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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 Government and Premier’s Priorities.

The Strategic Priorities for 2019-20 provide the health system and our stakeholders with a meaningful overview of our target outcomes for the year ahead.

This approach to planning involves more clearly identifying the strategic priorities that the Ministry of Health will focus on as a system manager, enhancing cross-functional collaboration with Pillars and Service Agencies, and applying tighter ownership and monitoring of delivery against the agreed priorities with Local Health Districts and Specialty Health Networks through service agreements.

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

1. Patient Safety and Experience
2. Value Based Healthcare
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 Group 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.

This year I am keen to have an enhanced focus on value based healthcare and its direct link with patient experience. Central to the move from ‘volume’ to ‘value’, is how as a health system we will sustainably deliver the outcomes that matter to patients by improving how we organise and provide care. The strategies linked to value based healthcare will ensure the system responds to current and future challenges such as new technologies, and the changing needs and expectations of patients, carers, clinicians and communities.

With a continued focus on Systems Integration, I am particularly interested in healthcare in the community. Delivering health services, including specialist care and post-acute care, in the community is central to the health system of the future. Integrating systems and delivering more care in community settings will be supported by different models of capital investment, working with patients and consumers to co-design new models of care, investing in health technologies, research and evaluation, and building capability in data and analytics.

I also recognise that there is other work that staff across the system 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. This work, together with our efforts to action the Strategic Priorities for 2019-2020, points NSW Health in the right direction for a sustainable health system that places the patient at the centre of healthcare delivery.

