

# AT A GLANCE

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# Secretary year in review

NSW Health is committed to creating healthy communities and providing world class, integrated healthcare for the people of NSW. Over the last twelve months, initiatives across NSW have been driving improvements in the delivery of our health services to deliver better outcomes for our patients.

All parts of NSW Health, our local health districts and networks and NSW Ambulance, along with our six pillars, our statewide services and shared services, have worked together over the last year to achieve these outcomes in partnership with the community.

In June, the new *NSW State Health Plan: Towards 2021* was released, providing a strategic framework for evolving the NSW public health system to better meet the growing and changing needs of our communities.

The three key directions set out in the Plan are about ensuring excellence in our core business – keeping people healthy, delivering world class care and integrating our services with other services (such as general practice) to achieve better outcomes for patients.

The Plan sets out four key strategies supporting these directions through developing our workforce, supporting and harnessing medical research, leveraging the potential of eHealth and investing in health infrastructure.

## Putting the patient at the centre of care – the work of our local health districts, networks and NSW Ambulance Service

Providing health care services that meet the needs of communities, our local health districts and networks are at the forefront of keeping people healthy and delivering world class care to our patients.

Examples of the many major achievements in 2013-14 include:

- Establishment of the **Central Coast Simulation Centre**, which provides world class simulation techniques enabling health professionals to gain skills, knowledge and experience within a safe controlled environment.
- Improved cancer care for the **Illawarra Shoalhaven**, with the opening of the \$34.8 million **Cancer Care Centre** at Shoalhaven District Memorial Hospital together with a \$14 million expansion to the Illawarra Cancer Centre at Wollongong Hospital.
- Ten school-based **apprenticeships and traineeship positions** offered for local Year 10 Students within **Far West** Local Health District, supporting local young people to gain long term employment.
- Continued investment in **Hunter New England** facilities, including the new \$15 million **Raymond Terrace HealthOne GP Superclinic** offering those living in the region a range of health services closer to home and under one roof.
- Supported medical research through the establishment of the **Mid North Coast Health Research Collaborative**, bringing together healthcare providers, Aboriginal Medical Services and universities.
- Appointed a **Wellbeing Manager** to improve the health and wellbeing of the 5000 employees of **Murrumbidgee Local Health District** – the first position of its kind in NSW Health.
- Opened the **Nepean Mental Health Centre** a purpose built facility to support mental health treatment with 64 beds.
- Achieved high participation rates in the **Live Life Well at School** and **Munch and Move** programs motivating school aged children in **Northern NSW** to participate in active living and healthy eating.
- Officially opening the \$41 million **Graythwaite Rehabilitation Centre** in **Northern Sydney** providing a purpose built 64 bed inpatient unit.
- Increased knowledge and uptake of contemporary testing regimes for HIV through holding the inaugural **South Eastern Sydney HIV Testing Week**.
- Demonstrated strong results for **Southern NSW** in the **NSW Adult Admitted Patient Survey**, with 94 per cent of patients in those public hospitals rating their overall experience as either 'very good' or 'good'.
- Developed and endorsed an **Aboriginal Workforce Plan** for **Western NSW** focusing on six key areas including increasing the representation of Aboriginal people employed to 9.4 per cent.
- Continued construction works at **Campbelltown Hospital** in **South Western Sydney** as part of the \$134 million redevelopment.
- Celebrated the 20 year anniversary of the **Community Visitors Scheme** in 2014 which has 240 volunteers visiting 360 aged care residents through the **Sydney Local Health District**.
- Focused on integrated care for people with diabetes to address the high levels of prevalence of this chronic disease in **Western Sydney** through the **Diabetes Prevention and Management Initiative** – a collaboration with WentWest Western Sydney Medicare Local.
- Celebrated the **30 year anniversary** of the establishment of the **St Vincent's National Heart Lung Transplant Unit**.
- Introduced a **Clinical Nurse Specialist** role in **Bear Cottage**, the children's hospice, to manage new referrals and link families of children with life-limiting illnesses to other appropriate services across the child health networks of NSW.
- The **Justice Health & Forensic Mental Health Network** increased the number of patients assessed in the **Aboriginal Chronic Care Program**, which provides screening, health education, health promotion and early intervention strategies for Aboriginal patients in custody.
- Developed the highly successful **Frequent User Management program** to work collaboratively with patients and other key stakeholders to provide timely and appropriate treatment to patients in metropolitan and regional NSW who have been identified as frequent callers to NSW Ambulance.

