

# ABOUT THIS REPORT

This annual report describes the performance and operation of NSW Health during 2016-17. The report has been prepared according to parliamentary reporting and legislative requirements and is arranged in six sections:

## SECTION I: OVERVIEW

Introduction to NSW Health values and priorities, organisation structure and NSW Health executive.

## SECTION II: PERFORMANCE

Summarises performance against the strategic priorities set out in the NSW State Health Plan.

## SECTION III: MANAGEMENT AND ACCOUNTABILITY

Reports on governance, public accountability, financial management, information management, people management, environmental management, funding for research and development and equity and diversity.

## SECTION IV: FINANCES

Details key financial management reporting.

## SECTION V: FINANCIAL REPORTS

NSW Health audited financial statements for 2016-17.

## SECTION VI: NSW HEALTH ORGANISATIONS

Year in review reports are provided for the NSW Ministry of Health, each local health district, specialty health network, pillar and other NSW Health organisations.

## APPENDICES

Additional information and data to supplement the report.

# LETTER TO THE MINISTER

The Hon. Brad Hazzard MP  
Minister for Health  
Parliament House  
Macquarie Street  
SYDNEY NSW 2000

Dear Minister

In compliance with the terms of the *Annual Reports (Departments) Act 1985*, the *Annual Reports (Departments) Regulation 2015* and the *Public Finance and Audit Act 1983*, I submit the Annual Report and Financial Statements of NSW Health organisations for the financial year ended 30 June 2017, for presentation to Parliament.

The Financial Statements of these organisations are presented in separate volumes as Financial Statements of Public Health Organisations under the control of NSW Health-2016-17. I am also sending a copy of the report to the Treasurer.

Yours sincerely



Elizabeth Koff  
Secretary, NSW Health

# NSW HEALTH SNAPSHOT

**THE NSW PUBLIC HEALTH SYSTEM IS WORLD CLASS.  
IT IS THE LARGEST PUBLIC HEALTH SYSTEM IN AUSTRALIA.**

**7.8**  **MILLION**  
NSW RESIDENTS ON **809,444** SQ. KM

**\$21.7**  **BILLION**  
2017-18 BUDGET

**114,000**  
FULL-TIME EQUIVALENT STAFF 


**228**  **HOSPITALS\***

**17** LOCAL HEALTH  **DISTRICTS & SPECIALTY  
HEALTH NETWORKS**

**2.8**  **MILLION**  
EMERGENCY DEPARTMENT ATTENDANCES

**319,000**  
SURGERIES PERFORMED

**1.9**  **MILLION**  
INPATIENT EPISODES

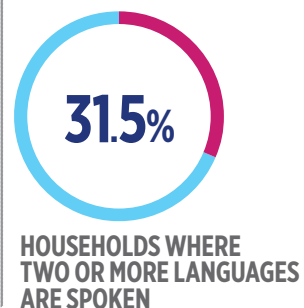
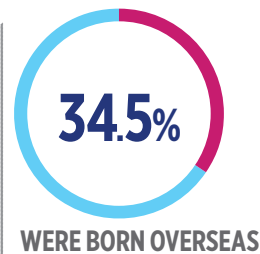
**985,799**  
AMBULANCE EMERGENCY  
RESPONSES 

**\$4605** 

**NSW STATE PRICE**  
Per national weighted activity unit for 2016-17.

\*The number of public hospitals in NSW changed from 230 to 228 in the reporting year due to changes in the Northern NSW Local Health District. The Campbell Hospital at Coraki, which had been closed since 2011 due to storm damage, was removed from the count. The Coraki Campbell HealthOne service opened to the public in April 2017 offering various community health services and clinics to the people of the area. Also, the former Byron Bay Hospital and Mullumbimby District Hospital were amalgamated into the Byron Central Hospital, a new \$88 million facility that opened to the public in June 2016.

