
Overview



About NSW Health

NSW Health is the largest and busiest public health system in Australia, providing safe, high-quality healthcare to the citizens of NSW.

By global standards the NSW Health System is high performing, delivers safe, quality care and our population is considered amongst the healthiest in the world.^{1,2}

With more than 140,000 full-time equivalent staff, 226 hospitals across 15 local health districts and 2 specialist networks, and multiple statewide health services and agencies, there are millions of ways we are enriching the health of the NSW community every day.

Our patients and consumers continue to speak positively of their experiences with clinicians and health professionals. Our dedicated workforce has shown, time and again, their outstanding ability to adapt and change to continue to deliver excellent experiences and outcomes of care for the people of NSW.

Our vision

Our vision is for a sustainable health system that delivers outcomes that matter most to patients and the community, is personalised, invests in wellness and is digitally enabled.

Our values

Our CORE values encourage collaboration, openness and respect in the workplace, empowering our staff members to use their knowledge, skills and experience to provide the best possible care for patients, their families and carers.

Our Health Portfolio Ministers



The Hon. Ryan Park, MP
Minister for Health,
Minister for Regional Health



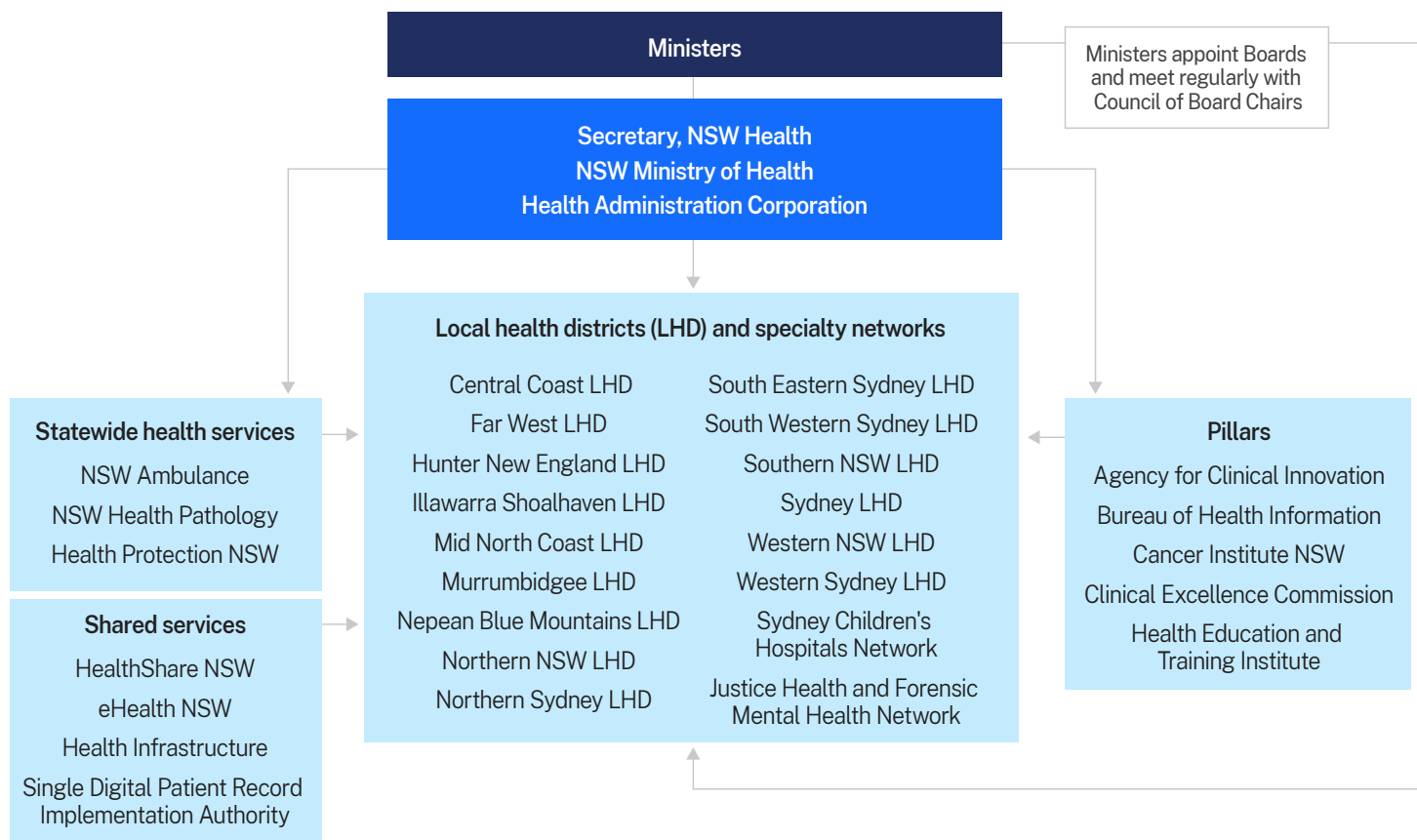
The Hon. Rose Jackson, MLC
Minister for Mental Health



