NSW is Australia’s most populous State and biggest economy. So it’s no surprise that NSW Health is now one of the country’s largest enterprises, caring for millions of people each year, employing thousands of staff, and overseeing billions of dollars of investment in patient care, buildings, equipment, technology and research.

I know how complex and dynamic healthcare has now become. The demands on our health system and staff keep rising every year, while people’s expectations about their own health and how they can, or should, access care is also shifting. We also need to work within a whole of government context to look at ways we can address health inequalities and prioritise services for those with the greatest need within our community.

Which is why the NSW Government began a process of change in 2011 to build a 21st century healthcare system to really deliver on our promise of ‘Right Care, Right Place, Right Time’ with an emphasis on our CORE values of Collaboration, Openness, Respect and Empowerment.

We’ve taken a number of crucial steps since then to make it happen, including releasing a number of major planning strategies that have helped us improve funding, lift performance outcomes, reduce unwarranted variation in care, and boost spending on infrastructure and technology. In 2014, we will also release plans setting out a clear direction for children and families, rural health and those with a mental illness.

One of the most fundamental changes however, is the effort we’re making to take decision-making as close to the patient and those working on the ground as possible. Helping communities and regions to plan, create and deliver local services not only fosters seamless, integrated care for everyone across the State, but increasingly helps us to move healthcare beyond our hospital walls.

But I now believe it’s time to do more to meet emerging health challenges and to help ensure the long term sustainability of our healthcare system while always retaining our core focus on the needs of the community and our patients and their carers.

This State Health Plan outlines in detail not only how we’re continuing to roll out and extend our reforms in clinical care, funding and governance, but the next steps we need to take to keep delivering world-class care in NSW. The Plan’s three Directions and four Strategies are a realistic framework for change, shaping what we need to achieve in our hospitals, for our workforce, in research and innovation, integrated care, eHealth and infrastructure and, most importantly, in keeping everyone – no matter who they are or where they live – healthy.

I’m just as passionate about my other role as the Minister for Medical Research of course. We’ve already done much to revitalise our capacity to deliver world-class research and stimulate innovation. But this State Health Plan lifts our capacity to fast track ‘bench to bedside’ ideas and products through new funding, smarter programs and key partnerships as part of our commitment to being a learning organisation.

Creative partnerships are also a linchpin for the long-term sustainability of the NSW health system. We’ve already begun to forge links with private sector companies and not-for-profit groups to help us design, build, fund, equip and run new facilities and services – opportunities we will now explore even further.

I’m also keen to make sure this Plan is a flexible one that changes and adapts so that it reflects fast changing health and population trends, community and stakeholder consultation, performance evaluation and world’s best practice. To help us achieve this, we’ll be publishing annual updates on the Plan and developing a reporting framework to monitor our progress in achieving our reform agenda.

Clearly this Plan represents the work of a lot of people both inside and outside NSW Health, and I want to thank everyone who has helped us get to where we are today and where we want to be by 2021.
Strategies and plans have been developed on priority issues to improve outcomes for patients and the community. The State Health Plan provides an overarching framework, drawing together key themes setting and shaping the strategic direction for the future.

Key plans released include:

- 10 Year Health Professionals Workforce Plan
- NSW Pain Management Plan 2012 - 16
- NSW Government’s Response to the NSW Health and Medical Research Strategic Review 2012
- NSW Tobacco Strategy 2012 - 17
- NSW HIV Strategy 2012 - 15
- NSW Women’s Health Framework
- Reform Plan for NSW Ambulance
- Reform Plan for Aeromedical (Rotary Wing) Retrieval Services in NSW
- NSW Government Plan to increase access to palliative care 2012 - 2016
- NSW Service Plan for People with Eating Disorders 2013 - 2018
- Blueprint for eHealth in NSW
- Good Health - Great Jobs NSW Health Aboriginal Workforce Strategic Framework 2011 - 2015
- Oral Health 2020: A Strategic Framework for Dental Health in NSW
- Advance Planning for Quality Care at End of Life: Action Plan 2013 - 2018
- NSW Aboriginal Health Plan 2013 - 2023
- NSW Healthy Eating & Active Living Strategy
- Population Health Surveillance Strategy, NSW 2011 to 2020
- Environmental Sustainability Strategy: 2012 to 2015
- The NSW Cancer Plan 2011 - 2015
- NSW Skin Cancer Prevention Strategy 2012 - 15

Upcoming plans include:

- NSW Rural Health Plan
- Whole of government response to the Mental Health Strategic Plan
- Strategic Health Plan for Children, Young People and Families in NSW
A MESSAGE FROM THE MINISTER FOR HEALTH

EXECUTIVE SUMMARY

DELIVERING 21ST CENTURY HEALTHCARE IN NSW

DIRECTIONS

DIRECTION ONE: KEEPING PEOPLE HEALTHY

DIRECTION TWO: PROVIDING WORLD-CLASS CLINICAL CARE

DIRECTION THREE: DELIVERING TRULY INTEGRATED CARE

STRATEGIES

STRATEGY ONE: SUPPORTING AND DEVELOPING OUR WORKFORCE

STRATEGY TWO: SUPPORTING AND HAMNESSING RESEARCH AND INNOVATION

STRATEGY THREE: ENABLING eHEALTH

STRATEGY FOUR: DESIGNING AND BUILDING FUTURE-FOCUSED INFRASTRUCTURE

NEXT STEPS
The NSW State Health Plan provides the 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’ for everyone.

Healthcare is changing and so are the needs and expectations of communities, patients and their carers. Increased demand, an ageing population and more people dealing with chronic illnesses like diabetes or cancer all mean new challenges for how services are funded, planned and delivered.

The focus has been on delivering patient centred care across NSW Health. This has included devolving decision-making to the local and regional level, and increasing the transparency of funding and performance. NSW Health is now focusing on improving integration across the broader healthcare system.

Creating a more connected health system across the primary and acute settings will not only improve patient outcomes but will help in reducing unnecessary hospitalisations and Emergency Department presentations, creating a more financially sustainable health system for the future.

Building on those major investments, the NSW State Health Plan lays out the next steps on the reform journey. The Directions and Strategies will not only shape how the NSW public healthcare system will develop, but establishes the common values, actions, policies and programs that will be required to get there over the next decade.

The release of the Rural Health Plan, the Strategic Health Plan for Children, Young People and Families in NSW together with the Whole-of-Government response to the Mental Health Strategic Plan will further complement the State Health Plan, outlining strategies and directions for these key areas.
DELIVERING INNOVATION – THE DIRECTIONS

DIRECTION ONE: Keeping People Healthy

Prevention is critical to keeping people healthier and out of hospital. NSW Health already delivers effective public health programs in areas like smoking, obesity, risky alcohol use and early intervention. NSW Health will continue to invest in these programs targeting high risk groups, and will ensure they are monitored, evaluated and refined to continue to deliver results.

DIRECTION TWO: Providing World-Class Clinical Care

Hospitals are core to NSW Health business with the priority being to provide high quality, patient-centred clinical care ‘first time, every time’. NSW Health is streamlining Emergency Department processes, reducing unwarranted variation in care, reducing re-admission rates, introducing new service models to meet emerging health issues, tightening performance standards, and continuing to focus on quality control to deliver better patient care. These initiatives will be consolidated and extended through our Whole of Hospital Program, which will also focus on improving integrated care as a key step in improving patient outcomes.

DIRECTION THREE: Delivering Truly Integrated Care

Delivering the ‘Right Care, Right Place, at the Right Time’ relies on seamless integrated care, where patients and their carers can easily navigate the health system, have improved healthcare experiences and outcomes with fewer tests and can avoid unplanned hospitalisations. With a focus on empowering patients as a key partner in decision making, the NSW Government’s $120 million integrated care strategy will focus on driving integration at the local level through partnerships, testing system-wide approaches at demonstrator sites, promoting local health pathways, supporting effective transfer of care, and aligning financial incentives and performance. This strategy will have a strong evaluation program that is informed by patient feedback.
MAKING IT HAPPEN – THE STRATEGIES

STRATEGY ONE: Supporting and Developing our Workforce

The heart and hands of the health system, a strong, skilled workforce is critical to delivering patient-centred care in a reformed and smarter healthcare system in NSW. The Health Professionals Workforce Plan 2012-2022 outlines how NSW Health will approach recruitment, training, education and innovation over the next decade, while establishing the Health Education and Training Institute to help drive skills and leadership development. NSW Health will work to improve workforce planning by Local Health Districts and Specialty Health Networks, with a focus on staff levels and skill mix particularly in regional and rural communities, and continue to model our CORE values of Collaboration, Openness, Respect and Empowerment.

