

# NSW Health Strategic Priorities 2019-20



Health



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# Message from the Secretary

The annual Strategic Priorities outline how we work together to achieve our core objectives. It builds on and complements the *State Health Plan: Towards 2021* as well as directly aligning with the NSW State Government and Premier's Priorities.

The Strategic Priorities for 2019-20 provide the health system and our stakeholders with a meaningful overview of our target outcomes for the year ahead.

This approach to planning involves more clearly identifying the strategic priorities that the Ministry of Health will focus on as a system manager, enhancing cross-functional collaboration with Pillars and Service Agencies, and applying tighter ownership and monitoring of delivery against the agreed priorities with Local Health Districts and Specialty Health Networks through service agreements.

Extracted from the Strategic Priorities are a number which I have selected for more intensive personal oversight – the Secretary's Priorities. These are:

1. Patient Safety and Experience
2. Value Based Healthcare
3. Systems Integration
4. Digital Health and Analytics
5. Strengthening Governance and Accountability

The Secretary's Priorities will be monitored regularly at the Health System Strategy Group attended by Ministry Executive, eHealth NSW and Pillar Chief Executives as well as the Senior Executive Forum attended by all health system leaders including the chief executives from the Local Health Districts and Specialty Health Networks.

This year I am keen to have an enhanced focus on **value based healthcare** and its direct link with **patient experience**. Central to the move from 'volume' to 'value', is how as a health system we will sustainably deliver the outcomes that matter to patients by improving how we organise and provide care. The strategies linked to value based healthcare will ensure the system responds to current and future challenges such as new technologies, and the changing needs and expectations of patients, carers, clinicians and communities.

With a continued focus on Systems Integration, I am particularly interested in **healthcare in the community**. Delivering health services, including specialist care and post-acute care, in the

community is central to the health system of the future. Integrating systems and delivering more care in community settings will be supported by different models of capital investment, working with patients and consumers to co-design new models of care, investing in health technologies, research and evaluation, and building capability in data and analytics.

I also recognise that there is other work that staff across the system undertake that is not specifically listed in this Strategic Priorities document but is equally important and reflects the need for good business-as-usual systems and processes. This work, together with our efforts to action the Strategic Priorities for 2019-2020, points NSW Health in the right direction for a sustainable health system that places the patient at the centre of healthcare delivery.

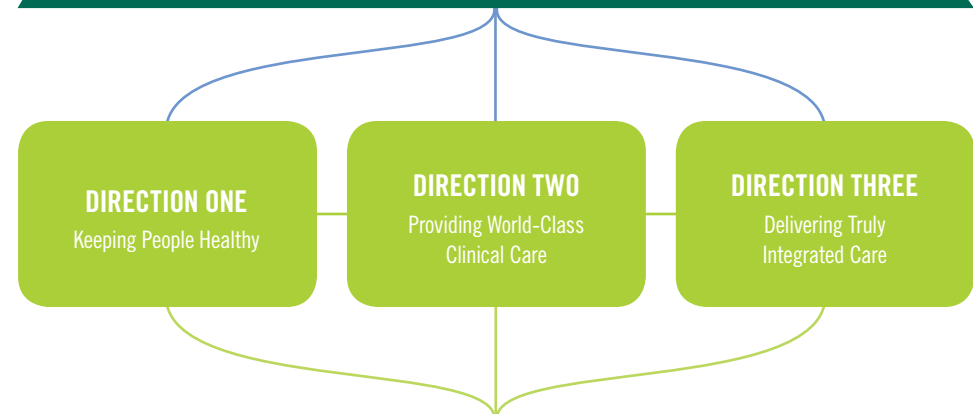
**Elizabeth Koff**  
Secretary, NSW Health

# How this Plan Works

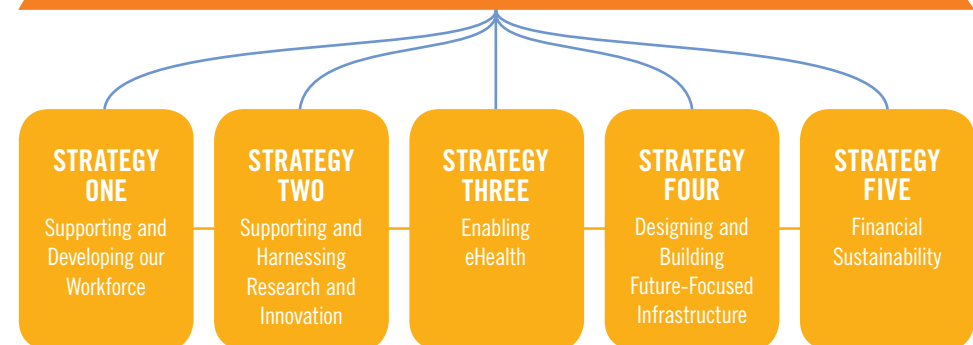


Designing and delivering a 21st century health system

## DELIVERING INNOVATION – OUR DIRECTIONS



## MAKING IT HAPPEN – OUR STRATEGIES



### The Planning Cascade

Our *State Health Plan: Towards 2021* has provided the foundation for the 2019-20 annual Strategic Priorities contained in this document.

The eight Strategic Priorities are broken into Objectives which provide specific direction on what needs to be achieved.

Throughout the document the State and Premier's priorities are identified with pink coloured boxes to signal the significance of these strategic objectives.

### Setting Performance Agreements

The Strategies and Objectives are built into annual Local Health District and Specialty Health Network, Pillar and Service Agency Service Agreements.

The Deliverables form an additional layer of clarity for the Ministry as system manager, together with the support of the Pillars and Shared Services, to organise work priorities according to the overall Strategic Priorities for the year. Deliverables are cascaded directly into Ministry, Pillars, Agencies and Shared Services Business Plans.

