



# NSW Health 20-Year Health Infrastructure Strategy

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Realising our vision for the future health system

***“Worldwide, healthcare is changing to keep pace with the needs and expectations of patients, carers, clinicians and communities.***

*Like many other health systems NSW Health is moving from volume based care towards value based, patient-centred care. Value based healthcare extends into how we use our current built assets and the decisions we make about how much and where we invest capital to maximise the outcomes we seek to achieve.*



**The NSW Health vision is a sustainable health system that delivers outcomes that matter to patients and the community, is personalised, invests in wellness and is digitally enabled.**

*Capital is a key enabler for the provision of health services where our people are our most important asset and patients and their families our most important customers. Consideration of our capital investments should reflect the complexity of the health system and the changing nature of service delivery and models of care over time. These decisions must take into account changes in health interventions, the use of technology and digital enablers and achieving the best use of our built assets.*

*Predicting what healthcare will look like in 20 years is not a straight line from the past.”*

Elizabeth Koff, Secretary NSW Health



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# The purpose of this document is to outline the direction of the Strategy to inform future planning for infrastructure investment for our health districts, networks and services.

**The NSW Ministry of Health has worked with major stakeholders to develop a 20-Year Health Infrastructure Strategy.**

The Ministry consulted with NSW Health organisations including local health districts, specialty health networks, Health Infrastructure, eHealth and HealthShare and also NSW Government central agencies such as NSW Treasury, the Department of Premier and Cabinet, Customer Service and Infrastructure NSW.

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## The 20-Year Health Infrastructure Strategy represents the beginning of a long-term journey for NSW Health.

It is a key enabler to ensure that NSW continues to have a world class public health system. The Strategy will enable us to advance our network of health facilities and services, and to realise our vision in an environment of continuing change.

Significant trends are transforming how patients and clinicians interact, the services that consumers want and the skills and infrastructure needed to deliver them.

These trends include:



- demographic and social shifts shaping future demand



- expectations and benefits of personalised care and consumer-focused health services

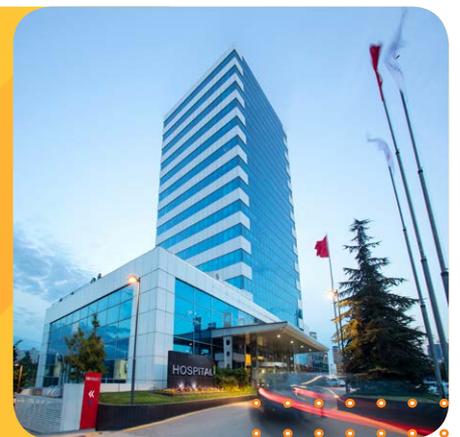


- technological and digital innovation



- continuing advances in medical research.

They present NSW Health with new opportunities to deliver a sustainable, quality health system with patients at the centre.



**The 20-Year Health Infrastructure Strategy will guide NSW to navigate the change that is happening across the health sector and realise its long-term vision.**

**Built infrastructure plays a vital role in delivering health services.**

We need to ensure that our assets—physical or digital—are fit-for-purpose and help to improve health outcomes and experiences for the people of NSW.

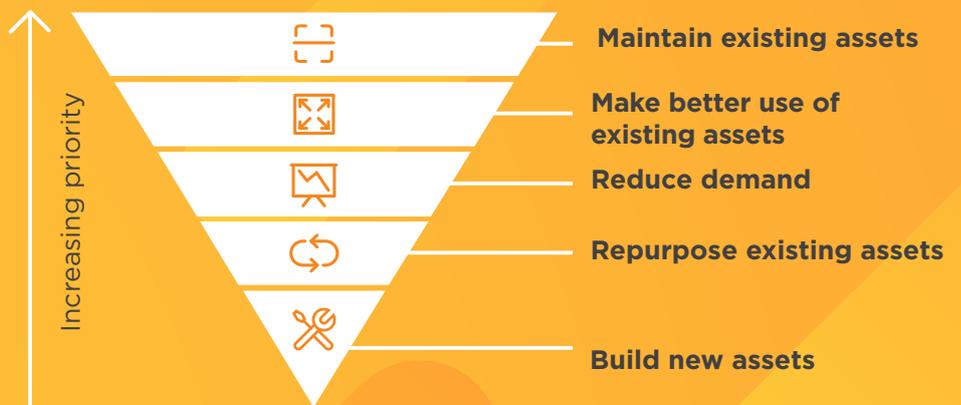
**Thinking differently about investment with the patient at the centre**

NSW Health’s investment planning will consider trends in future healthcare delivery and a broader range of infrastructure assets. This includes a greater focus on virtual and digitally enabled care in non-hospital facilities, such as the home, to better suit future demand and patient and community expectations.