## Providing expert support and guidance to local health districts and networks – our pillar organisations

Our six pillar organisations provide expertise in the development of new models of care, quality and safety initiatives, training and development and performance reporting which helps our local health districts and networks provide the best possible care.

Examples of major achievements in 2013-14 include:

- Launched the **Minimum Standards for the Management of Hip Fracture in the Older Person** to improve the outcomes of patients with fractured hips requiring surgery and management in NSW (Agency for Clinical Innovation).
- Published the fourth annual performance report, **Healthcare in Focus 2013 – How does NSW measure up?** comparing the performance of the NSW health system with Australia and ten other countries (Bureau of Health Information).
- Implemented the new skin cancer prevention digital campaign, **Pretty Shady**, targeting the sun protection message at teenagers through the use of digital mediums (Cancer Institute NSW).
- Engaged 242 participants in the **Clinical Leadership Program** with each participant undertaking a clinical improvement project to improve patient care (Clinical Excellence Commission).
- Continued expansion of **HETI Online**, the new statewide learning management system, with over 90,000 staff able to access the 78 e-learning modules published with a further 29 in development (Health Education and Training Institute).
- Released the **Surgery for Children in Metropolitan Sydney Strategic Framework** with agreement by metropolitan local health districts to increase their capacity to provide surgical care to children closer to home (NSW Kids and Families).

## Statewide and shared services – helping our local health districts and networks deliver quality, value for money services

Providing support across all our health services, NSW Health Pathology, HealthShare NSW, eHealth NSW and Health Infrastructure ensure that as a system we provide consistent services and benefit from the scale that a statewide approach to service provision can deliver.

Examples of major achievements in 2013-14 include:

- Health Infrastructure's work in planning for over \$3 billion in NSW Health major capital works projects and the delivery of major projects including the \$104 million Port Macquarie Hospital Expansion.
- NSW Health Pathology's work on the Forensic and Analytical Science Service new DNA laboratory, which is a fully automated operation that is streamlining workflows while protecting sample integrity.
- HealthShare NSW's work in the implementation of a new food service delivery model, offering patients improved choices, greater interaction with food services staff and close-to-consumption ordering.
- eHealth NSW's work in developing new systems and processes to facilitate better patient care.

## Improving system performance

For the fifth consecutive year, NSW Health delivered an on-budget performance at the end of 2013-14.

The 2013-14 Health budget provided a total of \$17.9 billion for investment in public health services and over \$1 billion in capital works. This budget represents an \$884 million, or 5.2% increase on the 2012-13 recurrent expenditure budget.

All local health districts and networks received growth funding to support higher levels of patient activity. In 2013-14, there were:

- 1.8 million inpatient episodes, which was 66,355 more than last year
- 2.65 million emergency department attendances, representing an increase of 2.9 per cent compared to last year.

Local health districts and networks also received specific enhancements for new services and facilities including funding for statewide services such as adult and neonatal intensive care beds and to increase the nursing workforce.

System performance improved in 2013-14 with NSW Health recording record results for emergency department and elective surgery waiting times over the last year.

The Council of Australian Governments Reform Council *National Partnership Agreement on Improving Public Hospital Services Report for 2013* highlights the improved performance of our public hospitals with:

- 70.8 per cent of NSW patients receiving treatment and being discharged from the emergency department or admitted to a ward within four hours – against a target of 71% for 2013
- NSW elective surgery results among the best in the country, achieving its 2013 targets for treating semi-urgent and non-urgent patients within the clinically recommended time and its targets for reducing the days waited by overdue urgent and non-urgent patients.

