

Overview



About NSW Health

Purpose

The purpose of NSW Health is to plan the provision of comprehensive, balanced and coordinated health services to promote, protect, develop, maintain and improve the health and wellbeing of the people of New South Wales. (Source: *Health Administration Act 1982* No 135, Section 5)

Values

Our CORE values encourage collaboration, openness and respect in the workplace to create a sense of empowerment for people to use their knowledge, skills and experience to provide the best possible care to patients and their families and carers.

COLLABORATION

We are committed to working collaboratively with each other to achieve the best possible outcomes for our patients who are at the centre of everything we do. In working collaboratively we acknowledge that every person working in the health system plays a valuable role that contributes to achieving the best possible outcomes.



OPENNESS

A commitment to openness in our communications builds confidence and greater cooperation. We are committed to encouraging our patients and all people who work in the health system to provide feedback that will help us provide better services.



RESPECT

We have respect for the abilities, knowledge, skills and achievements of all people who work in the health system. We are also committed to providing health services that acknowledge and respect the feelings, wishes and rights of our patients and their carers.



EMPOWERMENT

In providing quality health care services we aim to ensure our patients are able to make well informed and confident decisions about their care and treatment.



Overview

NSW Health is the largest health care system in Australia, and one of the largest in the world. Each year, NSW Health cares for millions of people and oversees billions of dollars worth of investment in patient care, building, equipment, technology and research. NSW Health employs around 108,000 staff (full-time equivalent 2014-15).

NSW is home to one third of the Australian population and NSW Health has worked at state and local levels to address any systemic gaps and improve health outcomes.

NSW Health is delivering a more integrated health system. Through the adoption of new approaches to care delivery, services are connected across many different providers and focused on individual patient needs as well as cost-effectiveness.

Strategic priorities

There are a number of NSW Premier's Priorities to grow the economy, deliver infrastructure, protect the vulnerable, and improve health, education and public services across NSW. Reporting on these priorities allows the government to measure and deliver projects that create a stronger, healthier and safer NSW.

Strategies and plans have been developed to improve outcomes for patients and the community. The *NSW State Health Plan* provides an overarching framework to guide NSW Health to meet these priorities and its statutory functions. The Plan draws together existing plans, programs and policies and sets priorities across the system for the delivery of the right care, in the right place, at the right time.

The strategic directions provide the vision for the future in order to create a 21st century health system that will be sustainable, purposeful and most importantly, deliver positive outcomes for the people of NSW. The overarching key directions are:

- keeping people healthy and out of hospital
- providing world-class clinical care
- delivery truly integrated care.

The strategies present the framework for change, shaping what we need to achieve in our hospitals, for our workforce, in research and innovation, eHealth and infrastructure. The key strategies are:

- supporting and developing our workforce
- supporting and harnessing research and innovation
- enabling eHealth
- designing and building future-focused infrastructure.

Section 2 of this Annual Report outlines key achievements for 2014-15 against each of the directions and strategies.

The NSW State Health Plan is available at www.health.nsw.gov.au/statehealthplan

Challenges

Australia has a system of health care that is recognised as being one of the most effective in the world. The NSW public health system is a critical part of this achievement. However, like other health systems globally, NSW Health must position itself to manage future challenges. These include demand for services arising from technological advances, an ageing population using services more frequently, and the shift in disease burden from acute care treated on an episodic basis to chronic and complex conditions that require more dynamic management.

Health Portfolio Ministers

A NSW State Election was held during the reporting period. With the re-election of the NSW Coalition Government, the Hon. Jillian Skinner MP retained the Health portfolio and continued in the role of Minister for Health.

The Hon. Pru Goward MP began in the role as Minister for Mental Health, Minister for Medical Research, Assistant Minister for Health, continued in the role as Minister for Women and was appointed to a newly created portfolio, the Minister for the Prevention of Domestic Violence and Sexual Assault.

