

ABOUT THIS REPORT

This annual report describes the performance and operation of NSW Health during 2018-19. It has been prepared according to parliamentary reporting and legislative requirements and is arranged in six sections.

SECTION 1: OVERVIEW

Introduces NSW Health values and priorities, organisational structure and the NSW Health executive.

SECTION 2: PERFORMANCE

Summarises performance against the NSW Health Strategic Priorities 2018-19.

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

Presents NSW Health's audited financial statements for 2018-19.

SECTION 6: NSW HEALTH ORGANISATIONS

Presents the year in review with reports provided by the NSW Ministry of Health, statutory health corporations, specialty health networks, the Health Administration Corporation and local health districts.

APPENDICES

Provides additional information and data to supplement the report.

LETTER TO THE MINISTER

The Hon. Brad Hazzard MP
Minister for Health and Medical Research
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 2019, 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 2018-19'. I am also sending a copy of the report to the Treasurer.

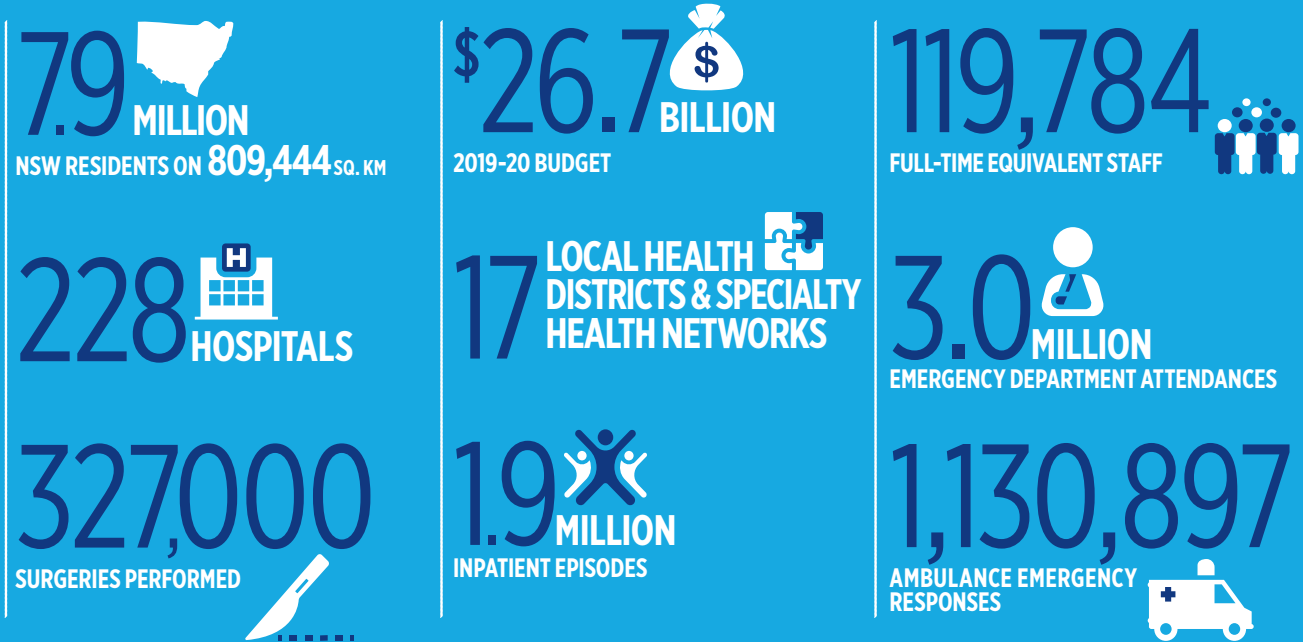
Yours sincerely



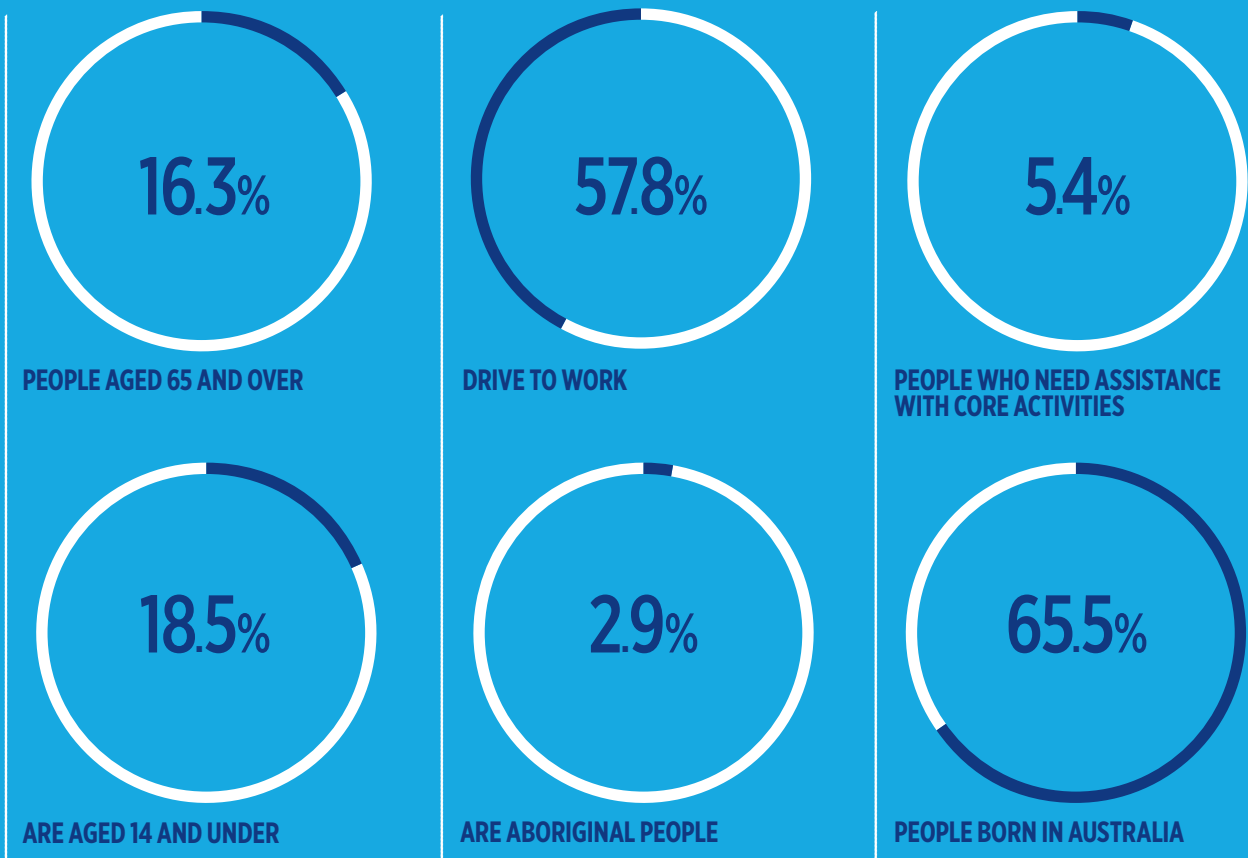
Elizabeth Koff
Secretary, NSW Health

NSW HEALTH SNAPSHOT

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



THE NSW COMMUNITY



ON A TYPICAL DAY IN NSW...

45,000 

CLINICIANS USE THE ELECTRONIC
MEDICAL RECORD SYSTEM

17,100 

PEOPLE SPEND THE NIGHT IN A PUBLIC HOSPITAL

3009 

PEOPLE ARE ADMITTED TO A PUBLIC HOSPITAL

627 

PATIENTS HAVE ELECTIVE SURGERY
PERFORMED IN A PUBLIC HOSPITAL

269 

PATIENTS HAVE UNPLANNED SURGERY
PERFORMED IN A PUBLIC HOSPITAL

203 

BABIES ARE BORN IN A PUBLIC HOSPITAL

39,204 

NON ADMITTED
PATIENT SERVICES EVENTS

Sources: Australian Bureau of Statistics, 2016 census;
NSW Ministry of Health. Some figures are approximate.

IN 2018-19

963,000

calls for an ambulance

17,804

aeromedical
responses

157,000

children cared for by The Sydney
Children's Hospitals Network

156,000

units of blood issued to public
hospitals

Up to

3 million

biospecimens stored and made
available to researchers through
NSW Health Statewide Biobank

50 +

notifiable conditions tracked
