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# NSW Health organisations



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# Statutory health corporations

## Agency for Clinical Innovation

Website: [www.aci.health.nsw.gov.au](http://www.aci.health.nsw.gov.au)

### Chief Executive

**Dr Jean-Frédéric Levesque**

Biography on page 11



### Key achievements

- Scaled the Emergency Care and Assessment Treatment Program to 151 emergency departments across 17 local health districts and specialty health networks to standardise nurse-initiated emergency care, and improve patient care and experiences for people presenting to emergency departments across NSW.
- Partnered with NSW Health entities to deliver two 10-week pilot programs that integrated paramedics into multidisciplinary teams at the Mudgee Hospital Emergency Department and Wagga Wagga Base Hospital Rapid Access Clinic. Paramedics worked alongside doctors, nurses, and allied health professionals to enhance patient care in regional settings.
- Launched the Community Coordinated Burn Care Toolkit which provides training in burn care, first aid, and aftercare to support treatment and recovery for Aboriginal and Torres Strait Islander children in NSW. The toolkit incorporates lectures, skill sessions, and resources.
- Launched the Rainbow Resource, a toolkit for child and adolescent mental health clinicians supporting LGBTIQ+ young people and their families. The toolkit was co-designed with a diverse working group to provide affirming, best practice care to LGBTIQ+ young people.
- Published the High Volume Short Stay Surgery Toolkit to assist NSW Health facilities in planning and establishing surgical units that deliver planned surgeries requiring patient admission for up to 72 hours.
- Implemented the NSW Chronic Wound Management Initiative which has seen a
  - 27 per cent reduction in wound-related hospital separations;
  - 23 per cent decrease in bed days;
  - and \$48.5 million (26 per cent) cost saving since 2019.

Overall, the initiative has avoided \$250 million in inpatient costs.

- Continued to facilitate the adoption of the revised NSW Health Nutrition Standards across the state. In 2024-25, the Agency for Clinical Innovation also collaborated with Western Australia Health to align their nutrition standards for adult inpatients and residential aged care to ensure consistency and quality in patient nutrition across both states, including the development of hospital menus.
- Implemented the NSW Menopause Initiative which has established 4 specialist hubs and 11 referral sites to provide multidisciplinary care for women experiencing severe or complex menopause symptoms. A clinician toolkit was developed to standardise and enhance clinical practice.
- Delivered the Safeguards Redesign Capability Program which has equipped mental health teams with the skills necessary to implement a locally tailored model of care. Across NSW, 25 Safeguards teams have been established, who provide rapid, community-based care for 1,400 children and adolescents experiencing acute mental health distress.
- Launched the Universal Aftercare Service Delivery Model – a best practice guide supporting aftercare service providers, partners, managers, and staff to deliver safe, effective aftercare services for people after a suicide attempt, during a suicidal crisis, and high-risk groups.

Agency for Clinical Innovation organisational chart



Bureau of Health Information

Website: [www.bhi.nsw.gov.au](http://www.bhi.nsw.gov.au)

Chief Executive  
Dr Diane Watson

Dr Diane Watson has led the establishment of three reporting agencies in Australia that use big data to drive decisions on healthcare provision. For more than 30 years, Diane held senior management positions measuring, monitoring, and reporting on the performance of healthcare systems to drive improvements in health, patient care, and productivity. Diane was the inaugural Chief Executive of the Bureau of Health Information, the Victorian Agency for Health Information, and the National Health Performance Authority. Diane retired in June 2025.



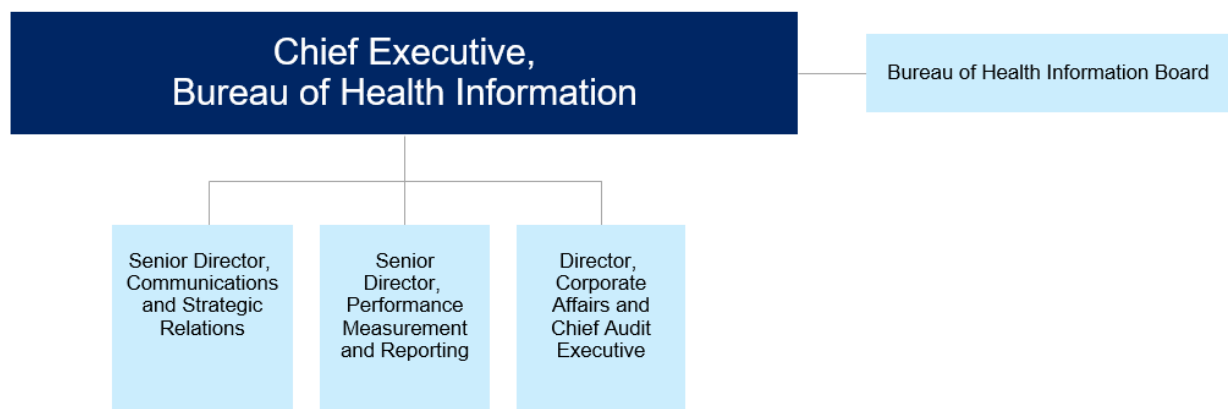
Key achievements

- Informed health system performance improvements by surveying representative samples of patients about their experiences with public hospitals through the NSW Patient Survey Program. Survey results were released up to five months earlier than previous years to enhance their value.
- Streamlined the NSW Patient Survey Program mailout approach from three to two mailings. This introduced efficiencies, cost savings, and reduced the number of communications received by patients.
- Developed an Aboriginal patient experience index measure for local health districts, based on key survey questions related to communication and engagement. The measure helps monitor performance and inform healthcare improvements for Aboriginal patients.
- Prioritised reporting insights on rural hospitals and emergency departments, including regular results in *Healthcare Quarterly* and key survey reports for adult admitted and emergency department patients. This provided health system managers with key information to monitor the delivery of care in rural areas and transparency for the public.
- Informed and supported NSW Health’s *Net Zero Roadmap 2025-2030* by providing the first-of-their-kind insights. The insights showed patients’ expectations and views of NSW Health’s efforts to deliver services in more environmentally sustainable ways and their willingness to take actions to support those efforts.
- Launched the Bureau of Health Information Internal Reports Hub, making BHI healthcare performance information easier for hundreds of NSW Health staff to access. Staff are supported to use BHI reports and information with a program of capability-building sessions and materials.
- Delivered two Insights Series reports examining patients’ experiences of care over time in areas central to achieving NSW Health’s roadmap, *Future Health: Guiding the next decade of healthcare in*

NSW 2022-2032, including safety culture, compassionate care, discharge planning, and health literacy.

- Published valuable context and insights into what drives key measures of public hospital activity and performance, including regarding patients who left the emergency department without, or before completing treatment; and how health system activity has changed over time relative to NSW population growth. This provided health system managers with important information to understand and inform improvements of services, and transparency for the NSW public on the performance of their health system.
- Examined key measures of health system performance in *Healthcare in Focus*, including wait times, patient and staff experiences, safe care and clinical outcomes, and how the NSW Health System is adapting to new challenges. The report included comparisons with other states, territories, and comparable countries.
- Made 14 NSW Patient Survey Program datasets available in a secure data sharing environment and promoted them to researchers. This supported new and actionable insights into patients' experiences with NSW public hospitals, including three research articles establishing direct links between experiences and outcomes of care.

### Bureau of Health Information organisational chart



## Cancer Institute NSW

Website: [cancer.nsw.gov.au](https://cancer.nsw.gov.au)

### Chief Executive

#### Professor Tracey O'Brien AM

Professor Tracey O'Brien AM is the NSW Chief Cancer Officer and Chief Executive Officer of the Cancer Institute NSW. A specialist oncologist and haematologist, Tracey brings more than 25 years of experience across clinical care, research, and health system leadership.



Tracey leads statewide cancer control strategies focused on reducing inequities, strengthening prevention and early detection, and improving the public understanding of cancer risk. She is a strong advocate for improving health literacy and culturally responsive care, and champions multidisciplinary, data-driven approaches that deliver population-wide impact.

Tracey is recognised for bridging frontline clinical expertise with policy, innovation, and strategic reform. Her leadership fosters trusted partnership across government, academia, and communities to advance sustainable, equitable cancer outcomes.

In addition to her specialist medical qualifications, Tracey holds a Master of Law, an MBA, and academic appointments at The University of New South Wales, Macquarie University, and Western Sydney University.

### Key achievements

- Empowered individuals to reduce their cancer risk and participate in screening programs by delivering person-centred behaviour change campaigns. In the 2024-25 financial year, 15 campaigns were delivered, including 6 tailored for Aboriginal communities. Cost-benefit analyses show that for every dollar invested on campaigns, up to \$24.90 was returned to the NSW economy.
- Increased participation in breast screening and improved breast cancer outcomes among Aboriginal and Torres Strait Islander women by lowering the recommended commencement screening age from 50 to 40 years. Participation rates for Aboriginal and Torres Strait Islander women aged 40 to 49 have more than doubled since the project began.
- More than 383,000 people underwent breast screening through more than 250 BreastScreen NSW sites, up 6 per cent, driven by outstanding regional and rural participation. Also, in an Australian first, BreastScreen NSW implemented machine reading technology to improve efficiencies and report breast density to empower women.
- Supported medical breakthroughs and improved cancer outcomes for the state by investing more than \$21 million in research across the cancer continuum. This spans discovery science, prevention and early detection, diagnosis, treatment, and living well with and beyond cancer.
- Elevated personalised care with our multilanguage patient reported outcome measures used in more than 31,000 consultations across 15 local health districts. Additionally, more than 150 Aboriginal patients received personalised, culturally responsive care using a co-designed, holistic wellbeing tool.
- Improved cancer literacy with our evidence-based, easy to understand online resources in 46 languages. Information on cancer, prevention, screening, support, and care was accessed by more than 745,300 users – 22 per cent more than the previous year.
- Captured the lived experiences of Aboriginal cancer survivors, carers, community, and healthcare workers through 16 local Aboriginal Cancer Conversations consultations, 4 regional webinars, and more than 100 digital submissions to ensure the first *NSW Aboriginal Cancer Strategy* is grounded in the voices of Mob.
- Led quality improvements and benchmarking to reduce disparities in cancer outcomes and promote equity. Data was harnessed across 211 system indicators and more than 700 clinicians were engaged

to drive actionable system enhancements through the Reporting for Better Cancer Outcomes program.

- Supported the cancer workforce to access evidence-based information at the point of care and freshen their professional skills through the eviQ program. eLearning resources and treatment protocols were accessed by 1.5 million users.
- Built Australia's most robust cancer data infrastructure to provide leadership in NSW cancer intelligence. This enabled us to be the first in the world to identify and map the number of people living with metastatic breast cancer in NSW.

### Cancer Institute NSW organisational chart



### Clinical Excellence Commission

Website: [www.cec.health.nsw.gov.au](http://www.cec.health.nsw.gov.au)

#### Chief Executive

#### Adjunct Professor Michael C. Nicholl

Professor Michael Nicholl joined the Clinical Excellence Commission as Chief Executive in August 2022, following a distinguished 40-year clinical career, including the role of the Senior Clinical Advisor Obstetrics to NSW Health for 15 years.

Michael is a leader for excellence in safe, quality healthcare with a firm focus on NSW public health services. His practical experience across operational and strategic issues, together with clinical academic expertise and insight into the broader quality and safety agenda in healthcare, place him in a select group of experts in healthcare safety and resilience.

In 2017, Michael won the NSW Government insurer (iCare – Treasury Managed Fund) NSW Public Sector Risk Leadership Award. He is an Adjunct Professor at the University of Sydney, Faculty of Medicine and Health.

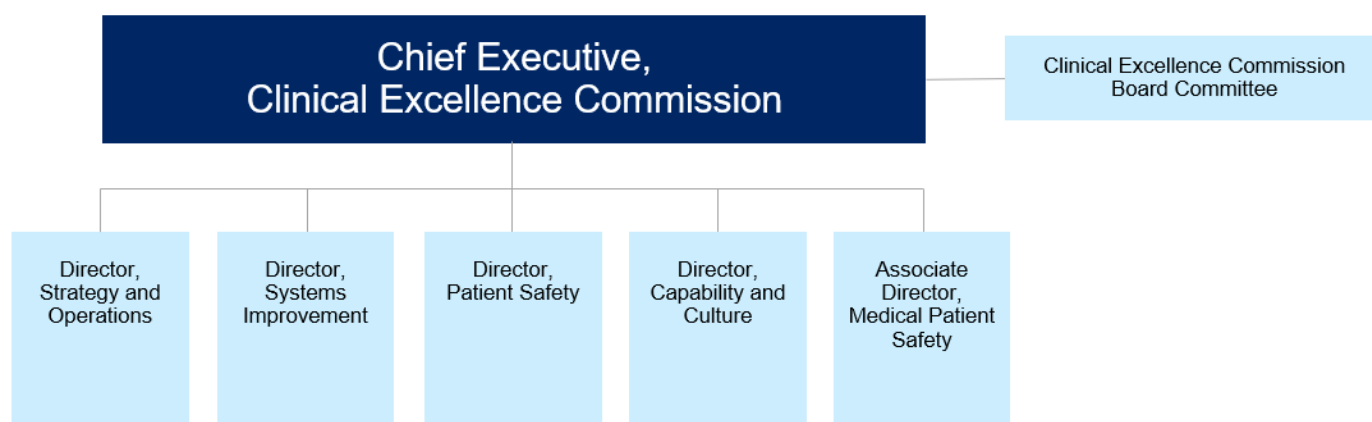


#### Key achievements

- Launched the Clinical Excellence Commission *Strategic Plan 2024-2027* in August 2024 to align with our 9-year strategic horizon and the 10-year vision of *Future Health: Guiding the next decade of health care in NSW 2022-2032*. This Strategic Plan firmly positions the Clinical Excellence Commission as specialists in safety and partners in improvement.

- Revised the Ministerial Determination of Functions, which was signed by the Minister for Health and Regional Health in September 2024 to reflect the Clinical Excellence Commission's primary focus in strengthening safety across the NSW Health System amid an evolving healthcare landscape.
- Addressed critical shortages, including IV fluids and blood culture bottles through strong communication, data-driven decision-making, and published clinical guidance. Key lessons have strengthened and improved critical response processes for future responses, with a focus on stewardship, standardised templates, and improved auditing practices.
- Held the REACH Roundtable which brought together consumers and health workers to identify opportunities to strengthen patient, carer, and family escalation processes. From the Roundtable, four priority items were identified and are underway: public awareness campaign, proactive concern tool, single REACH number, and patient orientation information.
- The Consumer Board Subcommittee, comprising seven consumer partners, was established to strengthen the Clinical Excellence Commission's commitment to consumer engagement. It contributed to the *Strategic Plan 2024-2027* and initiated measures to embed meaningful consumer engagement in policy and strategic initiatives across NSW Health.
- Established the Safety and Quality Single Digital Patient Record (SDPR) Program in July 2024 in partnership with the Single Digital Patient Record Implementation Authority to ensure safety governance and assurance that the SDPR is applied at a system level.
- Co-designed a statewide digital solution with eHealth NSW to submit, track, share, monitor, and evaluate medicines used under individual patient use approvals. The digital solution was implemented in 15 local health districts and 2 specialty health networks and includes a central data repository to inform medicine use and approvals across NSW.
- Conducted high consequence infectious diseases (HCID) education and training to support NSW Health in building a system prepared for early recognition and management of HClDs. The training has a focus on personal protective equipment competency, ensuring a culture of staff safety.
- Established a statewide Aboriginal-led committee to embed a cultural lens into serious adverse event reviews. The committee enables more meaningful analysis of harm affecting Aboriginal and Torres Strait Islander patients and strengthens how cultural insights inform understanding, response, and learning from serious incidents.
- Partnered with the NSW Ministry of Health and four local health districts to implement real-time capture and reporting of patient experiences. More than 4,000 responses have been submitted from 23 wards across the selected local health districts with an average response rate of 24 per cent.

### Clinical Excellence Commission organisational chart





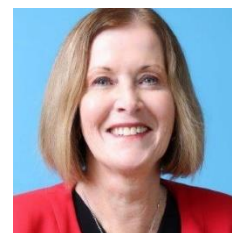
## Health Education and Training Institute

Website: [www.heti.nsw.gov.au](http://www.heti.nsw.gov.au)

### Chief Executive

#### Adjunct Professor Annette Solman

Annette Solman commenced as Chief Executive of the Health Education and Training Institute in June 2015. Annette is focused on strengthening relationships with health and academic partners to lead the development of innovative, contemporary, evidence-based education and training to deliver improved health outcomes that support the diverse needs of the NSW Health workforce. Annette holds a Master of Nursing (Research), Bachelor of Health Science, and a Diploma in Health Science (Nursing).



