

Annual Report 2008-09

NSW HEALTH



NSW DEPARTMENT OF HEALTH

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DECEMBER 2009

Letter

TO THE MINISTER

The Hon Carmel Tebbutt MP
Deputy Premier
Minister for Health
Parliament House
Macquarie Street
SYDNEY, NSW 2000

Dear Minister

In compliance with the terms of the Annual Reports (Departments) Act 1985, the Annual Reports (Departments) Regulation 2005 and the Public Finance and Audit Act 1983, I submit the Annual Report and Financial Statements of the NSW Department of Health for the financial year ended 30 June 2009 for presentation to Parliament.

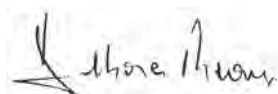
Submission of the Department's report by 31 October was not possible due to the late emergence of a number of issues, including some requiring resolution between the Department and the Auditor-General in relation to Health Service audits, specifically, the revaluation of assets and depreciation.

The 2008-09 audits of HealthQuest and Justice Health financial statements are yet to be finalised by the Auditor-General. I propose to separately submit these reports directly to the Clerk of Parliament upon completion of these audits and the issuing of audit opinions by the Auditor-General.

Notwithstanding this, the Auditor General has completed his audit of the consolidated accounts of NSW Health and the accounting issues related to these accounts have now been satisfactorily addressed for the 2008-09 audit.

Copies are being sent to the Auditor-General, Members of Parliament, Treasury and other key Government departments.

Yours sincerely



Prof Debora Picone AM
Director-General



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Director-General's

YEAR IN REVIEW 2008-09

The NSW public health system is, like many others, under pressure from ever-increasing demand. It is a significant challenge for all health systems to provide high quality health care to a growing and ageing population with increasingly complex and chronic conditions.

In the face of these pressures, the innovative work being undertaken across the system is even more impressive. Our health system relies on dedicated professionals and I am continually impressed by the collective efforts of all staff as we navigate towards our goal of improved patient care.

Caring Together: The Health Action Plan for NSW

Effective leadership is critical, as is the implementation of innovative and more efficient models of care. *Caring Together: The Health Action Plan for NSW*, was released on 30 March 2009 as the NSW Government's response to the Special Commission of Inquiry into Acute Care Services in NSW Public Hospitals (Final Report). *Caring Together* provides a real opportunity to pursue these goals and tackle issues. I am confident that together we can continue to provide world-class health services to the people of NSW.

Caring Together reinforces the importance of the patient at the centre of our health care system and uses a phased approach to implementing change, which sees:



Stage One: the Action Plan

The Action Plan is the first of the three-staged approach and includes immediate actions to address those issues seen by staff, patients and the community, as critical to the provision of a safe and compassionate health service.

Stage Two: a Sustainability Plan

In the second stage, the NSW Government will report on progress and detail change for building a stronger, more sustainable health care system.

Stage Three: an Inter-generational Health Care System

In the third stage, progress will again be reported, together with detail of a plan for our health care system to meet the needs of future generations.

The key themes of *Caring Together* are:

- Improving Safety and Creating Better Experiences for Patients
- New Ways of Caring
- Education for Future Generations
- Strengthening Local Decision Making
- Monitoring our Progress.

The majority of recommendations relate to clinical care arrangements, such as patient handover between nurses and doctors. These are therefore being driven by clinicians in local expert implementation teams, with support and direction from chief executives and health service advisory councils.

Health service advisory council chairs, together with chief executives, are taking a lead role in ensuring achievement of all allocated local strategies.

A Community and Clinicians Expert Advisory Council, chaired by Dr Michael Keating, has been established to provide advice to the Minister for Health and me on proposed and existing

initiatives to implement the *Caring Together* actions. The council will also support and advise health service advisory councils and expert implementation teams.

In addition, an independent panel, chaired by John Walsh, has been established, to monitor implementation progress and report every six months over three years, to the Minister for Health and the Cabinet sub-committee on Health.

H1N1 Influenza 09

In 2009, H1N1 influenza 09, (formerly called human swine influenza), spread in NSW. It produces a mild illness in most, severe in some and is overall moderate.

When the news emerged of a new strain of influenza, all jurisdictions were on high alert, with many dedicated professionals working above and beyond to minimise the impact it may have had on Australia.

I express my sincere thanks to everyone across NSW Health for the support they provided in preparing for and responding to, H1N1 influenza 09.

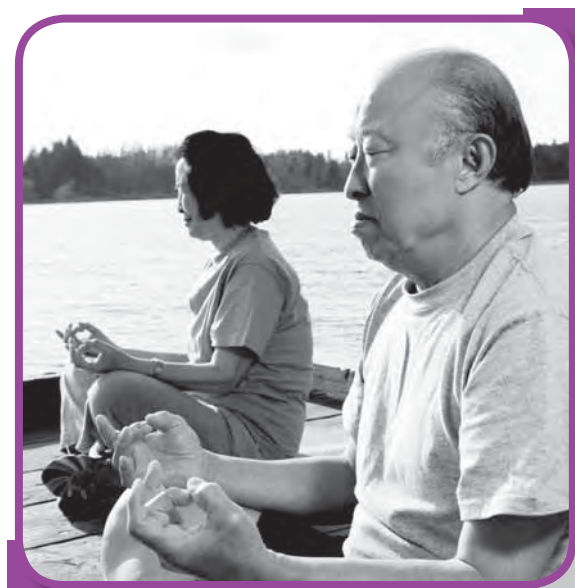
At the time, a dedicated team was established to provide information, develop protocols, follow-up suspect cases and support health services, other agencies and the community.

I am proud to have had a dedicated and responsible team, who carried out their duties with such care and consideration.

There was considerable media coverage and public scrutiny of NSW Health's actions and I thank everyone involved for ensuring that regular reports were provided to allow a reliable flow of information to the community.

I highly commend all of those involved in responding so promptly and for doing what was required in such a professional manner.

In addition, I thank the dedicated professionals across the system who aptly coped with the increase in demand during this time. On top of a normal flu season, the challenges posed by H1N1 influenza 09 were enormous. The NSW community is indeed fortunate to receive health services from our hard-working staff at the front-line.



Keep Them Safe: A Shared Approach to Child Wellbeing

The Report of the Special Commission of Inquiry into Child Protection Services in NSW was handed down on 24 November 2008. On 3 March 2009, the Premier and the Minister for Community Services released *Keep Them Safe: A Shared Approach to Child Wellbeing 2009-2014*, which sets out the NSW Government's five-year plan to improve the safety and well-being of children and young people in response to the report.

The response includes an action plan and a schedule responding to each of the commission's 111 recommendations. NSW Health has committed to their implementation..

The NSW health system offers a wide range of services to children and families, aimed at the prevention of child abuse and neglect, early intervention when risk factors are identified and specialist support to counter the effects of abuse when it has occurred.

I praise the efforts of our health professionals who are working to improve the health and safety of children in NSW. Child protection is core business for NSW Health. *Keep Them Safe* is an opportunity for us to strengthen our efforts, to which I am strongly committed.

Chief Health Officer's Report

The life expectancy of NSW residents continues to grow, according to the Chief Health Officer's 2008 Report. People are living longer and healthier lives and the report demonstrates that our health services and disease prevention strategies are keeping death rates from cardiovascular disease and cancer down and providing better protection to our children through vaccination.

