

# About this report

This annual report describes the performance and operation of NSW Health during 2015-16. The report has been prepared according to parliamentary reporting and legislative requirements and is arranged in six sections:

## SECTION 1

Overview: Introduction to NSW Health values and priorities, organisation structure and NSW Health executive.

## SECTION 2

Performance: Summarises performance against the directions and strategies set out in the NSW State Health Plan.

## SECTION 3

Management and accountability: Reports on governance, public accountability, financial management, information management, people management, environmental management, funding for research and development and equity and diversity.

## SECTION 4

Finances: Details key financial management reporting.

## SECTION 5

Financial Reports: NSW Health audited financial statements for 2015-16.

## SECTION 6

NSW Health organisations: Year in review reports are provided for the NSW Ministry of Health, each local health district, specialty health network, pillar and other NSW Health organisations.

## APPENDICES

Additional information and data to supplement the report.

# Letter to the Minister

The Hon Jillian Skinner MP  
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 2015* and the *Public Finance and Audit Act 1983*, I submit the Annual Report and Financial Statements of NSW Health organisations for the financial year ended 30 June 2016, for presentation to Parliament.

The Financial Statements of these organisations are presented in separate volumes as Financial Statements of Public Health Organisations under the control of NSW Health 2015-16. I am also sending a copy of the report to the Treasurer.

Yours sincerely

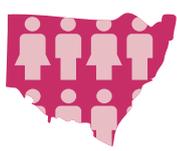


**Elizabeth Koff**  
Secretary, NSW Health



# NSW Health snapshot

The NSW public health system is world class  
It is the largest public health system in Australia



**7.7 MILLION**  
NSW RESIDENTS  
ON **809,444** SQ. KM



**\$20.7 BILLION**  
2015-16 BUDGET



**230**  
HOSPITALS



**963,562**  
AMBULANCE EMERGENCY  
RESPONSES



**1.9 MILLION**  
INPATIENT EPISODES



**218,942**  
PLANNED SURGICAL  
CASES PERFORMED



**111,000**  
DEDICATED FTE STAFF

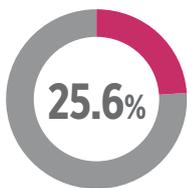


**16,208**  
COMPACT HOME PACKAGES  
DELIVERED TO PATIENTS  
BEING DISCHARGED  
FROM HOSPITALS

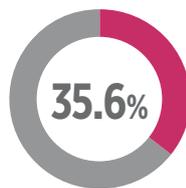


**2.7 MILLION**  
EMERGENCY DEPARTMENT  
ATTENDANCES

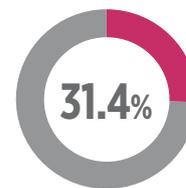
## The NSW community



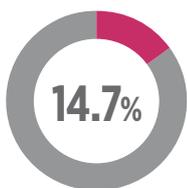
ARE 19 AND  
UNDER



LIVE IN REGIONAL  
OR REMOTE AREAS



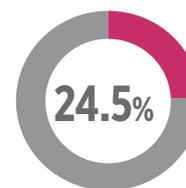
WERE BORN  
OVERSEAS



ARE 65  
AND OVER



ARE OF ABORIGINAL  
AND TORRES STRAIT  
ISLANDER DESCENT



HOUSEHOLDS WHERE  
TWO OR MORE LANGUAGES  
ARE SPOKEN

Source: Australian Bureau of Statistics, 2011.

## On a typical day in NSW...



**65,000\***  
MEALS SERVED TO  
PATIENTS



**29,000**  
CLINICIANS USE THE  
ELECTRONIC MEDICAL  
RECORD



**17,000\***  
PEOPLE SPEND THE NIGHT  
IN A PUBLIC HOSPITAL



**6500\***  
PEOPLE ARE SEEN IN  
EMERGENCY  
DEPARTMENTS



**5600\***  
PEOPLE ARE ADMITTED TO  
A PUBLIC HOSPITAL



**3100**  
NSW AMBULANCE  
RESPONSES



**1000\***  
PATIENTS HAVE THEIR  
SURGERY (EMERGENCY OR  
PLANNED) PERFORMED IN  
PUBLIC HOSPITALS



**270**  
BABIES ARE BORN

**61,860**

people are enrolled in the Integrated  
Care program to better manage their  
chronic disease

