
Overview



About NSW Health

NSW Health is the largest public health system in Australia, providing safe, high-quality healthcare to the citizens of NSW.

By global standards the NSW Health System is high performing, delivers safe, quality care and our population is considered amongst the healthiest in the world.^{1,2}

As the largest and busiest public health system in Australia, NSW Health's 228 public hospitals and more than 135,786 full-time equivalent dedicated staff ensure that NSW citizens have continuous access to an extensive range of physical and mental health services.

Our patients and consumers continue to speak positively of their experiences with clinicians and health professionals. Our dedicated workforce has shown, time and again, their outstanding ability to adapt and change to continue to deliver excellent experiences and outcomes of care for the people of NSW.

Our vision

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

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.

Our Health Portfolio Ministers



The Hon. Ryan Park, MP
Minister for Health, Minister for
Regional Health



The Hon. Rose Jackson, MLC
Minister for Mental Health



The Hon. David Harris, MP
Minister for Medical Research

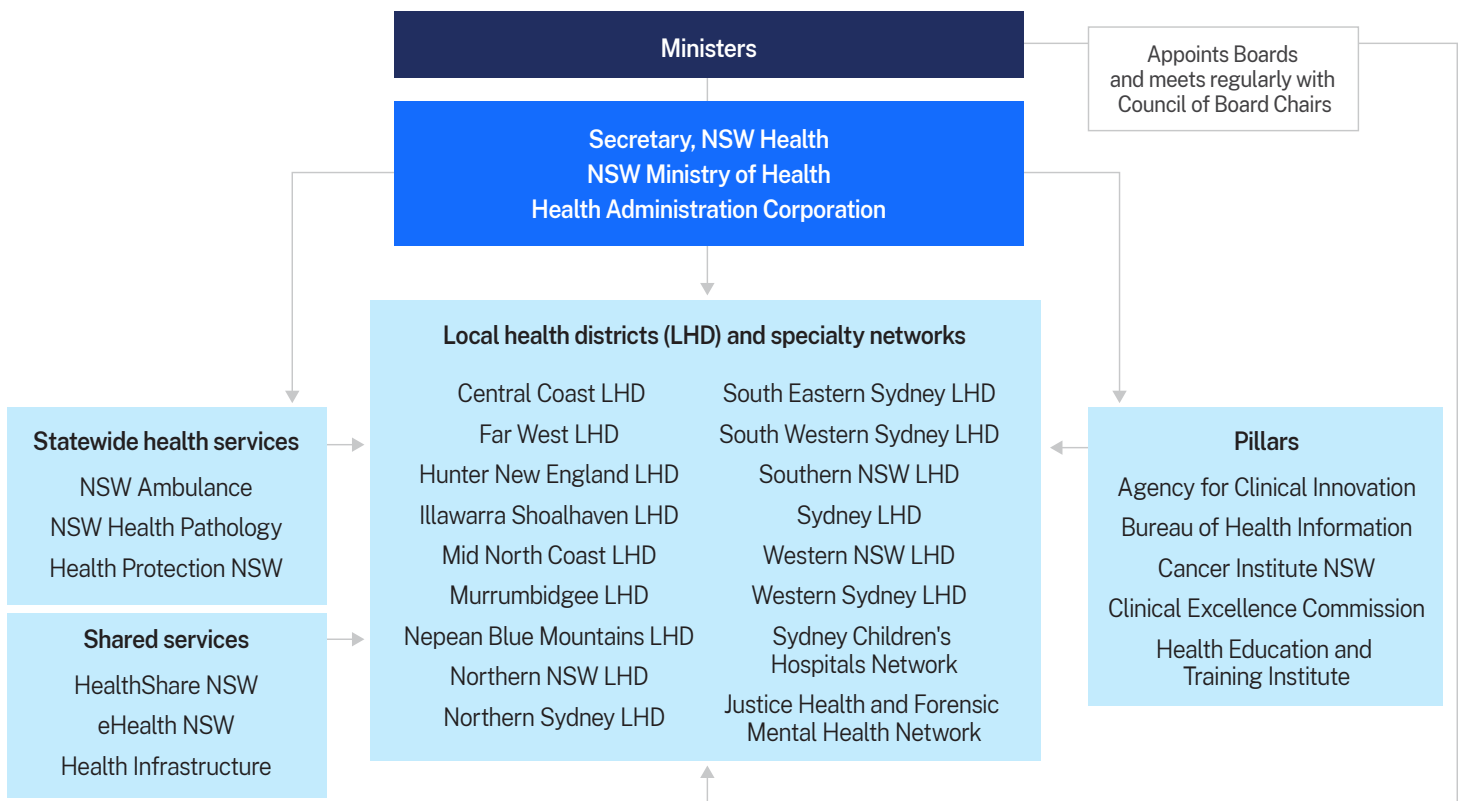
The Hon. Brad Hazzard MP held the office of the Minister for Health from 21 Dec 2021 to 28 March 2023.

