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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.
NSW HEALTH STRATEGIC PRIORITIES FY2019-20

1. KEEP PEOPLE HEALTHY
   - Population and Public Health
     - Implement policy and programs to increase healthy weight in children
     - End tobacco use
     - Embed Aboriginal social and cultural concepts of health and wellbeing in programs and services
     - Support pregnancy and the first 2000 days

2. PROVIDE WORLD-CLASS CLINICAL CARE WHERE PATIENT SAFETY IS FIRST
   - Health System Strategy and Planning
     - Continue to embed quality improvement and redesign to ensure safer patient care
     - Deliver mental health reforms across the system
     - Improve the patient experience and further engage with patients and carers
     - Support people with disability within the health sector and between agencies
     - Use system performance information to drive reform to the system
     - Share health information to enable connected care across the system

3. INTEGRATE SYSTEMS TO DELIVER TRULY CONNECTED CARE
   - People, Culture and Governance
     - Drive the integration of funding and partnership agreements
     - Deliver mental health reforms across the system
     - Support people with disability within the health sector and between agencies
     - Use system performance information to drive reform to the system

4. DEVELOP AND SUPPORT OUR PEOPLE AND CULTURE
   - Population and Public Health
     - Achieve a ‘Fit for Purpose’ workforce for now and the future
     - Undertake whole system workforce analysis
     - Enable new ways of working facilitated by the move to St Leonards Change
     - Support vulnerable people within the health sector and between agencies
     - Share health information to enable connected care across the system
     - Improve health, safety and wellbeing at work

5. SUPPORT AND HARNESS HEALTH AND MEDICAL RESEARCH AND INNOVATION
   - Drive the generation of policy-relevant translational research
   - Drive research translation in the health system
   - Strengthen the culture within Health organisations to reflect our CORE values more consistently
   - Develop effective health professional managers and leaders
   - Leverage research and innovation opportunities and funding
   - Enhance systems infrastructure, security and intelligence

6. ENABLE eHEALTH, HEALTH INFORMATION AND DATA ANALYTICS
   - eHealth NSW
     - Implement integrated paperlite key clinical information systems
     - Foster eHealth solutions that support integrated health services
     - Enhance systems and tools to improve workforce and business management
     - Develop and enhance health analytics to improve insights and decision-making
     - Enhance patient, provider and research community access to digital health information

7. DELIVER INFRASTRUCTURE FOR IMPACT AND TRANSFORMATION
   - Health System Strategy and Planning
     - Utilise capital investment to drive new models of health service delivery
     - Deliver agreed infrastructure on time and on budget
     - Deliver infrastructure plans and integrate with other agencies
     - Strengthen asset management capability

8. BUILD FINANCIAL SUSTAINABILITY AND ROBUST GOVERNANCE
   - Finance and Asset Management
     - Deliver financial control in the day-to-day operations
     - Develop sustainable funding for future growth
     - Drive value in procurement
     - Deliver commercial programs
     - Deliver effective regulation, governance and accountability
TARGET OUTCOMES FY 2019-20

Continuing Priority Focus

1. 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 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

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

   - Prioritising our patient safety focus on maternal and neonatal care, particularly neonatal intensive care
   - Focusing on patient safety risks around the interfaces of care and care transition e.g. patient transport, movement between organisations
   - Measuring, monitoring and evaluating the impact of initiatives across the domains of value
   - Providing more guidance to the system around telehealth
   - Driving discussion around alternate levels of care and appropriate care for patients which may not involve hospital-based care
   - Strengthening and developing genetic and genomic services across a range of clinical specialties

3. STRATEGY 3.
   INTEGRATE SYSTEMS TO DELIVER TRULY CONNECTED CARE
   - 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

* Premier or NSW Government priority, see Page 18 for details
**TARGET OUTCOMES FY 2019-20**

**Continuing Priority Focus**

**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 govt sector in the next 10 years* – through a system-wide focus on diversity and inclusion
- Workplace culture and the direct impact it has on patient safety
- 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