The Hon. David Harris, MP
Minister for Medical Research

1. Roberts D, Parker J, and Marion G. Switching health from cost reduction to customer care models. Ernst & Young. 2018
2. CSIRO Futures. Future of Health: Shifting Australia's focus from illness treatment to health and wellbeing management. CSIRO. 2018

Our organisational structure



The NSW Ministry of Health organisation chart is on page 6. Organisation charts of local health districts, specialty health networks, statutory health corporations, and the Health Administration Corporation can be found from page 249.

Our charter

NSW Health includes the NSW Ministry of Health (a public service department under the *Government Sector Employment Act 2013*), local health districts, specialty health networks, and a number of statewide or specialist health services.

NSW Ministry of Health

The NSW Ministry of Health supports the roles of the health cluster and portfolio ministers to perform their executive and statutory functions. It is established under the *Government Sector Employment Act*, section 22 and Schedule One.

Role and function of NSW Health organisations

The role and function of NSW Health organisations are principally set out in two Acts, the *Health Administration Act 1982* and the *Health Services Act 1997*, and a corporate governance framework that distributes authority and accountability through the public health system, complementing these two Acts.

Health Administration Corporation

Under the *Health Administration Act*, the Secretary has corporate status as the Health Administration Corporation to exercise certain statutory functions. The Health Administration Corporation is used as the statutory vehicle to provide ambulance services and support services to the health system. The following organisations have been established under the Health Administration Corporation to provide these functions.

eHealth NSW provides statewide leadership on the shape, delivery and management of information communication technology led healthcare. eHealth NSW is responsible for establishing, implementing and ensuring compliance with eHealth NSW strategy, policy and standards across the state.

Health Infrastructure is responsible for the delivery of the NSW Government's major works hospital building program, under the auspices of a board appointed by the Secretary. The board members each offer specialised expertise in areas of health and infrastructure delivery.

HealthShare NSW provides high-quality shared services to support the delivery of patient care within the NSW Health System, including providing payroll and procurement functions, supporting patient care through food and linen services and assisting people with a disability to live and participate in the community.

Health Protection NSW is responsible for strategy and policy for the surveillance, prevention, control and response to infectious and environmental threats to the community's health. It reports to the Chief Health Officer, and works closely with local health districts, other agencies involved in protecting people's health, healthcare providers, and the community.

NSW Ambulance is responsible for providing responsive, high-quality clinical care in emergency situations, including pre-hospital care, rescue, retrieval and patient transport services.

NSW Health Pathology is a statewide clinical and scientific service that provides quality, reliable public pathology, forensic and analytical science services across NSW.

The Single Digital Patient Record Implementation Authority has been established to lead the implementation of the Single Digital Patient Record (SDPR). It is focused on a whole-of-health, collaborative approach, ensuring the program benefits from the strengths of NSW Health. It is accountable for achieving efficiency and maximum value from the resources available, and ultimately delivering SDPR while ensuring patients and people remain at the core of its delivery.

Local health districts

There are 15 local health districts that are corporate entities under the *Health Services Act*. They are responsible for providing health services in a wide range of settings, from primary care posts in the remote outback to metropolitan tertiary health centres. Six local health districts cover the greater Sydney metropolitan regions, with nine covering rural and regional NSW.

