NSW Health
Strategic Priorities 2018-19

NSW GOVERNMENT | Health

Contents

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 and Premier's Priorities.

I congratulate everyone who has taken part in the many workshops and planning sessions in order to progress the NSW Health Strategic Priorities for 2018-19 and to deliver on these critical objectives. I also recognise that there is other work that staff 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.

Our Strategic Priorities provide the system and our stakeholders with a meaningful overview of our target outcomes and a governance mechanism through which these strategies are monitored and reported. Ultimately we are reinforcing our 'tight-loose-tight' performance system that sets a tight direction, allows a looseness about how the objectives are achieved to encourage innovation and continuous improvement, and applies tight ownership and monitoring of deliverables.

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

1. Patient Safety First
2. Leading Better Value Care
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 Meeting 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.

I am also keen this year to have an enhanced focus on **Aboriginal Health and Wellbeing**, under the executive sponsorship of myself and the leadership of the Centre for Aboriginal Health, as we work towards our vision of health equity for all Aboriginal people in line with the NSW Aboriginal Health Plan 2013-2023.

One of the other important issues for staff working in the Ministry and across the Pillars and Service Agencies remains the **New Ways to Work** strategy. New Ways to Work is not just about our move to St Leonards in 2020, but an opportunity to improve the ways we collaborate across the system. I am particularly looking forward to improving our communication channels to staff, identified as a priority in the most recent People Matter survey.

I believe these Strategic Priorities for 2018-19 point NSW Health in the right direction to strengthen our performance culture and deliver results to improve the care of patients in our system.

Elizabeth Koff
Secretary, NSW Health

How this Plan Works

The Planning Cascade

Our *State Health Plan: Towards 2021* has provided the foundation for the 2018-19 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 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.

STATE HEALTH PLAN

Designing and delivering a 21st century health system

DELIVERING INNOVATION — OUR DIRECTIONS

DIRECTION ONE
Keeping People Healthy

DIRECTION TWO
Providing World-Class Clinical Care

DIRECTION THREE
Delivering Truly Integrated Care

MAKING IT HAPPEN — OUR STRATEGIES

STRATEGY ONE
Supporting and Developing our Workforce

STRATEGY TWO
Supporting and Harnessing Research and Innovation

STRATEGY THREE
Enabling eHealth

STRATEGY FOUR
Designing and Building Future-Focused Infrastructure

STRATEGY FIVE
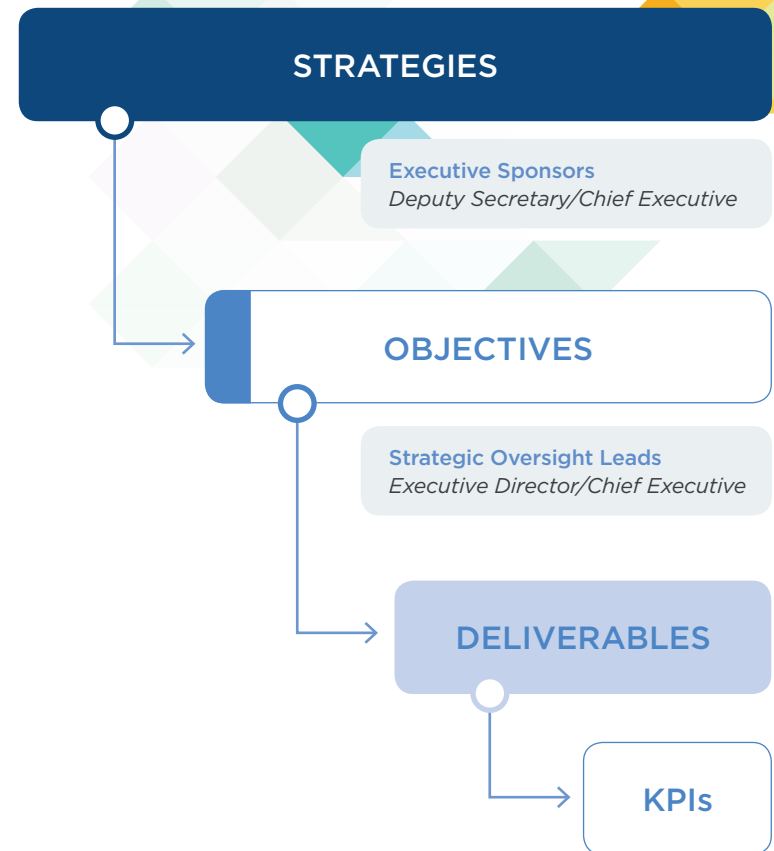Financial Sustainability

Measuring Success and Monitoring Progress

The Deliverables help the Ministry as system manager to monitor the impact of the Strategic Priorities on the health system.

The Executive Sponsor for each of the eight Strategies will convene a regular progress meeting with the Strategic Oversight Leads and key contributors responsible for the Deliverables. The meeting will address the key risk areas ensuring that the mitigation strategies are sufficient as well as reviewing the KPI Dashboard for trends. Ultimately the Executive Sponsors will need to confirm that the Strategy is progressing towards its desired outcomes or whether changes to priorities, timescales or resources are needed.

Recommendations will be reported to the Ministry Executive Meeting, Health System Strategy Meeting and the Senior Executive Forum.

