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Message from the Secretary

The annual Strategic Priorities outline how we work together to achieve our core objectives. It builds on and complements the State Health Plan: Towards 2021 as well as directly aligning with the NSW State and Premier’s Priorities.

I congratulate everyone who has taken part in the many workshops and planning sessions in order to progress the NSW Health Strategic Priorities for 2018-19 and to deliver on these critical objectives. I also recognise that there is other work that staff undertake that is not specifically listed in this Strategic Priorities document but is equally important and reflects the need for good business-as-usual systems and processes.

Our Strategic Priorities provide the system and our stakeholders with a meaningful overview of our target outcomes and a governance mechanism through which these strategies are monitored and reported. Ultimately we are reinforcing our ‘tight-loose-tight’ performance system that sets a tight direction, allows a looseness about how the objectives are achieved to encourage innovation and continuous improvement, and applies tight ownership and monitoring of deliverables.

Extracted from the Strategic Priorities are a number which I have selected for more intensive personal oversight – known as the Secretary’s Priorities. These are:

1. Patient Safety First
2. Leading Better Value Care
3. Systems Integration
4. Digital Health and Analytics
5. Strengthening Governance and Accountability

The Secretary’s Priorities will be monitored regularly at the Health System Strategy Meeting attended by Ministry Executive, eHealth NSW and Pillar Chief Executives as well as the Senior Executive Forum attended by all health system leaders including the chief executives from the Local Health Districts and Specialty Health Networks.

I am also keen this year to have an enhanced focus on Aboriginal Health and Wellbeing, under the executive sponsorship of myself and the leadership of the Centre for Aboriginal Health, as we work towards our vision of health equity for all Aboriginal people in line with the NSW Aboriginal Health Plan 2013-2023.

One of the other important issues for staff working in the Ministry and across the Pillars and Service Agencies remains the New Ways to Work strategy. New Ways to Work is not just about our move to St Leonards in 2020, but an opportunity to improve the ways we collaborate across the system. I am particularly looking forward to improving our communication channels to staff, identified as a priority in the most recent People Matter survey.

I believe these Strategic Priorities for 2018-19 point NSW Health in the right direction to strengthen our performance culture and deliver results to improve the care of patients in our system.

Elizabeth Koff
Secretary, NSW Health
How this Plan Works

The Planning Cascade

Our State Health Plan: Towards 2021 has provided the foundation for the 2018-19 annual Strategic Priorities contained in this document. The eight Strategic Priorities are broken into Objectives which provide specific direction on what needs to be achieved. Throughout the document the State and Premier’s priorities are identified with pink coloured boxes to signal the significance of these strategic objectives.

Setting Performance Agreements

The Strategies and Objectives are built into annual Local Health District and Specialty Network, Pillar and Service Agency Service Agreements. The Deliverables form an additional layer of clarity for the Ministry as system manager, together with the support of the Pillars and Shared Services, to organise work priorities according to the overall Strategic Priorities for the year. Deliverables are cascaded directly into Ministry, Pillars, Agencies and Shared Services Business Plans.

STATE HEALTH PLAN

DELIVERING INNOVATION – OUR DIRECTIONS

DIRECTION ONE
Keeping People Healthy

DIRECTION TWO
Providing World-Class Clinical Care

DIRECTION THREE
Delivering Truly Integrated Care

MAKING IT HAPPEN – OUR STRATEGIES

STRATEGY ONE
Supporting and Developing our Workforce

STRATEGY TWO
Supporting and Harnessing Research and Innovation

STRATEGY THREE
Enabling eHealth

STRATEGY FOUR
Designing and Building Future-Focused Infrastructure

STRATEGY FIVE
Financial Sustainability

NSW HEALTH STRATEGIC PRIORITIES 2018-19
Measuring Success and Monitoring Progress

The Deliverables help the Ministry as system manager to monitor the impact of the Strategic Priorities on the health system.

The Executive Sponsor for each of the eight Strategies will convene a regular progress meeting with the Strategic Oversight Leads and key contributors responsible for the Deliverables. The meeting will address the key risk areas ensuring that the mitigation strategies are sufficient as well as reviewing the KPI Dashboard for trends. Ultimately the Executive Sponsors will need to confirm that the Strategy is progressing towards its desired outcomes or whether changes to priorities, timescales or resources are needed.

