

Governance

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About us

NSW Department of Health

We work to provide the people of NSW with the best possible healthcare.

The NSW Department of Health supports the NSW Minister for Health, two Assistant Ministers and a Parliamentary Secretary to perform their executive and statutory functions, which include promoting, protecting, developing, maintaining and improving the health and wellbeing of the people of NSW, while considering the needs of the State and the finances and resources available.

The NSW Department of Health was established in 1982 under section 6 of the *Health Administration Act 1982*.

The NSW Department of Health has statewide responsibility for providing:

Advice to government

The Department supports the role and functions of the Minister for Health and the Ministers Assisting the Minister for Health (Cancer and Mental Health) by providing advice and other support functions.

Strategic planning and statewide policy development

The Department undertakes system-wide policy and planning in areas such as inter-government relations, funding, corporate and clinical governance, health service resources and workforce development.

Improvements to public health

The Department enhances the health of the community through health promotion, management of emerging health risks and protective regulation.

Performance management

The Department monitors performance of Health Services against key performance indicators and improvement strategies such as performance agreements and monitoring property, infrastructure and other asset management.

Strategic financial and asset management

The Department manages the NSW health system's financial resources and assets, coordinates business and contracting opportunities for the NSW health system and provides financial accounting policy for NSW Health.

Community participation

The Department liaises with and fosters partnerships with communities, health professionals and other bodies.

Employee relations

The Department negotiates and determines wages and employment conditions and develops human resource policies for the NSW health system.

Workforce development

The Department works in collaboration with national and state agencies and other stakeholders to improve health workforce supply and distribution.

Corporate support

The Department provides the resources and support needed to enable Department staff to effectively fulfil their roles.

Regulatory functions

The Department manages licensing, regulatory and enforcement functions to ensure compliance with the Acts administered by the Health portfolio.

Department of Health Priorities

The Department of Health identified eight priorities for 2005/06:

- improve access to services and clinical efficiency
- improve patient safety
- invest in a sustainable workforce
- improve mental health services
- improve the health of the population by reducing health risk
- improve Aboriginal health
- implement administrative, structural and corporate services reform
- pursue Commonwealth/State reforms, including aged care.

The NSW Department of Health Annual Report 2005/06 reports on our activities and achievements according to our vision, values, goals and priorities.



Healthy people – now and in the future

Why are we here?	To keep people healthy	To provide the health care people need	To deliver high quality health services	To manage health services well
What do we want to achieve?	More people adopt healthy lifestyles	Emergency care without delay	Consumers satisfied with all aspects of services provided	Sound resource and financial management
	Prevention and early detection of health problems	Shorter waiting times for non-emergency care	High quality clinical treatment	Skilled, motivated staff working in innovative environments
	A healthy start to life	Fair access to health services across NSW	Care in the right setting	Strong corporate and clinical governance
How do we get there?	Healthy People Strategy NSW Chronic Disease Prevention Strategy BreastScreen NSW NSW Immunisation Strategy Policy to Reduce Fall Injury Among Older People NSW Aboriginal Affairs Plan 2002 to 2012: Health Cluster Action Plan NSW Families First Strategy Actions from Drug Summit and Alcohol Abuse Summit	Sustainable Access Plan including: – Clinical Services Redesign Program – Predictable Surgery Program – Patient Flow Management – Emergency Demand Strategies – Integrated Management of Older Persons Older People's Framework Mental Health – Clinical Care and Prevention model Area Health Plans Rural Health Plan	NSW Health Patient Safety and Clinical Quality Program, including: – Clinical Excellence Commission – Clinical Governance Units – Incident Management System – Quality Assessment Program Clinical Service Frameworks, including Chronic Care Teaching and research	Shared Corporate Services Management Program Asset Management Reform Program Integrated Clinical Information Program (ICIP) NSW Health Workforce Action Plan NSW Health system restructure NSW Health Care Advisory Council and Area Health Advisory Councils Health Priority Taskforces

The Department of Health has produced a set of high-level performance indicators that reflect the goals of NSW Health and are reported in the Performance Section of this Annual Report.

What we stand for

Our corporate charter

Our vision, values, goals and priorities are a set of guiding principles for how we go about our work. Being clear about our role enables us to move forward together with common purpose and to work effectively with our partners.

NSW Health is an important part of the NSW community and a major priority of the NSW Government.

Our Vision

Our vision is for everyone in NSW Health to work together to achieve 'Healthy People – now and in the future'.

Our Values

The Department of Health's Statement of Values define our organisation. Our values underpin how staff deal with each other, with other organisations and the public. They also form the basis for our vision, planning and priorities.

The Department's Statement of Values is:

Fairness

We strive for an equitable health system and fairness in all our dealings.

Respect

We recognise the worth of individuals through trust, courtesy, sensitivity and open communication.

Integrity

We achieve ends through ethical means with honesty and accountability.

