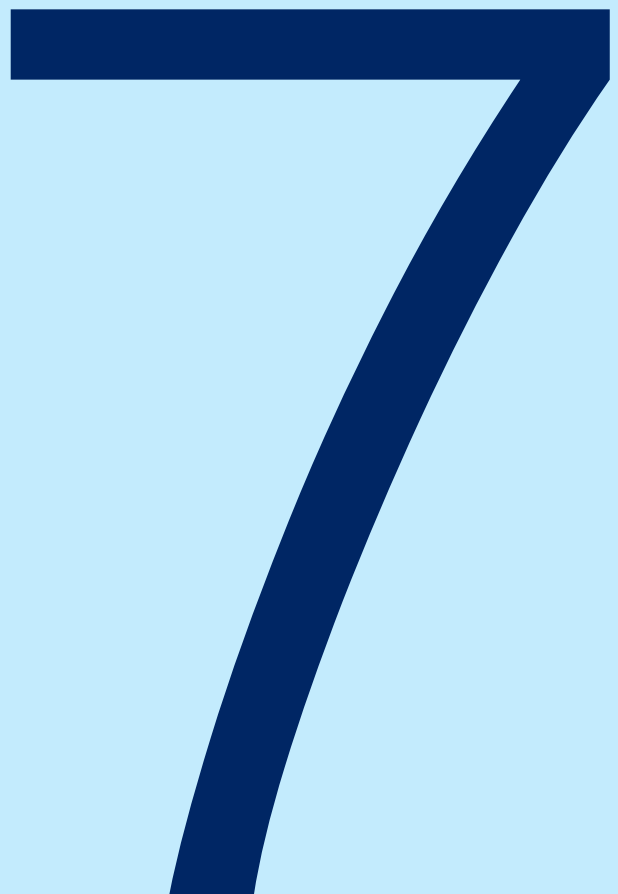

NSW Health organisations



7

Statutory health corporations

Agency for Clinical Innovation

Website: www.aci.health.nsw.gov.au

Chief Executive
Dr Jean-Frédéric Levesque

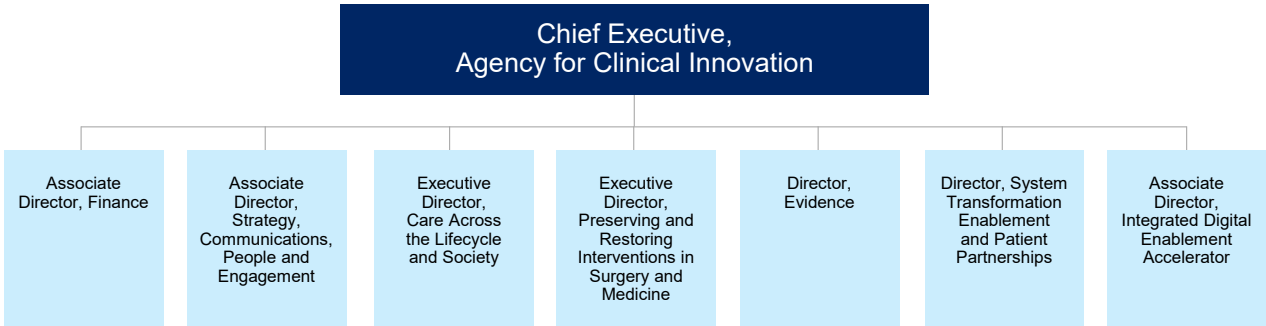
(Biography on page 10)



Key achievements

- Implemented the statewide Emergency Care Assessment and Treatment program which delivered standardised nurse-initiated care to 130 NSW emergency departments. The program enhanced patient and staff experiences and included comprehensive training, quality monitoring, and electronic medical record integration.
- Continued to scale patient reported measures across the state. Enhanced patient care with new surveys, improved reporting, and electronic medical record integration. More than 119,000 surveys were completed by more than 46,000 consumers and carers across 817 health services.
- Supported the implementation of the Perioperative Toolkit across surgical services in NSW public hospitals, optimising patient care from referral to rehabilitation. The toolkit includes resources for quality improvement, enhancing knowledge sharing, communication, and collaboration among multidisciplinary perioperative care teams.
- Established a framework for providing immune effector cells therapy, including:
 - a centralised quality system for treating sites to meet qualification requirements
 - resources for families, carers, and patients
 - processes for the review of safety and effectiveness of treatments.
- Enhanced the quality and access to virtual care for patients and health professionals across NSW through education, a digitised *Virtual Care in Practice Guide* and a new Virtual Care in Palliative Care Toolkit.
- Continued to deliver the Graduate Certificate in Healthcare Redesign Program. The program provides a high-quality, applied learning approach for NSW Health staff, enabling them to build skills and implement local change and innovation effectively.
- Released four new Vocational Intervention Program (VIP) toolkits for stakeholders, enhancing support for brain injury patients returning to work. A new community of practice was established to promote sustainable vocational rehabilitation practices across NSW.
- Reviewed and updated the nutrition standards with the support of a statewide governance system, co-led by the Agency for Clinical Innovation and HealthShare NSW. The standards help food services create menus suitable for patients in NSW Health facilities.
- Showcased more than 300 local healthcare projects on the Innovation Exchange, and introduced curated themed collections to promote innovations that could be adopted by health services to local health districts.
- Delivered a comprehensive improvement program for planned surgery in NSW, including new clinical resources for enhanced recovery after surgery, prehabilitation, and same-day joint replacements.

Agency for Clinical Innovation organisational chart



Bureau of Health Information

Website: www.bhi.nsw.gov.au

Chief Executive Dr Diane Watson

Dr Diane Watson has led the establishment of three reporting agencies in Australia that use big data to drive decisions on healthcare provision nationally and locally. For more than 30 years, Diane has held senior management positions measuring, monitoring, and reporting on the performance of healthcare systems to drive improvements in health, patient care, and productivity. Diane was the inaugural Chief Executive Officer of the Victorian Agency for Health Information and the inaugural Chief Executive of the National Health Performance Authority.

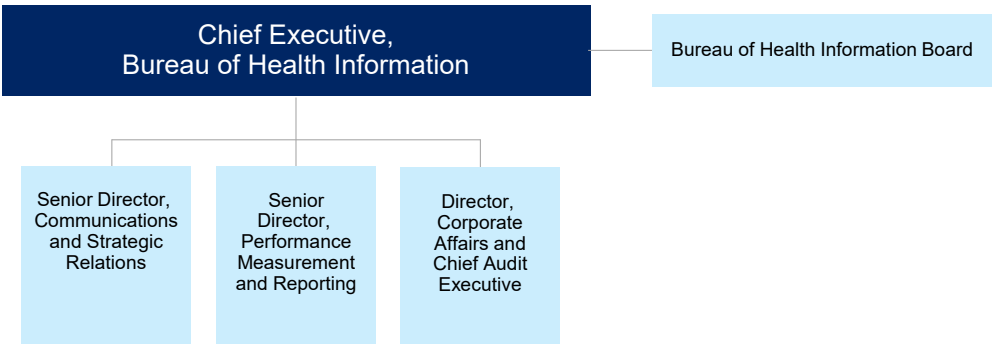


Key achievements

- Surveyed representative samples of patients about their experiences with public hospitals through the NSW Patient Survey Program, and used advanced analytic methods to deliver high-value insights into health system performance.
- Improved efficiency by delivering key reports earlier, enabling more timely action to improve health services. The Bureau of Health Information published annual NSW Patient Survey Program results two months earlier than previous years and released *Healthcare Quarterly* within eight weeks of the quarter’s end.
- Provided first-ever, in-depth analyses in *The Insights Series – Hospital care experiences for people who mainly speak a language other than English* and continued to deliver high-value information on the experiences of Aboriginal patients admitted to hospital to inform improvements to culturally safe care.
- Increased access to healthcare performance information by promoting the NSW Patient Survey Program data asset to external researchers, which resulted in the establishment of three new research projects focused on understanding and improving patient experience.