The Hon. Bronnie Taylor MLC held the office of the Minister for Mental Health, Regional Health and Women from 21 Dec 2021 to 28 March 2023.

1. Roberts D, Parker J, and Marion G. Switching health from cost reduction to customer care models. Ernst & Young. 2018
2. CSIRO Futures. Future of Health: Shifting Australia's focus from illness treatment to health and wellbeing management. CSIRO. 2018

Our organisational structure

NSW Health includes the NSW Ministry of Health (a public service department under the *Government Sector Employment Act 2013*) and a number of statewide or specialist health services.



NSW Ministry of Health

The NSW Ministry of Health supports the roles of the health cluster and portfolio ministers to perform their executive and statutory functions. It is established under the *Government Sector Employment Act*, section 22 and Schedule One.

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.

eHealth NSW provides statewide leadership on the shape, delivery and management of information communication technology (ICT) led healthcare. eHealth NSW is responsible for establishing, implementing and ensuring compliance with eHealth strategy, policy and standards across the state.

Health Infrastructure is responsible for the delivery of the NSW Government's major works hospital building program, under the auspices of a board appointed by the Secretary. The board members each offer specialised expertise in areas of health and infrastructure delivery.

HealthShare NSW provides high-quality shared services to support the delivery of patient care within the NSW Health System, including providing payroll and procurement functions, supporting patient care through food and linen services and assisting people with a disability to live and participate in the community.

Health Protection NSW is responsible for strategy and policy for the surveillance, prevention, control and response to infectious and environmental threats to the community's health. It reports to the Chief Health Officer, and works closely with LHD public health units, other agencies, health care providers and others.

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

NSW Health Pathology is a statewide clinical and scientific service that provides quality, reliable public pathology, forensic and analytical science services across NSW.

Local health districts

There are 15 local health districts that are corporate entities under the *Health Services Act*. 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. Six local health districts cover the greater Sydney metropolitan regions, with nine 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:

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.

Justice Health and Forensic Mental Health Network

is a statewide service that provides forensic mental health services to forensic patients as well as to adult and juvenile offenders in local courts, in custody and detention, and in the community. It also provides health services to adult offenders in police cells.

The Sydney Children's Hospitals Network

incorporates The Children's Hospital at Westmead, Sydney Children's Hospital, Randwick, Bear Cottage, the Newborn and paediatric Emergency Transport Service (NETS), the Pregnancy and newborn Services Network (PSN) and the Children's Court Clinic. The Sydney Children's Hospitals Network is the largest network of hospital and services for children in Australia. This year the network managed 58,996 inpatient admissions, 105,726 emergency department presentations and over one million outpatient occasions of service. The team of more than 4,000 staff (full-time equivalent) across the network is committed to providing world-class paediatric health care in a family-focused, healing environment.

Pillar organisations

Agency for Clinical Innovation is a chief executive governed statutory health corporation responsible for bringing clinicians, consumers and systems leaders together to design and implement innovations in healthcare that are patient-centred, clinically-led, evidenced-based and value-driven. The Agency for Clinical Innovation is committed to improving, evolving and transforming clinical practice and patient outcomes across the NSW Health system.

Bureau of Health Information is a board-governed organisation that provides independent reports to government, the community and healthcare professionals about the performance of the NSW public healthcare system, including safety and quality, effectiveness, efficiency, cost and responsiveness of the system to the health needs of the people of NSW.

Cancer Institute NSW is Australia's first statewide government cancer agency. Established under the *Cancer Institute (NSW) Act 2003* to lessen the impact of cancer across the state, its statutory objectives are to reduce the incidence of cancer in the community, increase survival from cancer, and improve the quality of life for people with cancer and their carers. It is a source of expertise on cancer control for the government, health service providers, medical researchers and the general community.

