Appendix

1-5

Appendix 1
Health statistics

Early disease management

Childhood immunisation coverage

Rates of childhood immunisation for all children in NSW at one year of age remained high at 92.4 per cent at the end of 2024, despite modest declines since 2020, when coverage was at 94.8 per cent.

As of December 2024, coverage for Aboriginal children at five years (95.7 per cent) was higher than the national coverage for Aboriginal children (95.0 per cent). Coverage for all children in NSW at five years of age was 93.7 per cent.

By 30 June 2025, 55.8 per cent of adults aged 65 years and over had received an influenza vaccine, compared to 55.9 per cent at 30 June 2024. Influenza vaccination largely occurs through to September each year and typically peaks early in the influenza season, from April to June.

Source: Australian Immunisation Register.

Palliative care

Expenditure

The following content includes the total amount spent on palliative care during the five financial years preceding the reporting year for each local health district, Sydney Children's Hospitals Network and St Vincent's Health Network.

Total expenditure on end-of-life and palliative care services has increased over the past five years from $320 million in 2019–20, $325 million in 2020–21, $351 million in 2021–22, $389 million in 2022–23 and $413 million in 2024-25.

Table 1: Palliative care expenditure

Local health district and specialty health network	Amount ($) rounded to the nearest thousand				
	2019-20	2020-21	2021-22	2022-23	2023-24
Central Coast Local Health District	11,582,000	12,476,000	24,212,000	21,557,000	21,727,000
Far West Local Health District	4,007,000	4,525,000	5,755,000	5,082,000	5,838,000
Hunter New England Local Health District	27,653,000	30,619,000	31,846,000	34,978,000	37,546,000
Illawarra Shoalhaven Local Health District	19,292,000	17,968,000	18,212,000	20,496,000	20,750,000
Mid North Coast Local Health District	18,285,000	14,103,000	13,809,000	12,484,000	13,978,000
Murrumbidgee Local Health District	15,868,000	18,599,000	18,930,000	19,025,000	19,125,000
Northern NSW Local Health District	15,618,000	15,737,000	19,426,000	24,720,000	22,197,000
Southern NSW Local Health District	8,613,000	9,084,000	9,798,000	11,189,000	12,327,000
Western NSW Local Health District	12,945,000	11,876,000	12,728,000	16,286,000	19,463,000
Nepean Blue Mountains Local Health District	11,340,000	11,342,000	10,584,000	12,532,000	14,524,000
Northern Sydney Local Health District	24,992,000	27,128,000	32,195,000	35,767,000	47,282,000
South Eastern Sydney Local Health District	27,947,000	27,090,000	28,939,000	29,694,000	33,239,000
South Western Sydney Local Health District	34,892,000	38,367,000	34,384,000	41,634,000	46,131,000
Sydney Local Health District	26,839,000	25,333,000	26,167,000	34,135,000	31,787,000
Western Sydney Local Health District	21,855,000	23,017,000	25,322,000	24,573,000	29,358,000
St Vincent's Health Network	18,134,000	17,093,000	17,709,000	16,851,000	14,197,000

Local health district and specialty health network					Amount ($) rounded to the nearest thousand
Sydney Children's Hospitals Network	9,257,000	8,164,000	8,404,000	8,589,000	8,983,000
Other	11,088,000	12,430,000	12,563,000	19,305,000	14,446,000
Total	**320,207,000**	**324,951,000**	**350,983,000**	**388,897,000**	**412,898,000**

Source: Data as of June 2025. **Notes:** Other includes the Health Administration Corporation, which provides palliative care services, and the NSW Ministry of Health, which provides grants to palliative care providers. Annual changes in palliative care expenditure reflect a variety of factors including fluctuations in activity and the complexity of care provided as well as changes in service configuration.

Patient numbers

The following content includes the numbers of palliative care admitted patients and non-admitted patients in 2024-25.

Table 2: Palliative care admitted patients

Local health district and specialty health network	Number of admitted patients (2024-25)
Central Coast Local Health District	1,252
Far West Local Health District	79
Hunter New England Local Health District	2,113
Illawarra Shoalhaven Local Health District	1,126
Mid North Coast Local Health District	799
Murrumbidgee Local Health District	916
Nepean Blue Mountains Local Health District	702
Northern NSW Local Health District	1,002
Northern Sydney Local Health District	1,276
South Eastern Sydney Local Health District	1,773
South Western Sydney Local Health District	1,281
Southern NSW Local Health District	545
Sydney Local Health District	1,023
Western NSW Local Health District	755
Western Sydney Local Health District	1,076
St Vincent's Health Network	357
Sydney Children's Hospitals Network	128
Total	**16,203**

Source: NSW Health Enterprise Data Warehouse for Analysis, Reporting and Decision Support (EDWARD).
Note: Admitted patient data includes service events having an end date between 1 July 2023 and 30 June 2024 (2023-24), or 1 July 2024 and 30 June 2025 (2024-25).

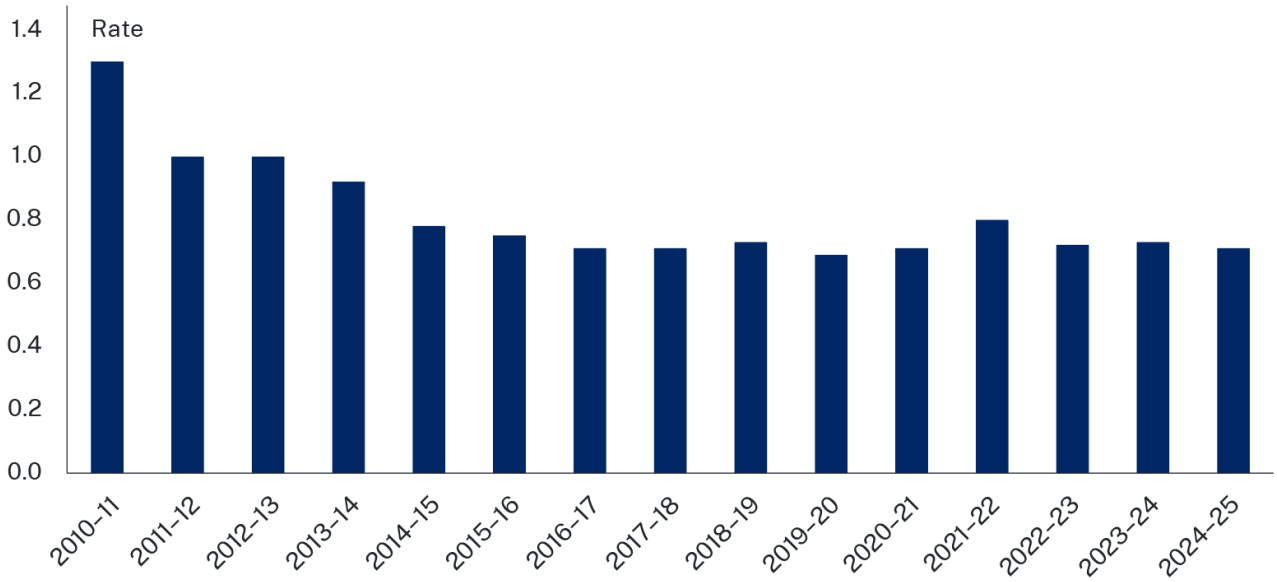
Table 3: Palliative care non-admitted patients

Local health district and specialty health network	Number of non-admitted patients (2024-25)
Central Coast Local Health District	1,710
Far West Local Health District	296
Hunter New England Local Health District	7,010
Illawarra Shoalhaven Local Health District	2,009
Murrumbidgee Local Health District	1,640
Mid North Coast Local Health District	1,681
Nepean Blue Mountains Local Health District	2,138
Northern NSW Local Health District	1,376
Northern Sydney Local Health District	4,912
South Eastern Sydney Local Health District	2,825
Southern NSW Local Health District	1,150
South Western Sydney Local Health District	3,730
Sydney Local Health District	2,767
Western NSW Local Health District	2,060
Western Sydney Local Health District	2,990
Justice Health and Forensic Mental Health Network	126
Sydney Children's Hospitals Network	383
St Vincent's Health Network	1,189
Total	**39,992**

Source: NSW Health Enterprise Data Warehouse for Analysis, Reporting and Decision Support (EDWARD).

Staphylococcus aureus bloodstream infections

Staphylococcus aureus bloodstream infections (SA-BSI) rate per 10,000 occupied bed days in NSW public hospitals

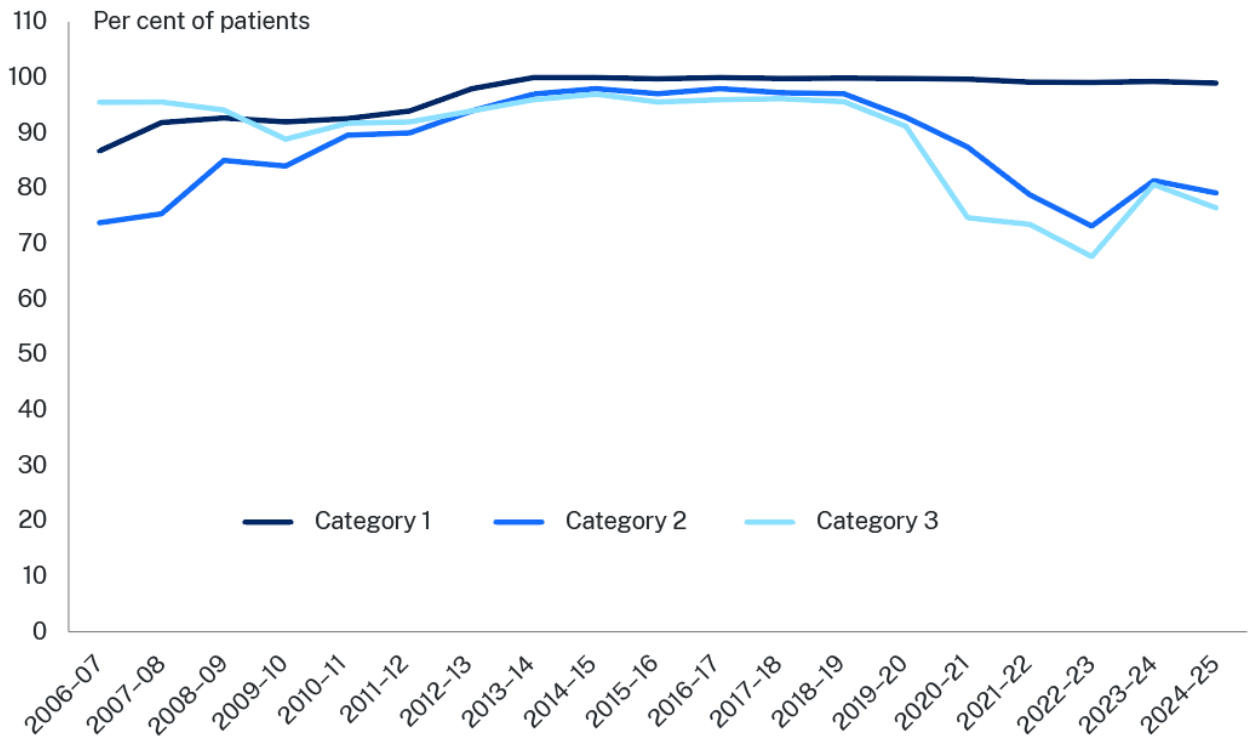


Source: Internal NSW Health data submitted by local health districts and specialty health networks. **Note:** As at 11 September 2025, SA-BSI data was validated by all local health districts and specialty health networks except for Murrumbidgee Local Health District (July to September 2024, October to December 2024, and January to March 2025 quarters); and St Vincents' Health Network (October to December 2024 quarter).

The above graph shows the rate of healthcare associated Staphylococcus aureus bloodstream infections (SA-BSI) for NSW public hospitals. The data includes both methicillin-resistant and methicillin-sensitive isolates. The rate of SA-BSI has decreased from 1.3 infections per 10,000 occupied bed days in 2010-11 to 0.71 per 10,000 occupied bed days in 2024-25. The overall rate of SA-BSI in NSW is below the national benchmark of less than one case per 10,000 bed days.

NSW Hospital performance

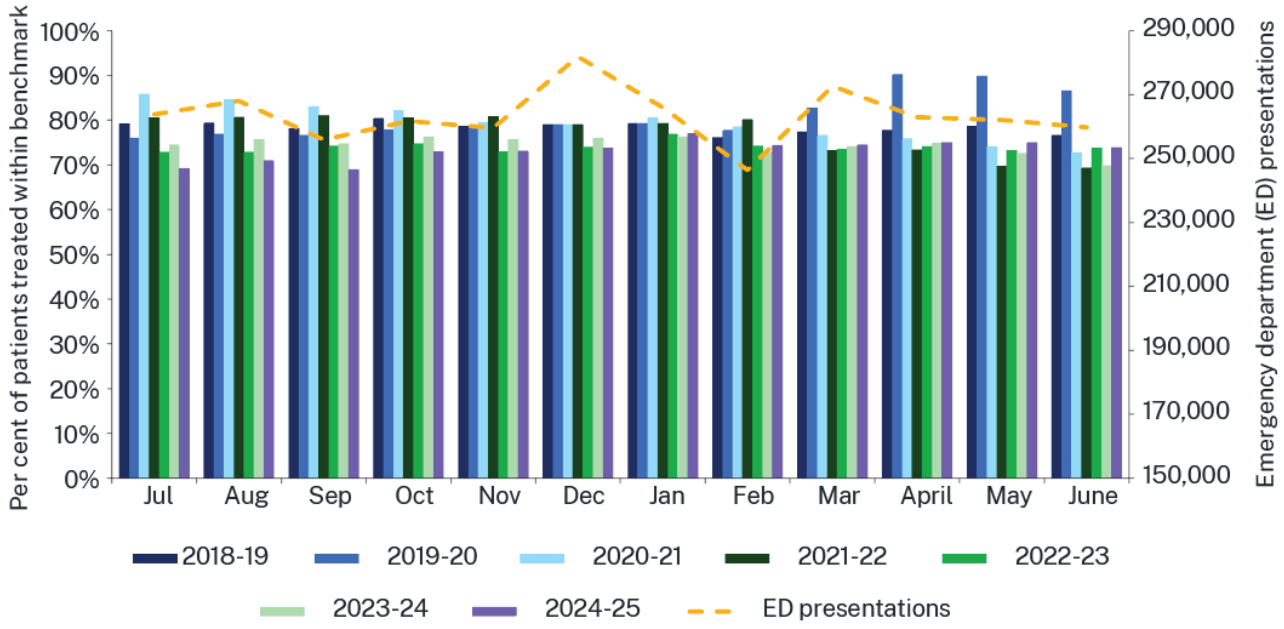
Planned surgery patients admitted within clinically recommended times



Source: Waiting List Collection Online System, NSW Ministry of Health.

