

# Overview

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# About NSW Health

The NSW public health system is world class, providing high-quality, safe healthcare to the people of NSW.

It is the biggest and busiest public health system in Australia, with 228 public hospitals and 170,000 (127,156 full-time equivalent) dedicated staff who are supported to deliver the very best care to our patients, consumers and clients. The health system impacts every NSW citizen, from care in hospitals to care in our community, and provides the full spectrum of physical and mental health care.

Each year, NSW Health cares for millions of residents across the state, leads innovative clinical research, supports community health and health promotion, and manages a portfolio of health capital works investments to total \$10.8 billion over the four years to 2024-2025.

## Our vision

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

## Our purpose

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

## Our 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 our Strategic Priorities and the Premier'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.

## Our Health Portfolio Ministers



**The Hon. Brad Hazzard MP**  
Minister for Health  
and Medical Research



**The Hon. Bronnie Taylor MLC**  
Minister for Mental Health,  
Regional Youth and Women

## Our Strategic Priorities

Our Strategic Priorities are guided by the NSW Government key policy priorities, and the Premier's Priorities.

### The NSW Government has five key policy priorities:

- A strong economy
- Highest quality education
- Well-connected communities with quality local environments
- Putting the consumer at the centre of everything we do
- Breaking the cycle of disadvantage.

### Three Premier's Priorities aim to enhance the care and services we provide to NSW citizens. These priorities are:

- Improving service levels in hospitals — 100 per cent of all triage category 1, 95 per cent of triage category 2 and 85 per cent of triage category 3 patients commencing treatment on time by 2023
- Improving outpatient and community care — Reduce preventable visits to hospitals by five per cent through to 2023 by caring for people in the community
- Towards Zero Suicides — Reduce the rate of suicide deaths in NSW by 20 per cent by 2023.

Our Strategic Priorities focus on eight areas to improve results for patients and the community and outline how we work together to achieve our core objectives. Our priorities build on, and complement, the State Health Plan: Towards 2021.

Our Strategic Priorities provide the health system and our stakeholders with a meaningful overview of our target outcomes for the year. 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, and in research and innovation, eHealth and infrastructure.

### Our Strategic Priorities are divided into three key directions:

- keep people healthy
- provide world-class clinical care where patient safety is first
- integrate systems to deliver truly connected care.

### And five major strategies to support these directions:

- develop and support our people, culture and governance
- support and harness health and medical research and innovation
- embed a digitally enabled healthcare system
- plan and deliver future-focused service models and infrastructure
- build financial sustainability and deliver business improvements.

Section 2 of this report outlines our key achievements for 2020-21 against each of our Strategic Priorities.

## Health system 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:

- 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, we are 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.

This year, we faced additional challenges of the ongoing COVID-19 pandemic, extreme rainfall and floods, and a mice plague, all of which impacted on the physical and mental health of NSW citizens, and which required a robust and comprehensive response from the NSW health system.

We responded through our emergency operating structures to coordinate our emergency response, as detailed on page vii.

## Our Strategic Priorities

### 1 Keep people healthy

- 1.1 Implement policy and programs to reduce childhood overweight and obesity
- 1.2 Embed a health system response to alcohol, tobacco and other drug use and work across agencies
- 1.3 Reduce the impact of infectious diseases, including COVID-19, and environmental health factors, including natural disasters, on community wellbeing
- 1.4 Embed Aboriginal social and cultural concepts of health and wellbeing in programs and services
- 1.5 Support pregnancy and families to ensure that all children have the best possible start in life

### 2 Provide world-class clinical care where patient safety is first

- 2.1 Continue to deliver high-quality and safe patient care
- 2.2 Continue to embed value based healthcare to deliver the right care in the right setting
- 2.3 Elevate the human experience by actively partnering with patients, families and caregivers
- 2.4 Provide timely and equitable access to appropriate care
- 2.5 Use data and analytics to drive reform and innovation and to support value based healthcare