The improvement in our performance has translated to improved patient care, with over 200,000 additional people being seen in a timelier manner across NSW Health.

## Investing in health infrastructure

Over the last year there has been a significant investment in the planning and delivery of new health care facilities to meet the growing and evolving healthcare needs of the community.

Examples of major projects delivered in 2013-14 include:

- Albury Ambulance Station (\$4 million).
- Blacktown Hospital Car Park (\$24 million).
- Goulburn Base Hospital Sub Acute Rehabilitation Unit (\$10 million).
- Graythwaite Rehabilitation Centre (\$41 million).
- Gulgong Multipurpose Service (\$7 million).
- Hornsby Hospital Mental Health Unit (\$34 million).
- Illawarra Regional Cancer Centre (\$14 million).
- Lockhart Multipurpose Service (\$8 million).
- Mona Vale Sub Acute Rehabilitation Unit (\$10.5 million).
- Nepean Hospital Expansion (\$139 million).
- Nepean Hospital Car Park (\$23 million).

- New England and North West Regional Cancer Centre (\$42 million).
- Port Macquarie Hospital Expansion (\$104 million).
- Shoalhaven Regional Cancer Centre (\$32 million).
- St George Sub Acute Mental Health Unit (\$8 million).

Working in partnership with the private and not for profit sectors to improve access to services has been a key theme over the last year, with planning for a public private partnership for the new Northern Beaches Hospital now advanced and the opening of Lifehouse at Royal Prince Alfred Hospital.

## Ministry led initiatives to support a whole of system focus on creating healthy communities and providing world class care

The NSW Ministry of Health continued to work with key stakeholders across NSW Health and across Government to deliver on our commitments under the NSW State Health Plan: Toward 2021 and NSW 2021: A plan to make NSW number one.

Examples of major achievements in 2013-14 include:

- Expanded the **Whole of Hospital Program** across NSW to 44 sites, an increase of 21 sites on the previous year.
- Convened our annual **Innovation Symposium** bringing together 1000 consumers, clinicians and clinical support staff to network and share ideas on how to improve patient care.
- Rolled out the **Quit for New Life Program** delivering smoking cessation care to mothers of Aboriginal babies across NSW.
- Announced the **Integrated Care in NSW Strategy** in March 2014, which includes three demonstrator sites and a Planning and Innovation Fund to support local initiatives to deliver integrated care.
- Released the **Blueprint for eHealth in NSW** and established eHealth NSW to provide direction and leadership in technology led improvements in patient care.
- Delivered the **NSW State Health Plan: Towards 2021** which sets out the strategic direction and priorities for NSW Health in delivering “the right care, in the right place, at the right time”.
- Developed the **Rural Health Plan: Towards 2021** which sets out strategies to improve health and healthcare for those living in rural and remote communities of NSW.

## Recognising award-winning service and care

The 2013 Innovation Symposium and Health Awards provided us with an opportunity to come together to look at new and better ways of delivering healthcare by showcasing innovations from across NSW Health.

In 2013, the category winners at the NSW Health Awards were:

- **Patients as partners** awarded to **NSW Ambulance** for its Frequent User Management Program.
- **Integrated Health Care** awarded to **South Eastern Sydney** for Bug Attack – St George Hospital Fight Back: Confronting Resistance.
- **Local Solutions** awarded to **South Eastern Sydney** for Southcare Geriatric Flying Squad.