In 2024-25, the percentage of patients receiving their planned surgery on time was 99 per cent for Category 1 (urgent surgery), 79 per cent for Category 2 (semi-urgent surgery), and 77 per cent for Category 3 (non-urgent surgery). For Category 2 and Category 3, the percentages of patients who received their planned surgery within clinically recommended timeframes decreased slightly compared to the previous year as the backlog of overdue patients were provided with surgery. Surgery on time performance was impacted by the COVID-19 pandemic in 2019-20 and subsequent three years.

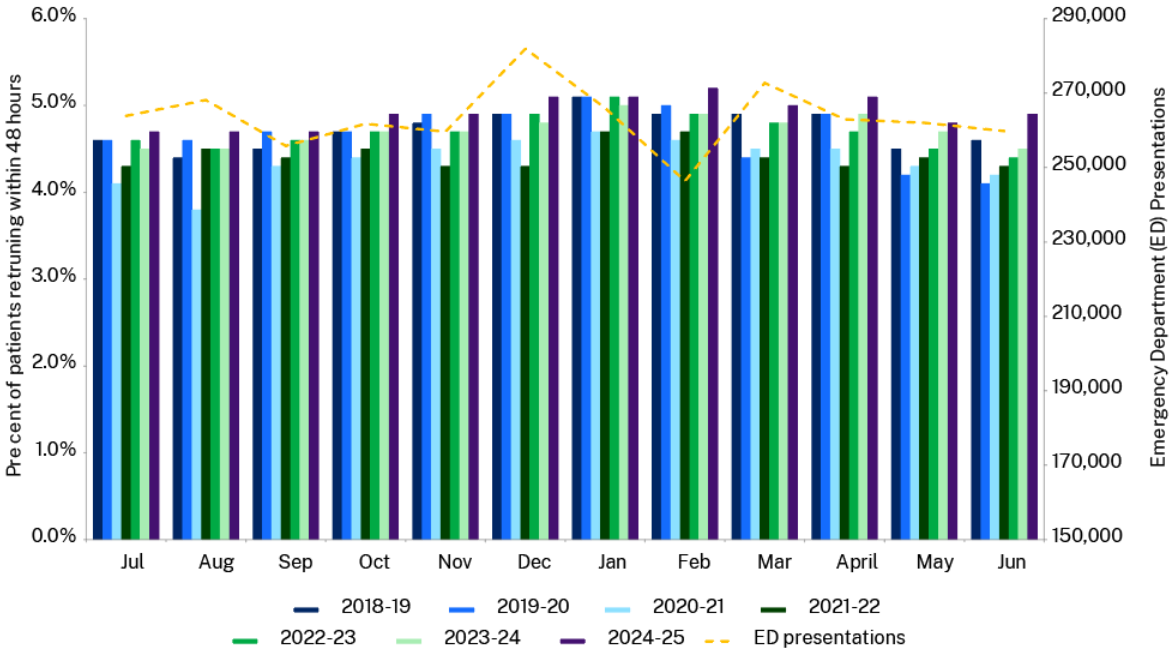
Percentage of emergency department patients treated within benchmark – all triage categories



Source: NSW Health Enterprise Data Warehouse for Analysis, Reporting and Decision Support. **Note:** The emergency department presentations include all presentations i.e. emergency and planned, to all emergency departments.

In 2024-25, there were 3,161,007 presentations to a NSW public hospital emergency department, slightly less (17,045 presentations, -0.5 per cent) than in 2023-24. Emergency department presentations peaked in December 2024. The percentage of emergency department presentations seen within clinically appropriate timeframes decreased across all triage categories for the initial period of 2024-25 compared to 2023-24. From January to June 2025 results improved compared to the previous year. Emergency department performance was impacted by the COVID-19 pandemic in 2019–20 and subsequent three years.

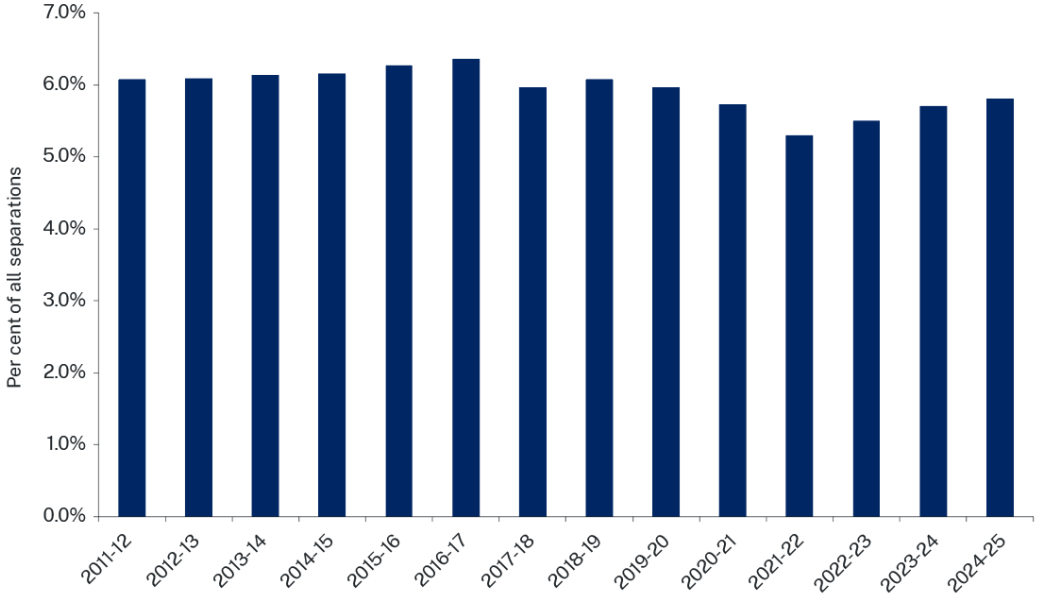
Re-presentations to the same emergency department within 48 hours



Source: NSW Health Enterprise Data Warehouse for Analysis, Reporting and Decision Support. **Note**: The emergency department presentations include all presentations i.e. emergency and planned.

The percentage of re-presentations to the same emergency department within 48 hours remained stable in 2024-25. Emergency departments are maintaining high levels of care while caring for increasing volumes of presentations in the most critical triage categories. Local health districts and specialty health networks continue their efforts towards improving patient flow in emergency departments and hospital wards.

Unplanned readmissions to the same hospital within 28 days



Source: NSW Health Enterprise Data Warehouse for Analysis, Reporting and Decision Support.

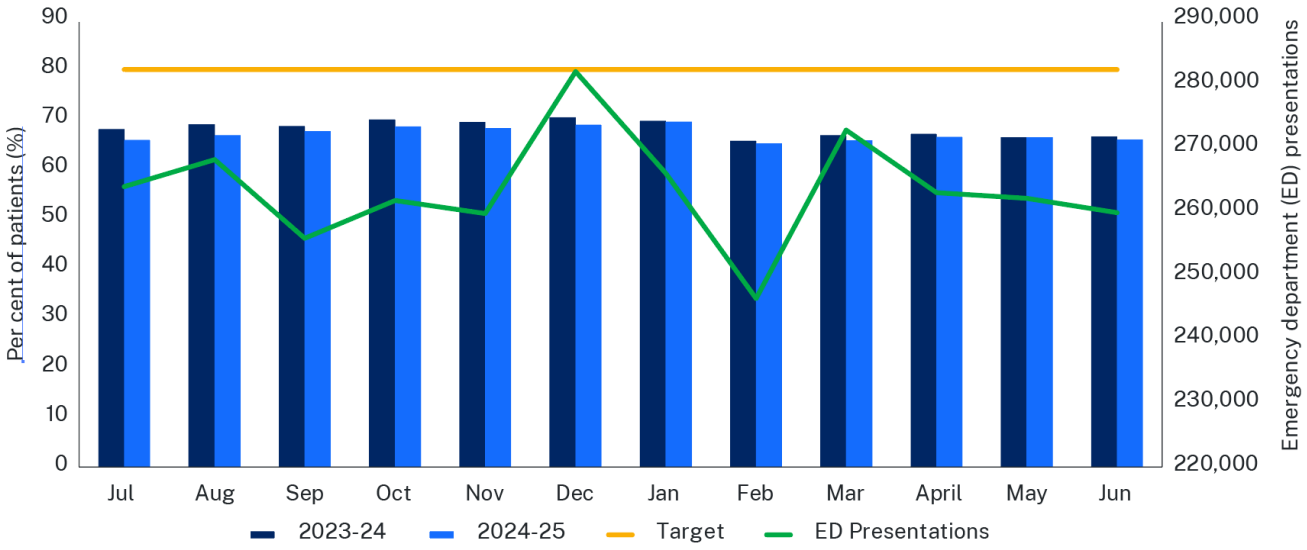
Unplanned readmissions to the same hospital within 28 days in 2024-25 showed a small increase of 0.1 percentage points from the previous year. Unplanned readmission rates have remained below 6 per cent since 2020-21. This measure includes all unplanned readmissions within 28 days but does not indicate whether these readmissions were preventable, unexpected, or clinically related to the original admission.

Hospital Access Targets

NSW Health has worked with the Australian College of Emergency Medicine to introduce new Hospital Access Targets (HATs) for local health districts and specialty health networks relating to the time from arrival to leaving the emergency department. The HATs replace Emergency Treatment Performance previously reported in the NSW Health Annual Report. The HATs are clinician defined measures designed through extensive consultation and are endorsed by the Emergency Department Taskforce.

These new targets are designed to support safe patient care and reflect the complexity of patient needs, and the diverse pathways patients may take once they present to an ED. These new measures replace the previous percentage of patients leaving the emergency department within four hours.

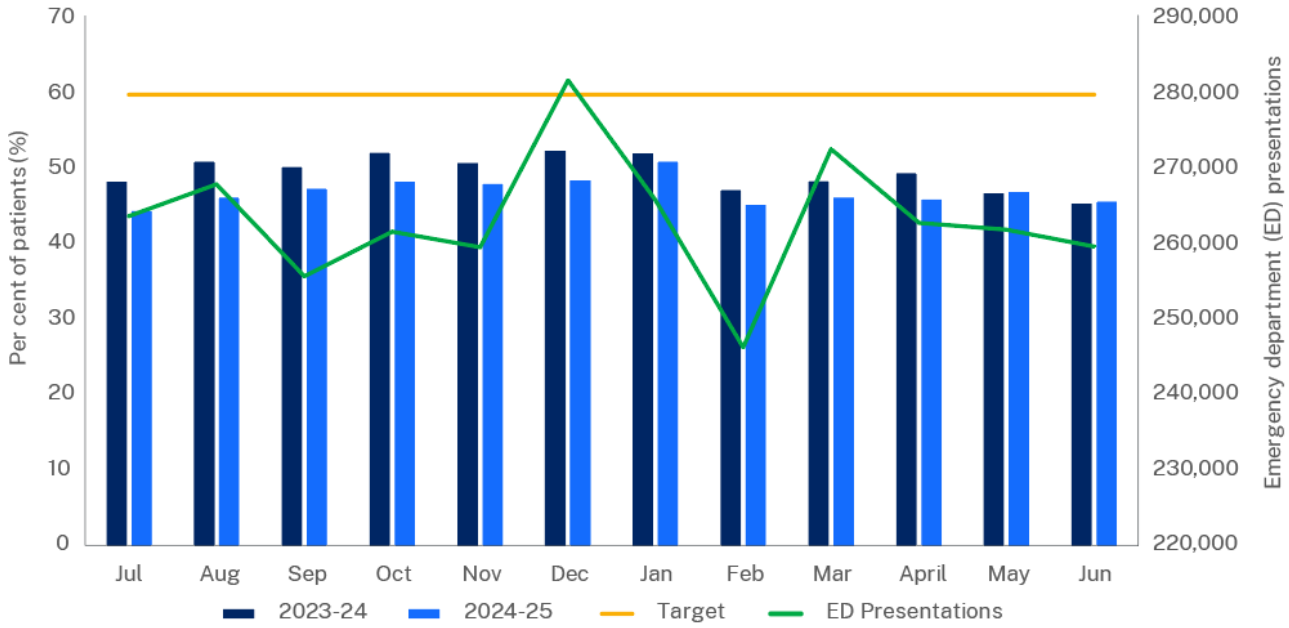
Discharged from emergency department within four hours



Source: NSW Health Enterprise Data Warehouse for Analysis, Reporting and Decision Support. **Note:** The emergency department presentations include all presentations i.e. emergency and planned, to all emergency departments.

This indicator shows the proportion of emergency department presentations who were not admitted or transferred to another hospital, who were discharged from emergency department within four hours. The target is 80 per cent or above. The graph also shows the number of emergency department presentations per month. In most months of 2024-25, the proportion of presentations discharged from emergency department within four hours was lower than in the same month of the previous year. No direct relationship between activity and performance was observed.