Clinical Excellence Commission is a board-governed statutory health corporation, responsible for leading safety and quality improvement in the NSW public health system. It was established in 2004 to reduce adverse events in public hospitals, support improvements in transparency and review of these events and promote improved clinical care, safety and quality in health services across NSW.

Health Education and Training Institute is a chief executive-governed statutory health corporation that coordinates education and training for NSW Health staff. The institute works closely with local health districts, specialty health networks, other public health organisations and health education and training providers to ensure that world-class education and training resources are available to support the full range of roles across the public health system, including patient care, administration and support services.

Affiliated health organisations

At 30 June 2023, there were 13 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

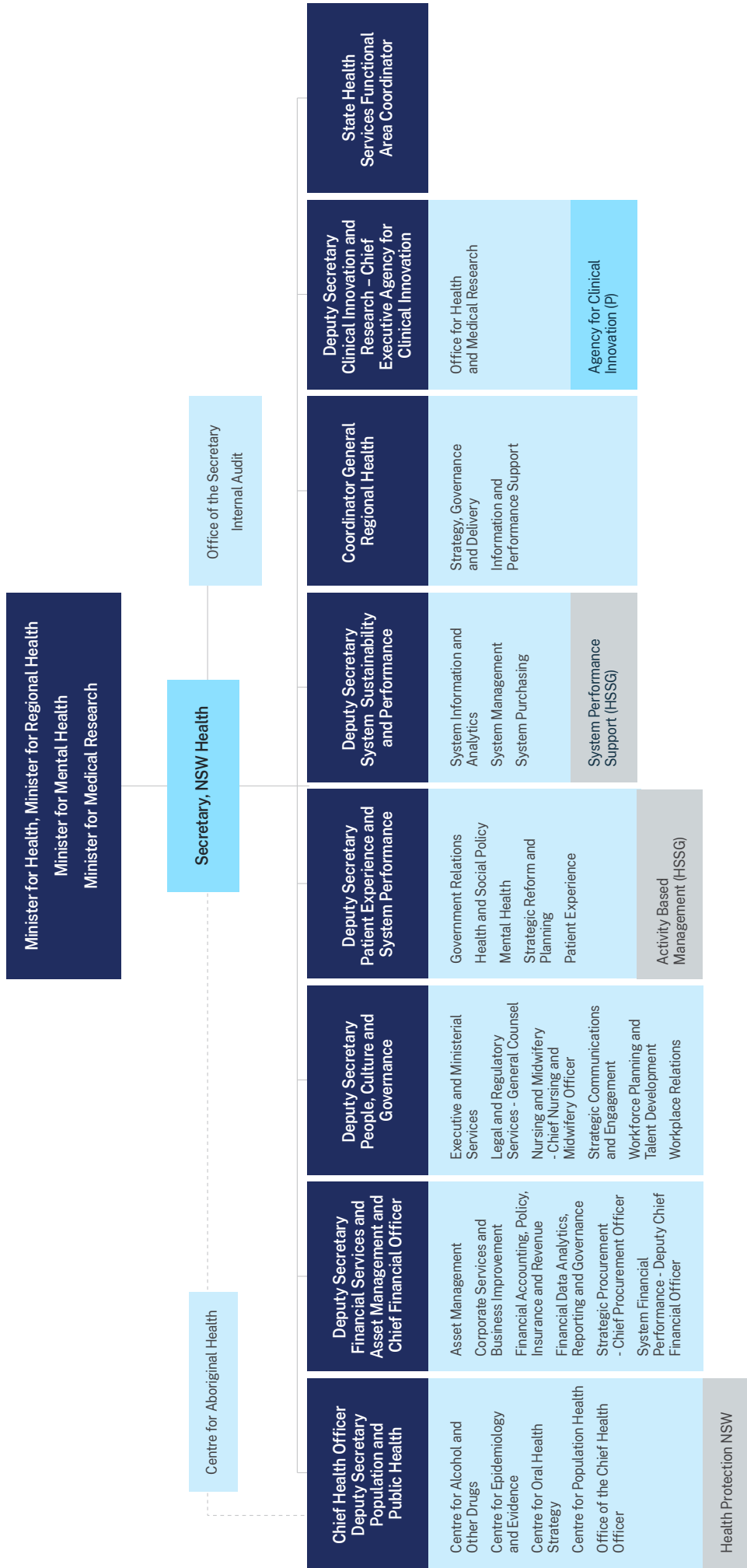
Chief executives of local health districts and specialty health networks are employed by the Health Executive Service (part of NSW Health), through the Secretary, under section 116 of the *Health Services Act*. The role of chief executive is set out in section 24 of the *Health Services Act*.