- **Healthy Living** awarded to **Hunter New England** for Good for Kids, Good for Life: Childhood Obesity Prevention.
- **Building Partnerships** awarded to **Sydney Children’s Hospitals Network** for Optimising Health and Learning in Refugee Students.
- **Collaborative Team** awarded to **Northern Sydney** for Setting the Standard: A Patient Journey at Royal North Shore Hospital.
- **Harry Collins Award** awarded to **Western Sydney** for Innovations for MRSA Control in a NICU Population.
- **Minister for Mental Health Award for Excellence in the Provision of Mental Health Services** awarded to **Nepean Blue Mountains** for Implementing an Assertive Community Treatment Team.
- **Minister for Health and Minister for Research Award** for Innovation awarded to **Western NSW** for In Safe Hands – Structured Interdisciplinary Bedside Rounds.
- **Director General’s Award for Integrated Care** awarded to **Hunter New England** for Good for Kids, Good for Life: Childhood Obesity Prevention.
- **Volunteer of the Year** awarded to Peggy Roberts, **South Eastern Sydney**
- **Staff Member of the Year** awarded to Wendy Robinson, **Western NSW**
- **Collaborative Leader of the Year** awarded to Dr Gabriel Shannon, **Western NSW**

In 2013, nine Health initiatives were finalists in the Premier’s Public Sector Awards, with two category winners:

- **Delivering Quality Customer Services** awarded to the Sydney Children’s Hospitals Network for the Optimising health and learning in refugee and vulnerable migrant students program; and
- **Improving Performance and Accountability** awarded to HealthShare NSW for the Enterprise Imaging Repository initiative.

While NSW Health has achieved much over the last 12 months, there is more to be done if we are to continue to evolve our health system to one that fully harnesses the passion, commitment and expertise of our staff, research and innovation, modern technologies and key partnerships to better meet the health needs of the community and to improve health outcomes.

## Our CORE values

We 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.



Health

# About NSW Health

NSW Health comprises both the NSW Ministry of Health (a public service department under the Government Sector Employment Act 2013) and the various statutory organisations which make up the NSW public health system. It employs around 106,000 staff (full-time equivalent).

Currently NSW Health 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
- NSW Kids and Families
- HealthShare NSW
- eHealth NSW
- Health Infrastructure

The roles and functions of NSW Health organisations are principally set out in two Acts – the Health Administration Act 1982 and the Health Services Act 1997, complemented by a corporate governance framework which distributes authority and accountability through the public health system.

The NSW Ministry of Health supports the NSW Minister for Health and Minister for Medical Research, who is the Health Cluster Minister, and the Minister for Mental Health and Assistant Minister for Health, to perform their executive government and statutory functions. The Secretary of the NSW Ministry of Health also has significant statutory functions, including a range of regulatory responsibilities and overarching responsibility for the protection of public health for NSW, supported by Health Protection NSW.

The NSW Ministry of Health also has the role of 'system manager' in relation to the NSW public health system, the largest healthcare system in Australia, and one of the largest in the world. The NSW public health system operates more than 225 public hospitals, as well as providing community health and other public health services, for the NSW community through a network of local health districts, specialty networks and non-government affiliated health organisations. One of these, St Vincent's Health Network has been recognised as a network for the purpose of the National Health Reform Agreement. NSW Ambulance and NSW Health Pathology are other critical healthcare delivery organisations within the system.

Excellence and innovation in health care delivery across the system is supported by the 'pillar' organisations within NSW Health, by the important services delivered by NSW Health's shared services organisations, HealthShare NSW, eHealth NSW and Health Infrastructure, and through partnering with non-government organisations and private providers.

NSW Health functions within the Australian federal system of government under which the Commonwealth Government takes the lead responsibility for general practice and primary healthcare, as well as full funding and program responsibility for aged care. The Commonwealth also has a significant role in funding secondary and tertiary care provided in the community, including specialist medical and diagnostic services and pharmaceuticals. About half of all Australians purchase private health insurance for private hospital treatment, some other private services, and treatment as private patients in public hospitals.

Australia's system of healthcare 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, such as demand for more 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.

With NSW home to one third of the Australian population, NSW Health has made significant changes at State and local levels to address systemic gaps and improve health outcomes.

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

## Health Portfolio Ministers

The Hon. Jillian Skinner MP continued in the role of Minister for Health and Minister for Medical Research during the reporting year.

The Hon. Jai Rowell MP commenced in the role of Minister for Mental Health and Assistant Minister for Health during the reporting year.