**STRATEGY 5. SUPPORT AND HARNESS HEALTH AND MEDICAL RESEARCH AND INNOVATION**
- Investing in plant-firm technology and industry “omics”
- Making NSW competitive in clinical trials and working with other states to secure international funding
- Taking a strategic approach to leverage opportunities in the national sphere and capturing the exploding investment in precision medicine especially oncology, paediatrics and rare diseases
- Enabling the research environment through data sharing that facilitates research

**STRATEGY 6. ENABLE eHEALTH, HEALTH INFORMATION AND DATA ANALYTICS**
- 70% of government transactions to be conducted via digital channels by 2019*
- Building a consistent foundation through steady expansion of key systems
- Streamlining access to health data for better decision-making
- Integrating fragmented systems and data sources to drive insights, identify gaps in information available, better triangulation, enabling a safety and quality lens and continuity of care
- Shifting data analytics to a more integrated approach
- Increasing real-time clinical analytics and decision support

**Emerging Focus**

**NSW HEALTH STRATEGIC PRIORITIES 2019-20**

- 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 leaders 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
- Biobanking starting to store pathogens and microbiological resistance
- ACSQH is driving new standards in research governance and clinical trials 2020
- Driving Australian Research Centres to deliver translational research on things that matter to us, including research on translational methods and factor research impact into all proposals
- Capability-building in cardiovascular (especially for Fellowships) and in ACCHSs especially oncology, paediatrics and rare diseases
- Better interaction with market-driven innovation and development of a pipeline
- Being system-ready to leverage changes in funding (MRFF, NHMRC, NCRIS)
- Supporting capacity for longitudinal clinical research
- Accelerating our focus on integration across public, private, primary, community and hospital to provide provider-level insights across care settings
- Identifying gaps in information the Ministry needs to track system performance
- Modernisation of local tools for data analytics
- Growing importance of engaging patients and consumers in co-design
- Growing trend globally to open access to patient records and the significance of My Health Record
- Evolving methodologies for privacy, security and compliance
- Enable clinicians to review their own practice and performance to improve clinical outcomes
- New ICU system delivery for neonatal intensive care
- ICT piloting for genomics
- Take a design-led approach to crafting the kind of performance tracking the Ministry needs to fulfill 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 executive team

* Premier or NSW Government priority, see page 18 for details
## Target Outcomes FY 2019-20

### Continuing Priority Focus

1. **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

2. **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

- 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 buildings trends
- Building better asset management capability and optimising the lifecycle costing in LHDs
- Developing a robust asset information system

- 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

* Premier or NSW Government priority, see Page 18 for details
<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>EXECUTIVE SPONSOR</th>
<th>OBJECTIVES</th>
<th>DELIVERABLES</th>
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</thead>
<tbody>
<tr>
<td>KEEP PEOPLE HEALTHY</td>
<td>Centre for Population Health</td>
<td>Implement policy and programs to increase healthy weight in children</td>
<td>Implement school, community and childcare programs for healthy weight. Centre for Population Health</td>
</tr>
<tr>
<td>Population and Public Health</td>
<td></td>
<td>Ensure preventive and population health programs to reduce tobacco use</td>
<td>Embed tobacco control programs for Aboriginal people particularly pregnant women. Centre for Population Health/Centre for Aboriginal Health</td>
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<tr>
<td></td>
<td></td>
<td>Embed a health system response to alcohol and other drug use and work across government agencies</td>
<td>Embed routine measurement of height and weight to drive outcomes. Health and Social Policy/Centre for Population Health</td>
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<tr>
<td></td>
<td></td>
<td>Reduce the impact of infectious disease and environmental impacts on the community</td>
<td>Deliver anti-microbial resistance program. Health Protection NSW</td>
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<td></td>
<td></td>
<td>Embed Aboriginal social and cultural concepts of health and wellbeing in programs and services</td>
<td>Drive health system performance through the Aboriginal health KPIs and dashboards. Centre for Aboriginal Health</td>
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<tr>
<td></td>
<td></td>
<td>Support pregnancy and the first 2000 days</td>
<td>Communication and socialisation process developed to support implementation of the First 2000 Days Framework. Health and Social Policy</td>
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</tbody>
</table>