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.

Ministry of Health organisational structure



NSW Ministry of Health

The NSW Ministry of Health supports the executive and statutory roles of the Minister for Health and Minister for Regional Health, Minister for Mental Health and Minister for Medical Research.

The NSW Ministry of Health also has the role of ‘system manager’ in relation to the NSW public health system. The networks, services and organisations of the NSW public health system are known as NSW Health. NSW Health provides the NSW community with more than 220 public hospitals, community health and other public health services. These services are provided through local health districts, specialty networks and non-government affiliated health organisations.

The NSW Ministry of Health guides the development of services and investments in the NSW public health system to ensure that the health priorities of the NSW Government are achieved for the community of NSW.

Executive Team

Secretary

Ms Susan Pearce AM
B App Sci (Nursing) Dip Law
Secretary, NSW 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 was previously NSW Health’s Chief Nursing and Midwifery Officer and Deputy Secretary for Patient Experience and System Performance for more than six years.

Susan was appointed a Member of the Order of Australia for significant service to public health administration and governance in the Australia Day Honours 2023. She has qualifications in Law and was admitted to the Supreme Court of NSW as a solicitor in September 2019.

As Secretary, Susan 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.

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

Population and Public Health

Dr Kerry Chant AO PSM
 MBBS, FAFPHM, MHA, MPH
 Chief Health Officer
 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 for Population and Public Health, she was the 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. As Public Health Controller, Kerry led the public health response to the COVID-19 pandemic. In 2020, she was named NSW Public Servant of the Year and was awarded the NSW Premier's Woman of the Year Award and the NSW Woman of Excellence Award in March 2021 for her leadership.

Division overview

Population and Public Health Division coordinates the strategic direction, planning, monitoring and performance of population and public health services across the state. It also responds to the public health aspects of major incidents or emergencies in NSW, leading the statewide health protection network, and working closely with local health districts' public health units.

The division uses data and evidence to support the delivery of accessible, appropriate and sustainable services and initiatives that deliver equitable outcomes for the community, including contributing to Closing the Gap targets.

The division also covers a wide range of population and public health portfolios, including the following centres or branches: Centre for Aboriginal Health, Centre for Alcohol and Other Drugs, Centre for Epidemiology and Evidence, Centre for Oral Health Strategy, Centre for Population Health, Health Protection NSW and the Office of the Chief Health Officer.

Financial Services and Asset Management

Adjunct Professor Alfa D'Amato
 CPA, MHSM, MPA, MPASR
 Deputy Secretary Financial
 Services and Asset Management
 and Chief Financial Officer
 NSW Ministry of Health



Alfa D'Amato was appointed to the role of Deputy Secretary and Chief Financial Officer in May 2022, having acted in the role since April 2021.

Prior to this, he held a range of leadership roles within NSW Health, including Executive Director, System Financial Performance and Deputy Chief Financial Officer, Director, Activity Based Funding and Associate Director, Financial Operations at the South Eastern Sydney and Illawarra Area Health Service.

Alfa has extensive financial services, financial performance and activity based management experience, including specialist skills in developing and leading innovation and transformation programs. Alfa is Vice-President of the Patient Classification Systems International, a member of CPA Australia and an Adjunct Professor at the University of Technology Sydney 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 strategic 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's lead role includes 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 for Public Service Commission from 2015 to 2017 and Deputy Secretary, Government, Corporate and Regional Coordination, NSW Department of Premier and Cabinet from 2012 to 2015.

He joined NSW Department of Premier and Cabinet 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. This enables and supports the achievement of NSW Health's strategic objectives to meet the needs of health service management and delivery in NSW.

The division undertakes a range of functions for the effective administration of NSW Health covering comprehensive corporate governance frameworks and policy; regulation of private healthcare facilities and the supply and administration of therapeutic goods; a comprehensive range of legal and legislative services; oversight and management of the Secretary's accountabilities as employer of the NSW Health Service, including statewide industrial matters, public health sector employment policy, workplace health and safety policy, workforce planning, recruitment and reform strategies and strategic development of professional nursing and midwifery services; services to support Ministerial, Parliamentary and Cabinet processes, and media, marketing and communication services for the NSW Ministry of Health.