- Made healthcare performance information easier for people to navigate with a new and improved Bureau of Health Information website. It organises information more logically and delivers custom data tools based on extensive user research with key stakeholders, as part of an ongoing digital-first approach to reporting.
- Delivered valuable insights into hospital and ambulance service activity and performance to the public and health system through *Healthcare Quarterly*. This included additional analyses of context and drivers of healthcare activity and performance, such as average length of stay and Hospital in the Home services.
- Informed monitoring and evaluation of the *NSW Virtual Care Strategy 2021–2026* and provided system managers, clinicians, and the public with new insights into patients’ use and experiences of virtual care, including during the COVID-19 pandemic, in *Healthcare in Focus – Virtual Care in NSW: Use and patients’ experiences*.
- Produced valuable insights to inform healthcare improvements for rural, regional and remote patients in the *Patients’ experiences of emergency care in small rural hospitals in 2023* report, which reflected the experiences of more than 5,000 rural patients.
- Provided clinicians with updated hospital-level mortality rates and risk-standardised 30-day mortality ratios for seven clinical conditions to inform quality improvement.
- Supported capability building by leading the delivery of the Data and Information Leaders – Strengthening Essential Skills program, an eight-week course that supports current and future leaders across the NSW public sector, with initial rollout to 64 staff across 4 agencies.

Bureau of Health Information organisational chart



Cancer Institute NSW

Website: www.cancer.nsw.gov.au

Chief Executive Professor Tracey O'Brien AM

Professor Tracey O'Brien AM serves as the NSW Chief Cancer Officer and Chief Executive Officer of the Cancer Institute NSW.



With a career of more than 25 years, Tracey is a highly respected oncologist, clinician leader, and researcher who excels at fostering collaboration and driving innovation in cancer care. Tracey previously directed the Kids Cancer Centre at Sydney Children's Hospital, Randwick for 7 years and led the Transplant and Cellular Therapy Program for 18 years.

Tracey has held numerous high-profile leadership roles, including Advisory Chair at Cancer Australia, Vice Advisory-Chair for the International Centre for Bone Marrow Transplant Research (Africa, Asia and Australasia), and Vice President of the Australia and New Zealand Children's Oncology Group.

In recognition of her contributions to cancer and medical research, Tracey was appointed Member of the Order of Australia in June 2024. In 2023, Tracey was profiled as one of the foremost women in paediatric cancer by the International Society of Paediatric Oncology. In 2019, Tracey was named in the Australian Financial Review's Top 10 Australian Women of Influence, winning the Innovation category.

In addition to her medical expertise, Tracey has a Master of Law (Health) and an MBA. She is a conjoint Professor in Clinical Medicine at the University of New South Wales, conjoint Professor in the School of Medicine at Western Sydney University, and Honorary Professor at the Centre of Applied Artificial Intelligence at Macquarie University. Tracey remains committed to mentoring the next generation of clinician leaders and maintains an active clinical practice in cancer survivorship at Sydney Children's Hospital, Randwick.

Key achievements

- Increased the early detection of breast cancer through BreastScreen NSW. More than 603,500 mammograms were performed in the two years to 31 December 2023 – 66,700 more mammograms than the preceding two years. Four new sites were established, growing first-time clients by 32 per cent, and the PUTUWA project supported Aboriginal women to access mammograms from age 40.
- Enabled personalised cancer care through a statewide system of multi-language patient reported measures surveys, capturing the experiences, perspectives, and concerns of people with cancer. More than 20,000 patient consultations have been influenced through the sharing of feedback with care teams in real time.
- Accelerated access to cutting-edge treatment by fostering collaboration within the research community and investing in clinical trial infrastructure, resulting in a nine per cent increase in cancer clinical trial enrolments in a 12-month period.
- Supported the cancer clinical workforce to deliver safe, best-practice care through the development of evidence-based online resources. New eLearning was developed for paediatric, nursing, and pharmacy staff handling anti-cancer drugs and more than 1,130 evidence-based cancer treatment protocols were maintained.
- Worked towards reducing cancer rates and improving outcomes for Aboriginal people by co-designing an online cancer screening and prevention toolkit and publishing the *Reporting for Better Cancer Outcomes Aboriginal People in NSW* report.
- Improved cancer literacy and patient experience for multicultural communities through co-designed print, web, and audio-visual resources on cancer, prevention, screening, care, and clinical trials, across 46 community languages. This included 31 new resources developed with input from 30 consumers.
- Provided a new and enhanced NSW Quitline Service for people wanting to quit smoking or vaping. Within the first three months of operation, more than 5,000 tailored person-centred consultations were delivered, representing a 35 per cent increase on the same period last year.

Cancer Institute NSW organisational chart



- Encouraged women and people with a cervix to participate in cervical screening by promoting self-collection eligibility and provided training for 202 midwives and allied health professionals across 12 local health districts.
- Collaborated with 600 community members, 20 organisations and experts across health, education, industry, sport, and recreation to publish the *NSW Skin Cancer Prevention Strategy 2023–2030*, which outlines opportunities to reduce the incidence of skin cancer in NSW communities. The strategy was published in November 2023.
- Delivered a range of public health campaigns to reduce smoking and vaping, increase skin cancer protection behaviours, and promote participation in cancer screening, targeting both general and focus populations in NSW.

Clinical Excellence Commission

Website: www.cec.health.nsw.gov.au

Chief Executive Adjunct Professor Michael C. Nicholl

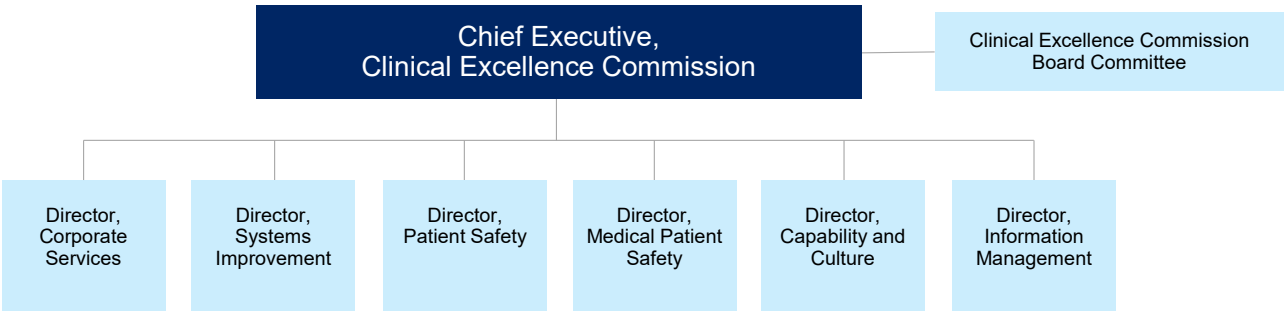


Professor Michael Nicholl joined the Clinical Excellence Commission as Chief Executive in August 2022 after a distinguished 40-year clinical career spanning specialist obstetric and gynaecologist roles. He was also the Senior Clinical Advisor Obstetrics to NSW Health for 15 years. Michael is a leader of excellence in safety and quality in healthcare, with a firm focus on NSW public health services. His practical experience across operational and strategic issues, together with clinical academic expertise, and insight into the broader quality and safety agenda in healthcare, place him in a select group of experts in healthcare risk and measurement. He was the first obstetrician in Australia to become a fellow of the Australasian Association for Quality in Health Care and has worked with the Australian Institute for Health and Welfare, and the Australian Commission on Safety and Quality in Health Care on key patient safety issues. In 2017 Michael won the NSW Government insurer (iCare – Treasury Managed Fund) NSW Public Sector Risk Leadership Award.

