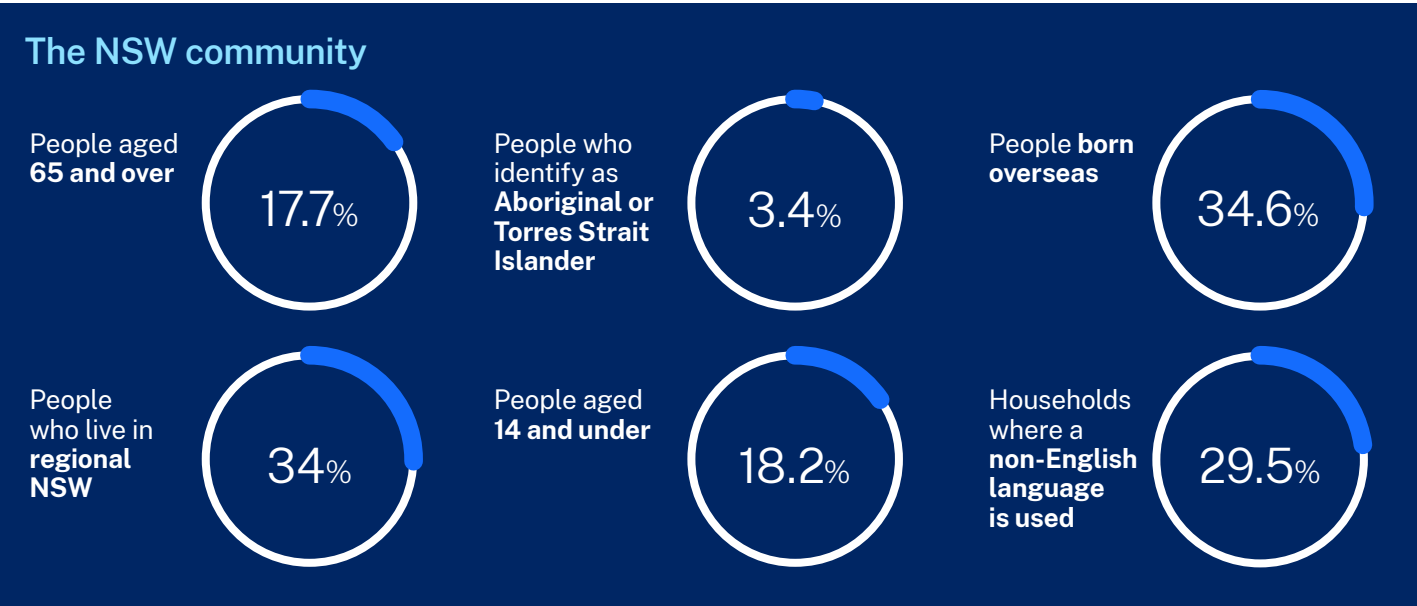
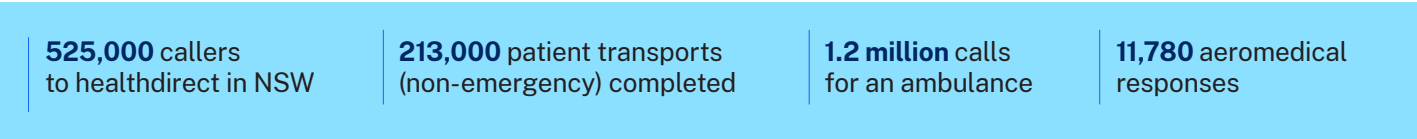
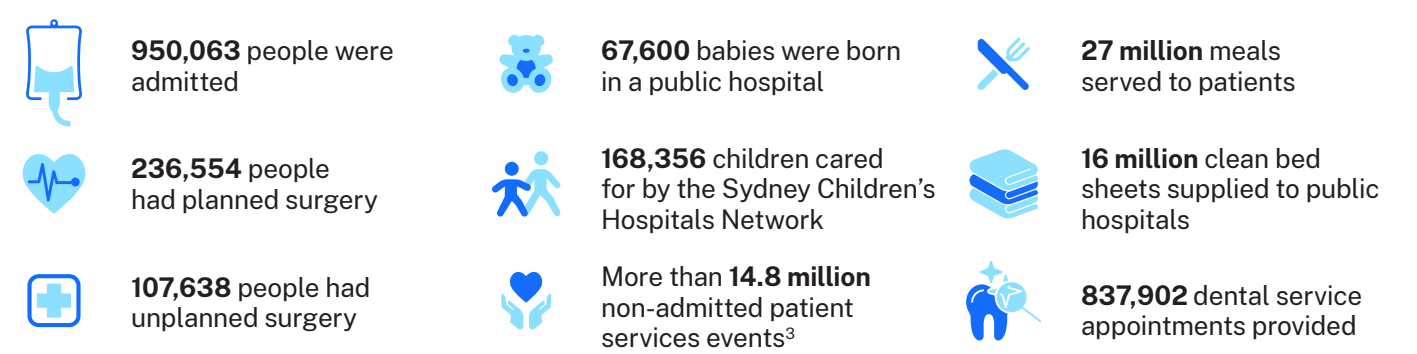