Elizabeth Koff
Secretary, NSW Health
How this Plan Works

The Planning Cascade

Our *State Health Plan: Towards 2021* has provided the foundation for the 2019-20 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 Health 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.
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<td>1</td>
<td>Provide world-class clinical care, where patient safety is first. Population and Public Health</td>
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<td>4.1</td>
<td>Achieve a ‘Fit for Purpose’ workforce for now and the future. Workforce Planning and Development</td>
<td><strong>SUPPORT AND HARNESS HEALTH AND MEDICAL RESEARCH AND INNOVATION</strong></td>
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<td>5.1</td>
<td>Drive the generation of policy-relevant translational research. Centre for Epidemiology and Evidence/Office of Health and Medical Research</td>
<td><strong>ENABLE eHEALTH, HEALTH INFORMATION AND DATA ANALYTICS</strong></td>
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<td>6.1</td>
<td>Implement integrated paperless key clinical information systems. eHealth NSW</td>
<td><strong>DELIVER INFRASTRUCTURE FOR IMPACT AND TRANSFORMATION</strong></td>
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<td>8.1</td>
<td>Deliver financial control in the day-to-day operations. Finance</td>
<td><strong>BUILD FINANCIAL SUSTAINABILITY AND ROBUST GOVERNANCE</strong></td>
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<tr>
<td>1.2</td>
<td>Ensure preventive and population health programs to reduce tobacco use. Centre for Population Health and Cancer Institute NSW</td>
<td><strong>KEY STAKES</strong></td>
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<tr>
<td>2.2</td>
<td>Continue to move from volume to value based healthcare. Strategic Reform</td>
<td><strong>Pillars</strong></td>
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<td>3.2</td>
<td>Deliver mental health reforms across the system. Mental Health</td>
<td><strong>People, Culture and Governance</strong></td>
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<td>4.2</td>
<td>Undertake whole system workforce analysis. Workforce Planning and Development</td>
<td><strong>Population and Public Health</strong></td>
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<tr>
<td>5.2</td>
<td>Drive research translation in the health system. Office of Health and Medical Research and Agency for Clinical Innovation</td>
<td><strong>Health System Strategy and Planning</strong></td>
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<tr>
<td>6.2</td>
<td>Foster eHealth solutions that support integrated health services. eHealth NSW</td>
<td><strong>Health System Strategy and Planning</strong></td>
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<td>Deliver agreed infrastructure on time and on budget. Health Infrastructure</td>
<td><strong>Health System Strategy and Planning</strong></td>
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<td>Develop sustainable funding for future growth. Finance</td>
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<td>Embed a health system response to alcohol and other drug use and work across government agencies. Centre for Population Health</td>
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<td>Improve the patient experience and further engage with patients and carers. Health and Social Policy</td>
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<td>3.3</td>
<td>Strengthen integrated approaches to frailty, ageing and end of life care. Strategic Reform</td>
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<td>4.3</td>
<td>Enable new ways of working facilitated by the move to St Leonards Change</td>
<td><strong>Health System Strategy and Planning</strong></td>
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<td>5.3</td>
<td>Make NSW a global leader in clinical trials. Office of Health and Medical Research</td>
<td><strong>People, Culture and Governance</strong></td>
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<td>Enhance systems and tools to improve workforce and business management. eHealth NSW</td>
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<td>7.3</td>
<td>Deliver infrastructure plans and integrate with other agencies. Health System Planning and Investment</td>
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<td>Drive value in procurement. Strategic Procurement</td>
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<td>1.4</td>
<td>Reduce the impact of infectious disease and environmental impacts on the community. Health Protection NSW</td>
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<td>Ensure timely and equitable access to appropriate care. System Management</td>
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<td>Strengthen the culture within Health organisations to reflect our CORE values more consistently. Workforce Planning and Development</td>
<td><strong>Population and Public Health</strong></td>
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<td>5.4</td>
<td>Enable the research environment. Office of Health and Medical Research</td>
<td><strong>Population and Public Health</strong></td>
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<tr>
<td>6.4</td>
<td>Develop and enhance health analytics to improve insights and decision-making. eHealth NSW</td>
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<tr>
<td>7.4</td>
<td>Strengthen asset management capability. Asset Management</td>
<td><strong>Population and Public Health</strong></td>
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<td>Deliver commercial programs. Strategic Procurement</td>
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<td>1.5</td>
<td>Embed Aboriginal social and cultural concepts of health and wellbeing in programs and services. Centre for Aboriginal Health</td>
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<td>Use system performance information to drive reform to the system. System Information and Analytics</td>
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<td>4.5</td>
<td>Develop effective health professional managers and leaders. Health Education and Training Institute</td>
<td><strong>Population and Public Health</strong></td>
</tr>
<tr>
<td>5.5</td>
<td>Leverage research and innovation opportunities and funding. Office of Health and Medical Research</td>
<td><strong>Population and Public Health</strong></td>
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<td>6.5</td>
<td>Enhance systems infrastructure, security, and intelligence. eHealth NSW</td>
<td><strong>Population and Public Health</strong></td>
</tr>
<tr>
<td>8.5</td>
<td>Deliver effective regulation, governance and accountability. Legal and Regulatory Services</td>
<td><strong>Population and Public Health</strong></td>
</tr>
<tr>
<td>1.6</td>
<td>Support pregnancy and the first 2000 days. Health and Social Policy</td>
<td><strong>People, Culture and Governance</strong></td>
</tr>
</tbody>
</table>
Continuing Priority Focus

- 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 other drug use particularly in pregnant women
- Driving behaviour change amongst clinicians to ensure that routine clinical care addresses modifiable risk factors
- Delivering social marketing campaigns addressing key risk factors
- Striving towards the elimination of HIV and Hepatitis C
- Embedding Aboriginal cultural concepts of health and wellbeing

Emerging Focus

- Drive a narrower focus on healthy weight in childhood to address target issues
- A focus on pregnant mothers and the first 2000 days of life including weight loss support for mums after their first baby and advice for parents of 0-2 year olds
- Support tobacco cessation in mental health clients
- Consultation and liaison support in emergency departments to address patients with drug and alcohol issues during presentations and reduce admissions
- Smoking cessation focus through clinicians in cancer services, maternity services and Aboriginal Community Controlled Health Services
- Social marketing focus on tobacco, skin, bowel and breast for cancer prevention
- Treatment for vulnerable populations with Hep C targeting Alcohol and Other Drugs/Needle & Syringe Programs and Aboriginal Community Controlled Health Services