Key achievements

- Launched the digital Life Saving Drugs Register to help ensure NSW patients receive life-saving drugs. The Register provides near real-time stock supply information for antivenoms and antidotes in hospitals, their location within hospitals, and contact details to enable timely access.
- Completed a rebuild of the Quality Improvement Data System to source data from the Enterprise Data Warehouse for Analysis, Reporting and Decision Support (EDWARD) platform. The rebuild enhanced functionality to enable vital patient safety analysis and quality metrics. Clinicians can review and benchmark data from specific patient cohorts for improvement activities.
- The Pre-term Birth Collaborative has implemented seven proven strategies in participating facilities in NSW and extended them to other facilities across the state. There has been a measurable reduction in early-term births in participating facilities.
- Released the NSW Health Clinical Governance policy in March 2024. This policy sets the foundation for organisations, systems, and processes to ensure the best clinical outcomes and provides the requirements for implementing the NSW Health safety system model.
- The Critical Response and Medication Safety teams worked with stakeholders to develop the statewide *System-level patient safety risks: Response coordination and communication* policy. A new toolkit for safety broadcasts includes templates and fact sheets for in and out-of-hours responses.
- Collaborated with stakeholders to understand the implications of the Therapeutic Goods Administration's medical device reforms on NSW Health. The Clinical Excellence Commission's Medical Device Governance Program raised awareness through webinars and established a webpage with resources for NSW Health staff and consumers.
- Implemented a centralised and digitally enabled NSW Medicines Formulary in more than 200 NSW public hospitals by partnering with local health districts and specialty health networks, eHealth NSW, and the NSW Ministry of Health. The Formulary supports equitable patient access to safe and effective medicines and informs better value healthcare.

Clinical Excellence Commission organisational chart



- Partnered with the Murrumbidgee Local Health District to codesign a workshop that supports health workers in identifying, understanding, and addressing unconscious bias toward Aboriginal and Torres Strait Islander people in healthcare delivery. The workshop is designed for delivery across NSW Health.
- Partnered with eHealth NSW to design and implement a new electronic tool and updated existing Between the Flags functionality – a safety net system for deteriorating patients – in the electronic medical record.
- Released the *Falls Prevention in NSW White Paper* to highlight the increasing burden of fall hospitalisations and address the physical and financial impact of falls on people and communities, including examples of local initiatives.

Health Education and Training Institute

Website: www.heti.nsw.gov.au and www.heti.edu.au

Chief Executive Adjunct Professor Annette Solman

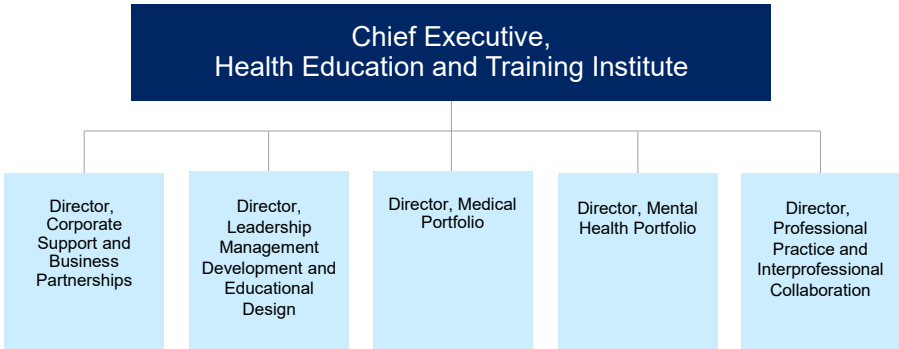
Annette Solman commenced as Chief Executive of the Health Education and Training Institute in June 2015. Annette is focused on strengthening relationships with health and academic partners to lead the development of innovative, contemporary, evidence-based education and training for improved health outcomes that support the diverse needs of the NSW Health workforce. Annette holds a Master of Nursing (Research), Bachelor of Health Science, and a Diploma in Health Science (Nursing).



Key achievements

- Developed a new Remote Area X-ray Operator Course. Piloted the course to expand the scope of practice for nurses, general practitioners, and physiotherapists in regional and remote health sites to support patients and equitable access to services.
- Completed the design and development of Zero Suicide in Care training and educational material for NSW Health staff. This included tailor-built resources, eModules, and workshops developed for local health districts and speciality health networks.
- The NSW Rural Generalist Medical Training Program provided opportunities for 270 junior doctors to do placements in general practitioner practices, helping their career development and supporting advanced skills training in speciality areas in rural locations.
- A central resource hub was developed and designed to equip and support leaders and managers in all phases of their management journey, to embed positive, constructive, and inclusive collaborative work practices and provide opportunities for continuous learning. The hub has a dedicated wellbeing section with resources to help staff stay resilient, cope with adversity, and manage stress. It will launch in mid-to-late 2024.
- The Mental Health team developed educational resources for new and existing SafeGuard teams to help them deliver mental healthcare for children and youth across NSW. Online availability supports statewide access.
- In December 2023, the Health Education and Training Institute gained accreditation from the Australian Medical Council as a Continuing Professional Development (CPD) Home, and has maintained accreditation for the 2024–25 financial year. CPD Homes are accredited organisations that ensure doctors registered in their home meet minimum CPD requirements.
- A new curriculum of eight online modules and assessments was developed to train nurses working in intensive care specialty practice. The contemporary education pathway enables standardised high-quality education to be delivered online across NSW.
- A new education pathway has been developed to upskill the health workforce to use precision medicine through increased genetics and genomics training. Three modules were produced for non-genetics trained health professionals with emerging clinical genomics practice needs.

Health Education and Training Institute organisational chart



- In collaboration with the NSW Ministry of Health Workforce Planning and Talent Development Branch, the Health Education and Training Institute successfully coordinated and delivered a Genomics Workforce Planning Program pilot in March–April 2024. Program evaluation highlighted its effectiveness in delivering valuable learning experiences and fostering skill development among the pilot cohort.
- The Health Education and Training Institute Net Zero project team partnered with the NSW Health Climate Risk and Net Zero team to internally lead the co-design, training, resource development, and delivery of 37 virtual staff sessions gathering feedback on the draft *NSW Health Net Zero roadmap 2024–2030*.

Wendy is the Co-Chair of the International Corrections and Prisons Association Healthcare Network, as well as a board member of Health Through Walls Inc.

Wendy's previous appointments include Executive Director for Central Queensland Hospital and Health Service, and Nursing Director for the Central Queensland Mental Health Service.

Wendy is a registered nurse with a clinical background in mental health nursing. She has more than 20 years' experience in health, including as a senior leader in mental health, as a hospital executive, and in secure settings.

She is passionate about providing equivalent care in secure settings and ensuring that all care including mental health care is provided in the least restrictive environment and way.

