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# Secretary year in review

Over the last five years, NSW Health has been on a journey of reform to put decision making closer to the patient, to make healthcare funding more transparent and to provide clinicians and managers with the tools they need to ensure that we provide our patients with the right care, in the right place at the right time.

While there is more to be done, it's clear that the changes being implemented as part of our reform journey are making a difference, with NSW Health delivering more care, in a more timely way, while maintaining service quality and high levels of patient satisfaction and staff engagement.

This achievement is a testament to all those who work in our public healthcare system. The vision, passion and commitment of our doctors, nurses, support staff, volunteers, administrators and policy makers is essential to creating healthy communities and the delivery of integrated, patient centred care.

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## PART ONE

### Putting the patient at the centre of care – the work of our local health districts, specialty health networks and NSW Ambulance

The staff who work within our local health districts and specialty health networks, along with the NSW Ambulance, are at the forefront of innovation in helping keep people healthy where and when they need it, providing world class health care.

#### Key achievements across our local health districts, specialty health networks and NSW Ambulance in 2014-15 include:

- **NSW Ambulance** released *Today is the Day We Make Tomorrow Different Strategic Plan 2015-17* to support the organisation's transition to a modern and responsive mobile health service.
- The roll out of the Community Health Outpatient Care Project in **Central Coast Local Health District** to improve continuity of care for patients and clients through information sharing with community-based clinicians.
- The establishment of 10 school-based apprenticeship and traineeship positions in **Far West Local Health District** to help students begin preparation for careers in the health sector.
- Improved Aboriginal health outcomes through Close the Gap strategies, including boosting employment of people with Aboriginal and Torres Strait Islander heritage to 6.6 per cent of permanent staff in the **Hunter New England Local Health District**.
- Launching the Research Strategic Plan and continuing the development of the **Mid North Coast Local Health District** Research Collaborative as a joint project with clinicians, Aboriginal Medical Services and universities.
- The development of a Facebook page for the **Murrumbidgee Local Health District** to improve awareness of services, to share information and create connections within the community.
- The international recognition that was achieved for the Nepean Hospital Falls and Fractures Clinic and its unique balance retraining technique to prevent falls among older people within the **Nepean Blue Mountains Local Health District** and beyond.
- The fit out of the new BreastScreen Mobile Bus with upgraded digital mammography equipment and secure wireless communications systems to transfer images for analysis by radiologists at the Lismore BreastScreen Service in **Northern NSW Local Health District**.
- Along with the University of New South Wales, the **South Eastern Sydney Local Health District** achieved a world first with the launch of the Australasian Oncofertility Registry to capture a cancer patient's fertility journey from the point of diagnosis to enable cancer survivors to plan a family.
- The State's first Nursing and Midwifery Rural Clinical School was established in Cooma in the **Southern NSW Local Health District** in partnership with Charles Sturt University and the University of Wollongong.
- Raised awareness of mental health issues through participation in a three part documentary series called *Changing Minds* filmed with patients and staff of the Liverpool Mental Health Service within the **South Western Sydney Local Health District**.
- The Performance of the 1500th liver transplant at Royal Prince Alfred Hospital within **Sydney Local Health District** and announcing Australia's first dedicated organ donation and transplantation unit.
- The launch of a new mobile dental clinic to provide dental services in smaller communities within the **Western NSW Local Health District**, with a focus on providing care for Aboriginal people.
- Improved home care interventions and the prevention of unnecessary hospitalisation for children and young people in the **Western Sydney Local Health District**, in partnership with the Department of Family and Community Services.

- The collaboration with Corrective Services NSW and the Cancer Institute NSW to implement the Smoke-free Prisons policy within the **Justice Health and Forensic Mental Health Network**.
- The commencement of the CoRD Study within **The Sydney Children's Hospitals Network** to delay or prevent the onset of juvenile diabetes through infusing patients with their own umbilical cord blood; a world first.
- The celebration of 50 years of the St Vincent's Pain Service, Australia's first pain management service and the 30th anniversary of the HIV unit at **St Vincent's Hospital**.