The report revealed, however, emerging problems, including childhood overweight and obesity. NSW Health is committed to reducing this through initiatives that provide practical information and services to help teach children, parents and carers about healthy weight, healthy eating and physical activity. The NSW Get Healthy Information and Coaching Service, a new tool to help tackle the rising numbers of overweight and obese people, has started and provides a free telephone and web-based service to help people lose weight by adopting healthy eating habits and regular exercise.

Justice Health Forensic Hospital

The new Long Bay forensic hospital was opened in February. This is a stand-alone high-security health facility for adults and adolescents, providing specialist mental health care for people found not guilty by reason of mental illness, those unfit to plead, mentally disordered offenders, or those at risk of offending. It provides care for forensic patients and the mentally ill, in line with national and international best practice. I am proud that the opening of this much needed facility came to fruition.

Episode Funding

We continue to work with Treasury and the Department of Premier and Cabinet to improve health efficiency and with health services to effectively manage resources in the context of increased demand.

Often the interest in health funding is in how much money is available to spend. The method of distribution, however, is just as important. In order to exercise stronger control over the budget performance of individual hospitals, NSW Health's episode funding policy has been enhanced and will start in 2009/10. This will better position NSW Health to implement the activity-based funding component of the National Partnership Agreement. It formalises the COAG commitment to move to a more nationally consistent approach to activity-based funding for services provided in public hospitals.

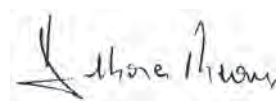
A special note of thanks...

In addition to the staff mentioned above, there are some others who deserve a particular mention and note of congratulations.

In 2008-09, Ken Barker announced his retirement from the position of NSW Health's Chief Financial Officer. Ken enjoyed a long and distinguished career with the NSW Public Service, one which has spanned a truly commendable 41 years. He made an outstanding contribution, particularly during his 24 years in the Department of Health. The 2009/10 budget was his 25th consecutive Health budget, which is a remarkable achievement in itself, recognising that for 2009/10 it is over \$15 billion and that over 100,000 staff are employed, making it one of Australia's largest organisations.

A number of staff from across NSW Health showed their support by volunteering or providing donations, as part of the bush fire appeal and relief efforts. I pay tribute to everyone who volunteered in the relief efforts and especially to the volunteer fire fighters and paramedics who were deployed from the Ambulance Service of NSW, for the tremendous job that they did. I commend all those involved for their services.

In July 2008, 20 ambulances and paramedic crews, plus up to 50 health professionals, were on site at key World Youth Day venues to provide health services for crowds of up to 500,000 people. NSW Health services were mobilised to provide a safe event for visitors from around Australia and overseas. I praise the collective efforts of our staff in assisting the smooth running of World Youth Day.



Prof Debora Picone, AM
Director-General

Governance

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About us

NSW DEPARTMENT OF HEALTH

We work to provide the people of New South Wales with the best possible health care.

The NSW Department of Health supports the Minister for Health and two assistant ministers to perform their executive and statutory functions. This includes promoting, protecting, developing, maintaining and improving the health and well-being of the people of NSW, while considering the needs of the State and the finances and resources available.

The NSW Department of Health was established in 1982 under section 6 of the *Health Administration Act 1982*.

The department has Statewide responsibility for providing:

Advice to Government

Provides advice and other support to the Minister for Health and the Ministers Assisting the Minister for Health (Cancer and Mental Health) in the performance of their role and functions.

Strategic planning and Statewide policy development

Undertakes system-wide policy and planning, in areas such as inter-government relations, funding, corporate and clinical governance, clinical redesign, health service resources and workforce development.

Improvements to public health

Enhances community health through health promotion, preventative health, management of emerging health risks and protective regulation.

Performance management

Monitors health services' performance against key performance indicators and improvement strategies, such as performance agreements, Statewide reporting, and managing property, infrastructure and other assets.

Strategic financial and asset management

Manages financial resources and assets, co-ordinates business and contracting opportunities and provides financial accounting policy for NSW Health.

Community participation

Liaises and fosters partnerships with communities, health professionals and other bodies.

Employee relations

Negotiates and determines wages and employment conditions and develops human resource policies for the NSW health system.

Workforce development

Works in collaboration with other agencies and stakeholders to improve health workforce supply and distribution.

Regulatory functions

Manages professional registration, licensing, regulatory and enforcement functions, to ensure compliance with the Acts administered by the health portfolio.

Legislative program

Provides advice and support for the legislative program and subordinate legislative program for the health portfolio.

Corporate governance

Provides advice, support and co-ordination for sound corporate governance across the health system.

Corporate support

Provides resources and support to enable department staff to fulfil their roles effectively.

Department of Health Priorities

The Department of Health is a lead agency for achieving five of the Government's priorities in the NSW State Plan. They are:

- S1 Improved access to quality health care
- S2 Improved survival rates and quality of life, for people with potentially fatal or chronic illness, through improvements in health care
- S3 Improved health through reduced obesity, smoking, illicit drug use and risk drinking
- F3 Improved outcomes in mental health
- F5 Reduced avoidable hospital admissions.

It is also a contributing agency for the following State Plan priorities:

- R1 Reduced rates of crime, particularly violent crime
- R2 Reduced re-offending
- R3 Reduced levels of anti-social behaviour
- R4 Increased participation and integration in community activities
- S8 Increased customer satisfaction with Government services
- F1 Improved health and education for Aboriginal people
- F2 Increased employment and community participation for people with disabilities
- F4 Embedding the principle of prevention and early intervention into Government service delivery
- F6 Increased proportion of children with skills for life and learning at school entry
- F7 Reduced rates of child abuse and neglect
- P7 Better access to training in rural and regional NSW to support local economies
- E8 More people using parks, sporting and recreational facilities and participating in arts and cultural activity.

The NSW State Health Plan – A New Direction for NSW Health: Towards 2010 and long-range vision, Future Directions for Health in NSW – Towards 2025, identify seven strategic directions to achieve these priorities.

Seven strategic directions

- 1 Make prevention everybody's business
- 2 Create better experiences for people using the health system
- 3 Strengthen primary health and continuing care in the community
- 4 Build regional partnerships for health
- 5 Make smart choices about the costs and benefits of health and health support services
- 6 Build a sustainable health workforce
- 7 Be ready for new risks and opportunities

The NSW Department of Health Annual Report 2008-09 reports on our activities and achievements, according to our vision, values, goals and priorities under the seven strategic directions.