Specialty health networks

Justice Health and Forensic Mental Health Network

Website: www.nsw.gov.au/health/justicehealth

Chief Executive
Wendy Hoey

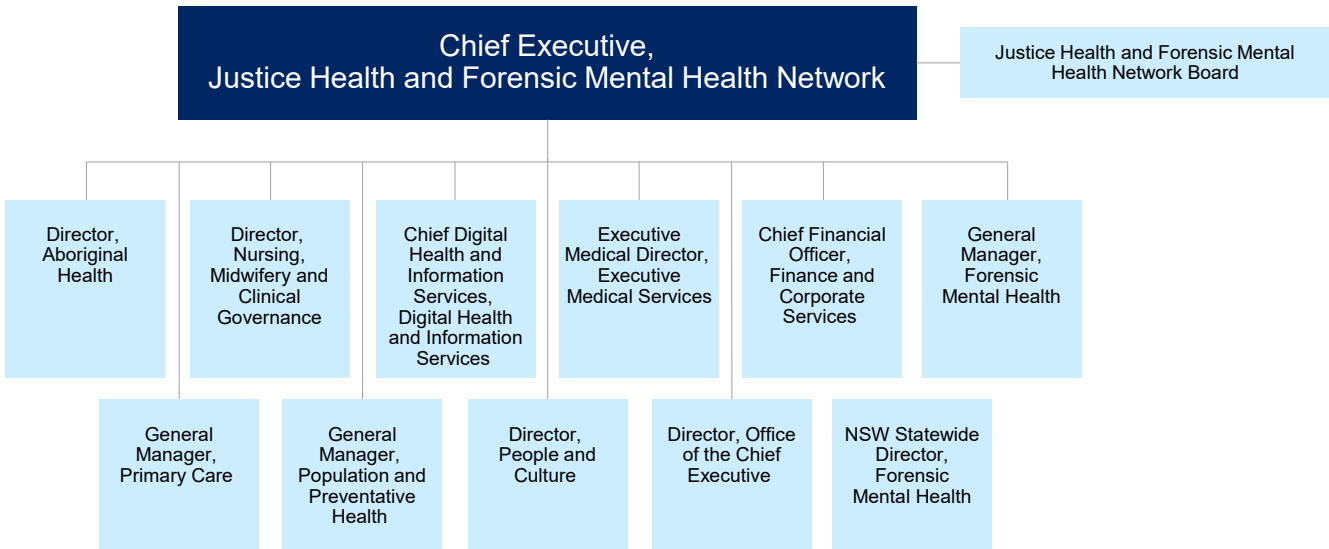


Wendy Hoey was appointed Chief Executive of the Justice Health and Forensic Mental Health Network in September 2022. Prior to this, she was the Executive Director of Clinical Operations from 2019.

Key achievements

- Delivered 349,756 primary health nurse appointments to adults and young people in custody (up until April 2024).
- Administered 4,293 flu vaccinations in the 2023–24 financial year as part of the vaccination program, ensuring patients in custody have access to vaccination in line with community standards.
- Expanded the delivery of virtual healthcare into all adult correctional centres and youth justice centres, removing access barriers for people in custody.
- Implemented a new electronic medication management solution in all adult correctional centres, youth justice centres and the Forensic Hospital. The solution improves access to patient medication records across the organisation and state.
- Established the Treatment and Rehabilitation Clinic – a new Community Forensic Mental Health service that supports recovery from complex disorders.
- Achieved consistently low rates of seclusion and restraint within the high-secure Forensic Hospital. Justice Health NSW continue to ensure health services are delivered in the least restrictive way.

Justice Health and Forensic Mental Health Network organisational chart



- Completed a realignment of the People and Culture directorate, with an enhanced focus on workplace safety and staff wellbeing, which ensures our people are healthy and well.
- Achieved consistently high rates of diversion away from custody and into health services for eligible adults with mental illness who have committed low-level offences.
- Dispensed 1,179 Hepatitis C Virus (HCV) treatments and tested more than 7,500 patients for HCV. This also included the expansion of HCV testing services into drug and alcohol models of care and the Drug Court Assessment.
- Established an Aboriginal Health Strategy Committee to progress and lead the key organisational objectives of Closing the Gap and promoting the diversity of Aboriginal voices.

Sydney Children’s Hospitals Network

Website: www.schn.health.nsw.gov.au

Chief Executive
Adjunct Associate Professor
Cathryn Cox PSM

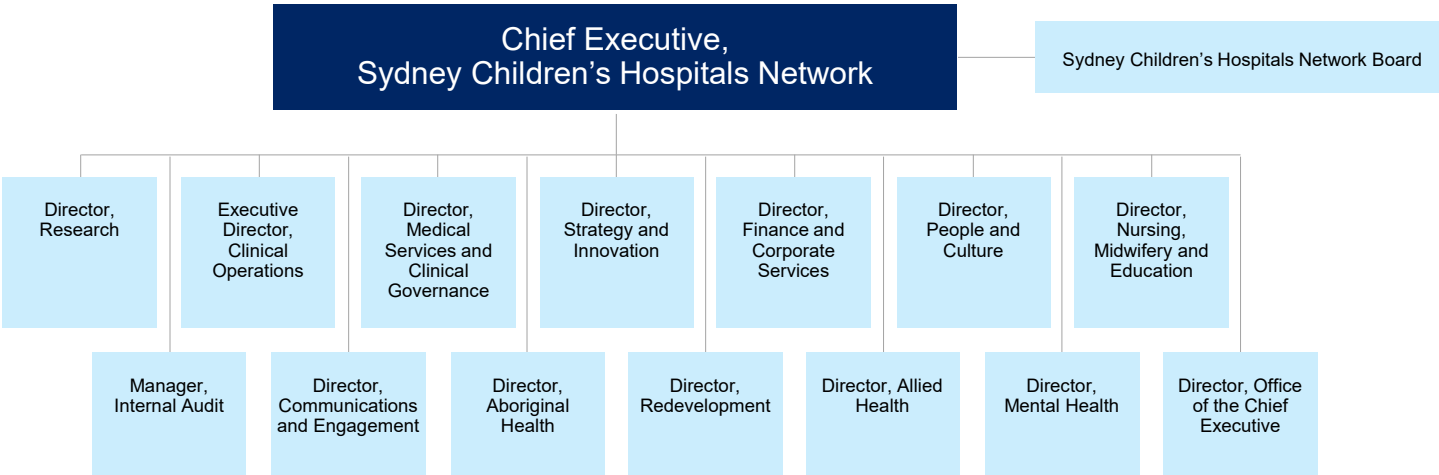


Cathryn Cox has extensive experience as a senior executive within NSW Health in relation to a wide range of health policy, planning, infrastructure, service development and strategic reform strategies and programs. Cathryn has been the Chief Executive of The Sydney Children’s Hospitals Network since August 2020. Her early role as a physiotherapist at Royal Prince Alfred Hospital paved the way for a long-term career in health. She remains committed to a health system focused on delivering outcomes that matter to patients and their families, and which delivers the experiences that our patients, families and our staff deserve. Cathryn is proud of the role of The Sydney Children’s Hospitals Network in providing world-class patient-centred care for children and young people and their families, as well as ground-breaking health research and its translation into clinical practice. She is a member of a number of boards and an Adjunct Associate Professor at the University of Sydney.

