



## A MESSAGE FROM THE MINISTER FOR HEALTH

# NSW STATE HEALTH PLAN – TOWARDS 2021

The State Health Plan aims to assist NSW Health deliver a health system that is:

- Patient centred
- Respectful and compassionate
- Integrated and connected
- Providing the right care in the right place at the right time
- Based on local decision making
- Providing a whole of society approach to health promotion and prevention
- Characterised by strong partnerships
- Innovative
- Financially sustainable
- Fostering a learning organisation

While this State Health Plan is about improving health services and supporting healthier communities for all of those who live in NSW, it is also recognised that some people and communities have particular health needs and barriers to accessing the care they need.

This State Health Plan sets out the vision for the next stage of the reform journey so NSW Health can keep providing 'the right care, in the right place, at the right time' for everyone in NSW.

A full copy of the State Health Plan or further copies of this brochure can be downloaded from the NSW Health website: <http://www.health.nsw.gov.au/statehealthplan/Pages/NSW-State-Health-Plan-Towards-2021.aspx>

## THE NEXT STEPS

The NSW State Health Plan sets out a clear framework for the future direction for our public health system across the State.

We'll now work together to ensure the directions and strategies set out in our Plan are implemented and we monitor and report our progress in achieving our vision for the future.

All parts of NSW Health have a role to play in leading change:

- **Local Health Districts, Specialty Health Networks and NSW Ambulance**, through front-line service delivery and clinician, patient and community engagement.
- **Our Pillars** – the Agency for Clinical Innovation, the Clinical Excellence Commission, Cancer Institute NSW, NSW Kids & Families, Bureau of Health Information and the Health Education and Training Institute – through providing expert advice and guidance to our Districts and Networks in consultation with clinicians.
- **Key Agencies** – NSW Health Pathology, Office for Health and Medical Research, Health Infrastructure, HealthShare NSW and eHealth NSW – who provide statewide services in support of high quality, value for money patient care.
- **Ministry of Health** – as system manager, responsible for purchasing services and monitoring performance to deliver improved health outcomes for the people of NSW.

A NSW State Health Plan Evaluation and Monitoring Framework will be developed, assigning lead organisations with responsibility for each key priority area. These responsibilities will be managed through the NSW Health Performance Framework.

The NSW Health Performance Framework is the key policy document that sets out how the performance of public sector health services in NSW are monitored and assessed by the NSW Ministry of Health, including through Service Agreements and Compacts.

In the spirit of flexible, patient-centred care, the Plan will be reviewed regularly to capture changes in the healthcare landscape and to reflect our strategies to manage these changes in consultation with those best able to make decisions – those closest to the patient.

# NSW STATE HEALTH PLAN

TOWARDS 2021



Healthcare is complex and dynamic. The demands on our health system and staff keep rising every year, while people's expectations about their own health and how they can, or should, access care is also shifting. We need to work within a whole of government context to look at ways we can address health inequalities and prioritise services for those with the greatest need within our community.

In 2011 the NSW Government began a process of change to build a 21st century healthcare system to really deliver on our promise of 'Right Care, Right Place, Right Time'. We've released a number of major planning strategies that have improved funding, lifted performance outcomes, reduced unwarranted variation in care, and boosted spending on infrastructure and technology. We are also taking decision-making as close to the patient and those working on the ground as possible.

But I now believe it's time to do more to meet emerging health challenges and to help ensure the long term sustainability of our healthcare system while always retaining our core focus on the needs of the community and our patients and their carers.

This State Health Plan is a framework for change, shaping what we need to achieve in our hospitals, for our workforce, in research and innovation, integrated care, eHealth and infrastructure and, most importantly, in keeping everyone healthy.

Clearly this Plan represents the work of a lot of people both inside and outside NSW Health, and I want to thank everyone who has helped us get to where we are today and where we want to be by 2021.

Hon Jillian Skinner MP  
Minister for Health  
Minister for Medical Research



# DELIVERING INNOVATION

## THE DIRECTIONS

### DIRECTION ONE: Keeping People Healthy

- Reduce smoking rates and the adverse effects of tobacco
- Address drug misuse
- Tackle overweight and obesity rates
- Promote responsible alcohol consumption
- Help people manage their own health

### DIRECTION TWO: Providing World-Class Clinical Care

- Move beyond the Emergency Department to create a better connected health system
- Develop and implement new models of care to meet changing needs and address unwarranted clinical variation
- Drive better performance via partnerships with clinicians and managers
- Maintain a continued focus on quality and safety
- Listen to our patients

### DIRECTION THREE: Delivering Truly Integrated Care

- Empower patients to be partners in their care
- Support strategic, targeted investments in new models of integrated care
- Invest in enablers to inform and support delivery of the integrated care strategy
- Strengthen partnerships with the primary and community care sectors for a seamless care experience
- Align financial incentives and performance
- Monitor, evaluate and seek feedback to guide improvement
- Scale up, roll out and embed successful programs across NSW

# MAKING IT HAPPEN

## THE STRATEGIES

### STRATEGY ONE: Supporting and Developing our Workforce

- Improve workplace culture
- Ensure our workforce has the right people, with the right skills, in the right place
- Support and inspire our workforce

### STRATEGY TWO: Supporting and Harnessing Research and Innovation

- Invest in research
- Build system-wide capacity to turn information and evidence into policy and practice
- Share new ideas
- Foster translation and innovation from research
- Build globally relevant research capacity

### STRATEGY THREE: Enabling eHealth

- Invest in clinical systems
- Invest in business systems
- Invest in infrastructure
- Strengthen eHealth governance - to create a contemporary, responsive and world-class eHealth system in NSW
- Refresh the eHealth vision to set a clear direction for the future

### STRATEGY FOUR: Designing and Building Future-Focused Infrastructure

- Deliver the NSW Government's committed major investments for the next five years
- Better plan capital requirements based on service needs
- Grow partnerships in developing health facilities and equipment
- Look to non-capital solutions to deliver care