by Health Protection NSW

391,873

people received public
dental services

SECRETARY'S YEAR IN REVIEW



I am honoured and privileged to lead the largest health system in Australia, recognised as one of the most effective in the world. NSW Health's 2018-19 achievements demonstrate our commitment to the residents of NSW to deliver exceptional care to the sick and injured to protect, promote and maintain their health and wellbeing.

We achieve this through understanding the changing needs and preferences of the community in how healthcare is delivered, partnering with clinicians to improve current models of care and developing new ways of delivering care. This approach is evidence-based, applying international and national research as well as innovation, digital and data models to better connect and inform care for our patients, who are at the heart of everything we do.

Delivering on key priorities

In 2019, the NSW Government set out its five areas of focus to 2023: economic strength, tackling intergenerational disadvantage, putting the customer at the centre of all that we do, pursuing quality education for all, and fostering connected communities.

NSW Health is well-positioned to support these areas of focus, as we signal our new vision: *for a sustainable health system that delivers outcomes that matter to patients, is personalised, invests in wellness and is digitally enabled*. The patient experience is now an explicit area of specific focus in the area of health system performance. This is an important change and underscores our commitment to put the needs of our patients at the centre of all that we do.

The NSW Health Strategic Priorities outline how we work together across our diverse system to achieve core objectives and pursue our vision. They build on and complement the *State Health Plan: Towards 2021* as well as to support the NSW Government and Premier's Priorities 2015-2019. From 1 July 2019, new Premier's Priorities came into effect for health: improving service levels in hospitals, reducing preventable visits to hospitals by better caring for people in the community, and reducing the rate of suicide deaths in the journey towards zero suicides. These will be reported against in the 2019-20 NSW Health Annual Report.