Key achievements

- Reduced the number of patients who were waiting longer than clinically recommended for their planned surgery by 92 per cent from 1,091 to 86 in the 12 months to end March 2024.
- Completed a restructure of clinical operations and established strong site leadership and professional alignment for allied health, nursing, and medical staff. The new structure enhances strategic planning capability, consideration of new models of care, and readiness for commissioning of redevelopments.
- The Children’s Hospital at Westmead became the first hospital in the country to perform a single-level selective dorsal rhizotomy (SDR) for children with cerebral palsy. The new technique is much less invasive than previous SDR surgeries, reducing hospital stay and post-operative discomfort for children.
- Appointed the inaugural Aboriginal Health Director in November 2023 to guide the Network in improving cultural safety, services and experiences for Aboriginal children and their families, and support the Network in being an employer of choice for Aboriginal people.
- The endoscopy suite was launched in August 2023 at Sydney Children’s Hospital, Randwick. The suite is the first part of the Base of Skull Service, set to be the first integrated paediatric multidisciplinary base of skull unit in the southern hemisphere.
- Achieved accreditation to the National Safety and Quality Health Service Standards in May 2024 following a short notice accreditation assessment in February. Clinical trials were included in the accreditation for the first time.
- The new building at Sydney Children’s Hospital, Randwick reached its full height in April 2024. The new 12-level building will combine enhanced clinical, research, and educational facilities, including a new neurosciences centre. The milestone was celebrated with a special topping out event.
- Early in 2024, the Network performed the first paediatric heart transplant at The Children’s Hospital at Westmead since the service was formally established in May 2023.

Sydney Children’s Hospitals Network organisational chart



- The virtualKIDS Urgent Care Service was extended to families across NSW in December 2023. The service helps avoid unnecessary trips to the emergency department and assisted more than 6,000 families in its first six months of operation.
- Launched the *Health, Safety and Wellbeing Plan 2024–27* in June 2024, as part of the Network’s continuous improvement process.

St Vincent’s Health Network

Website: www.svhs.org.au

Chief Executive Anna McFadgen

As Chief Executive Officer of St Vincent’s Health Network Sydney, Anna McFadgen is accountable for the overall leadership and management of St Vincent’s Health Network Sydney, which comprises St Vincent’s Hospital Sydney, Sacred Heart Health Service and St Vincent’s Correctional Health Service at Parklea Correctional Centre. Anna leads St Vincent’s Health Network Sydney to deliver on its mission objectives by ensuring high quality, efficient and mission-based execution of day-to-day health service delivery, combined with a robust focus on continuous, balanced improvement.

Anna joined St Vincent’s Health Network Sydney in 2018 and has held executive roles in strategy, planning and business development across both St Vincent’s Public Hospital in Melbourne and St Vincent’s Health Network Sydney. Prior to joining St Vincent’s, Anna held senior clinical operational roles at Austin Health in Victoria. Anna has more than 20 years of experience in the health sector in both strategy and clinical operations, and is proud to lead the St Vincent’s Health Network Sydney Team in providing the best patient outcomes and experiences for our community.

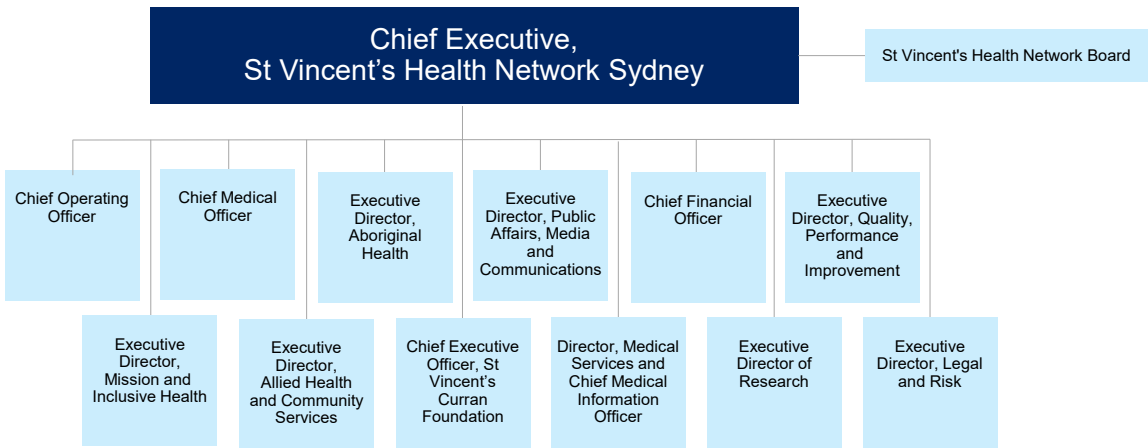


- Implemented a new daily management operational system across St Vincent’s, which includes leader rounding and a Leaders Connect managers forum. These initiatives have reduced overall length of hospital stays, increased timely access to care, built a positive work environment, and improved patient experiences.
- Launched the *Environmental Sustainability Plan 2024–2026* identifying five priority areas designed to mitigate factors impacting climate outcomes. The plan will inform tangible interventions in areas including governance, culture and engagement, waste and energy, transport and procurement, and clinical sustainability.
- Further consolidated St Vincent’s role as a centre of excellence in heart lung healthcare with a new Heart Lung outpatient clinic offering greater capacity to enhance service delivery. Appointed a Director of Heart Lung Research to increase research capabilities.
- Launched Sydney’s first pop-up cooling hub, offering respite from the heat for people living in social disadvantage. Supported by the City of Sydney, the hub provided shelter, cooling fans, spray mists, water and a place to rest or sleep – while receiving health checks and ongoing medical observation.
- Recognised as Service Provider of the Year by ACON’s Pride in Health and Wellbeing Index. This award recognises St Vincent’s ongoing commitment towards improving inclusivity of sexuality and gender diversity within health services.
- Commenced a world-first pilot study in partnership with the Garvan Institute. The study will investigate the efficacy of interventional pharmaceutical treatments to reduce the prevalence of bone disease, affecting those with multiple myeloma.
- Implemented services to improve outcomes and experiences for Aboriginal and Torres Strait Islander communities, including:
 - 48-hour follow-ups to enhance culturally safe and timely care with cultural care champions
 - An Outreach Heart Failure Diagnostic Clinic in partnership with the Murrumbidgee Local Heal District, St Vincent’s Private Hospital Griffith, and local Aboriginal Medical Services.

Key achievements

- Launched the Regional Diabetes Education Access and Management Program in partnership with the Murrumbidgee Public Health Network. The Program supports healthcare for regional communities through improving access to multidisciplinary specialists in diabetes management.

St Vincent’s Health Network organisational chart



- Conducted a multi-site clinical trial assessing the safety and efficacy of a new treatment protocol for men with metastatic prostate cancer. The results, published in *Nature*, showed participants are living longer with significant improvements in pain, with fewer side-effects.
- Delivered an enhanced geriatric model of care, designed in partnership with patients and carers to help people make decisions about their own care. The new model delivers more individualised care, optimises multidisciplinary input and coordination, and improves safe, reliable care both within hospital and other settings, including at home.

Health Administration Corporation

NSW Ambulance

Website: www.ambulance.nsw.gov.au

Chief Executive Dr Dominic Morgan ASM

Adjunct Professor Dr Dominic Morgan ASM has more than 30 years of ambulance experience across a broad range of roles in the areas of operations, clinical practice, and leadership within ambulance services and the financial sector. After commencing his career in the banking industry, he transitioned to NSW Ambulance as a clinician and manager. He was appointed as Chief Executive Officer of Ambulance Tasmania in 2009 and returned to NSW Ambulance in 2016 as Chief Executive and Commissioner.

He is a board member and previous Chair of The Australasian Council of Ambulance Authorities, the peak body representing the ambulance sector in Australia and New Zealand, and he has chaired several international sub-committees. He is also a member of the Ambulance Service Advisory Board.



