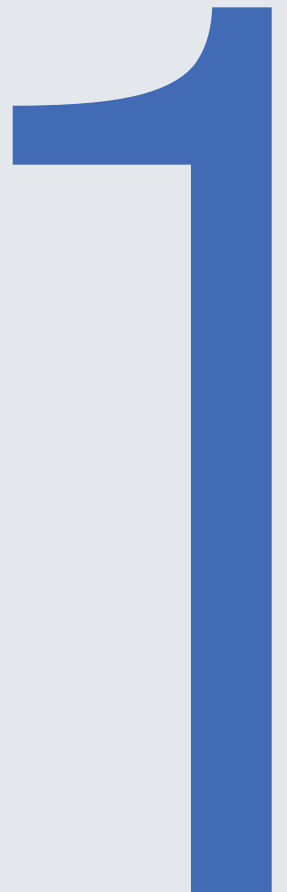


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# Overview

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# About NSW Health

NSW Health is the largest public health system in Australia, providing safe, high-quality healthcare to the citizens of NSW.

By global standards the NSW Health system is high performing, delivers safe, quality care and our population is considered amongst the healthiest in the world.<sup>1,2</sup>

As the largest and busiest public health system in Australia, NSW Health's 228 public hospitals and more than 131,866 full-time equivalent dedicated staff ensure that NSW citizens have continuous access to an extensive range of physical and mental health services.

Our patients and consumers speak highly of their experiences with clinicians and health professionals. In the face of challenge, particularly during the COVID-19 pandemic, we saw every part of our health system come together committed to delivering safe, quality healthcare for our patients and communities.

## Our vision

Our vision is for a sustainable health system that delivers outcomes that matter most to patients and the community, is personalised, invests in wellness and is digitally enabled.

## Our values

Our CORE values encourage **collaboration**, **openness** and **respect** in the workplace, **empowering** our staff members to use their knowledge, skills and experience to provide the best possible care for patients, their families and carers.

## Premier's Priorities

NSW Health is guided by the Premier's Priorities. These priorities represent the government's commitment to making a significant difference to enhance the quality of life of the people of NSW.

For the health system these priorities are:

- improving service levels in hospitals
- improving outpatient and community care
- Towards Zero Suicides – reducing the rate of suicide deaths in NSW.

## Our Health Portfolio Ministers



**The Hon. Brad Hazzard MP**  
Minister for Health



**The Hon. Bronnie Taylor MLC**  
Minister for Mental Health,  
Regional Health and Women

1. Roberts D, Parker J, and Marion G. Switching health from cost reduction to customer care models. Ernst and Young. 2018
2. CSIRO Futures. Future of Health: Shifting Australia's focus from illness treatment to health and wellbeing management. CSIRO. 2018

## Our system's challenges

Health is expected to remain the largest category of recurrent state spending. NSW Health spends more than \$30 billion on healthcare services in NSW:

- This spend is largely concentrated in hospitals, with 85% of spend on outpatient, ambulatory, emergency, inpatient and sub-acute/rehabilitation care.
- Prevention and promotion currently account for 10% of NSW Health expenditure.
- The remainder, or about 5%, is invested in community or other care settings.

This distribution of cost reflects the historic hospital-focused approach to healthcare, and has been an appropriate model for decades, given traditional patient needs and methods of service delivery.

The burden of disease in the community that the NSW Health system faces now and will continue to experience in coming decades, requires a different approach. A national focus on keeping people healthy and well, and effective management of chronic conditions is needed to reduce demand for hospital care and keep health spending sustainable, while maintaining optimal health outcomes. This will need to be complemented by greater integration with primary care and non-government organisations.

## Future Health: Guiding the next decade of care in NSW 2022–2032

**The roadmap for how we deliver  
our services over the coming decade**



Future Health builds on our previous strategic priorities and achievements and looks to position our health system to meet the needs of our patients, community and workforce over the coming years.

It will help guide our next decade of care in NSW, while adapting to and addressing the demands and challenges facing our system. NSW Health has consulted extensively with staff and partners across the sector, as well as patients and the community.