Snapshot

The NSW public health system is the largest public health system in Australia, providing world-class healthcare to the more than 8 million people across NSW.



In NSW public hospitals in 2024–25



Source: ABS Population data 2021 (The NSW community). Some figures are approximate. **Note:** 1. Emergency department presentations include emergency and planned presentations to all emergency departments. 2. Access supported for people with chronic health conditions or disabilities. 3. Service events measured from aggregate of patient level and summary data submissions for each non admitted service/clinic. Pathology services are not included. Non-admitted services are provided to patients in outpatient clinics, community health centres, in patient homes or other locations in the community.

Secretary's year in review



Our public health system is recognised as being world class. This is due to our dedicated and highly skilled people and teams who provide high-quality, safe and compassionate care to the people of NSW every day, in every corner of the state.

I remain truly proud to lead an organisation filled with incredible people and with care and kindness at its heart.

Acknowledging the strength of NSW Health

Following almost 70 hearing days and extensive consultation with health policy experts, patients, consumers, and NSW Health staff, the *Special Commission of Inquiry into Healthcare Funding Report* was released in May 2025.

The Honourable Justice Beasley acknowledged the strength of the NSW Health system, its openness in its contribution to the Inquiry, and – most importantly – the health workforce, who, I agree with Justice Beasley, are our “greatest asset.”

Justice Beasley said: “...the NSW public health system is a very good one. It comprises doctors, nurses, other clinicians, and workers who are well trained, highly skilled, and dedicated. It is well managed.”

This is not to say that there are not areas for improvement. We work in a huge and complex public health system and there always has been and always will be room for improvement and innovation, as we strive continuously to enhance patient experiences and outcomes.

However, as we do this work, I think it is important to reflect on the fact that we are doing so from a position of strength, with one of the best healthcare systems in the world, staffed by the best workforce in the world.

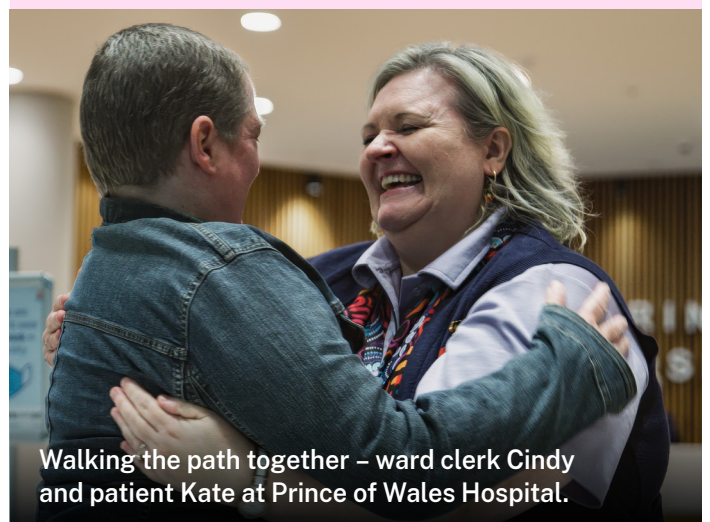
Kindness lives here at NSW Health

Kindness is at the heart of outstanding healthcare and measurably improves patient outcomes. Every day across NSW Health, our remarkable people perform small acts of kindness that make a big difference to the people of NSW.

This year we relaunched Small Acts of Kindness, a series of real-life stories featuring NSW Health staff, volunteers, patients, and their families sharing small acts of kindness that made a big impact.