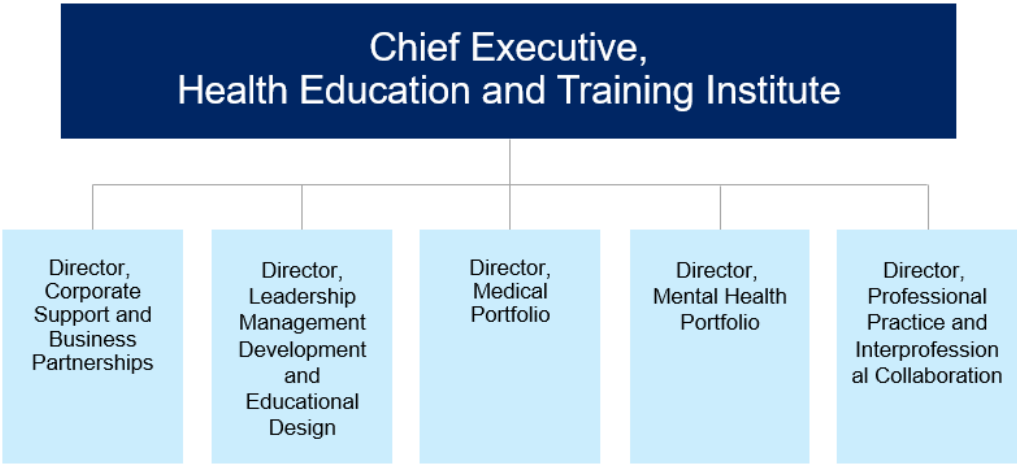
### Key achievements

- The Centre for Genetics Education website supports genomic capability across NSW Health, offering trusted resources such as fact sheets, tools, and modules. In 2024-25, the website received over 102,000 visits, an increase from 67,000 in 2023-24. Content is regularly reviewed and enhanced to support accuracy and best practice.
- Expanded the Aboriginal Allied Health Network to strengthen cultural safety, connection, and professional development for Aboriginal staff across 23 allied health professions. The network's membership grew to 141 statewide. The Network hosts two annual forums. The Online Yarning Circle was also launched to maintain cultural connection between forums.
- Recruited a record 1,099 medical graduates to 1,095 full time equivalent intern positions for the 2025 clinical year, 38 more than the previous year. The record intake supported workforce sustainability and ensured all eligible domestic graduates secured supervised internships across NSW.
- Developed and implemented a targeted Medical Leadership and Management Program to strengthen leadership capability in senior doctors. The program enhanced skills to support effective clinical governance, improved departmental performance, and strengthened leadership capacity across NSW Health services.
- Achieved record enrolment of 363 doctors in the postgraduate course in psychiatry to strengthen NSW's future psychiatry workforce. The course supports foundational knowledge and professional development for doctors pursuing a career in psychiatry across metropolitan, rural, and remote services.
- Received five years reaccreditation of the postgraduate course in psychiatry as a formal education course from the Royal Australian and New Zealand College of Psychiatrists. The accreditation recognises the course's continued quality, relevance, and alignment with specialist training requirements.
- Developed and launched the *NSW Health LGBTIQ+ Workforce Capability Framework 2025-2029* to strengthen inclusive practice, respectful communication, and culturally safe care. The framework supports workforce development, leadership diversity, and psychological safety across the NSW Health System, aligning with equity and inclusion priorities.
- Implemented statewide education initiatives to strengthen person-centred end-of-life and palliative care capability across the NSW Health workforce. Delivered webinars, awarded over 200 scholarships funded by the NSW Government under the \$83 million 'Continued strengthening of palliative care services' commitment, and hosted a hybrid End of Life and Palliative Care Forum.
- Delivered the statewide Emergency Nursing Transition to Specialty Practice Program to strengthen emergency care capability across NSW. Supported implementation of Emergency Care Assessment and Treatment protocols and standardised education pathways through blended learning and structured support for nurses transitioning into emergency specialty practice.



- The Rural Research Capacity Building Program celebrated 25 years of training for health workers who are novice researchers. In 2024-25, cohorts have produced 65 research projects, and 23 researchers published in peer-reviewed journals for the first time.

**Health Education and Training Institute organisational chart**



## Specialty health networks

### Justice Health and Forensic Mental Health Network

Website: [www.nsw.gov.au/health/justicehealth](http://www.nsw.gov.au/health/justicehealth)

**Chief Executive  
Wendy Hoey PSM**

Wendy Hoey was appointed Chief Executive of the Justice Health and Forensic Mental Health Network in September 2022. Prior to this, she was the Executive Director of Clinical Operations from 2019. Wendy is the Co-Chair of the International Corrections and Prisons Association Healthcare Network, as well as a board member of Health Through Walls Inc.



Wendy's previous appointments include Executive Director Central Queensland Hospital and Health Service, and Nursing Director Central Queensland Mental Health Service.

Wendy is a registered nurse with a clinical background in mental health nursing. She has more than 20 years' experience in health, including as a senior leader in mental health, as a hospital executive, and in secure settings.

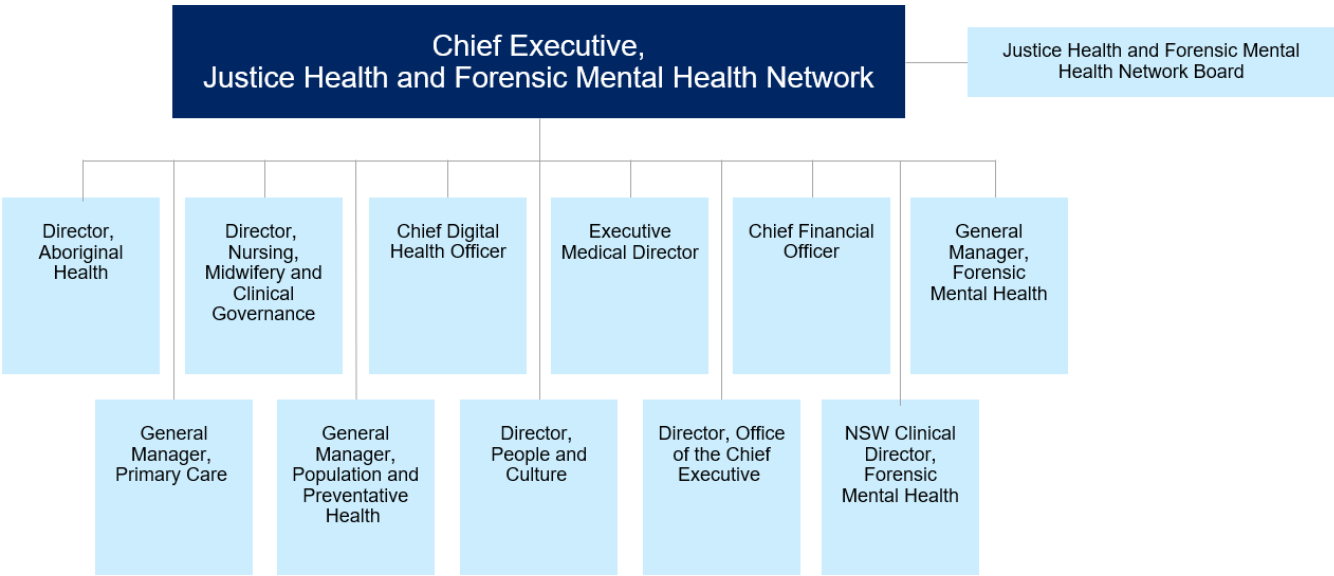
She is passionate about providing equivalent care in secure settings and ensuring that all care including mental health care is provided in the least restrictive environment and way.

**Key achievements**

- Delivered 673,868 primary health nurse appointments in the financial year 2024-25 to adults and young people in custody.
- Administered 4,387 flu vaccinations as part of the vaccination program, ensuring our patients have access to vaccination in line with community standards.
- Opened the new state-of-the-art Mental Health Intensive Care Unit within the Forensic Hospital at Malabar, ensuring health services are delivered to patients with diverse and complex mental health needs in the least restrictive way.

- Improved access to healthcare for people in custody through the introduction of nurse-led Open Clinics – a new model of healthcare delivery enabling people to see a nurse in custody without an appointment.
- Delivered targeted early intervention and prevention initiatives to teams at higher risk of secondary psychological injury to strengthen wellbeing and manage psychosocial risks for staff.
- Achieved and sustained consistently high rates of mental health diversion away from custody and into health services for eligible adults with mental illness who have committed low-level offences.
- Expanded the Justice Health NSW workforce and health service operations following the successful transition of Junee Correctional Centre from private to public management.
- Established specialised mental health services for young people at risk of entering the criminal justice system in regional hubs such as Dubbo, Wagga Wagga, Lismore, Coffs Harbour, and Newcastle.
- Established a new partnership with Durri Aboriginal Medical Service, delivering culturally appropriate in-reach services to female patients at the Mid North Coast Correctional Centre.
- Established a Consumer Advisory Group made up of people with lived experience of healthcare in custody, drug use and/or blood-borne viruses.

**Justice Health and Forensic Mental Health Network organisational chart**



## Sydney Children's Hospitals Network

Website: [www.schn.health.nsw.gov.au](http://www.schn.health.nsw.gov.au)

### Chief Executive

### Adjunct Associate Professor Cathryn Cox PSM

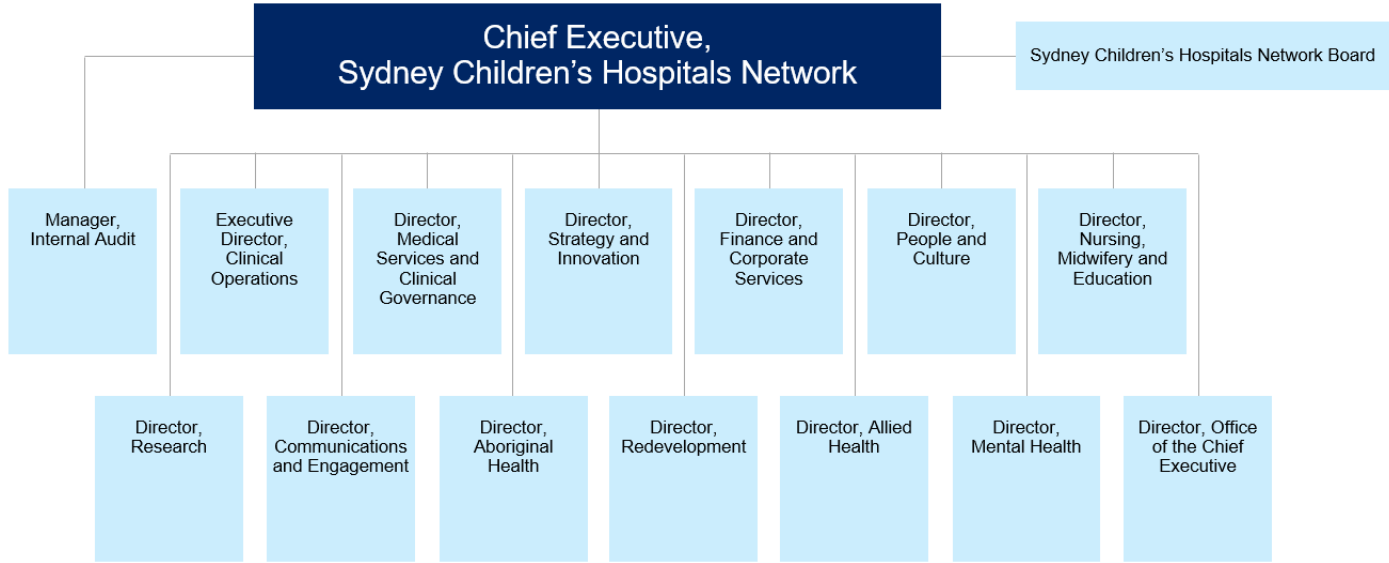
Cathryn Cox PSM has extensive experience as a senior executive within NSW Health in relation to a wide range of health policy, planning, infrastructure, service development, and strategic reform strategies and programs. Cathryn has been the Chief Executive of the Sydney Children's Hospitals Network since August 2020. Her early role as a physiotherapist at Royal Prince Alfred Hospital paved the way for a long-term career in health. She remains committed to a health system focused on delivering outcomes that matter to patients and their families, and which delivers the experiences that our patients, families and our staff deserve. Cathryn is proud of the role of the Sydney Children's Hospitals Network in providing world-class patient-centred care for children, young people and their families, as well as ground-breaking health research and its translation into clinical practice. She is a member of a number of boards and an Adjunct Associate Professor at the University of Sydney.



### Key achievements

- Improved emergency care for children with intellectual disabilities with the Motivated for Change Program. The program, delivered co-designed training and system changes, enhanced staff skills, communication, and early behavioural management, leading to more inclusive patient-centred care.
- Launched the *Net Zero pathway 2024-27: Towards a Sustainable Future for Kids*. The pathway outlines key commitments and targeted actions to achieve the Network's net zero targets, demonstrating a bold commitment to environmental sustainability and climate leadership in paediatric healthcare.
- Delivered on the Kids Advanced Therapeutics Program and supported 10 new advanced therapeutic trials; provided new education and multilingual patient resources; and established an overarching licence for adeno-associated virus gene therapies enabling faster access to clinical trials and bringing new therapies to children more quickly.
- Supported the establishment and construction of the Viral Vector Manufacturing Facility Pty Ltd in collaboration with the NSW Ministry of Health and Health Infrastructure. While in construction, the Network managed disruptions to research operations within the Kids Research facility at The Children's Hospital at Westmead and managed the transfer of operations from the Network to Viral Vector Manufacturing Facility Pty Ltd.
- The Children's Hospital at Westmead led a world-first study showing how a low-carbohydrate, high-fat diet could have a life-changing impact on cognitive function for children living with Kabuki syndrome, a rare condition that currently has no curative treatments.
- The Automated Dispensing Cabinet Pilot Program was successfully rolled out in select wards at the Sydney Children's Hospital, Randwick. The cabinets securely store medications while digitally tracking stock levels to support inventory management.
- Opened the new P21 Dragonfly Car Park at The Children's Hospital at Westmead. It incorporates more than 1,000 spaces for staff, 75 electric vehicle charging stations, and nearly 1,400 solar panels on the roof and facade, generating more than 700 kilowatts of renewable energy.
- Strengthened commitments to Aboriginal health by restructuring the Aboriginal Health Directorate, providing a clearer pathway for supporting staff to understand ways to address health inequities and improve care for Aboriginal children and their families.
- The Ventricular Assist Device service was established, marking a significant milestone in paediatric cardiac care in NSW and allowing for a comprehensive NSW paediatric heart failure service.
- Became a National Disability Insurance Scheme provider and created a new formal structure for disability governance, including establishing a community of practice and a governance committee.

Sydney Children’s Hospitals Network organisational chart



St Vincent’s Health Network

Website: [www.svhs.org.au](http://www.svhs.org.au)

Chief Executive  
Anna McFadgen

As Chief Executive Officer of St Vincent’s Health Network Sydney, Anna McFadgen is accountable for the overall leadership and management of St Vincent’s Health Network Sydney, comprising St Vincent’s Hospital Sydney, Sacred Heart Health Service and St Vincent’s Correctional Health Service at Parklea Correctional Centre. Anna leads St Vincent’s Health Network Sydney to deliver on its strategic objectives by ensuring high-quality, efficient, and mission-based health service delivery, combined with a robust focus on continuous, measured improvement.



Anna joined St Vincent’s Health Network Sydney in 2018 and has held executive roles in strategy, planning, and business development across both St Vincent’s Public Hospital in Melbourne and Sydney. Anna has more than 20 years of experience in the health sector in both strategy and clinical operations, and is proud to lead the St Vincent’s Health Network Sydney team to provide the best patient outcomes and experiences for the community.

Key achievements

- Successfully performed the first total artificial heart implant in Australia. The procedure marks a new era in heart transplantation, offering new hope to patients suffering from heart failure.
- Opened a new centre for the treatment of prostate cancer offering holistic, integrated care, adjunct therapies, and access to precision medicine via robotic surgery, all in one place.
- The hospital achieved a rare 3/3 Australian Commission on Safety and Quality in Health Care maturity rating for research and clinical trials – recognising excellence in governance, culture, and integration. This top rating highlights our national leadership in embedding safe, ethical, and impactful research into clinical care.
- Launched a digital referral-for-admission system with an integrated patient portal. This improved communication via live chat, reduced cancellations, streamlined waitlist management, and enhanced the pre-surgery experience, creating a scalable platform for future surgical care innovation.

- Launched the Clinical Governance Framework to ensure the delivery of safe, high-quality healthcare to patients and consumers and their families by affirming the elements that are essential for St Vincent’s Health Network Sydney to achieve integrated clinical governance systems
- Hosted the inaugural St Vincent’s National Heart Health Summit, bringing together the nation’s top cardiac experts across medicine, nursing, research, and allied health. Ideas and networks from the summit are being used to drive innovation and address critical gaps in research, treatment, prevention, and health promotion.
- Achieved the highest Australian Pride in Health + Wellbeing Award after being named Platinum Service Provider 2025; building on the existing Gold Service Provider status. The St Vincent’s Health Network was also awarded Service Provider of the Year for the second consecutive year.
- Implemented the OK STOP initiative – equipping staff to lead supportive, team-based restorative discussions and hot debriefs. This approach strengthens communication, reflection, and connection, empowering teams to foster a safer, more resilient, and respectful workplace culture.
- Launched Pitch for Health, an opportunity for St Vincent’s Sydney Health Innovation Precinct researchers to advance their medical and translational research projects, driving bench to bedside research-driven care.
- Implemented an Aboriginal and Torres Strait Islander Staff Network across all clinical and non-clinical disciplines, and across the St Vincent’s Healthcare Clinical Campus. The network fosters connectedness among Aboriginal and Torres Strait Islander staff with a dedicated yarning circle.

St Vincent’s Health Network organisational chart



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# Health Administration Corporation

## NSW Ambulance

Website: [www.ambulance.nsw.gov.au](http://www.ambulance.nsw.gov.au)

### Chief Executive

#### Dr Dominic Morgan ASM

Dr Dominic Morgan ASM has more than 35 years of experience across a range of roles. He commenced his career in the banking industry, transitioned to NSW Ambulance and was appointed Chief Executive Officer of Ambulance Tasmania in 2009. He returned to NSW Ambulance in 2016 as Chief Executive and Commissioner. He is a board member and previous Chair of The Australasian Council of Ambulance Authorities. He is also a member of the Ambulance Service Advisory Board. Dr Morgan is an Adjunct Professor with the University of Technology, Sydney. He holds a Master of Business Administration, Bachelor of Health Science, and a Diploma in Adult Education. He completed his PhD in 2018 in medical research.



### Key achievements

- Strengthened the NSW Ambulance workforce by recruiting 796 paramedics and 200 control centre resources and by enhancing paramedic rosters at more than 60 stations across metropolitan and regional NSW.
- Implemented a clinically-focused response grid supporting the development of innovative care models, providing the opportunity to divert appropriate incidents away from ambulance dispatch. This has ensured life-saving resources are available when they are needed most.
- Published the Out-of-Hospital Cardiac Arrest Registry that helps clinicians to record key data and debrief directly into the registry. This enables more timely review and feedback on resuscitation, driving efforts to improve cardiac arrest survival in the community.
- Boosted response capabilities during natural disasters and improved access to isolated communities by expanding the NSW Ambulance special operations fleet. The expansion delivered eight hazardous area rescue ambulance vehicles, two types of flood rescue boats, eight inflatable rescue boats, and eight patient extrication vessels.
- Successfully trialled innovative drone technology through the Remotely Piloted Aeromedical Clinical System. This initiative reflects NSW Ambulance's commitment to leveraging innovative technology to improve patient care, strengthen emergency response capabilities, and reduce our carbon footprint.
- Celebrated the one-year anniversary of GoodSAM, a volunteer program that helps save lives by empowering community members to respond when someone nearby goes into cardiac arrest. In 2024-25, the program saved 37 lives and signed up 3,746 responders. Since its launch, it has saved 62 lives and signed up more than 10,500 volunteers.
- Successfully conducted the first mission of the Pilatus PC-24 jet. This milestone showcases the enhanced reach and responsiveness of NSW Ambulance's aeromedical capabilities, particularly for regional, rural, and remote communities.
- Strengthened workplace culture and respect by establishing a dedicated Respect@Work Unit and delivering onboarding and trauma-informed investigation training to NSW Ambulance People and Culture staff. Developed additional programming to enhance prevention, response, and employee experience.
- Completed the On Duty Relief Model Trial in Western Sydney and Nepean Blue Mountains region. The trial demonstrated significant improvements including an 80 per cent reduction in single staff movements and a five per cent reduction in extension of shift overtime duration.