Statutory health corporations

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

1. Specialty health networks
2. Board-governed organisations
3. Chief executive-governed organisations.

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

Specialty health networks

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

Justice Health and Forensic Mental Health Network is a statewide service that provides forensic mental health services to forensic patients as well as to adult and juvenile offenders in local courts, in custody and detention, and in the community. It also provides health services to adult offenders in police cells.

The Sydney Children's Hospitals Network incorporates The Children's Hospital at Westmead, Sydney Children's Hospital, Randwick, Bear Cottage, the Newborn and paediatric Emergency Transport Service (NETS), the Pregnancy and newborn Services Network (PSN) and the Children's Court Clinic. The Sydney Children's Hospitals Network is the largest network of hospitals and services for children in Australia. The network is committed to providing world-class paediatric healthcare in a family-focused, healing environment.

Pillar organisations

Agency for Clinical Innovation is a chief executive-governed statutory health corporation responsible for bringing clinicians, consumers and systems leaders together to design and implement innovations in healthcare that are patient-centred, clinically-led, evidenced-based, and value-driven. The Agency for Clinical Innovation is committed to improving, evolving and transforming clinical practice and patient outcomes across the NSW Health System.

Bureau of Health Information is a board-governed organisation that provides independent reports to government, the community and healthcare professionals about the performance of the NSW public healthcare system, including safety and quality, effectiveness, efficiency, cost, and responsiveness of the system to the health needs of the people of NSW.

Cancer Institute NSW is a board-governed organisation and Australia's first statewide government cancer agency. Established under the *Cancer Institute (NSW) Act 2003* to lessen the impact of cancer across the state, its statutory objectives are to reduce the incidence of cancer in the community, increase survival from cancer, and improve the quality of life for people with cancer and their carers. It is a source of expertise on cancer control for the government, health service providers, medical researchers and the general community.

Clinical Excellence Commission is a board-governed statutory health corporation, responsible for leading safety and quality improvement in the NSW public health system. It was established in 2004 to reduce adverse events in public hospitals, support improvements in transparency and review of these events and promote improved clinical care, safety and quality in health services across NSW.

Health Education and Training Institute is a chief executive-governed statutory health corporation that coordinates education and training for NSW Health staff. The institute works closely with local health districts, specialty health networks, other public health organisations, and health education and training providers to ensure that world-class education and training resources are available to support the full range of roles across the public health system, including patient care, administration and support services.

Affiliated health organisations

At 30 June 2024, there were 13 affiliated health organisations in NSW in relation to the recognised establishments or services listed in column 2 of Schedule 3 of the *Health Services Act 1997*. These organisations are managed by religious and/or charitable groups as part of the NSW public health system, and are an important part of the public health system, providing a wide range of hospital and other health services.

St Vincent's Health Network

Section 62B of the *Health Services Act* enables an affiliated health organisation to be declared a network for the purposes of national health funding. St Vincent's Hospital and the Sacred Heart Health Service at Darlinghurst have been declared a NSW Health network.

NSW Health Executive Team

The NSW Health Secretary, NSW Ministry of Health deputy secretaries, and the chief executives of local health districts, specialty health networks, statutory health corporations, and organisations established as part of the Health Administration Corporation form the NSW Health Executive Team.

The roles and responsibilities of the NSW Health Secretary are set out in the *Government Sector Employment Act*. The roles and responsibilities of chief executives of local health districts and statutory health corporations are set out in relevant legislation including the *Health Services Act*, the *Health Administration Act* and the *Government Sector Employment Act*.

Local health districts and specialty health networks

Chief executives of local health districts and specialty health networks are employed by the Health Executive Service (part of NSW Health), under section 116 of the *Health Services Act*.

The chief executive manages and controls the affairs of the local health district or network. The chief executive can commit the district contractually and legally, and is the employer delegate for all staff working in the organisation. Chief executives are, in the exercise of their functions, accountable to their board.

