

# Queensland Corrective Services Mental Health Strategy 2022-2027 Year 2 Action Plan Status Update 2023-24



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## QCS Mental Health Strategy 2022-2027: Year 2 Action Plan Status Update

The QCS Mental Health Strategy 2022-2027 provides a framework to guide QCS from its current state to a desired end state in which people in our custody, care and under supervision living with mental ill health are identified and assessed early, treated with dignity and respect, and have access to the supports and services they need, with an overall goal of making Queensland safer.

In the two years since the Mental Health Strategy was published, we have seen progress across a range of initiatives including the roll out of formal suicide risk assessment training for frontline clinical staff, the development of a research paper into individual and operational characteristics of suicide deaths in custody and the implementation of a new operational practice directive which empowers frontline custodial staff to proactively engage safely with prisoners displaying a higher level of risk (to others and themselves).

Reflecting on these achievements, QCS is renewing our approach to Strategy implementation by integrating initiatives into business plans. The Mental Health Strategy will be the first stand-alone QCS Strategy that is fully integrated, which will streamline and enhance reporting processes. As a result, this will be the final Action Plan published under the Mental Health Strategy. Work on implementing the actions and initiatives will continue as we work together in making Queensland safer.

# Priorities and Initiatives

1

## *Improve service delivery/support*

- A health and rehabilitation model for Southern Queensland Correctional Precinct Stage 2
- Investigate and implement options to strengthen psychological support for both Community Corrections and Custodial Operations
- Drive technology enabled service delivery/support options
- Implement proactive approach with the view to reduce to self-harm
- Continue and expand desistance programs addressing mental ill health
- Review admission, transfer and discharge processes

2

## *Strengthen identification and assessment*

- Investigate and implement appropriate suite of screening and assessment tools including those for Women and First Nations peoples in our custody and care
- Investigate and implement options/resourcing for conducting assessments
- Review processes and information systems to ensure accurate data recording and maintenance

3

## *Enable better information sharing*

- Support stronger and more integrated discharge planning
- Identify and drive relevant legislative amendments to enable better information sharing
- Develop supporting suite of tools to enable greater understanding of information sharing provisions

4

## *Build and leverage collaborative partnerships*

- Foster cross agency working groups/Communities of Practice to enable holistic and collaborative responses to mental ill health
- Drive excellence through research, evaluation and innovation
- Position QCS as an employer of choice
- Continue to work with Queensland Health to achieve objectives of the *Queensland Prisoner Health and Wellbeing Strategy 2020-2025*

5

## *Increase awareness and training*

- Improve awareness and understanding of mental ill health
- Review and strengthen suicide risk assessment, awareness and training
- Embed trauma informed practice across QCS
- Improve understanding of mental health referral pathways