STRATEGY TWO: Supporting and Harnessing Research and Innovation

Healthcare in NSW will only advance if we keep pursuing cutting edge, medical and health research and innovation. The NSW Government has created a dedicated Office for Health and Medical Research, a 10 year plan, $70 million in extra funding and a range of new agencies, programs and policies all designed to fast track new ideas, products and treatments. NSW Health will continue to consolidate and extend research and innovation efforts, and use data and evidence as well as key academic, research and commercial partnerships to drive innovation in the way care is provided.

STRATEGY THREE: Enabling eHealth

Technology is rapidly transforming everyday life and healthcare is no exception. NSW has already made major progress in laying the building blocks for a comprehensive eHealth system. The Blueprint for eHealth in NSW sets out a comprehensive plan to further harness technology in clinical care, business services, infrastructure and community outreach. The Blueprint will continue to inform NSW healthcare, including creating new governance arrangements with a dedicated agency – eHealth NSW, a refreshed eHealth vision for the State, and a broad range of initiatives to be implemented in partnership with clinicians that build connectivity, infrastructure and capacity.

STRATEGY FOUR: Designing and Building Future-Focused Infrastructure

NSW Health’s facilities are valued at $19 billion, and as more pressure is placed on the healthcare system, different approaches are required to effectively maintain, develop and manage these assets. Working in collaboration with Local Health Districts and Specialty Health Networks, a major construction and upgrade program is underway across both urban and regional NSW to establish healthcare precincts with public and private services.

The Next Steps

Many of the strategies currently being rolled out across NSW Health will assist in the continued delivery of world-class clinical care including moving beyond a hospital-centric focus, boosting capacity to introduce innovative care models, improving operational performance and transparency, and providing high quality services the ‘first time, every time’.

The challenge now is not only to extend and consolidate these programs to benefit everyone in NSW, but make sure they are constantly evaluated and refined as health needs change, demand keeps rising and technology continues to evolve.

In the spirit of being flexible and adaptable, the State Health Plan will be refreshed regularly to reflect and respond to changing needs system wide. 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.

This cannot be done alone and core to all of these reforms is commitment to forging innovative and strategic partnerships with key stakeholders, including the private, not for profit and community sectors to find smarter, more sustainable ways to deliver 21st century healthcare.
MAKING IT HAPPEN – THE STRATEGIES

DIRECTION ONE
Keeping People Healthy
Supporting people to live healthier, more active lives and reducing the burden of chronic disease

DIRECTION TWO
Providing World-Class Clinical Care
Providing timely access to safe, quality care in hospitals, Emergency Departments and in the community

DIRECTION THREE
Delivering Truly Integrated Care
Creating a connected health system, so that patients get the care they need, where and when they need it, by connecting State health services with other health services

STRATEGY ONE
Supporting and Developing our Workforce
Helping the ‘heart and hands’ of NSW Health deliver first class, patient-centred care within the CORE values framework

STRATEGY TWO
Supporting and Harnessing Research and Innovation
Creating the evidence base for better models of care and translating research into new devices, drugs, therapies and procedures to deliver improved healthcare

STRATEGY THREE
Enabling eHealth
Improving digital connectivity for a smart, networked health system in hospitals, in the community, into the future

STRATEGY FOUR
Designing and Building Future-Focused Infrastructure
Improving facilities and equipment to support the delivery of care

DELIVERING INNOVATION – THE DIRECTIONS
Keeping people healthy and out of hospital while still providing timely, quality care when and where it’s needed remains the focus for NSW Health.

To achieve this NSW Health has undertaken change that also builds on and reflects the concerns and expectations of NSW Health staff and the community.

Now that the building blocks for change – devolved decision-making, funding transparency through NSW Health’s new performance and funding framework and a culture of partnership and innovation – have been firmly established, it’s time to do more to transform patient care in NSW.

The State Health Plan

The State Health Plan aims to assist NSW Health deliver a health system that is:

Patient centred – where care is designed around the needs of the person, rather than the needs of providers or the system itself, and patients and carers are partners in the management of their health

Respectful and compassionate – patients and staff are treated with care, compassion and dignity and NSW Health has a strong, positive culture, embodied by our CORE values of Collaboration, Openness, Respect and Empowerment

Integrated and connected – where care is seamless and integrated for patients and all parts of the system – from primary and community to hospital and residential care

Providing the right care in the right place at the right time – where care is provided in the most appropriate setting to deliver the best possible health outcomes, supported by the latest in technology and information systems to allow treatment beyond the hospital setting

Based on local decision making – where local communities and clinicians identify and implement innovative solutions – working with the Ministry and the Pillars – to meet the health priorities of the community

Providing a whole of society approach to health promotion and prevention – where all parts of Government along with the non-government and private sectors, work together to build healthy communities that challenge the onset of preventable disease and provide the right support for those living with chronic illness

Characterised by strong partnerships – as more than half of all healthcare is delivered outside the remit of NSW Health, strong partnerships with the public, private and not-for-profit sectors are essential to ensure access to the best possible care and facilities for all residents of NSW

Innovative – where learning and improvement are a daily part of the health system and where all entities across NSW Health are working together to constantly improve the quality of care provided to communities and to patients

Financially sustainable – where the resources provided by both the State and Commonwealth Governments are used to deliver a coordinated and integrated care system which is smart, innovative, efficient, effective and delivers optimal health outcomes across NSW

Fostering a learning organisation – where all staff are encouraged to learn and develop, use data and research to drive policy and programs and clinician engagement while leadership drives innovation across the system

While this State Health Plan is about improving health services and supporting healthier communities for all of those who live in NSW, it is also recognised that some people and communities have particular health needs and barriers to accessing the care they need.

This State Health Plan sets out the vision for the next stage of the reform journey so NSW Health can keep providing ‘the right care, in the right place, at the right time’ for everyone in NSW.
Preventive and population health programs are critical to keeping people healthier, fitter and out of hospital. NSW Health has always invested in a broad range of preventive health programs aimed at tackling community awareness, activity, early intervention and change.

Preventive health not only keeps people well, but can assist those with conditions such as diabetes from developing further complications.

NSW now has high immunisation rates in children, powerful legislation on tobacco, unique kilojoule labelling laws on ready-to-eat food and durable partnerships with other agencies to improve the health of individuals and communities.

NSW has also been a world leader in responding quickly to emerging epidemics, like HIV/AIDS, and demonstrating exceptional preparedness in pandemic and emergency planning and response.

As health issues keep changing however, prevention strategies also need to be constantly monitored, reviewed and refined to make sure they continue to deliver real results.

Smoking remains the leading cause of preventable disease and death in NSW. One in two adults in NSW is overweight or obese and the level of risky alcohol consumption has emerged as a serious issue for both individuals and the wider community.

Aboriginal people, socio-economically disadvantaged people, and those living in rural and remote locations experience much poorer health than the rest of the NSW population.

Making sure health gains are shared by everyone and across every community in NSW remains an important priority.

NSW Health is committed to building partnerships and working across Government agencies to help keep people healthy and to improve our overall quality of life, support our economy and reduce the burden of chronic illness on the community.
**What NSW Health Is Doing**

Developing and implementing health promotion and disease prevention strategies to help people stay healthy and better manage their health and well-being is core business for NSW Health. Working with other Government agencies NSW Health is also focused on implementing key initiatives that will make a difference to the health of the people of NSW, not only in the short term, but long into the future.

**WHAT NSW HEALTH WILL DO**

Keeping healthy is a shared responsibility, and NSW Health’s goal is to work at an individual, community and whole of government level to help people stay fit and well throughout their life journey.

