

SECTION 1

# OVERVIEW

# ABOUT NSW HEALTH

## OVERVIEW

NSW Health is the largest healthcare system in Australia, and among the largest in the world. Every year, NSW Health cares for millions of people and oversees the investment of billions of dollars in patient care, building works, equipment, technology and research. At June 2019, NSW Health employed 119,784 full-time equivalent staff.

## PURPOSE

NSW Health plans the provision of comprehensive, balanced and coordinated health services to promote, protect, develop, maintain and improve the health and wellbeing of the residents of NSW. (Source: *Health Administration Act 1982 No 135*, section 5.)

## VISION

NSW Health's vision is for a sustainable health system that delivers outcomes that matter to patients, is personalised, invests in wellness and is digitally enabled.

## VALUES

Our CORE values encourage collaboration, openness and respect in the workplace, empowering our staff members to use their knowledge, skills and experience to provide the best possible care for patients, their families and carers.

### Collaboration

We are committed to working collaboratively to achieve the best possible outcomes for our patients, who are at the centre of everything we do. We acknowledge that every person working in the health system plays a valuable role in improving the patient experience, and meeting the Premier's and NSW Health's priorities.

### Openness

We are committed to openness in our communications, building confidence and increasing cooperation. We are committed to encouraging our patients and all staff members in the health system to provide feedback that will help us provide better services.

### Respect

We respect the abilities, knowledge, skills and achievements of everyone who works in the health system. We are also committed to providing health services that acknowledge and respect the feelings, wishes and rights of our patients and their carers.

### Empowerment

In providing quality healthcare services, we aim to ensure our patients can make well-informed and confident decisions about their care and treatment.

## STRATEGIC PRIORITIES

The NSW Government and the Premier have set priorities to grow the economy, deliver infrastructure, protect the vulnerable and improve health, education and public services across the state. Reporting on these priorities allows the Government to measure and deliver projects that create a stronger, healthier and safer NSW.

In addition, we have developed the NSW Health Strategic Priorities, which focus on eight areas to improve results for patients and the community. The *NSW State Health Plan* provides an overarching framework to guide NSW Health to meet these priorities, as well as its statutory functions. The plan ensures the system delivers the right care, in the right place, at the right time – while also contributing to fulfilling the NSW Government's and Premier's priorities.

Our work to continue building a 21st century health system that is sustainable, purposeful and most importantly delivers the best care for the people of NSW is contained in these eight priorities. They also present the framework for change, shaping what we need to achieve in our hospitals, for our workforce, in research and innovation, eHealth and infrastructure.

The strategic priorities for NSW Health are to:

- keep people healthy
- provide world-class clinical care: patient safety first
- integrate systems to deliver truly connected care
- develop and support our people and culture
- support and harness health and medical research and innovation
- enable eHealth, health information and data analytics
- deliver infrastructure and system capability
- build financial sustainability and robust governance.

Section 2 of this report outlines key achievements for 2018-19 against each of the strategic priorities.

## CHALLENGES

Australia's healthcare system is recognised as one of the most effective in the world. The NSW public health system is a critical part of this. But like health systems throughout the world, NSW Health must prepare to manage future challenges.

These include:

- greater patient expectations resulting from technological advances
- an ageing population using services more frequently
- a changing disease burden, from acute care to chronic and complex conditions that require more dynamic management.

To respond to these challenges, NSW Health is moving from volume-based to value-based healthcare, a whole of system reform that challenges us to better understand and measure what matters to patients and the community.

In NSW, value-based healthcare means continually striving to deliver care that improves:

- health outcomes that matter to patients and the community
- experiences of receiving care
- experiences of providing care
- effectiveness and efficiency of care.

## HEALTH PORTFOLIO MINISTERS

The Hon. Brad Hazzard MP became the Minister for Health and Minister for Medical Research on 30 January 2017. On 2 April 2019, his title changed to Minister for Health and Medical Research. Minister Hazzard is the coordinating Minister for the Health cluster.