STRATEGY 1.
KEEP PEOPLE HEALTHY

- Improving patient and carer satisfaction with key government services
- Ensuring 81% of patients pass through Emergency Departments within four hours
- Increasing the on-time admissions for planned surgery in accordance with medical advice including a strong focus on appropriateness of surgery and unplanned readmissions
- Reducing harm caused by the delivery of care, ensuring appropriate action to stop deterioration and reducing mortality and disability
- Driving value based healthcare through implementation of innovative models of care and through reduction in unwarranted clinical variations
- Disseminating information to inform clinical decisions and drive system improvement
- Prioritising our patient safety focus on mental health
- Commissioning clinical support services for better value

STRATEGY 2.
PROVIDE WORLD-CLASS CLINICAL CARE WHERE PATIENT SAFETY IS FIRST

- Supporting the successful transition to NDIS
- Decreasing the percentage of children and young people re-reported at risk of significant harm
- Continuing focus on mental health reform especially on leadership, culture and quality outcomes
- Supporting persons with disability within the health system and between agencies
- Embedding Aboriginal cultural concepts of health and wellbeing
- Growing our capability to manage partnerships with community-based providers and social care providers
- Sharing health information and system analytics to enable integrated care
- Step changing the way funding is delivered to LHDs to support integrated care

- Exploring the linkage between the Royal Commission on child abuse and mental health in collaboration with government partners
- Responding to the Royal Commission on Aged Care and Health’s role in service delivery
- Agreeing shared outcomes with community-based health providers and Primary Health Networks
- Developing alternate levels of care between at home and in hospital
- Responding to new models of integrated care from overseas
Continuing Priority Focus

- Double the number of Aboriginal peoples in senior leadership roles and increase the proportion of women in senior leadership roles to 50% in the gov’t sector in the next 10 years – through a system-wide focus on diversity and inclusion
- Workplace culture and the direct impact it has on patientsafety
- Achieving a culture with fair, transparent performance and complaints processes
- Building effective managers and leaders, with a focus on commercial, economic and financial acumen
- Implementing better technologies around our core processes
- Implementing the St Leonards Plan for new ways of working
- Evolving the culture, role and performance of Ministry as a system manager
- Embedding better fit employment arrangements
- Further developing contemporary engagement and communications strategies

Emerging Focus

- Stepping up the Ministry’s role in setting, monitoring and supporting the implementation of the strategic policy framework to improve workplace safety outcomes across the system
- Investing in the holistic wellbeing and support of our people
- Enhancing employment processes and opportunities for rural and remote areas and recruiting non-traditional roles
- Developing capability and harnessing talent in our corporate leadership and managers
- Understanding the impact of future technology on the workforce
- Enhancing workforce data, reach, quality and real-time availability
- Increasing the workforce capability in genomics
- Increase the focus of diversity and inclusivity in our workforce
- Refreshing and strengthening senior leadership performance and talent management in response to the recalibration of the NSW Health governance model

NSW HEALTH STRATEGIC PRIORITIES 2019-20
TARGET OUTCOMES FY 2019-20

STRATEGY 7. DELIVER INFRASTRUCTURE FOR IMPACT AND TRANSFORMATION

- Delivering key infrastructure and IT systems on time and budget – the largest capital program ever delivered by NSW Health
- Aligning service and place-based planning across agencies
- Co-design of infrastructure with a patient and clinician experience focus
- Strengthening service planning capability to drive better strategic decisions

Emerging Focus
- Planning implementation around the inaugural 20-year health infrastructure strategy
- Using capital decisions to challenge the operational status quo and increase change management
- Demonstrating and driving the economic value of health infrastructure
- Develop a long-term strategy for outcomes and how to best deliver clinical outcomes
- Shifting thinking towards infrastructure requirements in other care settings
- Driving more integrated planning and investment decisions between Health Infrastructure, LHDs and Support Services
- Responding to technology-enabled infrastructure and smart building trends
- Building better asset management capability and optimising the lifecycle costing in LHDs
- Developing a robust asset information system