# NSW HEALTH ORGANISATIONAL STRUCTURE

**Manager Internal Audit**  
Ross Tyler

**Executive Director Office of Secretary**  
Kate Pritchett

**Secretary**  
Elizabeth Koff

LHDs and Specialty Health Networks

**Chief Health Officer and Deputy Secretary Population and Public Health**  
**Kerry Chant**

**Deputy Secretary People, Culture and Governance**  
**Phil Minns**

**Deputy Secretary, Patient Experience and System Performance**  
**Susan Pearce**

**Deputy Secretary, Health System Strategy and Planning**  
**Nigel Lyons**

**Deputy Secretary, Finance and Asset Management and Chief Financial Officer**  
**Daniel Hunter**

**Chief Executive eHealth NSW**  
**Zoran Bolevich**

**Chief Executive Agency for Clinical Innovation**  
**Jean-Frédéric Levesque**

**Executive Director Centre for Population Health**  
**Jo Mitchell**

**Executive Director Legal and Regulatory Services**  
**Leanne O'Shannessy**

**Executive Director System Information and Analytics**  
**Ray Messom**

**Executive Director Government Relations**  
**Jacqui Worsley**

**Deputy Chief Financial Officer**  
**Alfa D'Amato (Acting)**

**Chief Executive HealthShare NSW**  
**Carmen Rechbauer**

**Chief Executive Bureau of Health Information**  
**Diane Watson**

**Executive Director Centre for Aboriginal Health**  
**Geraldine Wilson**

**Executive Director Workforce Planning and Development**  
**Richard Griffiths**

**Executive Director System Performance Support**  
**Brad Astill**

**Executive Director Health and Social Policy**  
**Sarah Morton (Acting)**

**Chief Procurement Officer**  
**Michael Gendy**

**Chief Executive Health Infrastructure**  
**Rebecca Wark**

**Chief Executive Cancer Institute NSW**  
**David Currow**

**Executive Director Centre for Epidemiology and Evidence**  
**Sarah Thackway**

**Executive Director Workplace Relations**  
**Annie Owens**

**Executive Director System Purchasing**  
**Elizabeth Wood**

**Executive Director Health System Planning and Investment**  
**Cathryn Cox**

**Director Asset Management**  
**Peter Dicks**

**Chief Executive NSW Ambulance**  
**Dominic Morgan**

**Chief Executive Clinical Excellence Commission**  
**Carrie Marr**

**Director Centre for Oral Health Strategy**  
**Graeme Liston**

**Executive Director Strategic Communications and Engagement**  
**Suzanna White**

**Executive Director System Management**  
**Joanne Edwards**

**Executive Director Mental Health**  
**Tish Bruce (Acting)**

**Director Revenue and Financial Services**  
**Andrew Monk**

**Chief Executive NSW Health Pathology**  
**Tracey McCosker**

**Chief Executive Health Education and Training Institute**  
**Annette Solman**

**Director Health Protection NSW**  
**Jeremy McAnulty**

**Executive Director Executive and Ministerial Services**  
**Michelle Kelly**

**General Manager Program Management Office**  
**Emma Malica**

**Executive Director Activity Based Management**  
**Neville Onley**

**Director Office of Deputy Secretary**  
**Sonya Turcinov**

**Director Office of the Chief Health Officer**  
**Rada Kusic**

**Nursing and Midwifery Office Chief Nursing and Midwifery Officer**  
**Jacqui Cross**

**Director Office of Deputy Secretary**  
**Jasmin Ellis**

**Executive Director Strategic Reform**  
**Cathryn Cox (Acting)**

**Director Office of Deputy Secretary**  
**Loray Dudley**

**Chief Allied Health Officer**  
**Andrew Davison**

**Executive Director Office for Health and Medical Research**  
**Antonio Penna**

**Director Change Management**  
**Katrina Eadie**

**Director Office of Deputy Secretary**  
**Cathy Hill**

**KEY**

- Population and Public Health
- People, Culture and Governance
- Patient Experience and System Performance
- Health System Strategy and Planning
- Finance and Asset Management
- Office of the Secretary
- Services
- Pillars

# NSW HEALTH STRATEGIC PRIORITIES FY2019-20

STRATEGIES

Executive Sponsors

OBJECTIVES Strategic Oversight Leads

STRATEGIES	1 KEEP PEOPLE HEALTHY	2 PROVIDE WORLD-CLASS CLINICAL CARE WHERE PATIENT SAFETY IS FIRST	3 INTEGRATE SYSTEMS TO DELIVER TRULY CONNECTED CARE	4 DEVELOP AND SUPPORT OUR PEOPLE AND CULTURE	5 SUPPORT AND HARNESS HEALTH AND MEDICAL RESEARCH AND INNOVATION	6 ENABLE eHEALTH, HEALTH INFORMATION AND DATA ANALYTICS	7 DELIVER INFRASTRUCTURE FOR IMPACT AND TRANSFORMATION	8 BUILD FINANCIAL SUSTAINABILITY AND ROBUST GOVERNANCE							
Executive Sponsors	Population and Public Health	Patient Experience and System Performance	Health System Strategy and Planning	People, Culture and Governance	Population and Public Health	eHealth NSW	Health System Strategy and Planning	Finance and Asset Management							
1.1	Implement policy and programs to increase healthy weight in children <i>Centre for Population Health</i>	2.1	Continue to embed quality improvement and redesign to ensure safer patient care <i>Clinical Excellence Commission and Agency for Clinical Innovation</i>	3.1	Drive system integration through funding and partnership agreements <i>System Performance Support</i>	4.1	Achieve a 'Fit for Purpose' workforce for now and the future <i>Workforce Planning and Development</i>	5.1	Drive the generation of policy-relevant translational research <i>Centre for Epidemiology and Evidence/Office of Health and Medical Research</i>	6.1	Implement integrated paper-lite key clinical information systems <i>eHealth NSW</i>	7.1	Utilise capital investment to drive new models of health service delivery <i>Health System Planning and Investment</i>	8.1	Deliver financial control in the day-to-day operations <i>Finance</i>
1.2	Ensure preventive and population health programs to reduce tobacco use <i>Centre for Population Health and Cancer Institute NSW</i>	2.2	Continue to move from volume to value based healthcare <i>Strategic Reform</i>	3.2	Deliver mental health reforms across the system <i>Mental Health</i>	4.2	Undertake whole system workforce analysis <i>Workforce Planning and Development</i>	5.2	Drive research translation in the health system <i>Office of Health and Medical Research and Agency for Clinical Innovation</i>	6.2	Foster eHealth solutions that support integrated health services <i>eHealth NSW</i>	7.2	Deliver agreed infrastructure on time and on budget <i>Health Infrastructure</i>	8.2	Develop sustainable funding for future growth <i>Finance</i>
1.3	Embed a health system response to alcohol and other drug use and work across government agencies <i>Centre for Population Health</i>	2.3	Improve the patient experience and further engage with patients and carers <i>System Purchasing</i>	3.3	Strengthen integrated approaches to frailty, ageing and end of life care <i>Health and Social Policy</i>	4.3	Enable new ways of working facilitated by the move to St Leonards <i>Change</i>	5.3	Make NSW a global leader in clinical trials <i>Office of Health and Medical Research</i>	6.3	Enhance systems and tools to improve workforce and business management <i>eHealth NSW</i>	7.3	Deliver infrastructure plans and integrate with other agencies <i>Health System Planning and Investment</i>	8.3	Drive value in procurement <i>Strategic Procurement</i>
1.4	Reduce the impact of infectious disease and environmental impacts on the community <i>Health Protection NSW</i>	2.4	Ensure timely and equitable access to appropriate care <i>System Management</i>	3.4	Support people with disability within the health sector and between agencies <i>Government Relations</i>	4.4	Strengthen the culture within Health organisations to reflect our CORE values more consistently <i>Workforce Planning and Development</i>	5.4	Enable the research environment <i>Office of Health and Medical Research</i>	6.4	Develop and enhance health analytics to improve insights and decision-making <i>eHealth NSW</i>	7.4	Strengthen asset management capability <i>Asset Management</i>	8.4	Deliver commercial programs <i>Strategic Procurement</i>
1.5	Embed Aboriginal social and cultural concepts of health and wellbeing in programs and services <i>Centre for Aboriginal Health</i>	2.5	Use system performance information to drive reform to the system <i>System Information and Analytics</i>	3.5	Support vulnerable people within the health sector and between agencies <i>Government Relations</i>	4.5	Develop effective health professional managers and leaders <i>Health Education and Training Institute</i>	5.5	Leverage research and innovation opportunities and funding <i>Office of Health and Medical Research</i>	6.5	Enhance patient, provider and research community access to digital health information <i>eHealth NSW</i>	6.5	Enhance systems infrastructure, security and intelligence <i>eHealth NSW</i>	8.5	Deliver effective regulation, governance and accountability <i>Legal and Regulatory Services</i>
1.6	Support pregnancy and the first 2000 days <i>Health and Social Policy</i>			3.6	Share health information to enable connected care across the system <i>System Information and Analytics</i>	4.6	Improve health, safety and wellbeing at work <i>Workplace Relations</i>								