Recommendations will be reported to the Ministry Executive Meeting, Health System Strategy Meeting and the Senior Executive Forum.
### NSW HEALTH STRATEGIC PRIORITIES FY2018-19

#### Executive Overview

**Strategic Oversight Leads**
- **People, Culture and Governance**
- **System Purchasing and Performance**
- **Financial Services and Asset Management**
- **Office of the Secretary**
- **Services**
- **Pillars**

### Key Pillars
- **Population and Public Health**
- **People, Culture and Governance**
- **System Purchasing and Performance**
- **Financial Services and Asset Management**
- **Office of the Secretary**
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- **Pillars**

#### Objectives

<table>
<thead>
<tr>
<th>Objective</th>
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<tbody>
<tr>
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<td><strong>Reduce the impact of infectious disease on the community</strong>&lt;br&gt;NSW Health Protection NSW</td>
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<td>1.5</td>
<td><strong>Embed Aboriginal cultural concepts of health and wellbeing in programs and services</strong>&lt;br&gt;Centre for Aboriginal Health</td>
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#### Strategies

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<tr>
<th>Strategy</th>
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<tbody>
<tr>
<td>1.1</td>
<td><strong>Provide World-Class Clinical Care: Patient Safety First</strong>&lt;br&gt;Population and Public Health</td>
</tr>
<tr>
<td>2.1</td>
<td><strong>Integrate Systems to Deliver Truly Connected Care</strong>&lt;br&gt;Strategy and Resources</td>
</tr>
<tr>
<td>3.1</td>
<td><strong>Develop and Support Our People and Culture</strong>&lt;br&gt;People, Culture and Governance</td>
</tr>
<tr>
<td>4.1</td>
<td><strong>Support and Harness Health and Medical Research and Innovation</strong>&lt;br&gt;Population and Public Health</td>
</tr>
<tr>
<td>5.1</td>
<td><strong>Enable eHealth, Health Information and Data Analytics</strong>&lt;br&gt;eHealth NSW</td>
</tr>
<tr>
<td>6.1</td>
<td><strong>Deliver Infrastructure and System Capability</strong>&lt;br&gt;eHealth NSW</td>
</tr>
<tr>
<td>7.1</td>
<td><strong>Build Financial Sustainability and Robust Governance</strong>&lt;br&gt;eHealth NSW</td>
</tr>
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### NSW Health Strategic Priorities 2018-19

- **Connect Care:**
  - **系统采购与绩效:** Support System Performance
  - 营造“患者提供者和研究社区对数字健康信息的访问”
- **First:**
  - **支持工作者:** 提升健康、安全和福祉
  - **实施政策:** 可持续性研究系统 eHealth NSW
- **Deliver:**
  - **实施政策:** 集团的临床信息
  - **增进健康:** 支持工作
  - **永续需求:** 建立长期的财务状况
  - **确保健康:** 确保健康与研究

#### Key
- **Population and Public Health**
- **People, Culture and Governance**
- **System Purchasing and Performance**
- **Financial Services and Asset Management**
- **Office of the Secretary**
- **Services**
- **Pillars**

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**Notes:**
- **NSW Health Strategic Priorities:** 英文版：www.nswhealth.nsw.gov.au
- **Support:** 建立长期的财务状况
- **NSW Health Strategic Priorities 2018-19:** 英文版：www.nswhealth.nsw.gov.au
TARGET OUTCOMES FY 2018-19

Continuing Priority Focus | Emerging Focus
--- | ---
**STRATEGY 1. KEEP PEOPLE HEALTHY** | • Driving the cross-government response to reduce childhood overweight and obesity by 5% over 10 years*
• Reducing and minimising the harm associated with tobacco, alcohol and drug use particularly in pregnant women
• Delivering social marketing campaigns addressing key risk factors
• Striving towards the elimination of HIV and Hepatitis C
• Striving to establish whole-of-government pathways to support better outcomes for vulnerable populations

**STRATEGY 2. PROVIDE WORLD-CLASS CLINICAL CARE: PATIENT SAFETY FIRST** | • Prioritising our patient safety focus on maternal and neonatal care and patient safety outcomes in mental health
• Driving a greater focus on patient experience and outcomes valued by patients
• Moving towards value-based funding of clinical care

**STRATEGY 3. INTEGRATE SYSTEMS TO DELIVER TRULY CONNECTED CARE** | • Sharing health information and system analytics to enable integrated care
• Step-changing the way funding is delivered to LHDs to support integrated care
• Working more closely with Primary Health Networks (PHNs) on joint service co-commissioning and shared KPIs
• Embedding Aboriginal cultural concepts of health and wellbeing

**STRATEGY 4. DEVELOP AND SUPPORT OUR PEOPLE AND CULTURE** | • Double the number of Aboriginal peoples in senior leadership roles and increase the proportion of women in senior leadership roles to 50% in the government sector in the next 10 years* – introducing different intervention approaches to drive diversity outcomes
• Continuing to focus on workplace culture and the direct impact this has on patient safety – in particular to support the system to create fast, transparent and fair performance and complaints processes
• Continuing focus on building effective managers and leaders
• Continuing to implement better technologies around our core processes
• Upgrade the Learning Management System in line with a more contemporary look, feel and functionality to engage staff

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* Premier or NSW Government priority, see Page 18 for details
### TARGET OUTCOMES FY 2018-19