STRATEGY 8. BUILD FINANCIAL SUSTAINABILITY AND ROBUST GOVERNANCE

- Expenditure growth to be less than revenue growth
- Building financial capability across the system
- Achieving procurement savings targets
- Embedding new accounting standards
- Strengthening and enabling governance, accountability and risk management across the system
- Commissioning non-clinical services for better value

Emerging Focus
- Extending our financial planning across a four-year horizon
- Embedding economic measurement of value based healthcare programs
- Embedding up-front economic appraisal for investments
- Capital investments to consider operational impact during options analysis and early planning
- Strategies for revenue replacement and optimisation
- Discussions on growth of the health system and how we fund this in the future
- Governance and compliance across whole of health for procurement contracts
- Improve the range, integration and visibility of risk management information from across the health system
- Consideration of United Nations Sustainable Development Goals and how they might be adopted by the health system
## KEEP PEOPLE HEALTHY

### Population and Public Health

<table>
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<tr>
<th>Objective</th>
<th>Description</th>
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**Strengthen social marketing campaigns to address key risk factors such as tobacco and drug and alcohol, and promote healthy weight and immunisation.**

Centre for Population Health/Health Protection NSW/Cancer Institute NSW

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**Strengthen telephone support with additional digital communication channels and continue towards integration.**

Centre for Population Health/Cancer Institute NSW

---

**Implement school, community and childcare programs for healthy weight.**

Centre for Population Health

---

**Embed tobacco control programs for Aboriginal people particularly pregnant women.**

Centre for Population Health/Centre for Aboriginal Health

---

**Support tobacco cessation in mental health clients.**

Centre for Population Health/Mental Health

---

**Drive the Opioid Treatment Program and increase access to take home naloxone.**

Centre for Population Health

---

**Scope emerging environmental risks and identify potential solutions.**

Health Protection NSW

---

**Increase hepatitis C treatment, particularly in alcohol and other drugs, mental health and Aboriginal Community Controlled Health Services.**

Centre forpopulation Health/Health Protection NSW/Centre for Aboriginal Health

---

**Strengthen Aboriginal health governance and accountability within NSW Health organisations and partnerships including with the Aboriginal Community Controlled Health Services.**

Centre for Aboriginal Health

---

**Support an interagency collaborative approach to focus effort and guide collective action.**

Health and Social Policy

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**Maintain the focus on early engagement with pregnant women, their partners and families.**

Health and Social Policy

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**Consolidate early access for all new families to child and family health services.**

Health and Social Policy

---

**Enhance support for new fathers and their families through a pilot digital population based screening program for perinatal depression and anxiety.**

Health and Social Policy
**Objective 2.1** Continue to embed quality improvement and redesign to ensure safer patient care
*Clinical Excellence Commission and Agency for Clinical Innovation*

- Focus on delivery of HAC KPIs as per Service Agreements.
  *Clinical Excellence Commission*

- Implement better patient safety by reducing impact of transition across organisational boundaries.
  *Clinical Excellence Commission*

- Implement clinical incident review system.
  *Clinical Excellence Commission*

- Roll-out the third phase of NSQUIP implementation (up to 14 participating sites) and establish a statewide governance structure.
  *Agency for Clinical Innovation*

**Objective 2.2** Continue to move from volume to value based healthcare
*Strategic Reform*

- Measure, monitor and evaluate the impact of LBVC initiatives across the domains of value.
  *Strategic Reform*

- Develop and articulate NSW Health’s value based healthcare strategy.
  *Strategic Reform*

- Lead commissioning for better value including medical imaging, pathology and rostering.
  *Health System Planning and Investment*

**Objective 2.3** Improve the patient experience and further engage with patients and carers
*System Purchasing*

- Develop a coordinated system wide approach to enhancing the patient and carer experience.
  *System Purchasing*

- Implement engagement tools including rights and responsibilities, shared decision making, health literacy and REACH.
  *Agency for Clinical Innovation/Clinical Excellence Commission*