## Priority 1: Improve service delivery and support

Key Initiatives	Enabling Actions	Year 2 Activity	Lead Area	Support Area	Status
1.1 A health and rehabilitation model for Lockyer Valley Correctional Centre (LVCC)	1.1.1 Continue to design LVCC	<ul style="list-style-type: none"> <li>LVCC is a purpose-built centre designed to support rehabilitation. LVCC's features include: <ul style="list-style-type: none"> <li>Increased access to green space and family friendly visiting areas;</li> <li>Improved access to technology;</li> <li>Improved access to onsite primary health care and telehealth services, including an acute health unit for mental health assistance and drug treatment;</li> <li>Separate accommodations to support specialist management and intervention in an environment specifically designed to respond to and manage complex medical, cognitive, and behavioural needs.</li> </ul> </li> <li>The Service Delivery Model for LVCC has been developed and operational readiness preparations have commenced to support the commissioning of the Lockyer Valley Correctional Centre.</li> </ul>	Southern Queensland Correctional Precinct Stage 2 Project Management Office (SQCP-S2 PMO)	QLD Health (QH)	Ongoing
	1.1.2 Consider appropriate workforce requirements to support health and rehabilitation model	<ul style="list-style-type: none"> <li>QCS has commenced recruitment of psychological and allied health staff for LVCC.</li> </ul>	SQCP-S2 PMO	People Capability Command (PCC)	Ongoing
1.2 Investigate and implement options to strengthen psychological support for both Community Corrections and Custodial Operations	1.2.1 Strengthen psychological support in Correctional Centres	<ul style="list-style-type: none"> <li>A trial to introduce service delivery support officers (SDSO's) to strengthen psychological service delivery support in Correctional Centres has continued.</li> </ul>	Psychological Services Unit (PSU)	Custodial Operations	Integrated in BAU
1.3 Drive technology enabled service delivery/support options	1.3.1 Continue development of in-cell technology model	<ul style="list-style-type: none"> <li>In-cell technology involves the provision of a secure prisoner network and devices to prisoners to enable self-service, establish new channels for rehabilitation and reduce administrative overheads. QCS will progress a commercial viability assessment for the in-cell technology delivery model.</li> </ul>	Innovation and Integration Group (IIG)	Infrastructure Asset Services and Major Capital Works (IASMCW)	Ongoing
	1.3.2 Enable technology options for staff	<ul style="list-style-type: none"> <li>To reduce the administrative burden on our Psychologist workforce, QCS are exploring evolving technology options.</li> </ul>	PSU	Digital Services and Information Technology Command (DSITC)	Ongoing
		<ul style="list-style-type: none"> <li>QCS are undertaking further strengthening of our offender management systems through the IOMS Evolve project. Finalisation of the planning phase of the IOMS Evolve project has been completed prior to commencement of the delivery phase.</li> </ul>	DSITC		Ongoing
	1.3.3 Enable technology solutions for people under community supervision	<ul style="list-style-type: none"> <li>QCS Connect has been rolled out across Community Corrections, enabling future expansion of a mobile application and web portal for people under community supervision.</li> </ul>	Community Operations	DSITC	Integrated in BAU
1.4 Implement proactive approach with the view to reduce self-harm	1.4.1 Investigate in-cell use of assistive technology to support emotional regulation	<ul style="list-style-type: none"> <li>QCS has undertaken preparations for a trial of weighted blankets in Correctional Centres.</li> </ul>	Custodial Delivery Command (CDC)	PSU	Ongoing
	1.4.2 Implement a procedure to empower custodial staff to proactively engage safely with prisoners displaying a higher level of risk (to others and themselves)	<ul style="list-style-type: none"> <li>Safer Engagement Strategies (SES) provide officers with strategies to assist them in safe and productive interactions with prisoners. The new Safer Engagement Strategy (SES) COPD has been published.</li> </ul>	CDC		Integrated in BAU
1.5 Continue and expand desistance programs addressing mental ill health	1.5.1 Increase programs that support social and emotional wellbeing' for First Nations Peoples	<ul style="list-style-type: none"> <li>In line with the Women's Safety and Justice Taskforce recommendations, QCS have explored the expansion of women's health and wellbeing programs.</li> </ul>	Women's Project Management Office	Offender Rehabilitation Management Services (ORMS)	Ongoing
		<ul style="list-style-type: none"> <li>Through our continued work with Queensland Forensic Mental Health Service (QFMHS) delivering 'Better Care Together', QCS have continued the expansion of a Social and Emotional Wellbeing program in Lotus Glen, Townsville, and Capricornia Correctional Centres.</li> <li>QCS have continued the roll-out of the Indigenous Mental Health Intervention Program, expanding the social and emotional wellbeing model into Northern QLD.</li> </ul>	QLD Forensic Mental Health Service (QFMHS)		Integrated in BAU
1.6 Review admission, transfer and discharge processes	1.6.1 Conduct review of processes	<ul style="list-style-type: none"> <li>QCS have commenced implementation of external review recommendations regarding admission, transfer and discharge processes.</li> </ul>	ORMS		Ongoing