Minister Skinner has been Minister for Health since 3 April 2011 and is the coordinating Minister for the Health Cluster. Minister Goward has been Minister for Medical Research, Minister for Mental Health and Assistant Minister for Health since 2 April 2015. Minister Goward has been the Minister for Women since 3 April 2011 and the Minister for the Prevention of Domestic Violence and Sexual Assault since 2 April 2015.

Organisation structure

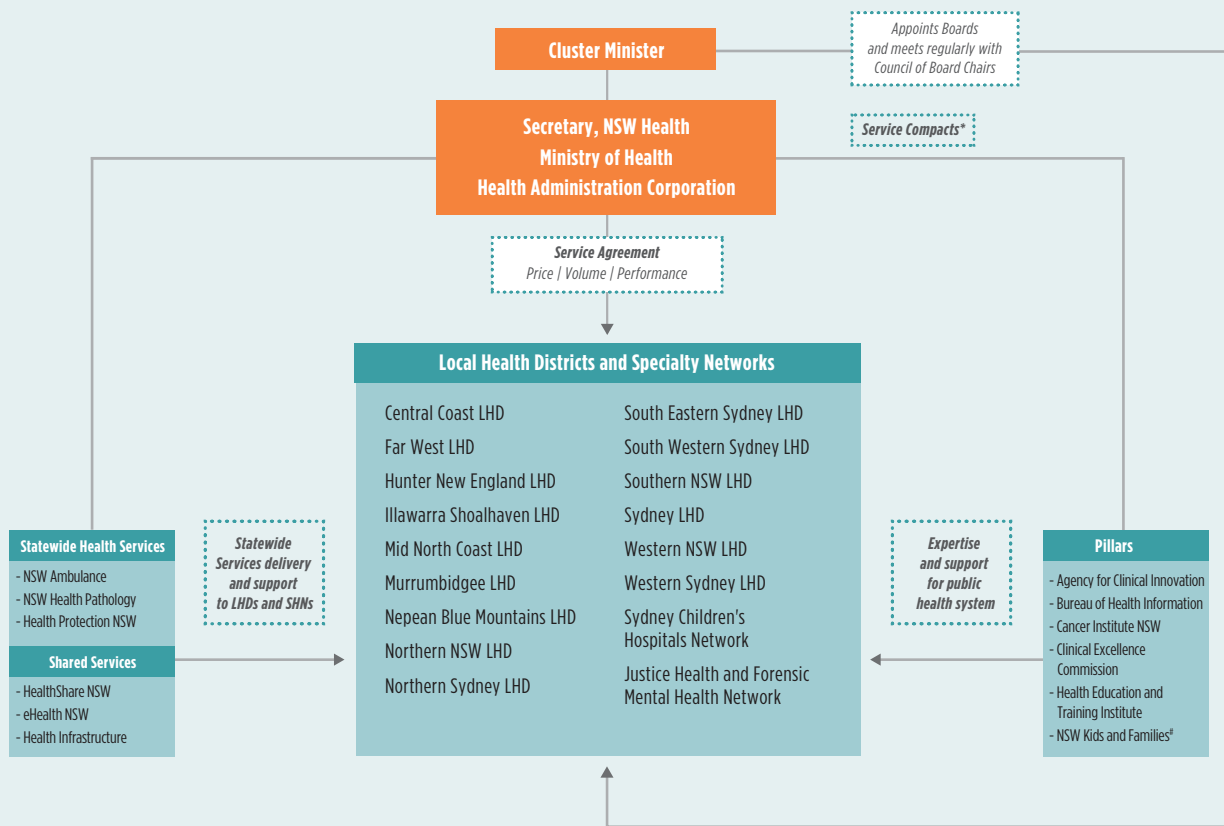
NSW Health

NSW Health comprises both the NSW Ministry of Health (a public service department under the *Government Sector Employment Act 2013*) and various statutory organisations which make up the NSW public health system.

