

# Offender Health Services Governance Improvement Project Steering Committee Alliance (OHSSCA)

## Terms of Reference

### Purpose

The purpose of the Offender Health Services Steering Committee Alliance (OHSSCA) is to guide the development and initial implementation of a plan to improve the governance of offender health services in Queensland. Governance in this context includes a structured approach to address current and future issues such as service demand, funding, models of care and service quality with the ultimate aim of ensuring that services can and are being delivered effectively and efficiently. In developing the plan, OHSSCA will be instrumental in guiding an independent review of offender health services.

### Context

In 2012 with the implementation of the national hospital and health reforms, Queensland Health offender health services were devolved to relevant Hospital and Health Services (HHSs). Whilst the delivery of offender health services was devolved, there was no coordinated central governance arrangement established to address state-wide or systemic issues. Despite this, offender health services have continued to operate in HHSs providing essential health services and have implemented some good practices in collaboration with prison managers.

The impact of a lack of coordinated central governance arrangement has been reinforced by a number of recent issues including:

- The review of state-wide services in response to the Barrett Adolescent Centre Commission of Inquiry (BACCOI) identified the need for more clarity around the role and function of the Department of Health and that of HHSs regarding the provision of state-wide services including offender health services.
- The Queensland Audit Office's audit *Management of privately operated prisons Report 11: 2015-16* identified that Queensland Health did not have a central governance arrangement for coordinating prisoner health services and that there may be some inefficiency in the delivery of publicly provided offender health services.
- Queensland Corrective Services have raised a number of concerns including different levels of access to health services for prisoners between HHSs, difficulties in addressing systemic issues and the impact of crowding within correctional facilities on prisoner health and their access to services.
- The Office of the Health Ombudsman has advised that it has received a large number of health service complaints about correctional facilities and has commenced 14 investigations into individual and/or systemic issues at specific correctional facilities.
- HHSs have identified that the demand for offender health services has grown significantly over the last few years due to the growth in prisoner numbers and that this growth is beyond the capacity of their funded services.

There are also a number of current reviews that are likely to influence the direction of this project. These reviews include the *Options paper for a statewide integrated forensic mental health service model* and the *Review of the Queensland forensic disability service system*.

## Functions

The OHSSCA will provide expert advice to the Deputy Director-General, Clinical Excellence Division regarding the future governance arrangements of offender health services in Queensland. OHSSCA will operate collaboratively and seek to achieve consensus and a mutual understanding of the range of issues affecting offender health services and the identification of achievable solutions to improve the future governance of these services.

Specifically each member of the OHSSCA will:

- provide expert advice regarding an independent review of offender health services
- guide the development of a future plan for the governance of offender health services to improve the health of those in custody
- identify strategic issues, challenges, risks and opportunities
- identify areas of good practice and mechanisms to share this practice
- support communication and consultation with their respective individual networks
- guide the initial implementation of the approved plan

## Scope

Offender health services for the purposes of this project includes health services funded by Queensland Health and delivered to people in correctional centres. This includes primary healthcare, mental healthcare and oral healthcare services provided for people in a correctional centre as well as services provided in the dedicated secured in-patient unit at the Princess Alexandra Hospital. Operators of privately operated prisons will be invited to participate and contribute to this project.

Excluded from this project are:

- youth detention centres
- watchhouses
- offenders in the community subject to correctional orders
- in-patient or out-patient services beyond that which is provided for offenders

## Intersections

This project will consider the intersection between offender health services and other relevant services. This includes access to specialist outpatient and inpatient services prior to and immediately after discharge from a correctional centre as well as watchhouses. This recognises the importance of continuity of care given that the prison population is dynamic with prisoners moving between correctional centres as well as between the correctional centres and the wider community.

## Membership

The membership of the OHSSCA will be cross sectorial and include representatives from consumers, relevant external agencies, HHSs, and relevant Department of Health divisions and business units.

**Chair:**

- Dr John Wakefield, Deputy Director-General, Clinical Excellence Division

**Members:**

- Ms Anne Curtis, Health Consumers Queensland
- Mr Peter Martin, Commissioner, Queensland Corrective Services
- Mr Peter Shaddock, Deputy Commissioner, Queensland Corrective Services
- Mr Tom Humphreys, General Manager, Strategy and Governance, Queensland Corrective Services
- Ms Kathleen Florian, Executive Director, Office of the Health Ombudsman
- Mr Jamie Shepherd, Professional Officer, Queensland Nurses Union
- Mr Steve Williamson, HHS Chief Executive Officer, Central Queensland HHS
- Mr Kieran Keyes, acting HHS Chief Executive Officer, Townsville HHS
- Dr Leanne Geppert, Executive Director, West Moreton HHS
- Ms Robyn Bradley, Executive Director, Wide Bay HHS
- Ms Vanessa Brooks, A/DoN, Wide Bay HHS
- Mr Nick Steele, Deputy Director-General, Healthcare Purchasing and System Performance Division
- Assoc. Prof. John Allan, Executive Director, Mental Health Alcohol and Other Drugs Branch

**Proxies**

Members who are unable to attend and do not have a delegate officially acting in their role, may send a proxy.

**Other Participants**

Other individuals may be invited to attend meetings from time-to-time to present or provide advice on particular issues under consideration at the discretion of the Chair.

**Confidentiality**

Members may receive information that is regarded as cabinet-in-confidence, commercial-in-confidence, clinically confidential or that may have privacy implications. Members, proxies, and observers acknowledge their responsibility to adhere to legal and ethical confidentiality frameworks in respect of all information that is not in the public domain.

**Conflicts of Interest**

Members and proxies must declare any potential conflicts of interest and manage those in consultation with the Chair.

**Secretariat**

Secretariat support will be provided by the Office of the Deputy Director-General Clinical Excellence Division.

Responsibilities of the Secretariat include:

- Recording and maintaining meeting proceedings
- Documenting actions and decisions

**Meeting Schedule**

The OHSSCA will be a time-limited group and will meet according to the following schedule. Other meetings or out of session items will be arranged as necessary. It is anticipated the OHSSCA will continue

until 20 December 2018 by which time a plan will have been developed and the necessary steps will have been taken to commence implementation.

- 25 January 2018 – meeting 1
- 22 March 2018 – meeting 2 (possibly in conjunction with a site visit)
- 17 May 2018 – meeting 3
- 12 July 2018 – meeting 4
- 6 September 2018 – meeting 5
- 1 November 2018 – meeting 6
- 20 December 2018 – meeting 7