**Reduce smoking rates and the adverse effects of tobacco by:**

- Motivating and supporting all smokers to stop via the Quit campaign and other initiatives
- Reducing exposure to second-hand smoke in outdoor areas ahead of smoke-free dining in 2015
- Continuing to invest in smoking cessation campaigns and evolving social marketing initiatives
- Partnering with Corrective Services NSW to establish smoke free correctional facilities and providing quit support to inmates and staff
- Supporting the delivery of brief interventions to help people quit smoking as part of routine care

**Address drug misuse by:**

- Contributing to whole of government strategies and programs to address drug related issues ranging from prevention to treatment and resource planning
- Continuing to build a comprehensive range of treatment and withdrawal management services that range from brief to intensive interventions according to need
- Encouraging and supporting local communities to lead local responses to local drug issues

Developed centrally, but implemented and adapted locally where required, NSW Health’s core initiatives include:

- Reducing smoking rates and the adverse impact of tobacco
- Tackling overweight and obesity rates
- Promoting the responsible consumption of alcohol
- Addressing drug misuse
- Helping people manage their own health through screening programs, immunisation programs and community and consumer education
Tackle overweight and obesity rates by:

- Implementing the NSW Healthy Eating and Active Living Strategy 2013 - 2018 to encourage healthy changes at a personal level and environments that support healthier living
- Rolling out the NSW Healthy Children Initiative with a particular emphasis on early childhood services and primary schools
- Establishing the Healthy Workers’ Initiative in partnership with Workcover NSW to support employees to maintain a healthy workplace
- Continuing the effective Knockout Health Challenge in 2014 to support Aboriginal communities across NSW to lose weight
- Building on the success of the telephone Get Healthy Information and Coaching Service and expanding it for Aboriginal people, people at risk of diabetes and pregnant women
- Supporting a healthy start to life through breastfeeding, good nutrition and a healthy weight gain in pregnancy

Promote responsible alcohol consumption by:

- Contributing to whole of government strategies and programs to address alcohol misuse
- Continuing to build a comprehensive range of treatment options that range from brief to intensive interventions according to need
- Integrating alcohol advice into existing prevention programs, such as the Get Healthy Information and Coaching Service and the Healthy Workers’ Initiative
- Providing up-to-date and accessible information outlining responsible use of alcohol
- Encouraging local communities to lead responses to local alcohol issues

Help people manage their own health by:

- Providing support for Aboriginal women during pregnancy to decrease perinatal morbidity through the Aboriginal Maternal and Infant Health Strategy
- Promoting screening programs for breast, bowel and cervical cancer
- Supporting immunisation programs for infants, children, adolescents, healthcare workers and older people
- Improving consumer access to and understanding of health information
- Delivering programs and services that enable access to the testing, treatment and management of HIV, sexually transmissible infections and viral hepatitis
- Ensuring that at risk populations have access to prevention programs such as the Needle and Syringe Program, vaccination for Hepatitis B and community education campaigns

Direction One: Keeping people healthy
Direction Two: Providing world-class clinical care

NSW’s world-class health system provides care for patients through 230 public hospitals, 280 community health centres and 226 fully staffed ambulance stations. Open 24-hours-a-day, seven days a week, NSW Health often provides the first point of contact for those needing access to healthcare.

NSW performs well against national targets for clinical service access, comparing favourably with other States and Territories. Even with over 2.6 million emergency attendances during 2012 - 13 and growing demand, patient access to and from Emergency Departments has improved. More elective surgery is also being performed, and as at March 2014, 97 percent of patients received their surgery within clinically recommended timeframes. There has been noticeable improvement in the proportion of surgeries completed on time across all urgency categories.

These results have been achieved within budget, to a high standard of safety and quality and with high levels of patient satisfaction.

The way healthcare services are delivered, is changing. Acute hospitals are no longer a stand-alone service, but part of an extensive health and medical network designed to serve the diverse and growing needs of everyone in NSW. That means working with clinicians and managers to develop and implement new models of care to better meet patient needs - not just within our hospital walls, but also beyond them. To achieve this, NSW Health must also link with services provided by the private and non-government sectors, including those funded by the Commonwealth Government such as general practice.

What NSW Health Is Doing

The NSW Health system has been restructured to put decision-making closer to the patient and healthcare funding has been made far more transparent. In creating a 21st century health system, clinicians and managers are being empowered to help transform the way patient care is provided, with an emphasis on creating new models of care to meet changing needs and address unwarranted clinical variation.

To accelerate change innovation is being driven through locally led, centrally facilitated initiatives that can be scaled up, rolled out and embedded system-wide, while also building in flexibility so programs can be tailored to meet the needs of our local communities.
WHAT NSW HEALTH WILL DO

Move beyond the Emergency Department to create a better connected health system

- Build on the success of the Whole of Hospital Program to reflect a system-wide approach that emphasises integrated care in partnership with primary care providers, focusing on streamlining the patient journey, examining patient flows and leveraging best practice.
- Continue to support and develop hospital avoidance and post discharge care to reduce acute demand by developing service models that deliver ‘the right care in the right place’. This includes initiatives such as the Hospital in the Home program which boosts bed availability via safe, effective hospital substitution care, and the ComPacks Program which facilitates safe and early discharge of eligible patients from hospital.
- Better integrate NSW Ambulance within the broader NSW Health system to ensure the provision of world-class emergency medical care and retrieval. Continue the implementation of the Reform Plan for NSW Ambulance and the Reform Plan for Aeromedical (Rotary Wing) Retrieval Services in NSW which foster integration across key areas including emergency care, urgent care and health and community support.
- Continue to invest in new tools – such as the Patient Flow Portal – that help clinicians and managers better coordinate patient flows through Emergency Departments and hospitals, while improving outcomes and the patient experience first time, every time.

Develop and implement new models of care to meet changing needs and address unwarranted clinical variation

- Continue to implement the NSW Stroke Reperfusion Strategy and the State Cardiac Reperfusion Strategy to improve care for those suffering a stroke or heart attack by standardising care in both urban and rural communities. Both models provide tools and training to facilitate early identification of symptoms and expedite treatment ensuring patients get the care they need when and where they need it.
- Continue to roll out the NSW Rehabilitation Model of Care and the specially developed Implementation Toolkit to help Local Health Districts and Specialty Health Networks adopt new, improved rehabilitation practices.
- Work with the Reducing Unwarranted Clinical Variation (UCV) Taskforce – made up of senior clinicians, managers and analysts – to oversee a system-wide approach to identifying and reducing unwarranted clinical variation. A range of projects are underway – from the management of those with a hip fracture through to the work of the Cancer Institute NSW and the Agency for Clinical Innovation in examining and developing a model of care to improve outcomes for those requiring rare cancer surgery (pancreatic and oesophageal) with more to follow.
- Provide more support for those facing critical end of life decisions or requiring access to palliative care – including out of hospital care options – by continuing to implement strategies enshrined in both the Advance Planning for Quality Care at End of Life Action Plan 2013-18 and The NSW Government Plan to Increase Access to Palliative Care 2012-2016.

Drive better performance via partnerships with clinicians and managers

- Keep articulating service levels and expectations of the public health system through Service Agreements, while managing effective performance through the Performance Management Framework.
- Continue to invest in the development and roll-out of key tools – like the new Activity Based Management (ABM) Portal – to give clinicians and managers the information they need to deliver better patient outcomes.
- Continue to foster clinical engagement and clinical champions to drive improvements to patient care.

Making healthcare safe... addressing unwarranted clinical variation

Unwarranted clinical variation means patients with similar diagnoses get treated differently when there is no clinical reason for this to happen.

The Agency for Clinical Innovation is harnessing the expertise of clinicians across the system to look at where it’s appropriate to standardise care to improve the safety and quality of care provided to patients, using data and evidence as their guide.
Maintain a continued focus on quality and safety

- Assist hospitals to meet national accreditation standards
- Support signature quality and safety programs – such as Between the Flags developed by the Clinical Excellence Commission – to help clinicians both recognise and rapidly respond to the needs of patients should their clinical condition start to deteriorate
- Continue to develop programs that reduce infection rates in hospitals, targeting sepsis, associated bloodstream infections, central line infections and improved hand washing practice

Listen to our patients

- Build on the success of the Essentials of Care program (EoC) to improve the patient’s healthcare experience and outcomes, while encouraging responsive, empathic and focused nursing practice
- Continue to support core programs – such as In Safe Hands – that recognise teamwork and collaboration as the cornerstone of quality care, essential to reducing hospital length of stay and unplanned re-admission
- Continue to commission surveys, including the Adult Admitted Patient Survey and the Emergency Department Patient Survey from the Bureau of Health Information, to better understand and improve the patient experience in NSW public hospitals
- Explore ways to use rapidly evolving social media and information technologies to pursue real time patient feedback to hospitals and clinicians

WHOLE OF HOSPITAL
IMPROVING ACCESS TO CARE AND CREATING A CONNECTED HEALTH SYSTEM

A patient’s journey, from the minute they enter a NSW public hospital until the moment they leave and beyond, is the focus of the Whole of Hospital Program (WoHP).