NSW Health currently comprises[#]:

- NSW Ministry of Health
- Local health districts
- Justice Health & Forensic Mental Health Network
- The Sydney Children's Hospitals Network
- Health Protection NSW
- NSW Ambulance
- NSW Health Pathology
- Cancer Institute NSW
- Clinical Excellence Commission
- Health Education and Training Institute
- Agency for Clinical Innovation
- Bureau of Health Information
- HealthShare NSW
- eHealth NSW
- Health Infrastructure

Organisation chart – NSW Health



*Service Compact – Instrument of engagement detailing service responsibilities and accountabilities.

[#]From 1 November NSW Kids and Families was dissolved with a transfer of functions to a new Office of Kids and Families within the Ministry of Health. The new Office will bring together other portfolio areas arising from transfer of Women NSW to the Ministry of Health, as well as supporting the whole of NSW Government approach to vulnerable populations and social problems.

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*. This is complemented by a corporate governance framework which distributes authority and accountability through the public health system.

Health Administration Corporation

Under the *Health Administration Act 1982*, the Secretary is given corporate status as the Health Administration Corporation for the purpose of exercising certain statutory functions. The Health Administration Corporation is used as the statutory vehicle to provide ambulance services and support services to the health system.

A number of entities have been established under the Health Administration Corporation to provide these functions including:

Health Infrastructure

Health Infrastructure is responsible for the delivery of NSW Health's major works hospital building program, under the auspices of a Board appointed by the Secretary.

Health Protection NSW

Reporting to the Chief Health Officer, 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. It also provides public health advice and response to environmental issues affecting human health.

HealthShare NSW

HealthShare NSW provides corporate services and information technology services to public health organisations across NSW under the auspices of a Board appointed by the Secretary.

eHealth NSW

On 1 July 2014, eHealth NSW was established to provide statewide leadership on the shape, delivery and management of ICT-led health care.

NSW Ambulance

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

NSW Health Pathology is responsible for providing high-quality pathology services to the NSW Health system through five clinical and specialist networks.

Local health districts

Local health districts were established as distinct corporate entities under the *Health Services Act 1997* from 1 July 2011. They provide health services in a wide range of settings, from primary care posts in the remote outback to metropolitan tertiary health centres. Eight districts cover the greater Sydney metropolitan region, and seven cover rural and regional NSW.

Statutory health corporations

Under the *Health Services Act 1997*, there are three types of statutory health corporations subject to control and direction of the Secretary and Minister for Health:

- 1 Specialty Health Network
- 2 Board-governed organisation
- 3 Chief executive-governed organisation

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

Specialty Health Networks

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

Agency for Clinical Innovation

The Agency for Clinical Innovation is a board-governed statutory health corporation. Unexplained or unjustified clinical variation can result in adverse patient events. The Agency is responsible for reviewing clinical variation and supporting clinical networks in clinical guideline/pathway development with encouragement toward standardised clinical approaches based on best evidence.

Bureau of Health Information

The Bureau of Health Information is a board-governed statutory health corporation. The role of the Bureau is to provide independent reports to government, the community and health care professionals on the performance of the NSW public health 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

The Cancer Institute NSW is Australia's first statewide government cancer agency, focused on reducing the incidence of cancer, increasing survival from cancer and improving the quality of life for people with cancer and their carers. The Institute also provides a source of expertise on cancer control for the government, health service providers and medical researchers.

Clinical Excellence Commission

The Clinical Excellence Commission is a board-governed statutory health corporation. The Commission was established to reduce adverse events in public hospitals and support improvements in transparency and review of these events in the health system. A key role of the Commission is building capacity for quality and safety improvement in health services.

Health Education and Training Institute

The Health Education and Training Institute is a chief executive-governed statutory health corporation which coordinates education and training for NSW Health staff. The Institute works 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.

NSW Kids and Families

In the reporting year, NSW Kids and Families, a board-governed statutory health corporation, provided leadership on health strategy and policy across the life course of a child from pre-conception to 24 years. This included reducing the health impact of domestic and family violence, child abuse and neglect.

From 1 November NSW Kids and Families was dissolved with a transfer of functions to a new Office of Kids and Families within the Ministry of Health. The new Office will bring together other portfolio areas arising from transfer of Women NSW to the Ministry of Health, as well as supporting the whole of NSW Government approach to vulnerable populations and social problems.