**KEY**

- Population and Public Health
- People, Culture and Governance
- Patient Experience and System Performance
- Health System Strategy and Planning
- Finance and Asset Management
- Services
- Pillars

## Continuing Priority Focus

## Emerging Focus

### 1 STRATEGY 1. KEEP PEOPLE HEALTHY

- Driving the cross-government response to reduce childhood overweight and obesity by 5% over 10 years
- Reducing and minimising the harm associated with tobacco, alcohol and other drug use particularly in pregnant women
- Driving behaviour change amongst clinicians to ensure that routine clinical care addresses modifiable risk factors
- Delivering social marketing campaigns addressing key risk factors
- Striving towards the elimination of HIV and Hepatitis C
- Embedding Aboriginal cultural concepts of health and wellbeing

- Drive a narrower focus on healthy weight in childhood to address target issues
- A focus on pregnant mothers and the first 2000 days of life including weight loss support for mums after their first baby and advice for parents of 0-2 year olds
- Support tobacco cessation in mental health clients
- Consultation and liaison support in emergency departments to address patients with drug and alcohol issues during presentations and reduce admissions
- Smoking cessation focus through clinicians in cancer services, maternity services and Aboriginal Community Controlled Health Services
- Social marketing focus on tobacco, skin, bowel and breast for cancer prevention
- Treatment for vulnerable populations with Hep C targeting Alcohol and Other Drugs/Needle & Syringe Programs and Aboriginal Community Controlled Health Services

### 2 STRATEGY 2. PROVIDE WORLD-CLASS CLINICAL CARE WHERE PATIENT SAFETY IS FIRST

- Improving patient and carer satisfaction with key government services
- Ensuring 81% of patients pass through Emergency Departments within four hours
- Increasing the on-time admissions for planned surgery in accordance with medical advice including a strong focus on appropriateness of surgery and unplanned readmissions
- Reducing harm caused by the delivery of care, ensuring appropriate action to stop deterioration and reducing mortality and disability
- Driving value based healthcare through implementation of innovative models of care and through reduction in unwarranted clinical variations
- Disseminating information to inform clinical decisions and drive system improvement
- Prioritising our patient safety focus on mental health
- Commissioning clinical support services for better value

- Prioritising our patient safety focus on maternal and neonatal care, particularly neonatal intensive care
- Focusing on patient safety risks around the interfaces of care and care transition e.g. patient transport, movement between organisations
- Measuring, monitoring and evaluating the impact of initiatives across the domains of value
- Providing more guidance to the system around telehealth
- Driving discussion around alternate levels of care and appropriate care for patients which may not involve hospital-based care
- Strengthening and developing genetic and genomic services across a range of clinical specialties

### 3 STRATEGY 3. INTEGRATE SYSTEMS TO DELIVER TRULY CONNECTED CARE

- Supporting the successful transition to NDIS
- Decreasing the percentage of children and young people re-reported at risk of significant harm
- Continuing focus on mental health reform especially on leadership, culture and quality outcomes
- Supporting persons with disability within the health system and between agencies
- Embedding Aboriginal cultural concepts of health and wellbeing
- Growing our capability to manage partnerships with community-based providers and social care providers
- Sharing health information and system analytics to enable integrated care
- Step changing the way funding is delivered to LHDs to support integrated care

- Exploring the linkage between the Royal Commission on child abuse and mental health in collaboration with government partners
- Responding to the Royal Commission on Aged Care and Health's role in service delivery
- Agreeing shared outcomes with community-based health providers and Primary Health Networks
- Developing alternate levels of care between at home and in hospital
- Responding to new models of integrated care from overseas

## Continuing Priority Focus

## Emerging Focus

### 4 STRATEGY 4. DEVELOP AND SUPPORT OUR PEOPLE AND CULTURE

- Double the number of Aboriginal peoples in senior leadership roles and increase the proportion of women in senior leadership roles to 50% in the gov't sector in the next 10 years – through a system-wide focus on diversity and inclusion
- Workplace culture and the direct impact it has on patient safety
- Achieving a culture with fair, transparent performance and complaints processes
- Building effective managers and leaders, with a focus on commercial, economic and financial acumen
- Implementing better technologies around our core processes
- Implementing the St Leonards Plan for new ways of working
- Evolving the culture, role and performance of Ministry as a system manager
- Embedding better fit employment arrangements
- Further developing contemporary engagement and communications strategies

- Stepping up the Ministry's role in setting, monitoring and supporting the implementation of the strategic policy framework to improve workplace safety outcomes across the system
- Investing in the holistic wellbeing and support of our people
- Enhancing employment processes and opportunities for rural and remote areas, and recruiting non-traditional roles
- Developing capability and harnessing talent in our corporate leaders and managers
- Understanding the impact of future technology on the workforce
- Enhancing workforce data, reach, quality and real-time availability
- Increasing the workforce capability in genomics
- Increase the focus of diversity and inclusivity in our workforce
- Refreshing and strengthening senior leadership performance and talent management in response to the recalibration of the NSW Health governance model

### 5 STRATEGY 5. SUPPORT AND HARNESS HEALTH AND MEDICAL RESEARCH AND INNOVATION

- Investing in plant-firm technology and industry "omics"
- Making NSW competitive in clinical trials and working with other states to secure international funding
- Taking a strategic approach to leverage opportunities in the national sphere and capturing the exploding investment in precision medicine especially oncology, paediatrics and rare diseases
- Enabling the research environment through data sharing that facilitates research

- Biobanking starting to store pathogens and microbiological resistance
- ACSQH is driving new standards in research governance and clinical trials 2020
- Driving Australian Research Centres to deliver translational research on things that matter to us, including research on translational methods and factor research impact into all proposals
- Capability-building in cardiovascular (especially for Fellowships) and in ACCHSs (especially in quality improvement and evaluation)
- Better interaction with market-driven innovation and development of a pipeline
- Being system-ready to leverage changes in funding (MRFF, NHMRC, NCRIS)
- Supporting capacity for longitudinal clinical research