HEALTHY PEOPLE - NOW AND IN THE FUTURE

WHY WE ARE HERE	STRATEGIC DIRECTION 1	STRATEGIC DIRECTION 2	STRATEGIC DIRECTION 3	STRATEGIC DIRECTION 4	STRATEGIC DIRECTION 5	STRATEGIC DIRECTION 6	STRATEGIC DIRECTION 7
WHAT WE DO	<p>Make prevention everybody's business</p> <ul style="list-style-type: none"> Health improvement Re-investment Immunisation Child health and well-being Mental health Obesity Chronic disease Tobacco Drugs and alcohol Sexual health Oral health Healthy ageing Urban planning 	<p>Create better experiences for people using health services</p> <ul style="list-style-type: none"> Clinical services Patient safety within a quality framework Children and young people Clinician and community engagement Patient satisfaction Public responsibility Decision making Information management and technology Carers Aged care/chronic care/community acute care Mental health Rural and remote health Drugs and alcohol People with a disability Culturally and linguistically diverse communities, including refugees Transport 	<p>Strengthen primary health and continuing care in the community</p> <ul style="list-style-type: none"> Integrated primary health care Rural and remote areas General practice access Early intervention Early screening, triage and assessment Chronic care Mental health Aboriginal health Carers Disability support programs 	<p>Build regional and other partnerships for health</p> <ul style="list-style-type: none"> Community engagement Regional health planning General practitioners Information sharing Aboriginal health Mental health Non-government organisations Private health sector Older people 	<p>Make smart choices about the costs and benefits of health services</p> <ul style="list-style-type: none"> Health investment and re-investment Prevention and early intervention funding Equity – resource distribution formula Asset management Information management and technology Health technology Electronic medical and health information systems Corporate services 	<p>Build a sustainable health workforce</p> <ul style="list-style-type: none"> Recruitment and retention Improving workforce flexibility and strengthening career pathways Mental health workforce Staff satisfaction Education and training Aboriginal workforce Rural and remote workforce Workforce planning 	<p>Be ready for new risks and opportunities</p> <ul style="list-style-type: none"> Health reform Health choices Smart choices Integration across Government Teaching and research Risk management Disaster preparedness Environmental factors
MEASURING SUCCESS	<ul style="list-style-type: none"> Improved health through reduced obesity, smoking, illicit drug use and risk drinking Improved survival rates and quality of life for people with potentially fatal or chronic illness Improved dental health Reduced vaccine-preventable conditions Reduced fall injuries among older people Increased participation in community, recreation, sporting, artistic and cultural activity Reduced levels of anti-social behaviour 	<ul style="list-style-type: none"> Improved access to quality health care Emergency departments Elective surgery Increased customer satisfaction with health services Ensuring high quality care 	<ul style="list-style-type: none"> Reduced avoidable hospital admissions through early intervention, prevention and better access to community-based services Improved health for Aboriginal communities Improved outcomes in mental health Increased focus on early intervention Reduced rates of crime, particularly violent crime 	<ul style="list-style-type: none"> Improved outcomes in mental health Implement key plans and frameworks Improved health outcomes for Aboriginal communities 	<ul style="list-style-type: none"> Make the most effective use of resources for health 	<ul style="list-style-type: none"> Build a sustainable workforce 	<ul style="list-style-type: none"> Ensure the NSW health system is ready for new risks and opportunities



What we stand for

OUR CORPORATE CHARTER

Our vision, values, goals and priorities are a set of guiding principles for how we go about our work. Being clear about our role enables us to move forward with common purpose and to work effectively with our partners.

Our Vision

The NSW Department of Health provides system-wide leadership to ensure high quality health services which are responsive to consumers, the community and the challenges of the future. Our vision 'Healthy People – Now and in the Future' and our goals reflect these aspirations.

Our Values

The department is guided by the public sector principles of responsibility to the Government, responsiveness to the public interest and promoting and maintaining public confidence and trust in the work of the department. Our values statement applies to the department, its staff and contractors and forms the basis for decisions and actions on which performance ultimately depends.

The NSW Department of Health's Statement of Values is:

Integrity

Honesty, consistency and accountability in decisions, words and actions.

Respect

Recognising the inherent worth of people.

Fairness and Equity

Providing good health care based on need and striving for an equitable health system.

Excellence

Highest level of achievement in all aspects of our work.

Leadership

Looking to the future of health and building on past excellence.

Our Goals

Our focus is on meeting the health needs of the people of NSW within the resources available to us. Our goals are:

Keep people healthy

- More people adopt healthy lifestyles
- Prevention and early detection of health problems
- A healthy start to life.

Provide the health care that people need

- Emergency care without delay
- Shorter waiting times for non-emergency care
- Fair access to health services across NSW.

Deliver high quality services

- Consumers satisfied with all aspects of services provided
- High quality clinical treatment
- Care in the right setting.

Manage health services well

- Sound resource and financial management
- Skilled, motivated staff working in innovative environments
- Strong corporate and clinical governance.

Our Principles

The following principles underpin the department's accountabilities to deliver quality health services. We will:

- Focus on our fundamental accountability to promote and protect the health of the people of NSW and to ensure they have access to basic health services
- Perform effectively and efficiently in clearly defined functions and roles
- Promote our values for NSW Health and demonstrate these values through leadership and behaviour
- Take informed, transparent decisions and manage the risks we encounter on a daily basis
- Develop our capacity and capability to ensure that we provide effective and safe health services
- Engage stakeholders and make accountability real for us all.

Corporate governance

THE NSW HEALTH SYSTEM

Corporate governance in health is the manner by which authority and accountability is distributed through the health system.

The NSW health system

The NSW Department of Health's corporate governance focus follows system-wide reforms over the past few years and the recognised need to ensure consistent management practices and accountability across the health system.

This annual report is a key corporate governance report for NSW Health. It outlines the department's achievements in leading and facilitating health outcomes across the State's public health system.

The NSW public health system comprises the:

- | NSW Minister for Health
- | Minister Assisting the NSW Minister for Health (Cancer)
- | Minister Assisting the NSW Minister for Health (Mental Health)
- | Health Administration Corporation
- | NSW Department of Health
- | Area health services
- | Ambulance Service of NSW
- | Cancer Institute NSW
- | Children's Hospital at Westmead
- | Clinical Excellence Commission
- | Other public health organisations.



NSW Minister for Health

The NSW Minister for Health is responsible for the administration of health legislation under the *Health Administration Act 1982*. The Minister formulates policies to promote, protect, maintain, develop and improve the health and well-being of the people of NSW, given the resources available to the State. The Minister is also responsible for providing public health services to the NSW community.

The Hon. John Della Bosca was appointed the Minister for Health on 8 September 2008. The Hon. Reba Meagher was the Minister for Health between 1 July and 5 September 2008.

Minister Assisting the Minister for Health (Cancer)

The Hon. Jodi McKay was appointed the Minister Assisting the Minister for Health (Cancer) on 11 November 2008.

The Hon. Tony Stewart was the Minister Assisting the Minister for Health (Cancer) between 8 September and 11 November 2008.

The Hon. Verity Firth was the Minister Assisting the Minister for Health (Cancer) between 1 July and 5 September 2008.

The Minister Assisting the Minister for Health (Cancer) is responsible for the Cancer Institute NSW, which oversees the State's cancer control effort.

Minister Assisting the Minister for Health (Mental Health)

The Hon. Barbara Perry was appointed Minister Assisting the Minister for Health (Mental Health) on 8 September 2008.

The Hon. Paul Lynch was the Minister Assisting the Minister for Health (Mental Health) between 1 July and 5 September 2008. The Minister Assisting the Minister for Health (Mental Health) is responsible for implementing the Government's five-year plan for mental health.