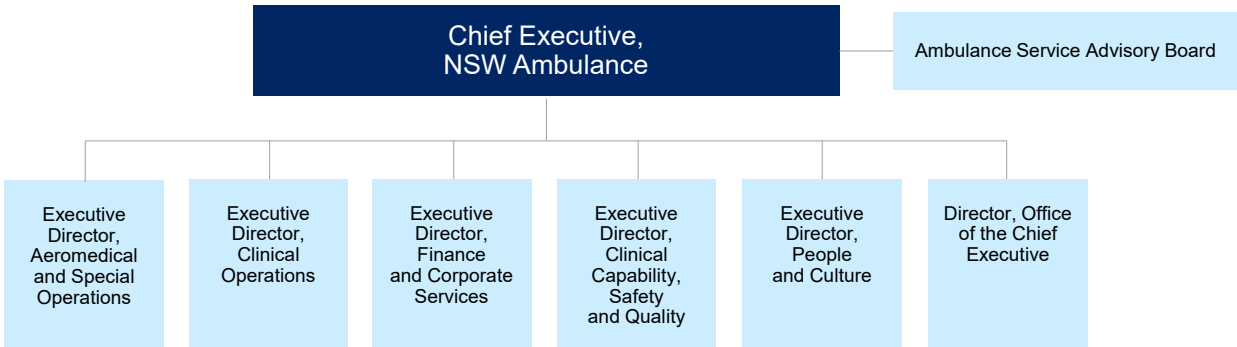
Dominic has a number of professional affiliations, including Adjunct Professorship with the University of Technology, Sydney, as well as being a registered paramedic with Australian Health Practitioners Regulation Authority.

Dominic completed his PhD in 2018, undertaking a study into the factors that influence early access to defibrillation following out-of-hospital cardiac arrest. He also holds a Master of Business Administration, Bachelor of Health Science and a Diploma in Adult Education.

Key achievements

- Continued onboarding 243 additional paramedics in line with the State-wide Infrastructure Team and regional recruitment targets, permanently enhancing 23 stations. This has contributed to improved staff wellbeing and created a positive change to the critical care landscape.
- New ambulance stations were delivered under the Sydney Ambulance Metropolitan Infrastructure Strategy, and the Rural Ambulance Infrastructure Reconfiguration programs, including Central Sydney, Coffs Harbour, Glen Innes, Kingscliff, Lake Cathie, Old Bar, Tumut, and Woy Woy. Delivered the new State Operations Centre at Sydney Olympic Park.
- Expanded the Flood and Bushfire Rescue Capabilities Program which delivered:
 - the first of eight new hazardous area rescue ambulances
 - eight inflatable rescue boats
 - four extended care vehicles.The new vehicles and boats will operate in flood and bushfire scenarios to provide communities timely access to clinical care despite difficult conditions, and at a time when they are most vulnerable.
- Delivered two custom-built PC-24 jets, which fly faster and further without the need for refuelling. The \$54.3 million program increases the capability of aeromedical operations, allowing greater access to patients across regional and remote NSW and into other states and territories.
- Launched the Aboriginal Health Plan which continues NSW Ambulance’s endeavour to provide improved and culturally safe healthcare for patients, and an inclusive workplace for staff.

NSW Ambulance organisational chart



- Launched GoodSAM, a unique volunteer program that helps save lives by empowering members of the community to respond quickly when someone nearby goes into cardiac arrest. The program has saved 24 lives, signed up more than 7,000 volunteers, and established a statewide Automated External Defibrillator registry which connects Triple Zero (000) calls to the nearest machine.
- Launched the PRECARE Trial which provides prehospital extra-corporeal membrane oxygenation for patients with out-of-hospital cardiac arrest. The cutting-edge therapy aims to improve cardiac arrest patient outcomes using a world-first staffing model of prehospital physicians and critical care paramedics.
- Successfully achieved Accredited Centre of Excellence (ACE) in November 2023 and is formally recognised by the International Academies of Emergency Dispatch for excellence in emergency medical dispatch. NSW Ambulance is now Medical ACE recognised internationally, which puts the organisation in the top four per cent of performers in the world.
- Continued to support the clinical volunteer model through the launch of the new Community Emergency Response Team in Howlong, the annual statewide Clinical Volunteer Conference, and the evaluation of the first year of the NextGEN induction program for clinical volunteers.
- Launched Stable Ground, a confidential health and wellbeing support portal for staff. It was developed by Sydney University’s Matilda Centre for Research in Mental Health and Substance Use, in collaboration with NSW Ambulance.

Health Infrastructure NSW

Website: www.hinfra.health.nsw.gov.au

Acting Chief Executive Emma Skulander

From May 2024

Emma brings extensive experience to the Acting Chief Executive role, having joined as Chief Operating Officer in 2021 to drive strategy and lead a diverse business services function.



With a background in medical science, experience in the infrastructure sector, as well as in senior leadership roles, she excels in communication and problem-solving, and balancing policy, risk, and compliance with efficient and commercially savvy outcomes.

Prior to joining Health Infrastructure, Emma held various executive roles in the private sector and led project teams delivering major government projects in health, research, and education infrastructure. As a collaborative and positive leader, Emma combines project delivery expertise with strategic thinking and strong business and financial acumen, as well as building strong relationships across NSW Health, NSW Government, and industry to foster innovative and sustainable outcomes.

Previous Chief Executive Rebecca Wark

From May 2019 to May 2024

Rebecca Wark is an experienced leader of major infrastructure projects and was with Health Infrastructure in various roles since 2008, overseeing the development of some of the largest hospitals and public health services across the state.

Rebecca proudly led the delivery of the largest health capital works portfolio in NSW.

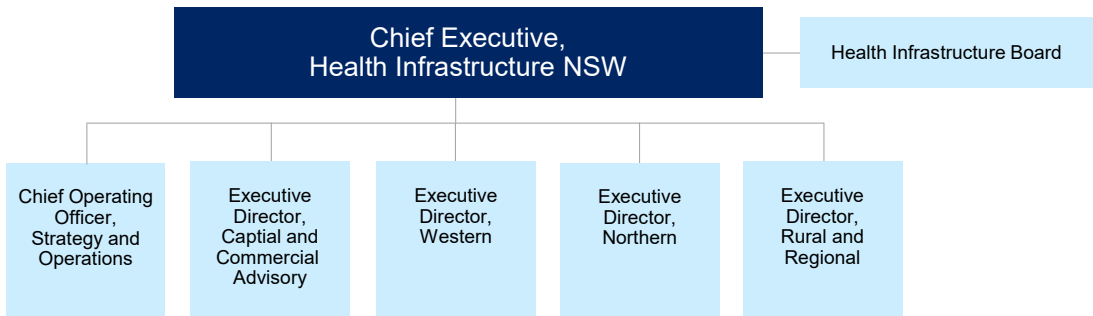
Prior to Health Infrastructure, Rebecca worked on major projects across the public and private sectors. Her experience is multisector – her first public sector role was planning and delivering venues for the Sydney 2000 Olympics, and she has since delivered facilities in education, justice, and health.

Rebecca has completed studies in landscape architecture and project management. She is a strong advocate for diversity in the workplace across all roles and acts as a mentor to young professionals in business and construction. She is also a Non-Executive Director of Royal Far West.

Rebecca concluded her tenure as Chief Executive at Health Infrastructure in May 2024.