Learning and Creativity

We seek new knowledge and understanding and thinking with innovation.

Effectiveness

We pursue quality outcomes.

Our Goals

In the NSW public health system our focus is on our patients, their relatives and friends and other stakeholders. Simply, our focus is on meeting the health needs of the people of NSW within the resources available to us.

Our goals are to:

Keep people healthy

- More people adopt healthy lifestyles.
- Prevention and early detection of health problems.
- A healthy start to life.

Provide the health care that people need

- Emergency care without delay.
- Shorter waiting times for non-emergency care.
- Fair access to health services across NSW.

Deliver high quality services

- Consumers satisfied with all aspects of services provided.
- High quality clinical treatment.
- Care in the right setting.

Manage health services well

- Sound resource and financial management.
- Skilled, motivated staff working in innovative environments.
- Strong corporate and clinical governance.

Our Principles

The following principles underpin NSW Health's accountabilities to deliver quality health services.

We will:

- Focus on our fundamental accountability to promote and protect the health of the people of NSW and to ensure they have access to basic health services.
- Perform effectively and efficiently in clearly defined functions and roles.
- Promote our values for NSW Health and demonstrate these values through leadership and behaviour.
- Take informed, transparent decisions and manage the risks we encounter on a daily basis.
- Develop our capacity and capability to ensure we provide effective and safe health services.
- Engage stakeholders and make accountability real for us all.

Corporate Governance

The NSW health system

Corporate Governance in health is the manner by which authority and accountability is distributed through the health system.

NSW Health's corporate governance focus is a direct result of the system-wide reforms of the past few years, and the recognised need to ensure consistent management practices and accountability across the health system.

The annual report is our key corporate governance progress report, detailing all areas of corporate governance achievements within the NSW Department of Health and within the context of NSW Health.

The NSW health system comprises the:

- NSW Minister for Health
- Minister Assisting the NSW Minister for Health (Cancer)
- Minister Assisting the NSW Minister for Health (Mental Health)
- Health Administration Corporation
- NSW Department of Health
- Area Health Services
- Ambulance Service of NSW
- Cancer Institute NSW
- Children's Hospital at Westmead
- Clinical Excellence Commission
- Other public health organisations.

NSW Minister for Health

The NSW Minister for Health is responsible for the administration of health legislation within NSW. Under the *Health Administration Act 1982*. The Minister formulates policies to promote, protect, maintain, develop and improve the health and wellbeing of the people of NSW, given the resources available to the State. The Minister is also responsible for providing public health services to the NSW community.

The Premier, the Hon Morris Iemma MP served as Minister for Health until August 2005. The Hon John Hatzistergos MLC was appointed the NSW Minister for Health on 10 August 2005.

Minister Assisting the Minister for Health (Cancer)

The Hon Frank Sartor MP served as the Minister Assisting the NSW Minister for Health throughout the reporting period. Mr Sartor is responsible for the Cancer Institute (NSW), which oversees the State's cancer control effort.

Minister Assisting the Minister for Health (Mental Health)

The Hon Cherie Anne Burton MP was appointed Minister Assisting the Minister for Health on 10 August 2005. Ms Burton is responsible for implementing the Government's five year plan for mental health in NSW.

Health Administration Corporation

Under the Health Administration Corporation (HAC) the Director General is given corporate status as the HAC for the purpose of exercising certain statutory functions, including acquiring and disposing of land and entering into contracts to support the functions of the Director General and the NSW Minister for Health.

NSW Department of Health

The NSW Department of Health supports the NSW Minister for Health, and the Ministers Assisting the Minister for Health, in performing their executive and statutory functions, which include promoting, protecting, developing, maintaining and improving the health and wellbeing of the people of NSW, while considering the needs of the State and the finances and resources available.

Area Health Services

Area Health Services, statutory health corporations and affiliated health organisations are known in NSW as Public Health Organisations. They are established as distinct corporate entities under the *Health Services Act 1997*.

Area Health Services are responsible for providing health services in a wide range of settings, from primary care posts in the remote outback to metropolitan tertiary health centres.

There are eight Area Health Services:

- Greater Southern
- Greater Western
- Hunter and New England
- North Coast
- Northern Sydney and Central Coast
- South Eastern Sydney and Illawarra
- Sydney South West
- Sydney West.

Ambulance Service of NSW

The Ambulance Service of NSW is responsible for providing responsive, high quality clinical care in emergency situations, including pre-hospital care, rescue, retrieval and patient transport services.

Other public health organisations

There are seven statutory health corporations, which provide statewide or specialist health and health support services:

- Justice Health
- Children's Hospital at Westmead (Royal Alexandra Hospital for Children)
- Clinical Excellence Commission
- HealthQuest
- Health Support
- HealthTechnology
- Stewart House Preventorium.

There are 22 affiliated health organisations in NSW, which are managed by religious and/or charitable groups. They are an important part of the NSW public health system, providing a wide range of hospital and other health services.