Affiliated health organisations

At 30 June 2015, there were 16 affiliated health organisations in NSW managed by religious and/or charitable groups operating 28 recognised establishments or services 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 1997* 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 Ministry of Health

The NSW Ministry of Health supports the NSW Minister for Health who is the Health Cluster Minister, and the Minister for Mental Health, Minister for Medical Research, Assistant Minister for Health, Minister for Women and Minister for the Prevention of Domestic Violence and Sexual Assault to perform their executive government and statutory functions. The NSW Ministry of Health assumed responsibility for supporting the Minister for Women and Minister for the Prevention of Domestic Violence and Sexual Assault from 1 July 2015.

The NSW Ministry of Health also has the role of system manager in relation to the NSW public health system.

Organisation structure – NSW Ministry of Health



NSW Ministry of Health

executive team

Secretary

Dr Mary Foley

Secretary, NSW Health

B.A. (Hons)(UNSW), Honorary Doctor of Letters (UWS)

The Secretary has overall responsibility for the management and oversight of NSW Health, with primary powers and responsibilities under the *Health Administration Act 1982* and the *Health Services Act 1997*.

In support of these system responsibilities the Secretary convenes key leadership and management forums. These include the NSW Health Senior Executive Forum which brings together Chief Executives from across the health system for the purposes of strategy and performance management.

Population and Public Health

Dr Kerry Chant PSM

Chief Health Officer and Deputy Secretary, Population and Public Health, NSW Ministry of Health

MBBS, FAFPHM, MHA, MPH

The Population and Public Health Division coordinates the strategic direction, planning, monitoring and performance of population health services across the State. The Division responds to the public health aspects of major incidents and disasters in NSW, monitors health, identifies trends and evaluates the impact of health services.

The Division is responsible for improving health and reducing health inequity through measures that prevent disease and injury. Population health services aim to create social and physical environments that promote health and provide people with accessible information to encourage healthier choices.

Health Protection NSW reports to the Chief Health Officer and coordinates activities to prevent and control threats to health from communicable diseases and the environment.

The Chief Health Officer also works closely with the Office for Health and Medical Research which supports the State's leading health and medical research efforts.

The Office for Health and Medical Research collaborates with the health and medical research communities, the higher education sector and business to promote growth and innovation in research to achieve better health, environmental and economic outcomes for the people of NSW.

Dr Chant was first appointed to the role of Chief Health Officer on 1 February 2009.

Finance

Mr John Roach PSM

Chief Financial Officer, Deputy Secretary Finance, NSW Ministry of Health

B Bus (Acc), FCPA

The Finance Division has the lead role in managing and monitoring the financial performance of the NSW public health system within the NSW Health Performance Framework.

The Division is responsible for monitoring recurrent and capital expenditure against the annual budget allocation and reporting on NSW Health's financial performance to the Ministry of Health executive and to the government. The branch is also responsible for preparing NSW Health's consolidated annual financial statements in accordance with statutory requirements and timeframes. Supports sustainable resource allocation within the NSW public health system to support the delivery of patient care; and assists health decision makers to make the right financial decision at the right time.

The key functions of the division include financial accounting, financial performance and reporting, funds management and reporting, insurance and risk management, revenue and financial services and Treasury reporting.

The key priority areas for the Division include: building a sustainable health funding model; improving performance management of expenses and revenue by partnering with local health districts and support organisations; improving budget management within the NSW Ministry of Health; reducing reporting delays to ensure timely access to financial information; improving budget accuracy by linking financial reporting systems; improving NSW Health finance policies and procedures; improving accuracy of financial information by refining the Chart of Accounts.

Governance, Workforce and Corporate

Ms Karen Crawshaw PSM

Deputy Secretary, Governance, Workforce and Corporate, NSW Ministry of Health

BA (USyd), LLB (UNSW), PSM, GAICD

The Governance, Workforce and Corporate Division undertakes a range of functions for the effective administration of NSW Health. This covers comprehensive corporate governance frameworks and policy for the health system, and a comprehensive range of legal and legislative services. The Division also undertakes regulatory activities including the licensing and inspection of private health facilities, regulation of the supply and administration of therapeutic goods, and prosecution of offences under health legislation.