## THE NSW COMMUNITY



## ON A TYPICAL DAY IN NSW...

66,000 

MEALS SERVED TO PATIENTS

46,000 

CLINICIANS USE THE ELECTRONIC MEDICAL RECORD SYSTEM<sup>1</sup>

17,000 

PEOPLE SPEND THE NIGHT IN A PUBLIC HOSPITAL

6300 

PEOPLE ARE ADMITTED TO A PUBLIC HOSPITAL

860 

PATIENTS HAVE PLANNED SURGERY PERFORMED IN A PUBLIC HOSPITAL

300 

PATIENTS HAVE UNPLANNED SURGERY PERFORMED IN PUBLIC HOSPITALS

210 

BABIES ARE BORN

19,000 

KILOMETRES ARE TRAVELLED BY PATIENT TRANSPORT SERVICE VEHICLES

3038

people receive NSW Health dental services

5446

NSW early childhood services and primary schools participate in programs promoting healthy eating and physical activity

1072

children are immunised

350

Hospital in the Home services are delivered to help people shorten their stay in hospital

44

ComPacks are delivered to people returning home from hospital, providing access to case management and community services for up to six weeks

167,123

pathology test are undertaken

2458

patient discharge summaries are sent to their GPs

7400

people are seen in an emergency department

55,000

non-admitted patient services events take place

<sup>1</sup> Excludes St Vincent's Health Network Sydney and Justice Health & Forensic Mental Health Network. Sources: Australian Bureau of Statistics, 2016 census; NSW Ministry of Health. Some figures are approximate.

# SECRETARY YEAR IN REVIEW



**THE NSW HEALTH SYSTEM WORKS TO PROTECT, PROMOTE AND MAINTAIN THE HEALTH AND WELLBEING OF THE RESIDENTS OF NSW. THIS IS IMPORTANT TO ALL CITIZENS TO ASSIST THEM LEADING A LIFE THEY VALUE, CONTRIBUTING TO THEIR COMMUNITY.**

Our efforts cross the age spectrum of the population from newborns to those who are ageing, target specific population groups, diseases and conditions and span the geography of our state from metropolitan to rural and remote regions. All efforts intend to ensure the residents of NSW experience a good life and are connected to their local communities.

Consulting with and listening to our community is important to assisting current services and planning future service delivery. Tools such as the NSW Patient Survey Program and regular Population Health Surveys help us understand patients' views about their care and health outcomes. While survey results indicate 94 per cent of people consider their hospital experience is 'good' or 'very good', we still have work to do in allowing more patients to provide feedback on the care they receive. We have also conducted a number of statewide consultations over the year relating to palliative care services, and mental health services specifically the use of restraint and seclusion. Thank you to all who participated so willingly in providing the consumer voice to our services.

In 2016-17 there have been significant advances in our Premier's and statewide priority initiatives. These initiatives reflect our desire to provide better services, to the people of NSW now and with a view to the future health of our population.

## **Tackling childhood obesity**

The rate of overweight and obesity is 21.9 per cent for children aged five to 16 and we are committed to the Premier's target of reducing that rate by five percentage points by 2025. Our healthy eating and active living campaigns, including Make Healthy Normal, Healthy Kids, Munch & Move and Live Life Well @ School, provide proactive, supportive and detailed resources for families, schools and care centres to improve the health of our children. Up to 90 per cent of early childhood centres and 83 per cent of schools participate in these programs.

## **Improving service levels in hospitals**

Emergency department and surgery performance are priority areas for improving service levels. In 2016-17 there were almost 2.8 million attendances at emergency departments, an increase of nearly 48,000 on the previous year. Over the year 91.7 per cent of patients were transferred from an ambulance to the emergency department within 30 minutes, an improvement on the previous year and surpassing the target rate of 90 per cent. More than 70 per cent of patients were through emergency departments within four hours and we have programs in place to work towards the statewide target rate of 81 per cent by 2019. Almost nine in 10 of our rural and regional emergency departments already achieve this goal. During the year at least 97 per cent of patients received elective surgery on time, and urgent elective surgeries were performed on time in 99.7 per cent of cases.

## **Delivering infrastructure**

This year almost \$1.5 billion has been spent on capital works to grow our world class health care facilities and meet the Premier's goal of delivering infrastructure on time and on budget. Major redevelopments are underway at St George, Westmead and Blacktown hospitals, while projects completed across the State include the \$114 million Bright Alliance project at Randwick, the \$80.25 million Lismore Base Hospital Redevelopment Stage 3A, and the \$211 million Tamworth Hospital Redevelopment Stage 2. The biggest transformation in regional infrastructure in NSW Ambulance history is underway, with \$122 million to be spent on building or upgrading 22 stations. In metropolitan areas, ambulance superstations opened at Bankstown, Kogarah and Blacktown, the first among nine as part of a \$150 million infrastructure strategy.