- Celebrated 130 years of NSW Ambulance, reflecting on the commitment across generations and the lasting impact staff have made, and continue to make, in delivering excellence in care to communities across NSW.

### NSW Ambulance organisational chart



### Health Infrastructure

Website: <https://www.nsw.gov.au/departments-and-agencies/health-infrastructure>

**Chief Executive**  
**Emma Skulander**

Biography on page 12

**Acting Chief Executive**  
**Amanda Bock**

From May 2025

Amanda brings over 30 years of leadership experience in the construction industry across both public and private sectors. She served as Acting Deputy Secretary and Chief Executive during the reporting period and has spent more than a decade at Health Infrastructure leading complex infrastructure projects through planning, design, construction, and commissioning.

Her work as Acting Chief Executive and Acting Deputy Secretary includes delivery of a diverse, multi-billion-dollar portfolio of more than \$12 billion of infrastructure over the next 4 years. In addition, she has been responsible for continuing the development of the Infrastructure and Asset Management function for the NSW Ministry of Health.

Prior to joining Health Infrastructure, she led multidisciplinary teams across sectors such as student accommodation, government, education, and hospitality. Her broad experience provides a strong understanding of both commercial and government outcomes, offering valuable insight into infrastructure delivery from both public and private perspectives.

**Previous Acting Chief Executive**  
**Leisa Rathborne**

From March 2025 to May 2025

Leisa Rathborne is a senior executive with over 30 years of experience in NSW Health, including acting as Deputy Secretary and Chief Executive during the reporting period.

As Executive Director of Health Infrastructure’s Northern Region, she leads a team delivering a multi-billion-dollar portfolio across Northern Sydney and the Central Coast. Major projects include the \$940 million Royal Prince Alfred Hospital redevelopment, \$619 million Stage 2 of The Children’s Hospital at Westmead, and the \$658 million Sydney Children’s Hospital Stage 1.



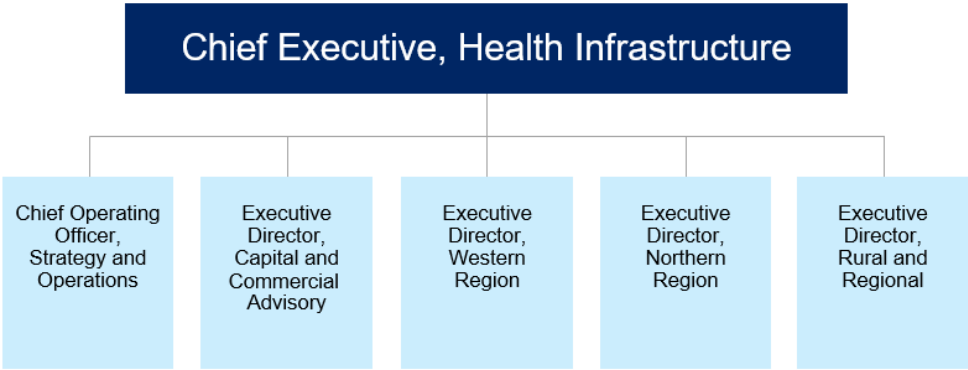
Before joining Health Infrastructure in 2019, Leisa held general manager positions at St George, Royal Hospital for Women, Campbelltown, and Camden hospitals.

She began her career as a physiotherapist and is a strong advocate for continuous learning. Leisa holds a Bachelor of Applied Science, a Master of Health Management, and is a graduate of the Australian Institute of Company Directors and the Australian Public Service Commission Women in Leadership Program.

### Key achievements

- Completed more than \$900 million in health capital works projects, including the delivery of 51 regional key health worker accommodation units; the Westmead Hospital Redevelopment Stage 1; a new mental health facility; 2 ambulance stations; and 2 car parking facilities.
- Awarded \$1.11 billion of construction contracts for 16 projects and programs across NSW, advancing a statewide pipeline of health infrastructure that supports high-quality, accessible care for communities now and into the future.
- Secured 23 town planning approvals, acquired 15 sites for new NSW Ambulance stations, and completed 6 business cases for health projects valued at \$1.2 billion across NSW.
- Completed the Westmead Hospital Theatres Redevelopment, which marked the overall completion of the \$1 billion Westmead Hospital Redevelopment. The Redevelopment secures Westmead Health Precinct as NSW's largest health, education, training and research precinct.
- Health Infrastructure completed its Reflect Reconciliation Action Plan (RAP) and co-created a fine artwork to help build a culturally safe, informed organisation and reflect our shared reconciliation journey.
- Partnered with all Wentworth region schools to co-create over 130 student artworks for the hospital, embedding cultural safety into the hospital redevelopment and improving health literacy across the community. Similar arts programs in Liverpool, Bowral and Griffith supported wellbeing, health promotion and culturally safe care.
- Completed the first organisation-wide Climate Risk Assessment to identify Health Infrastructure's key business activities which may be impacted by climate change in the future, ensuring that our health system is managed sustainably.
- Health Infrastructure projects were recognised in two major industry awards: the International Association for Public Participation Award for community engagement for the Tweed Valley Hospital Redevelopment; and the Western Sydney Leadership Dialogue Boomtown Health Project Excellence Award for Liverpool Health and Academic Precinct Stage 1.
- Launched a Virtual Care Integration Advisory Service to support redevelopment project teams. The service centralises tools, guidance, and resources to embed virtual care in facility design and planning, and strengthens change management across all stages of the project lifecycle.
- Started construction on the \$540 million Westmead Integrated Mental Health Complex – the largest mental health facility in NSW. It will deliver world-class, person-centred care and ease pressure on emergency services, transforming mental health support across Western Sydney and beyond.

Health Infrastructure organisational chart



HealthShare NSW

Website: <http://www.healthshare.nsw.gov.au>

Chief Executive  
Wendy Hughes

Wendy Hughes brings more than 20 years of senior executive experience spanning financial, corporate services, and operational management across public and private sectors. In 2024, she became Chief Executive of HealthShare NSW, leading Australia's largest public sector shared services organisation. In this role, she is focused on maturing service models through partnerships with NSW Health agencies to deliver equitable, value-driven services that enhance patient, hospital, and environmental outcomes.



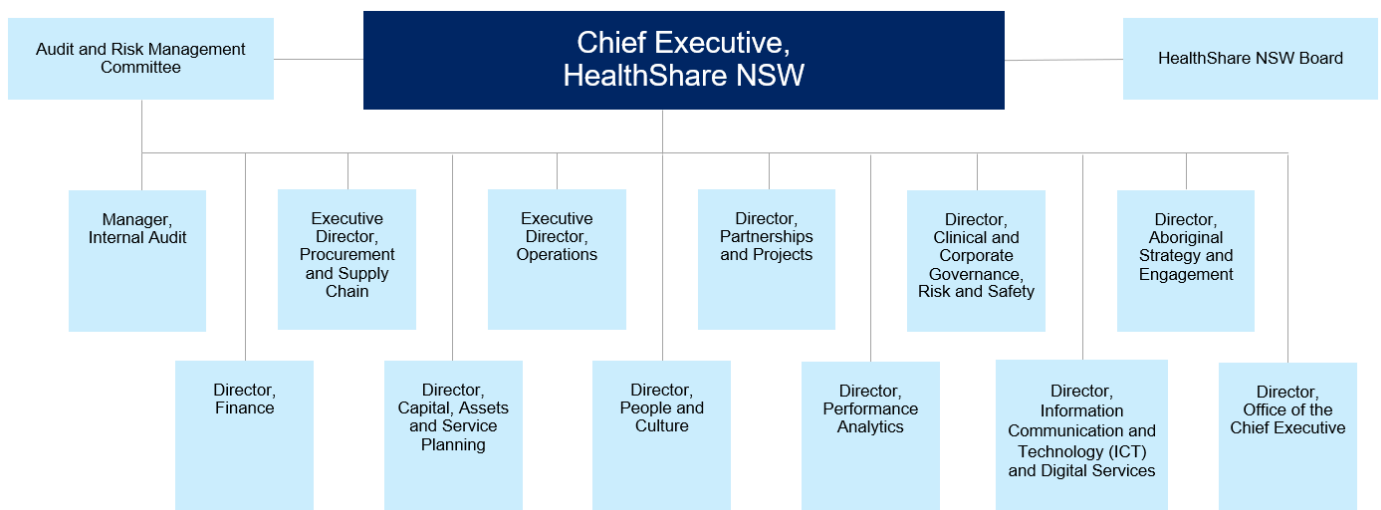
Before joining HealthShare NSW, Wendy served as National Chief Operating Officer at Calvary Health Care. Her extensive NSW Health background includes roles as Acting Chief Financial Officer, Deputy Secretary for Financial Services and Asset Management, Deputy Chief Financial Officer, and various director positions overseeing system relationships, performance support, and finance operations. She also directed Finance and Corporate Services at Northern Sydney Central Coast Area Health Service, demonstrating consistent leadership in healthcare administration and financial management.

Key achievements

- Implemented a statewide menu system across NSW Health facilities, replacing 140 individual menus incorporating breakfast, lunch, and dinner. Delivered notable improvements in balancing patient nutrition, access to equally nutritious and culturally appropriate food options, patient experience, and affordability.
- Launched phase one of the HealthRide Project, providing safe point-to-point transport for low-acuity patients. The centralised rideshare system is integrated into the Patient Flow Portal, simplifying the booking process and ensuring a consistent, transparent, and efficient service for patients and hospitals.
- Launched the Patient Transport Service Reservations Model, replacing manual reprioritisation with confirmed timeslots. The model provides greater certainty of arrival times, reduced delays, and enhanced experiences for patients requiring transport to or from a health facility, while also delivering a more efficient service.
- HealthShare NSW’s Employee and Financial Shared Services function delivered significant operational improvements and efficiencies. This was achieved through automated integrations, invoice matching, purchase order batching, and robotic process automation, including the introduction of five digital workers across core systems.

- Introduced a centralised allocation model to manage several critical product supply shortages, including intravenous fluids. The centralised allocation model was later extended to manage shortages of paediatric endotracheal tubes and skin antiseptic products.
- Delivered \$82.44 million in savings through ongoing review and management of procurement categories and contracts, including a statewide contract for nursing agency staff to improve access to nursing services.
- In a first for NSW Health, HealthShare NSW achieved Bronze Tier Status in Pride in Diversity's Australian Workplace Equality Index for LGBTIQ+ workplace inclusion. Bronze Tier Status was achieved by focusing on policy updates, travel guidance, uniform guidance for trans employees, and awareness training across the organisation.
- Commenced the transition of non-clinical support services (cleaning) from local health districts to HealthShare NSW, enabling an integrated and improved support services model across cleaning, food, linen and dock management.
- Completed the statewide deployment of DeliverEASE (57 sites, 1,297 clinical areas) to give staff better access to the products they need, when and where they need them, and continued to implement SmartChain solutions within local health districts to create an end-to-end procurement and supply chain system that simplifies processes for users.
- Successfully trialled the Assisted Technology Loans Scheme with the Australian Government Department of Health and Aged Care, involving more than 800 participants and 1,500 equipment items, leveraging existing cleaning, repair, and storage services through EnableNSW to realise new efficiencies.

## HealthShare NSW organisational chart



## NSW Health Pathology

Website: [www.pathology.health.nsw.gov.au](http://www.pathology.health.nsw.gov.au)

### Chief Executive

**Vanessa Janissen**

Vanessa Janissen has worked in public and private healthcare for more than 25 years. She is committed to serving the community and the strategic pursuit of better outcomes for patients. She brings people together and gets things done. She is also passionate about developing future leaders and championing women in leadership positions.



Before rejoining NSW Health Pathology, Vanessa held senior leadership positions with Calvary Healthcare, including National Director, Strategy and Service Development. Prior to this, she helped establish and lead NSW Health Pathology in its formative years, and before that, held multiple strategic and operational roles at the Hunter New England Local Health District.

Vanessa leads with authenticity, integrity, and empathy. She believes in creating inclusive and supportive environments where people thrive and reach their full potential. Her dedication to empowering leaders and enhancing healthcare for our communities strengthens NSW Health Pathology's critical role in the public health system.

### Key achievements

- Helped local health districts approach pathology test ordering in a targeted and sustainable way. This reduced blood gas testing by 12 per cent, unnecessary COVID-19 PCR tests by 25 per cent, and blood cultures by 20 per cent, contributing to optimal patient care and environment savings.
- Provided genomic sequencing and profiling for the Precision Oncology Screening Platform enabling Clinical Trials (PrOSPeCT) study for patients with rare, difficult-to-treat, or incurable cancers. The study reported 437 results, contributing to 7,615 patients successfully tested nationally, with 5,759 matched therapy recommendations.
- Implemented a new pathology service model at Mudgee Hospital, aligning laboratory hours with clinical need and introducing enhanced point-of-care testing for more timely results. Lab after hours call-backs were safely reduced by 82 per cent.
- Delivered faster toxicology testing for Forensic Medicine, reducing time-to-results to 72 hours, with 4 times the number of cases progressed than in 2022. This helped improve the timeliness of forensic investigations and supported better outcomes for families navigating the coronial process.
- Produced and launched the Pathologically Speaking Podcast, a top 30 science podcast on Spotify with 4,300 downloads worldwide. It highlighted scientific excellence and humanised our pathology and forensic services professionals, growing public awareness, and pride and connection in the workforce.
- Implemented a mass spectrometry 16-steroid test profile for adrenal disorders. About 300 specimens were processed daily. Machine-learning and clinical-decision support enabled more precise diagnosis and subtyping of primary aldosteronism, a common, underdiagnosed cause of hypertension, at half the current cost.
- Validated and furthered work to implement an Australian-first dried blood spot test for diagnosing hepatitis C in marginalised populations like prisons. The test, developed with other NSW Health partners, will transform hepatitis C testing for at-risk populations.
- Opened new laboratories and collection centres at Liverpool Hospital and Griffith Base Hospital, and progressed laboratory redevelopments at Wyong, Coffs Harbour, Dubbo, and Cowra hospitals. These provided more modern, comfortable patient facilities, and purpose-built labs with specialist instrumentation to meet future needs.
- Achieved full replacement of chemical pathology equipment at 28 regional and metropolitan laboratories, including Bourke, Deniliquin, Dubbo, Walgett, Griffith, Wollongong, Randwick, and

Liverpool. The new equipment provides faster, more efficient services with enhanced automation capabilities.

- Finalised the transition of Moree and Narrabri pathology services to NSW Health Pathology, ensuring laboratories were retained at Moree and Narrabri hospitals, providing more modern equipment and an expanded suite of tests, enhanced by 24/7 point-of-care testing.

NSW Health Pathology organisational chart





## eHealth NSW

Website: [www.ehealth.nsw.gov.au](http://www.ehealth.nsw.gov.au)

### Chief Executive Richard Taggart

From January 2025

Richard is a transformative digital health leader with more than 20 years of information and communications technology experience, combining a clinical background in pharmacy with a proven track record across both public and private healthcare organisations.



Richard started his role as Chief Executive on 20 January 2025. He was previously National Director of Digital Health at Calvary Health Care. He has also served as the Chief Information Officer for Sydney Local Health District from 2019 to 2023, leading the Digital Health and Innovation team and contributed to major initiatives including the NSW Health Vaccination Centre Systems and the RPA Virtual Hospital.

### Associate Professor Dr Amith Shetty

From June 2024 to January 2025

Associate Professor Amith Shetty has held several senior clinical leadership roles in emergency departments, health services, and most recently as the Clinical Director in the System Sustainability and Performance Division for NSW Health. Amith is an emergency physician whose passion for driving value in healthcare through the improved use of digital insights and technology has led to him spearheading several first-time innovations. He is an Adjunct Associate Professor in Biomedical Informatics and Digital Health at University of Sydney; Adjunct Fellow at Centre for Health Systems and Safety Research, Macquarie University; and Honorary Research Fellow at the Westmead Institute for Medical Research.

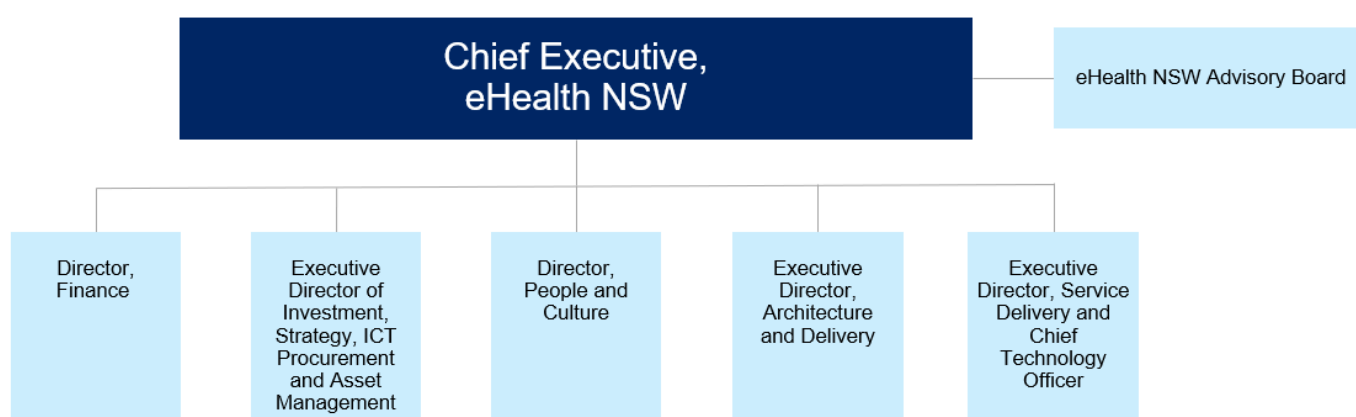


### Key achievements

- Continued to transition information technology infrastructure from on-premises to the Cloud, in line with the NSW Government Cloud Strategy. Now 75 per cent of critical business applications are hosted on the cloud platform, saving 483,350 clinical productivity hours and reducing unplanned outages and maintenance windows.
- Completed the rollout of the electronic outpatient referral management system to 485 clinics across 26 hospitals in 7 local health districts. The program has enabled more than 3,400 general practitioners to send more than 200,000 electronic referrals, simplifying processes and reducing time spent on non-clinical tasks.
- Continued to implement the statewide Health Outcomes and Patient Experience Platform, with 3,008 clinicians using it across 1,619 services. The purpose-built information technology platform has enabled 70,830 patients to complete 183,742 surveys to help improve and personalise their care.
- Implemented the co-located general practitioner clinics project in the Far West Local Health District, allowing a patient's health information to be shared with their general practitioner via the HealtheNet clinical portal. This facilitates continuity of care across acute and primary settings.
- Successfully migrated the Electronic Medical Records from local on-premise servers to the NSW Health public cloud in four local health districts. Cloud technologies provide a more reliable and scalable platform, which requires less maintenance and improves data security and recovery.
- Became the first jurisdiction in Australia to meet the new Australian Immunisation Register (AIR) application requirements, which expanded the scope of reporting obligations to four new fields. This includes antenatal data, which became mandatory from 1 March 2025. The AIR is used to record vaccinations and access immunisation information of patients.