### 3 Integrate systems to deliver truly connected care

- 3.1 Drive health system integration and connectivity
- 3.2 Progress Towards Zero Suicides initiatives across NSW
- 3.3 Achieve mental health reforms across the system
- 3.4 Strengthen the network of services for frailty, ageing and end of life care
- 3.5 Support vulnerable people and people with disability within the health sector and between agencies

### 4 Develop and support our people, culture and governance

- 4.1 Achieve a 'Fit for Purpose' workforce for now and the future
- 4.2 Improve diversity in all levels of the system
- 4.3 Strengthen the culture within 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
- 4.6 Deliver effective regulation, governance and accountability

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

- 5.1 Drive the generation of policy-relevant translational 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
- 5.5 Leverage research and innovation opportunities and funding
- 5.6 Drive COVID-19 research towards improving the pandemic response

### 6 Embed a digitally enabled healthcare system

- 6.1 Progress the implementation of paper-lite key clinical information systems
- 6.2 Foster eHealth solutions that support integrated health services
- 6.3 Enhance systems and tools to improve workforce and business management
- 6.4 Develop and enhance health analytics to improve insights and decision making
- 6.5 Enhance patient, provider and research community access to digital health information
- 6.6 Enhance systems infrastructure, security and intelligence

### 7 Plan and deliver future-focused service models and infrastructure

- 7.1 Implement the 20-Year Health Infrastructure Strategy
- 7.2 Plan future-focused models of care and health strategy
- 7.3 Deliver agreed infrastructure on time and on budget
- 7.4 Deliver infrastructure plans and integrate with other agencies
- 7.5 Strengthen asset management capability

### 8 Build financial sustainability and deliver business improvements

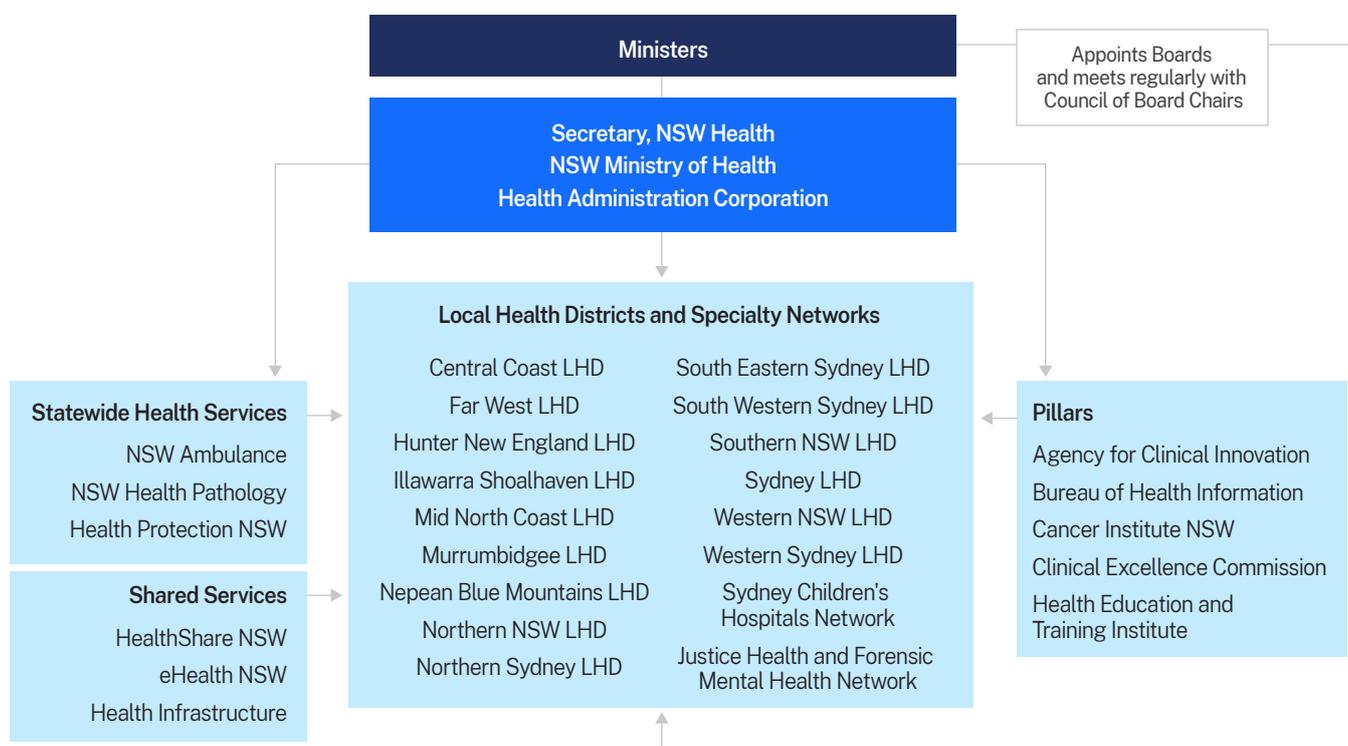
- 8.1 Deliver financial control in the day-to-day operations
- 8.2 Develop sustainable funding for future growth
- 8.3 Drive value in procurement
- 8.4 Deliver commercial programs
- 8.5 Enhance productivity using new ways of working with the relocation to 1 Reserve Road