STRATEGIES

Executive Sponsors
Deputy Secretary/Chief Executive

OBJECTIVES

Strategic Oversight Leads
Executive Director/Chief Executive

DELIVERABLES

KPIs

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

- Executive Director Centre for Population Health
Jo Mitchell
- Director Centre for Aboriginal Health
Geraldine Wilson
- Executive Director Centre for Epidemiology and Evidence
Sarah Thackway
- Director Centre for Oral Health Strategy
Darrin Eade *(Acting)*
- Director Health Protection NSW
Jeremy McAnulty
- Director Office of the Chief Health Officer
Rada Kusic
- Executive Director Office for Health and Medical Research
Antonio Penna

Deputy Secretary People, Culture and Governance
Phil Minns

- Executive Director Legal and Regulatory Services
Leanne O'Shannessy
- Executive Director Workforce Planning and Development
Deb Frew *(Acting)*
- Executive Director Workplace Relations
Annie Owens
- Executive Director Communications and Engagement
Suzanna White
- Executive Director Executive and Ministerial Services
Michelle Kelly
- Nursing and Midwifery Office Chief Nursing and Midwifery Officer
Jacqui Cross
- Director Change Management
Katrina Eadie
- Director Office of Deputy Secretary
Cathy Hill

Deputy Secretary System Purchasing and Performance
Susan Pearce

- Executive Director System Information and Analytics
Ray Messom
- Executive Director System Performance Support
Brad Astill
- Executive Director System Purchasing
Elizabeth Wood
- Executive Director System Management
Graeme Loy
- General Manager Program Management Office
Emma Malica
- Director Office of Deputy Secretary
Jasmin Ellis

Deputy Secretary Strategy and Resources
Nigel Lyons

- Executive Director Government Relations
Jacqui Ball
- Executive Director Health and Social Policy
Tish Bruce
- Executive Director Health System Planning and Investment
Cathryn Cox
- Executive Director Mental Health
Karin Lines
- Director Activity Based Management
Neville Onley
- Executive Director Strategic Reform
Cathryn Cox *(Acting)*
- Director Office of Deputy Secretary
Loray Dudley

Chief Financial Officer and Deputy Secretary Financial Services and Asset Management
Wendy Hughes *(Acting)*

- Deputy Chief Financial Officer
Alfa D'Amato *(Acting)*
- Chief Procurement Officer
Michael Gendy
- Director Asset Management
Jan Schmidt
- Director Office of Deputy Secretary
Sonya Turcinov

Chief Executive eHealth NSW
Zoran Bolevich

Chief Executive HealthShare NSW
Daniel Hunter

Chief Executive Health Infrastructure
Sam Sangster

Chief Executive NSW Ambulance
Dominic Morgan

Chief Executive NSW Health Pathology
Tracey McCosker

Chief Executive Agency for Clinical Innovation
Jean-Frédéric Lévesque

Chief Executive Bureau of Health Information
Diane Watson

Chief Executive Cancer Institute NSW
David Currow

Chief Executive Clinical Excellence Commission
Carrie Marr

Chief Executive Health Education and Training Institute
Annette Solman

KEY
- Population and Public Health
- People, Culture and Governance
- System Purchasing and Performance
- Strategy and Resources
- Financial Services and Asset Management
- Office of the Secretary
- Services
- Pillars

NSW HEALTH STRATEGIC PRIORITIES FY2018-19

STRATEGIES

Executive Sponsors

OBJECTIVES — *Strategic Oversight Leads*

1. KEEP PEOPLE HEALTHY
Population and Public Health

1.1 Implement policy and programs to reduce childhood obesity
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 drug use and work across government agencies
Centre for Population Health

1.4 Reduce the impact of infectious disease on the community
Health Protection NSW

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

2. PROVIDE WORLD-CLASS CLINICAL CARE: PATIENT SAFETY FIRST
System Purchasing and Performance

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 to patient-centred value-based care
Strategic Reform

2.3 Improve the patient experience
System Purchasing

2.4 Ensure timely access to care, with a focus on emergency, surgery and Ambulance performance
System Performance Support

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

3. INTEGRATE SYSTEMS TO DELIVER TRULY CONNECTED CARE
Strategy and Resources

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

3.2 Deliver mental health reforms across the system
Mental Health

3.3 Integrate the approach to End of Life and Palliative Care
Health and Social Policy

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

3.5 Leverage health information and analytics to connect care across the system
System Performance Support

3.6 Support vulnerable people
Government Relations

4. DEVELOP AND SUPPORT OUR PEOPLE AND CULTURE
People, Culture and Governance

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

4.2 Enable new ways of working facilitated by the move to St Leonards
Workforce Relations

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

4.4 Develop effective health professional managers and leaders
Health Education and Training Institute

4.5 Improve health, safety and wellbeing at work
Workplace Relations

5. SUPPORT AND HARNESS HEALTH AND MEDICAL RESEARCH AND INNOVATION
Population and Public Health

5.1 Generate policy-relevant research
Centre for Epidemiology and Evidence

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

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

5.4 Enable the research environment
Office of Health and Medical Research

6. ENABLE eHEALTH, HEALTH INFORMATION AND DATA ANALYTICS
eHealth NSW

6.1 Implement integrated paper-lite core clinical information systems
eHealth NSW

6.2 Foster eHealth solutions that support integrated health services
eHealth NSW

6.3 Systemise enhanced access to data and information through improved platforms
eHealth NSW

6.4 Systemise and expand the integration of data to drive greater insights
eHealth NSW

6.5 Enhance decision-making by better supporting insights and actioning
eHealth NSW

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

7. DELIVER INFRASTRUCTURE AND SYSTEM CAPABILITY
Strategy and Resources

7.1 Deliver agreed infrastructure on time and on budget
Health Infrastructure and eHealth NSW

7.2 Undertake integrated planning with other agencies
Health System Planning and Investment

7.3 Build asset management capability
Asset Management

7.4 Optimise procurement and supply chain
Procurement

7.5 Deliver commercial programs
Finance

8. BUILD FINANCIAL SUSTAINABILITY AND ROBUST GOVERNANCE
Financial Services and Asset Management

8.1 Secure a long term sustainable financial position
Finance

8.2 Ensure Health's delivery on the Financial Management Transformation Program
Finance

8.3 Drive improved financial capability to support fiscal sustainability
Finance

8.4 Deliver effective regulatory, governance and accountability
Legal and Regulatory Services

8.5 Drive system-wide consistency in use of health shared services
People, Culture and Governance

KEY
- Population and Public Health
- People, Culture and Governance
- System Purchasing and Performance
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- Office of the Secretary
- Services
- Pillars