- Successfully migrated the Neonatal Intensive Care Unit Study system to eHealth NSW's cloud infrastructure and integrated the system with the Electronic Record for Intensive Care to automate data extraction. This increases data accuracy and quality and reduces administrative work for clinicians to make more time for patient care.
- Introduced sensitivity labelling for Microsoft 365 applications to approximately 80,000 staff across NSW Health to further protect our data and information.
- Integrated MedSync into NSW Health's existing Microsoft 365 licensing to support over 100,000 clinicians across NSW Health to securely upload and share information. More than 788,000 images and 13,000 external collaborative meetings were uploaded or hosted, demonstrating digital innovation from pilot to statewide implementation.
- Launched the *eHealth NSW Diversity, Equity, Inclusion and Belonging (DEIB) Strategy 2024 – 2026* to further cultivate an inclusive workforce that values unique perspectives, celebrates everyone for who they are, and reflects the diverse communities we serve across NSW.

### eHealth NSW organisational chart



### Single Digital Patient Record Implementation Authority

Website: [www.health.nsw.gov.au/sdpr](http://www.health.nsw.gov.au/sdpr)

#### Chief Executive Dr Teresa Anderson AM

Teresa has more than 40 years of experience as a clinician and health service executive. She has a well-established reputation for implementing strategies focused on fostering partnerships, supporting the delivery of innovative, patient-centred, and best practice healthcare.



Teresa was the Chief Executive of Sydney Local Health District for more than 13 years.

She is a speech pathologist, internationally recognised for her specialist knowledge and skills in the research, assessment, and management of paediatric and adult dysphagia, early communication development, early childhood development, and early intervention.

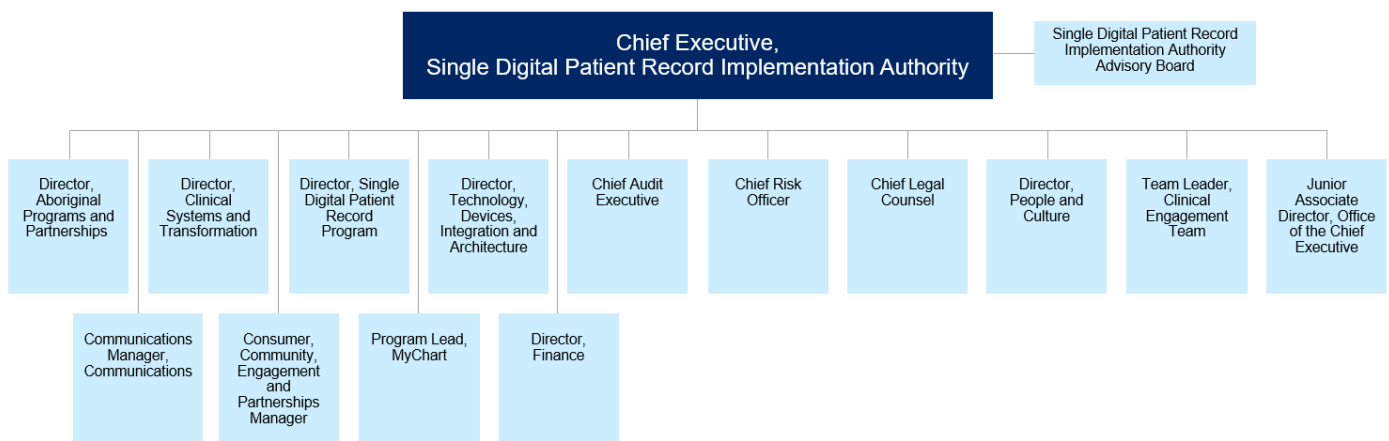
She is a member of the Australian Eating Disorders, Research and Translation Centre Governing Council, and is a Fellow and Council Member of the Institute of Public Administration Australia NSW.

In the 2018 Queen's Birthday Honours, Teresa was made a Member of the Order of Australia in recognition of her contribution to NSW Health and the community.

## Key achievements

- Aboriginal Health governance was determined by Aboriginal peers across NSW Health. This included establishment of the Aboriginal Health Council – a key group configuring the Single Digital Patient Record (SDPR) and determining 18 of the 59 councils and working groups that should include Aboriginal representation.
- Engaged with staff across the health system to progress the configuration of the SDPR to ensure it meets NSW Health workflows. There are 59 working groups and councils, and 3 committees involving more than 700 front line staff in decision-making. This ensures a diverse range of perspectives and experiences are represented. More than 400 staff in the SDPR Implementation Authority team configure the platform based on these decisions.
- Following the creation of the SDPR Implementation Authority in May 2024, all staff were assigned to positions in the Implementation Authority in September 2024.
- Following 20,000 hours of training, more than 300 staff are now certified in the configuration and use of the SDPR software partner - Epic Systems. Most of the core configuration is complete and testing and content validation has commenced.
- Consultation and collaboration with Aboriginal people is a key priority for the SDPR Implementation Authority. In June 2025, the Healing Connections: from All Walks, One Path artwork by Aboriginal artist, Lee Hampton was unveiled, portraying the commitment to supporting and prioritising care for Aboriginal and non-Aboriginal people.
- Developed the SDPR Consumer, Carer and Community Partnership Plan and appointed a Consumer, Community Engagement and Partnerships Manager to lead and support ongoing engagement with consumers.
- Significant progress has been made to support clinical and non-clinical systems outside of the Epic Systems, which need to integrate with the new SDPR platform for Tranche A. As at 30 June 2025, 26 agreements have been reached.
- Workshops were held to develop the scope of the pilots of two new functionalities for NSW Health in the SDPR for Tranche A sites at the Hunter New England Local Health District and Justice Health and Forensic Mental Health Network. The two functions are a patient portal and a provider portal for clinicians.
- Significant progress was made in ensuring the cloud hosting environment is large enough for the SDPR. This will become the largest single instance of an electronic medical record in the world once implemented.
- Finalised the digital health kits that standardise the number of computers and end user devices available to safely support clinical workflows for the SDPR.

## Single Digital Patient Record Implementation Authority organisational chart



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## Local health districts

NSW Health's 15 local health districts cover metropolitan, regional, rural and remote areas across NSW, varying in both geographical size and population. Districts provide hospital, community, and population-based healthcare services that meet the needs of their local communities. Providing a comprehensive range of medical specialties, the districts deliver in-hospital care, outpatient services, mental health services, child and family health services, oral health services, Aboriginal health services, and drug and alcohol rehabilitation. Six local health districts cover the greater Sydney metropolitan regions, and nine cover regional, rural and remote NSW. Read on to discover each district's key achievements for the year and visit their websites to find out more about the services they provide.



## Central Coast Local Health District

Website: [www.cclhd.health.nsw.gov.au](http://www.cclhd.health.nsw.gov.au)

### Chief Executive Scott McLachlan

Scott joined the Central Coast Local Health District as Chief Executive in November 2021, having held leadership roles in both private and public health systems across the past two decades. Raised in country NSW, he understands the highly complex landscape of the healthcare environment and the unique challenges of healthcare delivery in regional Australia. Scott is passionately motivated to lead improvements in health outcomes for the community through authentic engagement, strong collaboration with clinicians, strategic partnerships, and fostering innovation. Scott was previously Chief Executive at Western NSW Local Health District for eight years.



Scott was Acting Deputy Secretary Health System Strategy and Patient Experience at the NSW Ministry of Health from September 2024 to March 2025. Jude Constable was Acting Chief Executive, Central Coast Local Health District during this time.

### Acting Chief Executive Jude Constable

From September 2024 to March 2025

Jude has worked in the health sector for more than 30 years as a registered nurse, professional leader, and senior executive. She is committed to working collaboratively with staff and other stakeholders to support high-quality patient care which provides excellent experiences for patients, their families, and staff. Jude returned to her substantive role as the Central Coast Local Health District Executive Director of Acute Care Services, where she is responsible for leading and managing strategic and operational healthcare delivery for Gosford, Wyong, and Woy Woy Hospitals, and district-wide clinical services.

### Key achievements

- Opened the Head to Health Kids Hub at Tuggerah following a \$1.8 million refurbishment. The Hub provides comprehensive, multidisciplinary care and support to children experiencing challenges with their mental health and wellbeing, and their families.
- Opened a Safe Haven at Wyong Hospital to provide support to individuals and their families who are experiencing suicidal thoughts or distress. While it is the first Aboriginal-led Safe Haven in NSW, it is also open to all and designed to support cultural safety and inclusivity.
- Established a primary care musculoskeletal physiotherapy service within the Long Jetty Urgent Care Service. This service has enabled patients who would typically be referred to an emergency department for fracture management to receive more timely care within the urgent care setting.
- Improved treatment for cancer patients following the upgrade of two linear accelerators at the Central Coast Cancer Centre. This enables faster radiation delivery and more advanced patient positioning. Cancer imaging capability was also improved with the replacement of the centre's computed tomography simulator.
- Launched a new Cardiac Electrophysiology Service at Gosford Hospital, giving Central Coast patients local access to diagnostic and therapeutic cardiac procedures. In the eleven months since the service started, 38 patients have accessed treatment without needing to travel out of the local area.
- Delivered a nurse-led vaccination service which offered influenza, COVID-19, and other essential vaccines to patients and their carers in hospital and community settings. The service provided 887 vaccines to 596 people, including some of our most at-risk community members.



- Committed to environmental sustainability and recycled one tonne of polypropylene wrap by installing new balers in operating theatres. The district also saved the equivalent of 245 kilograms of carbon dioxide by introducing reusable electronic infusion pumps to reduce pharmaceutical waste and emissions.
- Delivered the annual Central Coast NAIDOC Community Day celebrating the history and culture of Aboriginal and Torres Strait Islander peoples. More than 3,000 people attended and more than 400 free health checks were provided.
- Introduced a seven-day neurology service at Wyong Hospital to deliver safe and timely care for patients, closer to home. Expanding the service has decreased patient transfers to Gosford Hospital and reduced length of stay for patients who present during the weekend.
- Introduced state-of-the-art robotic technology in Gosford Hospital operating theatres to reduce pain and recovery times for patients undergoing knee replacement surgery. The technology has helped to reduce patients' average length of stay from four to two days.

### Central Coast Local Health District organisation chart



### Far West Local Health District

Website: [www.nsw.gov.au/fwlhd](http://www.nsw.gov.au/fwlhd)

**Acting Chief Executive**  
**Jodie Miller**

From December 2024

Jodie Miller is the Acting Chief Executive of the Far West Local Health District, bringing a wealth of experience and leadership to the role. With a foundation in clinical operations, Jodie is committed to advancing health service delivery and enhancing community wellbeing. Jodie oversees strategic initiatives that align with the district's mission, ensuring that safe and high-quality health services are accessible to all. Jodie's responsibilities include guiding the development of organisational strategies, fostering partnerships with key stakeholders, and ensuring compliance with regulatory standards across various service streams. Her collaborative approach and focus on innovation empower her team to deliver exceptional care, making a positive impact on the health outcomes of the communities served.





## Previous Chief Executive

### Brad Astill

From December 2022 to December 2024

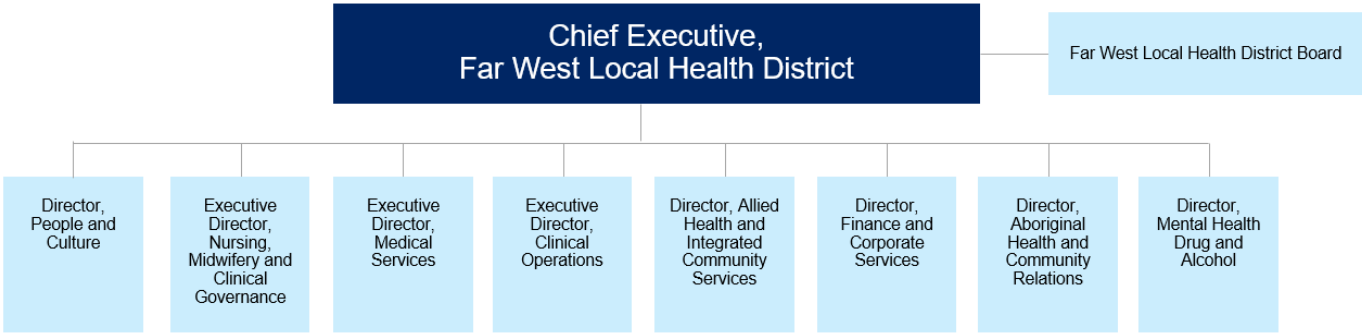
Biography on page 331



### Key achievements

- The eMaternity data system was implemented in both Far West Local Health District maternity sites. The system enables near real-time access to perinatal data for safety and quality improvements, and Aboriginal Maternal and Infant Health Strategy statistics. This allows collaborative care planning to occur between health facilities within NSW and across state borders.
- The district implemented a major redesign of its oral health services to better meet the needs of the community. This included rotating dentists, engaging a clinical lead, restarting student placements, and sharing staff across districts.
- The Brighter Beginnings Program has been implemented across most of the district's remote sites. The Brighter Beginnings teams visited remote communities with early childcare education groups for the first time during 2024-25, with 133 checks completed and 57 referrals identified for occupational therapy, speech pathology, oral health, and dietetics.
- Specialist medical palliative care services were implemented as part of the palliative care nurse-led model in Buronga, servicing the Wentworth and Balranald Shires. These services, in addition to the palliative care nurse practitioner role, ensures patients with more complex palliative care needs receive timely escalation of care needs.
- Get Healthy in Pregnancy referrals reached 146.15 per cent of the NSW Ministry of Health key performance indicators as of April 2025 – an increase from 123.5 per cent from the same period last financial year. Monthly reporting, communication, initial program education in 2023-24, and ad hoc service updates have been a key driver for local implementation.
- The district's workforce who identified as being Aboriginal and/or Torres Strait Islander has increased from 8.91 per cent to 10.16 per cent this past financial year. This has been achieved thanks to a partnership established with TAFE NSW and Maari Ma Health Aboriginal Corporation to increase employment opportunities in the district.
- In April 2025, the doors of 20 new self-contained accommodation units at the Broken Hill Health Service were opened for healthcare workers as part of the NSW Government's \$45.3 million Key Worker Accommodation Program.
- The Broken Hill Health Service commenced its Nursing and Midwifery Succession Planning Program. The program consists of registered nurses working alongside managers with the aim of succession planning for these key positions within the district. Registered nurses will complete three months in each area with a buddy or mentor.
- The Far West Local Health District Violence Abuse and Neglect Service launched an animation explaining what the service can offer and how to access the service, in an effort to destigmatise the services and broaden awareness across the district.
- The Mental Health Drug and Alcohol Service continued to advocate for mental health support and recovery. The team raised awareness of vicarious trauma, lived experienced integration and rural mental health, and demonstrated how storytelling and shared experience remain impactful tools in changing the landscape of mental health support and recovery.

Far West Local Health District organisation chart



Hunter New England Local Health District

Website: [www.hnehealth.nsw.gov.au](http://www.hnehealth.nsw.gov.au)

Chief Executive  
Tracey McCosker PSM

Tracey McCosker has more than 30 years of experience in the NSW public health system. She began her career as the Business Manager for Hunter Area Pathology Service, and held various senior roles in finance, corporate, and clinical services.

In 2012, Tracey became Chief Executive of NSW Health Pathology, leading the establishment of an integrated statewide public pathology service. Her outstanding contribution to public health was recognised in 2018 with the Australian Public Service Medal.

Tracey holds a Bachelor of Commerce from the University of Newcastle, a Master of Business Administration from the University of Southern Queensland, and is a member of the Australian Institute of Company Directors.

As the leader of one of NSW’s largest local health districts, Tracey is committed to fostering a respectful and inclusive environment, promoting an innovative and cohesive workforce, and ensuring the delivery of high-quality, patient-centred care.