### Premier's Priorities

- Improving service levels in hospitals
- Improving outpatient and community care
- Towards Zero Suicides

# Our 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 that make up the NSW public health system.



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 (HETI)
- Agency for Clinical Innovation
- Bureau of Health Information
- HealthShare NSW
- eHealth NSW
- Health Infrastructure
- St Vincent's Health Network is an affiliated health organisation

## NSW Ministry of Health

The NSW Ministry of Health is a department established under the *Government Sector Employment Act*, 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*, and a corporate governance framework that distributes authority and accountability through the public health system, complementing these two Acts.

## Health Administration Corporation

Under the *Health Administration Act*, 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 organisations 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 health 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 metropolitan NSW, 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, NSW Health and the Minister for Health and Medical Research:

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 2021, there were 14 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* 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 Health Executive Team

Chief executives of local health districts, specialty health 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 health 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.

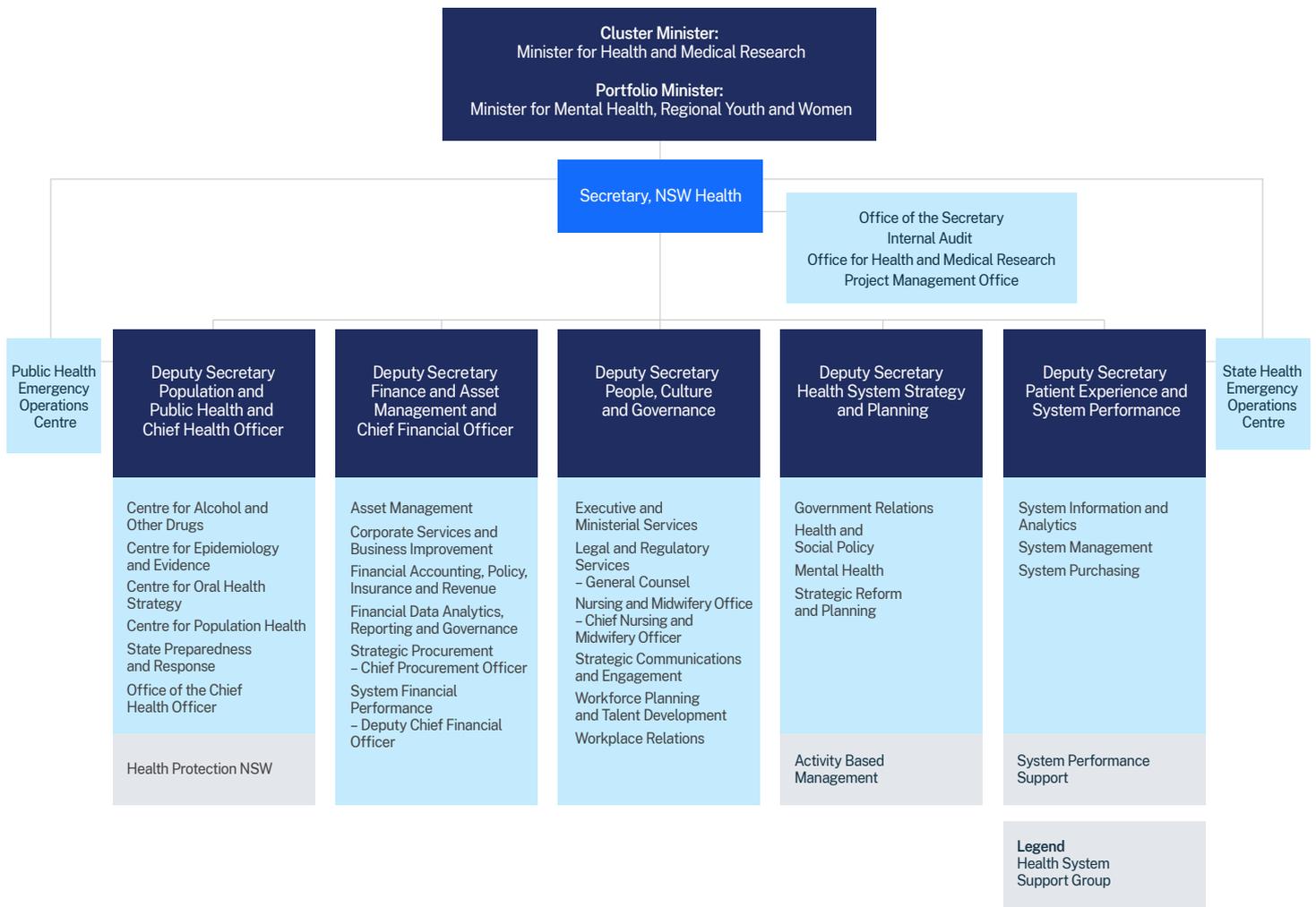
## Statutory health corporations

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 health networks the chief executive is also the employer delegate for staff working at the organisation.