### 6 STRATEGY 6. ENABLE eHEALTH, HEALTH INFORMATION AND DATA ANALYTICS

- 70% of government transactions to be conducted via digital channels by 2019
- Building a consistent foundation through steady expansion of key systems
- Streamlining access to health data for better decision-making
- Integrating fragmented systems and data sources to drive insights, identify gaps in information available, better triangulation, enabling a safety and quality lens and continuity of care
- Shifting data analytics to a more integrated approach
- Increasing real-time clinical analytics and decision support

- Accelerating our focus on integration across public, private, primary, community and hospital to provide provider-level insights across care settings
- Identifying gaps in information the Ministry needs to track system performance
- Modernisation of local tools for data analytics
- Growing importance of engaging patients and consumers in co-design
- Growing trend globally to open access to patient records and the significance of My Health Record
- Evolving methodologies for privacy, security and compliance
- Enable clinicians to review their own practice and performance to improve clinical outcomes
- New ICU system delivery for neonatal intensive care
- ICT piloting for genomics
- Take a design-led approach to crafting the kind of performance tracking the Ministry needs to fulfill its system management requirements, and build a dashboard that contains the right mix of elements, data and accessibility to serve the system management needs of the executive team



## Continuing Priority Focus

## Emerging Focus

### 7 STRATEGY 7. DELIVER INFRASTRUCTURE FOR IMPACT AND TRANSFORMATION

- Delivering key infrastructure and IT systems on time and budget – the largest capital program ever delivered by NSW Health
- Aligning service and place-based planning across agencies
- Co-design of infrastructure with a patient and clinician experience focus
- Strengthening service planning capability to drive better strategic decisions

- Planning implementation around the inaugural 20-year health infrastructure strategy
- Using capital decisions to challenge the operational status quo and increase change management
- Demonstrating and driving the economic value of health infrastructure
- Develop a long-term strategy for outcomes and how to best deliver clinical outcomes
- Shifting thinking towards infrastructure requirements in other care settings
- Driving more integrated planning and investment decisions between Health Infrastructure, LHDs and Support Services
- Responding to technology-enabled infrastructure and smart buildings trends
- Building better asset management capability and optimising the lifecycle costing in LHDs
- Developing a robust asset information system

### 8 STRATEGY 8. BUILD FINANCIAL SUSTAINABILITY AND ROBUST GOVERNANCE

- Expenditure growth to be less than revenue growth
- Building financial capability across the system
- Achieving procurement savings targets
- Embedding new accounting standards
- Strengthening and enabling governance, accountability and risk management across the system
- Commissioning non-clinical services for better value

- Extending our financial planning across a four-year horizon
- Embedding economic measurement of value based healthcare programs
- Embedding up-front economic appraisal for investments
- Capital investments to consider operational impact during options analysis and early planning
- Strategies for revenue replacement and optimisation
- Discussions on growth of the health system and how we fund this in the future
- Governance and compliance across whole of health for procurement contracts
- Improve the range, integration and visibility of risk management information from across the health system
- Consideration of United Nations Sustainable Development Goals and how they might be adopted by the health system

# 1 KEEP PEOPLE HEALTHY

Executive Sponsor

## Population and Public Health

KEY ■ Population and Public Health ■ Health System Strategy and Planning ■ Pillars

OBJECTIVES  
Strategic Oversight Leads

**1.1** Implement policy and programs to increase healthy weight in children  
*Centre for Population Health*

**1.2** Ensure preventive and population health programs to reduce tobacco use  
*Centre for Population Health and Cancer Institute NSW*

**1.3** Embed a health system response to alcohol and other drug use and work across government agencies  
*Centre for Population Health*

**1.4** Reduce the impact of infectious disease and environmental impacts on the community  
*Health Protection NSW*

**1.5** Embed Aboriginal social and cultural concepts of health and wellbeing in programs and services  
*Centre for Aboriginal Health*

**1.6** Support pregnancy and the first 2000 days  
*Health and Social Policy*

Strengthen social marketing campaigns to address key risk factors such as tobacco and drug and alcohol, and promote healthy weight and immunisation.  
*Centre for Population Health/Health Protection NSW/Cancer Institute NSW*

Strengthen telephone support with additional digital communication channels and continue towards integration.  
*Centre for Population Health/Cancer Institute NSW*

Develop anti-microbial resistance program.  
*Health Protection NSW*

Drive health system performance through the Aboriginal health KPIs and dashboards.  
*Centre for Aboriginal Health*

Communication and socialisation process developed to support implementation of the First 2000 Days Framework.  
*Health and Social Policy*

Implement school, community and childcare programs for healthy weight.  
*Centre for Population Health*

Embed tobacco control programs for Aboriginal people particularly pregnant women.  
*Centre for Population Health/ Centre for Aboriginal Health*

Strengthen the system response for pregnant women who use substances.  
*Centre for Population Health*

Scope emerging environmental risks and identify potential solutions.  
*Health Protection NSW*

Strengthen Aboriginal health governance and accountability within NSW Health organisations and partnerships including with the Aboriginal Community Controlled Health Services.  
*Centre for Aboriginal Health*

Support an interagency collaborative approach to focus effort and guide collective action.  
*Health and Social Policy*

Roll-out advice to parents for 0-2 year olds through the Get Healthy Service.  
*Centre for Population Health*

Support tobacco cessation in mental health clients.  
*Centre for Population Health/ Mental Health*

Drive the Opioid Treatment Program and increase access to take home naloxone.  
*Centre for Population Health*

Increase hepatitis C treatment, particularly in alcohol and other drugs, mental health and Aboriginal Community Controlled Health Services.  
*Centre for Population Health/ Health Protection NSW/ Centre for Aboriginal Health*

Implement recommendations of the Aboriginal Health Plan mid-term evaluation.  
*Centre for Aboriginal Health*

Maintain the focus on early engagement with pregnant women, their partners and families.  
*Health and Social Policy*

Embed routine measurement of height and weight to drive outcomes.  
*Health and Social Policy/ Centre for Population Health*

Embed tobacco cessation in pregnancy services.  
*Centre for Population Health*

Respond to the Parliamentary Inquiry and Special Commission of Inquiry into Ice.  
*Centre for Population Health*

Continue efforts to end HIV transmission, with a focus on culturally diverse and heterosexual men.  
*Centre for Population Health/ Health Protection NSW*

Strengthen use of the Aboriginal Health Impact Statement as a basis for planning and service delivery.  
*Centre for Aboriginal Health*

Consolidate early access for all new families to child and family health services.  
*Health and Social Policy*

Increase reach of 'Get Healthy in Pregnancy' including weight loss after first baby.  
*Health and Social Policy/ Centre for Population Health*

