



A NEW
Direction

for NSW Department of
Health

STRATEGIC PLAN

TOWARDS 2010

NSW DEPARTMENT OF HEALTH

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Director-General's message

The availability of quality health care within reasonable costs is important to every member of our community. In NSW, our health - both as individuals and as a community - continues to improve. Members of our community can feel confident that quality health care will be available as they age or may fall ill. But the NSW health system faces serious challenges, stemming from social, demographic, environmental and technological changes.

The extensive work undertaken in developing the publication *Future Directions for Health in NSW - Towards 2025* allowed consumers, clinicians and staff to see clearly the challenges ahead. It provides a solid basis upon which to build our future plans using its seven Strategic Directions.

The State Health Plan, *A New Direction for NSW – Towards 2010*, is our foundation planning document and it will guide the development of the public health system towards 2010 and beyond.

This Plan - the NSW Department of Health Strategic Plan - has been developed to outline the work of the Department particularly in addressing State Health Plan priorities. The Department's Plan focuses on the health system at a state-wide level – on policy and funding strategy, on system redesign and implementation strategy, on research and evidence, on regulation, monitoring and performance reporting and on working across government, with partners and with interest groups.

The strategies in this Plan are broad ranging and challenging. The Department will make sound decisions as to the best use of the resources available to it through government funding, revenues and other sources, to implement this Plan through to 2010. The Plan will be regularly reviewed and adjusted to reflect the allocation and re-allocation of resources to priority areas of health care.

We will measure our progress on implementing the seven Strategic Directions with a range of measures, including those that appear in the NSW Government's State Plan, the measures currently being collected and reported on by NSW Health and other measures developed specifically for this purpose.

We will modify our targets in this Plan as necessary in light of changes, such as where targets are achieved, new targets may be set; changes in clinical treatment practices or priorities may modify, or add to, existing strategies; changes in Commonwealth or State funding priorities or policies; or the emergence of new diseases or increased risk of known diseases.

The key to the Department's Plan is a unity of purpose - to improve the health of the people of NSW. We share that unity of purpose with all parts of the NSW health system, our partners in the community and with other agencies.

Working together we will ensure the people of NSW benefit from improved healthcare and from support to live healthier lives.



Robert D McGregor AM
A/Director-General

Vision & Goals

Our vision:

The Department of Health shares the vision and goals of the NSW public health system. The Department provides system-wide leadership to ensure high quality health services which are responsive to consumers, the community and the challenges of the future. Our vision “Healthy People – Now and in the Future” and our goals reflect these aspirations.

Healthy People – Now and in the Future

Our goals are:

- To keep people healthy
- To provide the health care that people need
- To deliver high quality services
- To manage health services well

Seven Strategic Directions

The Strategic Directions for NSW Health mirror those developed through the 20 year Futures Planning Project. They build on work undertaken for the NSW Health Care Advisory Council and further developed at two State-wide planning forums, which involved a wide range of people including leading clinicians, academics, consumers, and government and non-government sector representatives.

The seven Strategic Directions capture NSW Health priorities over the next five years and will be reflected in all Department and Health Service planning. They acknowledge the need to align Strategic and Future Directions for NSW Health and guide the longer-term development of the NSW public health system. They form the basis of the NSW State Health Plan, *A New Direction for NSW - Towards 2010*.

The Department of Health Strategic Plan uses the NSW Health seven Strategic Directions to set out strategies and measures for achieving these directions at a system-wide level.

The seven Strategic Directions are:

- 1. Make prevention everybody’s business**
- 2. Create better experiences for people using health services**
- 3. Strengthen primary health and continuing care in the community**
- 4. Build regional and other partnerships for health**
- 5. Make smart choices about the costs and benefits of health services**
- 6. Build a sustainable health workforce**
- 7. Be ready for new risks and opportunities.**

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Who we are

The NSW Department of Health works for the people of NSW by leading system-wide health policy, planning and performance monitoring to ensure delivery of quality health services.

The Department supports the NSW Minister for Health in performing executive and statutory functions, which include promoting, protecting, developing, maintaining and improving the health and wellbeing of the people of NSW, while considering the needs of the State and the finances and resources available.

The Department has state-wide responsibility for providing:

Advice to government

The Department supports the role and functions of the Minister for Health and the Ministers Assisting the Minister for Health (Cancer and Mental Health) by providing advice and other support functions.

Strategic planning and state-wide policy development

The Department undertakes system-wide policy and planning in areas such as inter-government relations, funding, corporate and clinical governance, health service resources and workforce development.

Improvements to public health

The Department enhances the health of the community through health promotion, management of emerging health risks and protective regulation.

Performance management

The Department monitors performance of Health Services against key performance indicators and improvement strategies such as clinical redesign, performance agreements and monitoring property, infrastructure and other asset management.

Strategic financial and asset management

The Department manages the NSW health system's financial resources and assets, coordinates business and contracting opportunities for the NSW health system and provides financial accounting policy for NSW Health.

Community participation

The Department liaises with and fosters partnerships with communities, health professionals and other bodies.

Employee relations

The Department negotiates and determines wages and employment conditions and develops human resource policies for the NSW health system.

Workforce development

The Department works in collaboration with national and state agencies and other stakeholders to improve health workforce supply and distribution.

Corporate support

The Department provides the resources and support needed to enable Department staff to effectively fulfil their roles.

Regulatory functions

The Department manages licensing, regulatory and enforcement functions to ensure compliance with the Acts administered by the Health portfolio.

Our Values

The Department is guided by the public sector principles of responsibility to the Government, responsiveness to the public interest, and promoting and maintaining public confidence and trust in the work of the Department.

Our Values Statement applies to the Department, its staff and contractors, and forms the basis for decisions and actions on which performance ultimately depends.

Integrity

Honesty, consistency and accountability in decisions, words and actions

Respect

Recognising the inherent worth of people

Fairness & Equity

Providing good health care based on need and striving for an equitable health system

Excellence

Highest level of achievement in all aspects of our work

Leadership

Looking to the future of Health and building on past excellence

Where we want to be in 2010

The Department, providing leadership at a state-wide level, is working with Health Services to improve health outcomes for people.