**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**

- Strengthen telephone support with additional digital communication channels and continue towards integration.
- Implement smoking cessation framework within cancer services. Cancer Institute NSW
- Increase reach of ‘Get Healthy in Pregnancy’ including weight loss after first baby. Health and Social Policy/Centre for Population Health
- Improve access to consultation liaison services for drug and alcohol clients in emergency departments. Centre for Population Health
- Achieve high levels of compliance with tobacco legislation and improve reporting. Centre for Population Health

**Develop proof of concept for use of cognitive remediation in alcohol and other drug rehabilitation.**

**Agency for Clinical Innovation**

- Reduce overweight and obesity rates of children by 5% over 10 years

**NSW Premier’s and State Priorities**

- NSW Health contribution to the NSW Premier’s and State Priorities
<table>
<thead>
<tr>
<th>Pillars</th>
<th>Strategy</th>
<th>Objectives</th>
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<tr>
<td>PROVIDE WORLD-CLASS CLINICAL CARE WHERE PATIENT SAFETY IS FIRST</td>
<td>Executive Sponsor</td>
<td>Objectives Strategic Oversight Leads</td>
<td>DELIVERABLES Delivery Leads</td>
</tr>
<tr>
<td><strong>2.1</strong> Continue to embed quality improvement and redesign to ensure safer patient care</td>
<td><strong>Clinical Excellence Commission and Agency for Clinical Innovation</strong></td>
<td>Focus on delivery of HAC KPIs as per Service Agreements.</td>
<td><strong>Clinical Excellence Commission</strong></td>
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<tr>
<td><strong>2.2</strong> Continue to move from volume to value based healthcare</td>
<td></td>
<td>Measure, monitor and evaluate the impact of LBVC initiatives across the domains of value.</td>
<td><strong>Clinical Excellence Commission</strong></td>
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<td><strong>Strategic Reform</strong></td>
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<tr>
<td><strong>2.3</strong> Improve the patient experience and further engage with patients and carers</td>
<td><strong>System Purchasing</strong></td>
<td>Develop a coordinated system wide approach to enhancing the patient and carer experience.</td>
<td><strong>System Purchasing</strong></td>
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<td></td>
<td>System Management</td>
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<td><strong>2.4</strong> Ensure timely and equitable access to appropriate care</td>
<td><strong>System Management</strong></td>
<td>Continue focus on achievement of emergency KPIs.</td>
<td><strong>System Management</strong></td>
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<td></td>
<td></td>
<td><strong>System Purchasing</strong></td>
<td><strong>System Management</strong></td>
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<td><strong>2.5</strong> Use system performance information to drive reform to the system</td>
<td><strong>System Information and Analytics</strong></td>
<td>Commence new Board information reporting.</td>
<td><strong>System Information and Analytics</strong></td>
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<td><strong>System Management</strong></td>
<td>Facilitate Board engagement forums on their role in clinical quality and safety.</td>
<td><strong>System Information and Analytics</strong></td>
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<td><strong>System Management</strong></td>
<td>Establish incident data set during IMS+ roll out.</td>
<td><strong>System Information and Analytics</strong></td>
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<td><strong>System Information and Analytics</strong></td>
<td>Scope approach to using PRMs data to drive value based healthcare reforms.</td>
<td><strong>System Information and Analytics</strong></td>
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<td></td>
<td>Establish ongoing audit and feedback processes to reduce unwarnted clinical variation.</td>
<td><strong>System Information and Analytics</strong></td>
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<td></td>
<td>Develop local capability to support the appropriate back transfer of neonates closer to home.</td>
<td><strong>System Information and Analytics</strong></td>
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**Key**
- Population and Public Health
- People, Culture and Governance
- Patient Experience and System Performance
- Health System Strategy and Planning
- Services
- Pillars