The Hon. Bronnie Taylor MLC became the Minister for Mental Health, Regional Youth and Women on 2 April 2019.



The Hon. Tanya Davies MP was the Minister for Mental Health, Minister for Women and Minister for Ageing from 30 January 2017 until 2 April 2019.



## PLAN ON A PAGE

# NSW HEALTH STRATEGIC PRIORITIES 2018-19

## 1 Keep people healthy

- 1.1 Implement policy and programs to reduce childhood obesity
- 1.2 Ensure preventive and population health programs to reduce tobacco use
- 1.3 Embed a health system response to alcohol and drug use and work across government agencies
- 1.4 Reduce the impact of infectious disease on the community
- 1.5 Embed Aboriginal cultural concepts of health and wellbeing in programs and services

## 2 Provide world-class clinical care: patient safety first

- 2.1 Continue to embed quality improvement and redesign to ensure safer patient care
- 2.2 Continue to move to patient-centred value-based care
- 2.3 Improve the patient experience
- 2.4 Ensure timely access to care, with a focus on emergency, surgery and Ambulance performance
- 2.5 Use system performance information to drive reform to the system

## 3 Integrate systems to deliver truly connected care

- 3.1 Drive system integration through funding and partnership agreements
- 3.2 Deliver mental health reforms across the system
- 3.3 Integrate the approach to End of Life and Palliative Care
- 3.4 Support people with disability within the health sector and between agencies
- 3.5 Leverage health information and analytics to connect care across the system
- 3.6 Support vulnerable people

## 4 Develop and support our people and culture

- 4.1 Achieve a 'Fit for Purpose' workforce for now and the future
- 4.2 Enable new ways of working facilitated by the move to St Leonards
- 4.3 Strengthen the culture within NSW Health organisations to reflect our CORE values more consistently
- 4.4 Develop effective health professional managers and leaders
- 4.5 Improve health, safety and wellbeing at work

## 5 Support and harness health and medical research and innovation

- 5.1 Generate policy-relevant research
- 5.2 Drive research translation in the health system
- 5.3 Make NSW a global leader in clinical trials
- 5.4 Enable the research environment

## 6 Enable eHealth, health information and data analytics

- 6.1 Implement integrated paper-lite core clinical information systems
- 6.2 Foster eHealth solutions that support integrated health services
- 6.3 Systemise enhanced access to data and information through improved platforms
- 6.4 Systemise and expand the integration of data to drive greater insights
- 6.5 Enhance decision-making by better supporting insights and actioning
- 6.6 Enhance patient, provider and research community access to digital health information