# 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 and consists of ministry branches, centres and offices, and two temporary emergency operations centres.



## NSW Ministry of Health Executive Team

### Secretary

**Ms Elizabeth Koff**  
BSc, Dip Nut&Diet, MPH, GAICD, FIPAA  
Secretary, NSW Health



Elizabeth Koff has held 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, Elizabeth 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.

Elizabeth 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 (IPAA) and President of IPAA NSW, and a member of Chief Executive Women.

### Population and Public Health

**Dr Kerry Chant PSM**  
MBBS, FAFPHM, MHA, MPH  
Chief Health Officer  
Deputy Secretary, Population and  
Public Health and PHEOC Controller  
NSW Ministry of Health



Dr Kerry Chant is a public health physician. Prior to her appointment as Chief Health Officer and Deputy Secretary, Population and Public Health, she was Director of Health Protection and Deputy Chief Health Officer. Kerry 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. Kerry was appointed to the role of Chief Health Officer and Deputy Secretary on 1 February 2009. On 21 January 2020 she was appointed PHEOC Controller to oversee the public health response to the COVID-19 pandemic. She was awarded the Premier's Award for NSW Woman of the Year and the NSW Woman of Excellence Award at the NSW Women of the Year Awards in March 2021 for her leadership.

### Division overview

The Population and Public Health Division coordinates the strategic direction, planning, monitoring and performance of population health services across the state.

The Division responds to the public health aspects of major incidents or disasters in NSW, monitors health, identifies trends and evaluates the impact of health services. The Division is responsible for improving health through measures that prevent disease and injury. Population health services aim to create social and physical environments that promote health and provide people with accessible information to encourage healthier choices.