Together we are striving for a health system that in 2010:

- Has a greater focus and investment in improving health and preventing illness while continuing to treat illness effectively, paying particular attention to reducing the health gap for communities that experience multiple disadvantage
- Is focused on quality and safety, providing patients with ready access to safe and satisfactory journeys through NSW health services and ensures patients and their carers are informed and involved in healthcare decisions and treated with respect
- Helps people to access most of the healthcare they need through an integrated network of primary and community health services across the public and private health systems
- Has a greater focus on healthy ageing strategies integrating services across different levels of government and the private sector
- Engages more effectively with other government and non-government agencies, and the broader community, to provide a more integrated approach to planning, funding and delivering health services to local communities and regions
- Makes the most effective use of the finite resources available and manages costs, services and infrastructure effectively to meet the State's healthcare needs while maintaining financial sustainability
- Has a valued, skilled workforce that is well planned, trained, organised and deployed creatively to focus on the changing needs of health consumers, carers and the wider population
- Is alert and capable of readily adapting to the changing needs of the community and is quick to anticipate and respond to new issues as they emerge

Health achievements

There have been very significant health gains for people in NSW over the last 20 years, including a decline in rates of preventable death and a major reduction in deaths from cancer. Health promotion, better management of health systems, and medical advances have all contributed to these improvements.

Key achievements include:

- Smoking in NSW has declined by more than one third since 1985, when 35% of males and 26% of females were smokers. By 2006, less than one in five (17.7%) NSW residents were smokers (19.2% of males and 16.2% of females)
- Death rates from cardiovascular disease have more than halved since 1982 as a result of legislative changes and behavioural improvements relating to smoking and nutrition, and improved medical treatment and follow-up care
- The percentage of the population engaging in risky drinking behaviour has decreased from 42.7% in 1997 to 32.2% in 2005
- Breast cancer mortality rates have declined by 22% in the last ten years. During the last two years 363,369 women have participated in breast screening
- Cervical cancer rates have declined by 52% in the last ten years. 90% of women have had a Pap test in the last five years and 60% in the last two years
- Rates of premature birth for Aboriginal women at targeted locations fell from 20% to 11% between 2001-2003
- Rates of immunisation are 85% for Aboriginal one-year-olds, and 90% for non-Aboriginal one-year-olds
- The NSW suicide rate in 2005 was 8.0 per 100,000 people, the lowest since 1979 and the lowest of all Australian States and Territories. This represents a reduction of 6.9% since 2004
- There have also been significant improvements in patient services and health system efficiency. The public health system performs over 200,000 surgical procedures a year. Since January 2005 there has been a 99% reduction in the number of patients waiting more than 12 months for elective surgery, and an 80% reduction in the number waiting more than one month for urgent planned surgery

Challenges ahead

Like health systems in other States and developed nations, the NSW health system faces a number of significant challenges in the years ahead. The Department has a unique role in providing state-wide leadership to address these challenges.

Needs of a changing society

The NSW health system is facing increasing demand for services resulting from a growing and ageing population, the incidence of chronic disease and the availability of new technologies and treatments. Meeting this increased demand is exacerbated by the shortage of health care professionals.

New population growth areas and patterns of migration, as well as changes to the physical environment such as climate change, will impact on health service provision.

More effort is required for some sections of our society who continue to experience greater health risks and poorer health. Aboriginal people, for example, have higher levels of health risk. Others with likely poorer health outcomes include people in rural and remote communities, those who are less well-off, people with disabilities, refugees and those with a mental illness. Continued effort is also needed to protect, maintain and improve the health and wellbeing of all NSW residents.

The Department has a key role in leading strategy to prepare for increasing demand for health service and mitigate against workforce shortages. The Department will provide leadership in addressing inequities and promoting preventative health care and healthy lifestyles.

Higher community expectations

Wide availability of health information has raised community expectations. Managing expectations about health services while operating within budgets remains a significant challenge.

People also expect that health services will be responsive to their needs and fully integrated – reflecting both the patient journey through the health system (end-to-end services) and across systems ('joined-up' government services).

The Department's capacity to communicate with and engage the community is critical to its ability to plan and resource appropriate and responsive services. It has a key role in ensuring greater focus on illness prevention, early intervention, primary health and continuing care and community based services.

Financial sustainability

The health budget in NSW is significant. Pressures on health costs are expected to continue. While health is seen as a funding priority, it is recognised that resources are finite. Health will need to undertake continual reform and create efficiencies to meet this challenge.

The Department has a key role in budget and funding strategies for the public health system. Leadership is required in controlling costs, setting priorities and ensuring quality and safe patient care.

Changing roles and responsibilities

NSW Health is now managed within eight geographical Area Health Services as well as the NSW Ambulance Service, Justice Health, The Children's Hospital Westmead and the Clinical Excellence Commission. The Area Health Services have the prime responsibility for health care delivery.

The Department's role is one of system-wide leadership - for policy, planning, funding and performance accountability. The NSW Health Results and Services Plan is a key element of the budgetary process negotiated between the Department and Treasury. The NSW public health system aligns its planning, budget, review and reporting systems with this framework.

Making the significant changes required in the health system depends on effective inter-relationships between the Department and Area Health Services.

Working across Government

Increasingly, NSW Health is delivering its services through partnerships with other agencies and levels of government and through non-government organisations (NGOs) and the private sector. This will require an increased focus on developing and maintaining relationships, engaging stakeholders and monitoring performance.

The Department of Health has a key role in coordination, integration, structural change and innovation across governments, agencies and other stakeholders. It also has a key role in negotiating responsibilities across federal and state governments so that the obstacles to providing health services are overcome. Critical future relationships will be those emerging from The Council of Australian Governments (COAG), an intergovernmental forum tackling critical health reform matters including service enhancements and workforce reforms. The Australian Health Ministers' Conference (AHMC), which promotes health policy development and implementation across Australia, is also a forum of influence.

Taking Action

The State Health Plan addresses the challenges ahead using seven key Strategic Directions identified in community consultation. The Plan highlights priority programs which NSW Health will implement over the next five years and beyond.

We will measure our success at achieving improved health outcomes through a broad range of measures, including measures identified in the NSW Government's State Plan, those currently being collected and reported on by NSW Health and measures that have been specially developed to assess progress. Health Services have also developed five year plans which describe how these priorities will be delivered locally.

The Plan will be reviewed annually to monitor progress against a detailed implementation plan. The implementation plan will show the linkages between the 10-20 year outlook, the five year targets and one year operational plans. State-wide programs will be articulated at Area Health Service level with specific milestones and targets outlined. Linkages to the NSW State Plan will be specified.