Health System Strategy and Patient Experience

Ms Deb Willcox AM

Dip Law

Deputy Secretary Health System Strategy and Patient Experience
NSW Ministry of Health
26 September to present



Deb Willcox AM commenced as Deputy Secretary, Health System Strategy and Patient Experience in September 2022.

Deb's career has included roles in both government and non-government organisations and her experience spans clinical, corporate services, government departments, the research environment and senior government advisor roles.

Deb was Chief Executive, Northern Sydney Local Health District from 2017 to 2022. Prior to this, she held a range of senior executive roles including the combined role of Director of Operations, Sydney Local Health District and General Manager, Royal Prince Alfred Hospital, Director Corporate Support - Health Reform Transition Office, NSW Health and Director of Executive and Ministerial Services, NSW Health.

Prior to NSW Health Deb held senior positions in government, including Chief of Staff in the portfolios of Planning, Housing and Aboriginal Affairs, and Advisor to the Deputy Premier and Minister for Health, overseeing clinical portfolio areas, including planned surgery, critical care and emergency departments.

Deb started her career in nursing at Royal Prince Alfred Hospital and later studied law, having been admitted to the Supreme Court of NSW as a solicitor.

In 2023, Deb was appointed a Member of the Order of Australia for significant service to health administration, and to the community.

Division overview

The Health System Strategy and Patient Experience Division is responsible for government relations, health and social policy, mental health, strategic reform and planning, patient experience, and allied health.

The division manages interjurisdictional negotiations and funding strategies, and supports strategic relationships with the Commonwealth and other jurisdictions, including management of national health reforms.

The division is also responsible for setting the strategic direction in policy areas, including prevention and response to violence, abuse and neglect; aged care; community care and priority populations; disability; youth and paediatric health; refugee health; the National Disability Insurance Scheme; palliative care; and maternity, child and family, including implementation of the First 2000 days.

The Mental Health Branch develops, manages and coordinates policy, strategy and program funding and supports maintenance of the mental health legislative framework.

The Patient Experience team provide statewide guidance on improving the patient experience, and are focused on creating exceptional experiences for patients, carers and staff across NSW Health.

The Chief Allied Health Officer provides system-wide leadership, advice and consultation on allied health services, governance, clinical and professional matters.

The division also supports strategic reform and planning through Future Health, value-based healthcare, improving the quality of service planning and capital developments, and adoption of new health technologies, genomics and precision medicine.

Former Deputy Secretary

Dr Nigel Lyons

BMed (Hons) MHA

Deputy Secretary Health System Strategy and Planning
NSW Ministry of Health

8 May 2019 to 9 September 2022

System Sustainability and Performance

Adjunct Professor Matthew Daly

Deputy Secretary System
Sustainability and Performance
NSW Ministry of Health



Matthew is the Deputy Secretary of the System Sustainability and Performance Division at the NSW Ministry of Health. Prior to his current role, Matthew was an independent consultant predominantly supporting the health and not-for-profit sectors, and Adjunct Professor at the Faculty of Business, as well as Adjunct Clinical Associate Professor, Faculty of Health Services, at the University of Tasmania. He has also held a group executive position in financial services with a major corporate.

For over 30 years, Matthew has held operational, executive and strategic health management positions in NSW and Tasmania at Chief Executive, senior executive and head of agency levels in the delivery of acute, primary and community health services. Working in collaboration with Commonwealth and state government departments, he has been responsible for supporting the implementation of programs to improve health outcomes.

Division overview

The System Sustainability and Performance Division leads the management of health system performance under the NSW Health Performance Framework and coordinates purchasing arrangements through annual Service Agreements with NSW public health services.

The division also leads climate risk and net zero programs to embed environmental sustainability as a core dimension of healthcare. The division is a critical interface with local health districts, specialty health networks, pillars and other statewide health organisations, in supporting the delivery of world-class healthcare for the residents of NSW.

Its functions include overseeing at a system level emergency access, surgery waiting lists, specialist outpatient services, Hospital in the Home, virtual care, and developing collaborative partnerships with primary health providers to establish innovative models of care.

The division supports performance improvement strategies and statewide initiatives to improve service delivery. It also provides data management and analytical expertise and coordination of statewide data collections.

Former Acting Deputy Secretary

Ms Joanne Edwards

Patient Experience and System Performance
NSW Ministry of Health

16 May to 20 July 2022

Regional Health Division

Mr Luke Sloane

BNursing, Dip Mgmt
Deputy Secretary
Regional Health Division
NSW Ministry of Health



Luke Sloane brings more than two decades of health experience to his role as the Deputy Secretary of the Regional Health Division of NSW Health.