### Financial Services and Asset Management

**Mr Daniel Hunter**  
BCom, MAcc  
Deputy Secretary  
Finance and Asset Management and  
Chief Financial Officer, NSW Ministry  
of Health (to April 2021)



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. Daniel 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. Following his resignation, Alfa D'Amato was appointed as Acting Deputy Secretary, Finance and Asset Management and Chief Financial Officer.

**Adjunct Professor Alfa D'Amato**  
MHSM, MPA, MPASR  
Acting Deputy Secretary, Finance  
and Asset Management and Chief  
Financial Officer, NSW Ministry  
of Health (from April 2021)



Alfa D'Amato is an experienced senior transformation leader in the area of financial services, financial performance and activity based management. Prior to acting in this role, he was the Executive Director, System Financial Performance and Deputy Chief Financial Officer at NSW Health. Alfa joined the NSW Ministry of Health in 2011 as Director, Activity Based Funding. Previously, he was Associate Director, Financial Operations at the South Eastern Sydney and Illawarra Area Health Service. He is an Adjunct Professor at UTS Business School.

### Division overview

The Financial Services and Asset Management Division leads a range of functions including financial performance, accounting, insurance, financial data analysis and reporting, strategic procurement, corporate services and business improvement, and statewide asset management.

The Division provides financial leadership including 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 has the lead role in managing and monitoring the financial performance of the NSW public health system within the NSW Health Performance Framework. 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 Ministry executive and the government.

## People, Culture and Governance

**Mr Phil Minns**  
BEC, MEC  
**Deputy Secretary, People, Culture and Governance, NSW Ministry of Health**



Phil Minns commenced in the role of Deputy Secretary, People, Culture and Governance at the NSW Ministry of Health in November 2017.

Previously, Phil was Deputy Commissioner, Public Service Commission from 2015 to 2017 and Deputy Secretary, Government, Corporate and Regional Coordination, NSW Department of Premier and Cabinet (DPC) from 2012 to 2015.

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. Phil's career has spanned senior corporate roles within the manufacturing sector and government, and consulting to private and public sector organisations on organisational strategy, cultural change and workforce-focused strategies.

### Division overview

The People, Culture and Governance Division provides executive leadership and strategic direction to a diverse range of professional advisory services to enable and support the achievement of NSW Health's strategic objectives to meet the needs of health service management and delivery in NSW. The Division 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, and SHEOC Controller, 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, and was admitted to the Supreme Court of NSW as a solicitor in September 2019.

Susan has been crucial in delivering transformational change within NSW Health, and continues to build on the critical partnerships between all elements of the health system to ensure strong performance and accountability. She was appointed Deputy Secretary on 20 November 2015. On 17 March 2020, she was appointed SHEOC Controller to oversee the statewide health system response to the COVID-19 pandemic, including the COVID-19 vaccination rollout.

**Ms Deborah Willcox, Acting Deputy Secretary, Patient Experience and System Performance, NSW Ministry of Health (5 March to 30 April 2021)**

**Mr Wayne Jones, Acting Deputy Secretary, Patient Experience and System Performance, NSW Ministry of Health (1 June to 31 October 2021)**

### 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, specialty 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 the system: information and analytics, purchasing, performance support and management.

The Division supports performance improvement strategies and statewide initiatives to improve service delivery. It oversees the management of surgery waiting lists, specialist outpatient services, the Hospital in the Home service and emergency access service delivery. The Division leads 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. Nigel is responsible for strategic health policy development, interjurisdictional 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, Agency for Clinical Innovation, and Chief Executive, Hunter New England Local Health District.

### Division overview

The Health System Strategy and Planning Division is responsible to the Secretary for strategic health policy development, interjurisdictional negotiations and funding strategies including activity based management, system-wide planning of health services including mental health, capital planning and investment, systems integration, setting the strategic direction for maternal, child, youth and paediatric health policy and working across government agencies to respond to many intractable social issues. In line with managing government relations, the Division also supports the Health Chief Executives Forum and the NSW Health Ministerial Advisory Committee. 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.

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