The targets in the State Health Plan will be modified as necessary in light of changes such as:

- where targets are achieved, new targets may be set
- changes in clinical treatment practices or priorities may modify, or add to, existing strategies
- changes in Commonwealth or State funding priorities or policies
- the emergence of new diseases or increased risk of known diseases

Health Priorities in the NSW Government's State Plan

The Department, working with Area Health Services, is the lead agency to deliver the health priorities from the NSW Government's State Plan. In summary, these priorities are:

- S1** improved access to quality healthcare
- S2** improved survival rates and quality of life for people with potentially fatal or chronic illness
- S3** improved health through reduced obesity, smoking, illicit drug use and risk drinking
- F1** improved health for Aboriginal people
- F3** improved outcomes in mental health
- F5** reduced avoidable hospital admissions

Addressing these priorities will require the NSW public health system to realign its budgeting and planning processes, strengthen its reporting regime, develop new approaches to working with partners, and build the capacity of the system to drive delivery of better services.

The Department has developed its "delivery plans" for each priority. In many areas NSW Health will work in collaboration with other agencies and external partners.

Regional Coordination Management Groups, bringing together senior officers across government, will develop regional work plans to deliver health priorities locally.

The Department of Health will coordinate and monitor progress on the delivery of the health priorities.

It will collect and provide data on performance so that the community will know what is being achieved in addressing these health priorities.

Make prevention everybody's business

The familiar saying that 'prevention is better than cure' is supported by clinical evidence. But putting prevention into practice is not easy and benefits are not always immediately apparent.

Reducing risk factors such as smoking, obesity, risky alcohol use and stress requires strong will and sustained action by individuals, families, communities and governments. Similar effort is needed to increase protective factors such as good nutrition, physical activity, healthy environments and supportive relationships.

What we are striving for in 2010 is a health system that puts greater effort and investment into improving health and preventing illness while continuing to treat illness effectively. This will require new strategies to support health promotion and illness prevention, which are supported by structural changes such as legislation, regulation and environmental changes. The principle of prevention will be embedded into NSW Health's service delivery. It will be the core of the concept "Live Life Well".

STATE PLAN PRIORITIES AND TARGETS

- S2** Improved survival rates and quality of life for people with potentially fatal or chronic illness through improvements in health care
 - Reduce the number of potentially avoidable deaths for people under 75 to 150 per 100,000 population by 2016
- S3** Improved health through reduced obesity, smoking, illicit drug use and risk drinking
 - Continue to reduce smoking rates by one per cent per annum to 2010, then by 0.5 per cent per annum to 2016
 - Reduce total risk drinking to below 5 per cent by 2012
 - Hold illicit drug use in NSW below 15 per cent
 - Stop the growth in childhood obesity
- F1** Improved health and education for Aboriginal people
 - Targets set by Government will be achieved by a range of contributing agencies
- F4** Embedding prevention and early intervention into Government services
 - The Government will produce the policy framework for early intervention by the end of 2006/07 and benchmark and set targets for agency performance by no later than 2008/09
- R2** Reduced re-offending
- R3** Reduced levels of anti-social behaviour
 - Targets set by Government will be achieved by a range of contributing agencies
- E8** More people using parks, sporting and recreational facilities and participating in the arts and cultural activity
 - Increase participation in recreation, sporting, artistic and cultural activity

What we will do

In addressing these priorities the Department will develop policies and frameworks, design population health programs, undertake surveillance and research on population health, develop enhanced regulatory and policy tools, coordinate funding, participate in whole of Government strategies as well as monitoring, evaluating and reporting on the following programs.

Obesity

- Conduct social marketing campaigns and provide educational support based on the theme of “Live Life Well”
- Support strategies to reduce advertising of unhealthy products, particularly to children
- Continue to implement the “Fresh Tastes @ School” NSW Healthy School Canteen Strategy
- Increase opportunities for people to be physically active
- Encourage all health facilities to provide healthier food and drink options for staff and visitors

Child health and wellbeing

- Develop and implement strategies to invest in the health and wellbeing of children and young people in collaboration with other agencies

Chronic Disease

- Implement the Healthy People Strategy and COAG national reform agenda dealing with chronic disease prevention for diabetes, cancer, cardiovascular disease, stroke, chronic kidney disease, asthma, arthritis and depression
- Enhance early detection, prevention and management of chronic disease for Aboriginal people, including diabetes and vascular disease strategies
- Develop and implement the “Smoke Check” program to reduce smoking for Aboriginal people
- Expand take-up of Otitis Media ear screening for Aboriginal children
- Implement a range of strategies under the “Australian Better Health Initiative”

Immunisation

- Revise and continue to implement the NSW Immunisation Strategy
- Improve coverage for young children, adolescents, adults and Aboriginal people

Tobacco

- Implement the NSW Tobacco Action Plan including tobacco legislation, smoking cessation programs and tobacco control measures
- Create social marketing initiatives particularly for disadvantaged groups

Drugs and Alcohol

- Continue to implement the Drugs and Community Action Strategy and Community Drug Information Strategy to increase community capacity in addressing drug issues
- Implement the Youth Alcohol Action Plan 2006-10 to reduce underage drinking and promote responsible drinking
- Continue to implement Drug Crime Diversion Programs including the MERIT (Magistrates Early Referral into Treatment) program

Sexual Health

- Continue to develop and implement prevention and control strategies for sexually transmitted infections and HIV, and for blood borne viruses such as hepatitis C

Oral Health

- Implement oral health strategies including new models of care and oral health promotion
- Increase fluoridated water supply to promote good oral health

Healthy Ageing

- Work with other agencies on initiatives and projects to promote healthy ageing
- Continue to implement the NSW Falls Prevention Policy
- Develop strategies to promote awareness and treatment of people with dementia

Mental Health

- Develop strategies to improve awareness, prevention and early detection, especially for people at risk including children and adolescents
- Implement the National Action Plan on Mental Health focusing on promotion, prevention and early intervention activities and improved treatment services

Re-investment

- Identify and realign resources to promote the health of the community and shift resources to support prevention activity
- Draft and implement the new Public Health Act

Health Improvement

- Align prevention and promote healthy lifestyle strategies with the “Australian Better Health Initiative”

- Promote partnerships with local government, other government agencies and NGOs to undertake improvement projects
- Continue to implement the Aboriginal Housing for Health strategies
- Use evidence-based strategies to promote health and wellbeing such as Health Impact Assessments