## A day in the life

The NSW public health system is world-class. It is the biggest public health system in Australia with more than **225 public hospitals** and around **106,000 dedicated staff** who make up the health workforce.

### On a typical day in NSW\*



**60,000**  
meals served to patients



**24,000**  
clinicians use the electronic medical record



**17,000**  
people spend the night in a public hospital



**6500**  
people are seen by our emergency departments (EDs)



**5600**  
people are admitted to a public hospital



**3383**  
NSW Ambulance responses



**1000**  
patients have their surgery (emergency or planned)  
performed in our public hospitals



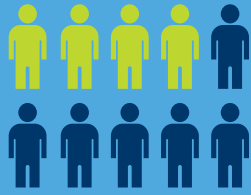
**200**  
babies are born

### Patients have...



\*As at July 2014, Monday to Friday when most planned surgery is performed.

# Highlights



**48,425**

people enrolled in the Chronic Disease Management Program, 39% more than last year

**\$33.8 million**

invested in the Medical Research Support Program



**48,000**

record number of nurses and midwives



**18.7%**

19,887 patients cared for at home through the Hospital in the Home program



**144 million**

minutes saved by patients attending care at emergency departments compared to 2011-12



**123,447**

less days spent waiting for elective surgery compared to 2011-12



**3.8 kg**

average weight loss of those who completed the Get Healthy Service six month coaching program



**36%**

increase in the number of teams across NSW participating in the Knockout Health Challenge, a community based program that supports Aboriginal people to reduce their risk factors for chronic disease



**\$1.29 billion**

invested in capital works to improve infrastructure at a range of hospitals and health services including mental health services

**1.8 million**

inpatient episodes, 66,355 more than last year



**3.8%**

**1.3%**



**216,675**

planned surgical cases performed



# Financial highlights

On a Net Cost of Services basis, NSW Health's 2013-14 result was \$6 million favourable against the approved adjusted budget as agreed with NSW Treasury. This result was determined after excluding the full actual impact derived from the Long Service Leave actuarial result for 2013-14.

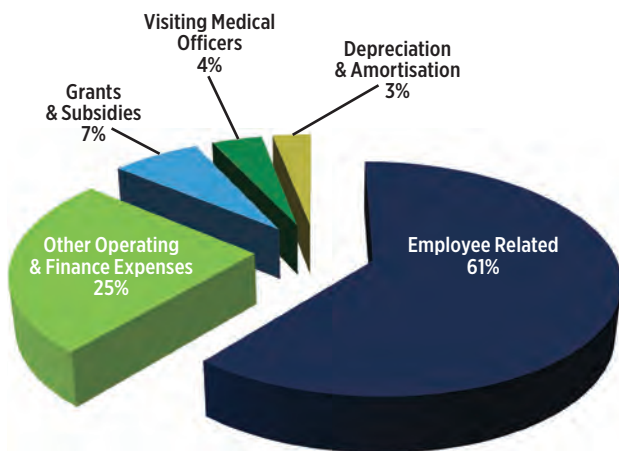
NSW Health's full year capital expenditure for 2013-14 (excluding capital expensing) was \$1.18 billion for works in progress and completed works. The total represents 9.06 per cent of the Property, Plant, Equipment and Intangibles asset base. NSW Health delivered its capital spend in accordance with the 2014-15 Budget Paper 3 forecast result for 2013-14.

Based on the combined operating and asset results above, NSW Health has been assessed by NSW Treasury as achieving its overall budget responsibilities in 2013-14.

The Ministry's Statement of Comprehensive Income reports a net result of \$458 million, \$18 million greater than the initial budget estimates. Information detailing the reasons for this variance is contained in the 2013-14 audited financial statements (Note 39).