Statutory health corporations

Under section 51 of the *Health Services Act*, the chief executive manages the affairs of a board-governed statutory health corporation and is, in the exercise of his or her functions, subject to the direction and control of the organisation's board. As with local health districts and specialty health networks, the chief executive is also the employer delegate for staff working at the organisation.

Chief executive biographies for local health districts, specialty health networks, statutory health corporations, and organisations established as part of the Health Administration Corporation can be found from page 250. NSW Health Secretary and deputy secretary biographies can be found from page 7.

NSW Ministry of Health

The NSW Ministry of Health supports the executive and statutory roles of the Minister for Health and Minister for Regional Health, Minister for Mental Health, and Minister for Medical Research.

The NSW Ministry of Health also has the role of 'system manager' in relation to the NSW public health system. The networks, services and organisations of the NSW public health system are known as NSW Health.

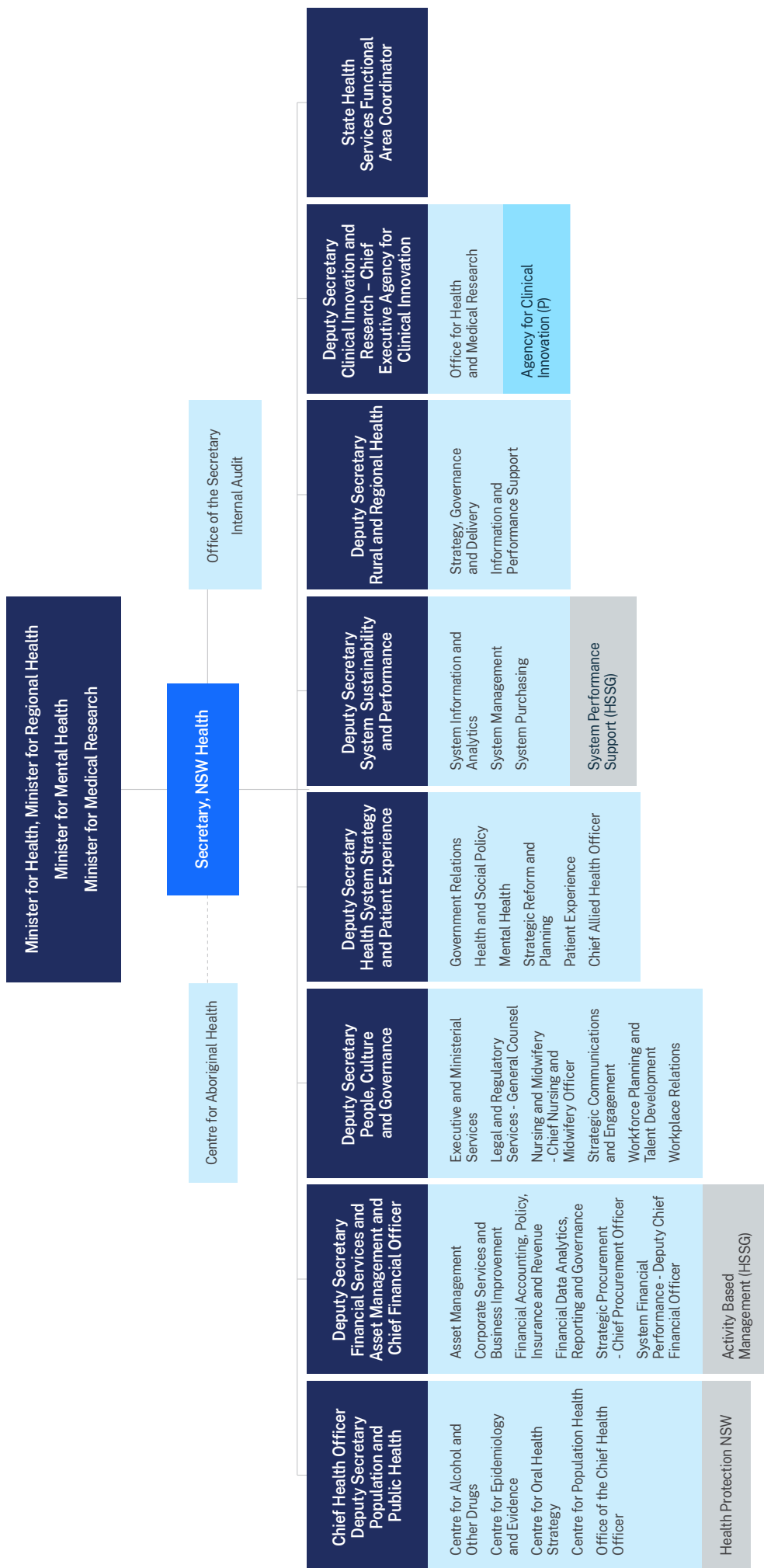
The NSW Ministry of Health guides the development of services and investments in the NSW public health system to ensure that the health priorities of the NSW Government are achieved for the community of NSW.