## 7 Deliver infrastructure and system capability

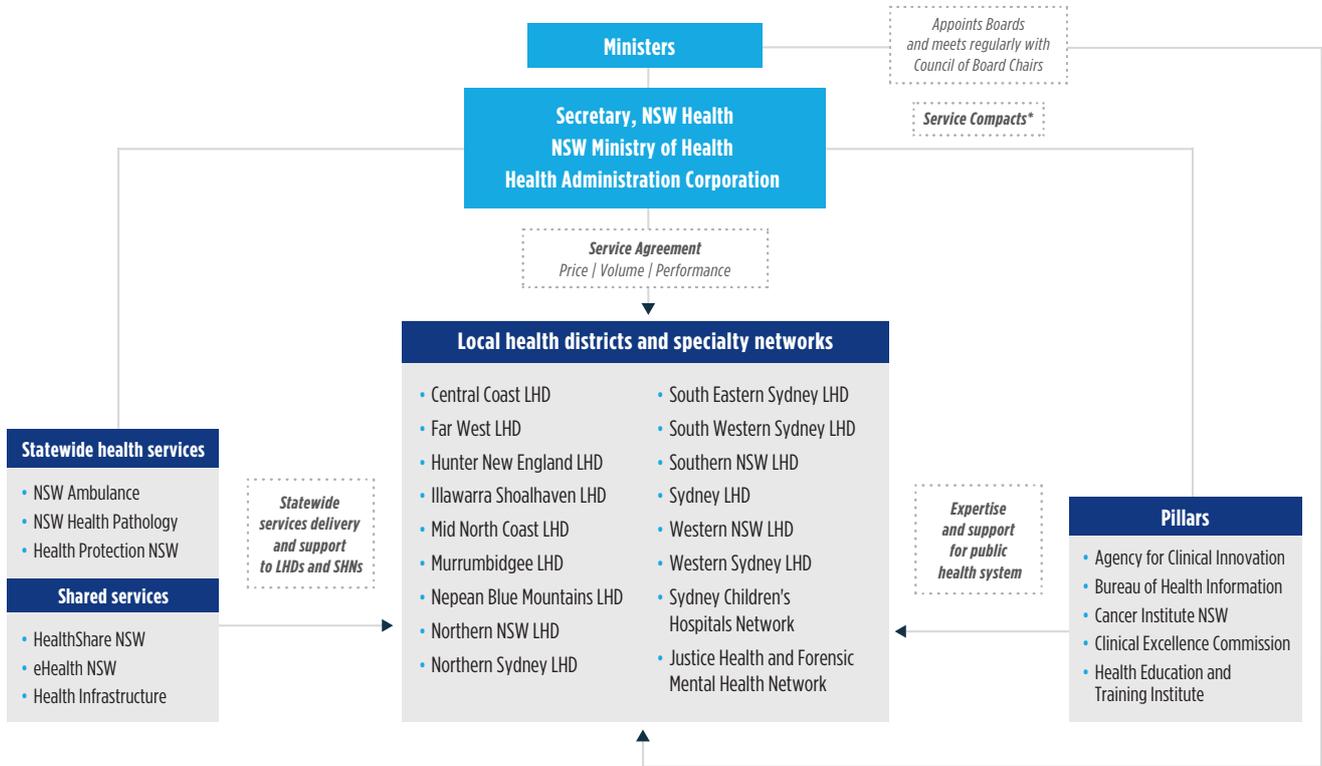
- 7.1 Deliver agreed infrastructure on time and on budget
- 7.2 Undertake integrated planning with other agencies
- 7.3 Build asset management capability
- 7.4 Optimise procurement and supply chain
- 7.5 Deliver commercial programs

## 8 Build financial sustainability and robust governance

- 8.1 Secure a long-term sustainable financial position
- 8.2 Ensure health's delivery on the Financial Management Transformation program
- 8.3 Drive improved financial capability to support fiscal sustainability
- 8.4 Deliver effective regulatory, governance and accountability
- 8.5 Drive system-wide consistency in use of NSW Health's shared services

# NSW HEALTH ORGANISATIONAL STRUCTURE

NSW Health comprises both the NSW Ministry of Health (a public service department under the *Government Sector Employment Act 2013*) and the various NSW Health organisations making up the NSW public health system.



St Vincent's Health Network is an affiliated health organisation.

\*Service Compact – Instrument of engagement detailing service responsibilities and accountabilities.

## NSW Health currently comprises:

- NSW Ministry of Health
- Local health districts
- Justice Health and Forensic Mental Health Network
- The Sydney Children's Hospitals Network
- Health Protection NSW
- NSW Ambulance
- NSW Health Pathology
- Cancer Institute NSW
- Clinical Excellence Commission
- Health Education and Training Institute
- Agency for Clinical Innovation
- Bureau of Health Information
- HealthShare NSW
- eHealth NSW
- Health Infrastructure

## NSW MINISTRY OF HEALTH

The NSW Ministry of Health is a department established under the *Government Sector Employment Act 2013*, section 22 and Schedule one, to support relevant ministers to perform their executive and statutory functions.

## ROLE AND FUNCTION OF NSW HEALTH ORGANISATIONS

The role and function of NSW Health organisations are principally set out in two Acts, the *Health Administration Act 1982* and the *Health Services Act 1997*. This is complemented by a corporate governance framework that distributes authority and accountability through the public health system.