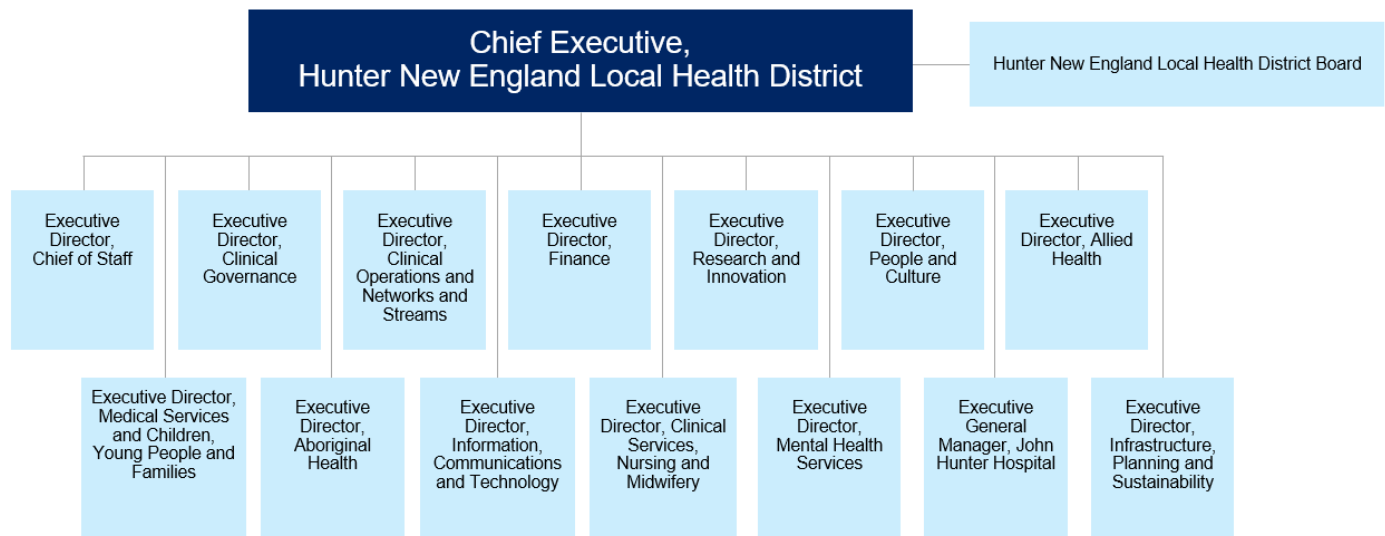


Key achievements

- Launched a custom-built Medibus – a fully equipped mobile health clinic, to deliver specialist diabetes support and care in local communities. The multidisciplinary Medibus teams directly support patients and upskill local general practitioners, nurses, and allied health providers in diabetes management. It was launched on 18 June 2025.
- Recruited approximately 48 additional full-time equivalent nurses to the John Hunter Hospital Emergency Department. This staffing boost enables one-to-one nursing care ration for generally occupied emergency department resuscitation beds on all shifts, and one to three nurses generally occupied emergency department treatment spaces and sort-stay unit beds on all shifts.
- Appointed dedicated patient flow concierge staff to support emergency departments at Tamworth, Manning, and Maitland hospitals, and two district-wide positions. These positions improve access to inpatient ward beds and reduce the time patients spend waiting in emergency departments.
- Opened a specialised menopause hub in Newcastle in September 2024. The hub has provided comprehensive care to more than 600 women with severe symptoms through a multidisciplinary team.

- Launched the district’s first rural Aboriginal-led bladder health campaign with Aboriginal Elders in Armidale, Uralla, and Narrabri. The campaign asks Aboriginal communities to ‘have a yarn about our bladder’.
- Recruited more than 140 registered nurses from the United Kingdom and Ireland. The nurses and their families were welcomed to facilities across the district, with many starting at Tamworth, Manning, and Maitland hospitals.
- Opened a maternity simulation centre at Tamworth Hospital, developed in partnership with Charles Darwin University. The centre means intensive practical training is provided locally, eliminating the need for students to travel to larger centres and removing some of the barriers associated with completing a Bachelor of Midwifery or Graduate Diploma of Midwifery. This is a major step forward for midwifery education and training in the New England region.
- Launched a mobile imaging van in November 2024 to deliver onsite diagnostic services for aged care residents across the Hunter region. This reduces hospital visits, easing pressure on emergency departments and improving continuity of care.
- Opened NSW’s first residential eating disorders centre in Charlestown – a \$13.5 million facility offering people aged 16 years and older up to three months of intensive, personalised care from a multidisciplinary team.
- Welcomed the district’s first two clinical nurse specialists in Aboriginal health, marking a key step in strengthening culturally safe care for Aboriginal communities.

**Hunter New England Local Health District organisation chart**



## Illawarra Shoalhaven Local Health District

Website: [www.islhd.health.nsw.gov.au](http://www.islhd.health.nsw.gov.au)

### Chief Executive Margot Mains



Margot Mains began her career as a nurse and has held senior health leadership roles in New Zealand, South Australia, and NSW.

Margot has extensive health executive leadership and management experience at hospital and district levels. Since 2014, she has served as Chief Executive of the Illawarra Shoalhaven Local Health District. Her previous roles include Chief Executive Officer of Northern Adelaide Local Health Network, Capital and Coast District Health Board, and Mid Central Health.

Margot holds a Bachelor of Laws and is a member of the Ingham Institute Board. She is known for driving improvements in health outcomes through collaboration, community engagement, innovation, and research.

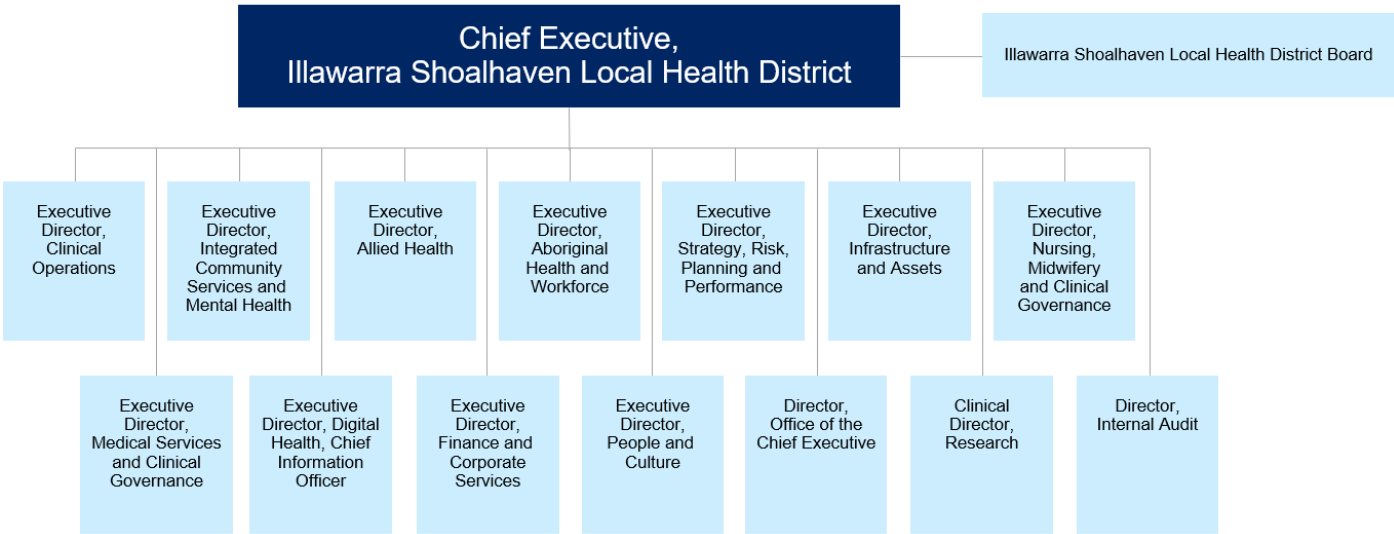
Margot is a Fellow of the University of Wollongong, recognised for her strategic leadership and contributions to healthcare in the Illawarra and Shoalhaven regions.

### Key achievements

- Increased performance in transfer of care to the emergency department benchmark by 30 per cent over the reporting period to support more timely bed availability. This supported a reduction in average length of stay and improved patient discharges before midday.
- Expanded the district's Midwifery Group Practice (MGP) across the Illawarra and Shoalhaven regions. A review of MGP criteria was also undertaken to enable more women with higher level care needs to access the service.
- Formalised a partnership agreement with local Aboriginal Community Controlled Health Services and completed extensive consultation with community on future local health needs and infrastructure projects.
- Developed an integrated care model and pathways for coordinated management of consumers with a diagnosis of both a mental health condition and substance issues. The model of care is being implemented and is working to improve holistic care and reduce treatment gaps.
- Commenced planning and community consultation for the development of Milton Ulladulla Hospital's Health Service Plan. Designs were completed for the installation of a new computed tomography scanner at the facility and upgrades to its cancer centre.
- Achieved standard utilisation of e-script software systems to replace paper medication prescriptions in the community. This has increased safety for high-risk medications, improved service efficiency and health data security.
- Implemented Allied Health Emergency Department Navigators at Wollongong and Shoalhaven Hospitals to deliver care more quickly. This reduced overall wait times and redirected 19 per cent of patients to alternative services more appropriate than admission, such as the Virtual Hospital Ward.
- Completed detailed designs and commenced onsite works for the new Shellharbour Hospital, while the \$438 million redevelopment of Shoalhaven Hospital reached a significant milestone with construction to the top floor completed.
- Partnered with 238 early childhood education and care services to implement the statewide Munch and Move Healthy Eating and Physical Activity Program. Almost 80 per cent of services met program benchmarks to engage children and families.

- Continued development works at Wollongong Hospital including a new Medical Imaging precinct, Emergency Short Stay Unit expansion, and the enhanced Medical Ambulatory Centre. Construction also commenced on the new Warrawong Community Health Centre.

### Illawarra Shoalhaven Local Health District organisation chart



### Mid North Coast Local Health District

Website: [www.mnclhd.health.nsw.gov.au](http://www.mnclhd.health.nsw.gov.au)

#### Chief Executive Jill Wong

From April 2025

Jill Wong is an accomplished healthcare leader with more than 17 years’ experience across legal, social work, and executive health leadership roles.

A qualified lawyer with a Bachelor of Social Work, Jill is deeply committed to social justice, equity, continuous learning, and fostering a positive workplace culture.

She has held several key positions in child protection and community services including working as a lawyer with the Attorney General’s Department at the Royal Commission into Institutional Responses to Child Sexual Abuse.

Jill’s four-year tenure as Mid North Coast Local Health District Director of Integrated Care, Allied Health and Community Services saw her lead key reforms including increasing the contribution of allied health to clinical care across our services and streams; strengthening partnerships with primary care and Aboriginal Medical Services; enhancing out of hospital models of care; establishing the Mid North Coast Virtual Care Service; and implementing accountability frameworks to drive service improvement. She was serving as interim Chief Executive of Mid North Coast Local Health District from October 2024, before being appointed in April 2025.

#### Previous Chief Executive Stewart Dowrick

From January 2011 to October 2024

Stewart was the Chief Executive Mid North Coast Local Health District from [month year] and concluded the role in October 2024. Stewart began his career in healthcare administration at the then Children’s Hospital at Camperdown in 1989. He



moved to the Central Coast Area Health Service in 1993 and to the Mid North Coast Area Health Service in 1999. Since 2000, he has held numerous executive positions with the Mid North Coast and North Coast Area Health Service, and was appointed Chief Executive at the beginning of 2011.

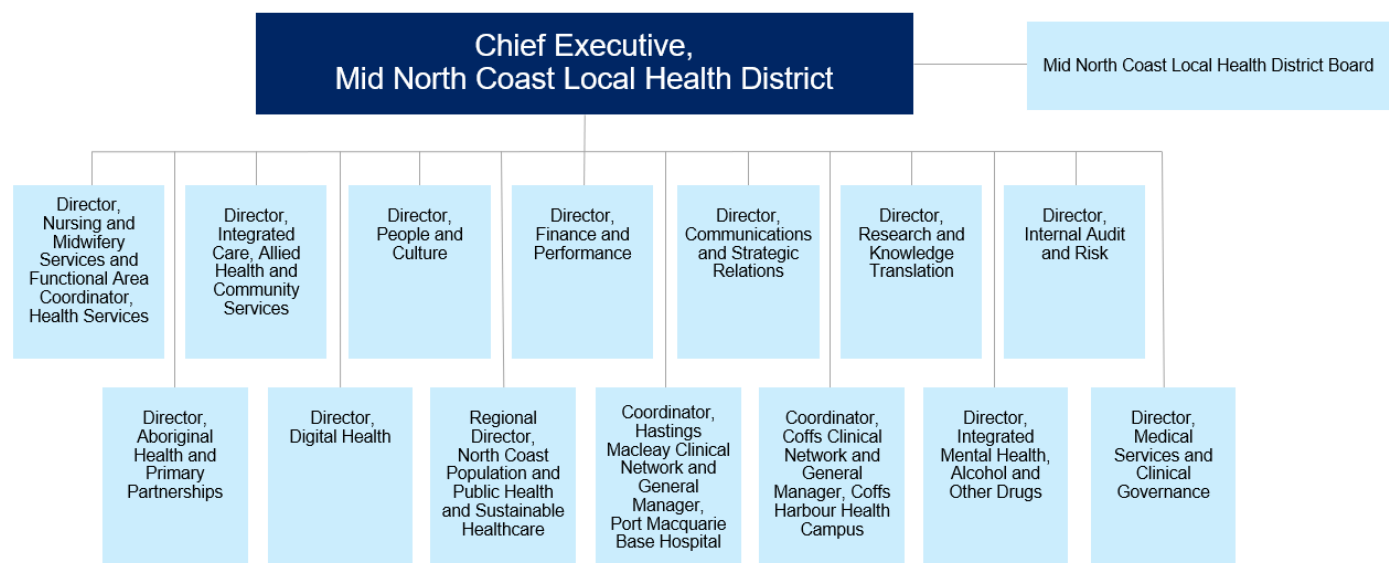
Stewart has a particular interest in health service partnership and service partners working together. He holds an Honorary Doctorate in Health Studies, and tertiary qualifications from the University of New South Wales, the University of Newcastle, and the Australian Institute of Company Directors.

### Key achievements

- The Mid North Coast Virtual Care Service cared for more than 27,000 patients with non-life-threatening conditions, contributing to a 4.64 per cent drop in category four and five presentations across the region.
- Launched the Mid North Coast Local Health District Paediatric Complex Care Coordination Service to enable rural and regional children with complex medical conditions, and their families, to access streamlined specialist care. This service supports high-quality care that provides the most value to patients, reducing the cost to families and the NSW Health System.
- Launched the *Mental Health, Alcohol and Other Drugs and Suicide Prevention North Coast Joint Regional Plan 2024-2029* with Healthy North Coast and the Northern NSW Local Health District. This partnership joins primary and acute health services to address critical mental health issues, substance use, and suicide rates with a coordinated approach, minimising access barriers for patients.
- Introduced the Rapid Recovery Joint Program in Coffs Harbour and Port Macquarie with outstanding results. Patients are safely discharged on the same day as their surgery with post-operative multidisciplinary care provided in their home by the Hospital in the Home service.
- Opened an additional 211 free car parking spaces at Port Macquarie Base Hospital as part of the NSW Government's \$33.97 million Helipad and Car Park Project to enhance accessibility to local healthcare services for staff and the community.
- Expanded the Parents in Child Nutrition Informing Community (PICNIC) Program to the Central Coast, Western NSW, Southern NSW, and Illawarra Shoalhaven local health districts; and into new settings such as supported playgroups and early education. The expansion delivered responsive feeding training to more than 200 educators and support staff.
- Launched a successful musculoskeletal collaborative research program with the University of Sydney. Collaborative grants were used to increase rural patient access to clinical trials and Mid North Coast Local Health District health services research, and shape better access to services to improve health outcomes.
- Earned a World Stroke Organisation Angels Award at Coffs Harbour Health Campus for the fifth consecutive quarter for meeting global stroke care benchmarks. The award reflects the strong collaboration and teamwork across various services and departments toward improving patient outcomes.
- Implemented the Connect, Assess, Listen, Manage Falls Prevention Initiative in the Port Macquarie Acute Geriatric Evaluation and Management Unit to identify patients at risk of falls upon admission. The unit achieved a 73 per cent reduction in falls within 3 months.
- Partnered with BreastScreen NSW to help women access both breast and cervical screenings at one convenient location. This women's health initiative aims to increase the region's cervical screening rates, promoting early detection and improving health outcomes.



Mid North Coast Local Health District organisation chart



Murrumbidgee Local Health District

Website: [www.mlhd.health.nsw.gov.au](http://www.mlhd.health.nsw.gov.au)

Chief Executive  
Jill Ludford PSM

Jill Ludford PSM was appointed Chief Executive of the Murrumbidgee Local Health District in August 2014. Leading a dedicated workforce, Jill has championed strategic governance and health innovation to ensure safe and equitable health outcomes. A former nurse and midwife, Jill has served Murrumbidgee Local Health District and its predecessor organisations in senior leadership roles since 1992, including Director of Operations and other senior corporate positions. She holds extensive qualifications in healthcare leadership, nursing, midwifery, child and family health, and women’s health. In 2024, Jill was awarded the Public Service Medal for outstanding contributions to healthcare. Jill is passionate about innovative healthcare, workforce sustainability, and driving continuous improvement to achieve the best possible outcomes for regional, rural, and remote communities.



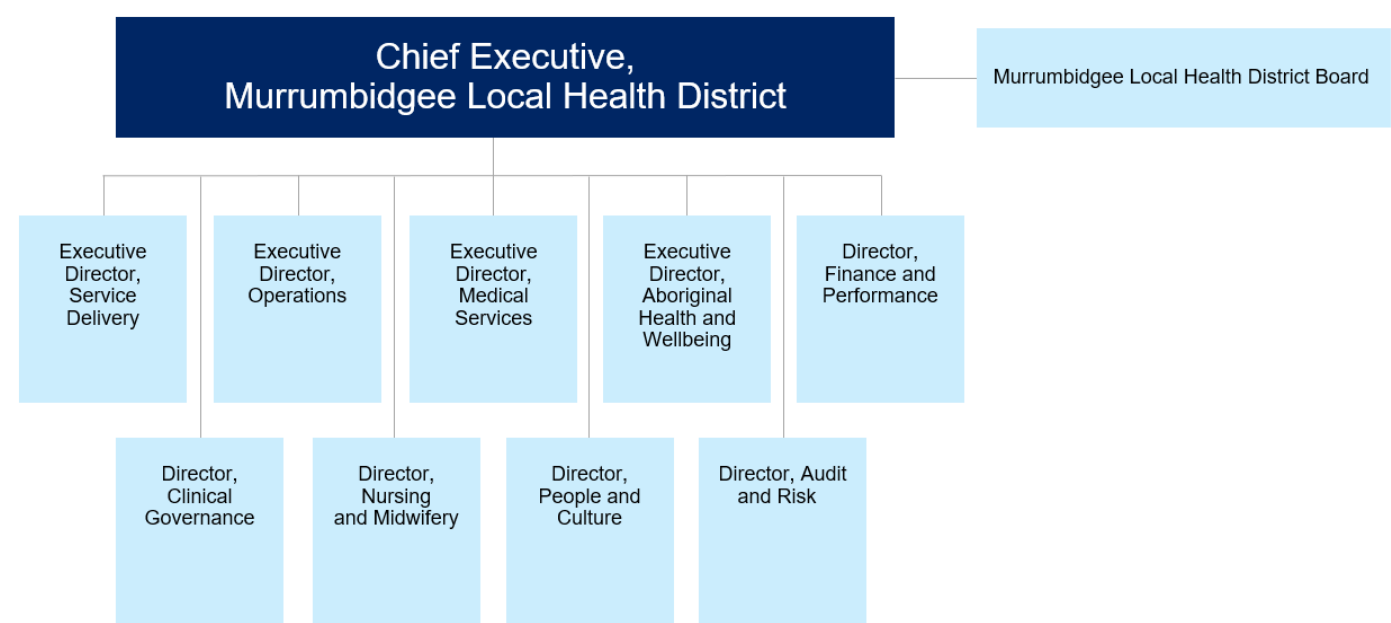
Key achievements

- In collaboration with Aboriginal community representatives and Aboriginal Community Controlled Health Organisations, the Murrumbidgee Local Health District delivered Murundhu, I Live I Breathe, a culturally tailored pulmonary rehabilitation program. The patient-led yarning circle supports health literacy, chronic illness self-management, and cultural connection, enhancing social and emotional wellbeing for Aboriginal people.
- Hosted the Paediatric Roundtable in September 2024 with the Murrumbidgee Health and Knowledge Precinct. The roundtable led to the establishment of a working group to implement the Agency for Clinical Innovation’s Tiered Developmental Care Model, supporting coordinated referrals, early interventions, and services to improve outcomes for children. A paediatrics collective group was established to support joint advocacy efforts.
- As part of the Living Well, Your Way Initiative, four public outpatient clinics were introduced in Wagga Wagga and Griffith to provide specialist multidisciplinary care for complex respiratory and

cardiac conditions. Clinics operate monthly, improving access to public specialist coordinated care, closer to home.