<table>
<thead>
<tr>
<th>STRATEGY 5. SUPPORT AND HARNESS HEALTH AND MEDICAL RESEARCH AND INNOVATION</th>
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<tbody>
<tr>
<td>• Leveraging opportunities that are emerging in the national sphere</td>
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<tr>
<td>• Continuing to enable the research environment</td>
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<tr>
<td>Emerging Focus</td>
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<tr>
<td>• Building capability of the districts in translational research</td>
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<tr>
<td>• Making NSW competitive in clinical trials</td>
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<tr>
<th>STRATEGY 6. ENABLE eHEALTH, HEALTH INFORMATION AND DATA ANALYTICS</th>
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<tbody>
<tr>
<td>• 70% of government transactions to be conducted via digital channels by 2019*</td>
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<tr>
<td>• Continuing to build a consistent foundation through steady expansion of key systems</td>
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<tr>
<td>• Streamlining access to health data and information for better decision-making</td>
</tr>
<tr>
<td>• Integrating fragmented systems and data sources to drive insights and better triangulation</td>
</tr>
<tr>
<td>Emerging Focus</td>
</tr>
<tr>
<td>• Shifting data analytics to a more integrated approach that maximises available data, information and capabilities and takes a more deliberate approach to designing the data capabilities that the Ministry needs for effective system management</td>
</tr>
<tr>
<td>• Take a design-led approach to crafting the kind of performance tracking the Ministry needs to fulfil its system management requirements, and build a dashboard that contains the right mix of elements, data and accessibility to serve the system management needs of the health system executive team</td>
</tr>
<tr>
<td>• Accelerating our focus on integration across public, private, primary, community and hospital to provide provider-level insights across primary, secondary and tertiary care settings</td>
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<tr>
<td>• Increasing real-time clinical analytics and providing decision support to clinicians at local levels</td>
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<th>STRATEGY 7. DELIVER INFRASTRUCTURE AND SYSTEM CAPABILITY</th>
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<td>• Delivering key infrastructure and IT systems on time and budget* - the largest capital program ever delivered by NSW Health</td>
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<tr>
<td>• Strengthening the integrated transport, precinct and land use planning across agencies</td>
</tr>
<tr>
<td>• Continuing to strengthen service planning capability to drive better strategic decisions</td>
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<tr>
<td>• Continuing to implement targeted commissioning and contestability programs</td>
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<tr>
<td>Emerging Focus</td>
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<tr>
<td>• Increasing the maturity of our asset management capability</td>
</tr>
<tr>
<td>• Actively driving balance sheet management to leverage changes in leasing standards and TCorp</td>
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<tr>
<td>• Leveraging the infrastructure program to drive employment and growth in NSW</td>
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<td>• Embedding operational commissioning and change management capability</td>
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<th>STRATEGY 8. BUILD FINANCIAL SUSTAINABILITY AND ROBUST GOVERNANCE</th>
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<tr>
<td>• Expenditure growth to be less than revenue growth*</td>
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<tr>
<td>• Progressing the Financial Management Transformation program implementation with a focus on outcome-based budgeting and reporting</td>
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<tr>
<td>• Strengthening and enabling governance, accountability and risk management across the system</td>
</tr>
<tr>
<td>Emerging Focus</td>
</tr>
<tr>
<td>• Improve the range, integration and visibility of risk management information from across the health system, with a primary focus on those areas of risk most likely to impact the quality of system performance</td>
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<tr>
<td>• Build a consistent approach to governance roles and responsibilities across the LHDs, SHNs, Pillars and Service Agencies and the Ministry, that is sharper in defining responsibility and accountability structures that properly reflect legislative and policy settings</td>
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<tr>
<td>• Extending our financial planning across a four-year horizon</td>
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<tr>
<td>• Building infrastructure and capability to deliver value-based healthcare on a systematic basis</td>
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<tr>
<td>• Driving greater accountability for achievement of agreed investment outcomes</td>
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<tr>
<td>• Uplifting financial capability across the system to support fiscal sustainability</td>
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<tr>
<td>• Accelerating procurement programs to meet central government savings targets</td>
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<tr>
<td>• Providing appropriate governance around new accounting standards</td>
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* Premier or NSW Government priority, see Page 18 for details
**OBJECTIVES**

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**DELIVERABLES**

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<td>1.1</td>
<td>Reduce overweight and obesity rates of children by 5% over 10 years</td>
<td>Centre for Population Health/Health Protection/Cancer Institute NSW</td>
</tr>
<tr>
<td>1.2</td>
<td>Drive the Opioid Treatment Program reform through better use of emerging therapies</td>
<td>Centre for Population Health/Centre for Aboriginal Health</td>
</tr>
<tr>
<td>1.3</td>
<td>Embed tobacco cessation in services targeting vulnerable populations including Aboriginal people and mental health clients</td>
<td>Centre for Population Health/Centre for Aboriginal Health</td>
</tr>
<tr>
<td>1.4</td>
<td>Continue to focus on the virtual elimination of HIV transmission in NSW</td>
<td>Centre for Population Health/Health Protection NSW</td>
</tr>
<tr>
<td>1.5</td>
<td>Embed routine management of height and weight and clinical advice in services seeing children to achieve target of 60% of children having height and weight recorded</td>
<td>Health and Social Policy/Centre for Aboriginal Health/Centre for Population Health</td>
</tr>
<tr>
<td>1.6</td>
<td>Embed tobacco cessation in pregnancy services and reduce disparities in smoking rates between pregnant Aboriginal and non-Aboriginal women</td>
<td>Centre for Population Health/Cancer Institute NSW/Health and Social Policy</td>
</tr>
<tr>
<td>1.7</td>
<td>Drive health system performance through the Aboriginal health KPIs and dashboards</td>
<td>Centre for Aboriginal Health</td>
</tr>
<tr>
<td>1.8</td>
<td>Embed a quality framework and improve outcomes monitoring for alcohol and other drug services, with a focus on vulnerable populations</td>
<td>Centre for Population Health/Centre for Aboriginal Health</td>
</tr>
<tr>
<td>1.9</td>
<td>Increase access to alcohol and other drug treatment court diversion programs for vulnerable populations with a focus on Aboriginal people</td>
<td>Centre for Population Health/Centre for Aboriginal Health</td>
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**KEY**