Implement smoking cessation framework within cancer services.  
*Cancer Institute NSW*

Improve access to consultation liaison services for drug and alcohol clients in emergency departments.  
*Centre for Population Health*

Achieve high levels of compliance with tobacco legislation and improve reporting.  
*Centre for Population Health*

Develop proof of concept for use of cognitive remediation in alcohol and other drug rehabilitation.  
*Agency for Clinical Innovation*

Enhance support for new fathers and their families through a pilot digital population based screening program for perinatal depression and anxiety.  
*Health and Social Policy*

DELIVERABLES  
Delivery Leads

# 2 PROVIDE WORLD-CLASS CLINICAL CARE WHERE PATIENT SAFETY IS FIRST

Executive Sponsor

## Patient Experience and System Performance

KEY ■ Population and Public Health ■ People, Culture and Governance ■ Patient Experience and System Performance ■ Health System Strategy and Planning ■ Services ■ Pillars

OBJECTIVES  
Strategic Oversight Leads

**2.1** Continue to embed quality improvement and redesign to ensure safer patient care  
*Clinical Excellence Commission and Agency for Clinical Innovation*

**2.2** Continue to move from volume to value based healthcare  
*Strategic Reform*

**2.3** Improve the patient experience and further engage with patients and carers  
*System Purchasing*

**2.4** Ensure timely and equitable access to appropriate care  
*System Management*

**2.5** Use system performance information to drive reform to the system  
*System Information and Analytics*

DELIVERABLES  
Delivery Leads

Focus on delivery of HAC KPIs as per Service Agreements.  
*Clinical Excellence Commission*

Measure, monitor and evaluate the impact of LBVC initiatives across the domains of value.  
*Strategic Reform*

Develop a coordinated system wide approach to enhancing the patient and carer experience.  
*System Purchasing*

Continue focus on achievement of emergency KPIs.  
*System Management*

Commence new Board information reporting.  
*System Information and Analytics*

Implement better patient safety by reducing impact of transition across organisational boundaries.  
*Clinical Excellence Commission*

Develop and articulate NSW Health's value based healthcare strategy.  
*Strategic Reform*

Implement engagement tools including rights and responsibilities, shared decision making, health literacy and REACH.  
*Agency for Clinical Innovation/ Clinical Excellence Commission*

Reinforce non-emergency options to the community.  
*System Performance Support/ NSW Ambulance*

Facilitate Board engagement forums on their role in clinical quality and safety.  
*Clinical Excellence Commission*

Implement clinical incident review system.  
*Clinical Excellence Commission*

Lead commissioning for better value including medical imaging, pathology and rostering.  
*Health System Planning and Investment*

Promote further use of co-design especially in Mental Health models.  
*Agency for Clinical Innovation*

Roll-out ICU access and design neonatal access model.  
*System Management/ Agency for Clinical Innovation*

Establish incident data set during IMS+ roll out.  
*System Information and Analytics/ Clinical Excellence Commission*

Roll-out the third phase of NSQUIP implementation (up to 14 participating sites) and establish a statewide governance structure.  
*Agency for Clinical Innovation*

Support LHDs to embed and scale in a sustainable manner Tranche 1 LBVC strategies: ORP, HRFS, CHF, COPD, Inpatient Management of Diabetes, RSC, Falls in Hospital and OACCP.  
*Agency for Clinical Innovation/ Clinical Excellence Commission*

Explore cultural appropriateness of Patient-Reported Measures data collection for Aboriginal people  
*Agency for Clinical Innovation/ Centre for Aboriginal Health*

Design maternity access model.  
*Health and Social Policy/ Agency for Clinical Innovation*

Scope approach to using PRMs data to drive value based healthcare reforms.  
*System Information and Analytics/ Strategic Reform*

Continue to assess unwarranted clinical variation in selected conditions including cancer.  
*Agency for Clinical Innovation/ Cancer Institute NSW*

Support LHDs to implement Tranche 2 LBVC initiatives: hip fracture, wound, bronchiolitis, hypofractionated radiotherapy and direct access colonoscopy.  
*Agency for Clinical Innovation/ Cancer Institute NSW*

Periodically oversample Aboriginal people for patient experience surveys.  
*Bureau of Health Information/ Centre for Aboriginal Health*

Monitor and support LHDs to improve on-time elective surgery performance.  
*System Purchasing*

Establish cultural indicators to support patient safety initiatives.  
*Workforce Planning & Development/ Clinical Excellence Commission/ System Information and Analytics*

Design and implement mental health patient safety program.  
*Clinical Excellence Commission/ Mental Health*

Implement the collection and use of PRMs across Leading Better Value Care and Integrated Care programs.  
*Agency for Clinical Innovation/eHealth*

Work with LHDs to build the cultural safety of the health system.  
*Centre for Aboriginal Health*

Drive out-of-hospital cardiac arrest programs to improve outcomes.  
*NSW Ambulance*

Establish ongoing audit and feedback processes to reduce unwarranted clinical variation.  
*Agency for Clinical Innovation*

Respond to Take-Own-Leave episodes as clinical incidents and identify contributing factors.  
*Clinical Excellence Commission/ Centre for Aboriginal Health*

Pilot value based purchasing adjutor for LBVC initiatives.  
*System Purchasing/Strategic Reform*

Align nutrition and food service issues into clinical management including food allergens and texture-modified food especially in the frail and aged.  
*Agency for Clinical Innovation/ HealthShare NSW*

Work with LHDs to increase booking of fixed wing transport day before discharge.  
*System Performance Support/ HealthShare NSW*

Develop local capability to support the appropriate back transfer of neonates closer to home.  
*Health and Social Policy*

In the purchasing model, apply activity benefits realised through value based healthcare initiatives.  
*System Purchasing/Strategic Reform*

Enhance the NSW Patient Survey Program as a source of robust and representative comparative information about patients' experiences.  
*Bureau of Health Information*

Strengthen and develop genetic and genomic system capability to support clinical service provision.  
*Health System Planning and Investment*

# 3 INTEGRATE SYSTEMS TO DELIVER TRULY CONNECTED CARE

## Health System Strategy and Planning

KEY ■ Population and Public Health ■ Patient Experience and System Performance ■ Health System Strategy and Planning ■ Services ■ Pillars

OBJECTIVES  
Strategic Oversight Leads

**3.1** Drive health system integration through funding and partnership agreements  
*System Performance Support*

**3.2** Deliver mental health reforms across the system  
*Mental Health*

**3.3** Strengthen integrated approaches to frailty, ageing and end of life care  
*Health and Social Policy*

**3.4** Support people with disability within the health sector and between agencies  
*Government Relations*

**3.5** Support vulnerable people within the health sector and between agencies  
*Government Relations*

**3.6** Share health information to enable connected care across the system  
*System Information and Analytics*

DELIVERABLES  
Delivery Leads

Progress funding for integrating care which have explicit outcome measures.  
*System Performance Support*