Admitted to Emergency Department Short Stay Unit within four hours

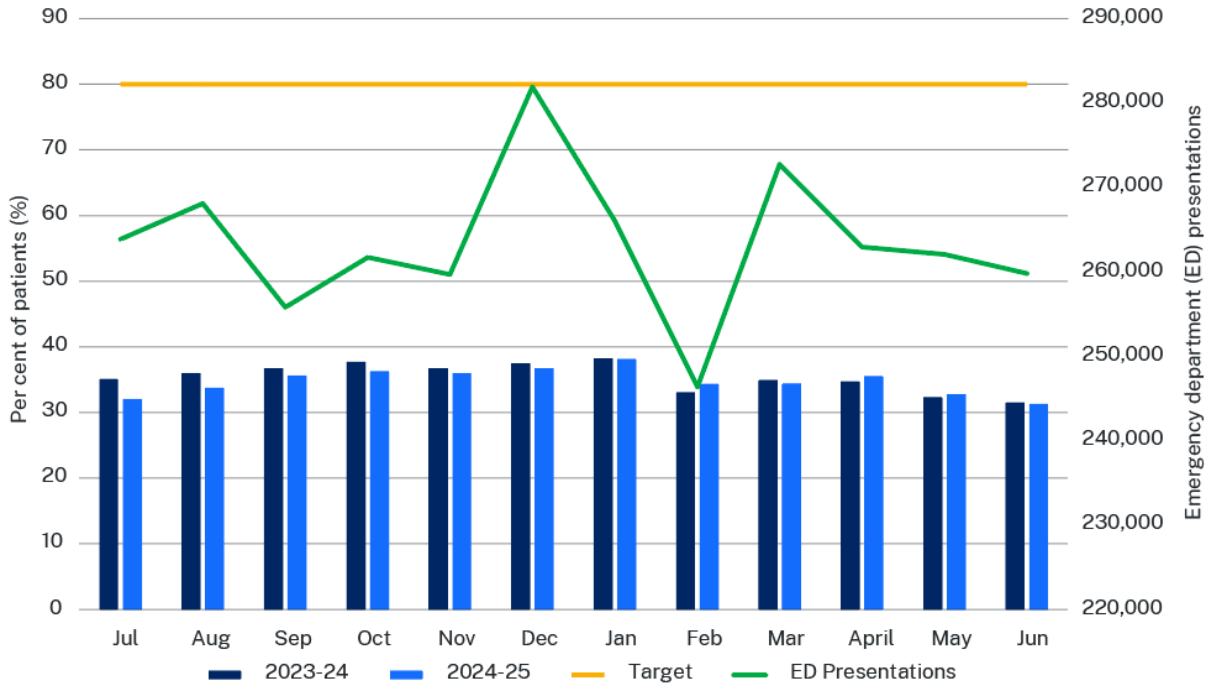


Source: NSW Health Enterprise Data Warehouse for Analysis, Reporting and Decision Support. **Note:** The emergency department presentations include all presentations i.e. emergency and planned, to all emergency departments.

This indicator shows the proportion of presentations admitted to an Emergency Department Short Stay Unit, who were admitted within four hours. The target is 60 per cent or above. The graph also shows the number of emergency department presentations per month in 2024-25.

In most months of 2024-25, the proportion of patients admitted to an Emergency Department Short Stay Unit within four hours was lower than in the same month of the previous year. No direct relationship between activity and performance was observed.

Admitted or transferred from emergency department within six hours

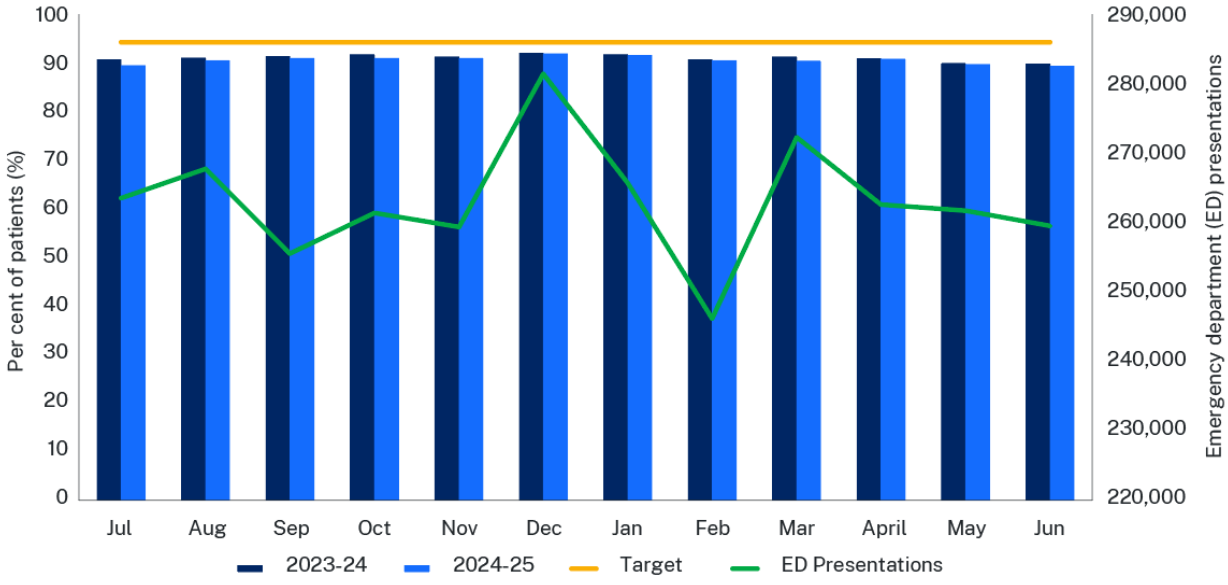


Source: NSW Health Enterprise Data Warehouse for Analysis, Reporting and Decision Support. **Note:** The emergency department presentations include all presentations i.e. emergency and planned, to all emergency departments.

This indicator shows the proportion of presentations admitted to hospital (excluding Emergency Department Short Stay Unit) or transferred to another hospital from the emergency department, who were admitted or transferred within six hours. The target is 80 per cent or above.

For the first six months of 2024-25, the proportion of patients admitted or transferred from emergency department within six hours was lower than the previous year. Results in the last five months of the financial year were generally above those of 2023-24.

Emergency department length of stay within 12 hours

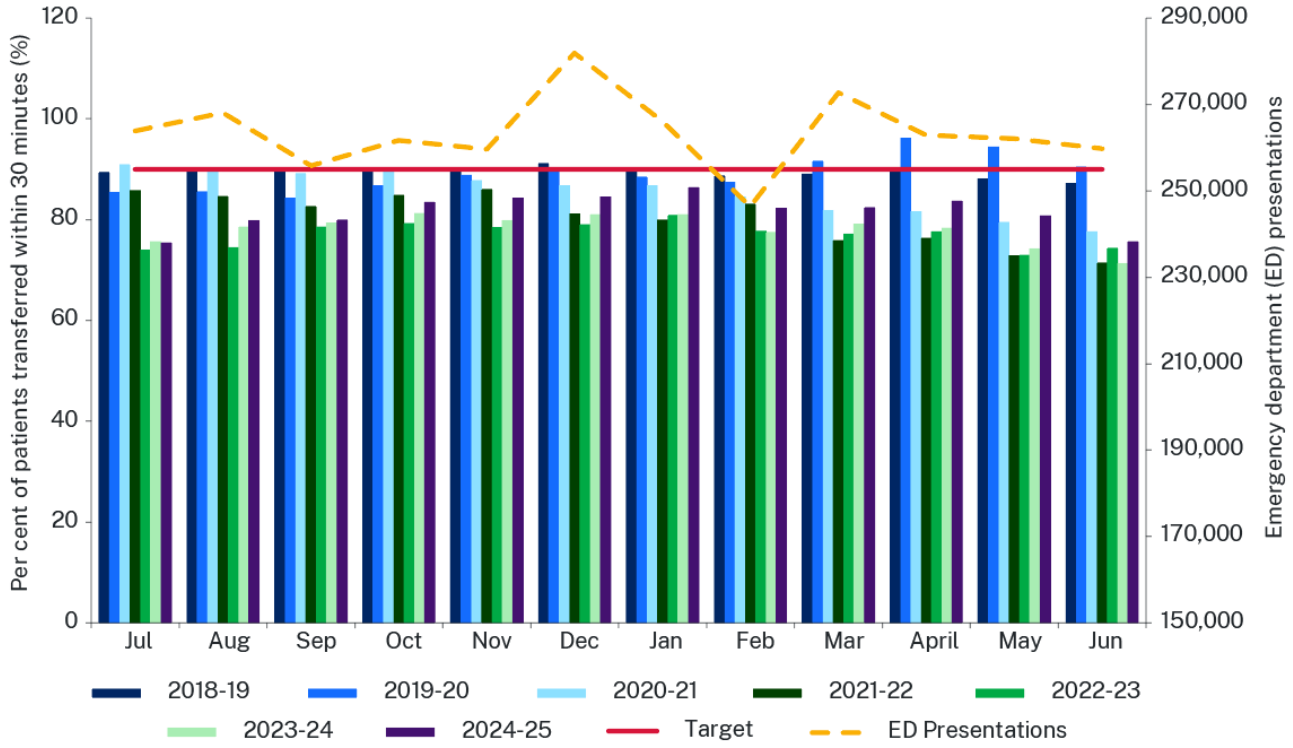


Source: NSW Health Enterprise Data Warehouse for Analysis, Reporting and Decision Support. **Note** The emergency department presentations include all presentations i.e. emergency and planned, to all emergency departments.

This indicator shows the proportion of patients leaving the emergency department within 12 hours. The target is 90 per cent or above.

Across all months of 2024-25, the percentage either decreased slightly or stayed the same compared to the previous year.

Ambulance to emergency department transfer of care

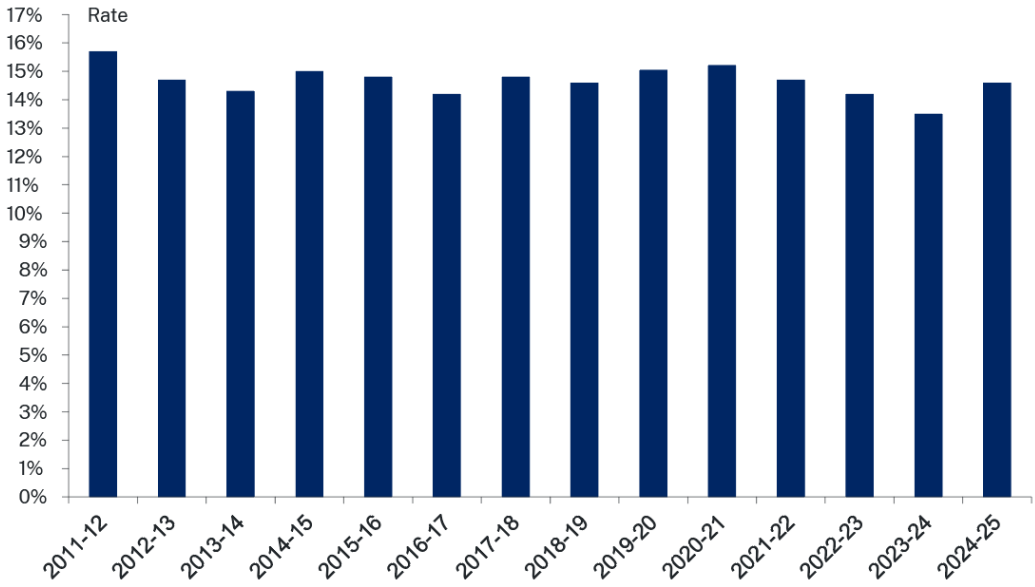


Source: NSW Health Enterprise Data Warehouse for Analysis, Reporting and Decision Support.
Note: The emergency department presentations include all presentations i.e. emergency and planned, to all emergency departments.

In 2024-25, NSW public hospitals experienced increasing volumes of patients arriving by ambulance. Although the state target of 90 per cent of patients transferred from ambulance to emergency department care within 30 minutes was not achieved, more than 80 per cent of patients who arrived by ambulance were transferred within the benchmark time, for the majority of the months. Compared to 2023-24, the proportion of patients who arrived by ambulance transferred from ambulance to emergency department care within 30 minutes increased for all the months of 2024-25, except in July 2024. The transfer of care performance was impacted by the COVID-19 pandemic in 2019–20 and subsequent three years.

Mental health

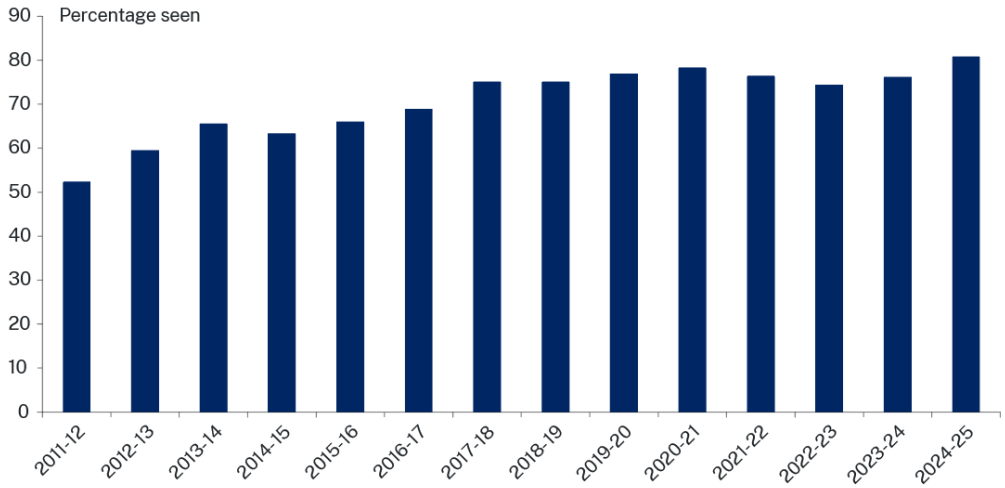
Mental health acute readmission rate



Source: NSW Health Enterprise Data Warehouse for Analysis, Reporting and Decision Support (EDWARD).

This indicator shows the proportion of separations from an Acute Public Mental Health unit which were followed by a readmission within 28 days to any NSW Acute Public Mental Health unit. In 2024-25 the rate of mental health acute readmission within 28 days was 14.6 per cent. This was an increase of 1.1 percentage points compared to the previous financial year.