- Population and Public Health
- Strategy and Resources
- Services
- Pillars
PROVIDE WORLD-CLASS CLINICAL CARE: PATIENT SAFETY FIRST

**System Purchasing and Performance**

**Objectives**

2.1 Continue to embed quality improvement and redesign to ensure safer patient care
   - **Clinical Excellence Commission**
   - **Agency for Clinical Innovation**

2.2 Continue to move to patient-centred value based care
   - **Strategic Reform**

2.3 Improve the patient experience
   - **System Purchasing**

2.4 Ensure timely access to care, with a focus on emergency, surgery and Ambulance performance
   - **System Performance Support**

2.5 Use system performance information to drive reform to the system
   - **System Information and Analytics**

**Key: Population and Public Health, People, Culture and Governance, System Purchasing and Performance, Strategy and Resources, Services, Pillars**

**Deliverables**

- Reduce Hospital Acquired Complications (HACs) in the areas of wounds, infections and falls.
  - **Clinical Excellence Commission**

- Expand the NSQuip program into selected regional hospitals and design surgical quality improvement projects with a focus on reduction of surgical site infection and post-surgical urinary tract infections.
  - **Agency for Clinical Innovation**
  - **System Purchasing/System Information and Analytics**

- Finalise the audit and feedback processes to reduce unwarranted clinical variation with a focus on COPD, CHF and diabetes.
  - **Agency for Clinical Innovation**

- Assess unwarranted clinical variation with a focus on hip fracture, bronchiolitis and selected cancers.
  - **Agency for Clinical Innovation/Cancer Institute NSW**

- Redesign the clinical incident review system by introducing new risk assessment and investigation methods.
  - **Clinical Excellence Commission**

- Refine the KPIs and monitoring for safety and quality including HACs, sentinel events and (re)avoidable admissions.
  - **System Information and Analytics/Clinical Excellence Commission/Bureau of Health Information**

- Support LHGs to complete Leading Better Value Care (LBVC) Tranche 1 implementation:
  - **Chronic Heart Failure**
  - **COPD**
  - **Diabetes**
  - **Osteoarthritis**
  - **Renal supportive care**
  - **Agency for Clinical Innovation**

- Development of solutions and implementation of Tranche 2 LBVC focus areas:
  - **Hip fracture**
  - **Wound**
  - **Bronchiolitis**
  - **Cancer Care**
  - **Strategic Reform**

- Evidence the implementation progress and outcomes from the LBVC program.
  - **Strategic Reform**

- Undertake a skills assessment process to determine gaps in economics, business case development and evaluation.
  - **Strategic Reform**

- Develop a statewide Strategic Framework for Patient Reported Measures (PRMs) and plan for system-wide implementation.
  - **Strategic Reform**

- Design and implement interventions to improve the experience of Aboriginal patients in hospital settings.
  - **Agency for Clinical Innovation/Centre for Aboriginal Health**

- Build on existing work to support implementation of PRMs in Integrated Care and LBVC sites across the state.
  - **Agency for Clinical Innovation**

- Pilot an outcome-based purchasing adjustor.
  - **System Purchasing/System Information and Analytics**

- Develop a value-based funding framework.
  - **System Purchasing**

- Implement engagement tools for customers and carers including:
  - **Health literacy**
  - **Co-design of services**
  - **Supporting shared decision-making across the system**
  - **REACH**
  - **Clinical Excellence Commission/Agency for Clinical Innovation**

- Design and pilot solutions to reduce access and exit block to and from ICU in selected major hospitals.
  - **Agency for Clinical Innovation**

- Drive better coordination between the use of Patient Reported Measures and patient surveys.
  - **System Information and Analytics/Bureau of Health Information**

- Rollout ‘My Food Choice’ program to new sites.
  - **HealthShare NSW**

- Implement improved model for pre-analytical pathology services.
  - **NSW Health Pathology**

- Assess indication for surgery and provide supportive models for avoidance of surgery.
  - **Agency for Clinical Innovation**

- Enable the system to engage in discussions with clinicians around clinical patient experience and outcomes.
  - **System Information and Analytics**

