equality – ACT Government LGBTIQ+ Strategy
- » CHS 'Aboriginal and Torres Strait Islander Health Statement of Commitment'
- » CHS Together, Forward (Focus Area: Health and Safety)
- » Digital Health Strategy 2019-2029
- » Disability Health Strategy* [in progress at the time of writing]
- » Healthy Canberra: ACT Preventative Health Plan 2020-2025
- » National Closing the Gap Agreement (2020) and ACT Jurisdictional Implementation Plan for the National Closing the Gap Agreement
- » National Mental Health and Suicide Prevention Agreement (2021-2025) and ACT Mental Health and Suicide Prevention Plan (2019-2024 and future iterations)
- » Reducing Recidivism in the ACT by 25% by 2025 Strategy
- » Winnunga Nimmityjah Aboriginal Health and Community Services Strategic Plan 2017-2022 (and future iterations)

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