## PART TWO

### Providing expert support and guidance to local health districts and specialty health networks: our pillar organisations

Our pillar organisations work with our healthcare clinicians and managers to provide the expert advice they need, in the form of new models of care, quality and safety initiatives, training and development and performance reporting, to help provide patients with the best possible care as close to home as possible.

#### Key achievements in 2014-15 include:

- Implemented the Stroke Clinical Audit Process across 30 facilities to identify gaps in services that contribute to unwarranted clinical variation and improve functional outcomes for patients suffering an ischaemic or haemorrhagic stroke (**Agency for Clinical Innovation**).
- Developed the TOP 5 Program to improve patient safety and deliver personalised care for hospitalised patients with dementia, and published the results in the International Journal for Quality in Health Care (**Clinical Excellence Commission**).
- Released *Healthy, Safe and Well: A Strategic Plan for Children, Young People and Families 2014-24* to help improve the health and wellbeing of children and families (**NSW Kids and Families**).
- Supported rural general practice training through the Rural Generalist (Medical) Training Program and commenced work on the development of a Rural Generalist Nurse Program to support the needs of rural local health districts (**Health Education and Training Institute**).
- Collaboration with clinicians to develop and implement the surgical services optimisation program to support better outcomes for patients requiring complex surgery for pancreatic cancer and oesophageal cancer (**Cancer Institute NSW**).
- The continued tracking of services provided in NSW public hospitals and the timeliness with which they are delivered through the Hospital Quarterly series (**Bureau of Health Information**).

## PART THREE

### Statewide and shared services – helping our local health districts and networks deliver quality, value for money services

Providing support across all our health services, NSW Health Pathology, HealthShare NSW, eHealth NSW and Health Infrastructure ensure that as a system we provide consistent services for our staff and patients, while benefitting from the scale that a statewide approach can deliver.

#### Key achievements in 2014-15 include:

- **Health Infrastructure** managed a capital program worth \$4.5 billion, completing more than 12 capital projects throughout the State, with expenditure in excess of \$900 million in 2014-15.
- **HealthShare NSW** made it easier for patients to access hospital food through improving food packaging, an initiative which won the 2014 *Minister for Health and Minister for Medical Research Award for Innovation*.
- **NSW Health Pathology** expanded access to time-critical pathology tests by deploying nearly 400 point of care devices to 175 regional and rural emergency departments.
- **eHealth NSW** led the statewide roll out of the HealtheNet system, a core platform in supporting integrated care which links patient electronic records across public hospitals, between hospitals and GPs and the national Personally Controlled Electronic Health Record.
- The completion of a number of capital works projects in the **Illawarra Shoalhaven Local Health District** to improve facilities and models of care for staff and patients, including new Ambulatory Care Centres at Shellharbour and Wollongong Hospitals.
- The opening of the Clinical Services Building at Royal North Shore Hospital and a Short Stay Unit at Mona Vale Hospital within the **Northern Sydney Local Health District**.

## PART FOUR

### Improving system performance

Over the last five years, the performance of NSW Health has continued to improve across key indicators relating to population health, access to and timeliness of care, quality, staff engagement, patient feedback and budgetary performance, despite year on year increases in the demand for care.

- Emergency department attendances have increased from 2.49 million in 2010-11 to 2.69 million in 2014-15, an increase of 8.3 per cent and hospital separations have increased from 1.63 million in 2010-11 to 1.84 million in 2014-15, an increase of 13 per cent.
- At a population health level, smoking and alcohol consumption rates among adults continue to decrease, immunisation rates remain high, breast, cervical and bowel screening rates have increased. While still at concerning levels, the growth in obesity and overweight among adults and children has stabilised.