The Division's portfolio also includes NSW Health property services; statewide asset, procurement and business policy; services to support Ministerial, Parliamentary and Cabinet processes, issues management and communications advice and assistance for the NSW Ministry of Health.

The Division supports and manages the Secretary's accountabilities as employer of the NSW Health Service, including statewide industrial matters, public health sector employment policy, and workplace health and safety policy. It is responsible for statewide workforce planning, recruitment and reform strategies and the strategic development of the NSW Health workforce, including nursing and midwifery.

Ms Crawshaw was first Appointed Deputy Director General (now Deputy Secretary) in October 2007.

System Purchasing and Performance

Ms Susan Pearce

B App Sci (Nursing)

Acting Deputy Secretary, System Purchasing and Performance, NSW Ministry of Health

The System Purchasing and Performance Division provides the front end of 'system management', and acts as an important interface with local health districts, specialty health networks, the pillars and other health organisations to support and monitor overall system performance. It also coordinates purchasing arrangements with the districts and networks.

The Division's key functions include:

- health system information and performance reporting
- system relationships and frameworks reporting.

The health system information and performance reporting function enables the NSW Ministry of Health to be an effective health service purchaser and system manager through high-quality data, analysis and performance reporting; and to ensure that NSW Health meets its state and national reporting obligations and maintains high standards of public accountability and transparency in the health system. The unit supports data, information and analytical needs of the Ministry of Health and the wider NSW Health.

The system management unit collaborates with local health districts and specialty health networks to ensure the efficient delivery of optimal quality health focusing on the *NSW Health Performance Framework*, the *NSW Health Purchasing Framework*, specialist outpatient services and the Whole of Health Program.

During the reporting period the Deputy Secretary, System Purchasing and Performance position was held by Mr Ken Whelan (1 July 2014 until 26 April 2015). Dr Zoran Bolevich, Executive Director, Health System Information and Performance Reporting Branch then acted in the role from 27 April 2015 until 28 June 2015. Mr Stewart Dowrick acted in the role from 29 June to 5 October 2015.

Ms Susan Pearce has been acting in this role since 6 October 2015 pending recruitment action.

Strategy and Resources

Ms Elizabeth Koff

Deputy Secretary, Strategy and Resources, NSW Ministry of Health

BSc, Dip Nut&Diet (USyd), MPH(Monash), GAICD

The Strategy and Resources Division is responsible to the Secretary for strategic health policy development, inter-jurisdictional negotiations, funding strategies and budget allocation including Activity Based Funding, system-wide planning of health services, capital planning and investment, integrated care, palliative care and management of the non-government grants program.

To achieve this, the Division:

- works with national and state governments to develop accurate classifications and improve pricing and funding mechanisms for the future sustainability of health funding in NSW
- identifies and creates opportunities to shape the national conversation around State health priorities
- reviews planning and procurement of capital infrastructure to deliver more contemporary investment strategies across NSW Health
- supports the NSW Health response to aged care and disability reforms and works with the Commonwealth, local health districts and other key providers to influence and respond to reforms in the aged care and disability sectors
- implements the NSW Mental Health Strategic Plan including collaboration with the Department of Premier and Cabinet to implement the response to the Mental Health Commission's Strategic Plan across the whole-of-NSW government and the NSW public health system.

In line with managing government relations, the Division also supports the Australian Health Ministers' Advisory Council, the NSW Health Ministers' Advisory Committee and the NSW response to matters before the COAG Health Council.

Ms Elizabeth Koff acted in the role of Deputy Secretary, Strategy and Resources from 2 February 2015 to 7 September 2015. She was appointed Deputy Secretary, Strategy and Resources Division on 7 September 2015.

During the reporting period the Deputy Secretary Strategy and Resources was held by Dr Rohan Hammett (1 July 2014 until 1 February 2015).