Management

The Director General is the head of the NSW Department of Health which is also incorporated as a separate legal entity called the Health Administration Corporation. The Director General has a range of functions and powers under the *Health Services Act of 1997*, the *Health Administration Act 1982* and other legislation.

The Director General is committed to better practice as outlined in the *Corporate Governance and Accountability Compendium for NSW Health* and has processes in place to ensure the primary governing responsibilities of NSW Health are fulfilled in respect to:

- setting the strategic direction
- ensuring compliance with statutory requirements
- monitoring performance of health services

- monitoring the quality of health services
- industrial relations/workforce development
- monitoring clinical, consumer and community participation
- ensuring ethical practice.

The Management Board comprises the Department's senior management team, the Director General and Deputy Directors General. It meets fortnightly to strategically plan, agree on corporate priorities and major issues and to monitor progress on key performance indicators.

The Senior Executive Advisory Board meets monthly to exchange information and ensure the strategic direction is understood and promulgated across the health system. It comprises the Director General, Deputy Directors General, and Chief Executives of Area Health Services, the Ambulance Service, Clinical Excellence Commission, Cancer Institute NSW and other public health organisations.

These and other committees support the Director General to meet her corporate governance obligations and requirements in an efficient and effective manner.

Effective finance and business management practices are a key element of corporate governance responsibilities. The Finance, Risk and Performance Committee, chaired by the Director General, advises the Department, Minister for Health and the Budget Committee of Cabinet on the financial, risk and performance management of NSW Health.

The NSW Department of Health assists public health organisations maintain appropriate finance and business accountability by ensuring that:

- Regular review of plans and reporting/monitoring of financial information are based on the *Accounts and Audit Determination for Public Health Organisations and Accounting Manuals*.
- Budgets and standard finance information systems and processes are in place, are understood, and comply with centralised procedures and templates.
- Financial management is at a reasonable level, budget variance is monitored, reported and reviewed as potential risk, and the Accounts and Audit Determination is appropriate and up to date.

Area Health Service Chief Executives are accountable for efficient and effective budgetary and financial management, and must have proper arrangements in place to ensure the organisation's financial standing is soundly based. Key accountabilities include the achievement of targets; monitoring and reporting of results in an accurate, efficient and timely manner; and compliance with standards and practice.

Corporate Governance reporting

The establishment of the Corporate Governance and Risk Management Branch in the reporting year was an important step in promoting a stronger, organisational focus on corporate governance. The Branch has brought together risk management, regulatory affairs, corporate governance, external relations and employment screening and review and enabled a strategic perspective to policy and priority setting.

Consistent, system-wide policy and practice is being facilitated, with significant results this year including:

- *Corporate Governance and Accountability Compendium for NSW Health* published.
- Area Health Advisory Councils appointed for all eight Area Health Services, the Children's Hospital at Westmead and Ambulance Health Advisory Council.
- Employment screening and review policies and procedures published.
- Compliance system introduced for implementation of Premier's circulars and memoranda and Treasury circulars.
- Commencement of training program for allegations management and employment screening.
- Internal Audit conducted a number of Branch Audits across the four Divisions of the Department. These audits covered compliance, operational and management risks and the efficiency and effectiveness of internal controls. A number of other audits were initiated covering use of motor vehicles, capital budgeting, funding agreements and information systems.

Risk Management

The integration of corporate governance and risk management responsibilities has resulted in efficiencies and enabled a better approach to risk assessment and implementation of recommendations and findings. Achievements this year include:

- Risk Management and Audit Committee established.
- More coordinated approach established to investigate and deal with complaints to the Department concerning NSW Health matters.
- An improved system for monitoring and acting on Reportable Incident Briefs was developed for implementation from 1 July 2006.
- Positive and strengthened relationships established with Ombudsman's Office, Health Care Complaints Commission, Commission for Children and Young People, Independent Commission Against Corruption (ICAC) and Audit Office.

Risk Management and Audit Committee

The Risk Management and Audit Committee was established during the reporting year. The Committee comprises the Director General, the four Deputy Directors General, a member of the Information Management and Technology Strategic Reference Group, and Mr John Isaccs, as the independent Chairperson.

The purpose of this Committee is to assist the Director General perform her duties under relevant legislation, particularly in relation to the Department's internal control, risk management and internal and external audit functions, including:

- assess and enhance the Department's corporate governance, including its systems of internal control, ethical conduct and probity, risk management, management information and internal audit
- assess the Department's role in monitoring risk management and the internal control environment throughout NSW Health
- monitor the Department's response to and implementation of any findings or recommendations of external bodies such as the Independent Commission Against Corruption, Ombudsman's Office, Coroner, Health Care Complaints Commission, Audit Office and the Commission for Children and Young People
- monitor trends in significant corporate incidents
- ensure that appropriate procedures and controls are in place to provide reliability in the Department's compliance with its responsibilities, regulatory requirements, policies and procedures
- oversee and enhance the quality and effectiveness of the Department's internal audit function, providing a structured reporting line for the Internal Audit Branch and facilitating the maintenance of its independence.