Health Administration Corporation

Under the *Health Administration Act 1982*, the Director-General is given corporate status as the Health Administration Corporation, for the purpose of exercising certain statutory functions, including acquiring and disposing of land and entering into contracts to support the functions of the Director-General and the Minister for Health.

NSW Department of Health

The department supports the Minister for Health and the Ministers Assisting the Minister for Health, in performing their executive and statutory functions, which include promoting, protecting, developing, maintaining and improving the health and well-being of the people of NSW, while considering the needs of the State and the finances and resources available.

Area Health Services

Area health services are established as distinct corporate entities under the *Health Services Act 1997*. They are responsible for providing health services in a wide range of settings, from primary care posts in the remote outback, to metropolitan tertiary health centres.

There are eight area health services:

- | Greater Southern
- | Greater Western
- | Hunter New England
- | North Coast
- | Northern Sydney Central Coast
- | South Eastern Sydney Illawarra
- | Sydney South West
- | Sydney West.

Ambulance Service of NSW

The Ambulance Service of NSW is responsible for providing responsive, high quality clinical care in emergency situations, including pre-hospital care, rescue, retrieval and patient transport services.

Statutory Health Corporations

There are four statutory health corporations, which provide Statewide or specialist health and health support services:

- | Justice Health
- | Children’s Hospital at Westmead (Royal Alexandra Hospital for Children)
- | Clinical Excellence Commission
- | HealthQuest.

The status of the Stewart House Preventorium was changed from a statutory health corporation to an affiliated health organisation, effective 1 January 2009.

At 30 June 2009, there were 23 affiliated health organisations in NSW managed by religious and/or charitable groups. They are an important part of the public health system, providing a wide range of hospital and other health services.

Infrastructure and Health Support Structures

The Health Infrastructure Board manages the delivery of the NSW Government’s hospital building program. It oversees the operation of Health Infrastructure within the Health Administration Corporation.

In April 2008, the Director-General established Health Support Services (HSS), under a management committee which oversees its operation within the Health Administration Corporation and provides corporate and information technology services to public health organisations across NSW.

Corporate Governance Responsibilities

The Director-General

The Director-General has a range of functions and powers under the *Health Services Act 1997*, the *Health Administration Act 1982* and other legislation.

They include responsibility for the provision of ambulance services, provision of health support services to public health organisations and exercising, on behalf of the Government, the employer functions relating to staff employed in the NSW Health service.

The Director-General is committed to better practice as outlined in the Corporate Governance and Accountability Compendium for NSW Health and has processes in place to ensure that the primary governing responsibilities of NSW Health are fulfilled in:

- | Setting the strategic direction for NSW Health
- | Ensuring compliance with statutory requirements
- | Monitoring the performance of health services
- | Monitoring the quality of health services
- | Industrial relations/workforce development
- | Monitoring clinical, consumer and community participation
- | Ensuring ethical practice
- | Ensuring implementation of the NSW State Plan and the State Health Plan.

Department of Health Senior Management Board

The Department of Health Senior Management Board meets fortnightly to determine corporate priorities, consider major issues and set strategic directions. It provides high-level oversight on implementation of the NSW State Plan and State Health Plan and receives regular reports on State Plan priorities. It comprises the department's senior management team, including the Director-General and deputy directors-general.

Senior Executive Advisory Board

The Senior Executive Advisory Board meets monthly to exchange information and ensure that the strategic direction is understood and promulgated across the health system. It comprises the Director-General, deputy directors-general, the Chief Financial Officer and chief executives of area health services, the Ambulance Service of NSW, Clinical Excellence Commission, Cancer Institute NSW and other public health organisations.

Finance, Risk and Performance Management Committee

Effective finance and business management practices are a key element of corporate governance responsibilities. The Finance, Risk and Performance Management Committee, chaired by the Director-General, advises the department, Minister for Health and the Budget Committee of Cabinet on the financial, risk and performance management of NSW Health.

NSW Health assists public health organisations to maintain appropriate finance and business accountability by ensuring that:

- | Regular review of plans and reporting/monitoring of financial information are based on the Accounts and Audit Determination for Public Health Organisations and Accounting Manuals
- | Budgets and standard finance information systems and processes are in place, are understood and comply with centralised procedures and templates
- | Financial management is at a reasonable level, budget variance is monitored, reported and reviewed as potential risk and Accounts and Audit Determination is appropriate and up-to-date.

Area health service chief executives are accountable for efficient and effective budgetary and financial management and must have proper arrangements in place to ensure that the organisation's financial standing is soundly based. Key accountabilities include the achievement of targets, monitoring and reporting of results in an accurate, efficient and timely manner and compliance with standards and practice.

Risk Management and Audit Committee

The Risk Management and Audit Committee comprises the Director-General, three deputy directors-general, a member of the information management and technology strategic reference group, the Director, Legal and Legislative Services and two independent members. Jon Isaacs is the independent chairperson and Jim Mitchell is the other independent.

The committee assists the Director-General to perform her duties under relevant legislation, particularly in relation to the department's internal control, risk management and internal and external audit functions, including:

- | Assess and enhance the department's corporate governance, including its systems of internal control, ethical conduct and probity, risk management, management information and internal audit
- | Assess the department's role in monitoring risk management and the internal control environment
- | Monitor the department's response to and implementation of any findings or recommendations of external bodies, such as the Independent Commission Against Corruption and Audit Office of NSW
- | Monitor trends in significant corporate incidents
- | Ensure that appropriate procedures and controls are in place to provide reliability in the department's compliance with its responsibilities, regulatory requirements, policies and procedures
- | Oversee and enhance the quality and effectiveness of the department's internal audit function, providing a structured reporting line for the Internal Audit Branch and facilitating the maintenance of its independence.

Corporate governance principles and practices

The corporate governance and accountability compendium contains the corporate governance principles and framework to be adopted by health services. The NSW Health governance framework requires each health service to complete a standard annual statement of corporate governance, certifying its level of compliance against eight primary governing responsibilities.

The department's Corporate Governance and Risk Management Branch is responsible for promoting corporate governance practice across the health system.

The branch brings together risk management, regulatory affairs, corporate governance, external relations and employment screening and review.

Consistent, system-wide policy and practice is being facilitated, with significant results this year, including:

- | Publishing of new employment screening and review policies and procedures
- | Continuance of a training program for the management of allegations and employment screening
- | Revisions to the process of preparing and issuing policy directives, guidelines and information bulletins for NSW Health, including standardising presentation formats
- | Introduction of a service check register. It is a NSW Health-wide database that alerts staff involved in recruitment to the existence of disciplinary actions concerning staff and visiting practitioners in NSW Health.
- | Introduction of a new policy directive requiring quarterly reporting by health services, to ensure that all medical practitioners engaged by NSW public health organisations are practising in compliance with their registration and any conditions imposed on that registration by the NSW Medical Board.

Internal Audit

During 2008-09 the Internal Audit Branch conducted a number of branch audits across the four divisions of the department. These covered compliance, operational and management risks and the efficiency and effectiveness of internal controls. Of note was the conduct of the fraud risk assessment within the department, audits of NGO grants and a series of audits covering IT governance.