Implement the suicide prevention framework with the Mental Health Commission.  
*Mental Health*

Shift service delivery focus onto wellness and enablement for the elderly.  
*Health and Social Policy*

Establish governance arrangements and implement Disability Delivery Plan system-wide.  
*Government Relations*

Pilot an integrated drugs and alcohol, mental health and sexual assault service for adult survivors of abuse.  
*Government Relations*

Rollout GP data linkage statewide (year 1 of 3).  
*System Information and Analytics*

Drive LHDs and Services to implement at least one of the successful partnership strategies across:  
o ED to Community  
o Vulnerable Families  
o Specialist Outreach to Primary Care  
o Residential Aged Care  
o Paediatrics Network  
*System Performance Support*

Implement the five year NSW Strategic Framework and Workforce Plan for Mental Health with a focus on strengthening mental health leadership and growing and supporting the emerging peer workforce.  
*Mental Health*

Develop a model of care (including alternate levels of care) for the frail elderly through an experience-based co-design approach.  
*Agency for Clinical Innovation*

Continue to clarify NSW Health's role in the NDIS landscape and scope services for clients.  
*Government Relations*

Deliver a whole of government solution for children with problematic and harmful sexual behaviour.  
*Government Relations*

Build evaluation framework and data insights for palliative care.  
*System Information and Analytics*

Rollout the youth aftercare project.  
*Mental Health*

Investigate new approaches to nutrition in the frail and elderly.  
*HealthShare NSW/ Agency for Clinical Innovation*

Implement statewide service delivery model for people with intellectual disability.  
*Health and Social Policy*

Pilot domestic violence routine screening in Emergency Departments.  
*Government Relations/ Agency for Clinical Innovation*

Establish Governance to maximise use and insights from new Value Based Data Assets.  
*System Information and Analytics*

Strengthen care coordination for Aboriginal people by increasing joint plans and co-design and delivery of programs with Aboriginal Community Controlled Health Services.  
*Centre for Aboriginal Health*

Implement the forensic mental health reforms in mental health/cognitive impairment in partnership with Family and Community Services and Justice.  
*Mental Health*

Better understand current activities and priorities for NSW Health in improved coordination of end of life and palliative care in aged care facilities, in partnership with PHNs.  
*Health and Social Policy*

Pilot reforms from 'Their Futures Matter' including  
o Out of home care health pathways  
o Integrated trauma-informed care  
*Government Relations/ Agency for Clinical Innovation*

Deliver evaluation of Health One and agree next steps.  
*System Information and Analytics*

Progress the \$700 million Statewide Mental Health Infrastructure Program.  
*Mental Health*

Improve the value for money of aged care assessment services.  
*Health and Social Policy*

Reduce unplanned mental health admissions for Aboriginal people.  
*Centre for Aboriginal Health/ Mental Health*

Review emerging international models for health system integration in the context of our system and deliver recommendations.  
*System Performance Support/ Health and Social Policy*

Strengthen the focus on patient safety in seclusion and restraint and access to safe assessment rooms.  
*Agency for Clinical Innovation/ Clinical Excellence Commission/ Mental Health*

Evaluate palliative and end of life priority projects and agree next steps.  
*Health and Social Policy*

Establish a regional co-commissioning authority in partnership with LHDs, Services and PHNs to commission services for vulnerable people.  
*System Performance Support*

Implement the Aboriginal mental health audit recommendations.  
*Centre for Aboriginal Health/ Mental Health*

Redesign the procurement model for last days of life.  
*System Performance Support*

Implementation of Violence and Neglect redesign framework.  
*Government Relations/ Agency for Clinical Innovation*

# 4 DEVELOP AND SUPPORT OUR PEOPLE AND CULTURE

Executive Sponsor

## People, Culture and Governance

KEY ■ Population and Public Health ■ People, Culture and Governance ■ Health System Strategy and Planning ■ Finance and Asset Management ■ Services ■ Pillars

OBJECTIVES  
Strategic Oversight Leads

**4.1** Achieve a 'Fit for Purpose' workforce for now and the future  
*Workforce Planning and Development*

**4.2** Undertake whole system workforce analysis  
*Workforce Planning and Development*

**4.3** Enable new ways of working facilitated by the move to St Leonards  
*Change*

**4.4** Strengthen the culture within Health organisations to reflect our CORE values more consistently  
*Workforce Planning and Development*

**4.5** Develop effective health professional managers and leaders  
*Health Education and Training Institute*

**4.6** Improve health, safety and wellbeing at work  
*Workplace Relations*

DELIVERABLES  
Delivery Leads

Enhance the role of the non-specialist workforce especially rural generalist pathways.  
*Workforce Planning and Development*

Understand workforce data gaps and plan to close them.  
*Workforce Planning and Development/Workplace Relations*

Develop policies that will underpin new ways of working.  
*Workplace Relations/HealthShare NSW*

Continue to drive and evaluate impact of 'Respect the Difference' training.  
*Workforce Planning and Development*

Develop new initiatives to increase the proportion of women in senior roles by 50%.  
*Workforce Planning and Development*

Step up the Ministry's role in setting, monitoring and supporting the implementation of the strategic policy framework to improve workplace safety outcomes across the system.  
*Workplace Relations*

Improve rural and remote employment opportunities and processes.  
*Workforce Planning and Development/Nursing and Midwifery Office*

Build local capability in workforce planning.  
*Workforce Planning and Development*

Develop a collaboration framework including higher usage of online technology.  
*Change/eHealth NSW*

Pilot and embed the culture diagnostic tool.  
*Workforce Planning and Development*

Implement new initiatives for increasing the number of Aboriginal people in senior roles across all bands.  
*Workforce Planning and Development/Centre for Aboriginal Health*

Evaluate the talent management program and scope the next horizon.  
*Workforce Planning and Development*

Build pathways for Aboriginal employees.  
*Workforce Planning and Development/Centre for Aboriginal Health*

Implement the foundational analytics capability curriculum.  
*Workforce Planning and Development/Health Education and Training Institute*

Drive implementation of shared facilities for the new offices.  
*Change/HealthShare NSW*

Implement the new complaints processes to achieve greater fairness and transparency.  
*Workplace Relations/Legal and Regulatory Services*

Continue to build capability of Managers to roster effectively.  
*Workforce Planning and Development*

Enhance our response to violence in our workplace.  
*Workplace Relations*

Ensure we have the workforce categories in demand and small but critical workforce.  
*Workforce Planning and Development*

Understand the impact of technology on the future workforce.  
*Workforce Planning and Development*

Implement strategies to drive inclusion and wellbeing.  
*Change/Workplace Relations*

Drive more consistency in health messaging and community engagement.  
*Communications*

Continue to rollout the education program for senior finance staff to meet the emerging capability needs of this workforce.  
*Health Education and Training Institute*