The aim of this centrally facilitated and locally led program is to improve the connectivity of the patient journey through a hospital and back into the community so that it is not only safe and effective, but also seamless. This means patient-centred services both within a hospital and in the community will be better connected, freeing up Emergency Departments (EDs) and hospital wards for patients with the most pressing needs, while achieving better outcomes for all patients.

Commencing in 23 hospitals in 2013, the WoHP will be rolled out across all Local Health Districts in 2014, with an increased focus on integrated care, system wide. This means that if a patient presents to an ED with a condition that does not require hospitalisation, the WoHP will help to link them with an out of hospital service better suited to their needs.

The Patient Experience Survey

Baseline: In 2010, 70% of patients rated their overall care received as ‘very good, excellent’

In 2013, 91% of patients rated their overall care received as ‘very good’ or ‘good’
Integrated care relies on a connected health system that puts the patient first and is organised around their needs. It’s a system that a patient – and those who care for them – can not only navigate easily, but which also guarantees a better healthcare experience, avoids duplicate tests and unplanned hospitalisations, while ensuring patients don’t ‘fall between the cracks’ of the myriad of programs across the public and private sectors.

To meet this important challenge, NSW is transforming the health system to one where hospitals work in partnership with the primary care sector – including General Practitioners – and community based services to make sure people with chronic and complex care needs stay healthy and out of hospital.

NSW Health is also working more closely with other Government agencies especially in addressing the social determinants of health.

Now is the time to continue taking on the challenge of creating a connected health system. While helping provide better care for patients, it also bolsters capacity to reduce unnecessary and costly Emergency Department presentations and hospitalisations to create a more financially sustainable health system for the future.

Integrated Care means:
The provision of seamless, effective and efficient care that reflects the whole of a person’s health needs, from prevention through to end of life, across physical and mental health, in partnership with the individual, their carers and family and across public/private and Commonwealth/State boundaries.

Supporting a connected Health system...focusing on care that is integrated.

While our community looks to our hospitals – which operate 24-hours-a-day, 365 days a year – for care, our acute hospital system on its own cannot meet the changing needs of the community where people are living longer, often with chronic and complex healthcare needs, including mental illnesses.

Our challenge is to develop models of care, partnerships, funding streams, new workforce models and greater connectivity using eHealth solutions to create the connected healthcare system we need now and for the future.
Major governance and funding reforms have been implemented to help drive integration at the local level, including:

- Devolving authority and responsibility for the planning and delivery of services to Local Health Districts, Specialty Health Networks, and their Boards,
- Introducing new purchasing and funding arrangements to improve operational transparency, cost and performance of hospital providers, and clearer analysis of service options
- Working with primary care organisations, non-government organisations and other Government agencies to establish regional partnerships in the planning and delivery of primary, acute and community care to create a new focus for local level integration
- Making a major investment in eHealth – through programs such as HealtheNet (while in the early stages) to provide the potential to link medical records not only within the NSW public health system but through connection with the Patient Controlled Electronic Health Record, well beyond hospital walls

While significant progress has been made, much more needs to be done to create a connected system for all patients and their carers.

In 2011-12, around 181,061 people – or 2% of our population – attended an Emergency Department three or more times accounting for 35% of all ED attendances.

[BHI Healthcare in Focus 2013]
Empower patients to be partners in their care

- Providing information and programs to assist people have a greater say in their healthcare and to feedback their experiences
- Developing strategies and initiatives to help patients and their carers navigate the health system
- Investing in new technologies that help patients and their carers to better manage and monitor their care outside the hospital setting

Support strategic, targeted investments in new models of integrated care

- Establishing three Local Health Districts – Central Coast, Western NSW and Western Sydney – as integrated care ‘demonstrator sites’ to develop and test system-wide approaches to integrated care in partnership with the Pillars and the Ministry. Funding is contingent on delivery of results from those Districts and agencies involved in undertaking the project
- Establishing a Planning and Innovation Fund accessible to all Local Health Districts, Specialty Health Networks and their partners to develop innovative integrated care projects at the local level

Invest in enablers to inform and support delivery of the integrated care strategy

- Developing risk stratification tools - to help identify where the greatest difference can be made through connecting care
- Supporting data linkages between State and Commonwealth funded services to help patients and clinicians have the information they need when and where they need it to make the best decisions in a timely way
- Building and expanding investment in eHealth solutions - such as telehealth and HealthNet - to support communication and connectivity across healthcare providers and treatment settings

Align financial incentives and performance

- Developing and testing alternative funding models that better support integrated care, initially through our three integrated care demonstrator sites
- Working with the Commonwealth to link our data sets and to align financial incentives across primary, hospital and community care providers
- Adapting NSW Health’s Activity Based Funding model to support integrated care and encourage care in alternative settings

Demonstrator sites are required to make their own financial contribution towards their integrated care plans and work in partnership with the Ministry and Pillars with clear accountability for performance and expenditure.

Strengthen partnerships with the primary and community care sectors for a seamless care experience

- Supporting Local Health Districts and Specialty Health Networks to develop a vision and strategy for integrated care in local areas, with additional resources to support strategic planning, purchasing, care evaluation and change management
- Promoting local health pathways that standardise and simplify referral and links for GPs, hospitals and community health providers for better patient access to available services
- Investing in models for effective transfer of care and patient follow-up including post-discharge to avoid re-admission, or for high-risk patient pathways, including those with a mental illness, to avoid deterioration
- Fostering partnerships between NSW Ambulance and primary care organisations to develop strategies that consider alternative referral pathways outside the traditional model of transport to Emergency Departments

Direction Three: Delivering truly integrated care
Monitor, evaluate and seek feedback to guide improvement

- Establish a robust evaluation program to understand which aspects of the integrated care strategy are making a difference and ensure that the investment has maximum impact
- Actively monitor performance against key criteria like reduced unplanned hospitalisations, less duplicate tests and improved patient experiences and outcomes
- Increase the capacity for patients to provide immediate feedback about their care by embedding real-time patient feedback and Patient Reported Outcome Measures (PROMs) into local systems

Scale up, roll out and embed successful programs across NSW

- Draw on the lessons learnt from the demonstrator sites to look at locally developed models that can be scaled up and rolled out system wide to support better integration of care for patients

Our Integrated Care Strategy will see $120 million allocated over four years to drive integrated care.

Reduce current rates of unplanned and unexpected hospital readmissions as percentage of total hospital admissions

From 6.4% in 2010

To 5.2%

By 2014/15

Chronic conditions are expected to account for 80% of the disease burden in Australia by 2020, so developing integrated care models will be key to better meeting patient needs now and in the future.

Direction Three: Delivering truly integrated care
STRATEGY ONE: SUPPORTING AND DEVELOPING OUR WORKFORCE

The NSW Health workforce is the heart and hands of the healthcare system. Staff work every day to provide timely access to high quality services, supporting the delivery of patient care in communities across NSW.

Nurturing a positive, supportive workplace culture fosters the delivery of high quality healthcare. NSW Health’s CORE values of Collaboration, Openness, Respect and Empowerment not only help foster that environment, but also allow the development and maintenance of a strong and skilled workforce where the contribution of every staff member is recognised and valued.

The Health Professionals Workforce Plan 2012-2022 sets out the actions required to deliver a healthy workforce with the right people, with the right skills in the right place.

Investing in the NSW Health workforce and respecting and valuing the contributions of the many volunteers is a critical part of delivering the patient-centred models of care the healthcare system will demand as new challenges are faced in the future.

In 2014:
A record 959 medical graduates commenced internships in public hospitals. More than 1,800 new graduate nurses and midwives started work, bringing the total number of nurses and midwives working with NSW Health to over 47,500.