Risk management

The integration of corporate governance and risk management responsibilities has resulted in efficiencies, as well as enabling a better approach to risk assessment and implementation of recommendations and findings. Achievements this year include:

- | development and issue of a risk management enterprise-wide policy and framework
- | more co-ordinated approach to investigating and dealing with complaints
- | improved system for monitoring and acting on reportable incident briefs
- | strengthened relationships with the Ombudsman's Office, Health Care Complaints Commission, Coroner's Office, Commission for Children and Young People, Independent Commission Against Corruption and Audit Office
- | participation in a nationwide research project into whistleblower protection and management and facilitation within NSW Health.

Ethical behaviour

Maintaining ethical behaviour is the cornerstone of effective corporate governance. Providing ethical leadership is an important ongoing task for NSW Health. This requires leading by example and providing a culture built on commitment to the core values of integrity, openness and honesty.

NSW Health has a comprehensive code of conduct and support material that outlines standards of required conduct. The code applies to staff working in any permanent, temporary, casual, termed appointment or honorary capacity within any NSW Health facility. It assists staff by providing a framework for day-to-day decisions and actions while working in health services.

Monitoring health system performance

The department has produced a set of high-level performance indicators. They measure NSW Health performance against priorities and programs linked to the seven strategic directions identified in the *State Health Plan, A New Direction for NSW State Health Plan Towards 2010*.

Outcomes against these indicators are reported in the performance section of this annual report.

The indicators inform performance at the State level, as well as drilling down to hospital level for local management. They provide a basis for a cascaded set of key performance indicators at the area health service, facility and service levels. They are a basis for an integrated performance measurement system, linked to chief executive performance contracts and

associated performance agreements. They also form the basis for reporting the performance of the health system to the public.

The NSW State Health Plan to 2010 was published to drive corporate priorities and set performance measures and targets.

Area health service plans and performance agreements were developed with standard formats and reporting requirements, for consistent performance measurement and accountability.

Priorities for corporate governance and risk management

Selected priority strategies and projects in corporate governance, risk management and internal audit for 2009-2010 include:

- | introduction of standard NSW Health-wide risk management software
- | compilation, review and reporting of NSW Health-wide risks
- | introduction of a risk management register and reporting within the department
- | Implementation of a new employment screening and risk assessment information system, to better support the business to provide a more efficient service, with a stronger focus on compliance and audit of probity checks
- | improve professional practice, through education across the public health system in responding to and monitoring of the implementation of recommendations arising from complaints and system reviews
- | enhancing internal audit management processes and reporting systems to better reflect the adoption of the latest standards for risk management, internal auditing and fraud control.



Other specific corporate governance matters are reported as follows:

- | Commitment to service (p. 184)
- | Consumer participation (p. 185)
- | Legislation (p. 248)
- | Financial management (pp. 79-181)
- | Workforce management (pp. 68-71)
- | Committees, roles and responsibilities (pp. 242-244)
- | Senior executive performance statements (pp. 202-207)

Clinical governance,

CONSUMER AND COMMUNITY PARTICIPATION



Clinical governance, consumer and community participation are important elements of governance for NSW Health and are the cornerstone of quality health care.

Clinical governance is a systematic approach to ensuring the highest level of quality patient care within a health system. Area health services now have a comprehensive clinical governance framework in place to support patient safety and quality.

Under the NSW Patient Safety and Clinical Quality Program, the Clinical Excellence Commission and area health service clinical governance units were established to deliver system improvement, with patient safety as a priority. Clinical governance units have built on their incident reporting and investigation systems, with the implementation of the Incident Information Management System (IIMS) in 2005.

The key elements of the clinical governance framework are listed below.

- | Training and development for clinical governance, safety and quality improvement, root cause analysis (RCA), communication, human factors and knowledge management for staff of the health system.
- | With incident reporting, strategies are identified and implemented by the RCA process, to prevent recurrence of clinical incidents in health facilities.
- | Supporting clinical operations to ensure that local and Statewide policies relevant to patient safety are implemented across NSW health services.
- | Implementation of the IIMS across all facilities in NSW health services.
- | NSW Health's Safety Alert Broadcast System (SABS) aims to provide a systematic approach to the distribution and management of patient safety information to NSW health services. Each alert specifies action to be taken by health services, the timeframe in which such action must occur and specific responsibility for the actions.
- | A single point, for the management and resolution of serious complaints from members of the public and staff, available seven days per week.
- | A process to ensure that all deaths are reviewed and unexpected deaths are appropriately referred to the Coroner and special committees appointed by the Minister.
- | Continuous quality improvement processes to support clinicians and managers in the implementation of quality policies and procedures.
- | Education to improve communication between clinicians, patients, families and carers, in conjunction with the Clinical Excellence Commission.
- | Policy development for patient safety, ethical practice and management, complaints handling, referral of deaths to the Coroner. Procedures for management of complaints or concerns about clinical staff, including appointment, credentialing and performance review of senior clinical staff.
- | Development of appropriate performance review processes with clinical staff and provision of advice and support.
- | The clinical governance units also report regularly to chief executives and area governance structures on:
 - the effectiveness of performance management, appointment and credentialing policies and procedures for clinicians
 - management of complaints or concerns about individual clinicians, in accordance with departmental policies and standards
 - management of serious incidents and complaints, including investigation, analysis and subsequent recommendations
 - implementation of recommendations arising from RCA and other processes used in handling serious incidents and/or complaints
 - provision of regular summary reports of clinical incidents, quality indicators and recommendations on area-wide actions necessary to improve patient quality.
- | System improvement through the Quality Systems Assessment (QSA) program, is another key component of the NSW Patient Safety and Clinical Quality Program. The purpose of the QSA is to assess the implementation of quality and safety programs and enable area health services to adopt specific strategies to target areas for improvement.



Case Study: improving patient experience of emergency care

In 2008, 24,638 people who had attended an emergency department and did not require admission, responded to the NSW Health Patient Survey. Of these, 82.8 per cent rated the overall care they received as excellent, very good or good. Although this response is encouraging, emergency department patients do not rate their overall care as highly as do patients and clients in other NSW health services.

The most important areas for improvement identified by emergency department patients were:

- Organisation of care
- Waiting time rating
- Providing patients with enough opportunity to say what they think about emergency care
- Helping patients control pain
- Providing enough information on the patient's condition and treatment.

In 2009, NSW Health embarked on two programs to improve the experience of people attending emergency departments. The first covers experience-based co-design projects in four emergency departments involving patients, carers and staff in a collaborative process to design improvements to emergency care processes and the environment in which care is delivered.

The second provides coaching for emergency department leadership - helping to improve the quality and consistency of communication with patients. Teaming experienced coaches from the health care sector with front-line managers and supervisors, it supports them to model and guide staff in using evidence-based approaches to communicate with patients and carers.

This helps staff to ensure that every interaction with emergency patients and their carers is informative and reassuring and builds trust in the high-quality emergency care that is provided in NSW.

Measuring and improving patient and carer experience

As well as involving patients in decision-making about their care and including them in key health advisory structures, NSW Health collects and responds to patient feedback about its health services. Nearly 80,000 people responded to the annual survey of patients and clients. It measures patient experience in eight dimensions:

- Emotional support
- Respect for patient preferences
- Physical comfort
- Information, education and communication
- Co-ordination and integration of care
- Involvement of family and friends
- Continuity and transition
- Access to care.