Ethical behaviour

Maintaining ethical behaviour throughout the organisation is the cornerstone of effective corporate governance. Providing ethical leadership is an important ongoing task for NSW Health. Ethical leadership is about leading by example and providing a culture for the health service that is built upon a commitment to the core values of integrity, openness and honesty.

A new comprehensive Code of Conduct and support material for the NSW Health public system was released in 2005. This Code of Conduct applies to staff working in any permanent, temporary, casual, termed appointment or honorary capacity within any NSW Health facility. It was developed to assist staff by providing a framework for day to day decisions and actions while working in health services.

Monitoring health system performance

The Department of Health has produced a set of high-level performance indicators under the title *Healthy People – Now and in the Future*. These performance indicators reflect the goals of NSW Health: Keep People Healthy, Health Care People Need, Quality Health Care and Manage Health Services Well. These indicators are reported in the Performance Section of this Annual Report. They inform performance at the State level as well as drilling down to hospital level for local management.

The performance indicators provide a basis for a cascaded set of key performance indicators at the Area Health Service, facility and service levels. The indicators are a basis for an integrated performance measurement system, linked to Chief Executive performance contracts and associated performance agreements. They also form the basis for reporting the performance of the health system to the public.

Corporate Governance achievements

- The Director General became directly responsible for the provision of health support services for NSW Health, under the *Health Services Act 1997*. As a result, the Director General established the centralised units of HealthSupport to provide corporate services; HealthTechnology to provide IT and health technology services; and the Institute of Medical Education and Training (IMET) to provide medical education and training. These specialist units are streamlining services while at the same time providing cost efficiencies.
- In March 2006 the *Ambulance Service Act 1990* was revoked and the Director General became directly responsible for the provision of ambulance services under the *Health Services Act 1997*.
- In March 2006 amendments were made to the *Health Services Act 1997* and the *Public Sector Employment and Management Act 2002* whereby the Director General, as the NSW Health Service, became the employer of all public health system staff, including Area Health Services, statutory health corporations and the Ambulance Service.
- The *NSW State Health Plan* to 2010 is being prepared to drive corporate priorities and set performance measures and targets.
- Area Health Service plans and performance agreements were developed with standard formats and reporting requirements for consistent performance measurement and accountability.

- In order to strengthen corporate governance reporting across the NSW health system the Department of Health issued a revised *Statement of Corporate Governance for Health Services*. The Statement incorporated additional requirements in the areas of financial management, clinical governance, general governance and oversight. Chief Executives of Area Health Services are required to complete the Statements which are then certified by Area Internal Audit Units.

Corporate Governance priorities

Selected priority strategies and projects in Corporate Governance and Risk Management and Internal Audit for 2006/07 include:

- Reviewing the *Corporate Governance and Accountability Compendium for NSW Health*.
- Continuing to review the risk management framework.
- Implementing further efficiencies in employment screening and review, in particular online lodgement by private sector organisations.
- Developing new standardised policies and procedures for boards and committee appointments.
- Developing NSW Health governance arrangements for disaster/pandemic planning.
- Enhancing Internal Audit management processes and reporting systems to better reflect adoption of the latest standards for Risk Management, Internal Auditing and Fraud Control.

Other specific corporate governance matters are reported as follows:

- Commitment to service (Appendix 1)
- Consumer participation (Appendix 2)
- Code of conduct (Appendix 3)
- Legislation (Appendix 4)
- Financial management (p. x)
- Leadership development (Appendix 7)
- Workforce management (Appendix 7)
- Committees, roles and responsibilities (Appendix 11)
- Senior executive performance statements (Appendix 8)
- Regulatory compliance index (p.288)

Clinical Governance, Consumer and Community Participation

Clinical governance, consumer and community participation are important elements of governance for NSW Health and is the cornerstone of quality health care.

Clinical governance places clinicians and their approach to patient care at the highest level of decision-making and accountability in NSW Health.

It is a systematic and integrated approach to the assurance and review of clinical responsibility and accountability. Clinical Governance is essential for achieving high levels of patient safety in our health services.

With the implementation of recent health reforms, clinical governance has been embedded into the NSW health system through the mandatory requirement for all Area Health Services to establish a consistent structure, including a Clinical Governance Unit (CGU) directly reporting to Chief Executives. The CGU is responsible for the rollout of the *NSW Patient Safety and Clinical Quality Program* within each Area Health Service and is supported by the Quality and Safety Branch and the work of the Clinical Excellence Commission. Under the Program, Area Health Services were required to implement the clinical governance functions from the Implementation Plan that commenced in June 2005.