Proportion of consumers discharged from an acute public mental health unit and seen by a community mental health team within seven days

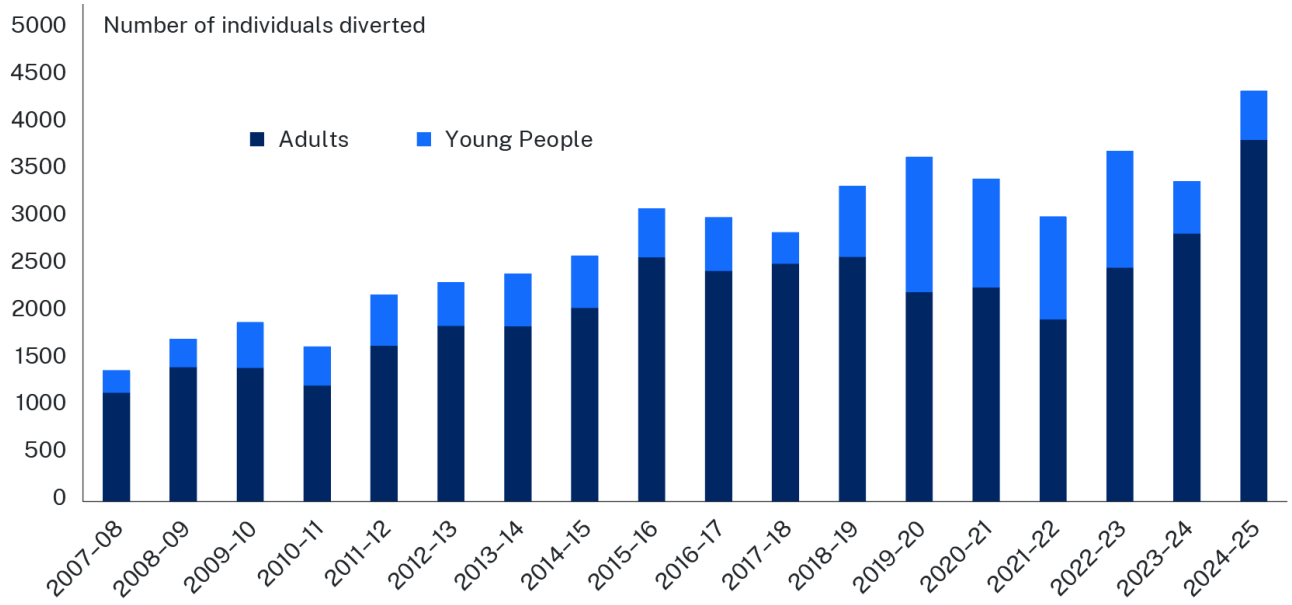


Source: NSW Health Enterprise Data Warehouse for Analysis, Reporting and Decision Support (EDWARD).

This indicator shows the proportion of consumers discharged from an Acute Public Mental Health unit who were seen by a community mental health team within seven days of discharge. It reflects the effectiveness of acute inpatient discharge planning and the integration of acute inpatient and community mental health services. In 2024-25 the rate of follow up within seven days was 80.8 per cent. This was an increase of 4.6 percentage points compared to the previous financial year.

Adults and young people with mental illness or issues diverted into community-based treatment

Diversion is used to support people in the criminal justice system with mental illness. Adults and young people with a mental health concern are assessed by Justice Health NSW court liaison clinicians and diverted into community-based treatment to receive mental health care.



Adult diversions

During 2024-25, 17,917 adults were screened. Of these, 4,878 received a comprehensive mental health assessment and 4,828 were assessed as having a mental illness. From these, 3,833 (79 per cent) were diverted away from custody into community-based treatment by the Justice Health and Forensic Mental Health Network (excludes diversions by Hunter New England Local Health District).

Of the 4,828 patients assessed as mentally ill, 1,385 identified as being Aboriginal and/or Torres Strait Islander and 1,033 (75 per cent) were successfully diverted.

Adolescent diversions

During 2024-25, 568 young people received a comprehensive mental health assessment and 560 (98.5 per cent) were assessed as having a mental illness. Of these young people, 515 (91 per cent) were linked with community-based treatment providers by the Justice Health and Forensic Mental Health Network Adolescent Court Liaison Service.

Of the 560 young people assessed as mentally ill, 25 per cent identified as being Aboriginal and/or Torres Strait Islander. Thirteen young people were granted a section 19, and 358 young people were granted a section 14.

Appendix 2
Workforce statistics

Full time equivalent

The number of full-time equivalent staff employed by local health districts, specialty health networks, pillars and the Health Administration Corporation.

Pillars

Agency for Clinical Innovation

Treasury group	June 2022	June 2023	June 2024	June 2025
Nursing	-	0.3	-	-
Allied health	0.4	1	-	-
Clinical staff total	**0.4**	**1**	-	-
Corporate	9	7	7	4
Clinical support	172	195	181	163
Other staff				0.3
Clinical support total	**181**	**203**	**188**	**167**
Total	**181**	**203**	**188**	**167**

Bureau of Health Information

Treasury group	June 2022	June 2023	June 2024	June 2025
Corporate	18	16	14	15
Clinical support	23	26	27	27
Total	**42**	**41**	**40**	**41**

Clinical Excellence Commission

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	4	4	5	4
Nursing	6	2	1	-
Clinical staff total	**10**	**6**	**6**	**4**
Corporate	9	9	10	7
Clinical support	98	112	128	120
Total	**117**	**127**	**144**	**131**

Cancer Institute NSW

Treasury group	June 2022	June 2023	June 2024	June 2025

Medical	0.6	0.6	0.6	0.6
Allied health	1.0	1.0	9	11
Clinical staff total	**1.6**	**1.6**	**10**	**12**
Corporate	52	51	51	33
Clinical support	193	205	217	240
Total	**247**	**258**	**279**	**286**

Health Education and Training Institute

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	10	8	7	10
Nursing	1.0	0.3	1.0	1.0
Allied health	-	0.6	0.6	0.6
Scientific and technical clinical support staff	-	0.6	0.4	-
Clinical staff total	**11**	**10**	**9**	**11**
Corporate	14	12	15	11
Clinical support	132	130	134	141
Total	**156**	**152**	**159**	**164**

Specialty health networks

Justice Health and Forensic Mental Health Network

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	72	77	80	88
Nursing	897	900	965	1,003
Allied health	62	74	86	101
Other professions and paraprofessionals and support staff	6	10	10	12
Scientific and technical clinical support staff	10	6	6	7
Oral health practitioners and support workers	11	15	11	12
Clinical staff total	**1,058**	**1,081**	**1,158**	**1,223**
Corporate services	173	173	177	243
Clinical support	166	179	202	126
Hotel services	26	24	26	27
Clinical support total	**365**	**376**	**405**	**397**
Total	**1,424**	**1,457**	**1,562**	**1,620**

Sydney Children's Hospitals Network

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	946	961	922	925
Nursing	1,955	2,012	2,061	2,024
Allied health	557	580	589	607
Other professions and paraprofessionals and support staff	21	22	17	22
Scientific and technical clinical support staff	307	313	326	316
Oral health practitioners and support workers	10	10	9	9
Clinical Staff Total	**3,795**	**3,898**	**3,925**	**3,902**
Corporate services	164	144	131	123
Clinical support	945	975	1,039	1,044
Hotel services	191	189	194	200
Maintenance and trades	11	10	8	10
Other staff	12	13	13	11
Clinical support total	**1,322**	**1,331**	**1,386**	**1,388**
Total	**5,118**	**5,228**	**5,310**	**5,290**

Health Administration Corporation

NSW Ambulance

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	30	37	43	41
Nursing	42	53	63	76
Allied health	11	12	9	11
Scientific and technical clinical support staff	10	11	11	11
Ambulance staff	5,642	6,134	6,390	6,763
Clinical staff total	**5,735**	**6,248**	**6,515**	**6,902**
Corporate services	304	300	349	388
Clinical support	97	107	112	162
Hotel services	1	1	1	1
Maintenance and trades	50	56	54	55
Other staff	-	0	5.9	1

Treasury group	June 2022	June 2023	June 2024	June 2025
Clinical support total	**451**	**464**	**522**	**607**
Total	**6,186**	**6,712**	**7,037**	**7,509**

Health Infrastructure

Treasury group	June 2022	June 2023	June 2024	June 2025
Corporate services	129	160	174	163
Total	**129**	**160**	**174**	**163**

HealthShare NSW

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	1	1	1	1
Nursing	135	135	146	135
Allied health	48	55	58	58
Other professions and paraprofessionals and support staff	217	179	176	260
Scientific and technical clinical support staff	5	6	6	5
Clinical staff total	**406**	**376**	**388**	**458**
Corporate services	526	520	489	453
Clinical support	1,891	1,979	2,037	2,141
Hotel services	3,824	3,779	3,847	4,858
Maintenance and trades	28	28	27	29
Other staff	1	-	1	1
Clinical support total	**6,271**	**6,305**	**6,400**	**7,481**
Total	**6,677**	**6,681**	**6,788**	**7,939**

NSW Health Pathology

Treasury group	June 2022	June 2023	June 2023	June 2025
Medical	375	389	397	417
Nursing	80	77	83	77
Allied health	17	19	19	20
Other professions and paraprofessionals and support staff	-	-	1	-

Scientific and technical clinical support staff	3,270	3,288	3,411	3,434
Clinical staff total	**3,742**	**3,773**	**3,911**	**3,948**
Corporate services	260	233	209	193
Clinical support	509	540	599	618
Hotel services	59	57	67	76
Maintenance and trades	3	3	3	3
Other staff	-	3	20	29
Clinical support total	**832**	**836**	**899**	**918**
Total	**4,575**	**4,609**	**4,810**	**4,867**

eHealth NSW

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	5	5	5	2
Nursing	1	1	1	-
Allied health	1	1	2	-
Clinical staff total	**7**	**7**	**8**	**2**
Corporate services	94	101	94	52
Clinical support	1,325	1,605	2,037	1,617
Other staff	-	-	-	4
Clinical support total	**1,419**	**1,706**	**2,131**	**1,673**
Total	**1,426**	**1,713**	**2,140**	**1,674**

Single Digital Patient Record Implementation Authority

Treasury group	June 2022*	June 2023*	June 2024*	June 2025
Medical				2.6
Nursing				1.0
Allied health				1.0
Clinical staff total				4.6
Corporate services				1.0
Clinical support				361
Other staff				1.0
Clinical support total				**362.7**

Total	**367.3**

*Following the creation of the Single Digital Patient Record Implementation Authority in May 2024, all staff were assigned to positions in September 2024.

Local health districts

Central Coast Local Health District

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	767	765	804	811
Nursing	2,703	2,765	2,815	2,819
Allied health	582	636	609	637
Other professions and paraprofessionals and support staff	323	319	313	319
Scientific and technical clinical support staff	131	134	141	142
Oral health practitioners and support workers	70	76	83	84
Clinical staff total	**4,575**	**4,695**	**4,765**	**4,813**
Corporate services	180	184	176	176
Clinical support	842	845	853	819
Hotel services	144	152	153	148
Maintenance and trades	36	38	41	41
Other staff	7	9	10	11
Clinical support total	**1,209**	**1,228**	**1,234**	**1,195**
Total	**5,784**	**5,923**	**5,999**	**6,007**

Far West Local Health District

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	27	25	26	33
Nursing	305	321	361	345
Allied health	55	60	63	67
Other professions and paraprofessionals and support staff	54	59	67	72
Scientific and technical clinical support staff	9	9	5	6
Oral health practitioners and support workers	7	5	6	8
Clinical staff total	**457**	**478**	**527**	**531**
Corporate services	52	58	69	64

Clinical support	102	112	121	126
Hotel services	65	67	62	62
Maintenance and trades	15	16	11	11
Other staff	9	9	13	11
Clinical support total	**244**	**261**	**275**	**274**
Total	**701**	**740**	**803**	**805**

Hunter New England Local Health District

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	1,662	1,710	1,803	1,896
Nursing	6,540	6,727	6,841	7,027
Allied Health	1,427	1,510	1,587	1,635
Other professions and paraprofessionals and support staff	258	321	353	351
Scientific and technical clinical support staff	321	321	330	333
Oral health practitioners and support workers	147	151	157	146
Clinical staff total	**10,354**	**10,740**	**11,071**	**11,388**
Corporate services	251	246	222	200
Clinical support	1,879	1,917	1,938	2,002
Hotel services	210	313	314	321
Maintenance and trades	129	124	130	132
Other staff	61	67	77	73
Clinical support total	**2,530**	**2,667**	**2,681**	**2,729**
Total	**12,884**	**13,407**	**13,752**	**14,117**

Illawarra Shoalhaven Local Health District

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	774	786	790	835
Nursing	2,901	2,981	3,063	3,097
Allied health	777	787	804	828
Other professions and paraprofessionals and support staff	195	195	202	203
Scientific and technical clinical support staff	130	123	129	126
Oral health practitioners and support workers	45	45	48	51
Clinical staff total	**4,822**	**4,917**	**5,037**	**5,140**
Corporate services	188	177	187	189
Clinical support	910	904	873	873
Hotel services	370	359	350	353
Maintenance and trades	25	30	34	34
Other staff	11	12	7	7
Clinical support total	**1,503**	**1,483**	**1,451**	**1,455**
Total	**6,325**	**6,400**	**6,487**	**6,595**

Mid North Coast Local Health District

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	383	420	441	468
Nursing	2,053	2,090	2,070	2,151
Allied health	373	410	409	409
Other professions and paraprofessionals and support staff	68	79	74	67
Scientific and technical clinical support staff	90	88	95	93
Oral health practitioners and support workers	41	37	39	37
Clinical staff total	**3,007**	**3,123**	**3,127**	**3,226**
Corporate services	116	126	103	89
Clinical support	605	605	603	594
Hotel services	296	314	279	291
Maintenance and trades	26	25	28	29
Other staff	5	4	4	5

Clinical support total	**1,048**	**1,074**	**1,016**	**1,008**
Total	**4,055**	**4,197**	**4,143**	**4,233**

Murrumbidgee Local Health District

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	256	263	279	285
Nursing	1,956	2,009	2,061	2,086
Allied health	403	398	432	434
Other professions and paraprofessionals and support staff	114	110	111	108
Scientific and technical clinical support staff	56	56	57	56
Oral health practitioners and support workers	39	44	40	38
Clinical staff total	**2,824**	**2,879**	**2,980**	**3,009**
Corporate services	127	122	133	127
Clinical support	483	478	469	467
Hotel services	44	60	56	58
Maintenance and trades	45	47	46	46
Other staff	10	12	8	10
Clinical support total	**708**	**719**	**713**	**708**
Total	**3,532**	**3,598**	**3,693**	**3,716**

