ABOUT THIS REPORT

This annual report describes the performance and operation of NSW Health during 2017-18. The report has been prepared according to parliamentary reporting and legislative requirements and is arranged in six sections:

SECTION 1: OVERVIEW

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

SECTION 2: PERFORMANCE

Summarises performance against the NSW Health Strategic Priorities 2017-18.

SECTION 3: 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 4: FINANCES

Details key financial management reporting.

SECTION 5: FINANCIAL REPORTS

NSW Health audited financial statements for 2017-18.

SECTION 6: NSW HEALTH ORGANISATIONS

Year in review reports are provided for the NSW Ministry of Health, Statutory Health Corporations, Speciality Health Networks, Health Administration Corporation, and local health districts.

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 2018, 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 2017-18. 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.

7.9 MILLION
NSW RESIDENTS ON 809,444 SQ. KM

$25.1 BILLION
2018-19 BUDGET

117,047
FULL-TIME EQUIVALENT STAFF

228
HOSPITALS

17
LOCAL HEALTH DISTRICTS & SPECIALTY HEALTH NETWORKS

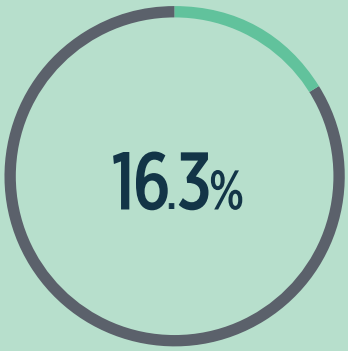
2.9 MILLION
EMERGENCY DEPARTMENT ATTENDANCES

320,000
SURGERIES PERFORMED

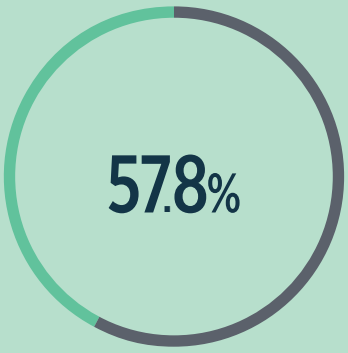
1.9 MILLION
INPATIENT EPISODES

1,056,743
AMBULANCE EMERGENCY RESPONSES

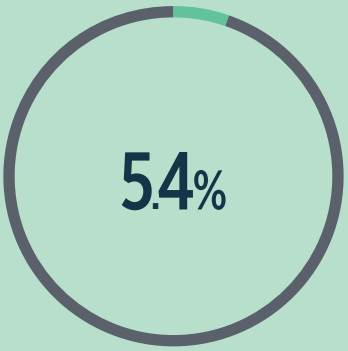
THE NSW COMMUNITY



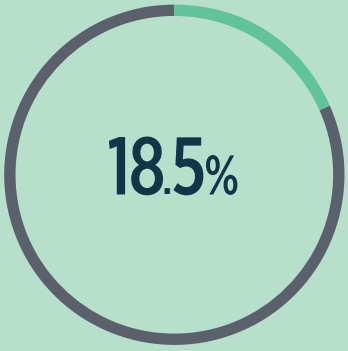
PEOPLE 65 AND OVER



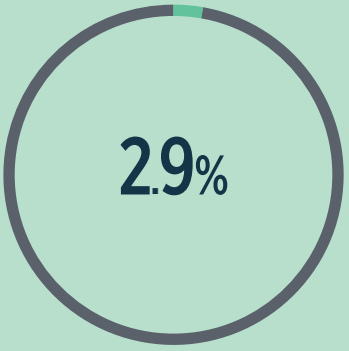
DRIVE TO WORK



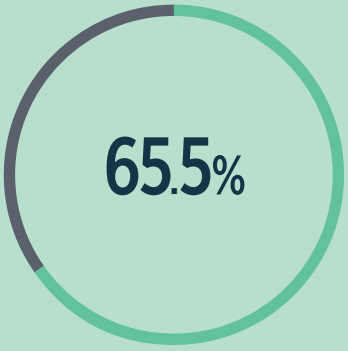
PEOPLE WHO NEED ASSISTANCE WITH CORE ACTIVITIES



ARE 14 AND UNDER



ARE ABORIGINAL PEOPLE



PEOPLE BORN IN AUSTRALIA

ON A TYPICAL DAY IN NSW...