## Priority 2: Strengthen identification and assessment

Key Initiatives	Enabling Actions	Year 2 Activity	Lead Area	Support Area	Status
2.1 Investigate and implement appropriate suite of screening and assessment tools including those for Women and First Nations people in our custody and care	2.1.1 Identify appropriate screening and assessment tools for mental health including those for Women and First Nations peoples	<ul style="list-style-type: none"> <li>QCS have commenced a jurisdictional scan and identification of best practices for screening and assessment tools for mental health. Preliminary scoping work has been undertaken.</li> </ul>	Research, Evaluation, Data Insights and Analysis Group (REDIAG)	PSU	Ongoing
2.2 Investigate and implement options/resourcing for conducting assessments					
2.3 Review processes and information systems to ensure accurate data recording and maintenance	2.3.1 Standardise internal record keeping for the psychological file	<ul style="list-style-type: none"> <li>Paperlite project (digitisation of physical psychological documents) commenced in FY23-24. Proof of Concept trial planned in FY 24-25.</li> </ul>	DSITC		Ongoing
	3.3.2 Develop resources to support staff understanding of information sharing	<ul style="list-style-type: none"> <li><b>Completed and closed in Year 1.</b></li> </ul>	Partnerships and Strategic Engagement Group (PSEG)	QH	Integrated in BAU

## Priority 3: Enable better information sharing

Key Initiatives	Enabling Actions	Year 2 Activity	Lead Area	Support Area	Status
3.1 Support stronger and more integrated discharge planning	3.1.1 Review discharge planning to identify opportunities to support short notice releases	<ul style="list-style-type: none"> <li>QCS have commenced the implementation of outcomes from the discharge planning review in trial sites across the men's and women's facilities.</li> </ul>	ORMS		Ongoing
3.2 Identify and drive relevant legislation amendments to enable better information sharing	3.2.1 Amend the Corrective Services Act 2006 to provide clear legislative authority for information sharing to a health practitioner.	<ul style="list-style-type: none"> <li><b>Completed and closed in Year 1.</b></li> </ul>	Legislation Group		Completed
3.3 Develop supporting suite of tools to enable greater understanding of information sharing provisions	3.3.1 Increase interagency information sharing	<ul style="list-style-type: none"> <li><b>Completed and closed in Year 1.</b></li> </ul>	PSEG	QH	Completed



## Priority 4: Build and leverage collaborative partnerships

Key Initiatives	Enabling Actions	Year 2 Activity	Lead Area	Support Area	Status
4.1 Foster cross agency working groups/Communities of Practice to enable holistic and collaborative responses to mental ill health	4.1.1 Establish cross agency working groups	<ul style="list-style-type: none"> <li>QCS have continued to contribute as members of the interdepartmental Prison Mental Health Service (PMHS) Steering Committee together with Queensland Forensic Mental Health Service (QFMHS), Prison Mental Health Service (PMHS) and Prisoner Health and Wellbeing (PH&amp;W).</li> </ul>	QFMHS	QCS representatives from all three directorates as per ToR.	Integrated in BAU
4.2 Drive excellence through research, evaluation, and innovation	4.2.1 Conduct research into suicide deaths in custody and deaths in community under community supervision	<ul style="list-style-type: none"> <li>Research into individual and operational characteristics of suicide deaths in custody has been undertaken, with the final stages of this work to be completed in FY 24-25.</li> </ul>	REDIAG		Ongoing
		<ul style="list-style-type: none"> <li>QCS have developed a proposal for a research project into deaths in community for those released from custody and/or under community supervision.</li> </ul>	REDIAG		Ongoing
4.3 Position QCS as an employer of choice	4.3.1 Improve attraction and retention of psychologists	<ul style="list-style-type: none"> <li>Implementation of an endorsed approach to clinical supervision for provisional psychologists has commenced across all centres. PSU also trialled a group peer supervision model for psychologists with general registration.</li> </ul>	PSU	PCC/Custodial Operations/Financial Services	Integrated in BAU, Ongoing.
		<ul style="list-style-type: none"> <li>QCS have undertaken an analysis of trends and themes discovered during exit interviews to inform attraction and retention activities.</li> </ul>	PSU	PCC	Ongoing
		<ul style="list-style-type: none"> <li>The Psychological Services Workforce Planning project is being undertaken to identify and implement short-, medium- and long-term attraction and retention strategies. QCS have continued advertising and marketing activities to attract suitable candidates to recruitment.</li> </ul>	PSU	PCC	Ongoing
	4.3.2 Increase professional development offerings for clinical psychological services staff	<ul style="list-style-type: none"> <li>QCS have continued professional development activities for Psychological Services staff statewide including the exploration of enhanced modes of delivery and increasing targeted activities.</li> </ul>	PSU	Custodial Operations	Ongoing
	4.3.3 Strengthen collaborative partnerships with universities and education providers to promote QCS as a provider of choice for tertiary student placements and improve QCS' internal processes for the management of student placements.	<ul style="list-style-type: none"> <li>A review of QCS' current student placement framework was commenced. The development of an enhanced student placement model and framework remains ongoing, including the development of standardised agreement terms for student placement agreements and improved internal guidance to support staff to manage student placement arrangements with education institutions.</li> </ul>	PSEG	Legal Strategy and Services Group/PCC	Ongoing
4.4 Continue to work with Queensland Health to achieve objectives of the Queensland Prisoner Health and Wellbeing Strategy 2020-2025	4.4.1 Implement PHW Strategy	<ul style="list-style-type: none"> <li>QCS have continued participation in the Prisoner Health and Wellbeing Leadership Group and supported Queensland Health to implement Prisoner Health and Wellbeing actions and other identified opportunities.</li> </ul>	Custodial Operations	Enterprise Strategy Group	Ongoing