Thousands of individuals have generously shared their views and aspirations for the NSW Health system. These insights have shaped our ambitious 10-year plan to deliver a vision for a sustainable health system that delivers outcomes that matter most to patients and the community.

Instrumental to the success of Future Health will be the ways that we can turn the strategy to action and deliver the Future Health Strategic Framework over the next decade. This framework provides the priorities for the whole system and includes six strategic outcomes and 30 key objectives (see page 4).

# Strategic outcomes and key objectives



## Patients and carers have positive experiences and outcomes that matter

People have more control over their own health, enabling them to make decisions about their care that will achieve the outcomes that matter most to them.

- 1.1 **Partner with patients and communities** to make decisions about their own care
- 1.2 **Bring kindness and compassion** into the delivery of personalised and culturally safe care
- 1.3 **Drive greater health literacy** and access to information
- 1.4 **Partner with consumers** in co-design and implementation of models of care



## Safe care is delivered across all settings

Safe, high quality reliable care is delivered by us and our partners in a sustainable and personalised way, within our hospitals, in communities, at home and virtually.

- 2.1 **Deliver safe, high quality reliable care** for patients in hospital and other settings
- 2.2 **Deliver more services** in the home, community and virtual settings
- 2.3 **Connect with partners** to deliver integrated care services
- 2.4 **Strengthen equitable outcomes and access** for rural, regional and priority populations
- 2.5 **Align infrastructure and service planning** around future care needs



## People are healthy and well

Investment is made in keeping people healthy to prevent ill health and tackle health inequality in our communities.

- 3.1 **Prevent, prepare for, respond to and recover** from pandemic and other threats to population health
- 3.2 **Get the best start in life** from conception through to age five
- 3.3 **Make progress towards zero suicides** recognising the devastating impact on society
- 3.4 **Support healthy ageing** ensuring people can live more years in full health and independently at home
- 3.5 **Close the gap** by prioritising care and programs for Aboriginal people
- 3.6 **Support mental health and wellbeing** for our whole community
- 3.7 **Partner to address the social determinants of ill health** in our communities



## Our staff are engaged and well supported

Staff are supported to deliver safe, reliable person-centred care driving the best outcomes and experiences.

- 4.1 **Build positive work environments** that bring out the best in everyone
- 4.2 **Strengthen diversity** in our workforce and decision-making
- 4.3 **Empower staff to work to their full potential** around the future care needs
- 4.4 **Equip our people with the skills and capabilities** to be an agile, responsive workforce
- 4.5 **Attract and retain skilled people** who put patients first
- 4.6 **Unlock the ingenuity of our staff** to build work practices for the future



## Research and innovation, and digital advances inform service delivery

Clinical service delivery continues to transform through health and medical research, digital technologies, and data analytics.

- 5.1 **Advance and translate research and innovation** with institutions, industry partners and patients
- 5.2 **Ensure health data and information** is high quality, integrated, accessible and utilised
- 5.3 **Enable targeted evidence-based healthcare** through precision medicine
- 5.4 **Accelerate digital investments** in systems, infrastructure, security and intelligence