Born and raised in Orange, Luke began his career in nursing. He has worked in a range of senior nursing and midwifery, safety and quality, and executive roles over the past 10 years.

He has served as NSW Health's Executive Director for System Management, which involved leading system performance, safety and quality, and support for the COVID-19 pandemic response at a system level.

Division overview

The Regional Health Division was established in April 2022 to support the NSW Government's commitment to improving health outcomes and access to health services for people living in regional, rural and remote NSW.

In responding to the unique challenges of the regions, the division focuses on community engagement, regional workforce, primary care reform and access to transport and accommodation.

The regional health team works across regional NSW, building and maintaining relationships with key stakeholders and communicating in a collaborative, respectful and culturally appropriate way.

Luke was the Coordinator General during the 2022-23 financial year and was announced as Deputy Secretary in early July 2023.

Clinical Innovation and Research Division

Dr Jean-Frédéric Levesque

MD PHD FRCP
Deputy Secretary
Clinical Innovation and Research
NSW Ministry of Health
Chief Executive,
Agency for Clinical Innovation
24 February 2023 to present



Dr Jean-Frédéric Levesque is the Deputy Secretary, Clinical Innovation and Research Division and Chief Executive of the NSW Agency for Clinical Innovation.

He is an Adjunct Professor at the Centre for Primary Health Care and Equity at the University of New South Wales. He has a medical degree, a Master's in Community Health and a Doctorate in Public Health from the Université de Montréal, Canada. He is a Fellow of the Royal College of Physicians of Canada in Preventive Medicine and Public Health.

Jean-Frédéric brings extensive senior leadership in healthcare systems analysis and improvement, combining experience in clinical practice in refugee health and tropical medicine, in clinical governance and in academic research. He is a member of the HealthShare NSW Board and a member of the Strategic Analytic Advisory Committee of the Canadian Institute of Health Information.

As part of his research portfolio, Jean-Frédéric has published more than 150 peer reviewed publications and his seminal research, producing a conceptual framework on healthcare access and inequity, has been cited more than 2,000 times.

Originally from Canada, Jean-Frédéric has worked in diverse medical, research and public health roles in Canada, India, the United Kingdom and Australia.

Division overview

The Clinical Innovation and Research Division was established in February 2023 to provide a central point for coordination and strategy setting, and drive focus on statewide research and innovation priorities. The division leverages the experience, expertise and networks from the Agency for Clinical Innovation and the Office for Health and Medical Research.

It plays a leadership role across the continuum of the innovation and research ecosystem, bringing together key players to foster collaboration and opportunities.

The establishment of the division means the voice of both consumers and clinicians are closer to decision-making, to support stronger and more effective relationships and to improve patient care and delivery.

State Health Services Functional Area Co-ordinator

Mr Wayne Jones

State Health Services
Functional Area Co-ordinator
NSW Ministry of Health
20 February 2023 to present



Wayne has over 40 years' experience in the NSW Public Health system. Wayne graduated as a registered nurse in 1985 and went on to obtain multiple post graduate qualifications in clinical nursing including intensive care and cardiology. He obtained a degree in health management as he transitioned from clinical to general management roles.

Wayne has held a range of clinical and general management roles in Sydney and the Northern Rivers including Chief Executive of Northern NSW Local Health District from 2016–2023. In 2021, Wayne was seconded to the NSW Ministry of Health as the Deputy Secretary Patient Experience and System Performance to support the NSW response to the COVID-19 Pandemic. During this period Wayne was also the State Health Services Functional Area Co-ordinator and responsible for leading the NSW Health response to the major flooding in communities across NSW, particularly Northern Rivers and Hawkesbury regions. On 20 February 2023, Wayne was appointed into the role of State Health Service Functional Area Co-ordinator on a full-time basis for an 18-month period.

Overview

The State Health Services Functional Area Co-ordinator is the Ministry Executive responsible to the Minister through the Secretary for all prevention, preparation, response and recovery actions as outlined in the NSW HEALTHPLAN.

The State Health Services Functional Area Co-ordinator also represents all health services on the State Emergency Management Committee and is the key liaison between NSW Health and partner agencies in delivering whole of government emergency management. The State Health Services Functional Area Co-ordinator also holds responsibility for leading the implementation of recommendations on a number of key statewide reviews.