Nepean Blue Mountains Local Health District

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	690	720	745	819
Nursing	2,311	2,415	2,545	2,962
Allied health	587	608	644	709
Other professions and paraprofessionals and support staff	107	112	113	124
Scientific and technical clinical support staff	157	173	186	194
Oral health practitioners and support workers	92	102	104	96
Clinical staff total	**3,943**	**4,130**	**4,337**	**4,904**
Corporate services	259	251	230	227
Clinical support	660	653	693	748

Hotel services	237	250	251	69
Maintenance and trades	28	29	30	28
Other staff	20	26	6	8
Clinical support total	**1,204**	**1,209**	**1,210**	**1,080**
Total	**5,147**	**5,339**	**5,548**	**5,984**

Northern NSW Local Health District

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	512	542	581	613
Nursing	2,458	2,489	2,881	2,971
Allied health	529	551	607	652
Other professions and paraprofessionals and support staff	148	163	163	164
Scientific and technical clinical support staff	88	95	103	111
Oral health practitioners and support workers	65	58	56	61
Clinical staff total	**3,800**	**3,898**	**4,392**	**4,571**
Corporate services	208	230	249	240
Clinical support	696	699	732	750
Hotel services	285	289	361	361
Maintenance and trades	43	33	38	41
Other staff	6	3	3	4
Clinical support total	**1,238**	**1,253**	**1,383**	**1,397**
Total	**5,039**	**5,152**	**5,775**	**5,968**

Northern Sydney Local Health District

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	1,349	1,419	1,394	1,404
Nursing	3,913	4,021	4,129	4,099
Allied health	1,087	1,128	1,195	1,162
Other professions and paraprofessionals and support staff	146	156	158	151
Scientific and technical clinical support staff	228	234	237	241
Oral health practitioners and support workers	48	45	47	43

Clinical staff total	**6,770**	**7,004**	**7,160**	**7,100**
Corporate services	449	458	467	487
Clinical support	1,165	1,125	1,141	1,091
Hotel services	208	218	219	221
Maintenance and trades	40	40	38	37
Other staff	31	30	31	25
Clinical support total	**1,893**	**1,871**	**1,897**	**1,860**
Total	**8,663**	**8,875**	**9,057**	**8,960**

South Eastern Sydney Local Health District

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	1,611	1,655	1,691	1,716
Nursing	5,003	5,082	5,231	5,378
Allied health	1,265	1,329	1,401	1,406
Other professions and paraprofessionals and support staff	240	234	234	221
Scientific and technical clinical support staff	305	316	327	335
Oral health practitioners and support workers	47	46	47	48
Clinical staff total	**8,471**	**8,662**	**8,932**	**9,103**
Corporate services	354	363	359	290
Clinical support	1,527	1,528	1,612	1,644
Hotel services	473	496	539	557
Maintenance and trades	64	59	61	57
Other staff	23	23	21	17
Clinical support total	**2,441**	**2,469**	**2,593**	**2,564**
Total	**10,911**	**11,131**	**11,525**	**11,668**

South Western Sydney Local Health District

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	1,642	1,716	1,748	1,876
Nursing	5,600	5,853	6,164	6,325
Allied health	1,378	1,447	1,474	1,541
Other professions and paraprofessionals and	364	393	419	416

Treasury group	June 2022	June 2023	June 2024	June 2025
support staff				
Scientific and technical clinical support staff	283	309	314	321
Oral health practitioners and support workers	97	104	111	114
Clinical staff total	**9,363**	**9,823**	**10,230**	**10,594**
Corporate services	341	350	333	318
Clinical support	1,543	1,621	1,663	1,674
Hotel services	589	633	652	271
Maintenance and trades	48	49	52	49
Other staff	45	38	29	59
Clinical support total	**2,565**	**2,690**	**2,728**	**2,371**
Total	**11,929**	**12,513**	**12,959**	**12,965**

Southern NSW Local Health District

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	131	146	133	142
Nursing	1,304	1,291	1,374	1,416
Allied health	297	302	310	336
Other professions and paraprofessionals and support staff	50	50	51	49
Scientific and technical clinical support staff	29	30	32	33
Oral health practitioners and support workers	30	24	29	27
Clinical staff total	**1,840**	**1,843**	**1,928**	**2,002**
Corporate services	154	116	130	124
Clinical support	329	408	401	426
Hotel services	84	95	93	94
Maintenance and trades	25	24	25	25
Other staff	0	1	2	0
Clinical support total	**591**	**643**	**651**	**668**
Total	**2,432**	**2,486**	**2,580**	**2,671**

Sydney Local Health District

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	1,626	1,664	1,673	1,673
Nursing	4,833	4,728	4,667	4,782
Allied health	1,111	1,120	1,098	1,146
Other professions and paraprofessionals and support staff	206	186	174	179
Scientific and technical clinical support staff	365	358	359	357
Oral health practitioners and support workers	226	237	244	232
Clinical staff total	**8,368**	**8,293**	**8,216**	**8,369**
Corporate services	577	624	619	606
Clinical support	1,427	1,412	1,353	1,347
Hotel services	620	620	599	608
Maintenance and trades	88	86	78	74
Other staff	16	19	18	14
Clinical support total	**2,729**	**2,762**	**2,667**	**2,648**
Total	**11,097**	**11,055**	**10,883**	**11,017**

Western NSW Local Health District

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	438	437	447	469
Nursing	2,643	2,715	2,879	2,903
Allied health	564	611	629	655
Other professions and paraprofessionals and support staff	191	188	182	183
Scientific and technical clinical support staff	95	96	107	107
Oral health practitioners and support workers	43	45	54	57
Clinical staff total	**3,973**	**4,093**	**4,298**	**4,374**
Corporate services	260	255	289	279
Clinical support	747	772	748	719
Hotel services	574	587	583	573
Maintenance and trades	84	75	75	75
Other staff	18	24	13	22

Treasury group	June 2022	June 2023	June 2024	June 2025
Clinical support total	**1,682**	**1,712**	**1,707**	**1,667**
Total	**5,655**	**5,805**	**6,005**	**6,042**

Western Sydney Local Health District

Treasury group	June 2022	June 2023	June 2024	June 2025
Medical	1,776	1,808	1,786	1,836
Nursing	5,073	5,430	5,659	5,522
Allied health	1,186	1,184	1,222	1,261
Other professions and paraprofessionals and support staff	478	488	475	391
Scientific and technical clinical support staff	360	368	379	388
Oral health practitioners and support workers	235	252	291	262
Clinical staff total	**9,108**	**9,530**	**9,813**	**9,660**
Corporate services	412	410	370	368
Clinical support	1,517	1,553	1,494	1,529
Hotel services	468	484	490	144
Maintenance and trades	75	63	67	67
Other staff	37	35	32	27
Clinical support total	**2,509**	**2,546**	**2,454**	**2,134**
Total	**11,617**	**12,076**	**12,266**	**11,794**

Source: Corporate Analytics. **Notes: 1.** Full time equivalent staff calculated as the last fortnight in June, paid productive, non-productive and overtime hours. **2.** All non-salaried staff such as visiting medical officers and other contracted staff are excluded. **3.** Rounding of staff numbers to the nearest whole number in this table may cause minor differences in totals. **4.** Allied health assistants who were reported under the Treasury Group 'scientific and technical clinical support staff' were re-aligned and report under 'allied health'. **5.** Health Professionals Council Authority and Mental Health Review Tribunal are included in NSW Health but do not have a breakdown.

NSW Health full-time equivalent staff data ends here.

Headcount

Number of staff in headcount employed in the NSW public health system.

Pillars

Agency for Clinical Innovation

Treasury group	June 2024	June 2025
Allied health	1	1
Clinical staff total	**1**	**1**
Corporate services and clinical support	211	187
Other staff	-	1
Clinical support total	**211**	**188**
Total	**212**	**189**

Bureau of Health Information

Treasury group	June 2024	June 2025
Corporate services and clinical support	42	45
Other staff	5	6
Total	**47**	**51**

Clinical Excellence Commission

Treasury group	June 2024	June 2025
Medical	8	7
Nursing	1	1
Clinical staff total	**9**	**8**
Corporate services and clinical support	152	139
Other staff	8	14
Clinical support total	**160**	**153**
Total	**169**	**161**

Cancer Institute NSW

Treasury group	June 2024	June 2025
Medical	1	1
Allied health	10	12
Other professions and paraprofessionals and support staff	1	-
Clinical staff total	**12**	**13**
Corporate services and clinical support	287	302

Treasury group	June 2024	June 2025
Other staff	7	7
Clinical support total	**294**	**309**
Total	**306**	**322**

Health Education Training Institute

Treasury group	June 2024	June 2025
Medical	20	24
Nursing	1	1
Allied health	1	1
Other professions and paraprofessionals and support staff	1	-
Scientific and technical clinical support staff	1	1
Clinical staff total	**24**	**27**
Corporate services and clinical support	163	168
Total	**187**	**195**

Specialty health networks

Justice Health and Forensic Mental Health Network

Treasury group	June 2024	June 2025
Medical	117	117
Nursing	1,140	1,190
Allied health	105	127
Other professions and paraprofessionals and support staff	13	13
Scientific and technical clinical support staff	6	7
Oral health practitioners and support workers	13	16
Clinical staff total	**1,394**	**1,470**
Corporate services and clinical support	427	418
Hotel services	33	32
Other staff	11	9
Clinical support total	**471**	**459**
Total	**1,865**	**1,929**

Sydney Children's Hospitals Network

Treasury group	June 2024	June 2025
Medical	1,129	1,151

Nursing	2,609	2,558
Allied health	836	855
Other professions and paraprofessionals and support staff	23	31
Scientific and technical clinical support staff	436	439
Oral health practitioners and support workers	16	14
Clinical staff total	**5,049**	**5,048**
Corporate services and clinical support	1,415	1,418
Hotel services	246	253
Maintenance and trades	8	10
Other staff	17	19
Clinical support total	**1,686**	**1,700**
Total	**6,735**	**6,748**

Health Administration Corporation

NSW Ambulance

Treasury group	June 2024	June 2025
Medical	73	80
Nursing	73	88
Allied health	13	13
Scientific and technical clinical support staff	11	10
Ambulance staff	6,378	6,855
Clinical staff total	**6,548**	**7,046**
Corporate services and clinical support	470	565
Hotel services	1	1
Maintenance and trades	54	58
Other staff	11.0	7
Clinical support total	**536**	**631**
Total	**7,084**	**7,677**

Health Infrastructure

Treasury group	June 2024	June 2025
Corporate services and clinical support	183	169
Other staff	4	1
Total	**187**	**170**

HealthShare NSW

Treasury group	June 2024	June 2025
Medical	1	1
Nursing	178	167
Allied health	70	66
Other professions and paraprofessionals and support staff	220	314
Scientific and technical clinical support staff	6	5
Ambulance staff	1	1
Clinical staff total	**476**	**554**
Corporate services and clinical support	2,725	2,811
Hotel services	4,912	6,116
Maintenance and trades	26	26
Other staff	2	1
Clinical support total	**7,665**	**8,954**
Total	**8,141**	**9,508**

NSW Health Pathology

Treasury group	June 2024	June 2025
Medical	482	500
Nursing	106	102
Allied health	25	28
Other professions and paraprofessionals and support staff	1	1
Scientific and technical clinical support staff	3,917	3,913
Clinical staff total	**4,531**	**4,544**
Corporate services and clinical support	869	872
Hotel services	89	105
Maintenance and trades	3	3
Other staff	22	42
Clinical support total	**983**	**1,022**
Total	**5,514**	**5,566**

eHealth NSW

Treasury group	June 2024	June 2025
Medical	6	2
Nursing	2	1
Allied health	3	1
Clinical staff total	**11**	**4**
Corporate services and clinical support	2,189	1,723
Other staff	1	6
Clinical support total	**2,190**	**1,729**
Total	**2,201**	**1,733**

Single Digital Patient Record Implementation Authority

Treasury group	June 2024*	June 2025
Medical		3
Nursing		1
Allied health		1
Clinical staff total		**5**
Corporate services and clinical support		367
Other staff		1
Clinical support total		**368**
Total		**373**

*Following the creation of the Single Digital Patient Record Implementation Authority in May 2024, all staff were assigned to positions in September 2024.