## **Other priorities**

With regard to the additional priorities of the health system, we have made significant progress on delivering better value care for the people of NSW while maintaining our critical focus on patient safety, the quality of care and its efficiency. There are many programs outlined in this annual report which simultaneously serve these goals, including the introduction of a statewide process to monitor risk management and harm minimisation, investigation of methods to reduce clinical variation in the treatment of various illnesses, and safety and quality training programs for our staff.

Our commitment to digital health and analytics also serves the goals of better value care and integrated care delivery. We are implementing a 10-year strategy to harness innovation and improve clinical care, patient engagement and achieve cost-effective delivery. Programs are diverse and include sophisticated ways of making electronic patient records available to all clinicians and carers regardless of location, a new electronic medication management system for public hospitals, and the provision of information and communications technology infrastructure to support 17,000 staff caring for 1.3 million people in 150 rural and remote facilities.

Integration of care is also progressing in the area of mental health, where innovative support services are reaching out to families, schools, and people receiving care from the justice health system.

## Our people

Our success as a health system is dependent on our 114,000 committed and dedicated staff. The remarkable efforts of doctors, nurses, allied health professionals, paramedics, staff managers and support staff are at the core of the health care we provide. This is what differentiates our health system. At times our staff are confronted by challenging situations but demonstrate a remarkable resilience to deliver the best of care.

A culture of compassion is and will be fundamental to how we deliver better value health care.

## Working together

I cannot reflect on the year in review without acknowledging the reforms and initiatives commenced by the previous Minister for Health, Jillian Skinner. They have been crucial in laying strong foundations from which the health system has strengthened its performance and outcomes. Under the new and purposeful leadership of the current Minister for Health, Brad Hazzard, we will continue to deliver services that make a difference to the lives of so many people in NSW.

It is a privilege to lead NSW Health and work with our clinicians, managers, policy makers, support staff, volunteers and others.

This annual report is a summary of the hard work done by our many dedicated people and I thank them for the commitment and compassion they show every day of the year. Further, I look forward to continuing to work with them to deliver the best of health care to the residents of NSW.



**Elizabeth Koff**  
Secretary, NSW Health

## SELECTED 2016-17 HIGHLIGHTS

- A record 992 new junior doctors were employed in NSW Health hospitals in 2017, including 12 Aboriginal medical graduates and 124 trainees based at rural facilities for the majority of their training
- A record 2200 new graduate nurses and midwives were employed, bringing the number of full-time equivalent nurses and midwives in NSW Health hospitals and health services to a record 47,282 in June 2017
- NSW Health was planning or delivering more than 90 new or upgraded hospitals, Multipurpose Services, ambulance facilities and car parks across the State
- During the year \$1.47 billion was spent on capitals works. Twelve projects were completed including the \$114 million Bright Alliance project at Randwick, the \$80.25 million Lismore Base Hospital Redevelopment Stage 3A, and the \$211 million Tamworth Hospital Redevelopment Stage 2, as well as Multipurpose Service projects at Holbrook and Tocumwal, and ambulance superstations at Kogarah, Bankstown and Blacktown
- This year, 93.6% of children aged one, 90.2% of children aged two, and 93.4% of children aged five were fully vaccinated
- Australia's first Clinical Genomics Unit was developed to provide whole genomic sequencing to public patients
- In an Australian first, Liverpool Hospital launched the South West Institute for Robotics and Automation in Health, allowing doctors to train for robotic surgery
- Concord Hospital prepared the nation's first comprehensive centre for returned service men and women as part of a \$341 million redevelopment
- The sight of patients was restored in an Australian-first procedure at Sydney Hospital and Sydney Eye Hospital, in which a patient's tooth was combined with an optic lens and grown while attached to the patient's flesh before being transplanted into the eye
- The Prime Minister's Award for Excellence in Public Sector Management was given for the electronic medication management system at Concord Hospital, the first of its kind in NSW
- St Vincent's Health network started an Australian-first trial with medicinal cannabis to improve pain management and appetite of terminally ill cancer patients
- Nepean Hospital opened NSW's first Triage and Assessment Centre for patients in urgent need of mental health care, reducing demand on the hospital's emergency department
- In an Australian first, the Ingham Institute's MRI-Linac Research Bunker was opened at Liverpool Hospital, becoming one of four such centres in the world with revolutionary technology combining a MRI scanner with a linear accelerator to provide the next generation in cancer treatment
- \$48.6 million was provided to support 15 independent research institutes under the Medical Research Support Program