- Facilitate Board engagement forums on their role in clinical quality and safety, leveraging relevant experts.
  - **System Information and Analytics/Legal and Regulatory**

- Reinforce non-emergency options to the community.
  - **Ambulance Service NSW/System Performance Support**

- Increase the volume of low acuity patient transportation undertaken by Patient Transport Service.
  - **HealthShare NSW**

- Prioritise and focus on improving surgical access block in sites with significant challenges.
  - **Agency for Clinical Innovation**

- Implement the NSW Health data governance framework.
  - **System Information and Analytics**

- Support LHDs to complete Leading Better Value Care (LBVC) Tranche 1 implementation:
  - **Chronic Heart Failure**
  - **COPD**
  - **Diabetes**
  - **Osteoarthritis**
  - **Renal supportive care**
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- Facilitate Board engagement forums on their role in clinical quality and safety, leveraging relevant experts.
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- Reinforce non-emergency options to the community.
  - **Ambulance Service NSW/System Performance Support**

- Increase the volume of low acuity patient transportation undertaken by Patient Transport Service.
  - **HealthShare NSW**

NSW Health contribution to the NSW Premier’s and State Priorities
INTEGRATE SYSTEMS TO DELIVER TRULY CONNECTED CARE

3.1 Drive system integration through funding and partnership agreements
   - System Performance Support
   - Change funding for integrated care from grant-based to purchasing-based with explicit outcome measures.
   - Work closely with Primary Health Networks on joint service co-commissioning.
   - Agree and commence reporting of joint or shared KPIs with Primary Health Networks.
   - Extract learning on successful health and social sector partnerships and identify ability to transfer and scale up.
   - Explore potential to increase services in Health Care Homes through LHD funding.

3.2 Deliver mental health reforms across the system
   - Mental Health
   - Undertake the implementation plan to reduce the use of seclusion and restraint in NSW.
   - Work with the Mental Health Commission, Primary Health Networks and local communities to ensure delivery of coordinated suicide prevention strategies.
   - Implement the Mental Health Strategic Framework and Workforce Plan.
   - Continue the transition of long stay patients from institutional care to community care.

3.3 Integrate the approach to End of Life and Palliative Care
   - Health and Social Policy
   - Implement priority projects from the End of Life and Palliative Care Framework.
   - Rollout $100 million government commitment to address palliative care workforce capacity challenges.
   - Assess and design solutions to reduce unwarranted clinical intervention for the frail elderly towards the end of life.

3.4 Support people with disability within the health sector and between agencies
   - Government Relations
   - Clarify scope of NDIS services for clients and what Health should provide.
   - Encourage local service providers to leverage data and analytics capability deployed to support care for clients.
   - Invest in statewide networks and evaluate activity in meeting the needs of people with intellectual disability.

3.5 Leverage health information and analytics to connect care across the system
   - System Performance Support
   - Promote clinician usage of My Health Record for specific clinical cohorts.
   - Leverage data linkage projects (GP, MBS, PBS, FACS, NDIS) to inform local system planning.
   - Implement the whole of government Integrated Service Response.

3.6 Support vulnerable people
   - Government Relations
   - Respond to recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse.
   - For children aged under five, strengthen the universal assessment program to improve health and development outcomes and ensure better targeting of services.
   - Embed Aboriginal cultural concepts of health and wellbeing to ensure better targeting of services.

OBJECTIVES

Deliverable Levels

Strategic Oversight Level

Strategy and Resources

Deliverables

Strategic Oversight Level

Deliverables

Strategic Oversight Level
**Develop and Support Our People and Culture**

**People, Culture and Governance**

**4.1 Achieve a ‘Fit for Purpose’ workforce for now and the future**

*Workforce Planning and Development*

- Build acceptance for the need for non-specialist doctors in the workforce.
- Build capability in workforce planning at the District level.
- Recruit emergency specialist in rural hospitals and GPs with emergency specialty.
- Engage rural generalists from training through to employment.
- Implement bulk recruitment and onboarding technology and processes.
- Develop a stronger employment brand for NSW Health entities with ‘I Work For NSW’ and local organisation brands.
- Develop industrial relations long-term vision and expectations.
- Develop a framework to enhance mental health nursing and allied health capabilities.
- Develop a new approach for mandatory training which is more agile.

**4.2 Enable new ways of working facilitated by the move to St Leonards**

*Workforce Planning and Development*

- Develop policies that will underpin new ways of working.
- Drive stronger alignment of workforce planning with service and infrastructure planning.
- Strengthen People Culture Governance collaboration model with Hospital General Managers and known Health networks.
- Initiate research into technology impacts on the future health workforce.
- Develop a framework to enhance mental health nursing and allied health capabilities.
- Develop a new approach for mandatory training which is more agile.