Urban Planning

- Undertake ongoing health protection and regulatory activities
- Work with other agencies to promote physical and mental health, especially through recreational activities
- Work with other agencies in planning new release areas to promote healthy environments

Measuring success

The Department will work with the health system and others to meet the State Plan and State Health Plan priorities and targets to

- S3** Continue to reduce smoking rates by 1% each year to 2010, then by 0.5% to 2016. We aim to exceed this target for the Aboriginal population
- S3** Reduce total risk drinking to below 25% by 2012
- S3** Hold illicit drug use below 15%
- S3** Stop the growth in childhood obesity by holding it at the 2004 level of 25% by 2010. Then reduce levels to 22% by 2016
- S3** Prevent further increases in levels of adult obesity which are currently at 50%

- F4** Reduce the number of potentially avoidable deaths for people under 75 years of age from 175 per 100,000 population in 2003 to 150 per 100,000 population by 2016
- F4** Increase the proportion of five year old children without dental decay (caries free) from 70% in 2000 to 77% in 2010
- F4** Increase the rate of influenza immunisation among people aged 65 years of age and over from 75% to 80% and pneumococcal immunisation from 55% to 60%
- F4** Maintain the rate of children fully immunised at one year of age above 90%
- F4** Prevent further increases in hospitalisations for fall injuries among people aged 65 years of age and over

Create better experiences for people using health services

Creating better experiences for people using public health services is a matter of making sure that these services continue to be of high quality, appropriate, safe, available when and where needed, and coordinated to meet each individual's needs, including those from Aboriginal or other culturally and linguistically diverse backgrounds.

What we are striving for in 2010 is a health system that provides patients of NSW Health with ready access to satisfactory journeys through health services and ensures patients and their carers are informed and involved in health care decisions and treated with respect.

STATE PLAN PRIORITIES AND TARGETS

S1 Improved access to quality health care

- Achieve national benchmarks for timely access to emergency departments and surgical treatment by 2008 and maintain them to 2016 in the face of increasing demand
- Reduce 'sentinel' events from the current low level of one per 70,300 procedures in NSW public hospitals

S8 Increased customer satisfaction with Government services

- Measure, report and improve customer satisfaction with Government services

F5 Reduced avoidable hospital admissions

- We will reduce by 15 per cent over five years hospital admission for people who should not need to come to hospital

What we will do

In addressing these priorities the Department will research, setup and design appropriate strategies, processes and methods. It will develop policy, standards and funding frameworks, manage programs, coordinate appropriate interventions and actions, consult and collaborate on projects, coordinate funding, data collections and systems integration as well as monitor, evaluate and report on the following major programs.

Clinical services

- Continue to implement the Clinical Services Redesign Program (CSRP) focusing on improving patient journeys for older people, mental health, emergency care, surgery, cardiology services and cancer care
- Continue the Sustainable Access Program to ensure hospitals can meet rising demand for services, including increases to bed capacity and ambulatory care models
- Investigate establishing a single telephone access service to provide advice, support and improved access particularly for remote and disadvantaged consumers

Clinical and community engagement

- Continue to develop consumer, clinician and carer participation in policy development, planning and delivery of services
- Continue working with the private sector to improve connectivity of services for patients

Carers

- Implement the NSW Carers Action Plan 2007-2012
- Develop strategies to improve communication with carers
- Provide information and training packages for carers including links to carer support services

Aged care/chronic care/community acute care

- Participate in development of a whole of Government strategy on ageing
- Continue implementation of the NSW Health Framework for Integrated Support and Management of Older People
- Develop the Health at Home program with new integrated models of care providing a single referral centre in each area and case/care managers
- Implement the COAG program to meet the needs of older people being managed in the community through better coordinated services and centres
- Expand the GP / Emergency Care program including aged care emergency teams
- Continue to implement the NSW Chronic Care Program

Mental health

- Participate in the NSW Interagency Action Plan for Better Mental Health including with NGOs, private sector and the Commonwealth to improve integration of services
- Implement "A New Direction for Mental Health" policy
- Develop and implement new models of care for people with acute illness
- Participate in case coordination for people with chronic illness including enhanced accommodation and vocational options
- Implement the Area Mental Health Clinical Partnership Program

Rural and remote health

- Implement the next phase of the Rural Health Plan, innovative models of service delivery and workforce, clinical networking, expand workforce initiatives and improve accessibility of services through technology
- Improve clinical networking, offer enhanced professional support and better consider the health needs of rural families
- Expand workforce initiatives to attract and retain staff
- Improve accessibility to health services through technology including Telehealth and a health call centre network

Drugs and alcohol

- Implement the NSW Health Drug and Alcohol Services Plan 2006-10 focusing on improved emergency, treatment and prevention services
- Implement the Alcohol Disease Prevention Plan to improve health outcomes for people experiencing drug and alcohol related harm

Transport

- Establish Transport for Health units for non-emergency services, especially in rural areas
- Use new approaches to coordinate services across agencies
- Monitor implementation of integrated Transport Plans in each Area Health Service to deliver better integrated non-emergency health transport services

Culturally and linguistically diverse communities including refugees

- Continue capacity building of health services to deliver care for diverse communities through the development and implementation of a new Multicultural Health Implementation Plan
- Promote use of the healthcare interpreter service and assist state-wide services to target areas of new arrivals

People with a disability

- Build the capacity of services to meet the special needs of people with a disability including older people

Children and young people

- Ensure health services are responsive to children and young people's needs
- Develop and implement a services framework for children's and young people's health services encompassing early intervention, prevention, acute and community based care

Patient safety within a quality framework

- Continue to implement the Patient Safety and Clinical Quality Program including promoting open disclosure, effective investigation and response to adverse incidents
- Reduce healthcare risks through programs such as the National Inpatient Medication Chart
- Develop programs to improve clinical practice and reduce risk of infections in healthcare settings

Patient satisfaction

- Redesign services to optimise the patient experience, including complaints handling

- Implement a new annual patient satisfaction survey including feedback from Aboriginal people and those from diverse backgrounds

Decision-making

- Create strategies to better involve carers and patients in decision making about treatment, including end-of-life decisions

Public responsibility

- Promote awareness programs for the community about treating staff, others and assets with respect

Information management and technology

- Implement the NSW Information Technology Strategic Plan to provide better decision making, performance monitoring and care for patients using tools such as electronic health records and electronic medication management systems
- Continue to implement information systems such as Community Health Information Management Enterprise (CHIME) and HS Net (Human Service Network) that allow shared assessment and referral systems