TARGET OUTCOMES FY 2018-19

	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 drug use particularly in pregnant women • Delivering social marketing campaigns addressing key risk factors • Striving towards the elimination of HIV and Hepatitis C • Striving to establish whole-of-government pathways to support better outcomes for vulnerable populations	• Driving behaviour change amongst clinicians to ensure that routine clinical care addresses modifiable risk factors • Balancing resources between continuing cost-effective screening and support for secondary interventions • Embedding Aboriginal cultural concepts of health and wellbeing
2 **STRATEGY 2. PROVIDE WORLD-CLASS CLINICAL CARE: PATIENT SAFETY 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 and ensuring appropriate action to stop deterioration • Driving better value patient-centred care 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 maternal and neonatal care and patient safety outcomes in mental health • Driving a greater focus on patient experience and outcomes valued by patients • Moving towards value-based funding of clinical care
3 **STRATEGY 3. INTEGRATE SYSTEMS TO DELIVER TRULY CONNECTED CARE**	• Supporting the successful transition to the National Disability Insurance Scheme (NDIS) by 2018* • Decreasing the percentage of children and young people re-reported at risk of significant harm* • Continuing focus on mental health reform with a focus on leadership, culture and quality outcomes • Continuing to develop relationships with community-based health and social care providers • Supporting persons with disability within the health system and between agencies	• Sharing health information and system analytics to enable integrated care • Step-changing the way funding is delivered to LHDs to support integrated care • Working more closely with Primary Health Networks (PHNs) on joint service co-commissioning and shared KPIs • Embedding Aboriginal cultural concepts of health and wellbeing
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 government sector in the next 10 years* – introducing different intervention approaches to drive diversity outcomes • Continuing to focus on workplace culture and the direct impact this has on patient safety – in particular to support the system to create fast, transparent and fair performance and complaints processes • Continuing focus on building effective managers and leaders • Continuing to implement better technologies around our core processes • Upgrade the Learning Management System in line with a more contemporary look, feel and functionality to engage staff	• Develop an overarching plan for the St Leonards move that provides a consistent view on the progress of key elements including culture change and a technology architecture clearly aligned with business needs in the new ways of working • More explicit focus on the role, culture and performance of the Ministry as a major player in the health system in its own right, as well as its role as a system manager • Stepping up the Ministry's role in reducing variability of workplace safety outcomes system-wide • Refreshing and strengthening senior leadership performance and talent management in response to the recalibration of the NSW Health governance model • Increasing the focus on developing and leveraging our employment brands to drive a more strategic approach to recruitment • Better understanding our future technology requirements to enable better workforce management

* Premier or NSW Government priority, see Page 18 for details

	Continuing Priority Focus	**Emerging Focus**
5 **STRATEGY 5. SUPPORT AND HARNESS HEALTH AND MEDICAL RESEARCH AND INNOVATION**	• Leveraging opportunities that are emerging in the national sphere • Continuing to enable the research environment	• Building capability of the districts in translational research • Making NSW competitive in clinical trials
6 **STRATEGY 6. ENABLE eHEALTH, HEALTH INFORMATION AND DATA ANALYTICS**	• 70% of government transactions to be conducted via digital channels by 2019* • Continuing to build a consistent foundation through steady expansion of key systems • Streamlining access to health data and information for better decision-making • Integrating fragmented systems and data sources to drive insights and better triangulation	• Shifting data analytics to a more integrated approach that maximises available data, information and capabilities and takes a more deliberate approach to designing the data capabilities that the Ministry needs for effective system management • Take a design-led approach to crafting the kind of performance tracking the Ministry needs to fulfil 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 health system executive team • Accelerating our focus on integration across public, private, primary, community and hospital to provide provider-level insights across primary, secondary and tertiary care settings • Increasing real-time clinical analytics and providing decision support to clinicians at local levels
7 **STRATEGY 7. DELIVER INFRASTRUCTURE AND SYSTEM CAPABILITY**	• Delivering key infrastructure and IT systems on time and budget* - the largest capital program ever delivered by NSW Health • Strengthening the integrated transport, precinct and land use planning across agencies • Continuing to strengthen service planning capability to drive better strategic decisions • Continuing to implement targeted commissioning and contestability programs	• Increasing the maturity of our asset management capability • Actively driving balance sheet management to leverage changes in leasing standards and TCorp • Leveraging the infrastructure program to drive employment and growth in NSW • Embedding operational commissioning and change management capability
8 **STRATEGY 8. BUILD FINANCIAL SUSTAINABILITY AND ROBUST GOVERNANCE**	• Expenditure growth to be less than revenue growth* • Progressing the Financial Management Transformation program implementation with a focus on outcome-based budgeting and reporting • Strengthening and enabling governance, accountability and risk management across the system	• Improve the range, integration and visibility of risk management information from across the health system, with a primary focus on those areas of risk most likely to impact the quality of system performance • Build a consistent approach to governance roles and responsibilities across the LHDs, SHNs, Pillars and Service Agencies and the Ministry, that is sharper in defining responsibility and accountability structures that properly reflect legislative and policy settings • Extending our financial planning across a four-year horizon • Building infrastructure and capability to deliver value-based healthcare on a systematic basis • Driving greater accountability for achievement of agreed investment outcomes • Uplifting financial capability across the system to support fiscal sustainability • Accelerating procurement programs to meet central government savings targets • Providing appropriate governance around new accounting standards

* Premier or NSW Government priority, see Page 18 for details

Executive Sponsor

Population and Public Health

KEY ■ Population and Public Health ■ Strategy and Resources ■ Services ■ Pillars

OBJECTIVES *Strategic Oversight Leads*

1.1	1.2	1.3	1.4	1.5
Implement policy and programs to reduce childhood obesity *Centre for Population Health*	Ensure preventive and population health programs to reduce tobacco use *Centre for Population Health and Cancer Institute NSW*	Embed a health system response to alcohol and other drug use and work across government agencies *Centre for Population Health*	Reduce the impact of infectious disease on the community *Health Protection NSW*	Embed Aboriginal cultural concepts of health and wellbeing in programs and services *Centre for Aboriginal Health*

Reduce overweight and obesity rates of children by 5% over 10 years

DELIVERABLES *Delivery Leads*

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

Integrate telephone support services across multiple health behaviours to drive population health benefits.
Centre for Population Health/Cancer Institute NSW

Roll out programs to strengthen influenza preparations, monitoring and response including childhood influenza vaccination.
Health Protection NSW/ NSW Health Pathology