- 74.3 per cent of emergency department patients were treated within four hours. This was an increase of 13 percentage points since 2012.
- In 2014-15 the percentage of patients receiving their elective surgery on time was 100 per cent (Category 1 – Urgent), 98 per cent (Category 2 – Semi Urgent) and 97 per cent (Category 3 – Non-Urgent), up from 93 per cent, 90 per cent and 92 per cent respectively in 2010-11.
- Staphylococcus aureus infection rates were 0.7 per 10,000 bed days in 2014-15, an improvement from 1.3 per 10,000 bed days in 2010-11.
- In 2014, up to 203,000 patients that were admitted, visited the emergency department or went to a public outpatients clinic were surveyed. Among admitted patients, 93 per cent rated their overall care as either good or very good (up from 91 per cent in 2013).
- Staff engagement improved from 63 per cent in 2011 to 68 per cent in 2015 and workplace engagement also improved from 46 per cent in 2011 to 54 per cent in 2015.
- For the sixth consecutive year, NSW Health delivered an on budget performance.
- Launching *Strengthening Mental Health Care in NSW*, the whole of Government response to the Mental Health Commission's Living Well, A Strategic Plan for Mental Health in NSW 2014-15, which sets out a reform and funding package to improve mental health care services in NSW.
- The support of end of life care planning through the development of policy advice to support clinicians in resuscitation planning, and released the *End of Life Decision, the Law and Clinical Practice: Information for NSW Health Practitioners* website.
- Planning for the conduct of world leading clinical trials to assess the efficacy of cannabis and cannabis products in the management of end of life care for terminally ill patients, patients experiencing chemotherapy-induced nausea and vomiting, and children with severe epilepsy.
- The collaboration with the private and not for profit sectors to introduce new models of care, plan and build new health facilities and look at ways of innovatively and transparently funding health care services, including:
  - partnering with the NGO sector to deliver home-based palliative care services and entering into a new funding agreement with the Royal Flying Doctor Service.
  - awarding HealthScope the tender to design, build, operate and maintain the new Northern Beaches Hospital.
  - developing new innovative funding models, called Social Impact Investment, to support the delivery of mental health and chronic care services.
- The implementation of NSW Health's Integrated Care program through the three demonstrator sites (Western Sydney, Western NSW and Central Coast Local Health Districts) and the roll out of the Integrated Care Planning Innovation Fund to support new models of integrated care across all districts and networks.
- The positioning of NSW as a leader in medical research through linking research hubs with hospitals and universities, awarding scholarships to future research leaders, improving biobanking and assisting the commercialisation of medical devices.
- The submission of MedTech City, a vision for co-located research, business, education, academia and startup incubators to drive NSW global competitiveness and innovation efficiency to inform the urban renewal strategy for Sydney's Bays Precinct.
- The launch of the Stepping Up website to promote Aboriginal employment opportunities across NSW Health.
- The release of the Map My Health Career website for medical students and junior medical officers to help them plan and make decisions about their medical career.
- The 2014 NSW Health Innovation Symposium and the 16th NSW Health Awards, which celebrated and showcased innovation across our public health system.

## PART FIVE

### Ministry led initiatives to support a whole of system focus on creating healthy communities and providing world class care

The Ministry of Health continues to work in partnership with pillars and with local health districts to deliver on the commitments in the *NSW State Health Plan*.

#### Key achievements in 2014-15 include:

- The roll out of strategies to create healthy communities by:
  - reducing obesity and overweight among adults and children through the Healthy Children Initiative, the launch of the Make Healthy Normal campaign, and the continued implementation of the Get Healthy at Work Program and the Get Healthy Information and Coaching Service.
  - reducing smoking rates through the Quit for New Life Program targeting pregnant Aboriginal women, the implementation of legislation and related strategies to create smoke-free environments in our prison system and in outdoor dining areas from 6 July 2015.
  - strengthening protection against preventable diseases through the implementation of the Antenatal Pertussis Vaccination Program to pregnant women in their third trimester, to protect newborn babies from whooping cough until they can be immunised.
  - ensuring NSW Health was well-prepared to identify and respond to any suspected cases of Ebola Virus Disease (EVD) and to prevent transmission as part of the EVD outbreak in west Africa in 2014.

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## PART SIX

### Working with State and Commonwealth agencies to reform the health system and provide better services for people

NSW Health has a key leadership role in helping shape our health system – at a State and national level – and in working with other government agencies to develop and implement strategies to address complex social policy issues, which affect health and wellbeing.

As part of this role, NSW Health has worked closely with central agencies within NSW Government to contribute to the Reform of Federation process, which is a national initiative to look at the future structure and funding of Australia's healthcare system. This included inputting to the Commonwealth's Issues Paper 3 (Roles and Responsibilities), released in December 2014 and providing expert advice to support discussions at COAG Leaders in July 2015.