Priority 5: Increase awareness and training

Key Initiatives	Enabling Actions	Year 2 Activity	Lead Area	Support Area	Status
5.1 Improve awareness and understanding of mental ill health	5.1.1 Staff trained in mental health awareness	<ul style="list-style-type: none"> <li>QCS have increased the number of trainers to deliver Aboriginal Mental Health First Aid training courses to staff</li> </ul>	Murridhagun Cultural Centre		Ongoing
		<ul style="list-style-type: none"> <li>The Mental Health and Wellbeing training package has been updated.</li> </ul>	QFMHS	QLD Corrective Services Academy (QCSA) and PSU	Integrated in BAU
5.2 Review and strengthen suicide risk assessment, awareness and training	5.2.1 Increase capability of staff involved in managing self-harm and suicide risk	<ul style="list-style-type: none"> <li>A proposal to re-categorise Risk Assessment Training (RAT) and After-Hours At-Risk Management training as mandatory for relevant staff has been developed but not endorsed.</li> </ul>	PSU	Custodial Operations	Ongoing
		<ul style="list-style-type: none"> <li>QCS have implemented the rollout for QCS Psychological Services staff trained as EARS (Engage, Assess, Respond to and Support Suicidal People) facilitators to Southeast Qld and Northern centres.</li> </ul>	PSU	QLD Centre for Mental Health Learning/Custodial Operations	Ongoing
5.3 Embed trauma informed practice across QCS	5.3.1 Implement trauma informed practice training	<ul style="list-style-type: none"> <li>The face-to-face trauma informed training package has been included in custodial entry level training.</li> </ul>	QCSA		Integrated in BAU
		<ul style="list-style-type: none"> <li>QCS have delivered trauma informed and gender responsivity training to the Community Corrections workforce as part of mandatory front-end training.</li> </ul>	QCSA		Integrated in BAU
		<ul style="list-style-type: none"> <li>Role specific vicarious trauma and burnout training has been delivered to all QCS Practice Leaders</li> </ul>	Community Operations		Integrated in BAU
5.4 Improve understanding of mental health referral pathways	5.4.1 Standardise engagement with PMHS and IMHIP to support consistent referrals	<ul style="list-style-type: none"> <li>QCS seek to standardise engagement with Prison Mental Health Service (PMHS) and Indigenous Mental Health Intervention Program (IMHIP), including endorsement of terms of reference for interagency meetings.</li> </ul>	PSU	QFMHS/PSEG	Integrated in BAU