Thank you to our volunteers – In 2012-2013, more than 6,000 United Hospital Auxiliaries of NSW volunteers raised more than $10 million for NSW hospitals.
What NSW Health Is Doing
In order to strengthen and support our workforce
NSW Health has:

- Established Local Health Districts and Specialty Health Networks with new governance arrangements for the health system to enable local decision-making and innovation in clinical care by those closest to the patient.
- Established the Health Education and Training Institute (HETI) to ensure that world-leading education and training resources are available to support the full range of roles across the public health system including patient care, administration and support services.
- Developed the Health Professionals Workforce Plan 2012-2022 to map how NSW Health will tackle staff training, education and innovation.
- Increased the number of doctors and nurses to meet changing healthcare needs, particularly in rural and remote areas.
- Developed a Code of Conduct built on the CORE values and established an ongoing program of improving workplace culture across the health system.
- Developed and implemented an Aboriginal Cultural Training Framework to achieve greater understanding in the delivery of health services to Aboriginal people.
- Implemented initiatives including the Essentials of Care program to strengthen teams across NSW Health, with improvements in communication, decision making and workplace satisfaction levels resulting in better patient care.

GENERAL PHYSICIAN DUAL TRAINING PATHWAY

The General Physician specialist dual training model is one example of how we are supporting the development of generalist and specialist skills to meet the needs of the community. The model involves a training pathway for junior doctors to give them skills in both general medicine and another medical specialty.

Practitioners completing this pathway will be able to provide generalist medical services as well as another additional specialty service, and while the model is particularly important for rural areas, it’s just as relevant in metropolitan areas.

This model has been established in Western NSW Local Health District. Doctors on the training pathway will have the opportunity to train in general medicine at Orange and Dubbo, and in the specialty areas of endocrinology or respiratory medicine at partner metropolitan hospitals. At the completion of training the doctors will have dual specialist qualifications, allowing them to provide high quality specialist general medicine as well as specialist endocrinology or respiratory medicine.

GENERAL PHYSICIAN DUAL TRAINING PATHWAY

The General Physician specialist dual training model is one example of how we are supporting the development of generalist and specialist skills to meet the needs of the community. The model involves a training pathway for junior doctors to give them skills in both general medicine and another medical specialty.

Practitioners completing this pathway will be able to provide generalist medical services as well as another additional specialty service, and while the model is particularly important for rural areas, it’s just as relevant in metropolitan areas.

This model has been established in Western NSW Local Health District. Doctors on the training pathway will have the opportunity to train in general medicine at Orange and Dubbo, and in the specialty areas of endocrinology or respiratory medicine at partner metropolitan hospitals. At the completion of training the doctors will have dual specialist qualifications, allowing them to provide high quality specialist general medicine as well as specialist endocrinology or respiratory medicine.
NSW Health is building a culture based on the CORE values of collaboration, openness, respect and empowerment.

**WHAT NSW HEALTH WILL DO**

**Improve workplace culture:**
- Ensure the CORE values underpin workplace culture so staff feel respected, valued, inspired and empowered to deliver high-quality patient care
- Foster a compassionate and caring culture which places the patient at the centre of care
- Support Local Health Districts, Specialty Health Networks and other agencies implement their workplace culture improvement plans developed in response to the first two YourSay statewide staff surveys held in 2011 and 2013
- Conduct a third YourSay survey in 2015

**Ensure our workforce has the right people, with the right skills, in the right place:**
- Integrate workforce planning with local service and facility planning
- Provide effective working arrangements to attract and retain high quality staff
- Develop a collaborative workforce where health professionals work as part of a team
- Recognise the value of generalist skills by supporting generalist health professional career pathways and the development and utilisation of general clinical skills
- Foster a skilled workforce to meet changing healthcare needs like the shift from hospital to community-based care
- Continue to grow the health professional workforce while addressing workforce maldistribution so that the right health professionals are available where and when they are needed
- Continue to grow the Aboriginal workforce and enhance cultural understanding to ensure safe and culturally appropriate healthcare for Aboriginal people
- Use the healthcare workforce effectively by allowing health professionals to use their full range of skills in a flexible and adaptive way to meet the needs of patients

**Support and inspire our workforce:**
- Develop the skills we need at all levels of the NSW Health workforce, through targeted and effective education and training
- Develop effective health professional managers and leaders with the appropriate professional, managerial and financial skills to meet the needs of the changing healthcare environment
- Support interdisciplinary and inter-professional teamwork in training and education
- Invest in professional development programs to support local decision-making about patient care service planning and delivery
- Promote and provide high quality accessible education and training through initiatives such as District HETI and the HETI app

All the strategies outlined in this State Health Plan rely on the hard work and professionalism of all NSW Health personnel. 21st century healthcare can only be guaranteed if it is delivered by dedicated, skilled, collaborative and valued staff and volunteers.

NSW Health already has in place the agencies, governance, frameworks and values to keep our clinicians, managers and policy makers at the forefront of modern healthcare. Decision making and planning has been devolved as close to local communities and regions as possible, whilst fostering the ability of staff to identify and create innovative service models based on evidence.

NSW Health will continue to roll-out the Health Professionals Workforce Plan, particularly focusing on supporting staff to develop skills and leadership capability, improving workforce planning and distribution, and ensuring our CORE values are embedded across the spectrum of healthcare delivery.
To keep meeting the healthcare needs of the people of NSW, NSW is supporting our best and brightest minds to pursue cutting edge, world-class health and medical research. There is a focus on providing clinicians, managers and policy makers with the tools they need to translate research outcomes into innovative policy and practice to create healthier communities and deliver better patient care.

**What NSW Health Is Doing**

To drive a coordinated approach on research and oversee the implementation of the *NSW Health and Medical Research Strategic Plan*, the NSW Government established the Office for Health and Medical Research and committed an additional $70 million over four years to fund new initiatives. This is in addition to the estimated $200 million annually that the NSW Government spends on health and medical research.

NSW Health is facilitating better use of research expertise, assets and data including record linkage and large scale cohort studies. This will assist us in building a robust evidence base and aims to provide NSW with a competitive advantage in health and medical research.

The roles of the Cancer Institute NSW, the Clinical Excellence Commission and the Agency for Clinical Innovation have been strengthened as the lead agencies to engage clinicians and managers in promoting quality and safety in patient care, and to help drive innovation through the development of new evidence based models of care.

**Over $10 million in funding to five companies was announced under the inaugural round of the Medical Devices Fund in 2013.**
MEDICAL DEVICES FUND

Quality medical devices have the potential to transform the delivery of healthcare for patients. Australia’s own cochlear implant, for example, has enriched the lives of many hearing-impaired people around the world.

While NSW is a world leader in medical devices development, the road to success and commercialisation is often challenging. The NSW Government established the Medical Devices Fund to help take research from ‘bench to bedside’ by developing and commercialising critical medical devices and technology.

The Medical Devices Fund which is a $5 million-per-annum competitive technology development and commercialisation program, aims to:

- Provide support to individuals, companies, public and private hospitals, medical research institutes, universities, other public sector research organisations and the medical devices industry, to take local innovation to market
- Increase the uptake of NSW medical devices by the health system where they are cost-effective and contribute to improved patient outcomes

In its first year, the Fund attracted numerous high-quality submissions from across the health system, including devices to help with chronic pain management, hearing, skin repair and home-based IV.

The competitive, collegiate atmosphere instantly created around the Medical Devices Fund speaks volumes of the talent and expertise available in NSW to help deliver healthy outcomes for our communities. The next ‘cochlear’ could be just around the corner.

Innovation in the palm of our hands:
EIH Portal

The Excellence and Innovation in Healthcare (EIH) Portal provides instant access to the latest public health sector information, innovation and advice for NSW Health staff, community based medical and health workers like GPs, and the community.

Developed in partnership by the Agency for Clinical Innovation and the Clinical Excellence Commission, the EIH Portal gives instant access to initiatives that promote new service models that highlight improvements in clinical care, safety and quality.