**3160**

people receive NSW Health dental services

**2030**

NSW primary schools participate in programs that  
promote healthy eating and active living

**1750**

children are immunised

**1360**

people visit the iCanQuit website

**60**

Hospital in the Home services are delivered  
to help people reduce their stay in hospital  
or avoid hospital admission

**59**

ComPacks are delivered to people who  
require immediate community services  
to safely return home from hospital

Source: NSW Health, Health Information Exchange. \*As at July 2015, Monday to Friday. Note: Some figures are approximate.

# Secretary year in review

This Year in Review is my first since being appointed to the role of Secretary on 6 May 2016. It is a great privilege to lead NSW Health and to work with our clinicians, managers, policy makers, support staff, volunteers and others to provide the best possible health care for the people of NSW.

The State's health system is fundamentally strong and acknowledgement of this must be in part attributed to the contribution of Dr Mary Foley AM as Secretary, NSW Health from 2011 to 2016. During Mary's leadership, the foundation for system reform was established, particularly through the devolution of decision making to the local boards, strengthened clinician engagement and funding transparency achieved through the introduction of Activity Based Funding.

This Annual Report is testament to the dedication and hard work of the people who make up our public health care system. The Report details collective achievement of all NSW Health organisations against the NSW State Health Plan and NSW Premier's Priority areas for 2015-16. These achievements reflect our drive to improve access to services, integrate care effectively, develop new models of care, build capital and IT infrastructure and develop the skills of our workforce.

While consumer satisfaction with health services has remained high and staff continue to provide quality care for millions of people every year, there were a number of concerns raised during the reporting period related to off-protocol prescribing of chemotherapy for people with head and neck cancer. To investigate these concerns, in February 2016 Dr Foley established a Section 122 Inquiry, led by Professor Currow, Chief Executive, Cancer Institute NSW. The Inquiry provided three public reports in March, July and September 2016. All report recommendations are now being implemented with care and support provided for patients, their carers and families.

Public health is a key area of responsibility and following legionella outbreaks in the Sydney central business district in March and May 2016, public health units took immediate action to protect the public. A formal investigation was conducted and a report on the outbreak will be published in November 2016. The report will outline public health actions, environmental investigations, testing, results and actions taken.

During 2015-16 the NSW Ministry of Health assumed responsibility for supporting whole of Government efforts to reduce domestic and family violence and progress the Women NSW agenda. Following transfer of the Women NSW office to the NSW Ministry of Health, there have been significant achievements in coordination of effort across Government in this area. As a result the 2016-17 State budget doubles the investment in specialist domestic violence initiatives to over \$300 million over four years, up from \$148.5 million in the 2015-16 budget.

## Selected 2015-16 Highlights

- In an Australian first, **NSW Ambulance** established the Staff Wellbeing and Resilience Summit to openly discuss the mental health of the workforce in order to better support staff
- A continued focus on Close the Gap strategies has reduced the gap in immunisation of Aboriginal infants to zero in the **Hunter New England Local Health District**
- The \$106 million state of the art Illawarra Elective Surgical Services Centre, Ambulatory Care and Emergency Department at Wollongong Hospital in the **Illawarra Shoalhaven Local Health District** was completed and commissioned
- Creation by **Northern NSW Local Health District** of the new \$88 million Byron Central Hospital, merging Mullumbimby and Byron District Hospitals, provides a 43-bed hospital with three birthing suites and a 14-bed emergency department
- Two important Translational Research Grants were secured by **Northern Sydney Local Health District** to look at reducing poly-pharmacy in older patients and the use of nerve blocks in elderly patients with a broken hip
- Australia's first MRI-Linac was installed at Liverpool Hospital in **South Western Sydney Local Health District**. A joint initiative with the Ingham Institute, this new technology will improve the accuracy and precision of radiotherapy treatment for patients with cancer
- **Sydney Local Health District** launched Australia's first Institute of Academic Surgery and implemented a robotic surgery program at Royal Prince Alfred Hospital, focussing on cardiovascular surgery
- **Western Sydney Local Health District** implemented the REACH Patient and Family Activated Escalation rapid response program across more than 1500 beds at Westmead, Blacktown and Auburn Hospitals.