Local health districts

Central Coast Local Health District

Treasury group	June 2024	June 2025
Medical	842	858
Nursing	3,488	3,462
Allied health	796	846
Other professions and paraprofessionals and support staff	407	417
Scientific and technical clinical support staff	182	186
Oral health practitioners and support workers	106	108
Clinical staff total	**5,821**	**5,877**
Corporate services and clinical support	1,245	1,220
Hotel services	173	157

Treasury group	June 2024	June 2025
Maintenance and trades	41	40
Other staff	35	42
Clinical support total	**1,494**	**1,459**
Total	**7,315**	**7,336**

Far West Local Health District

Treasury group	June 2024	June 2025
Medical	30	35
Nursing	405	396
Allied health	68	72
Other professions and paraprofessionals and support staff	71	76
Scientific and technical clinical support staff	5	6
Oral health practitioners and support workers	7	10
Clinical staff total	**586**	**595**
Corporate services and clinical support	214	214
Hotel services	67	66
Maintenance and trades	10	11
Other staff	21	20
Clinical support total	**312**	**311**
Total	**898**	**906**

Hunter New England Local Health District

Treasury group	June 2024	June 2025
Medical	2,036	2,149
Nursing	8,724	8,980
Allied health	2,049	2,129
Other professions and paraprofessionals and support staff	552	551
Scientific and technical clinical support staff	406	408
Oral health practitioners and support workers	206	192
Clinical staff total	**13,973**	**14,409**
Corporate services and clinical support	2,619	2,676
Hotel services	351	369
Maintenance and trades	128	131
Other staff	276	295
Clinical support total	**3,374**	**3,471**
Total	**17,347**	**17,880**

Illawarra Shoalhaven Local Health District

Treasury group	June 2024	June 2025
Medical	836	878
Nursing	3,859	3,966
Allied health	1,043	1,072
Other professions and paraprofessionals and support staff	280	293
Scientific and technical clinical support staff	153	151
Oral health practitioners and support workers	65	66
Clinical staff total	**6,236**	**6,426**
Corporate services and clinical support	1,280	1,264
Hotel services	407	396
Maintenance and trades	30	32
Other staff	27	27
Clinical support total	**1,744**	**1,719**
Total	**7,980**	**8,145**

Mid North Coast Local Health District

Treasury group	June 2024	June 2025
Medical	459	473
Nursing	2,604	2,656
Allied health	536	545
Other professions and paraprofessionals and support staff	98	89
Scientific and technical clinical support staff	108	109
Oral health practitioners and support workers	48	46
Clinical staff total	**3,853**	**3,918**
Corporate services and clinical support	827	809
Hotel services	315	335
Maintenance and trades	29	29
Other staff	30	30
Clinical support total	**1,201**	**1,203**
Total	**5,054**	**5,121**

Murrumbidgee Local Health District

Treasury group	June 2024	June 2025
Medical	299	299
Nursing	2,614	2,604
Allied health	564	564
Other professions and paraprofessionals and support staff	145	142
Scientific and technical clinical support staff	78	83
Oral health practitioners and support workers	58	57
Clinical staff total	**3,758**	**3,749**
Corporate services and clinical support	727	716
Hotel services	60	62
Maintenance and trades	47	44
Other staff	50	51
Clinical support total	**884**	**873**
Total	**4,642**	**4,622**

Nepean Blue Mountains Local Health District

Treasury group	June 2024	June 2025
Medical	849	922
Nursing	3,099	3,651
Allied health	784	874
Other professions and paraprofessionals and support staff	135	147
Scientific and technical clinical support staff	209	224
Oral health practitioners and support workers	126	122
Clinical staff total	**5,202**	**5,940**
Corporate services and clinical support	1,068	1,138
Hotel services	295	66
Maintenance and trades	29	26
Other staff	24	19
Clinical support total	**1,416**	**1,249**
Total	**6,618**	**7,189**

Northern NSW Local Health District

Treasury group	June 2024	June 2025
Medical	671	695
Nursing	3,664	3,798
Allied health	779	837

Other professions and paraprofessionals and support staff	201	216
Scientific and technical clinical support staff	123	133
Oral health practitioners and support workers	69	77
Clinical staff total	**5,507**	**5,756**
Corporate services and clinical support	1,162	1,199
Hotel services	391	411
Maintenance and trades	38	41
Other staff	8	13
Clinical support total	**1,599**	**1,664**
Total	**7,106**	**7,420**

Northern Sydney Local Health District

Treasury group	June 2024	June 2025
Medical	1,585	1,608
Nursing	5,147	5,206
Allied health	1,559	1,535
Other professions and paraprofessionals and support staff	252	243
Scientific and technical clinical support staff	305	317
Oral health practitioners and support workers	55	53
Clinical staff total	**8,903**	**8,962**
Corporate services and clinical support	1,893	1,849
Hotel services	253	240
Maintenance and trades	38	36
Other staff	41	40
Clinical support total	**2,225**	**2,165**
Total	**11,128**	**11,127**

South Eastern Sydney Local Health District

Treasury group	June 2024	June 2025
Medical	1,957	1,975
Nursing	6,462	6,559
Allied health	1,796	1,807
Other professions and paraprofessionals and support staff	312	297
Scientific and technical clinical support staff	396	413
Oral health practitioners and support workers	61	63
Clinical staff total	**10,984**	**11,114**
Corporate services and clinical support	2,312	2,263

Hotel services	592	609
Maintenance and trades	56	53
Other staff	37	44
Clinical support total	**2,997**	**2,969**
Total	**13,981**	**14,083**

South Western Sydney Local Health District

Treasury group	June 2024	June 2025
Medical	1,918	2,002
Nursing	7,333	7,608
Allied health	1,765	1,856
Other professions and paraprofessionals and support staff	550	542
Scientific and technical clinical support staff	370	380
Oral health practitioners and support workers	129	133
Clinical staff total	**12,065**	**12,521**
Corporate services and clinical support	2,281	2,268
Hotel services	708	326
Maintenance and trades	49	46
Other staff	42	72
Clinical support total	**3,080**	**2,712**
Total	**15,145**	**15,233**

Southern NSW Local Health District

Treasury group	June 2024	June 2025
Medical	172	202
Nursing	1,717	1,766
Allied health	409	450
Other professions and paraprofessionals and support staff	72	66
Scientific and technical clinical support staff	45	48
Oral health practitioners and support workers	38	40
Clinical staff total	**2,453**	**2,572**
Corporate services and clinical support	645	652
Hotel services	101	100
Maintenance and trades	25	24
Other staff	4	6

Clinical support total	**775**	**782**
Total	**3,228**	**3,354**

Sydney Local Health District

Treasury group	June 2024	June 2025
Medical	1,845	1,826
Nursing	5,554	5,631
Allied health	1,349	1,361
Other professions and paraprofessionals and support staff	389	417
Scientific and technical clinical support staff	415	409
Oral health practitioners and support workers	287	275
Clinical staff total	**9,839**	**9,919**
Corporate services and clinical support	2,235	2,197
Hotel services	678	674
Maintenance and trades	78	72
Other staff	33	33
Clinical support total	**3,024**	**2,976**
Total	**12,863**	**12,895**

Western NSW Local Health District

Treasury group	June 2024	June 2025
Medical	486	522
Nursing	3,435	3,510
Allied health	796	819
Other professions and paraprofessionals and support staff	219	220
Scientific and technical clinical support staff	123	124
Oral health practitioners and support workers	64	68
Clinical staff total	**5,123**	**5,263**
Corporate services and clinical support	1,240	1,201
Hotel services	700	707
Maintenance and trades	74	76
Other staff	50	68
Clinical support total	**2,064**	**2,052**
Total	**7,187**	**7,315**

Western Sydney Local Health District

Treasury group	June 2024	June 2025
Medical	1,935	1,988
Nursing	6,461	6,322
Allied health	1,471	1,510
Other professions and paraprofessionals and support staff	728	632
Scientific and technical clinical support staff	430	443
Oral health practitioners and support workers	309	323
Clinical staff total	**11,334**	**11,218**
Corporate services and clinical support	2,059	2,082
Hotel services	504	144
Maintenance and trades	63	62
Other staff	46	50
Clinical support total	**2,672**	**2,338**
Total	**14,006**	**13,556**

Source: Corporate Analytics**. Notes**: **1.** Headcount staff calculated as the last fortnight in June, paid productive, non-productive, and overtime hours. **2.** All non-salaried staff such as visiting medical officers and other contracted staff are excluded. **3.** Rounding of staff numbers to the nearest whole number in the tables may cause minor differences in totals. **4.** Allied health assistants who were reported under the Treasury Group 'scientific and technical clinical support staff' were re-aligned and report under the 'allied health'. **5.** Health Professionals Council Authority and Mental Health Review Tribunal are included in NSW Health but do not have a breakdown.

Appendix 3

Public hospital activity levels

Selected data for the year ended June 2025 part one[1,2]

Local health districts and specialty health networks	Separations	Planned separations %	Same day separations %	Total bed days	Average length of stay (acute)[3,6]	Daily average of inpatients[4]
Justice and Forensic Mental Health Network	767	88.4	54.9	61,396	15.6	168
Sydney Children's Hospitals Network	59,731	52.2	47.7	163,252	2.5	447
St Vincent's Health Network	42,609	55.0	54.5	164,381	3.2	450
Sydney Local Health District	169,966	51.7	48.6	672,742	3.0	1,843
South Western Sydney Local Health District	263,297	47.0	50.1	944,695	2.8	2,588
South Eastern Sydney Local Health District	192,958	45.4	47.9	700,025	2.9	1,918
Illawarra Shoalhaven Local Health District	108,943	42.4	45.8	456,050	3.1	1,249
Western Sydney Local Health District	189,715	46.8	49.6	747,055	3.0	2,047
Nepean Blue Mountains Local Health District	97,650	41.4	41.5	367,469	3.0	1,007
Northern Sydney Local Health District	154,312	39.5	44.1	565,075	3.1	1,548
Central Coast Local Health District	96,542	39.0	41.8	393,614	3.1	1,078
Hunter New England Local Health District	235,203	46.3	44.4	925,123	3.2	2,535
Northern NSW Local Health District	101,012	43.0	47.9	350,067	2.7	959
Mid North Coast Local Health District	83,655	47.2	50.2	271,418	2.6	744
Southern NSW Local Health District	52,491	54.8	54.1	165,488	2.3	453
Murrumbidgee Local Health District	73,319	62.8	46.2	239,927	2.6	657
Western NSW Local Health District	94,628	48.4	45.2	332,057	2.7	910
Far West Local Health District	9,907	61.0	60.2	29,078	2.4	80
Total NSW	**2,026,705**	**46.7**	**47.3**	**7,548,912**	**2.9**	**20,682**
2023-24 Total	1,985,786	46.6	46.7	7,419,234	2.9	20,327
Percentage change from 2023-24 to 2024-25	**2.1%**	**0.1pp**	**0.5pp**	**1.7%**	**-1.1%**	**1.7%**
2022-23 Total	1,878,441	46.5	46.5	7,035,569	3.1	19,276
2021-22 Total	1,798,372	44.3	44.9	7,021,858	3.2	19,238

Local health districts and specialty health networks	Separations	Planned separations %	Same day separations %	Total bed days	Average length of stay (acute)[3, 6]	Daily average of inpatients[4]
2020-21 Total	1,900,719	45.4	46.1	6,583,563	2.8	18,037
2019-20 Total	1,830,062	43.7	45.0	6,802,115	3.0	18,636
2018-19 Total	1,912,489	43.2	44.2	7,276,803	3.1	19,936
2017-18 Total	1,918,130	42.9	44.3	7,219,575	3.0	19,780
2016-17 Total	1,961,400	41.3	45.2	6,982,063	3.0	19,129
2015-16 Total	1,886,668	41.5	44.9	6,983,473	3.2	19,133
2014-15 Total	1,840,632	41.9	44.8	6,815,650	3.3	18,673
2013-14 Total	1,803,458	41.8	44.4	6,650,650	3.2	18,221
2012-13 Total	1,737,103	41.5	43.7	6,551,065	3.3	17,948
2011-12 Total	1,682,685	41.3	43.3	6,490,848	3.4	17,783
2010-11 Total	1,629,572	41.6	43.1	6,389,471	3.5	17,505
2009-10 Total	1,598,991	41.6	43.2	6,429,314	3.6	17,615

Selected data for the year ended June 2025 part two[1,2]

Local health districts and specialty health networks	Occupancy rate[5] June 2025	Acute bed days[6]	Acute overnight bed days[6]	Non-admitted patient service events[7]	Emergency department attendances
Justice and Forensic Mental Health Network	n/a	13,352	12,931	779,376	n/a
Sydney Children's Hospitals Network	87.2%	141,686	115,015	442,814	98,444
St Vincent's Health Network	103.8%	131,557	105,009	378,694	56,521
Sydney Local Health District	95.3%	472,812	391,537	1,436,582	178,288
South Western Sydney Local Health District	106.0%	690,061	558,881	1,239,743	314,702
South Eastern Sydney Local Health District	96.4%	494,219	410,759	1,335,445	242,679
Illawarra Shoalhaven Local Health District	91.4%	299,003	249,555	713,891	172,330
Western Sydney Local Health District	105.8%	517,288	424,426	1,402,981	221,481
Nepean Blue Mountains Local Health District	94.6%	252,371	214,096	681,218	152,246
Northern Sydney Local Health District	90.0%	353,192	303,034	994,654	229,060
Central Coast Local Health District	92.6%	272,597	233,016	667,167	149,395
Hunter New England Local Health District	89.6%	681,052	578,112	2,195,569	452,409
Northern NSW Local Health District	94.9%	247,536	199,512	544,686	229,123
Mid North Coast Local Health District	89.7%	202,381	160,140	538,566	149,158
Southern NSW Local Health District	91.7%	108,292	80,118	353,202	124,418
Murrumbidgee Local Health District	85.5%	171,571	137,903	427,802	159,279
Western NSW Local Health District	83.1%	239,426	197,004	663,326	207,582
Far West Local Health District	77.7%	22,621	16,698	78,920	23,892
Total NSW	**94.8%**	**5,311,017**	**4,387,746**	**14,874,636**	**3,161,007**
2023-24 Total	92.5%	5,262,336	4,370,453	14,267,578	3,178,052
Percentage change from 2023-24 to 2024-25	**2.3pp**	**0.9**	**0.4**	**4.3**	**-0.5**
2022-23 Total	92.2	5,410,735	4,550,236	14,454,225	3,076,447

Local health districts and specialty health networks	Occupancy rate[5] June 2025	Acute bed days[6]	Acute overnight bed days[6]	Non-admitted patient service events[7]	Emergency department attendances
2021-22 Total	91.1	5,528,522	4,716,675	17,399,533	3,012,146
2020-21 Total	89.0	5,142,519	4,280,409	18,459,100	3,068,887
2019-20 Total	88.4	5,119,777	4,311,129	14,760,683	2,920,483
2018-19 Total	93.5	5,536,493	4,706,766	16,367,143	2,980,872
2017-18 Total	90.3	5,459,506	4,632,188	15,701,453	2,880,708
2016-17 Total	90.7	5,631,650	4,768,339	15,212,465	2,784,731
2015-16 Total	89.9	5,840,865	5,009,910	13,478,446	2,733,853
2014-15 Total	85.2	5,675,482	4,865,590		2,692,838
2013-14 Total	89.0	5,533,491	4,746,307		2,656,302
2012-13 Total	87.8	5,484,364	4,735,991		2,580,878
2011-12 Total	88.6	5,475,789	4,757,507		2,537,681
2010-11 Total	89.1	5,449,313	4,757,219		2,486,026
2009-10 Total	88.3	5,549,809	4,869,508		2,442,982

Source: Health Information Exchange for the financial years 2009-10 to 2022-23 (NSW Health's prior data warehouse), and NSW Health Enterprise Data Warehouse for Analysis, Reporting and Decision Support (EDWARD) for 2023-24 and 2024-25. **Note: 1.** The number of separations include care type changes. **2.** Activity includes services contracted to private sector. Data reported are as at 28 August 2025. **3.** Acute average length of stay = (acute bed days/acute separations). **4.** Daily average of inpatients = total bed days/365. **5.** Facilities with peer groups other than A1 to C2 are excluded. The following bed types are excluded from all occupancy rate calculations: emergency departments, delivery suites, operating theatres, hospital in the home, recovery wards, residential aged care, community residential, and respite activity. **6.** Acute activity is defined by a service category of acute only. Results for acute separations and bed days from 2018-19 onwards may not be directly comparable to previous years due to the impact of the implementation of the Mental Health Care Type classification. **7.** Service events measured from aggregate of patient level and summary data submissions for each non admitted service/clinic. Pathology services are not included. Data for previous years is not comparable. Data as at 25 August 2025.