40,000
CLINICIANS USE THE ELECTRONIC MEDICAL RECORD SYSTEM[1]

17,100
PEOPLE SPEND THE NIGHT IN A PUBLIC HOSPITAL

5600
PEOPLE ARE ADMITTED TO A PUBLIC HOSPITAL

750
PATIENTS HAVE PLANNED SURGERY PERFORMED IN A PUBLIC HOSPITAL

263
PATIENTS HAVE UNPLANNED SURGERY PERFORMED IN PUBLIC HOSPITALS

205
BABIES ARE BORN IN PUBLIC HOSPITALS

62,000
NON ADMITTED PATIENT TREATMENTS

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

IN 2017-18

1.2 million
calls for an ambulance

3260
helicopter transfers to NSW hospitals

155,000
children cared for by The Sydney Children's Hospitals Network

160,000
units of blood issued to hospitals

more than
61 million
tests performed by NSW Pathology

more than
3 million
samples made available to researchers through NSW Health Statewide Biobank

45
notifiable diseases tracked by the Centre for Epidemiology and Evidence

4695
downloads of the 'My Surgery Journey' app, helping patients prepare for surgery

3508
people transitioned to the National Disability Insurance Scheme

SECRETARY YEAR IN REVIEW

OUR HEALTH SYSTEM WORKS TO MAINTAIN THE HEALTH OF THE CITIZENS OF NSW AND DELIVER EXCELLENT HEALTHCARE.

2017-18 was another strong year of growth for NSW Health. We delivered record levels of activity for our hospitals and health services, invested in infrastructure and grew our clinical workforce, services and partnerships. Our growth is driven by our desire to continue to deliver innovative and contemporary healthcare.

Growing our services

The volume of public hospital services across NSW continued to increase to meet the demands of a growing and ageing population. In 2017-18, over 2.88 million patients presented to a NSW public emergency department, almost 96,000 more than the previous year. This increase was largely a result of the worst flu season on record, but despite this, 80 per cent of patients were treated within clinically appropriate timeframes; a result which maintains NSW health's position as the best performing jurisdiction for this performance indicator in Australia.

Under the Increasing Access to Elective Surgery Initiative, we improved access to elective surgery with funding provided to districts and networks to complete additional cataract extraction, hip replacement and knee replacement procedures. The percentage of patients who receive their elective surgery within clinically recommended timeframes remains strong in NSW. Overall, 97 per cent of patients received their surgery on time, with 100 per cent on time for category 1 (urgent surgery). More heart, kidney and liver transplants were done than ever before.

In 2017-18, $17.4 million was allocated to growing and strengthening palliative care services. NSW Health is developing an End of Life and Palliative Care Framework, informed by 10 roundtables across NSW in 2017 and a survey of 2000 health consumers, professionals and advocates. The Framework will set the vision and direction for end of life and palliative care in NSW, to ensure all people can access the best possible end of life and palliative care no matter their age, health condition or where they live.

The Mental Health reform program enhanced efforts to improve care in the community by providing funding to increase specialist community mental health teams, enhance psychosocial supports in the community and transition long-stay patients to appropriate community accommodation in 2017-18. In addition, work was undertaken to develop a plan for a statewide Mental Health capital works program and a NSW mental health strategic and workforce framework. These initiatives are part of the decade long whole of government enhancement of mental health care that puts people, not process, at the centre of the mental health care system.

Patient safety continued to be a primary focus. System wide engagement on a Safety and Quality Framework, which will provide contemporary statewide guidance to organisations and complement the current priorities set out for NSW Health Patient Safety First, took place. The Framework will describe the broader aim across NSW to deliver safer care to every patient, every time and support local health districts and health networks as they establish their local patient safety programs.

Growing our clinical workforce

Growing service demand plus growing the range of services requires growing our clinical workforce. As of June 2018, NSW Health employs 117,047 full-time equivalent staff.

There were 12,137 full time doctors employed within the NSW health system – approximately 10 per cent of the total health workforce – and 10,445 allied health professionals. A record 48,286 full time equivalent nurses and midwives were working in NSW Health hospitals and health services were working in the NSW health system in 2017-18.