Simple access to headline information on the latest programs and advice, or tailored research to better impact specific services, means the Portal is a powerful tool in helping to foster partnerships and communication right across the NSW healthcare system.
WHAT NSW HEALTH WILL DO

Invest in research by:

• Enhancing the Medical Research Support Program to drive collaboration, and promote scale and sustainability, in NSW medical research institutes

• Supporting the Medical Devices Fund to help encourage investment in the development and commercialisation of medical devices and technology

• Enhancing the Population Health and Health Services Research Support Program to drive translation of research into better health service delivery and population health outcomes

Build system-wide capacity to turn information and evidence into policy and practice through:

• Health Statistics NSW – an interactive, web-based application that allows users to access data and tailor reports to their own needs

• Centre for Health Record Linkage (CHeReL) which transforms routinely collected data through record linkage into a powerful resource for research and evaluation

• NSW Population Health Surveys to provide ongoing information on health behaviours, health status and other factors that influence the health of the people of NSW

• Core training programs in areas such as public health, environmental health and Aboriginal health

• Interagency collaboration on prevention and management of disease via data collection, linkage and analysis, population health research, and training programs in public health, research and related disciplines

• Priority driven research centres that facilitate policy makers and practitioners access to high quality research evidence

• Strengthening capacity to evaluate programs and policies across NSW Health

Share new ideas through:

• The Annual Innovation Symposium and Health Awards to recognise, celebrate and encourage healthcare innovation

• The NSW Health Innovation Portal which provides an electronic platform for showcasing and sharing innovative ideas with clinicians and managers

Foster translation and innovation from research through:

• A clinical trial support team within the Office for Health and Medical Research to strengthen clinical trial leadership and capability in NSW

• Maximising the use of research in policy, practice and health service delivery, including the development of SAPHaRI (Secure Analytics for Population Health Research and Intelligence), a secure data warehouse

• Funding rigorous evaluation of policies and programs to ensure effective implementation of research evidence and ongoing adherence to best practice

• Focusing intellectual property expertise while developing strategies to support the commercialisation of research innovations and up-skilling the clinical and research workforce

Build globally relevant research capacity by:

• Promoting links between the eight research hubs and centres of teaching and healthcare practice, as well as establishing a process for setting shared statewide health and medical research priorities

• Strengthening the research workforce through a capacity building program that supports our researchers from early career to elite level, including international fellowships with bioinformatics being the first area of focus

• Improving research infrastructure by allocating additional funding for medical research within our institutes and healthcare facilities based on merit and research excellence

• Building research assets and maximising their use by identifying gaps and opportunities to achieve scalability and sustainability for major infrastructure, with an initial focus on biobanking and bioinformatics

• Leveraging all investment sources, including co-investment opportunities, to support research and innovation that is aligned with the State’s strategic priorities

• Having a future focus and exploring cutting edge technology and new developments such as genomics which have the potential to redesign healthcare delivery

• Improving research ethics and governance, supporting training and education for research governance staff and strengthening information support and performance monitoring systems

• Providing leadership to promote a collaborative, national approach to the conduct of health and medical research

Strategy Two: Supporting and harnessing research and innovation
Technology is transforming how we live and work through improved connectivity, intelligent software, and smart, mobile devices. Health and medicine are no exception as the rapid introduction of Information and Communications Technology (ICT) continues to impact nearly every aspect of patient care, treatment and research.

What NSW Health Is Doing

NSW Health is using technology to support the healthcare system as it changes and evolves, embedding eHealth into everyday models of care that help link patients, service providers and communities in a connected, smarter healthcare system.

NSW Health has been harnessing eHealth to strengthen patient care and drive value for money in the delivery of healthcare services. The Blueprint for eHealth in NSW sets out the vision for technology led improvements in quality, delivery, efficiency and safety of healthcare for patients.

Putting the patient first, NSW Health is rolling out a number of major clinical eHealth systems:

- **Electronic Medical Record (eMR)** - 142 of our hospitals – or 80 percent of our bed base – now use an eMR enabling clinicians to order tests, schedule surgery and prepare discharge summaries electronically.

- The **Picture Archiving Communication System (PACS)** and **Radiology Information System (RIS)**, are used in the majority of our hospitals, and allow clinicians to receive electronic radiology reports and images in less than 24 hours for faster, more accurate diagnoses and treatment plans for patients.

- **HealthNet** links the electronic medical records used by public hospital and community services with the National eHealth Record or Personally Controlled Electronic Health Record (PCEHR). Clinicians working in our public hospitals – with patient consent – can now view all the information held on that patient’s PCEHR and use it for improved planning that is crucial to integrated care.

- The **eBlue Book** documents health and development checks along with immunisation details for babies and children, replacing the hard copy booklet. Currently being trialled in the west of Sydney, the eBlue Book provides a convenient, easily accessible health record where inbuilt checks and reminders help parents better manage their child’s health.

Every day over 23,000 clinicians log on and open 212,000 patient charts, order 136,000 tests and book 17,000 patient appointments digitally.
NSW Health has also invested in eHealth business – or ‘back of house’ solutions – to manage health services as effectively and efficiently as possible including:

- Every hospital has access to the Patient Flow Portal, which is used to manage an estimated 3,250 patient transfers per month, providing timely access to care
- A new online Learning Management System HETI Online has been developed to support front line and other staff remain up to date with access to the latest statewide training resources. HETI Online will also provide tools and data for staff and managers to better manage training requirements
- Stafflink, a single statewide payroll and human resources system provides an integrated source of workforce information and facilitates better planning and staff management
- CBORD, the Food Services, IT system is being upgraded and standardised to enable more accurate management by clinicians of each patient’s dietary requirements and sophisticated inventory management by Food Services staff

NSW has also invested in IT infrastructure upgrades and boosted broadband access so that eHealth solutions work better and faster.

WHAT NSW HEALTH WILL DO

Invest in clinical systems:
- Community Health and Outpatient Care to integrate clinical and electronic record systems
- Electronic Medical Record Phase 2 to upgrade functionality and reach of the system, and expand voice recognition capacity
- Electronic Medication Management to improve the accuracy and scope of intelligent prescription systems
- Intensive Care Clinical Information System to bring a suite of online and digital systems for improved integration

Invest in business systems:
- Trial a new system, HealthRoster, to allow managers to more effectively match the availability and skill levels of staff to the needs of patients. The new system, which is earmarked for statewide roll-out, will also be linked with our payroll and HR systems
- Overhaul the current Incident Information Management System to better track, record and report clinical incidents
- Instigate an Asset and Facilities Management Performance Improvement Program

Invest in infrastructure:
- Infrastructure upgrades for equal access to high speed broadband
- Streamline the NSW Health Data Centre for efficient and reliable IT infrastructure support

Strengthen eHealth governance – to create a contemporary, responsive and world-class eHealth system in NSW
- Establish eHealth NSW as a dedicated organisation within NSW Health to guide eHealth planning, strategy, program implementation and operations
- Establish an eHealth Executive Council to provide statewide strategic direction and support to eHealth NSW
- Appoint a Chief Clinical Information Officer to engage with clinicians to align informatics and clinical practice across NSW Health
- Develop a federated governance approach for eHealth NSW where Local Health Districts and Specialty Health Networks are active partners in planning and program roll-out as well as enabling local solutions and innovation in eHealth

Refresh the eHealth vision to set a clear direction for the future
- Set a strategic direction to guide investment in new statewide eHealth initiatives
- Clearly articulate new arrangements in governance, privacy, capacity-building and telehealth responsibilities
- Establish key eHealth performance measures
- Set out a rural eHealth strategy to improve eHealth delivery to rural and remote areas

Every public hospital has access to our Patient Flow Portal that is used for an estimated 3,250 patient transfers per month.
Delivering the best health outcomes for the people of NSW means providing clinicians and managers with timely, accessible and clinically meaningful information. The Activity Based Management (ABM) Portal is designed to do just that.

The ABM Portal is an interactive, online tool so hospital and healthcare staff – from managers to front-line clinicians – have a virtual window into the detailed operation of their facility. The Portal lets staff working with patients compare their service’s performance against internal data within their own hospital, with peer facilities or on a statewide basis.

Access to activity, cost and performance data captured in the ABM Portal allows Local Health Districts, Specialty Health Networks and the Pillars to:

- Focus on a patient’s journey through a range of settings, work streams and facilities
- Identify frequent patients to highlight the best models of care to meet those patients’ needs
- Determine why some procedures cost more than others
- Identify unwarranted clinical variation
- Examine areas of best practice and use this information to further improve performance across the State
- Identify opportunities to improve financial efficiency
- Monitor the impact of performance improvements
- Drive innovative decision-making
- Improve patient safety and the patient experience

The ABM Portal will help shape the future of healthcare by driving sustainable improvements in health system performance and quality of care. The Portal offers enormous potential for NSW Health to deliver system-wide value for money through cost-effective, web-based technology delivering accurate, relevant clinical performance and financial information when and where it’s needed.