**4.3 Strengthen the culture within Health organisations to reflect our CORE values more consistently**

*Workforce Planning and Development*

- Workforce Planning and Development/ODSPCG
- Develop new initiatives for increasing women and Aboriginal people in senior roles.
- Develop a culture diagnostic framework for system wide use.
- Develop policies that will underpin new ways of working.
- Develop a business and technology architecture for the new ways of working transition that will come with the move to St Leonards, including how the technology architecture will engage with the new work requirements.
- Develop new training initiatives for non-specialist doctors in the workforce.
- Develop a culture diagnostic framework for system wide use.
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**4.4 Develop effective health professional managers and leaders**

*Health Education and Training Institute*

- Develop new initiatives for increasing women and Aboriginal people in senior roles.
- Develop a business and technology architecture for the new ways of working transition that will come with the move to St Leonards, including how the technology architecture will engage with the new work requirements.
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**4.5 Improve health, safety and wellbeing at work**

*Workplace Relations*

- Develop and deliver new education programs for senior finance staff to meet the emerging capability needs of this workforce.
- Implement a talent management framework for senior leaders across the system.
- Enhance our response to violence in our workplace.
- Develop and implement JMO wellbeing and support Action Plans.
- Continue to drive and evaluate impact of ‘Respect the Difference’ training.
- Develop and deliver new education programs for senior finance staff to meet the emerging capability needs of this workforce.
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5 SUPPORT AND HARNESS HEALTH AND MEDICAL RESEARCH AND INNOVATION

Population and Public Health

5.1 Generate policy-relevant research
Centre for Epidemiology and Evidence
Facilitate access to high quality research evidence through priority driven research programs. Centre for Epidemiology and Evidence
Conduct rigorous evaluation of priority research policies and programs system-wide. Centre for Epidemiology and Evidence

5.2 Drive research translation in the health system
Office for Health and Medical Research and Agency for Clinical Innovation
Strengthen rigour and quality of Translational Research Grants Scheme (TRGS) submissions. Office for Health and Medical Research
Build capability in implementation and translational research. Office for Health and Medical Research/Agency for Clinical Innovation
Build capability in evaluation techniques and use of data analytics. Centre for Epidemiology and Evidence/Agency for Clinical Innovation

5.3 Make NSW a global leader in clinical trials
Office for Health and Medical Research
Implement an early phase clinical trial framework in the system. Office for Health and Medical Research
Increase recruitment to NSW cancer clinical trials. Cancer Institute NSW
Continue to support NSW medicinal cannabis research and evidence base. Office of the Chief Health Officer

5.4 Enable the research environment
Office for Health and Medical Research
Improve agility to respond to Commonwealth funded programs and leverage opportunities. Office for Health and Medical Research
Enhance research access to linked data and integration capability. Centre for Epidemiology and Evidence
Leverage statewide Biobank and continue collection of population bio-specimens. NSW Health Pathology
Develop a network of researchers to leverage new technologies in diagnostics services in partnership with clinicians. NSW Health Pathology
### OBJECTIVES

#### Strategic Oversight

- **6.1** Implement integrated paper-lite core clinical information systems
  - eHealth NSW
  - Implement IT solutions to support the statewide implementation of Patient Reported Measures.
  - eHealth NSW
  - Complete implementation of IIMS to track clinical and work health and safety incidents.
  - Clinical Excellence Commission/eHealth NSW

- **6.2** Foster eHealth solutions that support integrated health services
  - eHealth NSW
  - Develop a strategy for eMR integration across NSW Health.
  - eHealth NSW
  - Commence implementation of Shared Care Planning.
  - System Performance Support/eHealth NSW
  - Develop collaboration tools with a focus on video-conferencing solutions.
  - eHealth NSW
  - Commence implementation of Electronic Referrals.
  - System Performance Support/eHealth NSW

- **6.3** Systemise improved access to data and information through improved platforms
  - eHealth NSW
  - Pilot rapid data ingestion (big data) platform.
  - eHealth NSW
  - Progress implementation of EDWARD.
  - System Information and Analytics
  - Develop critical health care reform linkage projects.
  - System Information and Analytics/Center for Epidemiology and Evidence
  - Develop cross-system visibility of intensive care beds.
  - System Performance Support/Agency for Clinical Innovation

- **6.4** Systemise and expand the integration of data to drive greater insights
  - eHealth NSW
  - Create end-to-end architectural data integration standards.
  - eHealth NSW
  - Progress implementation of EDWARD.
  - System Information and Analytics
  - Progress cross-agency data linkages.
  - Centre for Epidemiology and Evidence

- **6.5** Enhance decision-making by better supporting insights and acting on
  - eHealth NSW and Office of the Secretary
  - Scope international best practice and pilot interventions to support clinical decisions through audit and feedback and clinical analytics.
  - Agency for Clinical Innovation
  - Develop Analytics Assist to connect people, data and information.
  - Centre for Epidemiology and Evidence

- **6.6** Enhance patient, provider and research community access to digital health information
  - eHealth NSW
  - Develop a strategy and governance framework for clinical and consumer app development.
  - eHealth NSW
  - Improve pathology patient literacy through better access to electronic health records.
  - NSW Health Pathology