## Expenses

The following chart provides a breakdown of NSW Health's expenses by major categories:

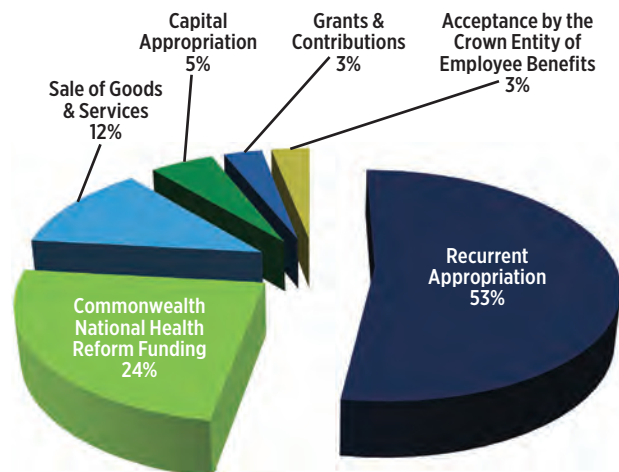


As a health service provider, approximately 65 per cent or \$11.7 billion of costs incurred during 2013-14 are labour related and include employee salary costs and contracted Visiting Medical Officer costs. Significant costs in 2013-14 within the Other Operating and Finance Costs include approximately \$1.4 billion in drug, medical and surgical supplies and \$465 million in maintenance related expenses.

Grants and subsidies to third parties for the provision of public health related services were over \$1.17 billion in 2013-14, including subsidies of more than \$609 million of operating grants being paid to affiliated health organisations.

## Revenue

Following the introduction of the National Health Reform Agreement, the Commonwealth Special Purpose Payment for NSW is received as grant revenue (\$4.44 billion) by NSW Health.



Own source revenues retained by NSW Health reporting entities during 2013-14 comprised user revenue largely from private and compensable patient fees. These are included in Sale of Goods and Services in the chart above and Note 8 of the 2013-14 audited financial statements provides further detail about this category of revenue. Key items include recovery of patient fees from private health funds for privately insured patients (\$689 million), Department of Veterans' Affairs for the provision of services to entitled veterans (\$354 million), recoup of costs from the Commonwealth through Medicare for highly specialised drugs (\$230 million) and compensable payments received from motor vehicle insurers for the hospital costs of persons hospitalised or receiving treatment as a result of motor vehicle accidents (\$141 million).

## Net Assets

NSW Health's net assets as at 30 June 2014 are \$11.2 billion. This is made up of total assets of \$15.5 billion partly offset by total liabilities of \$4.3 billion. The net assets are represented by accumulated funds of \$8.1 billion and an asset revaluation reserve of \$3.1 billion.

The audited financial statements for the NSW Ministry of Health are provided in this report. Audited financial statements have also been prepared in respect of each of the reporting entities controlled by the Ministry. These statements have been included in a separate volume of the 2013-14 Annual Report.

# NSW State Health Plan

The *NSW State Health Plan: Towards 2021*, was officially launched by the Minister for Health at the annual NSW Health Symposium in June 2014.

The *NSW State Health Plan* provides a strategic framework which brings together NSW Health's 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 Plan outlines the next steps in reforming the system. The Plan includes a number of overarching key direction and strategy areas.

## Directions

- Keeping people healthy
- Providing world class clinical care
- Delivering truly integrated care

## Strategies

- Supporting and developing our workforce
- Supporting and harnessing research and innovation
- Enabling eHealth
- Designing and building future-focused Infrastructure

These directions and strategies will contribute to delivering the targets for NSW Health in the State plan, *NSW 2021: A Plan to make NSW number one*, including keeping people healthy and out of hospital, and to provide world class clinical services with timely access and effective infrastructure.

The *NSW State Health Plan* shapes how the NSW public healthcare system will develop and establishes the common values, actions, policies and programs that will be required to achieve change. All parts of NSW Health have a role to play in implementing initiatives outlined in the *NSW State Health Plan*.

NSW Health will work as a system to implement the strategies set out in the Plan and to monitor and report on progress in achieving this vision for the future.



A full copy of the State Health Plan can be downloaded from the NSW Health website: <http://www.health.nsw.gov.au/statehealthplan/Pages/NSW-State-Health-Plan-Towards-2021.aspx>