The videos also highlight how the kindness shown every day across NSW Health builds meaningful connections and has enduring impacts, long after the moment.

Visit the NSW Health YouTube channel to see more.



Walking the path together – ward clerk Cindy and patient Kate at Prince of Wales Hospital.

Accessible healthcare

Innovative models of care continue to be rolled out and enhanced so people can receive the best possible care, no matter when or where they need it.

Guided by our own experts, we partnered with patients, families, and carers to understand their diverse needs and expectations of care to design innovative services and resources to meet those needs.

In 2024–25, NSW Health, in partnership with healthdirect Australia, provided health information and advice to more than 525,000 NSW callers.

This 24/7 service supported nurse triages, connecting people with self-care advice or appropriate services such as Urgent Care Services or innovative NSW Health services like our virtual urgent care service for adults and children. Fewer than 25 per cent of callers to healthdirect in NSW were referred to emergency departments or NSW Ambulance, reflecting the positive impact of accessible, alternative care pathways.

Supporting alternative care pathways, NSW Health has now launched 25 Urgent Care Services across rural, regional and metropolitan NSW. These services help people with non-life-threatening healthcare needs to access care in settings outside of emergency departments.

This year, the Statewide Health Literacy Hub was launched to improve health literacy and the way we communicate with our patients and their families.

We also released the *Consultation Insights Report of the Shared Understanding Project*, which will inform our recommendations to ensure our community consultation and the services we provide evolve in a way that meets the needs of the communities we serve.

Building a future-ready health system

NSW Health is working towards a more financially and environmentally sustainable future to support our ongoing delivery of world-class healthcare for generations to come.

In line with our ambitions for a robust, low-carbon and climate resilient health system, we launched the *NSW Health Net Zero Roadmap 2025–2030* which outlines the strategic priorities to reduce our health system emissions by 2030.

Our teams continued to harness new technologies and research to enrich healthcare and solve complex challenges.

The *NSW Health Research and Innovation Strategy 2025–2030*, launched this year, shapes an ambitious forward-looking plan for research and innovation in NSW.

The vision sets our direction for the next 10 years and speaks to the unique role NSW Health can play in driving research and innovation for health impact.

Artificial intelligence (AI) plays a major role in this space, and the establishment of the NSW Health AI Taskforce is guiding how AI can be safely used to create efficiencies and deliver better care in equitable and sustainable ways.

Work continues on the Single Digital Patient Record (SDPR) – the largest technology transformation in an Australian health system to date.

Led by the Single Digital Patient Implementation Authority, the SDPR will connect care across NSW Health, making life easier for patients, carers, and health staff. It means better, safer, and more connected care for everyone in the public healthcare system.

Shaping our culture

We remain focused on supporting our workforce and creating the conditions that allow them to focus on doing what they do best – care for people.

Building a vibrant organisational culture at NSW Health involves taking a values-led approach in our actions and behaviours. We strive to create safe and respectful workspaces through our actions every day.

The *NSW Health Culture and Staff Experience Framework*, launched in September 2024, follows the development of the *NSW Health Workforce Plan 2022–2032*.

This Framework sets out the elements that contribute to culture and staff experience. It is designed to support and enhance the cultural aspects and endeavours of the many individual workplaces comprising NSW Health.

Investing in our regional workforce is an investment in the health and wellbeing of our regional, rural and remote communities.

Across the state, teams continue to be guided by the *NSW Regional Health Strategic Plan* in implementing practical solutions to address the health needs of these communities.

A significant milestone was the completion of the Key Health Worker Accommodation Program, providing staff with affordable accommodation closer to where they work. Across the Far West, Murrumbidgee and Southern NSW local health districts, 51 units have been delivered.

Despite ongoing global shortages, we continue to focus on ways to strengthen our regional, rural and remote workforce. The Rural Health Workforce Incentives Scheme and Rural and Regional Health Scholarship Program are some of the ways we're attracting skilled people, while training and development opportunities are being delivered to protect the sustainability of our regional workforce.

Constructive dialogue

NSW Health respects and supports the right of our staff to advocate for better conditions. At the same time, we also respect the role and responsibilities of Government.

I acknowledge this position can create tension during industrial disputes, particularly if people understandably perceive remuneration as the primary indicator of how valued our staff are.