Key functions include:

- Supporting implementation of the Incident Information Management System.
- Ensuring all deaths are reviewed and referred to the Coroner and other appropriate committees.
- Supporting staff in implementing quality policies and procedures.
- Providing a Senior Complaints Officer available 24 hours per day, seven days per week to ensure appropriate action is taken to resolve serious complaints.
- Improving communication between clinicians and patients and their families.
- Developing Area-specific policies associated with patient safety, ethical practice and management, and complaints handling.

The establishment of the Clinical Governance Units has facilitated both the management of clinical risk and the promotion of clinical quality by monitoring organisational performance against better practice standards.

Clinical, consumer and community participation

Health is an important issue to the community. NSW Health is committed to providing the best care possible to the community and seeking feedback and public comment on health initiatives and patient experiences. An important strategy in the system-wide reform agenda is to increase community and clinician participation in decision-making.

The Health Care Advisory Council, established in March 2005, is the peak community and clinical advisory body providing advice to the Director General and Minister on clinical services, innovative service delivery models, health care standards, performance management and reporting within the health care system. It is chaired by the Rt Hon Ian Sinclair AC and Professor Judith Whitworth AC.

The Minister asked the HCAC to address the following priorities for 2006:

- Service Delivery Models
- Early Intervention
- Workforce
- Mental Health
- Quality in Health Care
- State Health Plan

To date the HCAC has met six times and focused on three priorities: Service Delivery Models, Early Intervention, and Workforce.

The *Health Services Amendment Act 2004* enshrines permanent structures for community participation at the local area level in the form of Area Health Advisory Councils (AHACs). All Area Health Services are required to establish AHACs as their peak advisory body. AHACs comprise clinicians and members of the community working together to provide advice to Chief Executives on planning and health service delivery. Each AHAC is required to develop a Charter and report annually to the Minister and Parliament.

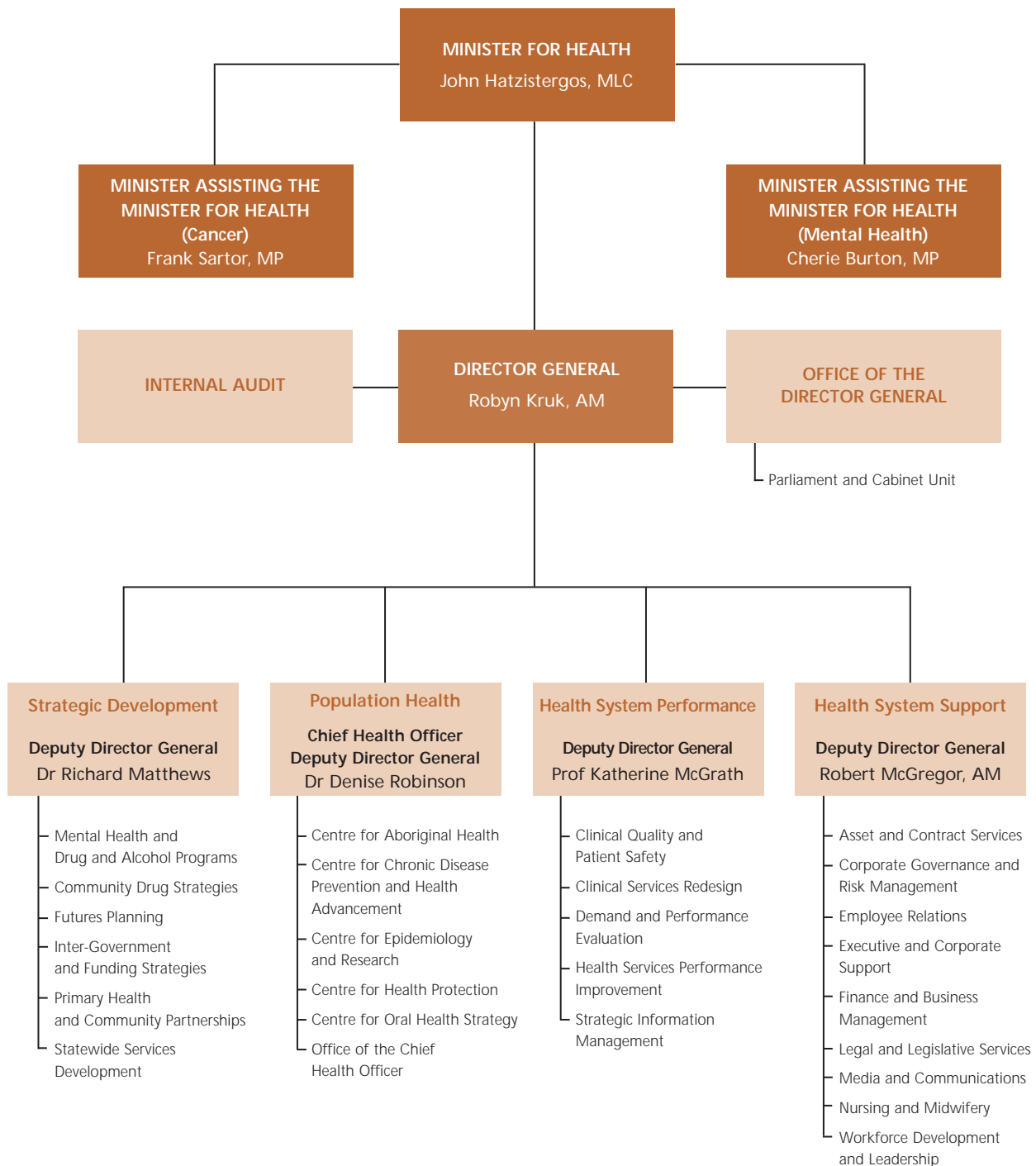
The Department of Health's Community and Government Relations Unit has responsibility for the development and implementation of consumer and clinician participation within NSW Health.