- Promote further use of co-design especially in Mental Health models.
  *Agency for Clinical Innovation*

**Objective 2.4** Ensure timely and equitable access to appropriate care
*System Management*

- Continue focus on achievement of emergency KPIs.
  *System Management*

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

- Roll-out ICU access and design neonatal access model.
  *System Management/Agency for Clinical Innovation*

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

- Commence new Board information reporting.
  *System Information and Analytics*

- Facilitate Board engagement forums on their role in clinical quality and safety.
  *Clinical Excellence Commission*

- Establish incident data set during IMS+ roll out.
  *System Information and Analytics/Clinical Excellence Commission*

- Scope approach to using PRMs data to drive value based healthcare reforms.
  *System Information and Analytics/Strategic Reform*

- Establish cultural indicators to support patient safety initiatives.
  *Workforce/Planning & Development/Clinical Excellence Commission/System Information and Analytics*

- Establish ongoing audit and feedback processes to reduce unwarrented clinical variation.
  *Agency for Clinical Innovation*

- Develop local capability to support the appropriate back transfer of neonates closer to home.
  *Health and Social Policy*
INTEGRATE SYSTEMS TO DELIVER TRULY CONNECTED CARE

Health System Strategy and Planning

**3.1** Drive health system integration through funding and partnership agreements
- System Performance Support

**3.2** Deliver mental health reforms across the system
- Mental Health

**3.3** Strengthen integrated approaches to frailty, ageing and end of life care
- Health and Social Policy

**3.4** Support people with disability within the health sector and between agencies
- Government Relations

**3.5** Support vulnerable people within the health sector and between agencies
- Government Relations

**3.6** Share health information to enable connected care across the system
- System Information and Analytics

**EXECUTIVE SPONSOR**

**STRATEGY**

**OBJECTIVES**

- Progress funding for integrating care which have explicit outcome measures
  - System Performance Support

- Drive LHDs and Services to implement at least one of the successful partnership strategies across:
  - Dynamic Practice and Primary Care
  - Vulnerable Families
  - Specialist Outreach to Primary Care
  - Residential Aged Care
  - Paediatrics Network
  - System Performance Support

- Strengthen care coordination for Aboriginal people by increasing joint plans and co-design and delivery of programs with Aboriginal Community Controlled Health Services.
  - Centre for Aboriginal Health

- Review emerging international models for health system integration in the context of our system and deliver recommendations.
  - System Performance Support/ Health and Social Policy

- Implement the Aboriginal mental health audit recommendations.
  - Centre for Aboriginal Health/ Mental Health

- Implement the suicide prevention framework with the Mental Health Commission.
  - Mental Health

- Shift service delivery focus onto wellness and enablement for the elderly.
  - Health and Social Policy

- Develop a model of care (including alternate levels of care) for the frail elderly through an experience-based co-design approach.
  - Agency for Clinical Innovation

- Establish governance arrangements and implement Disability Delivery Plan system-wide.
  - Government Relations

- Pilot an integrated drugs and alcohol, mental health and sexual assault service for adult survivors of abuse.
  - Government Relations

- Rollout GP data linkage statewide (year 1 of 3).
  - System Information and Analytics

- Build evaluation framework and data insights for palliative care.
  - System Information and Analytics

- Establish Governance to maximise use and insights from new Value Based Data Assets.
  - System Information and Analytics

- Deliver evaluation of Health One and agree next steps.
  - System Information and Analytics

- Continue to clarify NSW Health’s role in the NDIS landscape and scope services for clients.
  - Government Relations

- Implement statewide service delivery model for people with intellectual disability.
  - Health and Social Policy

- Implement statewide service delivery model for people with intellectual disability.
  - Health and Social Policy

- Investigate new approaches to nutrition in the frail and elderly.
  - HealthShareNSW/ Agency for Clinical Innovation

- Develop a model of care (including alternate levels of care) for the frail elderly through an experience-based co-design approach.
  - Agency for Clinical Innovation

- Better understand current activities and priorities for NSW Health in improved coordination of end of life and palliative care in aged care facilities, in partnership with PHNs.
  - Health and Social Policy