However, I have been clear on two things – firstly, award modernisation is needed and, secondly, industrial action does not change in any way how deeply thankful I am for the outstanding commitment and tireless efforts of all our healthcare workers and staff in all roles.

NSW Health has continued to participate constructively in the Industrial Relations Commission process.

While this process continues, NSW Health will continue to focus on supporting our people to achieve the goal which unites us all every day – providing safe, high-quality care to the people of NSW.

A key focus in the year ahead will be continuing to strengthen clinical engagement and ensuring all our staff – no matter what their role – feel heard and valued.

We understand the importance of listening to and learning from our dedicated and highly skilled workforce to make continuous improvements to workplace culture and enhance our services. By its very nature, much of this feedback will relate to concerns or areas for improvement.

Staff who raise concerns or complaints will continue to be supported to pursue these matters through their manager or a more senior staff member through appropriate NSW Health policies.

There are lots of mechanisms in place for both formal and informal feedback, and I want everyone who works at NSW Health to know they can speak up about any concerns they have.

In fact, I strongly encourage you to do so. It is vital to ensuring we continue to provide a world-class health service to the people of NSW.

Preparedness and response

Our priority will always remain keeping people healthy and safe. When communities in the state faced natural disasters, we stood together as one NSW Health family to prepare for, respond to, and support recovery efforts.

The lengths that NSW Health staff go to during emergency events is remarkable, as is the planning, comradery, and strength that keep our system running and our communities safe, even when our staff are among those affected by these devastating events.

In August 2024, we relaunched the NSW HEALTHPLAN executed by the State Health Services Functional Area Coordinator. This vital plan outlines the strategic emergency management arrangements for providing health services and resources before, during and after emergencies in NSW.



NSW Ambulance HARA vehicle outside Murwillumbah District Hospital during Cyclone Alfred – March 2025.

Sharing power in system reform

NSW Health continues to collaborate, listen and co-design with and for Aboriginal people to improve experiences and outcomes of care.

We reached significant milestones this financial year, including the launch of the *NSW Health NSW Aboriginal Health Plan 2024–2034* and the *NSW Aboriginal Health Governance, Shared Decision Making and Accountability Framework*, which are our tools to help drive systemic change.

At the heart of this work is a commitment to putting Aboriginal voices at the centre of decision-making processes. This means actively partnering with Aboriginal people, organisations, and communities, and ensuring their agency in leading and making decisions that shape their health and wellbeing.

Our *NSW Aboriginal Health Survivor Action Plan and Partnership* is testament to this. As the only state health system in Australia to have a plan of this type, we have partnered with Stolen Generation Organisations (SGOs) to improve care coordination and navigation, trauma informed care, and cultural safety for survivors and their families when accessing health services. It also includes partnership mechanisms for SGOs to influence key policy-making processes with the Ministry.

In 2024–25, we also released the first *Reflect Reconciliation Action Plan* for the NSW Ministry of Health. This plan embodies the Ministry's ongoing commitment to truth-telling, relationship-building and healing outlined in the Apology to the Stolen Generations I made on behalf of NSW Health on National Sorry Day in 2022.

This important work is ongoing. We remain deeply committed to walking this collective truth telling journey, and to providing culturally safe and holistic care for all Aboriginal people in NSW.

Our commitment to the people of NSW

NSW Health prides itself on providing every person with safe, respectful, and inclusive care.

It is vital that the community knows they can trust us to care for them and their loved ones too, no matter what, especially during what is a turbulent and troubling time around the world.

Sadly during the past year, the trust NSW Health has worked hard to build with the communities we serve was damaged.

As I expressed at the time of that incident, and often since, we will always be here for people of all beliefs, cultures, and backgrounds.

Our workforce is as diverse as the communities it serves and every day our dedicated people in every corner of NSW provide kind and compassionate care to people of all backgrounds and cultures.

This is why we will continue to maintain the trust of our communities and why I can say with confidence that no matter who you are or where you are from, you will be treated with kindness, respect, and compassion by NSW Health.

We are here for you.

Thank you

I am deeply appreciative and thankful for the ongoing commitment of our NSW Health workforce and the executive team I work with across NSW Health.

Their compassionate care keeps people healthy, our health system running, and is the driving force of all that we achieved this year.