Health Infrastructure NSW organisational chart



Key achievements

- Delivered more than \$2.34 billion of health facilities, with the completion and handover of nine projects to local health districts and NSW Ambulance including the Tweed Valley Hospital Development; Campbelltown Hospital Redevelopment Stage 2; and Sutherland Hospital Operating Theatre Complex.
- Completed 13 business cases for projects with a combined total value of \$1.7 billion.
- Underwent competitive tender processes and awarded \$1.38 billion of construction contracts for 20 projects and programs across NSW.
- Completed the twelfth and final station as part of the *Sydney Ambulance Metropolitan Infrastructure Strategy* Program, which aims to reorganise and enhance NSW Ambulance infrastructure to better serve Sydney communities and paramedics.
- The \$869.8 million Prince of Wales Hospital Acute Services Building at Randwick was awarded the prestigious Project of the Year award at the Infrastructure Partnerships Australia 2024 National Infrastructure Awards.
- Launched and embedded the *Health Infrastructure Innovation Framework* to guide the organisation’s innovation model, and ensure oversight, transparency, and support. It guides the translation of ideas into projects, promotes resource efficiency, and encourages continuous improvement and engagement through bespoke initiatives.
- Developed a health-specific climate risk assessment tool for NSW Health. It is now applied to all new capital projects after its successful pilot on the Nepean Hospital Redevelopment Stage 2.
- Continued to implement asset lifecycle principles throughout the capital program, allowing the health system to ensure best value of its assets.
- Released and implemented a new *Assurance Framework* for the capital program. It provides guidance, insights and recommendations to improve project outcomes and ensure projects meet agreed objectives and expected quality standards.
- Progressed Health Infrastructure’s commitment to reconciliation by implementing Health Infrastructure’s *Reflect Reconciliation Action Plan* (RAP) with work commencing on the Innovate RAP.

Healthshare NSW

Website: www.healthshare.nsw.gov.au

Chief Executive Carmen Rechbauer



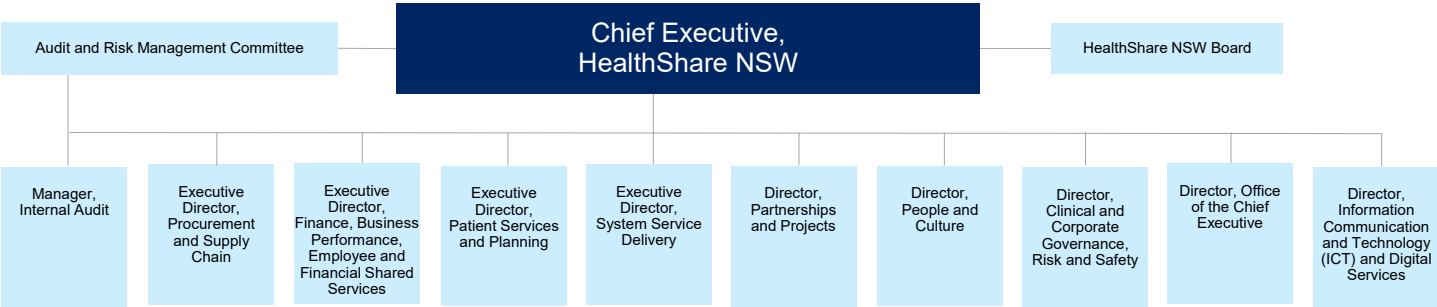
Carmen Rechbauer has worked with HealthShare NSW since its inception in 2005 and was appointed to the Chief Executive role in 2018, making her responsible for leading the largest public sector shared services organisation in Australia.

She has been a senior leader in NSW Health for almost 30 years and has extensive operational experience, particularly in the planning and delivery of linen, food, and patient support services in complex public hospital settings. In her role as Chief Executive, Carmen has focused on maturing HealthShare NSW’s service models by working in partnership with NSW Health agencies to provide equitable, value-for-money services across the state that improve outcomes for patients, hospitals, and the environment. She holds a Master of Business Administration, has been recognised on the Top 50 Public Sector Women list for NSW, and is a past recipient of the Davidson Leadership Acceleration Program Scholarship.

Key achievements

- Successfully trialled and implemented the Patient Transport Service Reservations Model with the Hunter New England Local Health District ahead of a planned statewide roll out. The model uses a ‘reservations’ approach to allocate trips, with greater certainty over transport times and less re-work to change and re-prioritise bookings. The model delivered improvements in timeliness, major delays, flexibility, productivity, and cancellations.
- Launched online EnableNSW services to improve access and self-service options for patients and clinicians, and streamline operations. Services include an online payment portal for secure patient co-payments, and EnableNSW Online, which is a self-service platform for clinicians to submit and track equipment requests using NSW Health credentials.

Healthshare NSW organisational chart



- Implemented new sustainable water technology (eWater) for hospital kitchens in more than 120 sites. Biodegradable electrolysed water replaces synthetic chemical-based cleaning and sanitising products, providing a more sustainable and efficient cleaning alternative.
- Redesigned Balmain Hospital’s food service model to align with Co-Designing Healthy and Enjoyable Food principles for aged care and rehabilitation patients. These principles include service excellence, flexible meal access, attractive food options, respecting patient choice, sustainability, and patient-centric design. It included the installation of new equipment designed to retain colour, texture, taste, and aroma of food.
- Standardised 29 individual health agency catalogues into a single master catalogue, increasing equity of products for patients across NSW Health, and driving consistent pricing and cost savings through economies of scale. Improved data quality also provides visibility of buying behaviours.
- Successfully designed and conducted the first annual mandatory modern slavery supplier assessment questionnaire, covering \$2 billion of supplier spend, and built a risk management framework to assess current and prospective suppliers.
- Delivered a total saving of \$130.8 million to the NSW Health system through statewide contracts, against an initial \$102.3 million forecast.
- Launched a new Aboriginal Leadership Development Program, supporting Aboriginal and Torres Strait Islander employees to build leadership capabilities and further their experience in areas including strategic and operational management, finance, and customer experience.
- Won several prestigious procurement industry awards, including the Chartered Institute of Procurement and Supply ANZ Excellence in Procurement Award (Best Collaborative Teamwork Project – DeliverEASE), and the Asia Pacific Procurement Awards (Supplier Collaboration and Innovation – mobile health services for socially vulnerable communities).

- Expanded Enterprise Robotic Process Automation from three to eight processes, helping to support busy teams in employee and financial support services with manual, high-volume repetitive tasks in areas such as purchasing, recruitment, and accounts payable. This has enabled automatic processing of 30,000 transactions, saving 16,000 hours of work in the past year.

NSW Health Pathology

Website: www.pathology.health.nsw.gov.au

Chief Executive
Vanessa Janissen

From October 2023



Vanessa Janissen has spent more than 25 years in public and private healthcare settings with a deep commitment to serving the community and the strategic pursuit of better outcomes for the people we care for. She is known for bringing people together and getting things done. She is passionate about developing future leaders, particularly championing women in leadership positions.

As Chief Executive of NSW Health Pathology, she leads Australia’s largest public pathology and forensic and analytical science service. Before returning to NSW Health Pathology, Vanessa held leadership positions at Calvary Healthcare, including National Director, Strategy and Service Development. She was formerly NSW Health Pathology’s Executive Director of Strategy and Clinical Services Transformation, helping to establish and lead the organisation in its formative years. Before that, she held multiple strategic and operational roles at the Hunter New England Local Health District.

Vanessa leads with authenticity, integrity, and a deep sense of empathy. She believes in creating inclusive and supportive environments where individuals can thrive and reach their full potential. This dedication to empowering leaders and to enhancing healthcare for our communities is strengthening the critical role NSW Health Pathology plays in the public health system.

NSW Health Pathology organisational chart



Previous Acting Chief Executive Robert Lindeman

From February 2023 to October 2023

Professor Robert Lindeman joined NSW Health Pathology in July 2016 and is a strong believer that public pathology is more effective when it functions as a single statewide service.

He was appointed Acting Chief Executive of NSW Health Pathology in February 2023. His substantive role is Director of Clinical Transformation where he leads strategic planning and service improvements.