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

Ensure effective programs addressing childhood overweight and obesity in Aboriginal populations to achieve target of 60% of trained primary schools and child care services with a high percentage of Aboriginal children enrolled, meeting 65% of relevant 'Live Life Well at School' and 'Munch and Move' practices.
Health and Social Policy/Centre for Aboriginal Health/Centre for Population Health

Embed tobacco cessation in pregnancy services and reduce disparities in smoking rates between pregnant Aboriginal and non-Aboriginal women.
Centre for Population Health/ Cancer Institute NSW/Health and Social Policy

Ensure equitable reach and effectiveness of support for pregnant women who use alcohol and other drugs during pregnancy.
Centre for Population Health

Continue to focus on the virtual elimination of HIV transmission in NSW.
Centre for Population Health/ Health Protection NSW

Strengthen Aboriginal health governance and partnerships across the health system.
Centre for Aboriginal Health

Embed tobacco cessation in services targeting vulnerable populations including Aboriginal people and mental health clients.
Centre for Population Health/Centre for Aboriginal Health/Mental Health

Drive the Opioid Treatment Program reform through better use of emerging therapies.
Centre for Population Health

Continue to focus on the elimination of Hepatitis C transmission, particularly in vulnerable groups.
Centre for Population Health/ Centre for Aboriginal Health/Health Protection NSW

Strengthen care integration for Aboriginal people across the system including between community controlled, primary care and hospital services.
Centre for Aboriginal Health/Agency for Clinical Innovation

Embed routine management of height and weight and clinical advice in services seeing children to achieve target of 60% of children having height and weight recorded.
Health and Social Policy/Centre for Population Health

Embed a quality framework and improve outcomes monitoring for alcohol and other drug services, with a focus on vulnerable populations.
Centre for Population Health

Increase access to alcohol and other drug treatment court diversion programs for vulnerable populations with a focus on Aboriginal people.
Centre for Population Health/Centre for Aboriginal Health

NSW Health contribution to the NSW Premier's and State Priorities

2 PROVIDE WORLD-CLASS CLINICAL CARE: PATIENT SAFETY FIRST

System Purchasing and Performance

KEY ■ Population and Public Health ■ People, Culture and Governance ■ System Purchasing and Performance ■ Strategy and Resources ■ 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 to patient-centred value based care
Strategic Reform

2.3 Improve the patient experience
System Purchasing

> Improve customer satisfaction with key government services every year, this term of government

2.4 Ensure timely access to care, with a focus on emergency, surgery and Ambulance performance
System Performance Support

> Increase the on-time admissions for planned surgery

> 81% of patients through emergency departments within 4 hours

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

DELIVERABLES *Delivery Leads*

2.1

Reduce Hospital Acquired Complications (HACs) in the areas of wounds, infections and falls.
Clinical Excellence Commission

Expand the NSQuip program into selected regional hospitals and design surgical quality improvement projects with a focus on reduction of surgical site infection and post-surgical urinary tract infections.
Agency for Clinical Innovation

Finalise the audit and feedback processes to reduce unwarranted clinical variation with a focus on COPD, CHF and diabetes.
Agency for Clinical Innovation

Assess unwarranted clinical variation with a focus on hip fracture, bronchiolitis and selected cancers.
Agency for Clinical Innovation/ Cancer Institute NSW

Redesign the clinical incident review system by introducing new risk assessment and investigation methods.
Clinical Excellence Commission

Refine the KPIs and monitoring for safety and quality including HACs, sentinel events and (re)avoidable admissions.
System Information and Analytics/ Clinical Excellence Commission/ Bureau of Health Information

2.2

Support LHDs to complete Leading Better Value Care (LBVC) Tranche 1 implementation:
• Chronic Heart Failure • COPD
• Diabetes • Osteoarthritis
• Renal supportive care
Agency for Clinical Innovation

Development of solutions and implementation of Tranche 2 LBVC focus areas:
• Hip fracture • Wound
• Bronchiolitis • Cancer Care
Strategic Reform

Evidence the implementation progress and outcomes from the LBVC program.
Strategic Reform

Undertake a skills assessment process to determine gaps in economics, business case development and evaluation.
Strategic Reform

Develop a statewide Strategic Framework for Patient Reported Measures (PRMs) and plan for system-wide implementation.
Strategic Reform

Build on existing work to support implementation of PRMs in Integrated Care and LBVC sites across the state.
Agency for Clinical Innovation

Pilot an outcome-based purchasing adjuster.
System Purchasing/System Information and Analytics

Develop a value-based funding framework.
System Purchasing

2.3

Implement engagement tools for customers and carers including:
• Health literacy
• Co-design of services
• Supporting shared decision-making across the system
• REACH
Clinical Excellence Commission/ Agency for Clinical Innovation

Design and implement interventions to improve the experience of Aboriginal patients in hospital settings.
Agency for Clinical Innovation/ Centre for Aboriginal Health

Drive better coordination between the use of Patient Reported Measures and patient surveys.
System Information and Analytics/ Bureau of Health Information

Rollout 'My Food Choice' program to new sites.
HealthShare NSW

2.4

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

Prioritise and focus on improving surgical access block in sites with significant challenges.
Agency for Clinical Innovation

Design and pilot solutions to reduce access and exit block to and from ICU in selected major hospitals.
Agency for Clinical Innovation

Assess indication for surgery and provide supportive models for avoidance of surgery.
Agency for Clinical Innovation

Implement improved model for pre-analytical pathology services.
NSW Health Pathology

Increase the volume of low acuity patient transportation undertaken by Patient Transport Service.
HealthShare NSW

2.5

Implement the NSW Health data governance framework.
System Information and Analytics

Facilitate Board engagement forums on their role in clinical quality and safety, leveraging relevant experts.
System Information and Analytics/ Legal and Regulatory

Enable the system to engage in discussions with clinicians around clinical patient experience and outcomes.
System Information and Analytics

> NSW Health contribution to the NSW Premier's and State Priorities

Executive Sponsor

Strategy and Resources

KEY ■ Population and Public Health ■ System Purchasing and Performance ■ Strategy and Resources ■ Pillars