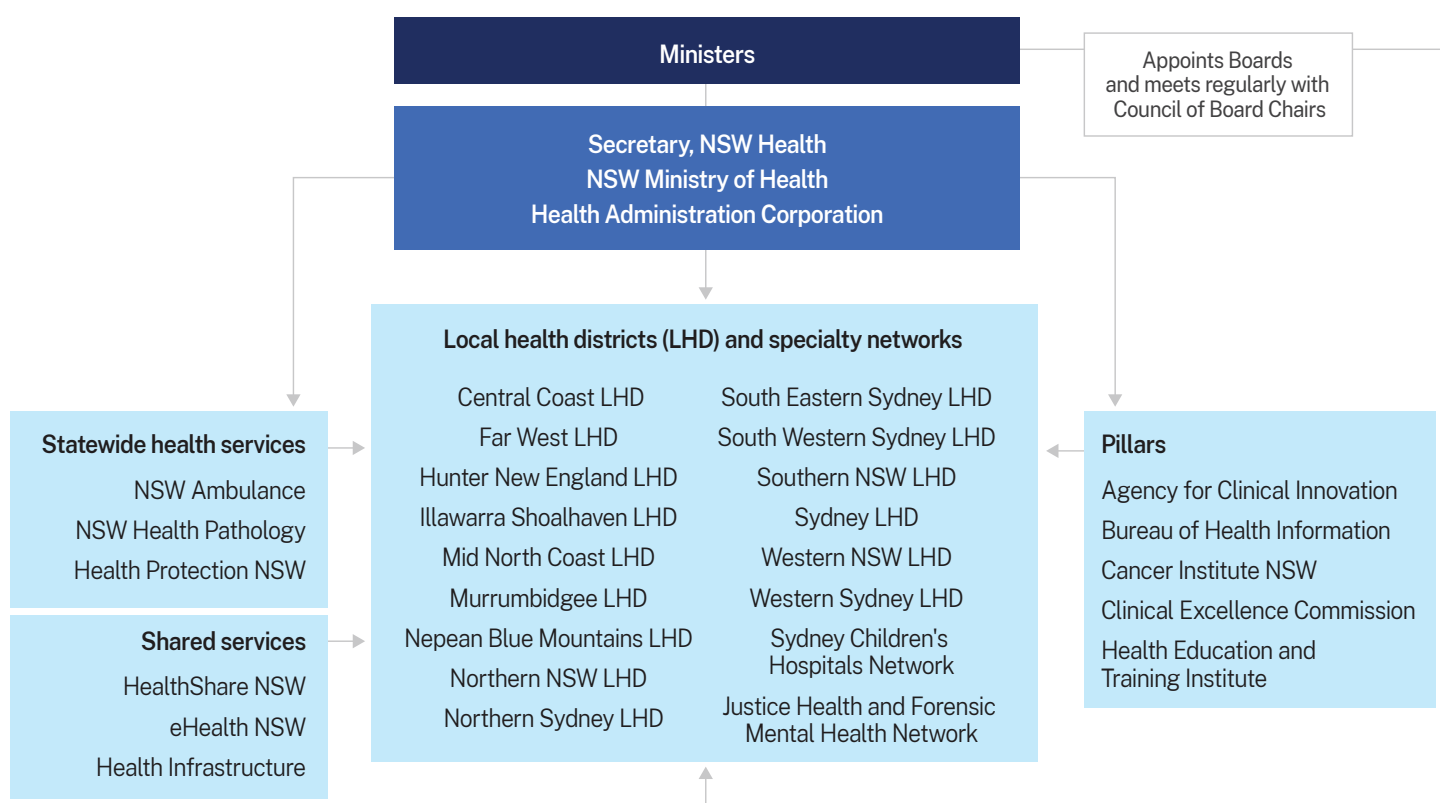
## The health system is managed sustainably

The health system is managed with an outcomes-focused lens to deliver a financially and environmentally sustainable future.

- 6.1 **Drive value-based healthcare** that prioritises outcomes and collaboration
- 6.2 **Commit to an environmentally sustainable** footprint for future healthcare
- 6.3 **Adapt performance measurement and funding models** to targeted outcomes
- 6.4 **Align our governance and leaders** to support the system and deliver the outcomes of Future Health

# Our organisational structure

NSW Health includes the NSW Ministry of Health (a public service department under the *Government Sector Employment Act 2013*) and a number of statewide or specialist health services.



## NSW Ministry of Health

The NSW Ministry of Health supports the roles of the health cluster and portfolio ministers to perform their executive and statutory functions. It is established under the *Government Sector Employment Act*, section 22 and Schedule One.

## Role and function of NSW Health organisations

The role and function of NSW Health organisations are principally set out in two Acts, the *Health Administration Act 1982* and the *Health Services Act 1997*, and a corporate governance framework that distributes authority and accountability through the public health system, complementing these two Acts.