Continue implementation of the Health and Wellbeing Program at NSW Ambulance.  
*NSW Ambulance*

Establish a framework to guide the development of education and training resources required for technology enabled healthcare.  
*Workforce Planning and Development/Health Education and Training Institute*

Continue to drive stronger alignment of workforce planning with service and infrastructure planning.  
*Workforce Planning and Development*

Manage the process of staff engagement and consultation for the office moves.  
*Change/Communications*

Further develop financial and corporate analytics capability.  
*Finance/HealthShare NSW*

Develop rotation model to build financial leadership capability and experience.  
*Finance*

Develop industrial relations long-term vision and expectations.  
*Workplace Relations*

Develop a program for 'Manager leading teams through change'  
*Workplace Relations/Health Education and Training Institute*

Leverage findings from the skill gap assessment, (in economics, business case development and evaluation) and develop a methodology to support value based healthcare investment decision making.  
*Strategic Reform*

OBJECTIVES  
Strategic Oversight Leads

**5.1** Drive the generation of policy-relevant translational research  
*Centre for Epidemiology and Evidence and Office for Health and Medical Research*

**5.2** Drive research translation in the health system  
*Office for Health and Medical Research and Agency for Clinical Innovation*

**5.3** Make NSW a global leader in clinical trials  
*Office for Health and Medical Research*

**5.4** Enable the research environment  
*Office for Health and Medical Research*

**5.5** Leverage research and innovation opportunities and funding  
*Office for Health and Medical Research*

DELIVERABLES  
Delivery Leads

Align research agenda of priority research centres with system priorities.  
*Centre for Epidemiology and Evidence*

Evaluate Translational Research Grants Scheme (TRGS) to ensure programs are meeting objectives.  
*Office for Health and Medical Research/Centre for Epidemiology and Evidence*

Implement a clinical trial support unit to drive quality certification and accreditation.  
*Office for Health and Medical Research*

Deliver linked data for approved projects arising from the Biospecimen Collection Grants.  
*Centre for Epidemiology and Evidence*

Design the parameters of how research impact measures/KPIs are built into proposals.  
*Office for Health and Medical Research*

Influence and align agenda of the NHMRC Partnership Centre for Health System Sustainability.  
*Strategic Reform/ Agency for Clinical Innovation*

Build an Aboriginal health focus in TRGS submissions including joint work with Aboriginal Community Controlled Health Services.  
*Office for Health and Medical Research/Centre for Aboriginal Health*

Fund precision medicine research including cardiovascular and rare diseases.  
*Office for Health and Medical Research*

Deliver better access to linked cancer data.  
*Cancer Institute NSW*

Take a strategic position to leverage research collaboration and access to funds and infrastructure.  
*Office for Health and Medical Research*

Implement the Treasury Evaluation Schedule.  
*Centre for Epidemiology and Evidence*

Develop a governance approach to promote and scale up successful TRGs.  
*Office for Health and Medical Research/Centre for Epidemiology and Evidence/Agency for Clinical Innovation*

Use the funding model to promote early phase cancer clinical trials.  
*Cancer Institute NSW*

Scope the minimum data requirements to ensure that emerging electronic data collection systems can feed into clinical quality registries and ensure secondary use of clinical data on a longitudinal basis.  
*Agency for Clinical Innovation*

Establish focus areas which can be marketed to health and medical research communities internationally.  
*Office for Health and Medical Research*

Build capability in quality improvement and evaluation across ACCHS.  
*Centre for Aboriginal Health*

Scope strategies for building health system research and evaluation capability.  
*Office for Health and Medical Research/Centre for Epidemiology and Evidence/Agency for Clinical Innovation*

Work with NSW-based AHRTCs to drive excellence in clinical trials.  
*Office for Health and Medical Research*

Establish more integrated process to connect with private industry innovation and research.  
*Agency for Clinical Innovation/ eHealth*

Work towards implementation science studies amongst AHRTCs.  
*Agency for Clinical Innovation*

Facilitate research in value based healthcare and patient experience.  
*Strategic Reform*

Develop a strategy to maximise the impact of medical research and education precincts.  
*Office for Health and Medical Research*

OBJECTIVES  
Strategic Oversight Leads

**6.1** Implement integrated paper-lite key clinical information systems  
*eHealth NSW*

**6.2** Foster eHealth solutions that support integrated health services  
*eHealth NSW*

**6.3** Enhance systems and tools to improve workforce and business management  
*eHealth NSW*

**6.4** Develop and enhance health analytics to improve insights and decision-making  
*eHealth NSW*

**6.5** Enhance patient, provider and research community access to digital health information  
*eHealth NSW*

**6.6** Enhance systems infrastructure, security and intelligence  
*eHealth NSW*

DELIVERABLES  
Delivery Leads

Progress implementation of IMS+ to track clinical and work health and safety incidents.  
*Clinical Excellence Commission/eHealth NSW*

Commence implementation of Shared Care Planning.  
*System Performance Support/eHealth NSW*

Enhance Corporate Analytics Reporting Tool to be the single, integrated data source for workforce data.  
*Workforce Planning and Development/eHealth NSW*

Combine workforce, casemix and patient activity data to drive better decisions on safety and cost of service.  
*Clinical Excellence Commission/Finance/eHealth NSW*

Participate in National M-Health initiative for governance over apps.  
*eHealth NSW*

Pilot and evaluate HGEN to inform statewide strategy.  
*eHealth NSW*

Progress implementation of Patient Report Measures.  
*Agency for Clinical Innovation/eHealth NSW*

Commence implementation of Electronic Referrals.  
*System Performance Support/eHealth NSW/ System Purchasing*

Complete implementation of the recruitment and onboarding system.  
*Workforce Planning and Development/eHealth NSW*

Evaluate rapid data ingestion platform and determine next steps.  
*eHealth NSW*

Develop internal governance framework for clinical app development.  
*Agency for Clinical Innovation/ Legal and Regulatory Services/eHealth NSW*

Progress migration of LHD/ SHN hosted systems into Government Data Centre.  
*eHealth NSW*

Continue roll-out of eMEDs (medications), ERIC (ICU) and PACS-RIS (radiology).  
*eHealth NSW*

Better leverage our telehealth capability working through State Committee on Telehealth.  
*Agency for Clinical Innovation/ System Performance Support/eHealth NSW*

Enhance statewide end-user employee service support centre and management.  
*HealthShare NSW/eHealth NSW*

Continue piloting automated migration of registries.  
*Agency for Clinical Innovation/ System Information and Analytics/eHealth NSW*

Commence proactive monitoring and ensure safe use by clinicians of My Health Record.  
*Clinical Excellence Commission/eHealth NSW*

Develop new cyber security policy and processes aligned to whole of government policy.  
*eHealth NSW*

Scan available ICT genomic products and align solution to eMR and HealtheNet.  
*eHealth NSW*

Improve unique patient identifier data quality to enable a strategic approach to data integration.  
*System Information and Analytics/eHealth NSW*