A Statewide program to collect the stories of recent patients and their carers complements the survey data. Talking to patients and carers provides service leaders with rich insight and guides service improvements.

What we do

STRUCTURE AND RESPONSIBILITIES



At June 2008, the NSW Department of Health was administered through seven main functional areas.

Director-General

Professor Debora Picone, AM

Professor Picone began in the position of Director-General for the NSW Department of Health in July 2007.

In addition to being a nurse leader and academic, Professor Picone has worked for many years at the front-line of hospital care as a nurse and senior clinician, in many and varied roles. She has extensive experience in senior management and academic roles in the health sector. She was Chief Executive of South Eastern Sydney Illawarra Area Health Service and previously Deputy Director-General, Policy for NSW Health. She has also been Chief Executive of the former South Western Sydney and New England area health services and of the Corrections Health Service.

She has occupied academic roles at the University of Wollongong, Prince of Wales Clinical School at the University of NSW and the Department of Surgery, Faculty of Medicine, University of Sydney.

Professor Picone was appointed as a Member in the General Division of the Order of Australia (AM) in June 2006, for services to public administration in NSW.

Office of the Director-General

The Office of the Director-General provides high-level executive and co-ordinated administrative support to the Director-General across the full range of issues and functions relevant to the operation of NSW Health.

The office works with the deputy directors-general and members of the NSW Health executive to ensure that she receives advice that is accurate, timely and reflects an integrated, cross-agency view on critical policy and operational issues. The office also supports the Director-General in her provision of high quality, timely and well co-ordinated advice and information to the Minister for Health.

The office has a role in relation to key Government and departmental policy and projects that require a strategic, co-ordinated, whole-of-health approach. This includes leading and reporting on NSW Health's implementation of the State Plan and State Health Plan. As of 1 June 2009, the office assumed the co-ordination role for the implementation of *Caring Together - The Health Action Plan for NSW*.

In addition, the office manages a number of strategic policy initiatives that cross departmental divisions and have whole-of-system implications. These often have a particular focus on opportunities for improved efficiency and strategic reform.

Executive and Ministerial Services

The Executive and Ministerial Services Branch provides a range of services to assist and support the Minister for Health, the Director-General and the department in performance of duties. Its operations are conducted through the Parliament and Cabinet Unit, the Executive and Corporate Support Unit and the Media and Communications Unit.

The Parliament and Cabinet Unit assists the Minister and the Director-General in responding to the Parliament, Cabinet and the central agencies of Government. It manages the preparation of material for the Minister and the department for Estimate Committee hearings and other parliamentary committees and inquiries. It co-ordinates responses on behalf of the Minister on matters considered by the Cabinet, questions asked in the NSW Parliament and requests from Members of Parliament. It also liaises between parliamentary committees, the department and area health services and assists the Director-General and executive with special projects as required.

The Executive and Corporate Support Unit provides advice and information in response to matters raised by, or of interest to, the public, Members of Parliament, central agencies and various ministerial councils.

The Media and Communications Unit provides leadership in communications initiatives across the public health system. It issues health messages to health professionals and the general community through targeted campaigns, publications and the media.

Strategic Development

Deputy Director-General

Dr Richard Matthews

Dr Matthews is Deputy Director-General, Strategic Development. He joined the department in November 2003.

Dr Matthews started his career in general practice and developed a interest in the field of drugs and alcohol. In his current role, he has strategic planning responsibility for Statewide Services Development Branch, Primary Health and Community Partnerships Branch, Mental Health and Drug & Alcohol Office, Inter-government and Funding Strategies Branch and rural health and chronic disease management initiatives.

Functions within the Department

The Strategic Development Division is responsible to the Director-General for overall health policy development, funding strategies and the system-wide planning of health services in NSW. It also supports the Health Care Advisory Council and a number of health priority taskforces.

The key roles of the division are to develop policies, guidelines and plans for improving and maintaining health and to guide allocation of resources to health services. Equitable access, effectiveness, appropriateness and efficiency of health services are key themes that influence the development of policies and strategic plans.

The development of policy follows strong adherence to social justice principles, promotion of co-ordination of health services and the advancement of inter-sectoral linkages with related portfolios, the non-government sector and the Australian Government.

Mental Health and Drug & Alcohol Office

The Mental Health and Drug & Alcohol Office (MHDAO) is responsible for developing, managing and co-ordinating NSW Department of Health policy, strategy and program funding relating to mental health and the prevention and management of alcohol and drug-related harm. It also supports the maintenance of the mental health legislative framework.

The work of MHDAO is delivered mainly through the mental health program and the drug & alcohol program, in partnership with area health services, Justice Health, Children's Hospital at Westmead, non-government organisations, research institutions and other partner departments.

The office has lead agency responsibility for co-ordinating whole-of-government policy development and implementation in mental health and drug and alcohol, particularly through actions arising from the State Plan S3 and F3 priorities, drug and alcohol summits, the *Inter-agency Action Plan on Better Mental Health* and the *New Directions in Mental Health* policy.

MHDAO is also responsible for convening or playing a lead role in inter-jurisdiction and cross-government forums, such as the Inter-governmental Committee on Drugs and Alcohol, the State Reference Group on Diversion, the NSW Council of Australian Governments' Mental Health Group and the Senior Officers' Group on Drugs and Alcohol and Mental Health.

Statewide Services Development Branch

The branch develops NSW Health policy, planning tools, frameworks, clinical plans and strategy for a range of acute and specialty health services with Statewide implications. It also collaborates with the Assets and Contract Services to develop strategic planning for capital infrastructures. It collaborates with rural area health services and the NSW Rural Health Priority Taskforce, to ensure implementation of the NSW Rural Health Plan.

Primary Health and Community Partnerships Branch

Is responsible for developing strategic policies, innovative service models and programs to ensure improved equity, access and health outcomes for targeted population groups, who often require special advocacy and attention, because of particular health needs. A related objective is the development of policies that give direction to primary and community-based services and improve the participation of consumers and communities in health care planning.

The branch also has a key role in implementing effective clinician and community engagement in the delivery of health services, through the Health Care Advisory Council, area health advisory councils and the work of the health priority taskforces.

In addition, the branch is responsible for the NSW Health response to *Keep Them Safe: A Shared Approach to Child Wellbeing*, the NSW Government's approach to the Special Commission of Inquiry into Child Protection Services in NSW, headed by Justice Wood.

Inter-government and Funding Strategies

This branch leads and manages strategic relationships with the Australian Government, other State and Territory governments, private sector and other strategic stakeholders.

It is responsible for ensuring that a comprehensive framework for the funding and organisation of the NSW health system is in place, to translate government priorities into effective strategies and to ensure that the system is able to respond to changes in its environment. It advises on distribution of resources to health services and develops tools to inform allocation of resources from health services to facilities, including the implementation of episode funding.

It also provides leadership in the development and implementation of State and national health priority policies and programs.



Population Health

Deputy Director-General, Population Health and Chief Health Officer

Dr Kerry Chant

Dr Chant is a public health physician and is Deputy Director-General, Population Health and Chief Health Officer. Previously she was Director, Health Protection and Deputy Chief Health Officer. Dr Chant has extensive experience, having held a range of senior positions in NSW public health units since 1991. She has a particular interest in communicable diseases and indigenous health.