OBJECTIVES *Strategic Oversight Leads*

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

3.2 Deliver mental health reforms across the system
Mental Health

3.3 Integrate the approach to End of Life and Palliative Care
Health and Social Policy

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

> Successful implementation of the NDIS by 2018

3.5 Leverage health information and analytics to connect care across the system
System Performance Support

3.6 Support vulnerable people
Government Relations

> Decrease the percentage of children and young people re-reported at risk of significant harm by 15%

DELIVERABLES *Delivery Leads*

3.1

Change funding for integrated care from grant-based to purchasing-based with explicit outcome measures.
System Performance Support

Work closely with Primary Health Networks on joint service co-commissioning.
System Performance Support

Agree and commence reporting of joint or shared KPIs with Primary Health Networks.
System Information and Analytics

Extract learning on successful health and social sector partnerships and identify ability to transfer and scale up.
System Performance Support

Explore potential to increase services in Health Care Homes through LHD funding.
System Performance Support

3.2

Undertake the implementation plan to reduce the use of seclusion and restraint in NSW.
Mental Health

Work with the Mental Health Commission, Primary Health Networks and local communities to ensure delivery of coordinated suicide prevention strategies.
Mental Health

Implement the Mental Health Strategic Framework and Workforce Plan.
Mental Health

Continue the transition of long stay patients from institutional care to community care.
Mental Health

3.3

Implement priority projects from the End of Life and Palliative Care Framework.
Health and Social Policy

Rollout $100 million government commitment to address palliative care workforce capacity challenges.
Health and Social Policy

Assess and design solutions to reduce unwarranted clinical intervention for the frail elderly towards the end of life.
Agency for Clinical Innovation

3.4

Clarify scope of NDIS services for clients and what Health should provide.
Government Relations

Encourage local service providers to leverage data and analytics capability deployed to support care for clients.
Government Relations/System Information and Analytics

Invest in statewide networks and evaluate activity in meeting the needs of people with intellectual disability.
Health and Social Policy

Implement the whole of government Integrated Service Response.
Health and Social Policy

3.5

Promote clinician usage of My Health Record for specific clinical cohorts.
System Performance Support

Leverage data linkage projects (GP, MBS, PBS, FACS, NDIS) to inform local system planning.
System Information and Analytics

3.6

Respond to recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse.
Government Relations

Respond to recommendations from Their Futures Matter.
Government Relations

For children aged under five, strengthen the universal assessment program to improve health and development outcomes and ensure better targeting of services.
Health and Social Policy

Embed Aboriginal cultural concepts of health and wellbeing to ensure better targeting of services.
Centre for Aboriginal Health

> NSW Health contribution to the NSW Premier's and State Priorities

4 DEVELOP AND SUPPORT OUR PEOPLE AND CULTURE

Executive Sponsor

People, Culture and Governance

KEY ■ Population and Public Health ■ People, Culture and Governance ■ Strategy and Resources ■ 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 Enable new ways of working facilitated by the move to St Leonards *Workplace Relations*	4.3 Strengthen the culture within Health organisations to reflect our CORE values more consistently *Workforce Planning and Development*	4.4 Develop effective health professional managers and leaders *Health Education and Training Institute*	4.5 Improve health, safety and wellbeing at work *Workplace Relations*

4.3: Double the number of Aboriginal and Torres Strait Islander peoples in senior leadership roles and increase the proportion of women in senior leadership roles to 50% in the government sector in the next 10 years

DELIVERABLES *Delivery Leads*

4.1

Build acceptance for the need for non-specialist doctors in the workforce.
Workforce Planning and Development

Recruit emergency specialist in rural hospitals and GPs with emergency speciality.
Workforce Planning and Development

Align pathways for rural generalists from training through to employment.
Workforce Planning and Development

Implement bulk recruitment and onboarding technology and processes.
Workforce Planning and Development/ eHealth NSW

Develop a stronger employment brand for NSW Health entities with 'I Work For NSW' and local organisation brands.
Workforce Planning and Development/ Strategic Communications and Engagement

Investigate the opportunity to develop more strategic recruitment campaigns especially for the rural and regional context and workforce categories in demand.
Workforce Planning and Development/ Strategic Communications and Engagement

(4.1 col 2)

Build capability in workforce planning at the District level.
Workforce Planning and Development

Drive stronger alignment of workforce planning with service and infrastructure planning.
Workforce Planning and Development

Strengthen People Culture Governance collaboration model with Hospital General Managers and known Health networks.
Workforce Planning and Development/ODSPCG

Initiate research into technology impacts on the future health workforce.
Workforce Planning and Development

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

Develop a framework to enhance mental health nursing and allied health capabilities.
Nursing and Midwifery Office/Health Education and Training Institute

Develop a new approach for mandatory training which is more agile.
Workforce Planning and Development

4.2

Develop policies that will underpin new ways of working.
Workplace Relations

Prepare a strategy to drive diversity inclusion and wellness at St Leonards.
Workplace Relations/Change

Manage the process of staff engagement and consultation on St Leonards.
Change/Strategic Communications and Engagement

Drive higher usage of online technology for staff communications and collaboration.
Change

Prepare staff awareness and readiness communications for St Leonards move.
Strategic Communications and Engagement

Develop a business and technology architecture for the new ways of working transition that will come with the move to St Leonards, including how the technology architecture will engage with the new work requirements.
eHealth NSW

Agree strategy and plan for shared facilities at St Leonards.
HealthShare NSW

4.3

Develop new initiatives for increasing women and Aboriginal people in senior roles.
Workforce Planning and Development

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

Develop a culture diagnostic framework for system wide use.
Workforce Planning and Development

Create fast, transparent and fair performance and complaints processes.
Workplace Relations/Legal and Regulatory

Give more focus and impact to innovation initiatives.
Workforce Planning and Development/Change

Build communication capacity including social media to shift to a positive narrative about the health system's purpose and performance.
Strategic Communications and Engagement

4.4

Develop and deliver new education programs for senior finance staff to meet the emerging capability needs of this workforce.
Health Education and Training Institute

Implement a talent management framework for senior leaders across the system.
Workforce Planning and Development/Workplace Relations