## HEALTH ADMINISTRATION CORPORATION

Under the *Health Administration Act 1982*, the Secretary has corporate status as the Health Administration Corporation to exercise certain statutory functions. The Health Administration Corporation is used as the statutory vehicle to provide ambulance services and support services to the health system.

The following entities have been established under the Health Administration Corporation to provide these functions.

### Health Infrastructure

Health Infrastructure is responsible for delivering NSW Health's major capital works, under the auspices of a board appointed by the Secretary.

## Health Protection NSW

Reporting to the Chief Health Officer, Health Protection NSW is responsible for surveillance and public health responses in NSW, including monitoring the incidence of notifiable infectious diseases and taking appropriate action to control the spread of diseases. It also provides public health advice and responds to environmental issues affecting human health.

## HealthShare NSW

HealthShare NSW provides a range of shared services to NSW public health organisations under the auspices of a board appointed by the Secretary. These include financial, human resources, procurement, linen and food services, disability equipment services (managed by EnableNSW), and non-emergency patient transport services.

## eHealth NSW

eHealth NSW is responsible for providing direction and leadership in technology-led improvements in patient care across NSW Health, in consultation with local health districts and specialty networks.

## NSW Ambulance

NSW Ambulance is responsible for providing responsive, high-quality clinical care in emergency situations, including pre-hospital care, rescue and retrieval.

## NSW Health Pathology

NSW Health Pathology is responsible for providing high-quality pathology services to the NSW health system through five clinical and scientific networks.

## LOCAL HEALTH DISTRICTS

Local health districts are established as distinct corporate entities under the *Health Services Act*. They provide health services in a wide range of settings, from primary care posts in the remote outback to metropolitan tertiary health centres. Eight districts cover the greater Sydney metropolitan region, with seven covering rural and regional NSW.

## STATUTORY HEALTH CORPORATIONS

Under the *Health Services Act*, three types of statutory health corporations are subject to the control and direction of the Secretary and Minister for Health:

1. Specialty health networks
2. Board-governed organisations
3. Chief executive-governed organisations.

During the reporting period, the following statutory health corporations provided statewide or specialist health and health support services.

## Specialty health networks

There are two specialty health networks: The Sydney Children's Hospitals Network (Randwick and Westmead) and the Justice Health and Forensic Mental Health Network.

## Agency for Clinical Innovation

The Agency for Clinical Innovation is a board-governed statutory health corporation responsible for engaging clinicians, and designing and implementing best-practice models of care by working with doctors, nurses, allied health professionals, health managers and consumers.

## Bureau of Health Information

The Bureau of Health Information is a board-governed statutory health corporation responsible for providing independent reports to government, the community and healthcare professionals on the performance of the NSW public health system.

## Cancer Institute NSW

The Cancer Institute NSW is a board-governed organisation established under the *Cancer Institute (NSW) Act 2003*, and is deemed to be a statutory health corporation. The Institute is tasked with improving the prevention, early detection and treatment of cancers in NSW; and improving quality of life for people with cancer and their carers.

## Clinical Excellence Commission

The Clinical Excellence Commission is a board-governed statutory health corporation, responsible for building capacity and capability to improve quality and safety within our health services.

## Health Education and Training Institute

The Health Education and Training Institute is a chief executive-governed statutory health corporation, responsible for coordinating education and training for NSW Health.

## AFFILIATED HEALTH ORGANISATIONS

At 30 June 2019, there were 15 affiliated health organisations in NSW managed by religious and/or charitable groups as part of the NSW public health system. These organisations are an important part of the public health system, providing a wide range of hospital and other health services.