This type of information sharing is key to supporting clinicians and managers to provide best practice, efficient healthcare services while enhancing patient outcomes which is the basis for world-class healthcare services delivery.

* The ABM Portal is an information technology (IT) solution developed by the Ministry of Health’s ABF Taskforce in partnership with Qliktech, utilising the Qlikview business intelligence platform.
While NSW Health’s priority is to keep people healthy, out of hospital and connected to community based care wherever possible, it is still crucial that NSW Health keeps investing in new healthcare facilities to meet the growing and evolving healthcare needs of the State.

NSW Health’s facilities are valued at $19 billion, including over 230 public hospitals, 280 community health centres, 226 ambulance stations, and over 50 health centres across the criminal justice system. But as more pressure is placed on the healthcare system we must think differently about how we maintain, develop and manage all these assets.

This means establishing healthcare precincts with public and private services, utilising opportunities provided by the non-government provision of non-clinical support services, encouraging integrated services delivery models for multipurpose facilities and continuing to develop demand management strategies to respond to growth. Such strategies include the upgrade and construction of new healthcare facilities, clinical service redesign and out-of-hospital care and telehealth.

What NSW Health Is Doing

NSW Health has a range of facilities, from large scale hospitals with the capacity to meet the most critical medical and surgical needs, to Multipurpose Services providing a range of health services to rural and regional communities.

However, approximately 40 percent of NSW Health’s built infrastructure is over 50 years old, and a significant investment in developing new and upgraded facilities across the State is currently underway.

NSW Health includes over 230 public hospitals, 280 community health centres together with over 50 health centres across the criminal justice system, and 226 ambulance stations.
Deliver the NSW Government’s committed major investments for the next five years

- **Northern Beaches Health Service redevelopment** includes a Northern Beaches Hospital at Frenchs Forest, a complementary facility at Mona Vale and a range of community services for the Northern Beaches

- **Lower Hunter (Maitland) Hospital**’s detailed plan for the delivery of services across the Lower Hunter, including Maitland, Cessnock and Kurri Kurri, and with a key focus on future requirements for a new Maitland hospital

- **Wagga Wagga Hospital redevelopment** to provide additional operating theatres and expanded acute inpatient and diagnostic capacity

- **Blacktown/Mt Druitt Hospital** redevelopment to provide additional inpatient beds and Intensive Care Unit, Emergency Department and cancer treatment

- **Lismore Hospital redevelopment** Stage 3A to achieve improved facilities for both clinical and community health services

- **Kempsey Hospital redevelopment** to provide an expanded Emergency Department with a co-located Emergency Medical Unit and culturally appropriate Integrated Community Care Centre

- A new stage of Multipurpose Service (MPS) developments, along with ongoing building and technology projects, including various NSW Ambulance projects

Better plan capital requirements based on service needs

- Establish a statewide clinical services framework to inform robust capital asset planning at a Local Health District, Specialty Health Network and statewide level

Grow partnerships in developing health facilities and equipment

- Explore innovative and efficient approaches to providing healthcare services, including partnering with the private and not-for-profit sectors to provide high quality facilities and equipment

Look to non-capital solutions to deliver care

- Invest in eHealth solutions to deliver the connectivity needed in new models of care and provide business solutions that produce improved value for money

- Release capacity within existing facilities by introducing new models of care, which mean that patients stay in hospital for shorter periods of time, or can be cared for in the community
Since 2011, the NSW Government has committed $4.7 billion to upgrading hospital infrastructure across the State, with $1.2 billion worth in 2013/14 alone.

Recent investments include:
- Central Coast Regional Cancer Centre – $35 million
  > completed December 2012
- Broken Hill Mental Health Unit and the Broken Hill Rehabilitation Unit – $13 million
  > completed 2012
- Prince of Wales Mental Health Intensive Care Unit – $13 million
  > completed December 2012
- Sub-acute Unit at Kurri Kurri Hospital – $6.4 million
  > completed December 2013
- Murwillumbah Ambulance Station Redevelopment – $2 million
  > completed May 2013
- Shoalhaven Cancer Care Centre at Nowra – $34.8 million
  > officially opened in November 2013
- Graythwaite Rehabilitation Centre at Ryde Hospital – $41 million
  > opened in September 2013
- Multistorey car park at Nepean Hospital – $23.1 million
  > completed in August 2013 as part of the broader $139M redevelopment of the Nepean Hospital campus
- HealthOne at Pottsville – $3.7 million
  > opened in April 2013
- New acute services building at Royal North Shore Hospital as part of the $1.127 billion project that consolidates 53 outdated buildings on the St Leonards campus into new purpose-built facilities
- Batemans Bay ambulance station – $2.2 million
  > officially opened in June 2012

The forward program includes:
- Continued construction of the $324 million Blacktown/Mt Druitt Hospital Expansion Stage 1
- Continued work on the estimated $139.1 million Campbelltown Hospital Redevelopment
- Continuation of the $120 million Hornsby Ku-ring-gai Hospital Redevelopment Stage 1
- Continued construction of the $79.8 million (including Commonwealth contribution) acute services redevelopment at Dubbo Hospital
- Commencing construction of the new $170.1 million (including Commonwealth contribution) South East Regional Hospital at Bega
- Continuation of the $39 million Emergency Department upgrade at St George Hospital
- Commencement of the $80.3 million (including Commonwealth contribution) Lismore Hospital redevelopment
- Continuation of the $220 million (including Commonwealth contribution) Tamworth Hospital Redevelopment Stage 2
- Continued fleet replacement for the NSW Ambulance
- Commencement of the $72.5 million Parkes Hospital redevelopment
- Commencement of the $40.9 million Forbes Hospital redevelopment
- Commencement of planning for capital works at Dubbo, Sutherland, St George, Bankstown, Campbelltown, Blacktown, Westmead, Wagga Wagga, Goulburn, Gosford, Wyong, Hornsby, and Lismore Base Hospitals

Strategy Four: Designing and building future-focused infrastructure
The NSW State Health Plan sets out a clear framework for the future direction for our public health system across the State.

The Plan outlines the strategic context and structure for the changes we’re making to our healthcare system, helping to set common goals to create a shared vision for the future.

The NSW State Health Plan builds on the reform already undertaken to deliver a healthcare system that not only puts the needs of the patient first, but can respond quickly to the changing needs of our communities. The Plan builds on those foundations with three Directions and four Strategies that will enable us to deliver the ‘right care, right place, right time’.

We’ll now work together to ensure the directions and strategies set out in our Plan are implemented and we monitor and report our progress in achieving our vision for the future.

All parts of NSW Health have a role to play in leading change:

- **Local Health Districts, Specialty Health Networks and NSW Ambulance**, through front-line service delivery and clinician, patient and community engagement.

- **Our Pillars** – the Agency for Clinical Innovation, the Clinical Excellence Commission, Cancer Institute NSW, NSW Kids & Families, Bureau of Health Information and the Health Education and Training Institute – through providing expert advice and guidance to our Districts and Networks in consultation with clinicians.

- **Key Agencies** – NSW Health Pathology, Office for Health and Medical Research, Health Infrastructure, HealthShare NSW and eHealth NSW – who provide statewide services in support of high quality, value for money patient care.

- **Ministry of Health** – as system manager, responsible for purchasing services and monitoring performance to deliver improved health outcomes for the people of NSW.

A NSW State Health Plan Evaluation and Monitoring Framework will be developed, assigning lead organisations with responsibility for each key priority area. These responsibilities will be managed through the NSW Health Performance Framework.

The NSW Health Performance Framework is the key policy document that sets out how the performance of public sector health services in NSW are monitored and assessed by the NSW Ministry of Health, including through Service Agreements and Compacts.

In the spirit of flexible, patient-centred care, the Plan will be reviewed regularly to capture changes in the healthcare landscape and to reflect our strategies to manage these changes in consultation with those best able to make decisions – those closest to the patient.

