
Strategy

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Our strategic direction

The strategic direction of NSW Health is set by our *Future Health* strategy, NSW Government priorities, and legislative mandates, all aimed at delivering the best health outcomes for the people of NSW.

NSW Health has five core strategies including the *Future Health* strategy, all guiding the health system's approach on a range of focus areas including regional health, workforce planning, research and innovation, and Aboriginal health. These are underpinned by several key enabling strategies and plans for specific health conditions or priority populations.

NSW Health strategic plans can be accessed on the NSW Health website at www.health.nsw.gov.au/priorities. Strategic plans for local health districts, specialty health networks, pillars, and health organisations can be found on local Health websites.

Future Health: Guiding the next decade of care in NSW 2022–2032

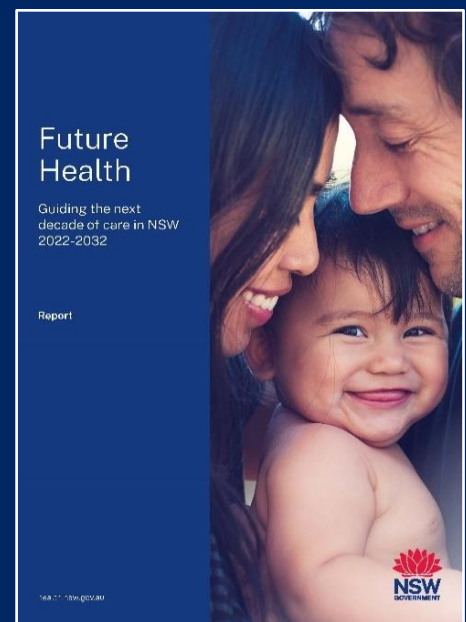
Future Health is NSW Health's strategic roadmap, guiding how our whole health system, including all local health districts, specialty health networks, services, and pillars, deliver services now and into the future.

It helps us navigate the challenges facing the health system and guides the prioritisation of effort and decision-making across NSW Health.

The framework is built around an overarching vision for the NSW Health system and outlines six strategic outcomes that define what needs to be achieved to realise this vision by 2032. Future Health is being delivered across three horizons – Horizon 1, which spanned the first three years, concluded in June 2025.

Implementation across Horizon 1 was guided by detailed roadmaps and action plans, with quarterly progress reporting conducted by the Enterprise Program Management Office in the NSW Ministry of Health. Centralised governance supported its delivery by enabling implementation, strategic oversight, and decision making.

The 2024-25 highlights and achievements for the NSW Health system are presented within Section 3: Operations and performance of this report.



Future Health strategic outcomes and key objectives



Patients and carers have positive experiences and outcomes that matter

People have more control over their own health, enabling them to make decisions about their care that will achieve the outcomes that matter most to them.

- 1.1 Partner with patients and communities to make decisions about their own care
- 1.2 Bring kindness and compassion into the delivery of personalised and culturally safe care
- 1.3 Drive greater health literacy and access to information
- 1.4 Partner with consumers in co-design and implementation of models of care



Safe care is delivered across all settings

Safe, high quality, reliable care is delivered by us and our partners in a sustainable and personalised way, within our hospitals, in communities, at home and virtually.

- 2.1 Deliver safe, high quality reliable care for patients in hospital and other settings
- 2.2 Deliver more services in the home, community and virtual settings
- 2.3 Connect with partners to deliver integrated care services
- 2.4 Strengthen equitable outcomes and access for rural, regional and priority populations
- 2.5 Align infrastructure and service planning around future care needs



People are healthy and well

Investment is made in keeping people healthy to prevent ill health and tackle health inequality in our communities.

- 3.1 Prevent, prepare for, respond to and recover from pandemic and other threats to population health
- 3.2 Get the best start in life from conception through to age five
- 3.3 Make progress towards zero suicides recognising the devastating impact on society
- 3.4 Support healthy ageing ensuring people can live more years in full health and independently at home
- 3.5 Close the gap by prioritising care and programs for Aboriginal people
- 3.6 Support mental health and wellbeing for our whole community
- 3.7 Partner to address the social determinants of ill health in our communities
- 3.8 Invest in wellness, prevention and early detection, which includes reducing the harmful use of drugs and alcohol, supporting healthy behaviours, and increasing our focus on prevention and early detection



Our staff are engaged and well supported

Staff are supported to deliver safe, reliable, person-centred care driving the best outcomes and experiences.

- 4.1 Build positive work environments that bring out the best in everyone
- 4.2 Strengthen diversity in our workforce and decision making
- 4.3 Empower staff to work to their full potential around the future care needs
- 4.4 Equip our people with the skills and capabilities to be an agile, responsive workforce
- 4.5 Attract and retain skilled people who put patients first
- 4.6 Unlock the ingenuity of our staff to build work practices for the future



Research and innovation, and digital advances inform service delivery

Clinical service delivery continues to transform through health and medical research, digital technologies, and data analytics.