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

Improve the application of change management tools and approaches.
Change/Health Education and Training Institute

Roll-out mentoring support for Directors of Nursing to develop capability as leaders.
Nursing and Midwifery Office

Improve capability in performance management and development.
Workplace Relations

Refresh and strengthen the performance framework for senior executives.
Workplace Relations

4.5

Step up the Ministry's role to produce consistent and improved workplace safety outcomes across the system.
Workplace Relations

Develop new initiatives to increase the focus on peoples awareness of their own safety at work.
Workplace Relations

Enhance our response to violence in our workplace.
Workplace Relations

Develop and implement JMO wellbeing and support Action Plans.
Workforce Planning and Development

Continue implementation of the Health and Wellbeing Program.
NSW Ambulance

NSW Health contribution to the NSW Premier's and State Priorities

5 SUPPORT AND HARNESS HEALTH AND MEDICAL RESEARCH AND INNOVATION

Population and Public Health

KEY ■ Population and Public Health ■ Services ■ Pillars

OBJECTIVES *Strategic Oversight Leads*

5.1 Generate policy-relevant research
Centre for Epidemiology and Evidence

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

DELIVERABLES *Delivery Leads*

Facilitate access to high quality research evidence through priority driven research programs.
Centre for Epidemiology and Evidence

Conduct rigorous evaluation of priority research policies and programs system-wide.
Centre for Epidemiology and Evidence

Strengthen rigour and quality of Translational Research Grants Scheme (TRGS) submissions.
Office for Health and Medical Research

Build capability in implementation and translational research.
Office for Health and Medical Research/Agency for Clinical Innovation

Build capability in evaluation techniques and use of data analytics.
Centre for Epidemiology and Evidence/Agency for Clinical Innovation

Implement an early phase clinical trial framework in the system.
Office for Health and Medical Research

Increase recruitment to NSW cancer clinical trials.
Cancer Institute NSW

Continue to support NSW medicinal cannabis research and evidence base.
Office of the Chief Health Officer

Improve agility to respond to Commonwealth funded programs and leverage opportunities.
Office for Health and Medical Research

Enhance research access to linked data and integration capability.
Centre for Epidemiology and Evidence

Leverage statewide Biobank and continue collection of population bio-specimens.
NSW Health Pathology

Develop a network of researchers to leverage new technologies in diagnostics services in partnership with clinicians.
NSW Health Pathology

6 ENABLE eHEALTH, HEALTH INFORMATION AND DATA ANALYTICS

Executive Sponsor

eHealth NSW

KEY ■ Population and Public Health ■ People, Culture and Governance ■ System Purchasing and Performance ■ Office of the Secretary ■ Services ■ Pillars

OBJECTIVES *Strategic Oversight Leads*

| **6.1** Implement integrated paper-lite core clinical information systems *eHealth NSW* | **6.2** Foster eHealth solutions that support integrated health services *eHealth NSW* | **6.3** Systemise improved access to data and information through improved platforms *eHealth NSW* | **6.4** Systemise and expand the integration of data to drive greater insights *eHealth NSW* | **6.5** Enhance decision-making by better supporting insights and actioning *eHealth NSW and Office of the Secretary* | **6.6** Enhance patient, provider and research community access to digital health information *eHealth NSW*

 70% of government transactions to be conducted via digital channels by 2019 |

DELIVERABLES *Delivery Leads*

6.1	6.2	6.3	6.4	6.5	6.6
Implement IT solutions to support the statewide implementation of Patient Reported Measures. *eHealth NSW*	Develop a strategy for eMR integration across NSW Health. *eHealth NSW*	Pilot rapid data ingestion (big data) platform. *eHealth NSW*	Create end-to-end architectural data integration standards. *eHealth NSW*	Scope international best practice and pilot interventions to support clinical decisions through audit and feedback and clinical analytics. *Agency for Clinical Innovation*	Develop a strategy and governance framework for clinical and consumer app development. *eHealth NSW*
Complete implementation of IIMS to track clinical and work health and safety incidents. *Clinical Excellence Commission/eHealth NSW*	Complete delivery of Pathology Lab Results into HealtheNet. *NSW Health Pathology/ eHealth NSW*	Progress workforce analytics tools and the integration of financial management in reporting. *eHealth NSW*	Implement refreshed data governance framework. *System Information and Analytics*	Implement Analytics Assist to connect people, data and information. *Centre for Epidemiology and Evidence*	Pilot solution at Northern Beaches Hospital to align My Health Record data between public and private. *eHealth NSW*
	Progress collaboration tools with a focus on video-conferencing solutions. *eHealth NSW*	Develop a plan and pilot the migration of registries from manual to automated data collection. *Agency for Clinical Innovation /System Information and Analytics*	Drive strategic direction for learning management system to link data with HCM systems. *Health Education and Training Institute/eHealth NSW*	Enhance Analytics capability in the workforce and jointly review current training programs. *Health Education and Training Institute/Workforce Planning and Development*	Improve pathology patient literacy through better access to electronic health records. *NSW Health Pathology*
	Commence implementation of Shared Care Planning. *System Performance Support/ eHealth NSW*	Develop a plan and pilot the linkage of clinical registries with routinely collected data. *Agency for Clinical Innovation /System Information and Analytics*		Ministry Executive to establish a reporting mechanism, with a detailed view of the specific activity in a 12-month timeframe, to judge performance and the relationship back to system-wide strategic directions. *Office of the Secretary*	Develop a strategy for patient access to digital health information. *eHealth NSW*
	Commence implementation of Electronic Referrals. *System Performance Support/ eHealth NSW*	Progress implementation of EDWARD. *System Information and Analytics*			Launch data linkage for the NSW Statewide Biobank. *Centre for Epidemiology and Evidence*
		Progress critical health care reform linkage projects. *System Information and Analytics/ Centre for Epidemiology and Evidence*		Ministry Executive to review performance management systems to ensure they are linked to the strategic priorities. *Office of the Secretary*	
		Develop cross-system visibility of intensive care beds. *System Performance Support/ Agency for Clinical Innovation*			**NSW Health contribution to the NSW Premier's and State Priorities**
		Progress cross-agency data linkages. *Centre for Epidemiology and Evidence*			