The Community and Government Relations Unit also provides secretariat support for the Health Care Advisory Council. It has a coordinating role for the Health Priority Taskforces (HPTs) and a role in supporting the implementation and functioning of the Area Health Advisory Councils.

What we do

Structure and responsibilities

Organisation chart



As at June 2006 the NSW Department of Health was administered through six main functional areas.

Director General

Robyn Kruk, AM

Robyn Kruk joined the NSW Department of Health as Director General in July 2002. She has extensive experience in senior executive roles across the NSW public sector. Robyn is a former Deputy Director General of The Cabinet Office and Premier's Department and the former Director General of the National Parks and Wildlife Service. Earlier in her career, Robyn worked as a psychologist and child protection specialist in the former Department of Youth and Community Services.

The Director General chairs the NSW Department of Health Management Board which is the key management meeting and forum for the NSW Department of Health. The Management Board considers and makes decisions on issues of Department and system-wide interest, including the NSW Health budget, the development of health policy and monitoring of health system performance.

Office of the Director General

The Office of the Director General provides high-level executive and co-ordinated administrative support to the Director General across a broad range of issues and functions.

The Office works with the Deputy Directors General and members of the NSW Health Executive to ensure the Director General receives advice that is accurate, timely and reflects a cross agency view on critical policy and operational issues.

The Office also supports the Director General to ensure she provides high quality, co-ordinated advice and information to the Minister for Health on matters of significant interest to the public, NSW Parliament and the NSW Cabinet.

Parliament and Cabinet Unit (PACU)

The Parliament and Cabinet Unit (PACU) provides support to the Minister for Health and the Director General to assist them to respond to the NSW Parliament, Cabinet and the central agencies of Government.

The PACU manages the preparation of material for the Minister and the NSW Department of Health for Estimate Committee hearings and other Parliamentary Committees and Inquiries. It co-ordinates responses on behalf of the Minister on matters considered by the Cabinet, questions asked in the NSW Parliament and requests from Members of Parliament.

The Unit also liaises between Parliamentary Committees, the Department and Area Health Services and assists the Director General and Executive with special projects as required.

Internal Audit

Provides financial and compliance audit and assurance services to Branches and key functions of the Department. Undertakes special investigations of matters within the Department as referred by the Minister, the Director General, NSW Auditor-General, Ombudsman and the Independent Commission Against Corruption. Provides specific audit, review and advisory services on information systems across NSW Health.

Strategic Development

Deputy Director General

Richard Matthews

Dr Richard Matthews carries the dual roles of Deputy Director General, Strategic Development, and Chief Executive of Justice Health. He joined the Department in November 2003 as Acting Deputy Director General, and was appointed in January 2006. Dr Matthews commenced his career in general practice and has developed a particular interest and expertise in drug and alcohol treatment.

Functions within the Department

The Strategic Development Division is responsible to the Director General for overall health policy development, funding strategies and the system-wide planning of NSW Health Services. The Division also supports the Health Care Advisory Council and a number of Health Priority Taskforces.

Mental Health and Drug and Alcohol Programs

Provides the comprehensive policy framework for mental health services developed in collaboration with Health Services, other government departments and non-government agencies, and the development and implementation of alcohol and other drugs policies across the health system. It also supports the maintenance of the mental health legislative framework.

The Office of Drug and Alcohol Policy (ODAP) was transferred to NSW Health from the Cabinet Office in August 2005 following a change of Ministerial responsibility. The NSW Government established ODAP to provide leadership, and to assist in the development and implementation of a government-integrated approach to drug programs and policies. The problems associated with drug use invariably raise a wide range of issues from education and prevention through treatment and rehabilitation to law enforcement.

Futures Planning Unit

Leads a statewide futures planning process which will set the strategic directions for the NSW public health care system for the next 20 years.

Inter-Government and Funding Strategies

Leads and manages strategic relationships with the Australian Government, other state and territory governments, private sector and other strategic stakeholders.