**NSW HEALTH STRATEGIC PRIORITIES 2019-20**
### Objective 3.1: Drive health system integration through funding and partnership agreements

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

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

**Deliverables**
- 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

**Executive Sponsor**
- INTEGRATE SYSTEMS TO DELIVER TRULY CONNECTED CARE

### Objective 3.2: Deliver mental health reforms across the system

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

**Strategic Leads**
- 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

**Deliverables**
- Rollout the youth aftercare project. Mental Health
- Rollout the youth aftercare project. Centre for Aboriginal Health

**Executive Sponsor**
- INTEGRATE SYSTEMS TO DELIVER TRULY CONNECTED CARE

### Objective 3.3: Strengthen integrated approaches to frailty, ageing and end of life care

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

**Strategic Leads**
- Investigate new approaches to nutrition in the frail and elderly. HealthShare NSW/ Agency for Clinical Innovation

**Deliverables**
- Implement the forensic mental health reforms in mental health/cognitive impairment in partnership with Family and Community Services and Justice. Mental Health
- Progress the $700 million Statewide Mental Health Infrastructure Program. Mental Health

**Executive Sponsor**
- INTEGRATE SYSTEMS TO DELIVER TRULY CONNECTED CARE

### Objective 3.4: Support people with disability within the health sector and between agencies

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

**Strategic Leads**
- 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

**Deliverables**
- Establish statewide service delivery model for people with intellectual disability. Health and Social Policy
- Improve the value for money of aged care assessment services. Health and Social Policy

**Executive Sponsor**
- INTEGRATE SYSTEMS TO DELIVER TRULY CONNECTED CARE

### Objective 3.5: Support vulnerable people within the health sector and between agencies

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

**Strategic Leads**
- Investigate new approaches to nutrition in the frail and elderly. HealthShare NSW/ Agency for Clinical Innovation

**Deliverables**
- Rollout GP data linkage statewide (year 1 of 3). System Information and Analytics
- Deliver evaluation of Health One and agree next steps. System Information and Analytics

**Executive Sponsor**
- INTEGRATE SYSTEMS TO DELIVER TRULY CONNECTED CARE

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**Healthy NSW Strategic Priorities 2019-20**

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

**Develop and Support our People and Culture**

**Key:** Population and Public Health, People, Culture and Governance, Health System Strategy and Planning, Finance and Asset Management, Services, Pillars

### Objectives

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

- **Workforce Planning and Development**
  - Enhance the role of the non-specialist workforce especially rural generalist pathways.
  - Improve rural and remote employment opportunities and processes.
  - Build pathways for Aboriginal employees.
  - Ensure we have the workforce categories in demand and small but critical workforce.
  - Establish a framework to guide the development of education and training resources required for technology enabled healthcare.
  - Develop industrial relations long-term vision and expectations.

#### 4.2 Undertake whole system workforce analysis

- **Workforce Planning and Development**
  - Understand workforce data gaps and plan to close them.
  - Build local capability in workforce planning.
  - Implement the foundational analytics capability curriculum.
  - Understand the impact of technology on the future workforce.
  - Continue to drive stronger alignment of workforce planning with service and infrastructure planning.

#### 4.3 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.
  - Develop a collaboration framework including higher usage of online technology.
  - Implement strategies to drive inclusion and wellbeing.
  - Manage the process of staff engagement and consultation for the office moves.
  - Develop a program for ‘Manager leading teams through change’.

#### 4.4 Strengthen the culture within Health organisations to reflect our CORE values more consistently

- **Workforce Planning and Development**
  - Continue to drive and evaluate impact of ‘Respect the Difference’ training.
  - Pilot and embed the culture diagnostic tool.
  - Implement the new complaints processes to achieve greater fairness and transparency.
  - Drive more consistency in health messaging and community engagement.
  - Develop a program for ‘Manager leading teams through change’.