Functions within the Department

The Population Health Division works in partnership with area health services, NSW communities and other organisations, to promote health and well-being and prevent disease and injury. The division monitors the health of the population, using a range of surveillance techniques and data sets and it implements evidence-based policies aimed at improving life expectancy and health outcomes.

The primary focus of the division is to:

- | promote and enable people to adopt healthier lifestyles
- | ensure effective action on social and environmental factors that determine health outcomes
- | prevent injury
- | prevent disease
- | investigate and control threats to health
- | prepare for and respond to public disasters and emergencies
- | address health inequalities
- | build the evidence base on effective interventions.

The activities of the division's centres are highlighted below.

Centre for Aboriginal Health

Is an executive unit within the NSW Department of Health with responsibility for:

- | Statewide strategic direction, policy, programs, priorities
- | resource allocation for the NSW Aboriginal health program
- | performance monitoring – financial and health outcomes – for the department, areas and NGOs
- | advice to the Minister and Government
- | representation of NSW in national and inter-governmental forums
- | collaboration with and advice for other branches of the department about policy and program development and implementation.

Centre for Epidemiology and Research

Monitors the health of the population of NSW, supports the conduct of high quality health research by providing infrastructure funding and promotes the use of research to inform policy and practice through the following branches:

- | Health Research and Ethics
- | Health Survey Program
- | Population Health Indicators and Reporting
- | Population Health Information
- | Public Health Training and Development
- | Surveillance Methods.

Centre for Health Protection

Develops and co-ordinates communicable disease policy and programs, manages surveillance, prevention and control strategies to reduce communicable disease and environmental risks to the population's health and leads the response to public health emergencies.

It provides input into food regulatory policy and co-ordinates response to food-borne illness, in liaison with the NSW Food Authority. It also manages policy regarding cancer screening, organ and tissue donation, blood and blood products and forensic medicine. It undertakes these tasks through the following branches:

- | AIDS and Infectious Diseases
- | Communicable Diseases
- | Clinical Policy
- | Environmental Health
- | Biopreparedness Unit.

Until March 2009, the centre had responsibility for regulation of the supply and distribution of medicines and poisons and of private hospitals and day procedures centres, through the Pharmaceutical Services Branch and the Private Health Care Branch.

Centre for Health Advancement

Develops and co-ordinates health promotion and disease prevention policy for the State, implements major Statewide projects in priority areas and oversees research and evaluation initiatives to underpin health promotion policy.

The priorities of the centre are tobacco control, overweight and obesity prevention and the prevention of falls by the elderly. It delivers on the priority areas across the following branches:

- | Strategic Policy & Partnerships
- | Statewide Major Projects
- | Strategic Research & Development.

Centre for Oral Health Strategy

Develops and co-ordinates oral health policy for the State. Implements and monitors oral population health prevention initiatives and service delivery in NSW for those eligible for receipt of public oral health services, or sources those required from the private sector through the following sections:

- | Performance Management and Funding
- | Oral Health Promotion and Water Fluoridation
- | Early Childhood Oral Health
- | Aboriginal Oral Health
- | Oral Health Workforce Policy.

Health System Quality, Performance and Innovation

Deputy Director-General

Dr Tim Smyth (from November 2008)

Dr Smyth has degrees in medicine, law and business administration. He has over 20 years experience across the NSW health system, having worked as a doctor, director of medical services, hospital manager and area chief executive. He was appointed CEO of the Hunter Area Health Service in 1991 and in 1997 became Deputy Director-General, Policy Division with the Department of Health.

In 2000, Dr Smyth became a partner with DLA Phillips Fox law firm, working in commercial and corporate law, with a client base concentrated in the health and government sectors.

In November 2008 he was appointed Deputy Director-General, Health System Quality, Performance and Innovation.

Acting Deputy Director-General

Dr Tony O'Connell (April - November 2008)

Dr O'Connell worked as a clinician for 28 years - as an intensive care specialist and anaesthetist. He moved to NSW Health from his position as head of the Paediatric Intensive Care Unit at the Children's Hospital at Westmead.

Dr O'Connell played a major role in system-wide improvement in access performance for both emergency and elective patients in NSW, in the face of rising demand for services.

Functions within the Department

The focus of the Health System Quality, Performance and Innovation Division is on the provision of safe, high quality, patient-centred and effective health services to the people of NSW. While its primary focus has been on acute hospital care, the division is planning and implementing better models of care across the spectrum of health care settings. The division aims to improve the patient journey by driving performance improvements throughout the health system. It develops

strong relationships and communications with area health services, front-line clinicians and managers, to achieve agreed performance measures for improved services for patients. Advice on the performance of NSW Health is provided to the Director-General, the Minister and a range of external agencies.

The division expanded in March 2009, to include the Pharmaceutical Services Branch, Private Health Care Branch and the Nursing and Midwifery Office. Reflecting this change, the division changed its name from Health System Performance to Health System Quality, Performance and Innovation. Reflecting a range of synergies, from July 2009 Quality and Safety, Private Health Care and Pharmaceutical Services now work together as the Clinical Safety, Quality and Governance Branch of the division.

Health Service Performance Improvement

Works collaboratively with area health services, NSW Ambulance and other acute health services, to improve patient access to hospital and community services, acute hospital performance and the strategic allocation of resources to meet demand growth. Provides strategic advice and identifies obstacles affecting implementation of service improvement strategies.

Clinical Services Redesign Program

Leads the development and implementation of major health service delivery reform initiatives. Such reforms have brought substantial improvements in patient access to emergency departments and acute and planned surgery. Ensures a co-ordinated approach to the redesign of clinical services and engages local and front-line staff and consumers in the design process.

Strategic Information Management (SIM)

Leads the development of Statewide strategies and future directions for NSW Health Information and Communication Technology (ICT). The ICT portfolio consists of four core strategies - Clinical, Corporate, Information and Infrastructure and targets the design and delivery of a common set of applications across the State. The ICT strategy will make a significant contribution to the safety and effectiveness of the patient journey, through the roll-out of the electronic medical record, digital radiology systems and further development of clinical information and patient management systems.

Quality and Safety

Works collaboratively with area health services, other health services, the Clinical Excellence Commission and the Australian Commission on Safety and Quality in Health Care to develop policies on quality and safety. They include correct procedure, correct patient, correct site, reducing health care associated infections and improving medication safety. Develops and reports on system-wide quality indicators. Monitors, analyses and acts on serious clinical incidents and oversees Statewide clinical governance. A single, Statewide electronic Incident Information Management System (IIMS) underpins the incident management program.



Demand and Performance Evaluation

Oversees NSW Health State data and reporting infrastructure, to improve health performance and outcomes. Manages major health activity data collections, such as admitted patients, emergency department and planned surgery waiting lists. Manages major health activity reporting for NSW Health.

Responsible for analysis of demand and performance data, benchmarking and governance of new data and information systems, to better meet health needs. Provides support and advice for research, data management and information policy.

Nursing and Midwifery

Provides leadership and advice on professional nursing and policy issues. Monitors policy implementation, manages and evaluates Statewide nursing initiatives and allocates funding accordingly.