Appendix 4

Mental health

Section 108 of the NSW Mental Health Act 2007

In accordance with Section 108 of the *NSW Mental Health Act (2007)* the tables presented here provide an overview of mental health activities and performance in mental health public hospitals for 2024-25 in relation to:

(a) achievements during the reporting period in mental health service performance

(b) data relating to the utilisation of mental health resources.

Table 1 provides data against a set of measures for hospital activities related to bed utilisation (availability and occupancy of beds), hospital separations (same day and overnight), and community contacts. Activity measures are based on all acute, sub-acute, and non-acute mental health facilities.

Table 1 includes indicators only for services directly funded through the mental health program. National reports on mental health also include data from a small number of services funded by other funding programs (e.g. primary care, rehabilitation and aged care). Therefore, the numbers reported here may differ from those in national reports (e.g. Report on Government Services, Mental Health Services in Australia, and National Mental Health Report).

Table 2 provides rates for three national key performance indicators. These indicators measure effectiveness (28-day re-admission rate), continuity (7-day post discharge community care) and appropriateness (seclusion rate, duration, and frequency) of care in acute mental health services.

Table 1. Mental health hospital and community activity

Public psychiatric hospitals, co-located psychiatric units in public hospitals and specialist mental health community team activity.

Local health districts and specialty health networks	Average available beds[1] 2024-2025	Average occupied beds[2] 2024-25	Same-day separations[3] 2024-25	Overnight separations[4] 2024-25	Specialist mental health community contacts[5] 2024-25
Justice Health and Forensic Mental Health Network	231.9	204.3	4	455	63,475
Sydney Children's Hospitals Network	15.2	9.6	4	234	41,592
St Vincent's Health Network	33.0	32.8	26	951	51,754
Sydney Local Health District	264.1	234.1	843	3358	379,607
South Western Sydney Local Health District	227.9	200.7	213	4039	679,997
South Eastern Sydney Local Health District	156.9	141.4	53	2809	557,766
Illawarra Shoalhaven Local Health District	109.2	89.0	95	2525	357,461
Western Sydney Local Health District	325.2	277.8	449	3541	333,533
Nepean Blue Mountain Local Health District	82.8	80.1	30	1768	223,612

Local health districts and specialty health networks	Average available beds[1] 2024-2025	Average occupied beds[2] 2024-25	Same-day separations[3] 2024-25	Overnight separations[4] 2024-25	Specialist mental health community contacts[5] 2024-25
Northern Sydney Local Health District	314.6	260.3	215	3010	885,871
Central Coast Local Health District	81.8	67.0	21	1398	279,566
Hunter New England Local Health District	322.0	261.3	107	4896	452,510
Northern NSW Local Health District	85.8	75.3	16	1750	219,439
Mid North Coast Local Health District	66.4	58.3	31	1400	241,105
Southern NSW Local Health District	68.0	55.5	46	1072	148,255
Murrumbidgee Local Health District	66.0	54.0	8	1159	162,640
Western NSW Local Health District	163.9	130.3	46	1592	263,023
Far West Local Health District	6.0	3.7	8	184	90,658
NSW - TOTAL	**2,620.7**	**2,235.5**	**2,215**	**36,141**	**5,431,864**
2023-24	2,677	2,263	1,812	35,995	5,006,210
2022-23	2,659	2,219	1,785	35,134	5,499,062
2021-22	2,604	2,127	1,876	35,407	5,866,856
2020-21	2,663	2,278	2,563	38,657	6,355,663

Definitions 1. Average available beds are the average of 365 nightly census counts. An available bed is one that is staffed, open and available for admission of a patient. **2**. Average occupied beds are calculated from the total occupied overnight bed days for the year. Higher numbers of occupied beds than available can sometimes be reported due to use of surge beds to cope with high demands. **3**. Same-day separations are those where the hospital episode begins and ends on the same day. **4**. Overnight separations are episodes of hospital care where the person stays at least one night in hospital, and are concluded by discharge, death, transfer to another hospital or change to a different type of care at the same hospital. **5.** Ambulatory mental health care includes all care provided by specialist mental health services for people who are not inpatients of mental health units at the time of care. **Notes: 1.2.** Components may not add to total in NSW due to rounding. **Source: 1.** Average available beds data are extracted from the Bed Reporting System by System Information and Analytics Branch, NSW Health**. 2. 3. 4**. Average occupied beds, same day separations and overnight separations data extracted from the NSW Health Enterprise Data Warehouse for Analysis Reporting and Decision Support (EDWARD). **5**. Community contacts extracted from the NSW Health Enterprise Data Warehouse for Analysis Reporting and Decision Support (EDWARD).

Table 2. Mental health acute indicators

Rates of 28-day readmission, 7-day post discharge community care, seclusion rate, duration, and frequency in mental health services.

Local health district, specialty health network and hospital	28-day readmission rate (%)[1] 2024-25	7-day post-discharge community care rate (%)[2] 2024-25	Seclusion rate[3] 2024-25	Seclusion average duration[3] 2024-25	Seclusion frequency (%)[3] 2024-25
Justice Health and Forensic Mental Health Network	18.1	58.4	5.2	26.5	30.6
Forensic Hospital	19.0	26.7	5.2	26.5	30.6
Long Bay[4]	19.4	56.6	-	-	-
MRRC[4]	12.6	67.4	-	-	-
Silverwater Women's Correctional Centre[4]	28.4	48.3	-	-	-
Sydney Children's Hospitals Network	11.9	90.0	1.9	0.5	0.3
Children's Hospital at Westmead	11.3	90.4	3.8	0.5	2.9
Sydney Children's Hospital at Randwick	12.8	89.4	0.4	0.1	0.1
St Vincent Health Network	19.7	64.1	0.7	1.6	0.4
St Vincent's	19.7	64.1	0.7	1.6	0.4
Sydney Local Health District	14.0	72.8	5.7	11.2	4.9
Concord	11.7	76.8	6.2	13.2	7.2
Royal Prince Alfred	15.6	70.0	4.9	7.0	3.2
South Western Sydney Local Health District	15.0	80.4	4.6	6.6	4.4
Bankstown	15.9	78.1	7.0	4.9	7.3
Braeside	9.8	79.5	0.0	0.0	0.0
Campbelltown	14.0	84.1	2.3	3.1	2.4
Liverpool	16.2	77.0	7.8	8.8	6.1
South Eastern Sydney Local Health District	12.4	83.1	2.3	3.9	1.9
Prince of Wales	13.7	79.4	1.4	7.1	1.3
St George	12.6	85.7	2.0	3.4	2.0
Sutherland	9.2	88.2	4.6	2.0	3.4
Illawarra Shoalhaven Local Health District	16.1	84.4	5.8	2.6	3.7
Shellharbour	17.0	84.1	6.1	2.8	3.5
Wollongong	14.7	84.9	5.5	2.4	3.9
Western Sydney Local Health District	16.2	82.6	3.0	15.0	3.1

Local health district, specialty health network and hospital	28-day readmission rate (%)[1] 2024-25	7-day post-discharge community care rate (%)[2] 2024-25	Seclusion rate[3] 2024-25	Seclusion average duration[3] 2024-25	Seclusion frequency (%)[3] 2024-25
Blacktown	19.1	83.9	2.1	5.3	1.6
Cumberland	16.5	79.3	4.4	16.7	4.7
Westmead	8.3	91.2	0.0	0.0	0.0
Nepean Blue Mountain Local Health District	18.4	76.7	5.1	14.1	4.2
Blue Mountains	17.8	76.8	1.0	1.3	1.3
Nepean	18.6	76.7	5.9	14.6	4.9
Northern Sydney Local Health District	15.9	85.8	3.9	5.6	2.8
Greenwich	6.7	91.7	0.0	0.0	0.0
Hornsby	19.0	88.6	7.7	5.7	5.1
Macquarie	15.6	85.5	1.5	7.9	3.2
Northern Beaches	15.8	80.4	1.5	2.7	1.1
Royal North Shore	14.4	87.0	2.8	5.6	2.1
Central Coast Local Health District	11.0	88.2	2.5	2.3	3.3
Gosford	11.4	86.7	2.3	2.4	3.0
Wyong	10.7	89.1	2.6	2.2	3.4
Hunter New England Local Health District	13.9	81.0	6.8	9.5	4.9
Armidale	13.3	90.3	0.0	0.0	0.0
Mater	15.1	80.8	8.8	11.2	5.9
John Hunter	10.7	89.7	7.0	1.0	3.7
Maitland	12.3	74.3	3.1	8.2	2.9
Manning	14.7	80.8	8.3	4.6	6.6
Morisset	0.0	57.1	0.0	0.0	0.0
Tamworth	12.1	82.2	4.5	5.7	3.9
Northern NSW Local Health District	12.9	87.3	2.6	2.3	1.9
Lismore	11.2	85.4	2.7	1.5	3.5
Tweed	14.3	88.8	2.3	3.7	0.9
Mid North Coast Local Health District	15.5	84.7	1.6	8.9	1.1
Coffs Harbour	18.2	83.4	2.1	8.3	1.5
Kempsey	10.3	86.5	0.0	0.0	0.0
Port Macquarie	15.6	85.8	1.6	10.1	1.4
Southern NSW Local Health District	14.4	82.7	5.6	2.8	2.6

Local health district, specialty health network and hospital	28-day readmission rate (%)[1] 2024-25	7-day post-discharge community care rate (%)[2] 2024-25	Seclusion rate[3] 2024-25	Seclusion average duration[3] 2024-25	Seclusion frequency (%)[3] 2024-25
Goulburn	14.2	81.7	5.5	3.0	3.4
South East Regional	14.7	84.5	5.9	2.6	1.0
Murrumbidgee Local Health District	10.4	81.4	3.2	1.4	2.0
Wagga Wagga	10.4	81.4	3.2	1.4	2.0
Western NSW Local Health District	9.1	74.6	5.4	0.7	3.6
Dubbo	10.1	56.1	2.1	1.0	2.4
Orange Health Service	8.9	77.9	6.0	0.7	3.9
Far West Local Health District	16.0	82.9	32.0	0.5	3.8
Broken Hill	16.0	82.9	32.0	0.5	3.8
NSW - TOTAL	**14.6**	**80.8**	**4.4(4.4)**	**7.8(8.4)**	**3.4(3.4)**
2023-24	13.5	76.2	4.6(4.8)	9.1(10.2)	3.4(3.5)
2022-23	14.2	74.4	4.7(5.0)	9.2(10.0)	3.4(3.5)
2021-22	14.7	76.4	6.1(7.9)	6.3(8.9)	4.1(4.2)
2020-21	15.2	78.3	6.1(7.9)	6.3(8.9)	4.1(4.2)

Definitions: **1.** Overnight separations from acute psychiatric inpatient units that are followed by readmission to the same or another acute psychiatric unit. **2.** Overnight separations from acute psychiatric inpatient units for which a community mental health contact, in which the client participated, was recorded in the seven days following that separation. **3.** Rate: Acute seclusion episodes per 1,000 occupied bed days. **4.** Duration: Average duration of acute seclusion episodes (hours per episode). **5.** Frequency: Per cent of acute mental health hospital stays where seclusion occurred. **Source: 1. 2.** Acute 28 days readmission and 7 days post discharge community care data is extracted from the NSW Health Enterprise Data Warehouse for Analysis Reporting and Decision Support (EDWARD). **3. 4.** Seclusion rate, duration, and frequency are calculated from numerator data (seclusion events and seclusion time) collected manually from local health districts and specialty health networks and denominator data (occupied bed days and admitted episodes) are extracted from the NSW Health Enterprise Data Warehouse for Analysis Reporting and Decision Support (EDWARD). **Notes: 3.** For seclusion measures, numerators (seclusion events, seclusion time) are collected manually from local health districts and specialty health networks, and denominators (occupied bed days, admitted episodes) are extracted from the NSW Health Enterprise Data Warehouse. For NSW totals, figures in parentheses include Justice Health and Forensic Mental Health Network. The Justice Health NSW figures are excluded from totals due to the differences in models of care and patient cohort. The Forensic Hospital is the only high-secure forensic mental health hospital in NSW and the level of acuity is generally higher among the patient cohort. **4.** Use of seclusion in Justice Health and Forensic Mental Health Network services is not reported by NSW Health due to a shared model of service delivery with Corrective Services NSW.