## Health Administration Corporation

Under the *Health Administration Act*, the Secretary has corporate status as the Health Administration Corporation to exercise certain statutory functions. The Health Administration Corporation is used as the statutory vehicle to provide ambulance services and support services to the health system. The following organisations have been established under the Health Administration Corporation to provide these functions.

**eHealth NSW** provides statewide leadership on the shape, delivery and management of information communication technology (ICT) led healthcare. eHealth NSW is responsible for establishing, implementing and ensuring compliance with eHealth strategy, policy and standards across the state.

**Health Infrastructure** is responsible for the delivery of the NSW Government's major works hospital building program, under the auspices of a board appointed by the Secretary. The board members each offer specialised expertise in areas of health and infrastructure delivery.

**HealthShare NSW** provides high-quality shared services to support the delivery of patient care within the NSW Health system, including providing payroll and procurement functions, supporting patient care through food and linen services and assisting people with a disability to live and participate in the community.

**Health Protection NSW** is responsible for surveillance and public health response in NSW, including monitoring the incidence of notifiable infectious diseases and taking appropriate action to control the spread of diseases. Reporting to the Chief Health Officer, it also provides public health advice and response to environmental issues affecting human health.

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

**NSW Health Pathology** is a statewide clinical and scientific service that provides quality, reliable public pathology, forensic and analytical science services across NSW.

## Local health districts

There are 15 local health districts that are corporate entities under the *Health Services Act*. They 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. Eight local health districts cover the greater Sydney metropolitan regions, with seven covering rural and regional NSW.

## Statutory health corporations

Under the *Health Services Act*, three types of statutory health corporations are subject to the control and direction of the Secretary, NSW Health and the Minister for Health:

1. Specialty health networks
2. Board-governed organisations
3. Chief executive-governed organisations.

During the reporting period, the following statutory health corporations provided statewide or specialist health and health support services.

## Specialty health networks

There are two specialty health networks: the Sydney Children's Hospitals Network (Randwick and Westmead) and the Justice Health and Forensic Mental Health Network.

### Justice Health and Forensic Mental Health Network

is a statewide service that provides forensic mental health services to forensic patients as well as to adult and juvenile offenders in local courts, in custody and detention, and in the community. It also provides health services to adult offenders in police cells.

**The Sydney Children's Hospitals Network** incorporates The Children's Hospital at Westmead, Sydney Children's Hospital, Randwick, Bear Cottage, the Newborn and paediatric Emergency Transport Service (NETS), the Pregnancy and newborn Services Network (PSN) and the Children's Court Clinic. The Sydney Children's Hospitals Network is the largest network of hospital and services for children in Australia. Each year the network manages 51,000 inpatient admissions, 92,000 emergency department presentations and over one million outpatient occasions of service. The team of more than 4,000 talented staff (full time equivalent) across the network is committed to providing world-class paediatric health care in a family-focused, healing environment.

## Pillar organisations

**Agency for Clinical Innovation** is a board-governed statutory health corporation responsible for reviewing clinical variation and supporting clinical networks in clinical guideline/pathway development with encouragement toward standardised clinical approaches based on best evidence. The Agency for Clinical Innovation works with clinicians, consumers and managers to design and promote better healthcare for NSW.

**Bureau of Health Information** is a board-governed organisation that provides independent reports to government, the community and healthcare professionals about the performance of the NSW public healthcare system, including safety and quality, effectiveness, efficiency, cost and responsiveness of the system to the health needs of the people of NSW.

**Cancer Institute NSW** is Australia's first statewide government cancer agency. Established under the *Cancer Institute (NSW) Act 2003* to lessen the impact of cancer across the state, its statutory objectives are to reduce the incidence of cancer in the community, increase survival from cancer, and improve the quality of life for people with cancer and their carers. It is a source of expertise on cancer control for the government, health service providers, medical researchers and the general community.

**Clinical Excellence Commission** is a board-governed statutory health corporation, responsible for leading safety and quality improvement in the NSW public health system. It was established in 2004 to reduce adverse events in public hospitals, support improvements in transparency and review of these events in the health system and promote improved clinical care, safety and quality in health services across NSW.