#### 4.5 Develop effective health professional managers and leaders

- **Health Education and Training Institute**
  - Develop new initiatives to increase the proportion of women in senior roles by 50%.
  - Implement new initiatives for increasing the number of Aboriginal people in senior roles across all bands.
  - Evaluate the talent management program and scope the next horizon.
  - Continue to build capability of Managers to roster effectively.
  - Continue to rollout the education program for senior finance staff to meet the emerging capability needs of this workforce.
  - Further develop financial and corporate analytics capability.

#### 4.6 Improve health, safety and wellbeing at work

- **Workplace Relations**
  - Enhance our response to violence in our workplace.
  - Continue implementation of the Health and Wellbeing Program at NSW Ambulance.
  - Develop rotation model to build financial leadership capability and experience.
  - Leverage findings from the skill gap assessment, (in economics, business case development and evaluation) and develop a methodology to support value based healthcare investment decision making.

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**NSW Health contribution to the NSW Premier’s and State Priorities**
**5 SUPPORT AND HARNESS HEALTH AND MEDICAL RESEARCH AND INNOVATION**

### Population and Public Health

#### OBJECTIVES

<table>
<thead>
<tr>
<th>DELIVERABLES</th>
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<td>5.1</td>
<td>Drive the generation of policy-relevant translational research <strong>Centre for Epidemiology and Evidence and Office for Health and Medical Research</strong></td>
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<td>5.2</td>
<td>Drive research translation in the health system <strong>Office for Health and Medical Research and Agency for Clinical Innovation</strong></td>
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<td>5.3</td>
<td>Make NSW a global leader in clinical trials <strong>Office for Health and Medical Research</strong></td>
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<td>5.4</td>
<td>Enable the research environment <strong>Office for Health and Medical Research</strong></td>
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<tr>
<td>5.5</td>
<td>Leverage research and innovation opportunities and funding <strong>Office for Health and Medical Research</strong></td>
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</tbody>
</table>

**Population and Public Health**

- **5.1** Drive the generation of policy-relevant translational research
  - **Centre for Epidemiology and Evidence**

- **5.2** Drive research translation in the health system
  - **Office for Health and Medical Research**
  - **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**

- **5.5** Leverage research and innovation opportunities and funding
  - **Office for Health and Medical Research**

**Key**

- **Population and Public Health**
- **Health System Strategy and Planning**
- **Services**
- **Pillars**

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**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**

**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**

**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**

**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**

**Influence and align agenda of the NHMRC Partnership Centre for Health System Sustainability.**

**Strategic Reform/Agency for Clinical Innovation**

**Implement the Treasury Evaluation Schedule.**

**Centre for Epidemiology and Evidence**

**Build capability in quality improvement and evaluation across ACCHS.**

**Centre for Aboriginal Health**

**Fund precision medicine research including cardiovascular and rare diseases.**

**Office for Health and Medical Research**

**Use the funding model to promote early phase cancer clinical trials.**

**Cancer Institute NSW**

**Work with NSW-based AHRTCs to drive excellence in clinical trials.**

**Office for Health and Medical Research**

**Deliver better access to linked cancer data.**

**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**

**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**

### OBJECTIVES

**6.1 Implement integrated paper-lite key clinical information systems**
- eHealth NSW
- Progress implementation of IMS+ 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
- Commence implementation of Shared Care Planning.
- System Performance Support/eHealth NSW

**6.3 Enhance systems and tools to improve workforce and business management**
- eHealth NSW
- Enhance Corporate Analytics Reporting Tool to be the single, integrated data source for workforce data.
- Workforce Planning and Development/eHealth NSW

**6.4 Develop and enhance health analytics to improve insights and decision-making**
- eHealth NSW
- Combine workforce, casemix and patient activity data to drive better decisions on safety and cost of service.
- Clinical Excellence Commission/Finance/eHealth NSW

**6.5 Enhance patient, provider and research community access to digital health information**
- eHealth NSW
- Participate in National M-Health initiative for governance over apps.
- eHealth NSW