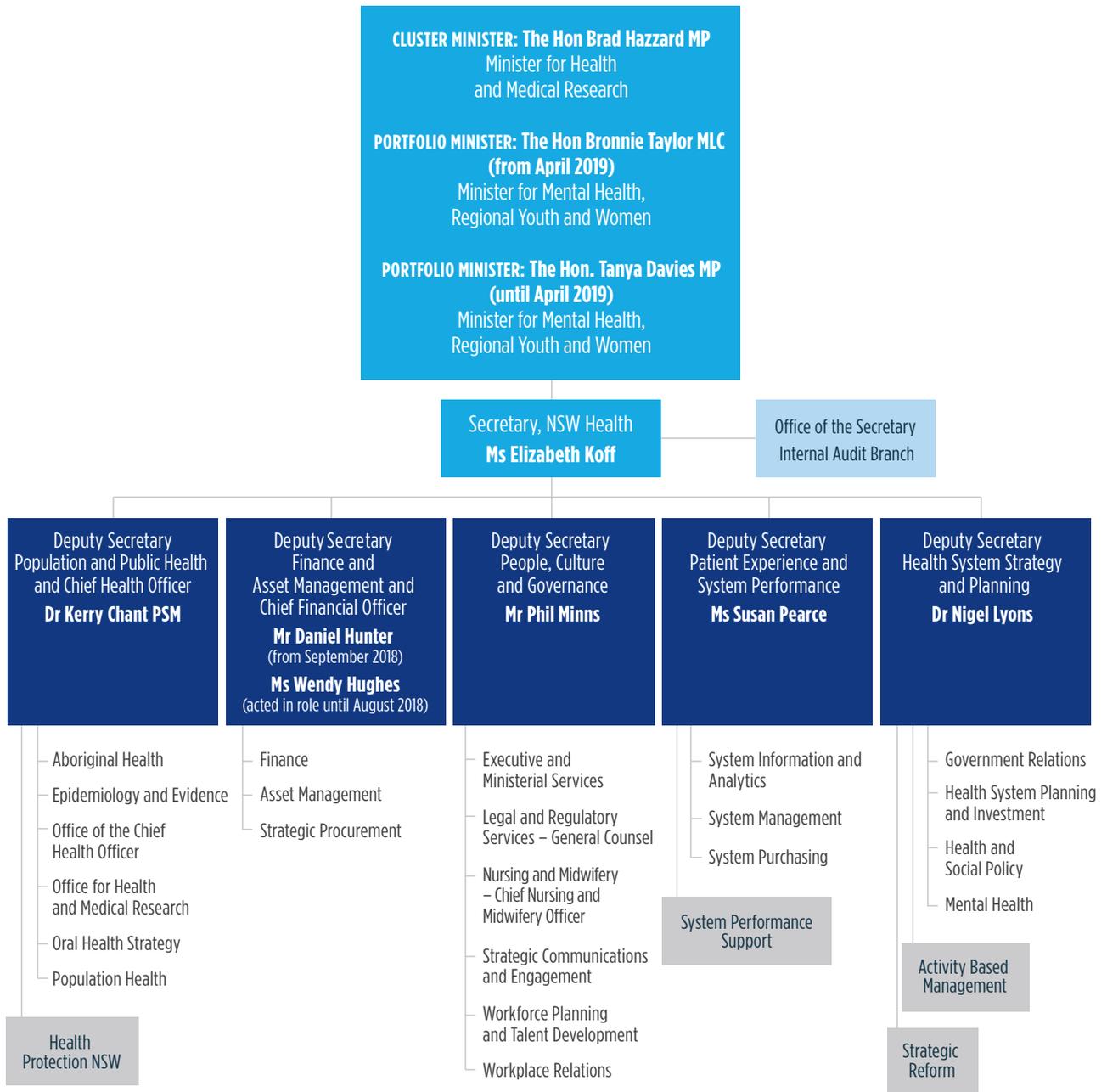
## ST VINCENT'S HEALTH NETWORK

Section 62B of the *Health Services Act 1997* enables an affiliated health organisation to be declared a network for the purposes of national health funding. St Vincent's Hospital, the Sacred Heart Health Service at Darlinghurst and St Joseph's Hospital at Auburn have been declared a NSW health network.