- Murrumbidgee Local Health District and the International Centre for Future Health Systems at the University of NSW announced four joint Research Fellowships awarded to district staff. For 12-months the fellows will develop and conduct research projects of relevance to the Murrumbidgee community. This is the first time these fellowships have been granted to support early career researchers within the district.
- The \$250 million Griffith Base Hospital Redevelopment opened to the public on 26 June 2025. Expanded emergency, surgical, maternity, and outpatient services are now delivered in a state-of-the-art, purpose-built facility designed to transform care and flexibly meet the region's evolving health needs.
- Established the Residential Aged Care Urgent Care Service, led by the Wagga Wagga Rapid Access Clinic. The Service delivers timely episodic care in nursing homes for non-urgent, non-life-threatening conditions, reducing avoidable hospital admissions, and supporting person-centred, community-based care.
- Completed the Integrated Paramedic Workforce Model Pilot which embedded paramedics into multidisciplinary hospital teams to enhance regional care access. Launched at the Rapid Access Clinic at Wagga Wagga Base Hospital, the pilot enhanced patients' access to alternative care pathways and addressed trends in emergency department activity.
- Established the Murrumbidgee District Aboriginal Advisory Council, a multidisciplinary group of First Nations people. The Council provides advice to the Murrumbidgee Local Health District on service models for Aboriginal and Torres Strait Islander peoples.
- The Collaborative Commissioning's Pharmacy Screening Program, co-designed with general practitioners and local pharmacists, was established in the district to support community pharmacy screening, and pharmacist-general practitioner referral pathways for patients at risk of chronic obstructive pulmonary diseases and congenital heart failure. The program promotes early diagnosis and intervention of chronic illness in regional communities.
- The district partnered with the Clinical Excellence Commission and established the Reflective Practice Skills Program, adopted statewide to build staff capability in reflective practice and unconscious bias. The program promotes self-awareness, strengthens inclusive practice, and supports a safety culture for consumers, families and carers, and staff.

Murrumbidgee Local Health District organisation chart



Nepean Blue Mountains Local Health District

Website: [www.nbmlhd.health.nsw.gov.au](http://www.nbmlhd.health.nsw.gov.au)

**Chief Executive**  
**Brad Astill**

From January 2025

Brad Astill joined Nepean Blue Mountains Local Health District as Chief Executive in January 2025. He was formerly the Chief Executive of Far West Local Health District.



In his role as Chief Executive, Brad aims to foster innovation, improve health outcomes, and deliver exceptional patient care. This is achieved through collaboration with staff, the community, regional and primary care associates to ensure health services continue to be safe, high-quality, and effective for the entirety of the local population.

Brad works with the local health district board, Nepean Blue Mountains Primary Health Network, university partners, and the community to provide the best possible healthcare to the people and communities of the district.

**Acting Chief Executive**  
**Lee Gregory**

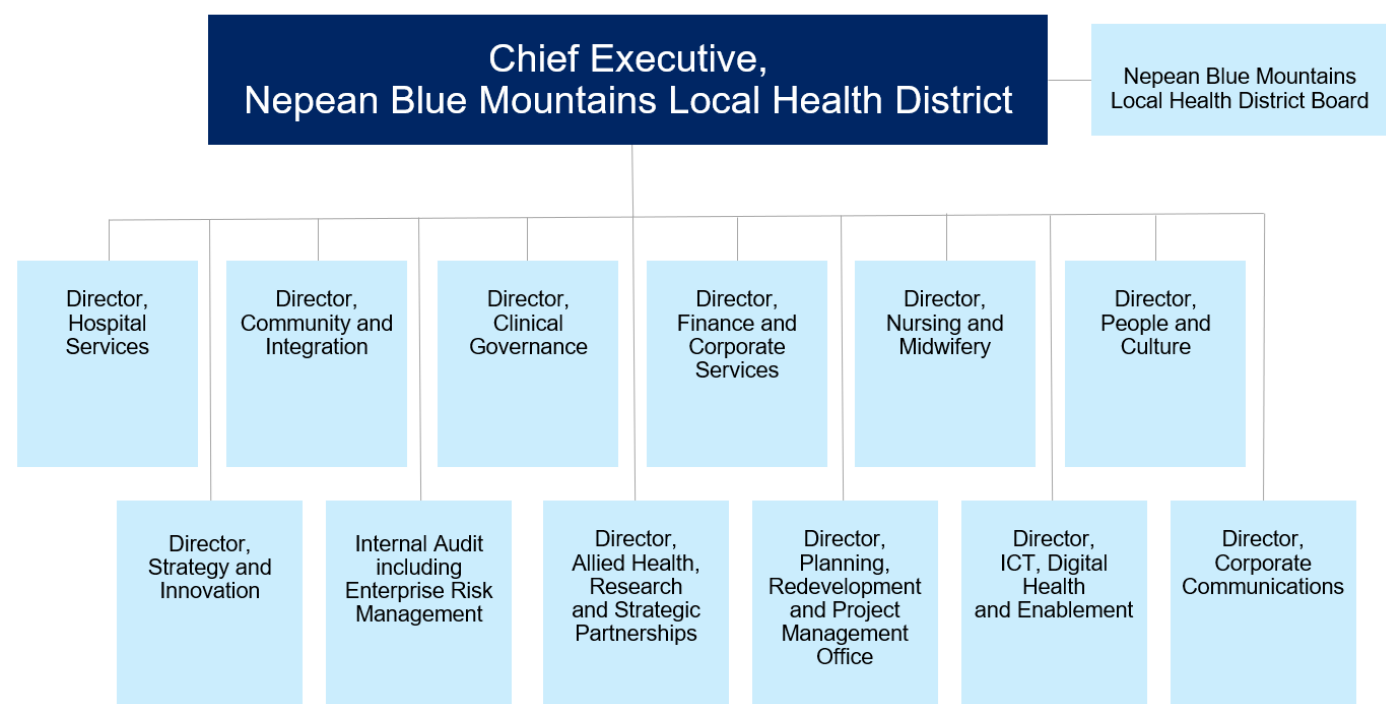
From September 2023 to December 2024

Lee Gregory concluded his role as Acting Chief Executive of Nepean Blue Mountains Local Health District in December 2024. Lee’s exceptional health leadership skills and deep dedication to fostering innovation, continuous improvement, and collaboration within healthcare was of significant support to the district. The district executive, board, staff, and the community thank Lee for his time and dedication as Acting Chief Executive since September 2023.

## Key achievements

- Successfully transitioned the operation and management of Hawkesbury District Health Service from St John of God Health Care to Nepean Blue Mountains Local Health District. This included significant staff orientation and establishment of information and communications technology infrastructure.
- Opened the Safe Assessment Unit at Nepean Hospital to provide specialised care for patients presenting with drug-related behavioural disturbances to the emergency department. Since opening, the unit has diverted 196 patients from the emergency department.
- Established a district-wide Safeguards team that provides support to children and young people who are experiencing a mental health crisis. In 2024-25, the team provided intensive support to 273 children, young people, and their families.
- Established a geriatrician-led Memory Clinic at Lithgow Hospital, supporting on average 7 patients per week aged 50 to 75 years, with concerns about early memory loss or cognitive decline. The clinic provides comprehensive assessment of memory function including cognitive testing, physical and psychological evaluations, and brain scan and blood test referrals.
- Exceeded national targets for timely, life-saving stroke treatment of 35 minutes at Lithgow Hospital and 36 minutes at Blue Mountains District ANZAC Memorial Hospital. The teams received the Time is Brain Award presented by the NSW Telestroke Service.
- Established Universal Health and Development Check program for four-year-olds in early childhood education and care settings. These checks track a child's growth and development and identify potential needs. In 2024-25 1,366 children were screened to ensure that they have the best start to school.
- Launched the innovative midwifery model, Know Your Midwife, at Blue Mountains District ANZAC Memorial Hospital. The Model provides women and families with a dedicated midwife who will support them throughout their pregnancy journey and beyond.
- Upgraded centralised sterilising services at Lithgow and Blue Mountains hospitals to meet new Australian standards and ensure our patients continue to receive safe, high-quality care at each of our hospitals.
- Established the Respiratory Rapid Access Centre, offering quick access to specialised respiratory care at Nepean Hospital. This reduced emergency department length of stay for respiratory admitted patients, unplanned readmissions, and reduced the average length of stay for hospital admissions. This has resulted in a reduction of 271 bed days, meaning patients are spending fewer total days admitted in the hospital.
- Partnered with traditional Aboriginal healers from Anangu Ngangkari Tjutaku Aboriginal Corporation to provide a culture-based program that supports the mental wellbeing of Indigenous community members living in the district. In 2024-25, 12 Aboriginal patients received support through the program.

Nepean Blue Mountains Local Health District organisation chart



Northern NSW Local Health District

Website: [www.nnswlhd.health.nsw.gov.au](http://www.nnswlhd.health.nsw.gov.au)

Chief Executive  
Tracey Maisey

Tracey Maisey joined Northern NSW Local Health District as the Chief Executive in August 2023. Tracey has had a long and broad career in healthcare and brings a wealth of experience to the role.



She has held a variety of senior positions in health across the globe, most recently in New Zealand as Executive Director Planning, Funding and Business Intelligence for the Canterbury and West Coast District Health Boards; as well as holding the role of Interim Chief Strategy, Planning and Performance Officer for Health New Zealand; and has previously been Chief Executive Officer of a district health board in New Zealand.

Tracey has worked in executive roles in Australia, the United Kingdom, and Qatar, across both rural and metropolitan services. She's played a lead role in transforming healthcare delivery across various health settings, and oversaw Health New Zealand's national sustainability and climate change work program.

Key achievements

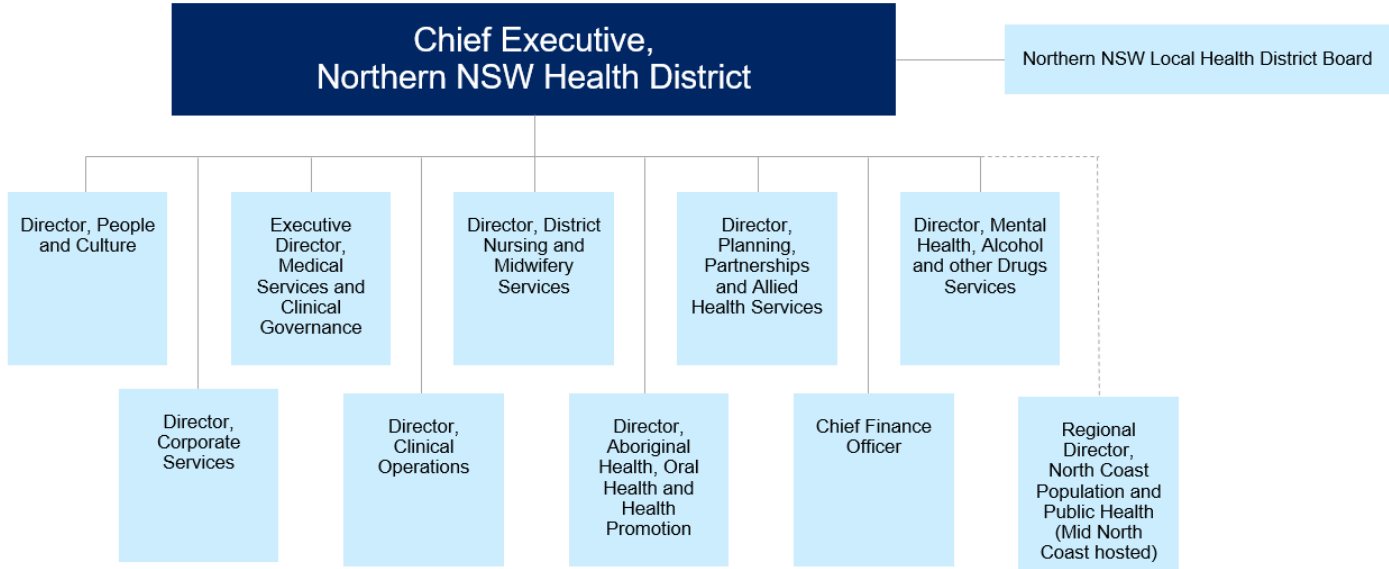
- Partnered with Healthy North Coast and local Aboriginal Medical Services to launch a co-management model of care for children with ADHD in September 2024. The model connects Northern NSW Local Health District paediatricians with general practitioners in the ongoing management of ADHD medication, bringing care closer to home while significantly reducing the need for paediatric outpatient appointments.
- Appointed the district's first Mental Health Housing Liaison Officer in May 2025 to further NSW Health's partnership with Homes NSW and better identify and support people at risk of

homelessness. The liaison officer helps consumers navigate clinical and housing services, while improving referral pathways for people with complex mental health needs.

- Awarded the Clinical Care Standards Excellence Award from the Australian Commission on Safety and Quality in Health Care for colonoscopy clinical standards. The award recognised the significant work undertaken by the district to ensure treatment complies with the national standard.
- Implemented a series of Aboriginal Women and Children's Health Champions Yarn Up events to increase immunisation rates among the Aboriginal community. These gatherings educated participants on immunisation, and breast and cervical screening, encouraging them to be an advocate within their communities and make informed health choices for themselves and their communities. As at June 2025, 123 Aboriginal and Torres Strait Islander women have attended a Yarn Up event.
- Played a lead role in the emergency response to ex-Tropical Cyclone Alfred in March 2025, which involved a whole-of-system approach through the cross-agency Emergency Operation Centre, ensuring all facilities remained open and patients and staff cared for. Support was also given to evacuation centres and public health monitoring and messaging in the recovery phase.
- As part of the Northern NSW Academic Health Alliance, the Learning, Development and Research Hub opened at the new Tweed Valley Hospital. The Hub has streamlined student placement processes to improve coordination across partners, while supporting more than 30 research projects driving innovation in healthcare and education.
- Received a National Health and Medical Research Council Partnership Grant to support partnerships with carers in the prevention of delirium, building on the successful pilot of the Prevention and Early Delirium Identification Carer Toolkit (PREDICT). Implementation of the toolkit has started across the district's hospital network, as well as at partner healthcare services in NSW, Queensland and the Australian Capital Territory as part of plans to embed PREDICT at a system-wide level.
- Launched the Collaborative Screening Program, enabling women to complete breast and cervical screenings in one appointment. The program was facilitated by monthly BreastScreen NSW clinics, which increased screening access and convenience, particularly for Aboriginal and remote women. This reduced the doubling up of services, encouraged more people to get involved, and made it easier to detect cancer early.
- Significant response to global resurgence in measles, with the highest number of measles notifications since January 2025 reported in Northern NSW. These cases occurred in two clusters, each with an index case acquired overseas, resulting in the need to notify over 600 contacts and additional outreach conducted through media and social media platforms.
- Implemented recruitment strategies to help build a stronger workforce. These strategies increased candidate hires by 30 per cent, reduced advertising costs, and shortened recruitment timeframes by more than 20 per cent.



Northern NSW Local Health District organisation chart



Northern Sydney Local Health District

Website: [www.nslhd.health.nsw.gov.au](http://www.nslhd.health.nsw.gov.au)

Chief Executive  
Anthony Schembri AM

Anthony Schembri joined Northern Sydney Local Health District in July 2023 after nearly 10 years at St Vincent’s Health Network Sydney as Chief Executive Officer. Anthony is an accredited social worker with a 30-year career in NSW Health working across clinical and executive roles.



Anthony holds adjunct professorial appointments with the University of Sydney, University of Technology Sydney, and Macquarie University; and is a board director for Sydney Health Partners, the Australian Healthcare and Hospitals Association, Kolling Institute for Medical Research, and NORTH Foundation.

He was named in 2019 Queen’s Birthday Honours List, and in 2023 was awarded an Honorary Doctor of Letters from the University of New South Wales.