Appendix 5
Climate-related Financial Disclosures

Supplementary guidance for assessing climate risks

Consequence criteria

Consequence	NSW Health Enterprise-wide Risk Management Policy Directive	Public safety impacts	Population health impacts which increase pressure on health services	Staff impacts	Infrastructure and asset impacts	Policy, program and service impacts	Governance impacts
Catastrophic	Unexpected, or potentially preventable, death of multiple persons from the same event, or cause; or Substantial reprioritisation of resources to salvage key strategic, operational or performance objectives.	Deaths or critical injuries with long-term or permanent incapacitation of multiple persons from an extreme weather event.	Significant climate-related deterioration in population health results in significant pressure on health services.	Fatality, life threatening injury or significant permanent disability. Extreme difficulty attracting and retaining sufficient skilled staff.	Significant, permanent damage to, or complete loss of infrastructure/ assets of significant value/criticality requiring relocation or premature renewal.	All policy, program or service objectives are either not delivered or actively disrupted.	Organisation is unable to deliver core objectives. There is disordered public administration. Sustained and frequent media criticism on national and international media outlets. Total loss of confidence from the general public.
Major	Unexpected, or potentially preventable death of a person; or Reprioritisation of resources to ensure delivery of key strategic, operational or performance objectives.	Death or critical injury with long-term or permanent incapacitation for a person from an extreme weather event.	Major climate-related deterioration of population health results in major pressure on health services.	More than five days lost work time, a psychological injury or permanent impairment. Treatment by a medical practitioner requiring hospitalisation. Major difficulty attracting and retaining sufficient skilled staff.	Extensive damage to infrastructure/assets of significant value/criticality requiring major repairs. Restricted or limited access to or from health service facilities for 2 days or more.	A number of policy, program or service objectives are not met, or are actively disrupted.	Organisation encounters severe reduction to core objectives with disordered public administration. Sustained and frequent media criticism on national media outlets with infrequent media criticism on international media outlets. Loss of public confidence.

Consequence	NSW Health Enterprise-wide Risk Management Policy Directive	Public safety impacts	Population health impacts which increase pressure on health services	Staff impacts	Infrastructure and asset impacts	Policy, program and service impacts	Governance impacts
Moderate	Major harm to a person (or persons); or Modest reprioritisation of resources to support strategic, operational and/or performance objectives.	Major injury with no long-term or permanent incapacitation to a person (or persons) from an extreme weather event.	Considerable climate-related deterioration of population health sometimes results in pressure on health services.	Less than five days lost work time for injury or illness. Treatment by a medical practitioner required. Considerable difficulty attracting and retaining sufficient skilled staff.	Isolated and short-term (less than 24 hours) infrastructure/ asset disruption or damage recoverable by repair and maintenance, or implementation of another initiative from the organisation's business continuity plan.	Not all policy, program or service objectives are met, or are disrupted.	Organisation encounters significant reduction to core objectives. Short term local critical media coverage. Some sections of the community are critical.
Minor	Minor harm to a person (or persons); or Reprioritisation of resources to support delivery of key objectives at a unit- or service-level.	Minor injury, requiring medical treatment to a person (or persons) from an extreme weather event.	Minor climate-related deterioration of population health occasionally results in pressure on health services.	No lost time for injury or illness. First aid treatment only. Minor difficulty attracting and retaining sufficient skilled staff.	No permanent damage to infrastructure/assets, and/or disruption of up to two hours. Minor work only required.	There are ongoing issues in meeting policy, program or service objectives, e.g there may be problems with allocating roles and responsibilities.	Organisation encounters limited reduction in the delivery of core functions. Infrequent local critical media coverage. Isolated incidents of the public being critical.
Minimal	Minor harm, not requiring medical treatment, to a person (or persons); or Short-term diversion or resources to achieve business unit or service objectives.	Insignificant injury, requiring no medical treatment to a person (or persons) from an extreme weather event.	Insignificant deterioration in population health has little impact on health services.	Insignificant injury or illness to any persons. Little difficulty attracting and retaining sufficient skilled staff.	Insignificant damage/disruption to infrastructure/ assets.	Policies, programs and services are managed effectively, there may be small issues in allocating roles and responsibilities.	Organisation's delivery of core functions is unaffected or within normal parameters. No local critical media coverage. No incidents of the public being critical.

Likelihood criteria

Likelihood	Timescale (or see other columns) *(PD2022_023)*	Probability (or see other columns) *(PD2022_023)*	Longer term recurrent events (or see other columns)	Longer term risk probabilities (or see other columns)
Almost certain	Several times a month	Greater than 97%	Has occurred several times in each of the previous 5 years.	Has a greater than 90% chance of occurring in the longer term if the risk is not mitigated.
Likely	Monthly, or several times a year	At least 70% but less than 97%	Has occurred at least once in each of the previous 5 years	Has a 60%-90% chance of occurring in the longer term if the risk is not mitigated.
Possible	Yearly, or several times over a three-year period	At least 30% but less than 70%	Has happened during the previous 5 years but not in every year, or, may arise once in 25 years.	Has a 40%-60% chance of occurring in the longer term if the risk is not mitigated.
Unlikely	Once every three years	At least 3% but less than 30%	May have occurred once in the previous 5 years, or, may arise once in 25-50 years.	Has a 10%-30% chance of occurring in the longer term if the risk is not mitigated.
Rare	Less frequent than once every three years	Less than 3%	Has not occurred in the previous 5 years, or, unlikely during the next 50 years.	May occur in exceptional circumstances, i.e less than a 10% chance of occurring in the longer term if the risk is not mitigated.

NSW Health risk matrix

The NSW Health risk matrix must be used by all NSW Health entities when assessing both strategic and operational risks.

		Consequence rating				
		Catastrophic	**Major**	**Moderate**	**Minor**	**Minimal**
Likelihood rating	**Almost certain**	A	D	J	P	S
	Likely	B	E	K	Q	T
	Possible	C	H	M	R	W
	Unlikely	F	I	N	U	X
	Rare	G	L	O	V	Y

Risk matrix key: Extreme (A-E), High (F-K), Medium (L-T), Low (U-Y)

Overview of NSW Health entities' materiality assessments

NSW Health organisations have completed assessments of the physical risks of climate change and submitted their risks and ratings to the NSW Ministry of Health for inclusion in the NSW Health Climate-Related Financial Disclosure for 2024-25.

The NSW Health Climate-Related Financial Disclosures Working Group led this process.

NSW Health is required to disclose material risks from climate change, and risks with ratings of high or extreme are considered material. Some risks submitted by Health entities received low or medium ratings. The Disclosures Working Group recognise users of NSW Health annual reports may nonetheless consider these risks material, and stakeholders across the NSW Health system were engaged to determine whether they should be included in the disclosure.

Methodology

The Disclosures Working Group agreed the framework and methodology for conducting the materiality assessment including:

- identifying users of NSW Health Annual reports, and the kinds of decisions they may make based on information in the reports
- identifying areas of user interest to be adopted as criteria for determining whether risks may be material
- selecting participants and engagement activities
- agreeing materiality thresholds. That is, any risks considered relevant for users that received a rating of 'likely' against any criteria would be included in the disclosure.

Participants

NSW Health stakeholders with an understanding of the risk themes, and the interests, concerns, expectations and decisions of users were selected for participation in the materiality assessment.

Views of stakeholders from a diverse range of functions, expertise and perspectives were sought to minimise bias. Stakeholders were asked to assess risks that aligned with their expertise.

Five stakeholders participated in the assessment:

- A representative from the Centre for Aboriginal Health assessed risks to population health
- Two representatives from a local health district made a joint assessment of risks to assets
- Two executives from the Ministry of Health assessed risks to service delivery.

Engagement activities

A survey was conducted asking participants to evaluate the relevance of risks for users and apply the criteria to determine whether the risks may be considered material by users.

Evidence to support answers was not required this year, although it may be sought in future assessments.

Stakeholders were sent a short video presentation providing an overview of the legislative context, risk assessment process, definition of materiality and an outline of the materiality assessment criteria to enable informed feedback.

Physical climate risks rated high and extreme by risk theme

Theme: Risks to population health

Extreme weather events are projected to increasingly impact the health and wellbeing of NSW communities, leading to rising demand for health services and specialist responses. Key risks include:

Direct health impacts

- Injury, illness (including respiratory, vector-borne and waterborne diseases), and mental illness resulting from bushfires, floods, storms, heatwaves, and humidity.
- Cumulative trauma, climate anxiety, and reduced community resilience from consecutive or compounding events.
- Increased health risks for vulnerable populations and communities experiencing vulnerability, including rural and remote residents, and those in poor quality housing or experiencing homelessness.

Community disruption

- Loss of homes, livelihoods, and cultural heritage and burial sites for Aboriginal people, leading to displacement, trauma, and mental illness.
- Displacement and disruption of kinship and connection to Country for Aboriginal and Torres Strait Islander people.
- Declining agricultural production and water shortages contributing to food insecurity, malnutrition, and increased infections.
- Reduced access to health facilities due to damaged transport routes and evacuation requirements.
- Overcrowding of health facilities as community members seek refuge during and after extreme weather events.

Infrastructure and service disruption

- Damage to health facilities, causing safety risks for patients, visitors and staff.
- Overwhelmed or damaged power and digital infrastructure disrupting at-home medical equipment, emergency communications, virtual care, and public health messaging.
- Reduced water quality from floods and storms increasing exposure to contaminants and communicable diseases.
- Damage to recreational infrastructure reducing opportunities for physical activity and community wellbeing.

Theme: Risks to assets and infrastructure

Extreme weather events are projected to increasingly impact NSW Health assets and infrastructure, resulting in service disruption, safety risks and rising costs. Key risks include:

Direct damage to assets and facilities

- Physical damage to buildings, offices, construction sites, equipment and cultural assets, leading to repair, replacement, relocation and insurance costs.
- Service disruption from damaged facilities, including major precincts (e.g. 1RR) and aged assets beyond design thresholds.
- Degradation of building materials (cracking, corrosion, peeling) from heat, drought, and humidity.
- Mould growth from changing precipitation patterns, compromising patient and staff safety.

Critical infrastructure failures

- Damage to electricity, digital, water and sewage systems, causing cascading failures that compromise clinical care, sanitation, food preparation, linen services and access to clinical information.
- Overloaded power grids and depleted backup generators during heatwaves, affecting critical equipment, refrigeration and air conditioning.
- Damage to backup power systems (generators, solar, batteries), reducing redundancy and digital connectivity.
- Water contamination, shortages and supply disruptions affecting hygiene, linen and food services.

Operational disruption

- Flooding, storm surge and coastal erosion limiting access to health facilities and precincts for ambulances, patient transport, staff, and emergency services.
- Overwhelmed drainage systems leading to building inundation, leaks, closures, staff injuries and service delays.
- Increased demand for patient transport and ambulance services exceeding available fleet capacity during extreme events.
- Reduced comfort levels for patients, staff and visitors due to buildings exceeding thermal design thresholds.

Reputational and community impacts

- Damage to cultural assets resulting in loss of public confidence and reputational harm.

Theme: Risks to staff

NSW Health recognises that its people are its greatest asset. The organisation is committed to supporting and protecting staff in the face of increasing frequency and intensity of extreme weather events. Key risk and opportunities include:

Staff health and wellbeing

- Extreme weather may cause illness, injury or trauma for staff and their families. NSW Health continues to strengthen wellbeing, mental health and support services to assist staff before, during and after events.
- Consecutive or compounding events can increase stress and burnout. Workforce programs and peer support initiatives help to build resilience and recovery capacity.
- Poor air quality, unsafe environments or exposure to infectious diseases may affect staff health. Investment in workplace safety, protective equipment and occupational health services remains a priority.

Workforce attraction, retention and deployment

- Recruitment and retention in rural, remote and hazard-prone areas can be challenged by more frequent and severe events. Incentive and development programs support sustainable staffing levels in these regions.
- During emergencies, increased demand may require rapid redeployment of staff. NSW Health is enhancing surge workforce models, including accommodation, transport and locum support where required.
- Staff may face additional caring responsibilities due to disrupted schooling or childcare. Flexible work arrangements and contingency planning help maintain workforce capacity.

Access, infrastructure and digital resilience

- Transport disruptions can prevent staff from travelling between work and home. Investment in business continuity and flexible staffing models ensures services remain operational.
- Power outages and digital disruptions can affect staff working from offices or home. NSW Health is strengthening redundancy in critical systems to support continuity of work.
- Damaged infrastructure can create unsafe workplaces. Ongoing asset planning and emergency preparedness protect staff from workplace-related risks.

Safety, security and inclusion

- Extreme weather may contribute to increased challenging behaviours from patients or visitors, raising WHS risks. NSW Health continues to enhance security, staff training and support systems.
- Communication during emergencies must reach all staff, including those with disability or diverse needs. Strengthening inclusive early warning and evacuation systems is a key priority.
- Staff in community-based, in-home or outreach roles may face higher exposure to risks in disaster settings. NSW Health is improving safety protocols and supports for staff in these environments.

Theme: Risks to service delivery and administration

Extreme weather events present risks to the continuity, quality, and cost of health service delivery. Key risks include:

Supply chain and logistics

- Disruption to global and local supply chains delaying access to critical medical supplies, consumables, equipment, food, linen, and construction materials.
- Transport and access route disruptions preventing delivery of supplies and patient transport services (including NSW Ambulance and extraction services).
- Reduced availability of potable water, affecting clinical services such as renal dialysis.

Service disruption and continuity

- Damage to facilities, evacuation requirements, or unsafe conditions leading to service shutdowns and community loss of trust.
- Electricity and digital outages disrupting patient records, test results, treatment protocols, and administrative systems, with flow-on effects for service delivery.
- Program, project and service delays (including rollouts of new initiatives) from stretched infrastructure, staffing, and disaster-related workloads.
- Difficulties restoring services post-event due to lack of integration between systems, reliance on paper records, or damaged infrastructure.

Financial and operational impacts

- Rising costs from disaster-related damage, maintenance, resilience retrofits, insurance premiums, and diversion of funding to crisis response.
- Increased demand for specialised equipment, medication, skills and models of care to address climate-related illnesses and new/emerging diseases.
- Higher operational costs from increased energy and water consumption across NSW health sites.
- Growing exposure to uninsurable hazard-prone areas, driving costs for acquisition of new land and replacement of stranded assets.

Health service demand pressures

- Overflow of patients from affected health and aged care services, or neighbouring LHDs, overwhelming capacity.
- Increased demand for services due to higher community exposure in hazard-prone areas and population shifts (short- and long-term).
- Changing triage and clinical priorities during disasters leading to delays in BAU services (outpatients, elective surgery), with higher acuity presentations once services resume.
- Climate change creating favourable conditions for epidemics, pandemics and biosecurity hazards, compounding demand on services.

Workforce and safety considerations

- Increased WHS risks for staff providing outreach, home-based or off-site services, leading to delays or cancellations.
- Rising community stress contributing to workplace safety challenges and reputational risks for health organisations.