- Improve the value for money of aged care assessment services.
  - Health and Social Policy

- Evaluate palliative and end of life priority projects and agree next steps.
  - Health and Social Policy

- Redesign the procurement model for last days of life.
  - System Performance Support

- Rollout the youth aftercare project.
  - Mental Health

- Implement the five year NSW Strategic Framework and Workforce Plan for Mental Health with a focus on strengthening mental health leadership and growing and supporting the emerging peer workforce.
  - Mental Health

- Progress the $700 million Statewide Mental Health Infrastructure Program.
  - Mental Health

- Implement the forensic mental health reforms in mental health/cognitive impairment in partnership with Family and Community Services and Justice.
  - Mental Health

- Pilot reforms from 'Their Futures Matter' including:
  - Out of home care pathways
  - Integrated Trauma-Informed Care
  - Centre for Aboriginal Health/ Mental Health

- Establish a regional co-commissioning authority in partnership with LHDs, Services and PHNs to commission services for vulnerable people.
  - System Performance Support

- Reduce unplanned mental health admissions for Aboriginal people.
  - Centre for Aboriginal Health/ Mental Health

- Establish a regional co-commissioning authority in partnership with LHDs, Services and PHNs to commission services for vulnerable people.
  - System Performance Support

- Implementation of Violence and Neglect redesign framework.
  - Government Relations/ Agency for Clinical Innovation

NSW HEALTH STRATEGIC PRIORITIES 2019-20
4 DEVELOP AND SUPPORT OUR PEOPLE AND CULTURE

**People, Culture and Governance**

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<tr>
<th>STRATEGY</th>
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<td>4.1</td>
<td>Achieve ‘Fit for Purpose’ workforce for now and the future</td>
<td>Build pathways for Aboriginal employees. Workforce Planning and Development/Centre for Aboriginal Health</td>
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<tr>
<td>4.2</td>
<td>Undertake whole system workforce analysis</td>
<td>Improve rural and remote employment opportunities and processes. Workforce Planning and Development/Nursing and Midwifery Office</td>
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<td>Strengthen the culture within Health organisations to reflect our CORE values more consistently</td>
<td>Develop policies that will underpin new ways of working. Workforce Planning and Development/Workplace Relations</td>
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<tr>
<td>4.5</td>
<td>Develop effective health professional managers and leaders</td>
<td>Develop a collaboration framework including higher usage of online technology. Change/eHealth NSW</td>
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<tr>
<td>4.6</td>
<td>Improve health, safety and wellbeing at work</td>
<td>Implement new initiatives for increasing the number of Aboriginal people in senior roles across all bands. Workforce Planning and Development/Centre for Aboriginal Health</td>
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**KEY** - Population and Public Health - People, Culture and Governance - Health System Strategy and Planning - Finance and Asset Management - Services Pillars
<table>
<thead>
<tr>
<th><strong>OBJECTIVES</strong></th>
<th><strong>DELIVERABLES</strong></th>
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| **5.1** Drive the generation of policy-relevant translational research  
Centre for Epidemiology and Evidence and Office for Health and Medical Research | **5.2** Drive research translation in the health system  
Office for Health and Medical Research and Agency for Clinical Innovation |
| Align research agenda of priority research centres with system priorities.  
Centre for Epidemiology and Evidence | Evaluate Translational Research Grants Scheme (TRGS) to ensure programs are meeting objectives.  
Office for Health and Medical Research/Centre for Epidemiology and Evidence |
| Influence and align agenda of the NHMRC Partnership Centre for Health System Sustainability.  
Strategic Reform/Agency for Clinical Innovation | Build an Aboriginal health focus in TRGS submissions including joint work with Aboriginal Community Controlled Health Services.  
Office for Health and Medical Research/Centre for Aboriginal Health |
| Implement the Treasury Evaluation Schedule.  
Centre for Epidemiology and Evidence | Develop a governance approach to promote and scale up successful TRGs.  
Office for Health and Medical Research/Centre for Epidemiology and Evidence/Agency for Clinical Innovation |
| Build capability in quality improvement and evaluation across ACCHS.  
Centre for Aboriginal Health | Scope strategies for building health system research and evaluation capability.  
Office for Health and Medical Research/Centre for Epidemiology and Evidence/Agency for Clinical Innovation |
| | Work towards implementation science studies amongst AHRTCs.  
Agency for Clinical Innovation |
| **5.3** Make NSW a global leader in clinical trials  
Office for Health and Medical Research | **5.4** Enable the research environment  
Office for Health and Medical Research |
| Implement a clinical trial support unit to drive quality certification and accreditation.  
Office for Health and Medical Research | Deliver linked data for approved projects arising from the Biospecimen Collection Grants.  
Centre for Epidemiology and Evidence |
| Fund precision medicine research including cardiovascular and rare diseases.  
Office for Health and Medical Research | Deliver better access to linked cancer data.  
Cancer Institute NSW |
| Use the funding model to promote early phase cancer clinical trials.  
Cancer Institute NSW | Scope the minimum data requirements to ensure that emerging electronic data collection systems can feed into clinical quality registries and ensure secondary use of clinical data on a longitudinal basis.  
Agency for Clinical Innovation |
| Work with NSW-based AHRTCs to drive excellence in clinical trials.  
Office for Health and Medical Research | Establish focus areas which can be marketed to health and medical research communities internationally.  
Office for Health and Medical Research |
| | Establish more integrated process to connect with private industry innovation and research.  
Agency for Clinical Innovation/eHealth |
| | Facilitate research in value based healthcare and patient experience.  
Strategic Reform |
| | Develop a strategy to maximise the impact of medical research and education precincts.  
Office for Health and Medical Research |
ENABLE eHEALTH, HEALTH INFORMATION AND DATA ANALYTICS