Measuring success

The Department will work with the health system and others to meet the State Plan and State Health Plan priorities and targets to

- S1** Achieve national benchmarks for timely access to emergency departments and surgical treatment by 2008 and maintain them to 2016 in the face of increasing demand
- S1** Reduce ambulance response time for life threatening cases
- S1** Strive to increase the proportion of patients transferred from the ambulance stretcher to the Emergency Department within 30 minutes from 76% to 90%
- S1** Increase the proportion of patients admitted from the Emergency Department to a ward, intensive care unit or operating theatre within 8 hours from 75% to 80%
- S1** Achieve national benchmarks for access to elective surgery
- S1** Develop a measure for cancellations of planned surgery. This will enable tracking of cancellations not due to clinical or patient related reasons

- S8** Measure, report and improve customer satisfaction through annual patient satisfaction surveys (including mental health clients through the MH-CoPES survey), and widespread local monitoring of patient experience
- S1** Develop the means to track and reduce patient falls in hospitals
- S1** Reduce unplanned/unexpected hospital readmissions within 28 days
- S1** Reduce the proportion of wrong patient/site/procedures incidents
- S1** Reduce 'sentinel' events from the current low level of one per 70,300 procedures undertaken in NSW public hospitals. (Sentinel events are system failures that could potentially or actually lead to serious harm)
- S1** Work with other states and territories to establish a robust measure of quality within the next five years. (There are currently no agreed national or international benchmarks for quality)

Strengthen primary health and continuing care in the community

Primary health services include general practice, community health centres and community nursing services, youth health centres, pharmacies, allied health services, Aboriginal health and multicultural services. They are provided in both public and private settings and by specific non-government organisations. For most people they may be the first point of contact with the health system. They are also the services that people tend to use most.

What we are striving for in 2010 is a health system that helps people to access most of the health care they need through a network of primary health and community care services across the public and private health systems. These community based services will be linked to and backed up by hospital services as needed, enabling people to access Commonwealth and State health programs. Early intervention principles will be embedded into NSW Health's service delivery. Early intervention will lead to improved health outcomes and reduced hospital admissions.

STATE PLAN PRIORITIES AND TARGETS

- F1** Improved health and education for Aboriginal people
 - Targets set by Government will be met by a range of contributing agencies
- F3** Improved outcomes in mental health
 - Reduce readmissions to mental health facilities
- F4** Embedding prevention and early intervention into Government services
 - We will produce the policy framework for early intervention by the end of 2006/07 and benchmark and set targets for agency performance by no later than 2008/09
- F5** Reduced avoidable hospital admissions
 - We will reduce by 15 per cent over five years hospital admission for people who should not need to come to hospital
- F6** Increased proportion of children with skills for life and learning at school entry
 - The Government will set targets for school readiness by 2008
- F7** Reduced rates of child abuse and neglect
 - Reduce the underlying rates of child abuse and neglect in NSW
- R1** Reduced rates of crime, particularly violent crime
 - Targets set by Government will be met by a range of contributing agencies

What we will do

In addressing these priorities the Department will develop and monitor the implementation of policies and frameworks, design new integrated and cost-effective models of care, contribute to whole of Government policy, allocate resources, provide advice and support as well as review and evaluate the following major programs.

Integrated primary healthcare

- Provide strategic direction to a review of community health services within the context of the NSW Integrated Primary and Community Health Policy
- Implement HealthOne NSW Services (integrated primary health and community care services) establishing Care Centres across NSW with GPs, nurses, midwives, community health workers and other services as integrated teams
- Expand primary maternity services, including stand-alone primary birthing units, to give women more options and support
- Enhance community based aged care services in collaboration with the Australian Government
- Develop and implement the NSW Dementia Action Plan
- Enhance respite care for people of all ages with a chronic disability

General practice access

- Work with Divisions of General Practice to collocate GPs at hospitals to improve consumer access, particularly after hours

Rural and remote areas

- Expand the multipurpose health service model to deliver the best mix of acute, primary healthcare and residential aged care, in combination with community services
- Further develop clinical service networks to improve access to specialist services, transport initiatives, clinical video-conferencing and innovative programs
- Develop new methods of service delivery and expand on models such as nurse practitioners and extended care models for ambulance officers

Early intervention

- Contribute to the development of and implement the whole of Government policy framework on early intervention
- Expand services for involvement with families and individuals at an early stage including antenatal care, home visiting, parenting support, early childhood education, breast feeding support, childhood health and development surveillance and antenatal/primary maternity services for women with complex needs
- Investigate options to increase availability of midwifery services
- Increase early detection screening for breast, cervical and bowel cancer, sexually transmitted diseases, otitis media, child development and dementia

- Expand programs to support victims of child abuse and neglect and to reduce violence, sexual assault and child abuse especially in Aboriginal communities
- Improve health services for children in Out-of-Home Care through implementation of a memorandum of understanding between NSW Health and the Department of Community Services

Early screening, triage and assessment

- Contribute to the development of and implement a cross-agency strategy on early screening, triage and assessment

Aboriginal health

- Provide better primary and community health services including delivery of an expanded Aboriginal Maternal and Infant Health Strategy, the Aboriginal Maternal and Child Health program and the Aboriginal Family Health Strategy
- Promote better use of these services by Aboriginal people
- Continue to implement the Aboriginal Housing for Health Program to create safe and healthy environments
- Continue to build on the successes of the National Strategic Framework for Aboriginal and Torres Strait Islander Health

Mental health

- Develop more community based care through implementation of the National Action Plan for Mental Health, the NSW Interagency Action Plan for Better Mental Health and the Housing Accommodation Support Initiative
- Develop specialist mental health services for children and adolescents in regional and rural areas
- Expand support services post-discharge
- Create ways to identify mental health problems at an early stage

Chronic care

- Provide improved access to respite care, coordinated community services and patient transport
- Develop self management models of care for patients and their carers through continued implementation of the Chronic Care Program and new Health at Home Program

Carers

- Implement the NSW Carers Action Plan to support carers including education, training, individual and peer support, information and respite care

Disability support programs

- Improve service delivery for people with a disability by further integrating programs such as the Program of Appliances for Disabled People, Artificial Limb Service, Ventilator-dependent Quadriplegics and Children's Home Ventilator programs
- Increase access to therapy services for children with a disability such as physiotherapy, speech pathology and occupational therapy