### DELIVERABLES

**6.1 Implement integrated paper-lite key clinical information systems**
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**6.5 Enhance patient, provider and research community access to digital health information**
- eHealth NSW
- Participate in National M-Health initiative for governance over apps.
- eHealth NSW

**6.6 Enhance systems infrastructure, security and intelligence**
- eHealth NSW
- Pilot and evaluate HGEN to inform statewide strategy.
- eHealth NSW

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**NSW Health contribution to the NSW Premier’s and State Priorities**
7 DELIVER INFRASTRUCTURE FOR IMPACT AND TRANSFORMATION

Objectives

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

7.2 Deliver agreed infrastructure on time and on budget
   Health Infrastructure

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

7.4 Strengthen asset management capability
   Asset Management

Key infrastructure projects to be delivered on time and on budget

Key infrastructure projects to be delivered on time and on budget

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

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

Continue implementation of INSW Asset Management framework.
   Asset Management

Ensure support services are integrated into capital planning and development.
   Health Infrastructure/Pathology/eHealth NSW

Undertake special investigations as required e.g. cladding.
   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

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

Develop a robust process to manage relative investment across portfolios.
   Health System Planning and Investment

Refresh the capital prioritisation process to drive broader economic outcomes.
   Health System Planning and Investment

Understand financial operational impact of design options early in the capital planning process.
   Health System Planning and Investment/Finance

Deliver metropolitan hospitals on time and on budget.
   Health Infrastructure

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

Understand financial operational impact of design options early in the capital planning process.
   Health System Planning and Investment/Finance

Ensure support services are integrated into capital planning and development.
   Health Infrastructure/Pathology/eHealth NSW

Undertake special investigations as required e.g. cladding.
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   Health System Planning and Investment

Leverage university and other third party funding in Health and Education precincts.
   Health Infrastructure
**STRATEGY**

**8 BUILD FINANCIAL SUSTAINABILITY AND ROBUST GOVERNANCE**

**Finance and Asset Management**

### OBJECTIVES

**8.1** Deliver financial control in the day-to-day operations

*Finance*

- Expenditure growth to be less than revenue growth

**8.2** Develop sustainable funding for future growth

*Finance*

- Develop four-year strategic financial view for LHDs, Networks and the System.

**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**

**8.1** Deliver financial control in the day-to-day operations

*Finance*

- Replace current revenue declines.

**8.2** Develop sustainable funding for future growth

*Finance*

- Embed up-front, holistic and robust economic appraisal for investments.

**8.3** Drive value in procurement

*Strategic Procurement*

- Measure the economic impact of the Leading Better Value Care program.

**8.4** Deliver commercial programs

*Strategic Procurement*

- Increase utilisation of PROcure and AFM across the system.

**8.5** Deliver effective regulation, governance and accountability

*Legal and Regulatory Services*

- Lead commissioning for better value for non-clinical services including linen, food production, patient transport.

**NSW Health contribution to the NSW Premier’s and State Priorities**
Our Contribution to the 30 NSW 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

**Premier’s Priorities**

**Building Infrastructure**
- Key infrastructure projects to be delivered on time and on budget

**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

**Improving Service Levels in Hospitals**
- 81% of patients through Emergency Departments within four hours by 2019

**Keeping Our Environment Clean**
- Reduce the volume of litter by 40% by 2020

**Protecting Our Kids**
- Decrease the percentage of children and young people re-reported at risk of significant harm by 15%

**Reducing Domestic Violence**
- Reduce the proportion of domestic violence perpetrators re-offending within 12 months by 5%

**Reducing Youth Homelessness**
- Increase the proportion of young people who successfully move from specialist homelessness services to long-term accommodation by 10%

**Tackling Childhood Obesity**
- Reduce overweight and obesity rates of children by 5% over 10 years

**Our Contribution to the 30 NSW Priorities**

NSW Health is contributing directly to 11 of the 30 NSW Priorities: 5 State Priorities and 6 Premier’s Priorities

**Key**
NSW Health leads these NSW Premier’s and State Priorities
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.

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