**Health Education and Training Institute** is a chief executive-governed statutory health corporation that coordinates education and training for NSW Health staff. The institute works closely with local health districts, specialty health networks, other public health organisations and health education and training providers to ensure that world-class education and training resources are available to support the full range of roles across the public health system, including patient care, administration and support services.

## Affiliated health organisations

At 30 June 2022, there were 14 affiliated health organisations in NSW managed by religious and/or charitable groups as part of the NSW public health system. These organisations are an important part of the public health system, providing a wide range of hospital and other health services.

### St Vincent's Health Network

Section 62B of the *Health Services Act* enables an affiliated health organisation to be declared a network for the purposes of national health funding. St Vincent's Hospital, the Sacred Heart Health Service at Darlinghurst and St Joseph's Hospital at Auburn have been declared a NSW Health network.

### NSW Health Executive Team

Chief executives of local health districts, specialty health networks, statutory health corporations and the Health Administration Corporation form the NSW Health Executive Team. The roles and responsibilities of chief executives are set out in the *Health Services Act*.

### Local health districts

Chief executives of local health districts and specialty health networks are employed by the Health Executive Service (part of NSW Health), through the Secretary, under section 116 of the *Health Services Act*. The role of Chief Executive is set out in section 24 of the *Health Services Act*.

The Chief Executive manages and controls the affairs of the local health district. The Chief Executive can commit the district contractually and legally, and is the employer delegate for all staff working in the organisation. Chief executives are, in the exercise of their functions, accountable to their board.

### Statutory health corporations

Under section 51 of the *Health Services Act*, the Chief Executive manages the affairs of a board-governed statutory health corporation and is, in the exercise of his or her functions, subject to the direction and control of the organisation's board. As with local health districts and specialty health networks, the Chief Executive is also the employer delegate for staff working at the organisation.

# NSW Ministry of Health

The NSW Ministry of Health supports the Secretary, the Minister for Health (who is the health cluster minister) and the Minister for Mental Health, Regional Health and Women to perform their executive government and statutory functions. This includes promoting, protecting and developing, maintaining and improving the health and wellbeing of the people of NSW, while considering the needs of the state and the available finances and resources.

The NSW Ministry of Health is also the system manager for the NSW public health system and consists of ministry branches, centres and offices, and two temporary emergency operations centres.





## NSW Ministry of Health Executive Team

### Secretary

**Ms Susan Pearce**  
B App Sci (Nursing) Dip Law  
Secretary, NSW Health  
March 2022 to present



Susan Pearce started her career in Far West Local Health District in 1991 as a registered nurse. She has extensive experience in senior leadership roles at a hospital, district, pillar and ministry level across a range of functions including workforce and operations. She was previously NSW Health's chief nursing and midwifery officer and deputy secretary for Patient Experience and System Performance for more than six years.

As Secretary, Susan is responsible for the management of the NSW health system and setting the strategic direction to ensure NSW continues to provide exceptional healthcare, research and education.

Susan was appointed State Health Emergency Operations Centre controller on 17 March 2020 to oversee the statewide health system response to the COVID-19 pandemic, including the COVID-19 vaccination rollout. She has been crucial in delivering transformational change within NSW Health, and she continues to build on the critical partnerships between all elements of the health system to ensure strong performance and accountability.

### Former Secretary

**Ms Elizabeth Koff**  
BSc, Dip Nut&Diet, MPH,  
GAICD, FIPAA  
Secretary, NSW Health  
May 2016 to March 2022



Elizabeth Koff has held senior executive roles within the NSW health system, across operational and policy portfolios. She was chief executive of the Sydney Children's Hospitals Network from 2010 to 2015 and deputy secretary for Strategy and Resources at the NSW Ministry of Health from 2015 to 2016 before being appointed Secretary, NSW Health in May 2016.

Elizabeth is an adjunct professor at the University of Technology Sydney, a member of the Australian Institute of Company Directors, a Fellow of the Institute of Public Administration Australia (IPAA) and president of IPAA NSW, and a member of Chief Executive Women.