Our Strategic Priorities are reported against in the Performance section of the 2018-19 Annual Report and provide a detailed overview of our target outcomes. Our progress against the Strategic Priorities show that NSW Health is improving the experiences of patients in our system and strengthening safety and quality in care across the state.

Delivering for our patients

The 2018-19 financial year saw NSW Health deliver on a range of outcomes for the citizens of NSW. We cared for three million people visiting our emergency departments, performed 327,000 surgeries, distributed 2.4 million influenza vaccines and vaccinated 120,000 high-school students against meningococcal ACWY disease. We invested \$38 million in overweight and obesity prevention in the community. We increased the scope of care provided to our patients, delivering 26 hospital infrastructure projects across NSW on time and on budget. And we drove collaboration between health, academia and industry to further existing health and education precincts across the state.

NSW Health is continuing to shift from volume-based to value-based healthcare, building integrated teams around our patients and working towards providing more care in the community. In delivering this shift throughout 2018-19, there were 27,000 occasions where patients received acute care in a Hospital in the Home service rather than having to stay in a hospital bed. Our statewide Leading Better Value Care program accelerated over 2018-19, scaling up evidence-based initiatives for specific conditions, with a strong focus on measurement and evaluation to show the impact of care on positive outcomes. NSW Health launched its Strategic Framework for Integrating Care in 2018-19, providing an overarching vision for better integration of care and patient experiences across the public health system.

In 2018-19, the Bureau of Health Information continued to manage and expand the NSW Patient Survey Program, asking almost 300,000 patients about their time in the NSW health system. The Emergency Department Patient Experience initiative was also successfully implemented in the emergency departments at Liverpool, Lismore, Blacktown and Nepean hospitals. The initiative aims to improve each person's experience by creating an environment that helps patients, carers and their families feel welcome, safe, cared-for and empowered.

Reducing seclusion and restraint in mental health facilities is a safety and quality priority for NSW Health. A key foundation of NSW Health's implementation plan for this is to work in collaboration with mental health consumers, carers and families, to bring the contributions of people with lived experience of mental health issues together with the skills of mental health clinicians, and offer opportunities to further improve the quality of mental health services. The NSW Government also committed \$20 million to improve the therapeutic environment of acute mental health units, and worked collaboratively with peak consumer and carer organisations to ensure investment targeted the development of welcoming environments that were trauma-informed and would foster hope and safety.

Delivering improvements in technology

NSW Health continued to work towards improving data insights and access to real-time data. We completed implementation of Electronic Medication Management (eMeds) at 84 sites, with an additional 12 sites going live with the Electronic Medical Record (eMR) and we continued deployment of the Electronic Record for Intensive Care (eRIC). In partnership with clinical governance committees, eHealth NSW designed and developed the new incident management system (ims+) and the Clinical Excellence Commission's Quality Improvement Data System was developed to provide support to local health districts and specialty health networks with data and improvement tools to monitor and reduce 16 hospital acquired complications.

In progressing our digital health capabilities, in 2018-19 we developed and implemented adult intensive care, paediatric intensive care and neonatal intensive care statewide dashboards to enhance visibility and access across NSW. We developed Electronic Patient Journey Boards and a bed status update tool, which was rolled out to special care nurseries to improve patient flow and ensure the safe transfer of babies closer to home. This year, NSW Health completed the Rural eHealth Program, giving 17,000 rural and remote clinicians digital access to patient information, and developed Analytics Assist to help NSW Health staff find and use statewide data and information to drive improved health outcomes and health system performance.

Delivering for our staff

We continue to invest in our greatest asset, our people.

In 2018-19, we continued to build a diverse workforce that reflects the diverse communities we serve, with the hiring and onboarding of 46,000 new staff. As a result, 119,784 full-time equivalent staff are now part of NSW Health. The NSW Health Aboriginal Workforce grew to 2.75 per cent and the Aboriginal Population Health Training Initiative continued to support Aboriginal people to develop and apply public health skills through three years of workplace-based training and part-time postgraduate study.

Junior Medical Officers (JMOs) at public hospitals are also benefiting from several new projects under a \$1 million package aimed at improving their health and wellbeing. NSW Ambulance is implementing the Wellbeing Investment Program to further support the mental health and wellbeing of staff. Enabled by \$30 million in NSW Government funding over four years, the Wellbeing Investment Program was substantially developed with input from stakeholders, including unions, and following an overwhelming response to the 2016 NSW Ambulance Wellbeing and Resilience Summit.

In 2018-19, we graduated the first group from the Next Generation of Leaders and Managers within NSW Health program. The two-year program includes extending leadership capabilities and working with a rural local health district on a significant strategic challenge. There were 139 rural preferential intern positions filled, building on the recruitment within rural hospitals across NSW Health, aligning pathways for rural generalists from training through to employment.

I would like to thank the staff of NSW Health for another year of significant achievement and for their kindness, compassion and care for our patients, for our communities and for each other. Together, we will continue to make a difference, every single day.



Elizabeth Koff
Secretary, NSW Health