Pharmaceutical Services Branch

Is responsible for the administration and enforcement of the *Poisons and Therapeutic Goods Act* throughout NSW, together with the development of policies and guidelines to complement this legislation.

Private Health Care Branch

Has Statewide responsibility on behalf of NSW Health for regulating private health care facilities and for enforcing licensing standards. The primary functions of the branch include licensing and the monitoring of compliance with the relevant Acts and Regulations.

Health System Support

Deputy Director-General

Karen Crawshaw

Ms Crawshaw held various legal positions in the public sector, prior to being appointed Director Legal, NSW Health in 1991. This role was subsequently expanded to Director Employee Relations, Legal and Legislation and General Counsel and included responsibility for NSW Health's legal services, the legislative program for the Health portfolio and industrial relations and human resource policy for the NSW public health system.

In October 2007, Ms Crawshaw was appointed Deputy Director-General, Health System Support.

Functions within the Department

Health System Support Division leads and manages strategic advice on finance and business management, asset management, strategic procurement and business development, legal and legislative services, workforce development and leadership, workplace relations and

management, corporate governance and risk management. The division is also responsible for ensuring that the health system operates within available funds.

Finance and Business Management

Provides financial management, monitoring, reporting and budgetary services for the NSW health system, including financial policy, financial analysis, insurance/risk management, GST advice and monitoring key performance indicators for support services. Provides internal support services to the department, including purchasing, fleet management and purchase order transactions.

Strategic Procurement & Business Development

Provides leadership in procurement policy development and asset management and directs specific procurement projects to support the efficient delivery of health services. The division manages the asset acquisition program and implements the Government's total asset management policies across the health system. It is also responsible for operational services such as the computer network, email services, corporate knowledge services and building management.

Workforce Development and Leadership

Leads strategic policy development to ensure a sustainable workforce supply and distribution through planning, development, implementation and evaluation of workforce strategies.

Workplace Relations and Management Branch

Manages the department's human resources strategy and provides support and guidance to staff on all personnel and payroll issues. Leads system-wide industrial relations issues, including the conduct of arbitrations, negotiating and determining wages and employment conditions. Provides administration for the Health executive service and leads human resource and OH&S policy development.

Corporate Governance and Risk Management

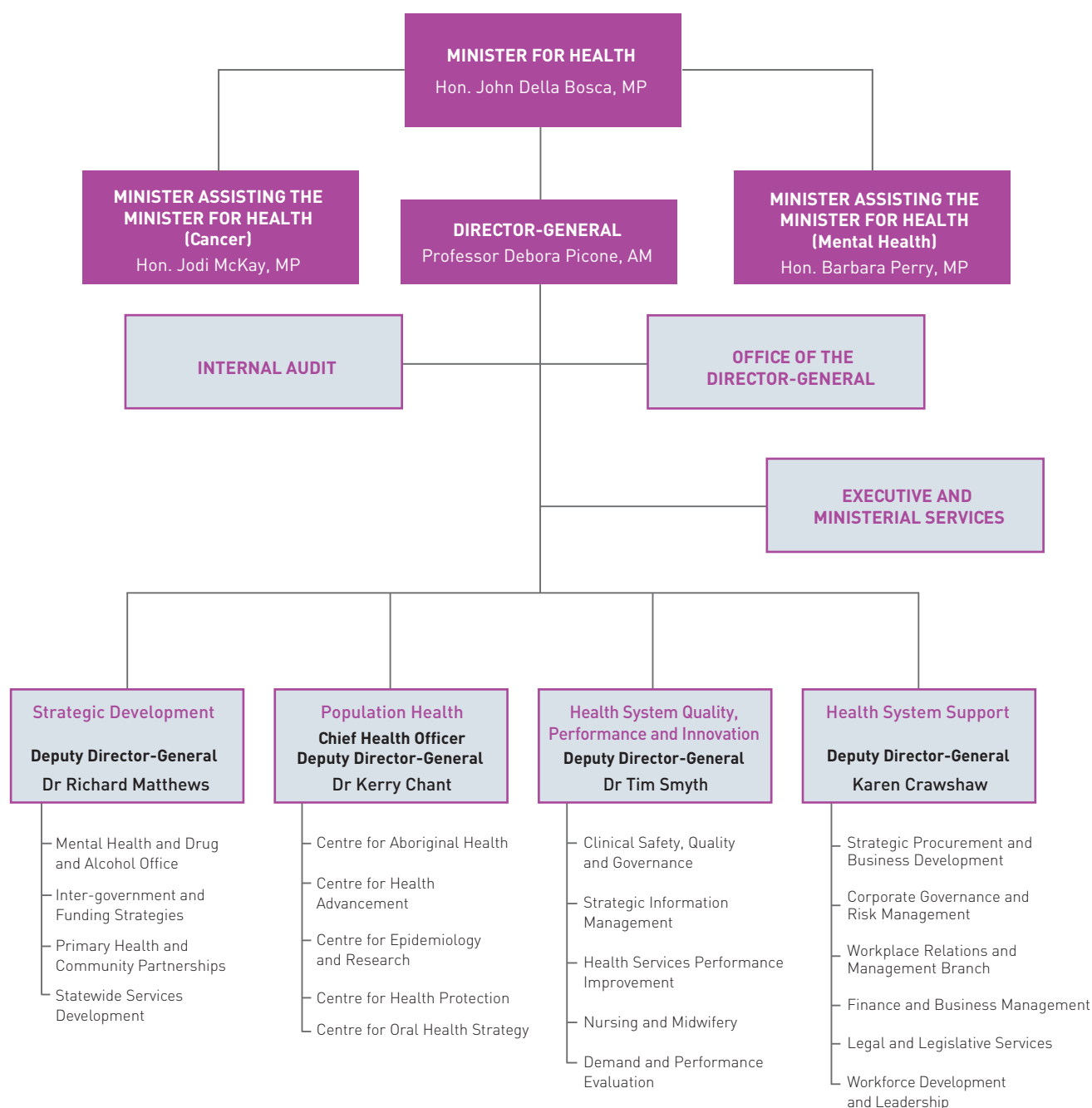
Provides a comprehensive framework for corporate governance and risk management and guides and monitors these functions in the NSW public health system. The division manages relationships with key external agencies, undertakes employment screening and investigates allegations of abuse by health service employees.

Legal and Legislative Services

Provides comprehensive legal and legislative services for the department and Minister, specialist legal services and privacy policy support for the health system, compliance support and prosecution services for NSW Health.

Provides registrar and administrative services to the nine health professionals registration boards.

ORGANISATION CHART AT 30 JUNE 2009



Dr Kerry Chant acted in the position of Chief Health Officer and Deputy Director-General, Population Health from May to August 2008, and again from October 2008 until her permanent appointment to the role in February 2009.

Professor Jim Bishop was appointed to the role of the Chief Health Officer and Deputy Director-General, Population Health in August 2008 and resigned in September 2008.

Dr Tony O'Connell acted as Deputy Director-General, Health System Performance from April 2008 to September 2008. Mr Tony Dunn then acted in the role during October 2008.

Dr Tim Smyth was appointed as Deputy Director-General, Health System Performance in November 2008. The Health System Performance division underwent a restructure and became the Health System Quality, Performance and Innovation Division in March 2009.