Combined annual reports

The NSW Health 2023-24 Annual Report consolidates reporting for all NSW Health entities. It presents annual reporting information for the NSW Ministry of Health, Health Administration Corporation, local health districts, specialty health networks and pillar organisations.

All entities combined form the NSW Health System. The *Health Services Act 1997* allows the annual reporting information for all NSW Health entities to be consolidated within the annual report of the NSW Ministry of Health.

NSW Ministry of Health organisational structure



HSSG - Health System Support Group

P - Pillar

Executive Team

Secretary

Ms Susan Pearce AM

B App Sci (Nursing) Dip Law
Secretary, NSW Health



Susan Pearce started her career in Far West Local Health District in 1991 as a registered nurse. She has extensive experience in senior leadership roles at a hospital, district, pillar and Ministry level across a range of functions including workforce and operations. She was previously NSW Health's Chief Nursing and Midwifery Officer and Deputy Secretary for Patient Experience and System Performance for more than six years.

Susan was appointed a Member of the Order of Australia for significant service to public health administration and governance in the Australia Day Honours 2023. She has qualifications in Law and was admitted to the Supreme Court of NSW as a solicitor in September 2019.

As Secretary, Susan is responsible for the management of the NSW Health System and setting the strategic direction to ensure NSW continues to provide exceptional healthcare, research and education.

Susan was appointed State Health Emergency Operations Centre Controller on 17 March 2020 to oversee the statewide health system response to the COVID-19 pandemic, including the COVID-19 vaccination rollout. She has been crucial in delivering transformational change within NSW Health, and she continues to build on the critical partnerships between all elements of the health system to ensure strong performance and accountability.

Population and Public Health

Dr Kerry Chant AO PSM

MBBS, FAFPHM, MHA, MPH
Chief Health Officer
Deputy Secretary Population and
Public Health
NSW Ministry of Health



Dr Kerry Chant, Chief Health Officer and Deputy Secretary for Population and Public Health is a public health physician.

Kerry has extensive public health experience, having held senior positions in NSW public health units since 1991. Her previous appointments include Director of Health Protection NSW, Deputy Chief Health Officer, and Director of the South Western Sydney Local Health District Public Health Unit.

She has a particular interest in blood-borne virus infections, health equity, communicable diseases prevention and control, and Aboriginal health.

Division overview

The Population and Public Health Division coordinates the strategic direction, planning, monitoring, and performance of population and public health services across the state. It also responds to the public health aspects of major incidents or emergencies in NSW, leading the statewide health protection network, and working closely with local health districts' public health units.

The division uses data and evidence to support the delivery of accessible, appropriate, and sustainable services and initiatives that deliver equitable outcomes for the community.

The division also covers a wide range of population and public health portfolios, including the following centres and branches: Centre for Alcohol and Other Drugs, Centre for Epidemiology and Evidence, Centre for Oral Health Strategy, Centre for Population Health, Health Protection NSW, and the Office of the Chief Health Officer.

Financial Services and Asset Management

Adjunct Professor Alfa D'Amato
CPA, MHSM, MPA, MPASR
Deputy Secretary Financial Services and Asset Management and Chief Financial Officer
NSW Ministry of Health



Alfa D'Amato was appointed to the role of Deputy Secretary and Chief Financial Officer in May 2022, having acted in the role since April 2021.