Focusing on the best use of assets will enable NSW Health to respond to future patient needs, and be responsive to change and uncertainty.

<b>Changing what we invest in</b>	<p><b>This means:</b></p> <ul style="list-style-type: none"> <li>• investing in the next wave of future healthcare facilities</li> <li>• accelerating virtual and digitally enabled care where cyber security and privacy remain foundational</li> <li>• making better use of our assets</li> <li>• advancing whole of system digitisation.</li> </ul>
<b>Changing how we invest</b>	<p><b>This means:</b></p> <ul style="list-style-type: none"> <li>• an agile planning and prioritisation framework that assesses each investment proposal to meet patient needs</li> <li>• prioritising network sharing and specialisation</li> <li>• allowing for technological uncertainty</li> <li>• strategically coordinating place based investment.</li> </ul>

**Investment decisions will have an increased focus on maintaining better use of existing assets. This will enable a greater range, and more sustainable options to shape the future health system.**



## NSW Health will have a diverse health infrastructure portfolio to deliver a comprehensive and integrated service system.

The Strategy articulates the future of health infrastructure investment in NSW over the next 20 years.

There are four principles that guide the Strategy to shape the future health system.



The future patient is wellbeing-focused, tech enabled and wants to direct their care.



The future workforce is highly skilled, digitally enabled and flexible, with a culture of leadership and innovation.



Future services will flourish within a market of innovative, networked providers who drive collaboration and sharing across the entire health system.



Future health infrastructure will be diverse, agile and sustainable.

NSW Health will plan for future capacity and improvement with an emphasis on:



- a **network of infrastructure** that supports the complete patient journey and delivers a full spectrum of care in the home, community and hospital



- a **culture of innovation** where learnings are shared across the state



- a **capital and investment framework** that supports flexibility and network sharing, and flexible ways of managing growth



- a **places framework** that defines Health's places, precincts and approach to place-based planning, and includes a framework for strategic partnerships and investments.



## NSW Health will develop a network of enablers and support systems.

These will include



### Virtual/digital enablement

New facilities integrated with other facilities across the network to facilitate virtual and digitally enabled care.



### Service delineation and referral

Success of a new network of facilities supported through clear service delineation and referral system.



### Workforce redesign

Systems and processes to support changing roles. This includes training in new skills and new models of care.



### Patient flow and system process

Standardised pathways and protocols for individual procedures. Information technology support is crucial for efficient pathway progression.



Hospitals will continue to be a cornerstone in healthcare; however many drivers of future health demand require care that is multidisciplinary. We have an opportunity to focus capital investment on a continuum of care that provides a range of care options. These extend from the home to local centres and hospital precincts.

## The Strategy involves three stages of transformation for the NSW Health system.

### 0-10 Years

We will enable higher volumes of care to be provided in cost-efficient, home based settings supported by increased use and sophistication of digital and virtual technologies.



### 0-10 Years

At the same time NSW Health will look to pilot a wide range of purpose-built health facilities such as Ambulatory and Diagnostic Centres that match the future demand profile.



### 10 Years +

We will continue to explore a diverse mix of facilities, including acute hospitals, to plan the future health system.

## We are taking steps to implement the Strategy.



**State-Wide Investment and Prioritisation Framework:** reviewing and updating existing investment planning and prioritisation tools and aligning to the investment directions in the Strategy.



**Maintenance Benchmarks:** reviewing current maintenance benchmarks and ensuring asset maintenance and renewal across NSW Health organisations are in line with revised thresholds.

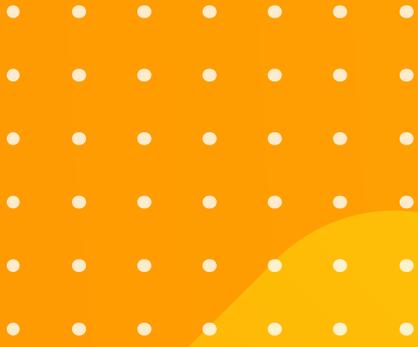


**Places Framework:** defining Health's places, precincts and approach to place-based planning including a framework for strategic partnerships and investments.

### Next steps



**Pilot Projects:** working with NSW Health organisations to identify locations to pilot new types of health facilities and settings.



The NSW Ministry of Health will continue to collaborate with NSW Health organisations including local health districts and networks to deliver the 20-Year Health Infrastructure Strategy.



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