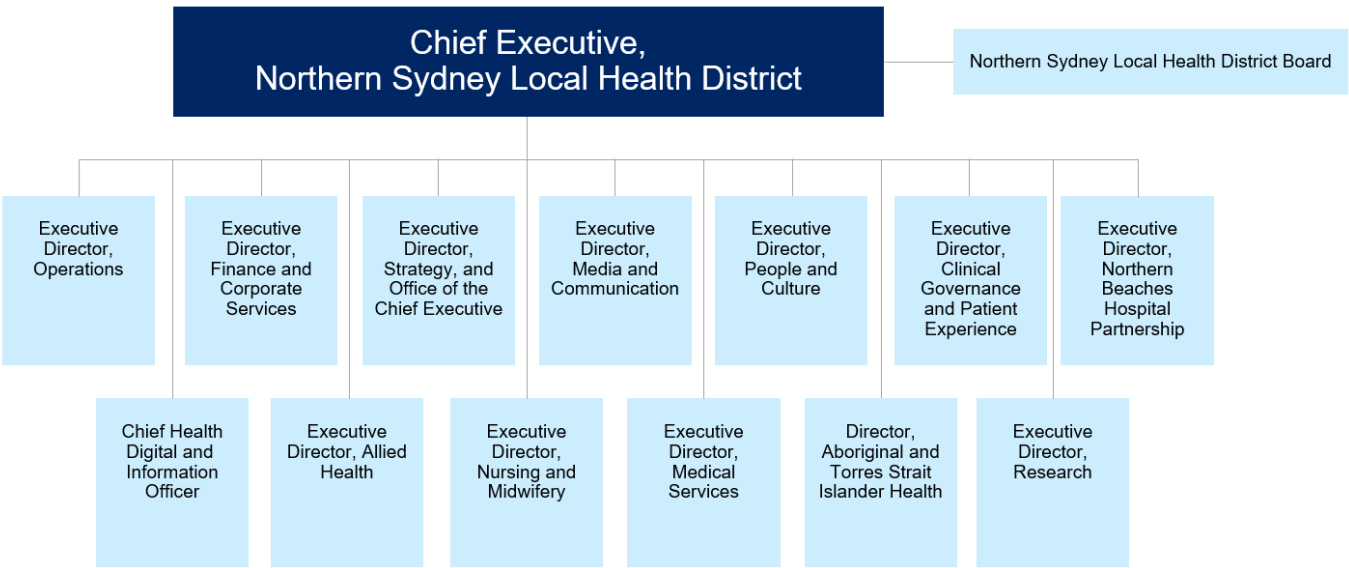
Anthony holds an honours degree in social work from University of New South Wales, a graduate diploma in public administration, a Master of Public Policy from the University of Sydney, and certificate in health and human rights from Harvard University.

Key achievements

- The Northern Sydney Local Health District Sexual and Gender-Based Harassment Safety Plan was released in October 2024. The Plan reinforces the district’s commitment to maintain a workplace where everyone feels safe, respected, and valued.
- The first NSW Virtual Palliative Care Navigator Service opened in August 2024. The service attended to 89 palliative patients in their home who needed urgent care without the need to attend an emergency department via an ambulance. The service is part of the district’s virtual care service.

- The \$526.8 million Ryde Hospital Redevelopment reached a significant construction milestone with new interim healthcare facilities completed. The early works included an interim intensive care unit built to ensure patients had ongoing access to care while the new hospital is built.
- Clinical service delivery continues to be transformed through nursing and midwifery researchers who were successful in obtaining \$41 million in competitive funding by December 2024 for their research and clinical trials. Their research was named in more than 100 peer reviewed journals, and they presented at 65 conference presentations.
- Achieved a Gold Tier Award at the 2025 Australian Pride in Health + Wellbeing Award for fostering inclusivity for staff with diverse sexualities and genders in making them feel safe, seen, and valued in the workplace. The recognition was evaluated through the Health + Wellbeing Equality Index.
- The haemodialysis unit at Hornsby Ku-ring-gai Hospital began recycling water to help reduce water wastage. Approximately 1,200 litres of surplus water from dialysis treatments was recycled into a tank per day. The water was then used for irrigation across the campus.
- Launched Tomorrow’s Medicine Today – a new podcast series showcasing groundbreaking research, innovative models of care, and inspiring stories. The first of the series connects the community and public with research underway across the district.
- A major study of 73,000 patients published in July, led by the Royal North Shore Hospital, found heart and kidney health could be improved by combining Ozempic and similar diabetes drugs with existing medications. Medications like Ozempic can improve heart and kidney health when used with widely available drugs to treat heart and kidney complications. This is the largest study of its kind and is expected to inform the management of people with diabetes globally.
- A simulated clinical training centre for staff opened at Hornsby Ku-ring-gai Hospital in November 2024. The Pamela Margaret Andrew Simulation Centre is a modern facility for staff to upskill and undergo further clinical training.
- A drug and alcohol community treatment service for young people treated 76 patients dealing with substance use during its first year of opening. Patients aged 18 years and under with moderate to severe issues with substances can attend the Alcohol and Other Drug Consultation, Assessment, Care and Intervention for Adolescents Service.

Northern Sydney Local Health District organisation chart



## South Eastern Sydney Local Health District

Website: [www.seslhd.health.nsw.gov.au](http://www.seslhd.health.nsw.gov.au)

### Chief Executive Tobi Wilson

Tobi Wilson was appointed Chief Executive in April 2019.

He is an experienced, progressive health leader, with a passion for innovation in healthcare. Having started his career as a physiotherapist, Tobi has held leadership roles across Victoria, South Australia, and NSW. Tobi has a proven track record of embracing technology to transform the delivery of health services.



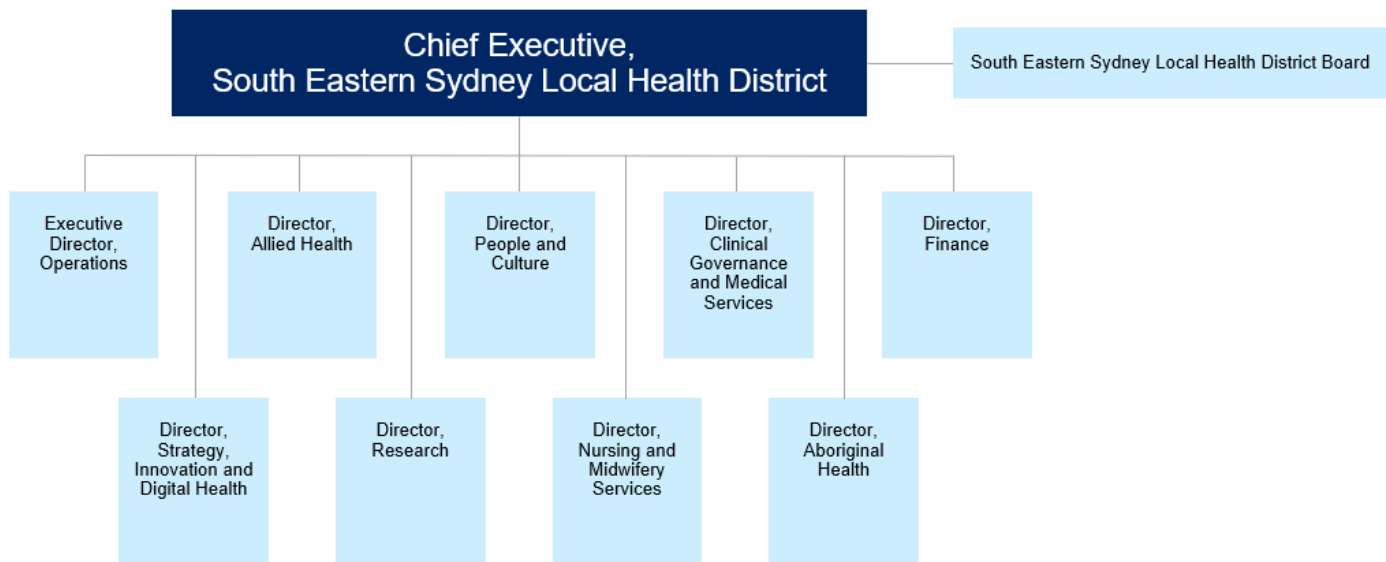
In addition to his substantive position, Tobi holds a number of non-executive director positions across health and medical research organisations, including Chair and President of Health Roundtable, with more than 180 hospital members across Australia, New Zealand, and the Middle East.

### Key achievements

- The University of New South Wales opened a \$100 million Integrated Acute Services Building at Prince of Wales Hospital. The building is designed to connect students directly with medical facilities. This will improve healthcare outcomes for the public through collaborations among students, researchers, and medical professionals.
- The *Healthy Mob, Strong Community: SESLHD Aboriginal Health Plan 2024-2026* was developed with community, by community, for community. It outlines the district's strategic direction to improve health outcomes for Aboriginal people, and is key to ensuring Aboriginal community and staff feel safe, respected, and empowered.
- Expanded the BreastScreen NSW clinic at the Royal Hospital for Women, Randwick, enabling 3,000 to 5,000 more women to access free, potentially lifesaving mammograms annually. The service supports early breast cancer detection and improves survival rates. More machines, uplifting art, and working spaces are features of the upgrade.
- Opened the new Gadigal Eye Clinic at Sydney Eye Hospital in October 2024 to provide high-tech eye care for Aboriginal and Torres Strait Islander people in a culturally safe space. New retinal cameras enable specialists to conduct eye checks without the need of an onsite specialist. The service includes a virtual outreach to regional NSW.
- The Royal Hospital for Women opened its Menopause Hub in Randwick in November 2024. It includes NSW's first publicly-funded hormone and mood clinic, supporting 5,500 women annually with in-person and telehealth services. The hub offers advanced, multi-disciplinary care for women with severe symptoms.
- The \$3.34 million Nurturing Connections Program supported new parents facing psychological distress or trauma, strengthening parent-child bonds through holistic, therapeutic care. Delivered by multidisciplinary teams, it aids families with children aged zero to four across three NSW locations.
- Opened the new Emergency Department Assessment Unit at Prince of Wales Hospital, providing safe, integrated care for patients with acute behavioural or substance-related crises. This multidisciplinary unit offers a calming, low-stimulus environment and marked a key milestone in the hospital's Acute Services Building.
- The St George Hospital Redevelopment Stage 3 reached a major milestone with the Kensington Street Building topping out. This nine-storey facility will deliver advanced outpatient and rehabilitation services through innovative models of care, enhancing healthcare for a growing community and future needs.

- The Albion Centre celebrated 40 years of pioneering HIV care and sexual health services. Born from Australia’s AIDS crisis response, it remains a trusted, compassionate space for patients, with dedicated staff and long-term patients thriving through world-class, life-saving support.
- The Sutherland Hospital opened a new Procedures on Day Unit in July 2024, enhancing paediatric care with a purpose-built, chair-based model for infusions and day treatments. This family-centred space improves patient experience and frees up acute beds for seriously ill children.

### South Eastern Sydney Local Health District organisation chart



### South Western Sydney Local Health District

Website: [www.swslhd.nsw.gov.au](http://www.swslhd.nsw.gov.au)

#### Chief Executive Sonia Marshall PSM

Sonia Marshall’s 30-year career in NSW Health began as an intensive care unit nurse at Griffith Base Hospital before working in a range of leadership roles in rural, regional, and urban settings. She joined South Western Sydney Local Health District in 2016 initially as Director of Nursing and Midwifery and Performance. As Incident Controller for the district’s COVID-19 Emergency Operations Centre, her remarkable leadership helped ensure the safety of staff and the diverse community. Sonia is Adjunct Associate Professor, School of Nursing and Midwifery at Western Sydney University; and Honorary Principal Fellow, Faculty of Science, Medicine and Health at University of Wollongong. She has completed a Master of Business Administration, a Bachelor of Science (Nursing), and studied in intensive care nursing, public administration, and health leadership.



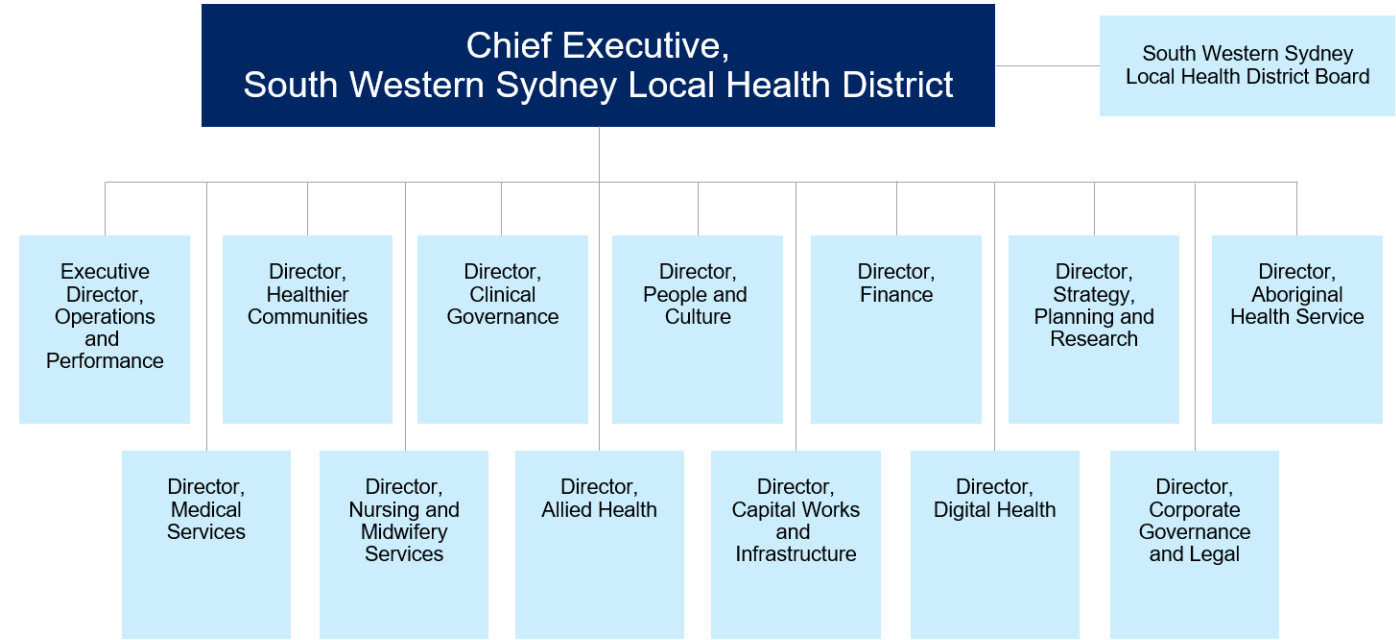
Sonia received a Public Service Medal for her outstanding service, particularly for her leadership and resilience as District Incident Controller through the COVID-19 response.

#### Key achievements

- Celebrated major infrastructure milestones including:
  - opened Stage 1 of the \$830 million Liverpool Hospital Redevelopment, delivering a new clinical services building

- completed a new outpatient centre, the centrepiece of the \$55 million Stage 2 Bowral and District Hospital Redevelopment.
- Launched the *South Western Sydney Local Health District Leadership Strategy 2025-2028* – the culmination of a year of research, consultation, and co-design. The strategy represents the district's commitment to identifying, developing, empowering, and retaining those who will lead our organisation into the future.
- Implemented a new way to collaborate with community and consumers with the online community consultation platform, Engage, which offers people of all ages and backgrounds a chance to provide ideas, suggestions, and their lived experience about our services and their experiences.
- Opened a Children's Short Stay Unit in Campbelltown Hospital's emergency department. The first of its kind in NSW, the unit provides a dedicated space for prolonged safe observation, allowing patients and their families to stay together.
- Supported women experiencing severe or complex menopause symptoms with a new virtual menopause hub established in July 2024, providing medical, allied health, and nursing expertise through telehealth consultations.
- Pioneered a plastic-saving process in linen services, which was implemented across the district and NSW Health in 2024-25. By bundling linen without using plastic, Liverpool Hospital saves 519 kilometres of plastic polypropylene per year.
- Piloted staff health clinics to empower staff to look after their own health so they can care for others. The clinics, offer vital observation checks, information about healthy living, and referrals.
- Established the Aboriginal Drug Health Service and implemented a holistic cultural model of care, incorporating traditional healing practices, group therapies, and clinical practices. The team received an award from Bankstown Community Corrections, recognising their support for community-based recovery.
- Redirected school mobile dental vans during school holiday periods to offer people experiencing homelessness in the Macarthur region access to outreach dental care, serving 68 patients in the past 12 months.
- Held Maternity Open Days across five hospitals as part of the ongoing antenatal redesign to increase access to pregnancy information and inform prospective parents about available models of care and other services. More than 1,400 women, partners, and families attended.

South Western Sydney Local Health District organisation chart



Southern NSW Local Health District

Website: [www.snswlhd.health.nsw.gov.au](http://www.snswlhd.health.nsw.gov.au)

Chief Executive  
Margaret Bennett OAM

Margaret Bennett joined the district on 2 March 2020 after 10 years as Chief Executive Officer of Northeast Health in Wangaratta, Victoria. She provides strategic and operational leadership for the efficient and effective management of Southern NSW Local Health District to deliver innovative, safe, high-quality, and patient-centred healthcare.

An accomplished clinician, Margaret has worked in regional healthcare and has experience as a senior executive in NSW, Victoria, and Western Australia. Margaret has successfully overseen complex transformations underpinned by her commitment to improving organisational culture and performance. Margaret believes robust consumer and community engagement positively impacts service delivery.