### DELIVERABLES

#### Delivery Leads

- **6.1** Implement integrated paper-lite core clinical information systems
  - eHealth NSW
  - Complete delivery of Pathology Lab Results into HeathneNet.
  - NSW Health Pathology/eHealth NSW

- **6.2** Foster eHealth solutions that support integrated health services
  - eHealth NSW
  - Develop a plan and pilot the migration of registries from manual to automated data collection.
  - Agency for Clinical Innovation/System Information and Analytics
  - Develop a plan and pilot the linkage of clinical registries with routinely collected data.
  - Agency for Clinical Innovation/System Information and Analytics

- **6.3** Systemise improved access to data and information through improved platforms
  - eHealth NSW
  - Develop cross-system visibility of intensive care beds.
  - System Performance Support/Agency for Clinical Innovation
  - Progress critical health care reform linkage projects.
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  - eHealth NSW and Office of the Secretary
  - Develop a strategy for eMR integration across NSW Health.
  - eHealth NSW

- **6.6** Enhance patient, provider and research community access to digital health information
  - eHealth NSW
  - Institute/eHealth NSW
  - Institute/Workforce Planning/Health Education and Training
  - Develop a strategy for patient access to digital health information.
  - eHealth NSW
  - Ministry Executive to establish a reporting mechanism, with a detailed view of the specific activity in a 12-month timeframe, to judge performance and the relationship back to system-wide strategic directions.
  - Office of the Secretary
  - Ministry Executive to review performance management systems to ensure they are linked to the strategic priorities.
  - Office of the Secretary

#### NSW Premier’s and State Priorities

- **70% of government transactions to be conducted via digital channels by 2019**

### NSW HEALTH STRATEGIC PRIORITIES 2018-19

**Key**
- Population and Public Health
- People, Culture and Governance
- System Purchasing and Performance
- Office of the Secretary
- Services
- Pillars

**NSW Health contribution to the NSW Premier’s and State Priorities**

- Pilot solution at Northern Beaches Hospital to align My Health Record data between public and private.
  - eHealth NSW
  - Test and pilots of digital health in the context of the NSW Premier’s and State Priorities

- Launch data linkage for the NSW Statewide Biobank.
  - Centre for Epidemiology and Evidence
## DELIVER INFRASTRUCTURE AND SYSTEM CAPABILITY

### OBJECTIVES

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<td>Undertake integrated planning with other agencies</td>
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<td>Build asset management capability</td>
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<td>Optimise procurement and supply chain</td>
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### DELIVERABLES

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#### 7.1 Deliver agreed infrastructure on time and on budget

- Deliver networking infrastructure including HGEN. (eHealth NSW)
- Migrate to Government Datacentres and establish associated disaster recovery. (eHealth NSW)
- Scope and design ICT Statewide Integration Platform. (eHealth NSW)
- Deliver metropolitan hospitals on time and on budget with Northern Beaches Hospital to be operational. (Health Infrastructure)
- Deliver Regional and Rural hospitals on time and on budget. (Health Infrastructure)
- Deliver key programs including:
  - Multi-purpose services
  - Health One program
  - Rural Ambulance infrastructure reconfiguration
  - Sydney Ambulance metro infrastructure
  - Mental Health infrastructure
  - Embed operational commissioning and change management capability.
  - Implement capability development strategy for health service planners.

#### 7.2 Undertake integrated planning with other agencies

- Align NSW Health planning with the Greater Sydney Commission Metropolitan Sydney Plans. (Health System Planning and Investment/Health Infrastructure)
- Align NSW Health planning and investment with Regional Plans. (Health System Planning and Investment/Health Infrastructure)
- Undertake earlier planning with Transport, Planning and Greater Sydney Commission on integrated transport and land use. (Health System Planning and Investment/Health Infrastructure)
- Progress plans on designated Health and Education precincts. (Health System Planning and Investment/Health Infrastructure)
- Oversee coordination of Western Sydney City Deal airport planning across three LHDs. (Health System Planning and Investment/Health Infrastructure)

#### 7.3 Build asset management capability

- Assess asset management maturity and plan actions to raise capability. (Health Infrastructure)
- Coordinate NSW Health response to identified statutory and compliance risks. (Health Infrastructure)
- Drive statewide approach to medical equipment management in response to the Auditor-General Report. (Health Infrastructure)
- Continue to build utilisation of AFM Online. (Health Infrastructure)

#### 7.4 Optimise procurement and supply chain

- Ensure NSW Health alignment to central government procurement savings targets (MPRP). (Procurement)
- Accelerate procurement programs to deliver financial and non-financial benefits. (Health Infrastructure)
- Optimise warehouse operations and supply chain for medical consumables. (HealthShare NSW)

#### 7.5 Deliver commercial programs

- Introduce active balance sheet management for equipment leases. (Finance)
- Implement commissioning and contestability in pathology couriers. (NSW Health Pathology)
- Implement commissioning and contestability in medical imaging. (Procurement)
- Implement commissioning and contestability in asset management. (Procurement)
- Implement key worker accommodation program. (Health Infrastructure)
- Implement retail strategy. (Health Infrastructure)
BUILD FINANCIAL SUSTAINABILITY AND ROBUST GOVERNANCE

**OBJECTIVES**

8.1 Secure a long term sustainable financial position
Finance

- Develop four-year strategic financial view including all savings strategies and scenarios.