⑦ DELIVER INFRASTRUCTURE AND SYSTEM CAPABILITY

Executive Sponsor

Strategy and Resources

OBJECTIVES — Strategic Oversight Leads

7.1	7.2	7.3	7.4	7.5
Deliver agreed infrastructure on time and on budget *Health Infrastructure and eHealth NSW*	Undertake integrated planning with other agencies *Health System Planning and Investment*	Build asset management capability *Asset Management*	Optimise procurement and supply chain *Procurement*	Deliver commercial programs *Finance*
Key infrastructure projects to be delivered on time and on budget				

DELIVERABLES — Delivery Leads

7.1

Deliver networking infrastructure including HGEN.
eHealth NSW

Migrate to Government Datacentres and establish associated disaster recovery.
eHealth NSW

Scope and design ICT Statewide Integration Platform.
eHealth NSW

Deliver metropolitan hospitals on time and on budget with Northern Beaches Hospital to be operational.
Health Infrastructure

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

Deliver key programs including:
• Multi-purpose services
• Health One program
• Rural Ambulance infrastructure reconfiguration
• Sydney Ambulance metro infrastructure
• Mental Health infrastructure
Health Infrastructure

Embed operational commissioning and change managment capability.
Health Infrastructure

Implement capability development strategy for health service planners.
Health System Planning and Investment

7.2

Align NSW Health planning with the Greater Sydney Commission Metropolitan Sydney Plans.
Health System Planning and Investment/Health Infrastructure

Align NSW Health planning and investment with Regional Plans.
Health System Planning and Investment/Health Infrastructure

Undertake earlier planning with Transport, Planning and Greater Sydney Commission on integrated transport and land use.
Health System Planning and Investment/Health Infrastructure

Progress plans on designated Health and Education precincts.
Health System Planning and Investment/Health Infrastructure

Oversee coordination of Western Sydney City Deal airport planning across three LHDs.
Health System Planning and Investment/Health Infrastructure

Undertake strategic planning of research investments.
Office of Health and Medical Research

7.3

Assess asset management maturity and plan actions to raise capability.
Health Infrastructure

Coordinate NSW Health response to identified statutory and compliance risks.
Health Infrastructure

Drive statewide approach to medical equipment management in response to the Auditor-General Report.
Health Infrastructure

Continue to build utilisation of AFM Online.
Health Infrastructure

7.4

Ensure NSW Health alignment to central government procurement savings targets (MPRP).
Procurement

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

Optimise warehouse operations and supply chain for medical consumables.
HealthShare NSW

7.5

Introduce active balance sheet management for equipment leases.
Finance

Implement commissioning and contestability in pathology couriers.
NSW Health Pathology

Implement commissioning and contestability in medical imaging.
Procurement

Implement commissioning and contestability in asset management.
Procurement

Implement key worker accommodation program.
Health Infrastructure

Implement retail strategy.
Health Infrastructure

NSW Health contribution to the NSW Premier's and State Priorities

8 BUILD FINANCIAL SUSTAINABILITY AND ROBUST GOVERNANCE

Financial Services and Asset Management

KEY ■ People, Culture and Governance ■ System Purchasing and Performance ■ Strategy and Resources ■ Financial Services and Asset Management ■ Pillars

OBJECTIVES
Strategic Oversight Leads

8.1 Secure a long term sustainable financial position
Finance

> Expenditure growth to be less than revenue growth

8.2 Ensure Health's delivery on Financial Management Transformation Program
Finance

8.3 Drive improved financial capability to support fiscal sustainability
Finance

8.4 Deliver effective regulatory, governance and accountability
Legal and Regulatory Services

8.5 Drive system-wide consistency in use of health shared services
People, Culture and Governance

DELIVERABLES
Delivery Leads

8.1

Develop four-year strategic financial view including all savings strategies and scenarios.
Finance

Promote sustainable Commonwealth-State health funding arrangements.
Government Relations Branch

Establish economic impact of Leading Better Value Care (LBVC) program.
Strategic Reform

Adapt current purchasing and funding models to better meet future needs.
System Purchasing/System Information and Analytics/Activity Based Management

Leverage the LBVC approach to analytics and measurement to support better value based decision making.
Strategic Reform

8.2

Progress outcome-based reporting and budgeting.
Finance

Ensure efficient adoption of legislative changes to PAFA Act and others.
Finance

8.3

Design an educational pathway to inform program development from graduate entry-level to executive director.
Finance/Health Education and Training Institute

Roll-out HFMA financial leadership development program.
Finance

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

8.4

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

Establish a Board Effectiveness Program and align with and complement existing CE/LHD oversight.
Legal & Regulatory

Incorporate investment decisions into Individual Performance Agreements.
Workplace Relations Branch

Provide cross-sector leadership of accounting standards implementation.
Finance

Design the statewide governance across clinical and non-clinical education and training.
Health Education and Training Institute

8.5

Drive standardised use of shared services across the system to deliver whole-of-system benefits.
Deputy Secretary People, Culture and Governance

Strengthen responsibility for business performance of shared services and pillars.
Deputy Secretary People, Culture and Governance

> NSW Health contribution to the NSW Premier's and State Priorities

Our Contribution to the 30 NSW Priorities

NSW Health is contributing directly to 11 of the 30 NSW Priorities:
5 State Priorities and 6 Premier's Priorities

STATE PRIORITIES

BETTER SERVICES

70% of government transactions to be conducted via digital channels by 2019

Increase the on-time admissions for planned surgery, in accordance with medical advice

- Increase the proportion of Aboriginal and Torres Strait Islander students in the top two NAPLAN bands for reading and numeracy by 30%
- Increase attendance at cultural venues and events in NSW by 15% by 2019
- Maintain or improve reliability of public transport services over the next 4 years

BUILDING INFRASTRUCTURE

- 90% of peak travel on key road routes in on time
- Increase housing supply across NSW to deliver more than 50,000 approvals every year

PROTECTING THE VULNERABLE

Successful implementation of the NDIS by 2018

- Increase the number of households successfully transitioning out of social housing