# NSW MINISTRY OF HEALTH

The NSW Ministry of Health supports the Secretary, the NSW Minister for Health and Medical Research (who is the Health cluster minister) and the Minister for Mental Health, Regional Youth and Women to perform their executive government and statutory functions. This includes promoting, protecting, developing, maintaining and improving the health and wellbeing of the people of NSW, while considering the needs of the state and the available finances and resources.

The NSW Ministry of Health is also the system manager for the NSW public health system.



**Legend** Health System Support Group

# NSW HEALTH EXECUTIVE TEAM

Chief executives of local health districts, specialty networks, statutory health corporations and the Health Administration Corporation form the NSW Health executive team. The roles and responsibilities of chief executives are set out in the *Health Services Act*.

## Local health districts

Chief executives of local health districts and specialty networks are employed by the Health Executive Service (part of NSW Health), through the Secretary, under Section 116 of the *Health Services Act*.

The role of the chief executive is set out in section 24 of the *Health Services Act*. The chief executive manages and controls the affairs of the local health district. The chief executive can commit the district contractually and legally, and is the employer delegate for all staff working in the organisation. Chief executives are, in the exercise of their functions, accountable to their board.

## Statutory health corporations

Under Section 51 of the *Health Services Act*, the chief executive manages the affairs of a board-governed statutory health corporation, and is, in the exercise of his or her functions, subject to the direction and control of the organisation's board. As with local health districts and specialty networks, the chief executive is also the employer delegate for staff working at the organisation.

## Senior Executive Forum

The NSW Health Senior Executive Forum brings together chief executives from across the health system to consider health issues of system-wide interest, including the NSW Health budget, development and implementation of health policy, and monitoring of health system performance.

# NSW MINISTRY OF HEALTH EXECUTIVE TEAM

## SECRETARY

### Ms Elizabeth Koff

*BSc, Dip Nut&Diet (USyd),  
MPH (Monash), GAICD*

#### Secretary, NSW Health



Elizabeth Koff has held a number of senior executive roles within the NSW health system, across operational and policy portfolios. She was the Chief Executive of The Sydney Children's Hospitals Network (2010-2015) and Deputy Secretary, Strategy and Resources at the NSW Ministry of Health (2015-2016) before being appointed Secretary, NSW Health, in May 2016.

As Secretary, Ms Koff is responsible for the management of the NSW health system and setting the strategic direction to ensure NSW continues to provide exceptional healthcare, research and education.

Ms Koff is an Adjunct Professor at the University of Technology Sydney, a Member of the Australian Institute of Company Directors, a Fellow of the Institute of Public Administration Australia and a member of Chief Executive Women.

## POPULATION AND PUBLIC HEALTH

### Dr Kerry Chant PSM

*MBBS, FAFPHM, MHA, MPH*

#### Chief Health Officer and Deputy Secretary, Population and Public Health, NSW Ministry of Health



Dr Kerry Chant is a public health physician. Prior to her appointment as Chief Health Officer and Deputy Secretary of Population and Public Health, she was Director of Health Protection and Deputy Chief Health Officer. Dr Chant has extensive public health experience, having held senior positions in NSW public health units since 1991. She has a particular interest in blood-borne virus infections, communicable diseases prevention and control, and Aboriginal health. Dr Chant was appointed to the role of Chief Health Officer on 1 February 2009.

## Division overview

The Population and Public Health Division leads the strategic direction, planning, monitoring and performance of population health services across NSW. Strategies focus on alcohol and other drugs, tobacco control, overweight and obesity rates, HIV, sexually transmitted infections and viral hepatitis, end of life care, organ donation and data analytics that drive actionable insights. The division works in partnership with Aboriginal organisations and communities, and other areas of NSW Health to ensure the system meets the needs of Aboriginal people, a priority population for NSW Health.

The Chief Health Officer works closely with the Office for Health and Medical Research on NSW's strategic priorities. Health Protection NSW reports to the Chief Health Officer, and coordinates activities to prevent and control threats to health, both from communicable diseases and the environment.