**Objective 6.1** Implement integrated paper-lite key clinical information systems
- eHealth NSW

**Objective 6.2** Foster eHealth solutions that support integrated health services
- eHealth NSW

**Objective 6.3** Enhance systems and tools to improve workforce and business management
- eHealth NSW

**Objective 6.4** Develop and enhance health analytics to improve insights and decision-making
- eHealth NSW

**Objective 6.5** Enhance patient, provider and research community access to digital health information
- eHealth NSW

**Objective 6.6** Enhance systems, infrastructure, security and intelligence
- eHealth NSW

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**Deliverables**

- Progress implementation of IMS+ to track clinical and work health and safety incidents.
- Clinical Excellence Commission/eHealth NSW

- Commence implementation of Corporate Analytics Reporting Tool to be the single, integrated data source for workforce data.
- eHealth NSW

- Enhance Corporate Analytics Reporting Tool to be the single, integrated data source for workforce data.
- eHealth NSW

- Continue pilotling automated migration of registries.
- Agency for Clinical Innovation / System Information and Analytics/eHealth NSW

- Develop a business case for a 'Single Digital Patient Record' for NSW Health.
- eHealth NSW

- Lead national collaboration for digital child health records including 'Digital Blue Book'.
- Health and Social Policy/eHealth NSW

- Develop an eMR strategy for ambulance and integrate with ED systems.
- eHealth NSW

- Develop the digital provision of comparative performance information to the community, healthcare professionals and policymakers to enhance transparency, inform improvement and strengthen accountability.
- Bureau of Health Information
# DELIVER INFRASTRUCTURE FOR IMPACT AND TRANSFORMATION

## Health System Strategy and Planning

### 7.1 Utilise capital investment to drive new models of health service delivery
*Health System Planning and Investment*

- Ministry to negotiate capital plans with LHDs/SHNs in line with future health system strategy.
- Health System Planning and Investment

### 7.2 Deliver agreed infrastructure on time and on budget
*Health Infrastructure*

- Deliver Regional and Rural hospitals on time and on budget.
- Health Infrastructure

### 7.3 Deliver infrastructure plans and integrate with other agencies
*Health System Planning and Investment*

- Commence implementation planning for the 20-year Health Infrastructure Strategy.
- Health System Planning and Investment