SAFER COMMUNITIES

Reduce adult re-offending by 5% by 2019

- LGAs to have stable or falling reported violent crime rates by 2019
- Reduce road fatalities by at least 30% from 2011 levels by 2021

STRONG BUDGET AND ECONOMY

Expenditure growth to be less than revenue growth

- Make NSW the easiest state to start a business
- Be the leading Australian state in business confidence
- Increase the proportion of completed apprenticeships
- Halve the time taken to assess planning applications
- Maintain the AAA credit rating

KEY

NSW Health leads these NSW Premier's and State Priorities

PREMIER'S PRIORITIES

BUILDING INFRASTRUCTURE

Key infrastructure projects to be delivered on time and on budget

CREATING JOBS

- 150,000 new jobs by 2019

DRIVING PUBLIC SECTOR DIVERSITY

Double the number of Aboriginal and Torres Strait Islander peoples in senior leadership roles and increase the proportion of women in senior leadership roles to 50% in the government sector in the next 10 years

FASTER HOUSING APPROVALS

- 90% of housing development applications determined within 40 days

IMPROVING EDUCATION RESULTS

- Increase the proportion of NSW students in the top two NAPLAN bands by 8%

IMPROVING GOVERNMENT SERVICES

Improve customer satisfaction with key government services every year, this term of government

IMPROVING SERVICE LEVELS IN HOSPITALS

81% of patients through Emergency Departments within four hours by 2019

KEEPING OUR ENVIRONMENT CLEAN

- Reduce the volume of litter by 40% by 2020

PROTECTING OUR KIDS

Decrease the percentage of children and young people re-reported at risk of significant harm by 15%

REDUCING DOMESTIC VIOLENCE

- Reduce the proportion of domestic violence perpetrators re-offending within 12 months by 5%

REDUCING YOUTH HOMELESSNESS

- Increase the proportion of young people who successfully move from specialist homelessness services to long-term accommodation by 10%

TACKLING CHILDHOOD OBESITY

Reduce overweight and obesity rates of children by 5% over 10 years
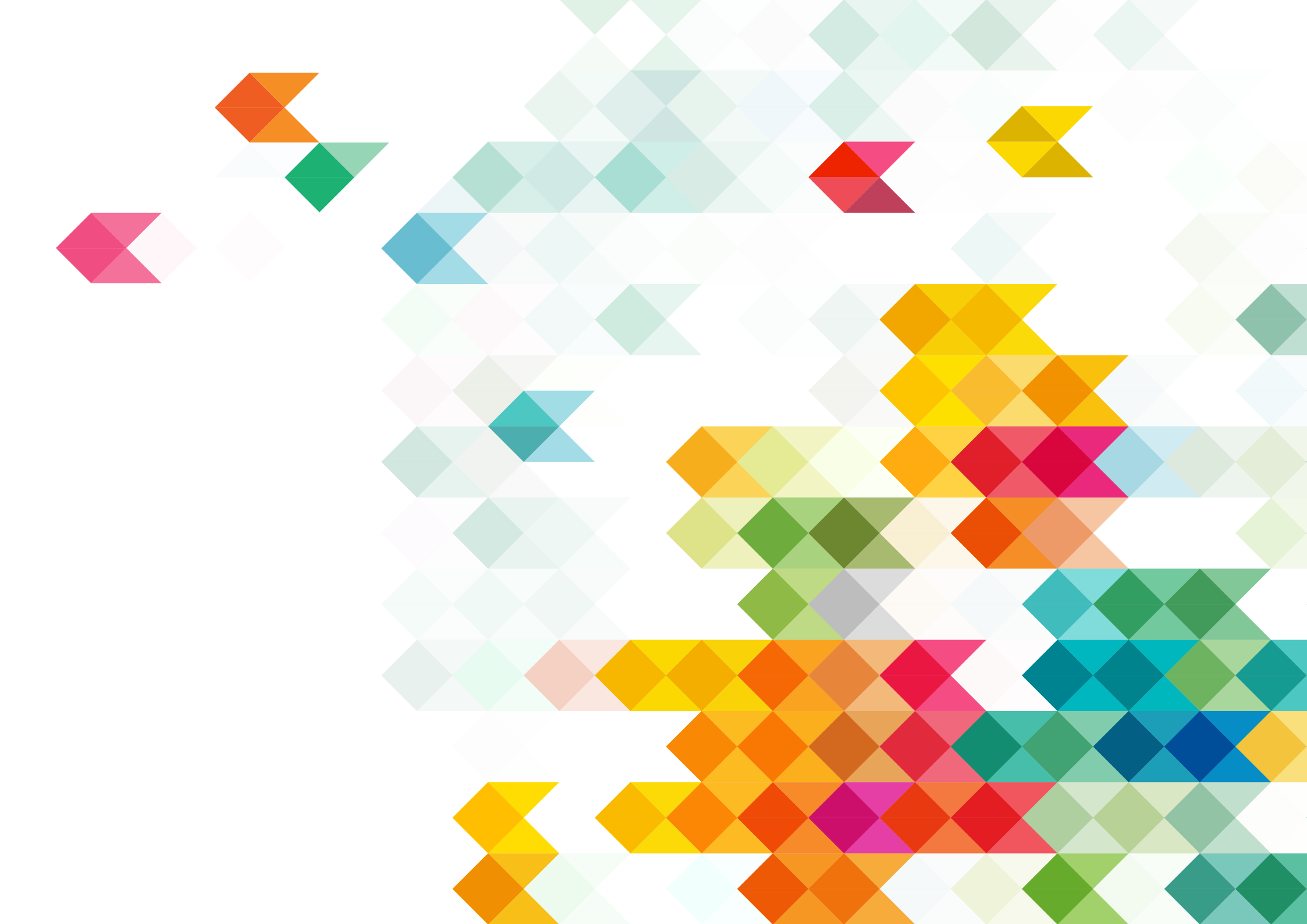
To make an enquiry or provide feedback on the
NSW Health Strategic Priorities 2018-19, **please contact the**
Office of the Deputy Secretary, Strategy and Resources.

email: ldudl@doh.health.nsw.gov.au