The division responds to the public health aspects of major incidents and disasters in NSW, and supports population health services to create social and physical environments that promote health. It transforms data into information, provides statewide record linkage, monitors the health of the population to identify trends, evaluates the impact of health services and improves health through reducing health inequity.

## FINANCIAL SERVICES AND ASSET MANAGEMENT

### Mr Daniel Hunter Deputy Secretary, Finance and Asset Management, and Chief Financial Officer, NSW Ministry of Health (from September 2018)



Daniel Hunter's career has spanned finance and operational leadership roles in both the private and public sectors. He was appointed Deputy Secretary, Finance and Asset Management, and Chief Financial Officer in September 2018. Prior to this, he was the Chief Executive of HealthShare NSW, the service delivery arm of NSW Health.

Mr Hunter holds a Bachelor of Commerce, with a major in commercial law, from the University of Auckland, and a Master's degree in Accounting from Griffith University.

### Ms Wendy Hughes *B.Bus, CPA* Acting Chief Financial Officer and Deputy Secretary, Financial Services and Asset Management, NSW Ministry of Health (to August 2018)

Wendy Hughes was appointed Deputy Chief Financial Officer in March 2015 and acted as Chief Financial Officer and Deputy Secretary from December 2017 to August 2018.

## Division overview

The Financial Services and Asset Management Division leads a range of functions across Finance, Strategic Procurement and Asset Management.

The division provides financial leadership that influences better health outcomes. This includes governing, leading and strengthening sustainable resource allocation within the NSW public health system to underpin the delivery of patient care, and help health decision-makers access the right information at the right time.

The division takes the lead role in managing and monitoring the financial performance of the NSW public health system. It is responsible for monitoring recurrent and capital expenditure against the annual budget allocation, and reporting on NSW Health's financial performance to both the NSW Ministry of Health executive and the government.

Other key finance functions include responsibility for preparing NSW Health's consolidated annual financial statements, in accordance with statutory requirements and timeframes, financial accounting, funds management and reporting, insurance, revenue, financial services and Treasury reporting.

With respect to asset management, the division's responsibilities include establishing statewide asset management policies and strategies, leading asset management reform and providing asset portfolio management support.

The division is responsible for overseeing strategic procurement, with a key focus of maximising value across the system to enable higher quality patient care. This is achieved through collaborating with a broad range of stakeholders and enabling better practice procurement.

## PEOPLE, CULTURE AND GOVERNANCE

**Mr Phil Minns** *BEc (USyd), MEd (USyd)*  
**Deputy Secretary, People,  
Culture and Governance, NSW  
Ministry of Health**



Phil Minns commenced in his current role of Deputy Secretary, People, Culture and Governance at the NSW Ministry of Health in November 2017, focusing on governance, culture, workforce and capability.

Mr Minns joined NSW Health from the Public Service Commission (PSC), where he was Deputy Commissioner from 2015 to 2017. Prior to this, Mr Minns was Deputy Secretary, Government, Corporate and Regional Coordination, NSW Department of Premier and Cabinet (DPC), where he had worked since February 2012. At DPC, he was responsible for the corporate services and governance functions, services to the Ministry, strategic events and communications.

He joined DPC from the Department of Defence, where he was the inaugural Deputy Secretary, People Strategies and Policy, and a member of the Defence Committee from 2008 to 2012. With the Defence Committee, he developed 'Pathways to Change', an organisation-wide people strategy, to frame the department's and the services' response to cultural issues identified within the Australian Defence Organisation.

Mr Minns' career has blended time in senior corporate roles within the manufacturing sector and government as well as consulting to private and public sector organisations on organisational strategy, cultural change and a host of workforce-focused strategies.

### Division overview

The Deputy Secretary, People, Culture and Governance provides executive leadership and strategic direction to a diverse portfolio of professional advisory and enabling services to support the achievement of NSW Health's strategic objectives, meeting the needs of health service management and delivery in NSW.