Alfa has held a range of leadership roles within NSW Health, including Executive Director, System Financial Performance and Deputy Chief Financial Officer; Director, Activity Based Funding; and Associate Director, Financial Operations at the South Eastern Sydney and Illawarra Area Health Service.

Alfa has extensive experience in leading and implementing sustainable financial strategies and delivering major transformation programs in a range of corporate and financial services, including procurement, banking and funding models. Alfa's specialist skills in developing and leading innovation and transformation programs delivered the implementation of the National Health Reform Agreement and its nationally consistent activity-based funding approach in NSW.

Alfa is Vice President of the Patient Classification Systems International, a member of CPA Australia and an Adjunct Professor at the University of Technology Sydney Business School.

Division overview

The Financial Services and Asset Management Division leads a range of functions, including financial performance, accounting, insurance, financial data analysis and reporting, activity-based management, strategic procurement, corporate services and business improvement, and statewide strategic asset management.

The division provides financial stewardship including governing, leading, and strengthening sustainable resource allocation within the NSW public health system to underpin the delivery of patient care and help health decision-makers access the right information at the right time.

The division's lead role includes managing and monitoring the financial performance of the NSW public health system within the NSW Health Performance Framework. It is responsible for monitoring recurrent and capital expenditure against the annual budget allocation and reporting on NSW Health's financial performance to both the Ministry executive and the government.

People, Culture and Governance

Mr Phil Minns
BEc, MEc
Deputy Secretary People, Culture and Governance
NSW Ministry of Health



Phil Minns commenced in the role of Deputy Secretary, People, Culture and Governance at the NSW Ministry of Health in November 2017. Previously, Phil was Deputy Commissioner for Public Service Commission from 2015 to 2017, and Deputy Secretary, Government, Corporate and Regional Coordination, NSW Department of Premier and Cabinet from 2012 to 2015.

He joined NSW Department of Premier and Cabinet from the Department of Defence, where he was the inaugural Deputy Secretary, People Strategies and Policy, and a member of the Defence Committee from 2008 to 2012. Phil's career has spanned senior corporate roles within the manufacturing sector and government, and consulting to private and public sector organisations on organisational strategy, cultural change, and workforce focused strategies.

Division overview

The People, Culture and Governance Division provides executive leadership and strategic direction to a diverse range of professional advisory services. This enables and supports the achievement of NSW Health's strategic objectives to meet the needs of health service management and delivery in NSW.

The division undertakes a range of functions for the effective administration of NSW Health covering comprehensive corporate governance frameworks and policy; regulation of private healthcare facilities, and the supply and administration of therapeutic goods; a comprehensive range of legal and legislative services; oversight and management of the Secretary's accountabilities as employer of the NSW Health Service, including statewide industrial matters, public health sector employment policy, workplace health and safety policy, workforce planning, recruitment and reform strategies, and strategic development of professional nursing and midwifery services; services to support Ministerial, Parliamentary and Cabinet processes, and media, marketing, and communication services for the NSW Ministry of Health.

Health System Strategy and Patient Experience

Ms Deb Willcox AM

Dip Law

Deputy Secretary Health System Strategy and Patient Experience
NSW Ministry of Health



Deb Willcox AM commenced as Deputy Secretary, Health System Strategy and Patient Experience in September 2022.

Deb's career has included roles in government and non-government organisations. Her experience spans clinical, corporate services, government departments, and research.

Deb was Chief Executive, Northern Sydney Local Health District from 2017 to 2022. She has held a range of senior executive roles including the combined role of Director Operations, Sydney Local Health District, and General Manager, Royal Prince Alfred Hospital, Director Corporate Support – Health Reform Transition Office, NSW Health, and Director, Executive and Ministerial Services, NSW Health.

Deb started her career in nursing at Royal Prince Alfred Hospital and later studied law, having been admitted to the Supreme Court of NSW as a solicitor.

In 2023, Deb was appointed a Member of the Order of Australia for significant service to health administration, and to the community.

Division overview

The Health System Strategy and Patient Experience Division provides executive leadership across government relations, health and social policy, mental health, strategic reform and planning, patient experience, and allied health.