### Population and Public Health

**Dr Kerry Chant PSM**  
MBBS, FAFPHM, MHA, MPH  
Chief Health Officer  
Deputy Secretary  
Population and Public Health  
and Public Health Emergency  
Operations Centre Controller  
NSW Ministry of Health



Dr Kerry Chant is a public health physician. Prior to her appointment as chief health officer and deputy secretary for Population and Public Health, she was director of Health Protection NSW and deputy chief health officer.

Kerry has extensive public health experience, having held senior positions in NSW public health units since 1991. She has a particular interest in blood-borne virus infections, communicable diseases prevention and control and Aboriginal health.

Kerry was appointed to the role of chief health officer and deputy secretary on 1 February 2009. On 21 January 2020 she was appointed Public Health Emergency Operations Centre controller to oversee the public health response to the COVID-19 pandemic. She was awarded the NSW Premier's Woman of the Year Award and the NSW Woman of Excellence Award in March 2021 for her leadership.

### Division overview

The Population and Public Health Division coordinates the strategic direction, planning, monitoring and performance of population health services across the state. It responds to the public health aspects of major incidents or disasters in NSW, monitors health, identifies trends and evaluates the impact of health services. The division is responsible for improving health through measures that prevent disease.

Population health services aim to create social and physical environments that promote health and provide people with accessible information to encourage healthier choices.

## Financial Services and Asset Management

**Adjunct Professor Alfa D'Amato**  
**CPA, MIPA, MHSM, MPA, MPASR**  
**Deputy Secretary**  
**Financial Services and**  
**Asset Management**  
**and Chief Financial Officer**  
**NSW Ministry of Health**



Alfa D'Amato was appointed in May 2022, having acted in the role since April 2021.

Prior to this, he held a range of leadership roles within NSW Health, including executive director, System Financial Performance and deputy chief financial officer, director, Activity Based Funding and associate director, Financial Operations at the South Eastern Sydney and Illawarra Area Health Service.

Alfa has extensive financial services, financial performance and activity based management experience, including specialist skills in developing, implementing and leading innovation and transformation projects. He is an adjunct professor at the University of Technology Sydney Business School, a certified practising accountant and vice-president of the Patient Classification Systems International.

### Division overview

The Financial Services and Asset Management Division leads a range of functions including financial performance, accounting, insurance, financial data analysis and reporting, strategic procurement, corporate services and business improvement and statewide asset management. The division provides financial leadership including governing, leading and strengthening sustainable resource allocation within the NSW public health system to underpin the delivery of patient care and help health decision-makers access the right information at the right time.

The division's lead role is managing and monitoring the financial performance of the NSW public health system within the NSW Health Performance Framework. It is responsible for monitoring recurrent and capital expenditure against the annual budget allocation and reporting on NSW Health's financial performance to both the ministry executive and the government.

## People, Culture and Governance

**Mr Phil Minns**  
**BEC, MEC**  
**Deputy Secretary**  
**People, Culture and Governance**  
**NSW Ministry of Health**



Phil Minns commenced in the role of deputy secretary, People, Culture and Governance at the NSW Ministry of Health in November 2017. Previously, Phil was deputy commissioner for Public Service Commission from 2015 to 2017 and deputy secretary, Government, Corporate and Regional Coordination, NSW Department of Premier and Cabinet from 2012 to 2015.

He joined NSW Department of Premier and Cabinet from the Department of Defence, where he was the inaugural deputy secretary, People Strategies and Policy, and a member of the Defence Committee from 2008 to 2012. Phil's career has spanned senior corporate roles within the manufacturing sector and government and consulting to private and public sector organisations on organisational strategy, cultural change and workforce-focused strategies.

### Division overview

The People, Culture and Governance Division provides executive leadership and strategic direction to a diverse range of professional advisory services. This enables and supports the achievement of NSW Health's strategic objectives to meet the needs of health service management and delivery in NSW.