NSW Health offered a record 999 medical intern training positions in public hospitals in 2018, an increase of 149 positions since 2012, and an investment of $101 million. NSW Health funded 15 additional medical specialist training positions across a range of specialties, including endocrinology, genetic pathology, palliative care and psychiatry, in line with identified workforce priorities.

Building and strengthening our Aboriginal workforce has been a strong focus for NSW Health for many years, and continued in 2017-18. A total of 20 Aboriginal doctors were recruited and 20 Aboriginal medical graduates started as interns in NSW; the highest since the Aboriginal Medical Workforce recruitment pathway started. The rate of Aboriginal employment in NSW Health has risen to 2.5 per cent from 1.8 per cent in 2011. Local health districts and other public health organisations have implemented Aboriginal workforce plans and initiatives, halving the gap in employment outcomes between Aboriginal and non-Aboriginal people.

Growing innovation

The nature of healthcare delivery is changing and we must be responsive. The genomics revolution holds great promise for a new era of precision medicine. It also calls for new skills to help make that promise a reality. The release of the NSW Health Genomics Strategy is making significant therapeutic progress using whole-genome sequencing.

We are well advanced with our preparations for these technologies to become mainstream, but it's just one of the areas where we've been – building for the future of health care delivery

NSW Health has invested $8.6 million in medical device and commercialisation initiatives, supporting the development of ground-breaking new medical technology. In 2017-18, around $8.3 million was invested in 24 Translational Research Grant Scheme projects that were selected for their potential to transform the care provided to thousands of NSW patients.

Growing our infrastructure

To support quality healthcare delivery, our capital investment has grown. Health infrastructure projects are currently at unprecedented levels across NSW. In 2017-18, 16 projects across NSW were completed, with a combined total cost of $556.3 million.

Rural and regional projects remained a focus during 2017-18. Of our projects under way, about 60 per cent by number, and 40 per cent by value, are in rural and regional areas. Health Infrastructure is planning and delivering health care facilities in every corner of the state – as far north as the Tweed Valley, as far west as Broken Hill and down to Cooma in the south.

Metropolitan projects across five major precincts in Sydney continued at Westmead, Randwick, Blacktown, Gosford and the Forensic Medicine and Coroners Court Complex.

Growing our integrated care approaches and partnerships

Delivering integrated care across the hospital and community settings continues to be a strong area of growth. NSW Health signed and began implementation of the Coordinated Care Bilateral Agreement with the Commonwealth in eight priority areas. NSW Health provided ongoing funding support of $30 million to local health districts to create approaches tailored to their areas, in partnership with primary health networks and other sectors. What works will be shared to see if it is scalable and transferable.

To help identify people who could benefit from better coordination, we are rolling out state-wide enablers, including a risk algorithm. We are also evaluating more than 13,000 patients receiving integrated care, to see whether this approach means people are less likely to need hospital care.

Growth in eHealth and analytics

Our commitment to digital health and analytics also serves the goals of better value care and integrated care delivery. Electronic Medical Records (eMR) went live in 159 NSW Health hospitals and clinicians' usage has risen five-fold in five years. Every day more than 40,000 clinicians open 824,000 patient charts, order around 317,000 tests and book around 31,000 appointments digitally.

The eHealth Strategy for NSW Health 2016-2026 has been developed to guide NSW to deliver world class e-health services. In particular, the Strategy sets the direction for e-health investment so NSW Health can harness innovations and solutions for integrated clinical care, patient engagement, cost effective delivery and smart infrastructure, which will help meet the growing health care demand of the people of NSW long into the future.

I feel greatly privileged to be leading the NSW Health system in such an exciting period, working with our clinicians, managers, policy makers, support staff, volunteers and others to provide the best, and ever improving, health care for the people of NSW.

Our Annual Report is a snapshot of the hard work our dedicated staff undertake. I thank them for their service, their commitment, their diligence, and their compassion. The quality of our healthcare reflects their desire to make a difference to the lives of the people of NSW.

Elizabeth Koff
Secretary, NSW Health