- 5.1 Advance and translate research and innovation with institutions, industry partners and patients
- 5.2 Ensure health data and information is high quality, integrated, accessible and utilised
- 5.3 Enable targeted evidence-based healthcare through precision medicine
- 5.4 Accelerate digital investments in systems, infrastructure, security and intelligence



The health system is managed sustainably

The health system is managed with an outcomes-focused lens to deliver a financially and environmentally sustainable future.

- 6.1 Drive value based healthcare that prioritises outcomes and collaboration
- 6.2 Commit to an environmentally sustainable footprint for future healthcare
- 6.3 Adapt performance measurement and funding models to targeted outcomes
- 6.4 Align our governance and leaders to support the system and deliver the outcomes of Future Health

NSW Health core strategies

NSW Health Workforce Plan 2022-2032

Our people are supported to deliver safe, reliable, person-centred care, driving the best outcomes and experiences.

The *NSW Health Workforce Plan 2022-2032* provides a delivery framework to guide the implementation of the workforce-related strategies across the health system.

NSW Health Research and Innovation Strategy 2025-2030

A vibrant research and innovation ecosystem that improves the experience of delivering and receiving care; system efficiency and sustainability; and equity in access and health outcomes.

The *NSW Health Research and Innovation Strategy 2025-2030* sets the direction for the next 10 years and is the desired future state for the health research and innovation ecosystem in NSW, and will guide all research and innovation activities across NSW Health.

NSW Aboriginal Health Plan 2024-2034

Sharing power in system reform to achieve the highest levels of health and wellbeing for Aboriginal people.

The *NSW Aboriginal Health Plan 2024-2034* identifies five key areas for strategic focus and tactical action that build on existing work to address current challenges and progress towards achieving the plan's vision.

NSW Regional Health Strategic Plan 2022-2032

A sustainable, equitable and integrated health system delivering outcomes that matter most to patients and the community in regional, rural and remote NSW.

The *NSW Regional Health Strategic Plan 2022-2032* acts as a blueprint and outlines key priority areas for action including strengthening our regional health workforce, enabling better access to health services, fostering improved partnerships, and harnessing innovation to support a sustainable health system.

The plan is supported by the nine regional and rural local health districts across NSW. It is also supported by the metropolitan local health districts and specialty health networks which have patients in many regional locations.

Annual progress snapshot reports on our implementation of the plan are published on the NSW Health website.

Resource allocation to implement strategic plans

Future Health is the peak strategy for NSW Health, with each *Future Health* Strategic Outcome led by an Executive Sponsor.

In 2024-25, there were at least 54 active strategies supporting the delivery of *Future Health* across the NSW Health system.

While there is centralised support to coordinate delivery of *Future Health*, strategy functions are embedded across NSW Health. There are local teams across each health entity that support strategy implementation.

Systems and processes to measure the target outcomes

NSW Health aims to help people stay healthy and to provide access to timely, high-quality, patient centred healthcare. Achieving these goals requires clear priorities, supportive leadership, and staff working together, underpinned by our CORE values.

Performance across the NSW Health system is assessed and monitored against a range of measures including the *NSW Health Performance Framework*, service agreements, and key corporate strategies such as *Future Health: Guiding the next decade of health care in NSW 2022–2032*.

Service agreements

The NSW Ministry of Health is the ‘system manager’ for the NSW public health system. Agreements are executed annually between the NSW Ministry of Health and each health entity. These agreements clearly set out the service delivery and performance expectations for funding and other support provided. Local health districts, specialty health networks and NSW Ambulance sign service agreements; pillar organisations sign performance agreements; and support services sign statements of service.

Individual service agreements, performance agreements or statements of service can be found on the websites for each health entity.

NSW Health Performance Framework

The *NSW Health Performance Framework* documents how the NSW Ministry of Health, as the ‘system manager’, monitors and assesses the performance of public sector health services to achieve expected service levels, financial performance, governance, and other requirements. All deputy secretaries and Ministry divisions work closely to ensure a coordinated approach is taken under the *NSW Health Performance Framework*.

The Framework clearly outlines the process of assessing the level of performance of each health service. It allows the NSW Ministry of Health to identify and acknowledge sustained high performance with the aim of sharing lessons across NSW Health.

Where underperformance is identified, the Framework sets out the process to escalate concerns and ensure support is available to remediate performance.

Where issues are identified, the NSW Ministry of Health will support health entities to remediate performance. Ministry branches, pillars, and support organisations that deliver policies or programs to achieve agreed key performance indicators, work collaboratively with organisations that have performed below targets for a sustained period in order to undertake performance recovery actions.

More information about the *NSW Health Performance Framework* is available on the NSW Health website.