NSW Health has also provided input to the Commonwealth led review of Medicare, as a way of promoting funding models that will support the delivery of integrated care for people with complex and chronic conditions.

The National Disability Insurance Scheme, which is currently being piloted in the Hunter New England and Nepean Blue Mountains Local Health Districts, will be progressively rolled out across NSW over the next two years. NSW Health has been working closely with both State and Commonwealth government agencies to ensure a smooth transition to the new Scheme which will benefit around 140,000 people with a disability across NSW.

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## PART SEVEN

### Recognising award-winning service and care

The 2014 Innovation Symposium and Health Awards provided us with an opportunity to get together and look at new and better ways of doing things and to celebrate the achievements of those who went the extra mile in providing services and care to the community.

In 2014, the category winners at the 16th annual NSW Health Awards were:

- **Patients as partners** awarded to **Health Infrastructure** for its *Blacktown Mount Druitt Hospital Expansion Project*.
- **Integrated Health Care** awarded to **NSW Ambulance** for its *Today is the Day that we Make Tomorrow Different* program.
- **Translational Research** awarded to **Northern Sydney Local Health District** for *The Australia and New Zealand ED Airway Registry*.
- **Local Solutions** awarded to **South Eastern Sydney Local Health District** for *a[Test] Peer Led Rapid HIV and STI Testing for the Gay Community* project.
- **Preventive Health** awarded to **South Western Sydney Local Health District** for the locally focussed *Healthy Beginning to Prevent Childhood Overweight and Obesity* program.
- **Collaborative Team** awarded to **NSW Ambulance** for its *Inter-CAD Electronic Messaging System*.

- **Harry Collins Award** awarded to **South Eastern Sydney Local Health District** for the *Let's Be Free of VRE: a Collaborative Approach* program.
- **The People's Choice Award** awarded to **Sydney Local Health District** for the *Holistic Health for Mental Health Clients* program.
- **Minister for Health and Minister for Medical Research Award for Innovation** awarded to **HealthShare NSW** for the *Food Packaging Improvement Project*.
- **Minister for Mental Health Award for Excellence in the Provision of Mental Health Services** awarded to **Sydney Local Health District** for the *Holistic Health for Mental Health Clients* program.
- **NSW Health Secretary's Award for Integrated Care** awarded to **Western NSW Local Health District** for the *Healthy Kids Bus Stop Project*.
- **Volunteer of the Year** awarded to Mr Lindsay Hewson, Volunteer, Calvary Healthcare, **South Eastern Sydney Local Health District**.
- **Staff Member of the Year** awarded to Ms Lyn Kramer, Midwife Manager of Birthing Service, Maternity and Gynaecology, John Hunter Hospital, **Hunter New England Local Health District**.
- **Collaborative Leader of the Year** awarded to Mr David Pearce, Director of Operations, Mental Health, **South Eastern Sydney Local Health District**.

In 2014, five NSW Health initiatives were finalists in the **Premier's Public Sector Awards**, with the Agency for Clinical Innovation, winning the Improving Performance and Accountability category for its Quality in Acute Stroke Care Implementation Project in partnership with St Vincent's Health Australia and Australian Catholic University.

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## PART EIGHT

### Other matters

Under the machinery of government changes arising from the State election in March 2015, Women NSW transitioned from Family and Community Services to NSW Health from 1 July. Women NSW brings added expertise to NSW Health and a remit to work with other government agencies to not only promote the status of women, but to prevent domestic and family violence and sexual assault.

To align with the government's health and social policy priorities, from 1 November 2015, NSW Kids and Families will cease to be a Pillar organisation within NSW Health, and will become the Office of Kids and Families within the Strategy and Resources Division of the Ministry. A Kids and Families Health Advisory Council will be formed to provide expert advice to the Office and the Secretary, NSW Health on priority areas as we implement *Healthy, Safe and Well* within NSW Health.

While our reform journey continues, and there is much more to be done, we should all be proud of what we have achieved each year for the last five years. We have taken bold steps, and it is making a difference to those we are all committed to serving; our patients and the community.

**Dr Mary Foley**  
**Secretary, NSW Health**