Measuring success

The Department will work with the health system and others to meet the State Plan and State Health Plan priorities and targets to

- F5** Reduce avoidable hospital admissions by 15% within five years for people who should not need to come to hospital for the following conditions:

Cellulitis, a skin inflammation caused by bacteria; deep vein thrombosis; community-acquired pneumonia; urinary tract infections; certain chronic respiratory disorders such as emphysema and chronic obstructive pulmonary disorder; bronchitis and asthma; certain blood disorders such as anaemia; and musculo-tendinous disorders such as acute back pain

- F5** Reduce hospital admissions over five years for Aboriginal people with conditions that can be appropriately treated in the home by 15%
- F3** Reduce readmissions within 28 days to the same mental health facility
- F3** Reduce suspected suicides of patients in hospitals, on leave, or within 7 days of contact with a mental health service
- F3** Increase the number of occasions where mental health patients are seen by clinicians through increasing the number of clinicians

- F3** Increase the number of occasions where a patient is admitted to an acute mental health bed and remains overnight through the opening of new acute units

- F3** Increase the proportion of Housing and Accommodation Support Initiative places filled

- F1** Increase the proportion of mothers starting & ante-natal care before 20 weeks gestation
- F4** (Aboriginal and non-Aboriginal)

- F1** Strive to reduce the proportion of Aboriginal babies weighing less than 2,500g at birth

- F4** Prevent any increase in the proportion of non-Aboriginal babies weighing less than 2,500g at birth

- F4** Increase the proportion of families offered and receiving a postnatal home visit within 2 weeks of birth

- F6** Increase the proportion of children with skills for life and learning at school entry (with other agencies) – targets to be agreed across Government

- F7** Reduce the underlying rates of child abuse and neglect (with other agencies) – targets to be agreed across Government

- F4** Increase the number of HealthOne NSW services established

- F2** Increase employment and community participation for people with disabilities (together with other agencies)

Build regional and other partnerships for health

The health and wellbeing of local communities depends on much more than health services, but access to quality health care makes a significant difference. Current arrangements for funding, organisation and delivery of human services involve three levels of government and a broad range of other agencies. Inevitably these complex arrangements lead to gaps in services and duplication. It will be vital to work collaboratively within and beyond the health system to better link and coordinate services and bridge the gaps.

What we are striving for in 2010 is a health system that engages more effectively with other government and non-government agencies, and with clinicians and the broader community, to provide a more integrated approach to planning, funding and delivering health and other human services to local communities and regions. Particular attention will be paid to reducing the health gap for communities that experience multiple disadvantage such as Aboriginal communities, refugees and those of lower socio-economic status.

STATE PLAN PRIORITIES AND TARGETS

- F1** Improved health and education for Aboriginal people
 - Targets set by Government will be met by a range of contributing agencies
- F2** Increased employment and community participation for people with disabilities
 - Increase community participation for people with a disability
- F3** Improved outcomes in mental health
 - Increase community participation rates of people with a mental illness by 40% by 2016
- R4** Increased participation and integration in community activities
 - Increase participation in volunteering, sports, cultural and artistic activity especially for people from low income, non-English speaking and Aboriginal communities

What we will do

In addressing these priorities the Department will develop policies and frameworks, provide implementation advice and coordination, redesign regional health-related planning and partnership processes, develop new funding and integration models, build government and community partnerships and enhance the capacity of the non-government sector in the following major programs.

Regional health planning

- Collaborate with other agencies on regional planning in areas such as children's services, drug and alcohol issues and transport
- Integrate and network services using tools such as the Human Services Net
- Implement the Housing and Human Services Accord to assist social housing clients

- Work with Regional Coordination Management Groups to deliver State Plan priorities locally

General Practitioners

- Strengthen partnerships with GPs including functions, infrastructure and information sharing to improve coordination of community based care

Information sharing

- Complete the Electronic Health Record pilot to enable sharing of patient information between health services, GPs and specialists in the private sector
- Plan to expand the Electronic Health Record across NSW

Aboriginal health

- Implement the NSW Aboriginal Affairs Plan: "Two Ways Together" and the NSW Aboriginal Health Partnership Agreement to improve health outcomes for Aboriginal people
- Use the NSW Aboriginal Health Forum to develop partnerships with the Aboriginal community
- Consult with Aboriginal communities to build the capacity of the Aboriginal mental health and drug and alcohol workforce
- Focus on services in Otitis Media screening, oral health, sexual assault, family violence and mental health

Mental health

- Support the NSW Interagency Action Plan for Better Mental Health to improve coordination
- Implement initiatives from COAG and improve the interface with the Australian Government and private sector

- Expand the Mental Health Court Liaison Service to ensure early referral of defendants into treatment

Older people

- Build partnerships with health and aged care providers to reduce complexity in accessing services
- Create partnerships with the community, local government and other agencies to reduce falls and improve access to exercise
- Work with other agencies on the whole of Government strategy on ageing to improve service planning and delivery

Community engagement

- Create a policy for Clinician and Community engagement
- Support the NSW Health Care Advisory Council (HCAC), Health Priority Taskforces (HPTs) and Area Health Advisory Councils (AHACs) to ensure community involvement in planning and services

Non-government organisations

- Develop a Non-Government Organisation Policy Framework and Program to strengthen collaboration especially on equity issues for disadvantaged groups

Private health sector

- Improve coordination and integration with the private sector in care, safety and use of resources
- Enhance consultation mechanisms and ensure best practice regulation

Measuring success

The Department will work with the health system and others to meet the State Plan and State Health Plan priorities and targets to

- F3** Increase the percentage of people aged 15-64 years of age with a mental illness who are employed to 34% by 2016 (together with other agencies)

- F3** Increase the community participation rates of people with a mental illness by 40% by 2016 (together with other agencies)

- F1** Increase screening for Otitis Media in Aboriginal children aged from zero to six years to 85%

- Progress implementation of Integrated Transport Plans in each Area Health Service
- Progress development of regional and community strategies for health, ensuring Health Priority Taskforce work plans are reflected

Make smart choices about the costs and benefits of health services

As the costs of health care continue to rise, consuming a growing share of government and individual resources, greater rigour, broader community participation, stronger accountability and a solid evidence base are required to decide how available funds should be spent.

What we are striving for in 2010 is a health system that makes the most effective use of the finite resources available and manages costs effectively to ensure financial sustainability. Services and infrastructure provided to meet the State's healthcare needs must be carefully planned with community and clinician input. They must also be managed efficiently based on solid evidence of effectiveness and health impact. Resources will need to be shifted to support early intervention and prevention programs.