The division sets the strategic direction across a range of policy areas including prevention and response to violence, abuse and neglect; aged care; community care and priority populations; disability; youth and paediatric health; refugee health; the National Disability Insurance Scheme; palliative care; and maternity, child and family.

The division is responsible for managing negotiations across jurisdictions and with the Commonwealth; coordinating mental health policy, strategy, and program funding; providing statewide guidance on patient experience, and providing system-wide leadership on allied health services. The division also provides leadership and support of strategic reform and planning across the system through Future Health, value based healthcare, improving planning and capital developments, and adoption of new health technologies, genomics, and precision medicine.

System Sustainability and Performance

Adjunct Professor Matthew Daly

Deputy Secretary System Sustainability and Performance
NSW Ministry of Health



Matthew Daly is the Deputy Secretary, System Sustainability and Performance at the NSW Ministry of Health. Prior to his current role, Matthew was an independent consultant predominantly supporting the health and not-for-profit sectors, and Adjunct Professor at the Faculty of Business, as well as Adjunct Clinical Associate Professor, Faculty of Health Services, at the University of Tasmania. He has also held a group executive position in financial services with a major corporate.

For more than 30 years, Matthew has held operational, executive, and strategic health management positions in NSW and Tasmania at chief executive, senior executive, and head of agency levels in the delivery of acute, primary, and community health services. Working in collaboration with Commonwealth and State Government departments, he has been responsible for the implementation of programs to support access to care and improve health outcomes.

Division overview

The System Sustainability and Performance Division leads the management of health system performance under the NSW Health Performance Framework and coordinates purchasing arrangements through annual Service Agreements with NSW public health services.

The division also leads climate risk and net zero programs to embed environmental sustainability as a core dimension of healthcare. The division is a critical interface with local health districts, specialty health networks, pillars, and other statewide health organisations, in supporting the delivery of sustainable world-class healthcare for the residents of NSW.

Its functions include overseeing at a system level, emergency access, surgery waiting lists, specialist outpatient services, Hospital in the Home, virtual care, NSW Urgent Care Services, Single Front Door, and developing collaborative partnerships with primary health providers to establish innovative models of care.

The division supports performance improvement strategies and statewide initiatives to improve service delivery. It also provides data management and analytical expertise and coordination of statewide data collections.

Rural and Regional Health

Mr Luke Sloane

BNursing, Dip Mgmt
Deputy Secretary Rural and
Regional Health
NSW Ministry of Health



Luke Sloane brings more than two decades of health experience to his role as the Deputy Secretary of the Regional Health Division of NSW Health.

Born and raised in Orange, Luke began his career in nursing. He has worked in a range of senior nursing and midwifery, safety and quality, and executive roles in the past 10 years.

He has served as NSW Health's Executive Director for System Management, which involved leading system performance, safety and quality, and support for the COVID-19 pandemic response at a system level.

Luke was the Coordinator General of the Regional Health Division during the 2022–23 financial year and was announced as Deputy Secretary, Rural and Regional Health in July 2023.

In his position as Deputy Secretary, Luke advocates for regional, rural and remote communities in NSW. He has a key focus on community engagement, regional workforce, contribution to primary care reform, and access to transport and accommodation.

Division overview

The Regional Health Division was established in April 2022 to support the NSW Government's commitment to improving health outcomes and access to health services for people living in regional, rural and remote NSW.

In responding to the unique challenges of the regions, the division focuses on community engagement, regional workforce, primary care reform, and access to transport and accommodation.

The regional health team work across regional NSW, building and maintaining relationships with key stakeholders, and communicating in a collaborative, respectful, and culturally appropriate way.

Clinical Innovation and Research

Adjunct Professor

Jean-Frédéric Levesque

MD PHD FRCP
Deputy Secretary Clinical
Innovation and Research
NSW Ministry of Health
Chief Executive, Agency for Clinical Innovation



Dr Jean-Frédéric Levesque is the Deputy Secretary, Clinical Innovation and Research Division and the Chief Executive of the NSW Health Agency for Clinical Innovation.