The role is responsible for leading the development, integration and review of capability-based talent management strategies and a values-based cultural framework across NSW Health.

The division drives the implementation of governance frameworks across the Health cluster, including structures, decision-making processes and control systems. It leads a range of critical and integrated functions and services, including:

- Executive and Ministerial Services
- Legal and Regulatory Services
- Nursing and Midwifery Office
- Strategic Communications and Engagement
- Workforce Planning and Talent Development
- Workplace Relations.

## PATIENT EXPERIENCE AND SYSTEM PERFORMANCE

**Ms Susan Pearce** *B App Sci (Nursing), Dip Law*  
**Deputy Secretary, Patient Experience  
and System Performance, NSW  
Ministry of Health**



Susan Pearce started her career in Far West Local Health District in 1991 as a registered nurse. She has extensive experience in senior leadership roles at a hospital, district, pillar and ministry level across a range of functions including workforce and operations. She is the former NSW Chief Nursing and Midwifery Officer.

Ms Pearce has been crucial in delivering transformational change within NSW Health, and continues to build on the critical partnerships between all elements of our health system to ensure strong performance and accountability. She was appointed Deputy Secretary on 20 November 2015.

### Division overview

The Patient Experience and System Performance Division leads the monitoring and management of overall health system performance and coordinates purchasing arrangements with NSW public health services. It is a critical interface with local health districts, speciality health networks, the pillars and other health organisations for understanding and supporting the delivery of high-quality and safe care for the residents of NSW.

The division's functions are divided between teams devoted to:

- System Information and Analytics
- System Purchasing
- System Performance Support
- System Management.

The division is leading the development of the Safety and Quality Framework in partnership with the Clinical Excellence Commission. This initiative will further assist NSW Health in driving safety and quality across the health system.

The system information and analytics function enables the Ministry of Health to be an effective health service purchaser and system manager through high-quality data, analysis and performance reporting. It also ensures that NSW Health meets its reporting obligations and maintains high standards of public accountability.

The division directs the activity purchasing process, and leads the development of annual Service Agreements to align public health service delivery with NSW Health priorities. It is responsible for the performance and purchasing frameworks that sustain the governance of public health organisations and support organisations.

The division supports performance improvement strategies and statewide initiatives to improve service delivery. In particular, it oversees the management of surgery waiting lists, specialist outpatient services, the Hospital in the Home service and emergency access service delivery.

The division is also leading the system-level strategy for patient and carer experience.

## HEALTH SYSTEM STRATEGY AND PLANNING

**Dr Nigel Lyons** *BMed (Hons) MHA*  
**Deputy Secretary, Health System  
Strategy and Planning, NSW  
Ministry of Health**



Dr Nigel Lyons has more than 30 years of experience in the NSW health system, as a clinician, manager and executive.

In October 2016, he became Deputy Secretary at the NSW Ministry of Health. Dr Lyons is responsible for strategic health policy development, inter-jurisdictional negotiations and funding strategies, system-wide planning of health services, including mental health, and setting the direction for child and family health policy.

He has also held other executive roles in NSW Health including Chief Executive, NSW Agency for Clinical Innovation, and Chief Executive, Hunter New England Local Health District.

### Division overview

The Health System Strategy and Planning Division works with the Australian and state governments to develop accurate classifications and improve pricing and funding mechanisms for the sustainability of health funding in NSW.

It reviews planning and procurement of capital infrastructure to deliver more contemporary investment strategies across NSW Health.

The division also supports the NSW Health response to aged care and disability reforms and works with the Australian Government, local health districts and other key providers to influence and respond to reforms in the aged care and disability sectors.

In addition, it implements mental health reforms, including collaboration with the Department of Premier and Cabinet to implement the response to *Living Well*, the Mental Health Commission's Strategic Plan, across the whole of NSW Government and the NSW public health system.

In line with managing government relations, the division also supports the Australian Health Ministers' Advisory Council, the NSW Health Ministers' Advisory Committee and the NSW response to matters before the COAG Health Council.