STATE PLAN PRIORITIES AND TARGETS

F4 Embedding prevention and early intervention into Government services

- We will produce the policy framework for early intervention by the end of 2006/07 and benchmark and set targets for agency performance by no later than 2008/09

P2 Maintain and invest in infrastructure

- Develop and report measures of maintenance effectiveness

What we will do

In addressing these priorities the Department will research and setup an investment framework, revise and develop models of funding, analyse gaps and priorities in resource allocations, integrate planning and resource allocation, manage budgets, develop policy and reform strategy, coordinate and advise on reform implementation as well as monitor, evaluate and report on the following major programs.

Health investment and reinvestment

- Review current funding systems to ensure appropriate allocation for best outcomes including assessment of current and proposed programs for cost effectiveness
- Devise and support investment and reinvestment strategies responsive to changing demographics, models of care, service demand and evidence of return on investment
- Enhance financial monitoring tools to ensure equitable distribution of resources
- Ensure investment in education and research
- Improve overall efficiency so benefits can be reinvested in frontline services
- Ensure efficient and effective planning and investment in capital infrastructure

Prevention and early intervention funding

- Develop strategies to increase the proportion of health budget directed to prevention and early intervention
- Identify expenditure on prevention and early intervention, especially obesity and early childhood programs
- Participate in development of whole of Government framework on early intervention and prevention

Equity

- Continue to use the Resource Distribution Formula to allocate recurrent health resources on an equitable population health need basis

Asset management

- Ensure effective linkages between services planning and infrastructure plans
- Implement the forward Capital Investment Plan and Strategic Asset Management Plan 2006-2017
- Assist Areas in implementing their Healthcare Services Plans and Asset Strategic Plans to guide investment and improve maintenance practice

Information management and technology

- Build information management and technology training and capability
- Implement the Business Information Strategy to provide better information for decision-making and performance monitoring
- Ensure IM&T capability is provided to clinicians and managers at all levels

Health technology

- Assess the efficacy, cost effectiveness and value for money of health technologies, using a robust technology assessment process undertaken within the context of health need, models of care, and relative priorities, before they are adopted by the public health system

Electronic medical and health information systems

- Continue integration of health information across providers and services
- Create the Electronic Health Record to provide a comprehensive and reliable record for consumers and clinicians

Corporate services

- Integrate corporate services across the health system through the Shared Corporate Services Program
- Implement the State Procurement Plan 2006-2009 to achieve best value and quality in goods, services and infrastructure

Measuring success

The Department will work with the health system and others to meet the State Plan and State Health Plan priorities and targets to

- F4** Increase the share of the health budget allocated to prevention and early intervention
- P2** Increase efficiency of the financial management of Health Services by tracking variance to Area Health Service operating budget; creditor payment benchmarks; capital works construction performance; infrastructure usage rates and percentage of total Area Health Service budget spent on maintenance
- Improve access to health funding between Area Health Services by improving the equitable

share of resources using the Resource Distribution Formula

- Increase the effectiveness of resource allocation through the continuum of care
- Reinvest savings achieved from reform of backroom processes and support services in frontline health services
- Invest in electronic information systems to support clinicians delivering improved clinical outcomes (waiting times for operating theatres, waiting times for initial diagnoses)

Further work is being undertaken to develop measures and targets in relation to this Strategic Direction

Build a sustainable health workforce

Delivery of quality health services depends on having adequate numbers of skilled staff working where they are needed. Addressing the current shortfall in the supply of health professionals is one of our key priorities for the future. A shortage of staff or uneven distribution of staff will limit consumer access to the health care needed.

What we are striving for in 2010 is a health system that values its workforce as a vital resource and treats staff fairly and with respect. The health workforce needed for 2010 will be increased, trained, organised and deployed creatively and intelligently to focus on the changing needs of health consumers, carers and the wider population.

STATE PLAN PRIORITIES AND TARGETS

- P4** More people participating in education and training throughout their life
 - Increase participation in vocational education and training
- P7** Better access to training in rural and regional NSW to support local economies
 - Increase regional participation in vocational education and training

What we will do

In addressing these priorities the Department will develop strategy and policy, design and coordinate state-wide programs, undertake research, coordinate strategy across resource and planning boundaries, apply data to workforce planning, liaise with community and staff associations, support innovation and redesign as well as monitor, evaluate and report on the following major programs.

Recruitment and retention

- Work with health services to implement the NSW Health Workforce Action Plan and match the number of doctors, dentists, nurses, midwives, population health and allied health workers with community need through a combination of recruitment, retention, education and training strategies
- Promote health careers through marketing programs and school-based promotional activities
- Enhance family friendly workplaces and career pathways
- Introduce “Re-entry” programs for allied health professionals
- Undertake overseas recruitment as an adjunct to the long-term goal of having an appropriately skilled and locally trained workforce

Mental health workforce

- Recruit additional clinicians including psychiatrists, nurses, allied health and nurse practitioners to implement the community mental health program

- Provide training programs for GPs through Divisions of GPs, called “Teams of Two” for dealing with mental health and drug problems
- Collaborate with the Commonwealth and private providers to create better links on workforce issues

Aboriginal workforce

- Implement “Making It Our Business - Improving Aboriginal Employment” to build a competent and skilled workforce, increase the number of Aboriginal staff and identify opportunities for skills and career development
- Increase the number of Aboriginal people in university health courses and cadetships
- Create an environment that respects Aboriginal culture and heritage through the Cultural Respect program

Rural and remote workforce

- Increase the number of rural procedural GPs in obstetrics, anaesthetics, surgery, mental health, and emergency medicine
- Expand medical training networks to increase the supply of doctors to rural communities
- Implement programs, including the use of a toolkit to help attract, recruit, reconnect and retain clinical staff in regional, rural and remote areas
- Promote effective accommodation programs and locum support to allow leave for professional development

Workforce flexibility and career pathways

- Redesign clinical and support staff jobs to ensure high quality healthcare
- Trial new roles such as Hospitalists to improve the patient journey
- Extend the use of nurse and midwife practitioners
- Trial new approaches to support participation of our mature workforce

- Expand the use of Vocational Training and Educational qualifications to support job redesign and new roles
- Continue to implement reform in employment packages and conditions designed to support flexible working practices