### 7.4 Strengthen asset management capability
*Asset Management*

- Continue implementation of INSW Asset Management framework.
- Asset Management

#### DELIVERABLES

- Undertake detailed planning of mental health infrastructure program utilising co-design.
  *Health Infrastructure*

- Embed design principles to ensure health facilities are sustainable, resilient and smart.
  *Health Infrastructure*

- Embed lifecycle asset management principles in all new capital programs.
  *Health Infrastructure*

- Continue place-based integrated planning with other agencies.
  *Health System Planning and Investment*

- Leverage university and other third party funding in Health and Education precincts.
  *Health Infrastructure*
**8 BUILD FINANCIAL SUSTAINABILITY AND ROBUST GOVERNANCE**

### Finance and Asset Management

**8.1 Deliver financial control in the day-to-day operations**
- Finance
- Develop four-year strategic financial view for LHDs, Networks and the System.

**8.2 Develop sustainable funding for future growth**
- Finance
- Articulate funding gap, drivers of growth and levers to address the gap.

**8.3 Drive value in procurement**
- Strategic Procurement
- Ensure delivery of overall procurement savings targets.

**8.4 Deliver commercial programs**
- Strategic Procurement
- Optimise funding sources for equipment leases.

**8.5 Deliver effective regulation, governance and accountability**
- Legal and Regulatory Services
- Undertake a deliberate recalibration of the governance model to reduce variability in the system.

**Deliverables**

- Replace current revenue declines.
- Finance
- Embed new accounting standards.
- Finance
- Mature the outcome-based budgeting methodology.
- Finance
- Deliver a strategy to link financial data sources across the system.
- Finance/Activity Based Management
- Develop capability to understand the recurrent impact of capital investment.
- Finance/Health System Planning and Investment
- Shift the service delivery model for new ICT from capital intensive towards ‘opex-focus.’
- Finance
- Develop a medical consumables procurement model and plan for future reform.
- HealthShare NSW
- Lead commissioning for better value for non-clinical services including linen, food production, patient transport.
- HealthShare NSW
- Provide guidance to the system on opportunities in line with the United Nations Sustainable Development Goals.
- Strategic Procurement/HealthShare NSW
- Accelerate HealthShare procurement programs to deliver financial and non-financial benefits.
- HealthShare NSW
- Secure future national funding streams.
- Government Relations
- Increase utilisation of PROcure and AFM across the system.
- Strategic Procurement
- Measure the economic impact of the Leading Better Value Care program.
- Strategic Reform
- Embed up-front, holistic and robust economic appraisal for investments.
- StrategicProcurement
- Finance
- Develop a medical consumables procurement model and plan for future reform.
- HealthShare NSW
- Undertake a deliberate recalibration of the governance model to reduce variability in the system.
- Deputy Secretary, People, Culture and Governance
- Refresh the delegations model.
- Legal and Regulatory Services
- Provide transparency of risk information system-wide.
- Legal and Regulatory Services

**NSW HEALTH STRATEGIC PRIORITIES 2019-20**

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In 2019, the NSW Government set out its five areas of focus to 2023:

- A strong economy
- Highest quality education
- Well connected communities with quality local environments
- Putting the customer at the centre of everything we do
- Breaking the cycle of disadvantage

NSW Health is leading these Premier’s Priorities:

1. **Improving service levels in hospitals** - 100 per cent of all triage category 1, 95 per cent of triage category 2 and 85 per cent of triage category 3 patients commencing treatment on time by 2023.

2. **Improving outpatient and community care** - Reduce preventable visits to hospital by five per cent through to 2023 by caring for people in the community.

3. **Towards zero suicides** - Reduce the rate of suicide deaths in NSW by 20 per cent by 2023.
To make an enquiry or provide feedback on the NSW Health Strategic Priorities 2019-20, please contact the Office of Deputy Secretary, Health System Strategy and Planning.

email: loray.dudley@health.nsw.gov.au