8.2 Ensure Health’s delivery on Financial Management Transformation Program
Finance

- Progress outcome-based reporting and budgeting.

8.3 Drive improved financial capability to support fiscal sustainability
Finance

- Design an educational pathway to inform program development from graduate entry-level to executive director.
- Establish a Board Effectiveness Program and align with and complement existing CE/LHD oversight.
- Develop rotation model to build financial leadership capability and experience.

8.4 Deliver effective regulatory, governance and accountability
Legal and Regulatory Services

- Undertake a recalibration of the governance model to reduce variability in the system.
- Incorporate investment decisions into Individual Performance Agreements.
- Provide cross-sector leadership of accounting standards implementation.

8.5 Drive system-wide consistency in use of health shared services
People, Culture and Governance

- Drive standardised use of shared services across the system to deliver whole-of-system benefits.
- Strengthen responsibility for business performance of shared services and pillars.

**EXECUTIVE SPONSOR**

Financial Services and Asset Management

**KEY**

- People, Culture and Governance
- System Purchasing and Performance
- Strategy and Resources
- Financial Services and Asset Management
- Pillars

**DELIVERABLES**

- Expenditure growth to be less than revenue growth
- Develop sustainable Commonwealth-State health funding arrangements.
- Promote sustainable Commonwealth-State health funding arrangements.
- Establish economic impact of Leading Better Value Care (LBVC) program.
- Adapt current purchasing and funding models to better meet future needs.
- Leverage the LBVC approach to analytics and measurement to support better value based decision making.
- Establish a Board Effectiveness Program and align with and complement existing CE/LHD oversight.
- Provide cross-sector leadership of accounting standards implementation.
- Design the statewide governance across clinical and non-clinical education and training.

**STRATEGY**

- Executive Sponsor
- Strategic Oversight Lead
- Delivery Leads
### NSW Health is contributing directly to 11 of the 30 NSW Priorities: 5 State Priorities and 6 Premier’s Priorities

**STATE PRIORITIES**

**BETTER SERVICES**
- 70% of government transactions to be conducted via digital channels by 2019
- Increase the on-time admissions for planned surgery, in accordance with medical advice

**BUILDING INFRASTRUCTURE**
- 90% of peak travel on key road routes in on time
- Increase housing supply across NSW to deliver more than 50,000 approvals every year

**STRONG BUDGET AND ECONOMY**
- Expenditure growth to be less than revenue growth
  - Make NSW the easiest state to start a business
  - Be the leading Australian state in business confidence
  - Increase the proportion of completed apprenticeships
  - Halve the time taken to assess planning applications
  - Maintain the AAA credit rating

**SAFER COMMUNITIES**
- Increase the proportion of Aboriginal and Torres Strait Islander students in the top two NAPLAN bands for reading and numeracy by 30%
- Increase attendance at cultural venues and events in NSW by 15% by 2019
- Maintain or improve reliability of public transport services over the next 4 years

**PROTECTING THE VULNERABLE**
- Successful implementation of the NDIS by 2018
  - Increase the number of households successfully transitioning out of social housing

**PREMIER’S PRIORITIES**

**BUILDING INFRASTRUCTURE**
- Key infrastructure projects to be delivered on time and on budget
  - 81% of patients through Emergency Departments within four hours by 2019

**CREATING JOBS**
- 150,000 new jobs by 2019

**DRIVING PUBLIC SECTOR DIVERSITY**
- Double the number of Aboriginal and Torres Strait Islander peoples in senior leadership roles and increase the proportion of women in senior leadership roles to 50% in the government sector in the next 10 years

**STRONG BUDGET AND ECONOMY**
- Expenditure growth to be less than revenue growth

**SAFER COMMUNITIES**
- Reduce adult re-offending by 5% by 2019
  - LGAs to have stable or falling reported violent crime rates by 2019
  - Reduce road fatalities by at least 30% from 2011 levels by 2021

**PROTECTING OUR KIDS**
- Reduce overweight and obesity rates of children by 5% over 10 years

**IMPROVING SERVICE LEVELS IN HOSPITALS**
- 81% of patients through Emergency Departments within four hours by 2019

**IMPROVING GOVERNMENT SERVICES**
- Improve customer satisfaction with key government services every year, this term of government

**REDUCING DOMESTIC VIOLENCE**
- Reduce the proportion of domestic violence perpetrators re-offending within 12 months by 5%

**REASONS FOR INCLUSION**

- NSW Health leads these NSW Premier’s and State Priorities

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**KEY**

- NSW Health leads these NSW Premier’s and State Priorities
To make an enquiry or provide feedback on the *NSW Health Strategic Priorities 2018-19*, please contact the Office of the Deputy Secretary, Strategy and Resources.

email: ldudl@doh.health.nsw.gov.au