Responsible for ensuring that a comprehensive framework for the funding and organisation of the NSW health system is in place to translate government priorities for the health system into effective strategies, and to ensure that the system is able to respond to changes in its environment.

Provides advice on distribution of resources to health services, develops tools to inform allocation of resources from health services to facilities, and provides leadership in the development and implementation of state and national health priority policies and programs.

NSW Institute of Rural Clinical Services and Teaching

Established as a key recommendation in the NSW Rural Health Report with the Institute's Executive Committee formally convened in 2004. The Institute aims to work with rural Area Health Services to provide information and knowledge about rural and remote health and the rural and remote health workforce; develop the research capacity in rural and remote areas; develop and maintain strong networks between rural and remote health service staff and services; develop appropriate training, education and development opportunities for rural and remote health staff; and support and promote excellence in rural clinical practice by identifying, supporting and sharing good practice in rural health service delivery, including models of service delivery appropriate for rural and remote areas.

Primary Health and Community Partnerships

Develops and reviews primary and community health programs and fosters partnerships with the community and non-government organisations. The Branch also supports the Health Care Advisory Council and coordinates the work of the Health Priority Taskforces.

Statewide Services Development

Develops NSW Health policy, planning tools, frameworks, clinical plans and strategy development for a range of acute and specialty health services with statewide implications. Collaborates with the Assets and Contract Services Branch to develop strategic planning for capital infrastructures. Collaborates with rural Area Health Services, and the NSW Rural Health Priority Taskforce, to ensure implementation of the NSW Rural Health Plan.

Population Health

Chief Health Officer

Deputy Director General

Dr Denise Robinson

Dr Denise Robinson was appointed to the position of Chief Health Officer in June 2005. She had been acting in this capacity since February 2005. Before joining the Department of Health in early 2003 as Deputy Chief Health Officer, Dr Robinson had extensive management experience in NSW, holding a number of senior positions in Area Health Services.

Functions within the Department

Population Health works with NSW communities and organisations to promote and protect health and prevent injury, ill health and disease. It monitors health and implements services to improve life expectancy and quality of life. It develops, maintains and reports on population health data sets, implements disease and injury measures, promotes and educates about healthier lifestyles, and protects health through disease prevention services and legislation. It ensures the quality use of medicines and the safe use of poisons.

Centre for Aboriginal Health

Develops, coordinates and influences policy, strategic planning, services and program design which are culturally inclusive and accessible to the Aboriginal population in NSW to improve their health and wellbeing. The Centre acts as a specialist resource for NSW Health to provide appropriate cultural and sensitive advice on Aboriginal issues.

For the purposes of the Annual Report, when referring to Aboriginal and Torres Strait Islander health issues in NSW, the word Aboriginal is used in line with the NSW Health policy directive 2003/55.

Centre for Epidemiology and Research

Monitors the health of the population of NSW, supports the conduct of high quality health and medical research by providing infrastructure funding, and promotes the use of research to inform policy and practice through the following branches:

- Health Ethics
- Health Survey Program
- Population Health Indicators and Reporting
- Population Health Information
- Public Health Training and Development
- Research and Development Policy
- Surveillance Methods.

Centre for Health Protection

Identifies and helps reduce communicable and environmental risks to the population's health and regulates standards of care and safety in the health care sector through the following branches:

- AIDS and Infectious Diseases
- Communicable Diseases
- Clinical Policy
- Environmental Health
- Pharmaceutical Services
- Private Health Care.

Centre for Chronic Disease Health Prevention and Health Advancement

Develops, manages and coordinates the strategic prevention response to national and state health priority issues through the following branches:

- Injury Prevention Policy
- Nutrition and Physical Activity
- Health Promotion Strategies and Settings
- Strategic Research and Development
- Tobacco and Health.

Centre for Oral Health Strategy

Develops and coordinates oral health policy for the State, and monitors population oral health prevention and service delivery programs in NSW.

Health system performance

Deputy Director General

Professor Katherine McGrath

Professor McGrath worked as a clinician, academic, laboratory director and Divisional Chair in Victoria and NSW before she was appointed Chief Executive Officer of Hunter Area Health Service and honorary Professor of Pathology at the University of Newcastle in 1997. Professor McGrath was appointed to her current position in March 2004.

Functions within the Department

The Health System Performance Division aims to improve the patient journey by driving performance improvements in the health system. It works to achieve agreed performance measures for improved services for patients and works in partnership with Area Health Services and hospitals to develop and implement new models of care and ensure all clinical services are planned and managed systematically and cost effectively.

Develops strong relationships and communications with frontline clinicians and managers to help them implement effective patient-centred improvements and provides expert advice on the performance of NSW Health to the Director General, the Minister and a range of external state and national agencies.

Health Service Performance Improvement

Works with Area Health Services to improve patient access to services. Allocates resources strategically to maximise performance, demand management and patient flow.