NSW Health has a bold vision for the future and this Plan sets out the next key steps in our journey to create a 21st century health system that will be sustainable, purposeful and, most importantly, deliver positive health outcomes for the people of NSW.
The State Health Plan aims to assist NSW Health deliver a health system that is:

- Patient centred
- Respectful and compassionate
- Integrated and connected
- Providing the right care in the right place at the right time
- Based on local decision making
- Providing a whole of society approach to health promotion and prevention
- Characterised by strong partnerships
- Innovative
- Financially sustainable
- Fostering a learning organisation

**Direction 1:** Keeping People Healthy

- Reduce smoking rates and the adverse effects of tobacco
- Address overweight and obesity rates
- Promote responsible alcohol consumption
- Help people manage their own health

**The State Health Plan aims to assist NSW Health deliver a health system that is:**

- Patient centred
- Respectful and compassionate
- Integrated and connected
- Providing the right care in the right place at the right time
- Based on local decision making
- Providing a whole of society approach to health promotion and prevention
- Characterised by strong partnerships
- Innovative
- Financially sustainable
- Fostering a learning organisation

**Direction 2:** Providing World-Class Clinical Care

- Move beyond the Emergency Department to create a better connected health system
- Develop and implement new models of care to meet changing needs and address unwarranted clinical variation
- Drive better performance via partnerships with clinicians and managers
- Listen to our patients

**Strategy 1:** Supporting and Developing our Workforce

- Improve workplace culture
- Ensure our workforce has the right people, with the right skills, in the right place
- Support and inspire our workforce

**Strategy 2:** Supporting and Harnessing Research and Innovation

- Invest in research
- Build system-wide capacity to turn information and evidence into policy and practice
- Share new ideas
- Foster translation and innovation from research
- Build globally relevant research capacity

**Strategy 3:** Enabling eHealth

- Invest in clinical systems
- Invest in business systems
- Invest in enablers to inform and support delivery of the integrated care strategy
- Strengthen partnerships with the primary and community care sectors for a seamless care experience
- Monitor, evaluate and seek feedback to guide improvement
- Scale up, roll out and embed successful programs across NSW

**Strategy 4:** Designing and Building Future-Focused Infrastructure

- Deliver the NSW Government’s committed major investments for the next five years
- Better plan capital requirements based on service needs
- Grow partnerships in developing health facilities and equipment
- Establish clear direction for the future
- Deliver world-class facilities and equipment

**Measurement:** Keep people healthy and out of hospital

**Goal:** Provide world-class clinical services with timely access and effective infrastructure

**State Goals**

<table>
<thead>
<tr>
<th>Process - Key Priority Areas</th>
<th>Coordination of investment in health services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State Health Plan</strong></td>
<td><strong>NSW State Health Plan</strong></td>
</tr>
<tr>
<td><strong>Program Input</strong></td>
<td><strong>Program Input</strong></td>
</tr>
<tr>
<td><strong>Process Indicators</strong></td>
<td><strong>Process Indicators</strong></td>
</tr>
<tr>
<td><strong>Outcome Measures</strong></td>
<td><strong>Outcome Measures</strong></td>
</tr>
<tr>
<td><strong>Strategy 1</strong></td>
<td><strong>Strategy 1</strong></td>
</tr>
<tr>
<td><strong>Strategy 2</strong></td>
<td><strong>Strategy 2</strong></td>
</tr>
<tr>
<td><strong>Strategy 3</strong></td>
<td><strong>Strategy 3</strong></td>
</tr>
<tr>
<td><strong>Strategy 4</strong></td>
<td><strong>Strategy 4</strong></td>
</tr>
</tbody>
</table>

**Strategy 1:** Supporting and Developing our Workforce

- Improve workplace culture
- Ensure our workforce has the right people, with the right skills, in the right place
- Support and inspire our workforce

**Strategy 2:** Supporting and Harnessing Research and Innovation

- Invest in research
- Build system-wide capacity to turn information and evidence into policy and practice
- Share new ideas
- Foster translation and innovation from research
- Build globally relevant research capacity

**Strategy 3:** Enabling eHealth

- Invest in clinical systems
- Invest in business systems
- Invest in enablers to inform and support delivery of the integrated care strategy
- Strengthen partnerships with the primary and community care sectors for a seamless care experience
- Monitor, evaluate and seek feedback to guide improvement
- Scale up, roll out and embed successful programs across NSW

**Strategy 4:** Designing and Building Future-Focused Infrastructure

- Deliver the NSW Government’s committed major investments for the next five years
- Better plan capital requirements based on service needs
- Grow partnerships in developing health facilities and equipment
- Establish clear direction for the future
- Deliver world-class facilities and equipment

**Measurement:** Keep people healthy and out of hospital

**Goal:** Provide world-class clinical services with timely access and effective infrastructure

**State Goals**

<table>
<thead>
<tr>
<th>Process - Key Priority Areas</th>
<th>Coordination of investment in health services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State Health Plan</strong></td>
<td><strong>NSW State Health Plan</strong></td>
</tr>
<tr>
<td><strong>Program Input</strong></td>
<td><strong>Program Input</strong></td>
</tr>
<tr>
<td><strong>Process Indicators</strong></td>
<td><strong>Process Indicators</strong></td>
</tr>
<tr>
<td><strong>Outcome Measures</strong></td>
<td><strong>Outcome Measures</strong></td>
</tr>
<tr>
<td><strong>Strategy 1</strong></td>
<td><strong>Strategy 1</strong></td>
</tr>
<tr>
<td><strong>Strategy 2</strong></td>
<td><strong>Strategy 2</strong></td>
</tr>
<tr>
<td><strong>Strategy 3</strong></td>
<td><strong>Strategy 3</strong></td>
</tr>
<tr>
<td><strong>Strategy 4</strong></td>
<td><strong>Strategy 4</strong></td>
</tr>
</tbody>
</table>
Activity Based Funding – is a method of allocating funds based on the activity or outputs of an organisation or service with the aim of funding the actual work performed within agreed targets

Agency for Clinical Innovation – NSW Health pillar agency established to help drive the development and implementation of evidence-based models of care, promote best practice and reduce unwarranted variation in treatment

Between the Flags – program supporting doctors and nurses to recognise early warning signs and then make the right clinical decisions should the condition of a patient start to deteriorate

Bureau for Health Information – NSW Health pillar agency established to provide relevant and accessible information on the performance of the NSW public health system

Cancer Institute NSW – NSW Health pillar agency established to lessen the impact of cancer in NSW and plays a pivotal role in developing strategies to prevent cancer, improve survival rates and quality services for those requiring care

Clinical Excellence Commission – NSW Health pillar agency established to build capacity for quality and safety improvement in health services

ComPacks Program – facilitates safe and early discharge of eligible patients from hospital by providing access to a short-term package of care designed to help them gain independence and prevent re-admission to hospital

CORE values – values which underpin all of NSW Health’s activity - Collaboration, Openness, Respect and Empowerment

eHealth NSW – NSW Health agency established to provide high level governance for NSW Health’s information strategy, forward planning and delivery

Essentials of Care Program – engages more than 700 teams across the NSW Health system to improve patient experiences and outcomes as well as facilitate responsive, empathic and focused nursing practice

Health Education and Training Institute – NSW Health pillar agency established to coordinate education and training for NSW Health staff, including those involved in patient care, administration and support services

Hospital in the Home – delivers selected types of patient-centred multidisciplinary acute care to suitable patients at their home or clinic setting as an alternative to inpatient (hospital) care

Integrated Care – the provision of care and support that is based around the needs of the individual, providing the right care in the right place at the right time in the most effective and efficient manner

Local Health Districts (LHDs) – comprise geographic areas managing public hospitals and providing health services to their communities, with eight LHDs covering the Sydney metropolitan region, and seven covering rural and regional NSW

Multipurpose Services – provide a flexible service model for regional and rural communities with access to a range of integrated health services such as acute care, subacute care, allied health, oral health, aged care, primary and community services

NSW Kids and Families – a NSW Health pillar agency charged with developing a long-term, statewide strategic plan bringing together key parties to build a shared plan to guide the best possible health services for children and young people across NSW

Patient Flow Portal – provides user friendly tools to support NSW Health workers improve patient flow within a hospital or a Local Health District resulting in improved patient experiences

Specialty Health Networks – two specialist networks operate across NSW with a focus on Children’s and Paediatric Services, and Forensic Mental Health. A third network operates across the public health services provided by three Sydney facilities operated by St Vincent’s Health

Unwarranted Clinical Variation – where patients with similar diagnoses get treated differently when there is no clinical reason for this to happen

Whole of Hospital Program – a centrally facilitated and locally led program to improve the connectivity of the patient journey through a hospital and back into the community so that it is not only safe and effective, but also seamless