Workforce planning

- Support annual Labour Force surveys to inform workforce requirements
- Undertake workforce projection modelling at State and National level on numbers of medical, nursing, dental and allied health student places needed

Education and training

- Develop a coordinated approach to health workforce education, continuing education, professional development, locum orientation, training and research through partnership with the Commonwealth and other sectors
- Create a state-wide framework for clinical placements that supports quality patient care linking with service and future workforce needs
- Continue to develop medical education and training through funding for vocational trainee networks
- Increase the capacity of staff to deliver services to a culturally diverse community

Staff satisfaction

- Build on existing initiatives such as anti-bullying programs, occupational health and safety programs to support family friendly practices for all staff including expanded access to child and elder care services
- Implement strategies in line with “Working Together” to reduce workplace injuries
- Enhance access and support for staff to engage in health promoting behaviours
- Improve management and leadership skills and capacity to drive a healthy and satisfied workforce culture

Measuring success

The Department will work with the health system and others to meet the State Plan and State Health Plan priorities and targets to

- F1** Increase the proportion and distribution of Aboriginal staff in order to meet the demand for services
 - Reduce staff turnover in line with industry best practice
 - Reduce the incidence of workplace injuries

- Reduce the number of paid sick leave hours taken per year by full time employees by 5% each year until 2009
- Increase the proportion and distribution of clinical staff in order to meet the demand for services
- Increase in job redesign changes related to different models of care

Specific targets are currently being developed. In addition, further work is being undertaken to develop measures and targets in relation to the education and training of the health workforce.

Be ready for new risks and opportunities

The NSW health system is a large, complex system that must continually adapt in a dynamic environment to meet the community's changing health needs. The system's capacity to be ready to respond strategically to all situations, both predicted and unexpected, cannot be taken for granted.

What we are striving for in 2010 is a health system that is alert to the changes in the world around it and quick to anticipate and respond to new issues as they emerge. It must be flexible enough to adapt to new circumstances and robust enough to sustain itself in the face of external pressures.

STATE PLAN PRIORITIES AND TARGETS

- E3** Cleaner air and progress on greenhouse gas reductions
- Meet national air quality goals in NSW
 - Contribute to cutting greenhouse emissions by 60% by 2050

What we will do

In addressing these priorities the Department will take a lead role in policy and strategy advice, negotiate and liaise, research and develop models and practices, use evidence to drive strategy and programs, plan and design programs, provide implementation advice, undertake investigation and compliance activities, prioritise resource allocation as well as review, monitor, evaluate and report on the following major programs

Health reform

- Position NSW at the forefront of the national health reform agenda particularly in promoting health and wellbeing
- Strengthen partnerships across the government and NGO sectors to drive reform
- Ensure responsiveness to changes in State/ Australian Government relations, particularly in Aboriginal affairs

Health choices

- Create strategies to support people to manage their health and remain well

Smart choices

- Continue the "horizon scanning" process for health technologies and procedures and their assessment
- Undertake reviews of existing technologies for effectiveness

Integration across government

- Develop partnerships and collaboration with human service agencies and other sections of government to monitor and to identify risks and opportunities

Teaching and research

- Pursue strategic research initiatives including NSW data linkage initiative, as well as programs to increase the use of research in policy and practice and research grants programs
- Promote closer alignment of teaching and research programs with state and national health priorities
- Implement a research and governance plan based on priorities and supported by streamlined scientific and ethical review
- Develop strategic programs to support research in public health, health services and primary care
- Build national and international research collaborations to speedily identify best evidence to drive policy and practice

Risk management

- Develop an integrated clinical and corporate risk management process
- Build capacity for new and emerging health risks including pandemic influenza

- Strengthen national and international surveillance networks to ensure rapid response to emerging problems
- Expand real time surveillance for acute conditions including influenza, injuries, drugs and alcohol
- Build the capacity to respond to emerging communities under humanitarian programs
- Ensure the Department and system can maintain operations in an emergency
- Enhance local and state systems to monitor health, health risks and community concerns

Disaster preparedness

- Review and update disaster management policy and practice
- Exercise and review response in collaboration with other agencies
- Undertake assessment of preparedness for disasters through performance management processes

Environmental factors

- Create adaptive responses to climate change and air, noise, land and water pollution

Measuring success

The Department will work with the health system and others to meet the State Plan and State Health Plan priorities and targets to

- Progress implementation of an integrated risk management framework in each Health Service
- Continually update disaster response capability of the NSW health system
- Review adequacy of population health surveillance and early warning systems
- Assess research outputs to ensure they are driven by health priorities and policies

Planning process

Since 2005, NSW Health has been developing an Integrated Strategic Planning Framework to provide a consistent approach to strategic planning and service delivery priorities across all areas of NSW Health.

The framework establishes an aligned set of planning documents, with defined and coherent links between strategic planning, service and operational plans, budgets and other resource accountabilities, and strategy implementation. It links operational, strategic and futures planning at system and local levels. It outlines the range of plans and supporting documents that comprise the strategic and service priorities for NSW Health over the next five years, and through to a 20 year horizon.

A key feature of the planning process at state and local levels has been extensive consultation with the community, patients and carers, stakeholders, managers and staff. Area Health Advisory Councils, Health Priority Taskforces and special working groups have contributed to these activities, resulting in a rigorous and comprehensive framework that will focus NSW Health's priorities for the future.

NSW Health's futures planning involved state-wide consultation and participation in Futures Forums held in each Area Health Service, resulting in *Fit for the Future: Future Directions for Health in NSW – Towards 2025*.¹

*A New Direction for NSW - Towards 2010*² outlines NSW Health's corporate priorities for the next five years. It forms the model for local strategic plans, to ensure core Government policy commitments are met, and to promote a common approach to performance measurement and reporting.

The NSW State Plan, *A New Direction for NSW* sits over NSW Health's plans and includes key priorities and targets for health, which NSW Health has committed to over the next ten years.

The process of developing the Department of Health Strategic Plan involved:

- A working party of departmental directors
- Writing and review workshops
- Consultation with Departmental staff
- Consultation with other staff involved in NSW Health planning
- Endorsement by the Management Board.

The Plan forms the basis for annual Departmental divisional and branch planning. Progress in meeting targets is regularly monitored with annual review results forming part of the Department's annual report to Parliament.

¹ www.health.nsw.gov.au March 2007

² www.health.nsw.gov.au March 2007

www.health.nsw.gov.au

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