Provides strategic advice and identifies obstacles affecting implementation of service improvement strategies. Manages Area Performance Agreements.

Strategic Information Management (SIM)

Coordinates statewide future standards and directions for NSW Health Information Management and Technology (IM&T) to enable quality IM&T capability across the State for the benefit of patients. The IM&T strategy is underpinned by an investment strategy for the NSW Healthlink portfolio which aims to implement all core clinical and corporate applications as well as the supporting infrastructure across NSW. This includes pilots of the first Australian Electronic Health Records.

Clinical Quality and Patient Safety

Provides strategic leadership for clinical quality and patient safety. Is responsible for consistent implementation of the *NSW Patient Safety* and *Clinical Quality Program* which sets standards for Area Health Service quality systems. Develops policies on quality and safety for statewide implementation. Develops and reports on system wide quality indicators. Monitors, analyses and acts on serious clinical incidents and oversees statewide clinical governance issues. A single, statewide electronic Incident Information Management System (IIMS) underpins the statewide Incident Management program.

Demand and Performance Evaluation

Responsible for developing an information, analysis and reporting infrastructure to improve health outcomes and performance. Manages the major data collections of the NSW health system, including data collections for admitted patients, emergency departments and elective surgery waiting lists.

Responsible for analysis of performance data, departmental business sponsorship and governance of the design, development and operation of information systems to better meet stakeholder needs, and provides support in researching, designing and developing customised information products for stakeholders.

Clinical Services Redesign Program

Leads the development and implementation of major health service delivery reform initiatives across the NSW health system. These reforms have already brought substantial improvements in patient access to emergency departments and to elective surgery. Ensures a coordinated approach to the redesign of clinical services, and engages local and frontline staff and consumers in the design process.

Health System Support

Deputy Director General

Robert McGregor, AM

Robert McGregor has extensive experience at a senior management level in the NSW public sector, having occupied a number of chief executive officer positions. He rejoined the NSW Department of Health as Deputy Director General, Operations in 1997 and was appointed to his current position in November 2003.

Functions within the Department

Health System Support manages and provides strategic advice on financial, employee relations, asset and procurement, workforce, governance and risk, nursing and legal issues in the health system, provides corporate and executive support services for the Department and ensures the health system operates within available funds.

Asset and Contract Services

Provides leadership in asset management and procurement policy development. Manages the Asset Acquisition Program across the health system, and directs specific asset and procurement projects to support the efficient delivery of health services.

Corporate Governance and Risk Management

Provides a comprehensive framework for corporate governance and risk management for the conduct of Departmental business and to guide and monitor these functions in the NSW public health system.

Risk Management and Regulatory Affairs

Develops and maintains the regulatory framework for NSW Health and provides the health system with a source of expert advice and professional support on regulatory matters and risk management.

Corporate Governance and External Relations

Develops and maintains a corporate governance framework for NSW Health, and manages relationships with key external agencies.

Employment Screening and Review

Undertakes employment screening of all new NSW health system employees and students. Provides training, advice and other support to public health organisations to manage employment screening and investigations of health service employees regarding allegations of abuse of children and others.

Employee Relations

Deals with system-wide industrial relations issues for the health system, including the conduct of arbitrations, negotiating and determining wages and employment conditions for the NSW Health Services, administration for the Health Executive Service, and human resource and OH&S policy development for the health system.

Executive and Corporate Support

Executive Support Unit

Provides advice and information to the Director General and Minister in response to matters raised by, or of interest to the public, Members of Parliament, central agencies and various Ministerial Councils.

Shared Services Centre

Provides internal support services to the Department and its employees in areas including office equipment, fleet vehicles, computer network and email services, mailroom services and building management.

Corporate Personnel Services

Develops and implements the Department's human resources strategy. Provides support and guidance to staff on all personnel and payroll issues.

Finance and Business Management

Provides strategic financial management, monitoring, reporting and budgetary services for the NSW health system, including financial policy, financial analysis, financial reviews, insurance/risk management, GST/tax advice and monitoring key performance indicators for support services.

Legal and Legislative Services

Legal Branch

Provides comprehensive legal and legislative services for the Department and Minister, specialist legal services and privacy policy support for the health system, compliance support and prosecution services for NSW Health.

Health Professionals Registration Boards

Provides registrar and administrative services to nine health professional registration boards.

Media and Communications

Provides leadership in communications initiatives across the public health system. Issues health messages to health professionals and the general community through targeted campaigns, publications, the internet and the media.

Nursing and Midwifery

Provides leadership and advice on professional nursing and policy issues. Monitors policy implementation, manages and evaluates statewide nursing initiatives, and allocates funding for nursing initiatives.

Workforce Development and Leadership

Plans, develops, facilitates, communicates and evaluates health workforce strategies across the NSW health system to improve health outcomes for the people of NSW.