The 2015 Innovation Symposium and the NSW Health Awards provided the NSW health system with a key opportunity to come together and share new and improved ways of providing health services with over 173 exciting innovative entries received. Sadly, late last year we lost Robert Leece AO RFD. Bob was the inaugural Chair of Health Infrastructure and a most significant contributor to NSW and the industry in general. His insight, leadership and drive will be missed. A new award, the Bob Leece Transforming Health Award, was established as part of the 2016 NSW Health Awards by the Minister for Health in his honour.

The Women of the Year Awards were held in March 2016. Hosted by the NSW Premier and the Minister for Women, these awards recognise and celebrate the outstanding contribution women across NSW made to their local communities, business and the State. There were 249 public nominations received. Miss Jennifer Armstrong, founder of the Beauty Bank, a charity collecting unwanted toiletries for women in need, was the winner of the 2016 Premier's Award for Woman of the Year.

In my first three months as Secretary, I engaged extensively with people from across the system and from other parts of government, at both a State and Commonwealth level. These conversations provided a valuable opportunity to understand the future challenges that NSW Health is facing, and to look at the next stage in our reform journey.

The performance of NSW Health has continued to improve across the key indicators relating to population health, access to and timeliness of care, quality, staff engagement, patient feedback and budgetary performance. This has been despite continued increases in the demand for care. For the seventh consecutive year, NSW Health delivered an on budget performance. The importance of these achievements is fundamental to ensuring the best access and quality of care and ensuring the sustainability of our health system.

These are exciting times for change as we tackle the issues that confront health and social systems across the world. NSW Health is fortunate to have talented and committed staff that are passionate about caring for patients and the community, being at the forefront of research and discovery and truly making a difference. I look forward to continuing this good work as we leverage our past investment in reform to focus on delivering better value care with improved experiences and outcomes for our community.

**Elizabeth Koff**  
Secretary, NSW Health

## Selected 2015-16 Highlights

- In partnership with Corrective Services NSW, the **Justice Health and Forensic Mental Health Network** implemented the Smoke-free Prisons policy
- As part of an international trial, St Vincent's Hospital Sydney, which forms part of **St Vincent's Health Network**, successfully performed one of the world's first implants of the MVAD Pump, a miniature artificial device which has reduced surgical trauma and improved quality of life for heart surgery patients.
- The **Clinical Excellence Commission** was awarded a Global Sepsis Award for its Sepsis Kills program, in recognition of the significant contribution made to reducing deaths through specific sepsis initiatives
- The **Health Education and Training Institute** launched the *Rural Generalist Nursing Program*, providing five innovative learning pathways to support comprehensive assessment, palliative care, aged care, paediatric care and mental health care
- The **Cancer Institute NSW** consulted widely in developing the *NSW Cancer Plan* to guide the work of professionals, health care organisations and the community in developing and delivering improved cancer control initiatives across the State
- **Health Infrastructure** completed 10 projects throughout the State, including Stage 1 of the Blacktown and Mount Druitt redevelopment, Byron Central Hospital, Peak Hill Multipurpose Service, the South East Regional Hospital at Bega and the Wollongong Hospital Elective Surgery Unit.
- **NSW Health Pathology** commenced the development of a co-ordinated statewide genomics service, NSW Health Pathology Genomics, to provide state-of-the-art diagnostics and care for NSW patients. The service will focus on three primary service specialties: cancer genomics, rare disorders and infectious diseases.
- **eHealth NSW** launched the *eHealth Strategy for NSW Health 2016-2026*, which outlines a 10-year program to create a world-class, patient-centred and digitally enabled health care system in NSW.