Pilot computer-assisted clinical coding.  
*System Information and Analytics/eHealth NSW*

Develop a model for integrating clinical registry data to other datasets to improve accessibility.  
*eHealth NSW*

Implement a public-facing version of the Analytics Assist tool.  
*Centre for Epidemiology and Evidence*

Deploy cyber-aware training program.  
*eHealth NSW*

Develop a business case for a 'Single Digital Patient Record' for NSW Health.  
*eHealth NSW*

Lead national collaboration for digital child health records including 'Digital Blue Book'.  
*Health and Social Policy/eHealth NSW*

Finalise technology architecture, support model and policy including automated workflow for St Leonards (smart building).  
*eHealth NSW/Change*

Complete implementation of EDWARD.  
*System Information and Analytics/eHealth NSW*

Refine governance arrangements to enhance researcher access to data.  
*Centre for Epidemiology and Evidence*

Progress solution for information exchange across eMR platforms.  
*eHealth NSW*

Develop an eMR strategy for ambulance and integrate with ED systems.  
*NSW Ambulance/eHealth NSW*

Develop NSW element of the national real-time prescription monitoring system.  
*Legal and Regulatory Services/eHealth NSW*

Evaluate real-time safety and quality analytics tool and determine next steps.  
*Clinical Excellence Commission/eHealth NSW*

Enhance the digital provision of comparative performance information to the community, healthcare professionals and policymakers to enhance transparency, inform improvement and strengthen accountability.  
*Bureau of Health Information*

Ensure the design of statewide clinical systems includes a focus on Violence and Neglect.  
*Government Relations*

**7.1** Utilise capital investment to drive new models of health service delivery  
*Health System Planning and Investment*

**7.2** Deliver agreed infrastructure on time and on budget  
*Health Infrastructure*

**7.3** Deliver infrastructure plans and integrate with other agencies  
*Health System Planning and Investment*

**7.4** Strengthen asset management capability  
*Asset Management*

Ministry to negotiate capital plans with LHDs/SHNs in line with future health system strategy.  
*Health System Planning and Investment*

Deliver Regional and Rural hospitals on time and on budget.  
*Health Infrastructure*

Commence implementation planning for the 20-year Health Infrastructure Strategy.  
*Health System Planning and Investment*

Continue implementation of INSW Asset Management framework.  
*Asset Management*

Develop a robust process to manage relative investment across portfolios.  
*Health System Planning and Investment*

Deliver metropolitan hospitals on time and on budget.  
*Health Infrastructure*

Ensure support services are integrated into capital planning and development.  
*Health Infrastructure/HealthShare NSW/NSW Health Pathology/eHealth NSW*

Undertake special investigations as required e.g. cladding  
*Health Infrastructure*

Refresh the capital prioritisation process to drive broader economic outcomes.  
*Health System Planning and Investment*

Undertake detailed planning of mental health infrastructure program utilising co-design.  
*Health Infrastructure*

Continue place-based integrated planning with other agencies.  
*Health System Planning and Investment*

Embed lifecycle asset management principles in all new capital programs.  
*Health Infrastructure*

Understand financial operational impact of design options early in the capital planning process.  
*Health System Planning and Investment/Finance*

Embed design principles to ensure health facilities are sustainable, resilient and smart.  
*Health Infrastructure*

Leverage university and other third party funding in Health and Education precincts.  
*Health Infrastructure*



# 8 BUILD FINANCIAL SUSTAINABILITY AND ROBUST GOVERNANCE

Executive Sponsor

## Finance and Asset Management

KEY ■ People, Culture and Governance ■ Health System Strategy and Planning ■ Finance and Asset Management ■ Services

OBJECTIVES  
Strategic Oversight Leads

**8.1** Deliver financial control in the day-to-day operations  
*Finance*

**8.2** Develop sustainable funding for future growth  
*Finance*

**8.3** Drive value in procurement  
*Strategic Procurement*

**8.4** Deliver commercial programs  
*Strategic Procurement*

**8.5** Deliver effective regulation, governance and accountability  
*Legal and Regulatory Services*

DELIVERABLES  
Delivery Leads

Develop four-year strategic financial view for LHDs, Networks and the System.  
*Finance*

Articulate funding gap, drivers of growth and levers to address the gap.  
*Finance*

Ensure delivery of overall procurement savings targets.  
*Strategic Procurement*

Optimise funding sources for equipment leases.  
*Strategic Procurement*

Undertake a deliberate recalibration of the governance model to reduce variability in the system.  
*Deputy Secretary  
People, Culture and Governance*

Replace current revenue declines.  
*Finance*

Embed up-front, holistic and robust economic appraisal for investments.  
*Finance/Strategic Reform*

Embed compliance for contracts and policy framework.  
*Strategic Procurement*

Lead commissioning for better value for non-clinical services including linen, food production, patient transport.  
*HealthShare NSW*

Refresh the delegations model.  
*Legal and Regulatory Services*

Embed new accounting standards.  
*Finance*

Measure the economic impact of the Leading Better Value Care program.  
*Strategic Reform*

Increase utilisation of PROcure and AFM across the system.  
*Strategic Procurement*

Provide guidance to the system on opportunities in line with the United Nations Sustainable Development Goals.  
*Strategic Procurement/  
HealthShare NSW*

Provide transparency of risk information system-wide.  
*Legal and Regulatory Services*

Mature the outcome-based budgeting methodology.  
*Finance*

Secure future national funding streams.  
*Government Relations*

Accelerate HealthShare procurement programs to deliver financial and non-financial benefits.  
*HealthShare NSW*

Deliver a strategy to link financial data sources across the system.  
*Finance/Activity Based Management*

Develop capability to understand the recurrent impact of capital investment.  
*Finance/Health System Planning and Investment*

Develop a medical consumables procurement model and plan for future reform.  
*HealthShare NSW*

Shift the service delivery model for new ICT from capital intensive towards opex-focus.  
*Finance*

# Our Contribution to the Premier's Priorities

In 2019, the NSW Government set out its five areas of focus to 2023:

- A strong economy
- Highest quality education
- Well connected communities with quality local environments
- Putting the customer at the centre of everything we do
- Breaking the cycle of disadvantage

NSW Health is leading these Premier's Priorities

1. **Improving service levels in hospitals** - 100 per cent of all triage category 1, 95 per cent of triage category 2 and 85 per cent of triage category 3 patients commencing treatment on time by 2023.
2. **Improving outpatient and community care** - Reduce preventable visits to hospital by five per cent through to 2023 by caring for people in the community.
3. **Towards zero suicides** - Reduce the rate of suicide deaths in NSW by 20 per cent by 2023.



Produced by:  
Office of Deputy Secretary, Health System Strategy and Planning



Health

To make an enquiry or provide feedback on the *NSW Health Strategic Priorities 2019-20*, please contact the Office of Deputy Secretary, Health System Strategy and Planning.

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