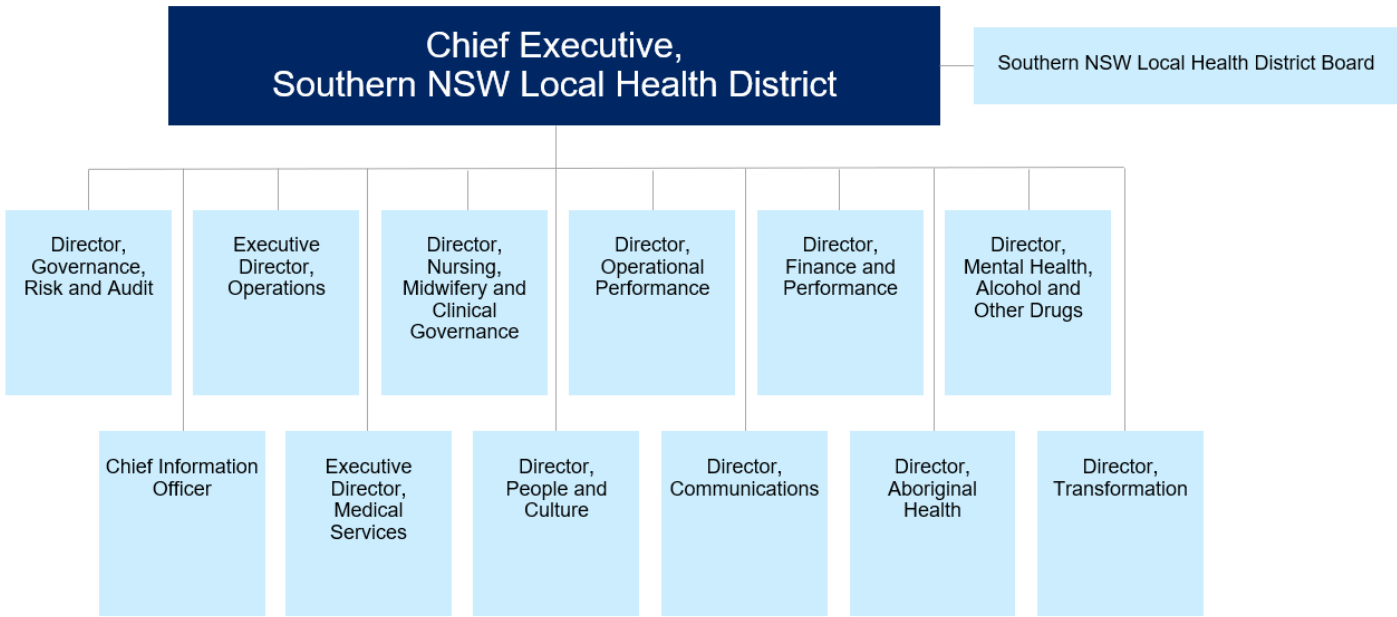
Key achievements

- Achieved Baby Friendly Health Initiative accreditation for all maternity services, supporting breastfeeding, maternal wellbeing, and infant health across the district.
- Built local capacity to conduct clinical trials through the Rural, Regional, and Remote Clinical Trials Enabling Program, enhancing access to innovative treatments for rural patients.
- Expanded the Midwifery Group Practice model from one trial site to all five birthing hospitals, providing women with continuous, personalised care throughout pregnancy, birth, and early postnatal periods.
- Strengthened community and stakeholder engagement by establishing Network Community Engagement Committees, and enhancing local consultations, partnerships, and governance to better align services with community needs.
- Continued progress on the new Eurobodalla Regional Hospital and Batemans Bay Community Health facility, in partnership with Health Infrastructure and other stakeholders.



- Invested in staff wellbeing and engagement initiatives while advancing reconciliation efforts and Closing the Gap commitments, strengthening workforce resilience and cultural safety across the district.
- Enhanced and expanded outpatient services, continuing efforts to reverse patient flows to the Australian Capital Territory, improving local access to specialist care, and reducing travel burdens.
- Restored ear, nose, and throat services locally which significantly improved early treatment of otitis media – an ear infection, in Aboriginal children and reduced preventable hearing loss.
- Improved workforce capacity and capability through the implementation of the Elevate principles. Elevate is a framework that supports agreed ways of working and enables us to improve consistency in how we deliver services and care.
- Advanced financial recovery by strengthening internal recruitment processes to ensure positions serve a clear need, and by progressing procurement reforms including Smartchain and DeliverEASE, to support long-term financial sustainability.

Southern NSW Local Health District organisation chart



## Sydney Local Health District

Website: [www.slhd.health.nsw.gov.au](http://www.slhd.health.nsw.gov.au)

### Chief Executive Deb Willcox AM

From September 2024

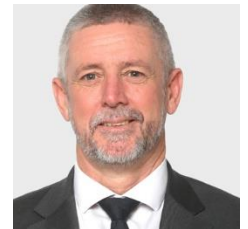
Deb's career has included roles in government and nongovernment organisations. Her experience spans clinical, corporate services, government departments, and research. Deb was Deputy Secretary of the Health System Strategy and Patient Experience Division, NSW Ministry of Health, from 2022 to 2025 and Chief Executive, Northern Sydney Local Health District from 2017 to 2022. Deb has held a range of senior executive roles including the combined role of Director Operations, Sydney Local Health District, General Manager, Royal Prince Alfred Hospital, Director Corporate Support – Health Reform Transition Office, NSW Health, and Director, Executive and Ministerial Services, NSW Health. 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



### Previous Acting Chief Executive Graeme Loy PSM

From May 2024 to September 2024

Biography on page 345

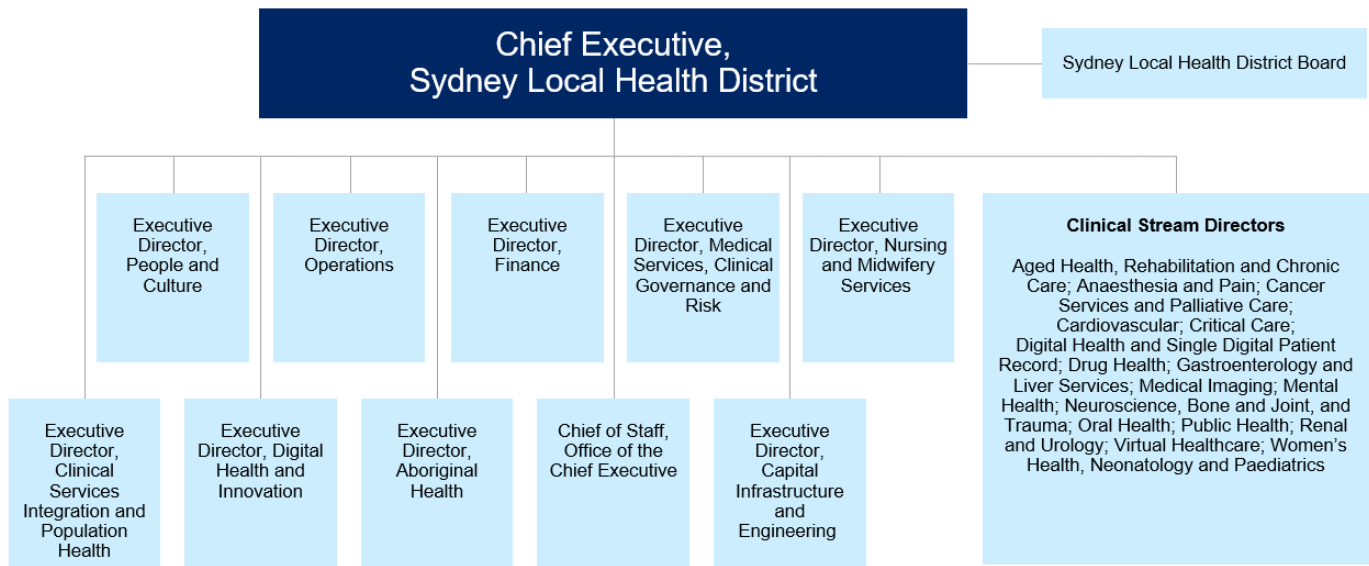


### Key achievements

- Expanded the Emergency Care and Treatment Dashboard to all district emergency departments. The district developed the dashboard to allow senior emergency department staff to visualise data to ensure staff are using the Emergency Care and Treatment protocols safely.
- Launched the Innovative Outreach Model of Care to increase cancer screening among women from Aboriginal, culturally and linguistically diverse, refugee, and low socio-economic backgrounds. The model combined community-based outreach, health promotion, and culturally safe and accessible services. More than 400 women were engaged.
- Achieved the highest rating for National Clinical Trials Governance Framework accreditation under the Australian Health Service Safety and Quality Accreditation. Achieved ongoing full accreditation against all National Safety and Quality Health Service Standards for all district facilities.
- Celebrated 100 cone beam computed tomography guided bronchoscopies at Concord Hospital, the first public hospital in Australia to deliver this cutting-edge, minimally invasive procedure. It is a safer and more accurate way to diagnose early lung cancer and other conditions.
- Delivered redesigned cancer prehabilitation services using consumer insights. Royal Prince Alfred Hospital's Surgical Outcomes Research Centre's model of care evolved from hospital-based to community-based and telehealth services, removing barriers to access and enabling more patients to optimise health before surgery.
- Delivered the Bone and Soft Tissue Sarcoma Summit, co-designed by consumers and led by the Royal Prince Alfred Hospital Institute of Academic Surgery and the Cooper Rice-Brading Foundation. Patients, families, clinicians, and researchers attended and discussed clinical care, research, and future strategies.
- Opened the five-level Concord Hospital Multi-Storey Car Park to complete a \$32.4 million project to improve access to healthcare services at the facility. The car park adds 555 new car spaces to Concord Hospital's parking capacity, 10 of them are accessible spaces.

- Achieved Level 3 Carer + Employee accreditation from Carers NSW. The district’s Carers Program is the first government organisation nationally to hold this rating. The Carers Program offers tailored support to community carers and staff balancing work and caring roles.
- Established the Consumer and Community Advisory Council as a sub-committee of the Sydney Local Health District Board, reinforcing the district’s commitment to partnering with consumers and the community in the planning, delivery, and evaluation of care.
- Launched the world’s first 3D printed skin trial at the Concord Hospital Burns Unit. The process uses techniques to print biomaterials onto the wound, helping a surgeon rebuild lost tissue and deliver excellent care to patients with burn injuries and soft tissue loss.

### Sydney Local Health District organisation chart



### Western NSW Local Health District

Website: [www.nsw.gov.au/departments-and-agencies/wnswlhd](http://www.nsw.gov.au/departments-and-agencies/wnswlhd)

#### Chief Executive Mark Spittal

Mark Spittal was appointed as Chief Executive in 2022, bringing more than three decades of health leadership experience in both Australia and overseas to the role.

Western NSW Local Health District is home to some of the most remote, vulnerable populations in NSW, requiring a network of innovative service providers to work collaboratively to provide the right care, in the right place.

Mark heads up a leadership team that focuses on four key strategic goals: improved health and wellbeing; meaningful gains in Aboriginal health; world-class rural healthcare; and one service across many places.

#### Key achievements

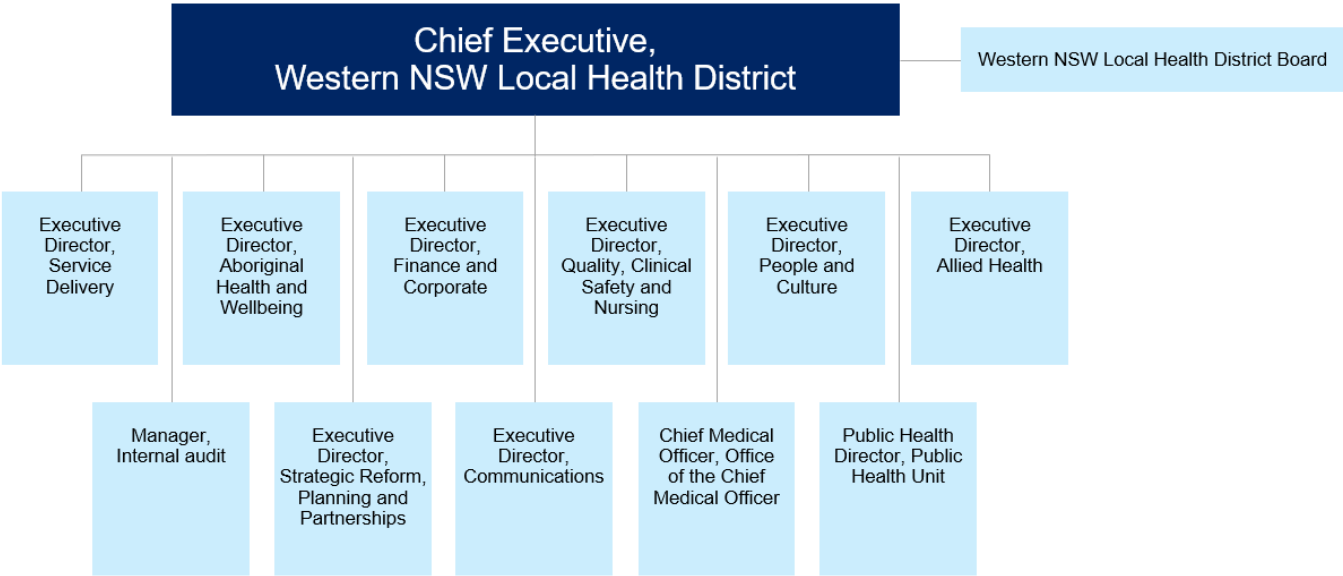
- Established the Virtual Urgent Care Services for Adults Regional Hub, a partnership with healthdirect Australia to provide virtual care to patients needing urgent but not life-threatening care. The hub commenced operations in February 2025 and has expanded to include the seven regional local health districts.
- Successfully expanded the Rural Nurse Practitioner workforce from 21 to 34 positions, including seven rural generalists, significantly strengthening specialty services in aged care, mental health,



renal, diabetes, and Aboriginal health. This reduced delays in treatment and improved timely healthcare access for rural communities.

- Conducted a pilot training program for remote X-ray operators with seven staff trained in December 2024. The program trains nurses to complete a limited range of x-rays on acute and emergency department patients for sites where no radiographer is available.
- Partnered with the Sydney Children's Hospitals Network Virtual Urgent Care Service to support clinicians managing paediatric patients in the emergency departments of rural facilities within the Dubbo Referral Network. Virtual services expanded and commenced in the Western NSW Local Health District on 10 February 2025 and provides remote, paediatric specific clinical advice to medical officers.
- Trialled the virtual Early Talkers Program, reaching children and families from rural and remote communities with no access to local speech therapists. The program acts as a triage service, providing initial assessment, education, and therapy for children aged three years and under.
- Implemented waste diversion initiatives across the district as part of the *Environmental Sustainability Strategy 2023-2027*, including recycling, reusing and repurposing. The initiatives have resulted in the saving of more than 9 tonnes of physical waste, 16 tonnes of carbon emission equivalents, and \$100,000 of procurement costs.
- Enhanced community collaboration with the establishment of three Sub-Regional Health Planning Committees; hosting a community conference with 160 attendees; and the completion of 2,200 "Engage Western" surveys by people across the district on issues including models of midwifery care, health literacy, vaping, and oral health.
- The Building Healthy Communities Challenge was launched, empowering towns of up to 5,000 people to lead grassroots, sustainable health initiatives. Two communities each received \$8,000 to implement their ideas, with Manildra eventually winning the challenge and an additional \$4,000 to help embed the program long-term. Their program was well-supported, driving physical and mental wellbeing through accessible, collaborative, and individually-tailored activities.
- Launched the Hello my name is... Initiative in May 2025, with the rollout of new staff identification badges. The badges are designed to be a cheerful, simple way for patients to easily identify staff using their preferred name, create familiarity, and build trust.
- Successfully delivered Men's Assessment, Screening, Talking, Education and Referral Program clinics for Aboriginal men in eight rural and remote communities. The program was delivered in collaboration with community partners in a culturally safe environment for Aboriginal men to engage in primary healthcare for health assessments, screening, education and referrals.

Western NSW Local Health District organisation chart



Western Sydney Local Health District

Website: [www.wslhd.health.nsw.gov.au](http://www.wslhd.health.nsw.gov.au)

Chief Executive  
Graeme Loy PSM

From October 2018

During the past 25 years, Graeme has held many executive roles across the health sector. In addition to his role as Chief Executive, he also serves as a board member for the Westmead Institute for Medical Research, NSW Ambulance, the Australian Institute of Health Services Management, Sydney Health Partners, and Westmead Applied Research Centre Advisory Board.



Graeme is passionate about collaborating with major global innovation partners to attract more research, investment, and bright minds to the internationally recognised Westmead Health Precinct, and has led the establishment of a high-profile leadership committee to bring his vision for the precinct to life.

In 2024, Graeme was awarded the Public Service Medal for outstanding service to healthcare in NSW, in particular the delivery of public services in response to the COVID-19 pandemic.

Previous Acting Chief Executive  
Alison Derrett

From May 2024 to September 2024

Alison is a graduate of the University of New South Wales where she received a Bachelor of Social Work. She completed post graduate studies in public administration and completed her Master of Business Administration (Health Service Management) from the University of Tasmania.

Alison has extensive experience in leading and managing complex organisations, including as the General Manager of Campbelltown and Camden Hospitals, where she was responsible for the \$700 million redevelopment at the Campbelltown campus.

Alison is the Western Sydney Local Health District Executive Director, Operations and an ex-officio member of the district board.

## Key achievements

- Blacktown Hospital introduced the Integrated Geriatric Emergency Medicine (iGEM) Initiative. The initiative significantly reduced hospital stays for older patients from residential aged care facilities with conditions like dementia by creating an environment with low noise and calm music. Between 1 July 2024 and 30 January 2025, more than 600 patients accessed care through iGEM.
- Implemented a new electronic request for admission portal in the surgery and endoscopy departments at Blacktown and Mount Druitt hospitals, which digitises the request for admission process end-to-end, from when a patient decides to undergo a procedure to the day of admission. The portal supports reporting and tracking patients through their pre-operative journey. These hospitals receive approximately 25,000 request for admissions each year.
- Launched an Aboriginal Health Dashboard to more easily access information about Aboriginal patients' care journeys. The dashboard is a tool to improve health outcomes for Aboriginal people by increasing accountability and transparency across the district.
- Two Western Sydney Local Health District staff members won awards in the NSW Health Excellence in Nursing and Midwifery Awards 2025. The recipients were awarded the Nurse of the Year Award and the Nursing and Midwifery Leadership Award.
- In an Australian first, a successful 12-month trial of new form of bypass surgery using nano technology was performed at Westmead Hospital by specialist plastic surgeon. The surgery proved to eliminate the risk of lymphoedema in breast cancer patients.
- An innovative chronic disease prevention research program was successfully piloted in cardiology patients and proven to reduce hospital stays and presentations and improve health outcomes. The program delivers personalised text messages and other digital media to support patients with chronic health conditions to manage their condition and prevent worsening.
- The *Healthy Higher Density Living for Families with Children: An Advocacy, Planning and Design Guide* won the Award for Community Wellbeing and Diversity at the 2024 Planning Institute of Australia NSW Awards for Planning Excellence.
- Appointed a district Medication Safety Pharmacist and Staff Specialist to lead quality and safety programs analysing medication safety incidents. The role is the first of its kind in the NSW Health System and brings a holistic view of health system strategy, innovation, and clinical excellence to drive safety culture.
- Launched the Sip Til Send Initiative at Blacktown, Mount Druitt and Westmead hospitals which allows adult surgical patients to sip up to 200ml of clear fluids per hour until they're called to theatre, where previously no fluids were able to be had. This initiative aims to improve the patient experience.
- Driving a culture of innovation, Westmead Health Precinct co-hosted the annual Harvard Health Systems Innovation Lab Hackathon alongside the University of Sydney. Participants worked in teams to solve complex health issues leveraging artificial intelligence, encouraging the use of cutting-edge solutions in health settings.



# Western Sydney Local Health District organisation chart