The division undertakes a range of functions for the effective administration of NSW Health covering comprehensive corporate governance frameworks and policy; regulation of private healthcare facilities and the supply and administration of therapeutic goods; a comprehensive range of legal and legislative services; oversight and management of the Secretary's accountabilities as employer of the NSW Health Service, including statewide industrial matters, public health sector employment policy, workplace health and safety policy, workforce planning, recruitment and reform strategies and strategic development of professional nursing and midwifery services; services to support Ministerial, Parliamentary and Cabinet processes, and media, marketing and communication services for the NSW Ministry of Health.

## Patient Experience and System Performance

**Ms Joanne Edwards**  
**Acting Deputy Secretary**  
**Patient Experience and System Performance**  
**NSW Ministry of Health**  
 16 May to 20 July 2022

**Mr Wayne Jones**  
**Acting Deputy Secretary**  
**Patient Experience and System Performance**  
**NSW Ministry of Health**  
 1 June to 31 October 2021  
 10 January to 13 May 2022

**Ms Susan Pearce**  
**Deputy Secretary**  
**Patient Experience and System Performance**  
**and State Health Emergency Operations**  
**Centre Controller**  
**NSW Ministry of Health**  
 Until March 2022

### Division overview

The Patient Experience and System Performance Division leads the monitoring and management of overall health system performance and coordinates purchasing arrangements with NSW public health services. It is a critical interface with local health districts, specialty health networks, the pillars and other health organisations for understanding and supporting the delivery of high quality and safe care for the residents of NSW.

The division's functions are divided between teams devoted to the system: information and analytics, purchasing, performance support and management.

The division supports performance improvement strategies and statewide initiatives to improve service delivery. It oversees the management of surgery waiting lists, specialist outpatient services, the Hospital in the Home service and emergency access service delivery.

The division leads the system-level strategy for patient and carer experience.

## Health System Strategy and Planning

**Dr Nigel Lyons**  
**BMed (Hons) MHA**  
**Deputy Secretary**  
**Health System Strategy**  
**and Planning**  
**NSW Ministry of Health**



Dr Nigel Lyons has more than 30 years of experience in the NSW health system, as a clinician, manager and executive.

In October 2016, he became deputy secretary. Nigel is responsible for strategic health policy development, interjurisdictional negotiations and funding strategies and system-wide planning of health services, including mental health. He is also responsible for setting the direction for child and family health policy. He has held other executive roles in NSW Health including chief executive, Agency for Clinical Innovation and chief executive, Hunter New England Local Health District.

### Division overview

The Health System Strategy and Planning Division is responsible to the Secretary for strategic health policy development. The division manages interjurisdictional negotiations and funding strategies, including activity-based management, and system-wide planning of health services, including mental health, capital planning and investment and systems integration. Setting the strategic direction for maternal, child, youth and paediatric health policy and working across government agencies to respond to many intractable social issues is also the responsibility of the division.

In line with managing government relations, the division supports the strategic relationships with the Commonwealth and other state and territory governments, including leadership in the negotiation and management of national health reforms. The division also supports the Health Chief Executives Forum, ensuring the provision of ongoing policy advice and direction to the design of structural reform of the Australian healthcare system.

## Regional Health Division

**Mr Luke Sloane**  
**BNursing, Dip Mgmt**  
**Coordinator General**  
**Regional Health Division**  
**NSW Ministry of Health**



Luke Sloane brings more than two decades of health experience to his role as the coordinator general of the Regional Health Division of NSW Health.

Born and raised in Orange, Luke began his career in nursing. He has worked in a range of senior nursing and midwifery, safety and quality and executive roles over the past 10 years.

He has served as NSW Health's executive director for System Management, which involved leading system performance, safety and quality, and support for the COVID-19 pandemic response at a system level.

Luke has a strong interest in health research and is committed to fostering its development in regional, rural and remote settings.

## Division overview

The Regional Health Division was established in April 2022 to support the NSW Government's commitment to improving health outcomes and access to health services for people living in regional, rural and remote NSW.

In responding to the unique challenges of the regions, the division focuses on community engagement, regional workforce, primary care reform and access to transport and accommodation.

The regional health team works across regional NSW, building and maintaining relationships with key stakeholders and communicating in a collaborative, respectful and culturally appropriate way.