He is an Adjunct Professor at the Centre for Primary Health Care and Equity at the University of New South Wales. He has authored more than 150 peer reviewed publications and his seminal research on healthcare access and inequity has been cited more than 2,000 times.

Jean-Frédéric Levesque has a medical degree, a Masters in Community Health, and a Doctorate in Public Health from the Université de Montréal, Canada. He brings extensive leadership in healthcare systems analysis and improvement, combining experience in clinical practice in refugee health and tropical medicine, in clinical governance and in academic research.

Division overview

The Clinical Innovation and Research Division was established in February 2023 to provide a central point for coordination and strategy setting, and drive focus on statewide research and innovation priorities. The division leverages the experience, expertise, and networks from the Agency for Clinical Innovation and the Office for Health and Medical Research.

It plays a leadership role across the continuum of the innovation and research ecosystem, bringing together key players to foster collaboration and opportunities.

The establishment of the division means the voice of both consumers and clinicians are closer to decision-making, to support stronger and more effective relationships, and to improve patient care and delivery.

State Health Services Functional Area Co-ordinator

Mr Wayne Jones

State Health Services
Functional Area Co-ordinator
NSW Ministry of Health



Wayne has more than 40 years' experience in the NSW public health system. Wayne has held a range of clinical and general management roles in Sydney and the Northern Rivers including Chief Executive of Northern NSW Local Health District from 2016 to 2023. In 2021, Wayne was seconded to the NSW Ministry of Health as the Deputy Secretary, Patient Experience and System Performance, to support the NSW response to the COVID-19 Pandemic. During this period Wayne was also the State Health Services Functional Area Co-ordinator and responsible for leading the NSW Health response to the major flooding in communities across NSW, particularly Northern Rivers and Hawkesbury regions.

On 20 February 2023, Wayne was appointed into the role of State Health Service Functional Area Co-ordinator (HSFAC) on a full-time basis for an 18-month period. In February of this year Wayne was also asked to step into the role of Acting Commissioner, NSW Mental Health Commission, a position Wayne will hold in addition to the HSFAC position pending recruitment to the substantive Commissioner role.

Overview

The State Health Services Functional Area Co-ordinator is the Ministry Executive responsible to the Minister through the Secretary for all prevention, preparation, response, and recovery actions as outlined in the NSW HEALTHPLAN.

Centre for Aboriginal Health

Gerri Wilson-Matenga

EMPA
Executive Director
Centre for Aboriginal Health
NSW Ministry of Health



Gerri Wilson-Matenga is the Executive Director, Centre for Aboriginal Health at the NSW Ministry of Health.

Gerri began her career as a junior secretary in a legal firm before joining NSW Health as a General Scale Stenographer in the Primary Health Care Branch in 1989. Over time, Gerri has worked in various roles including aged care and rehabilitation, health services implementation, service development, and population and public health.

Holding an Executive Masters in Public Administration from the University of Sydney, Gerri commenced working in Aboriginal health in 1995 and has held the roles of Director and Executive Director of Aboriginal health since 2018.

Gerri is committed to leading the Centre for Aboriginal Health to enable transformation of Aboriginal Health outcomes by elevating prioritisation of Aboriginal health, moving away from a status quo deficit discourse approach to one of hope and aspirations, embedding governance and accountability structures that privilege Aboriginal voices, and making our health services culturally safe, with a zero tolerance approach to racism.

Branch overview

Under its new alignment with the Office of the Secretary, the Centre for Aboriginal Health is taking an aspirational approach to driving strategic reform across the health system to achieve the highest level of health and wellbeing for Aboriginal people and communities in NSW.

This is being achieved by working collaboratively with its partners within the NSW Ministry of Health and more broadly with local health districts, specialty health networks and pillar organisations. The strong partnership with the Aboriginal Health and Medical Research Council of NSW, reflected at the local level in partnerships between districts and Aboriginal Community Controlled Health Organisations, is key to this strategic reform.

The Centre for Aboriginal Health is committed to increasing cultural safety, eliminating racism, strengthening the Aboriginal voice in decision-making, and sharing power in system reform as the peak Aboriginal health governance structure within NSW Health.

This page is intentionally left blank