He interacts daily with pathologists, the people who provide services in our laboratories, and clinical and local health district partners.

He is a strategic thinker and enjoys responding to operational requirements and acting as an interface between clinical colleagues and local health districts. He is also the Medical Lead for NSW Health Pathology's Fusion program, a haematologist at the Prince of Wales Hospital, and conjoint academic at University of New South Wales.



- Welcomed 45 new medical trainees into specialised training across pathology disciplines. Introduced a new trainee program that supported 21 trainees from marginalised and disadvantaged communities with starting a pathology career.
- Played a key role in the Precision Oncology Screening Platform enabling Clinical Trials (PrOSPcT) study. The study aims to open up new, potentially life-saving, treatment pathways for more than 23,000 Australians with rare, difficult-to-treat, or incurable cancers.
- Implemented the Forensic Medicine Information System. This digital solution combines case information into single-source case records, enabled e-referral to the coroner, and supports secure transfer of information between forensic medicine and courts, helping improve the experience of bereaved families.
- Confirmed the identities of two World War II airmen missing since 1943. Forensic and Analytical Science Service forensic biology specialists analysed DNA from recovered bone material and reference samples provided by biological relatives.

Key achievements

- Celebrated 10 years of the world's largest accredited Point of Care Testing service. More than 1,080 mobile pathology testing devices in 190 health services across NSW provided safe, reliable, on-the-spot results at patient hospital bedsides and in the community.
- Opened more laboratories including a new Tissue Pathology and Diagnostic Service at Royal Prince Alfred Hospital, and core laboratories at Tweed Valley, Cooma, and Nepean hospitals. Work also began on a new Dubbo Hospital laboratory.
- Built on its test catalogue, an online directory of thousands of tests, collection and processing instructions, and billing details. It helped improve patient care and safety, and reduced time and costs. Users increased to almost 15,951 by June 2024, from 9,879 in June 2023.
- Replaced ageing transfusion equipment at 60 sites across NSW with a single automated and semi-automated solution. This ensured NSW Health Pathology, Australia's largest transfusion service provider, continued to provide timely, reliable services – a critical requirement for patient outcomes and safety.
- Installed 557 solar panels on the roof of the Forensic Medicine and Coroners Court Complex at Lidcombe. It's envisaged the solar panels will reduce annual power bills to the site by 20 per cent and carbon dioxide emissions by an average of 88 tonnes each year.
- Replaced ageing chemical pathology equipment at 23 regional and metropolitan laboratories, including Bega, Blacktown, Goulburn, Westmead, and Wagga Wagga. The new equipment provided faster, more efficient services with enhanced automation capabilities.

eHealth NSW

Website: www.ehealth.nsw.gov.au

Acting Chief Executive Associate Professor Dr Amith Shetty

From June 2024



Associate Professor Amith Shetty is the Acting Chief Executive of eHealth NSW, the dedicated agency responsible for transforming and delivering information and communications technology (ICT) and digital capabilities across NSW Health.

He has held several senior clinical leadership roles in emergency departments, health services, and most recently been the Clinical Director in the System Sustainability and Performance division for NSW Health. Amith is an emergency physician whose passion for driving value in healthcare through the improved use of digital insights and technology has led to him spearheading several first-time innovations. This includes the Pathology IoT (internet of things) device integration and cloud analytics project, real-time risk trigger monitoring in hospitals, and virtual home care models. His doctorate in sepsis screening also resulted in the development of an emergency department screening algorithm that is being tested and implemented in NSW hospitals, including eHealth NSW's Sepsis Artificial Intelligence screening tool in Western Sydney Local Health District.

He is an Adjunct Associate Professor in Biomedical Informatics and Digital Health at University of Sydney, Adjunct Fellow at Centre for Health Systems and Safety Research, Macquarie University, and Honorary Research Fellow at the Westmead Institute for Medical Research.

He has previously worked for eHealth NSW as a clinical advisor to help guide system design and is pleased to return to the organisation to help drive statewide ICT transformations.

Previous Chief Executive
Dr Zoran Bolevich

From July 2023 to May 2024

Dr Zoran Bolevich has a background in medicine and business administration and has worked in senior health system management, health information technology and data analytics leadership roles in Australia and New Zealand.



Zoran focused on implementing the eHealth strategy for NSW Health, streamlining governance of key programs and activities, and developing a highly effective, customer-focused digital centre of excellence for NSW Health.

Zoran is well-recognised in the healthcare sector and information and communications technology industry for driving innovation and influencing rapid change across NSW Health. He is passionate about improving the health system through meaningful and effective use of digital technologies, data analytics, research and innovation, in partnership with patients, clinicians, health organisations, government, and industry partners.

He represented NSW Health on the NSW Government’s Information and Communications Technology and Digital Leadership Group and is a board member of the Australian Institute of Health and Welfare.

Previous roles include Director of Demand and Performance Evaluation at the NSW Ministry of Health, and Executive Director, Health System Information and Performance Reporting. Zoran also oversaw the national health information strategy and architecture for New Zealand’s Ministry of Health.

As well as a Doctor of Medicine, Zoran holds a Master of Business Administration and is a graduate of the Australian Institute of Company Directors, and Executive Fellow of the Australian and New Zealand School of Government.

Key achievements

- In October 2023, eHealth NSW announced Epic Systems as the vendor for the Single Digital Patient Record (SDPR). SDPR is the next step in the journey to create a comprehensive, single view of a patient’s care journey, no matter where in the public health system they receive their care.
- Rolled out the Electronic Record for Intensive Care (eRIC) to 41 adult, paediatric and neonatal intensive care units (ICUs) in May 2024. eRIC is a state-of-the-art clinical information system that replaces almost all paper charts and forms in ICUs across NSW.
- Implemented the Clinical Device Notification Platform in metropolitan areas and NSW Ambulance zones. It replaces existing transmitting monitors, defibrillators, and the notification platform that sends electrocardiograms from clinicians in ambulances and smaller hospitals to specialists, which provides a significant technological upgrade to communication at key moments in a patient’s care.
- Completed the Radiology Information Systems and Picture Archiving and Communications System implementation at 12 local health districts across 70 hospitals in early 2024. This provides clinicians with the ability to track a patient’s medical imaging history from request to diagnosis across NSW Health.
- Rolled out the Engage Outpatients program to 262 outpatient clinics across 14 hospitals and 6 local health districts. More than 40,000 referrals have been processed through the electronic referral management system, improving the referral experience of patients, referrers, and clinicians in outpatient services.
- Announced the vendors Telstra and NTT that will support a major information and communications technology (ICT) infrastructure upgrade as part of the Health Grade Enterprise Network. More than 1,100 health facilities will undergo a refresh of networking hardware and software to ensure a consistent, connected, and future-ready ICT environment.
- Uploaded more than 650,000 historical vaccination records to the Australian Immunisation Register with all future records now automatically uploaded. The project was recognised by Services Australia with NSW as the first state to start registering all nationally administered vaccines.

eHealth NSW organisational chart



- Successfully migrated the Electronic Medical Records from local on-premise servers to the NSW Health public cloud in six local health districts. Cloud technologies provide a more reliable and scalable platform, which requires less maintenance and reduces the risk of unplanned outages.
- Onboarded data from 20 major systems to the Enterprise Data Lake, including statewide clinical assets such as Electronic Medical Records, iPharmacy Manager, and Electronic Record for Intensive Care. The data lake seamlessly collects and consolidates information across NSW Health to inform decision-making, supporting better patient outcomes.
- Successfully consolidated seven instances of iPharmacy into a single state cloud hosted instance. iPharmacy equips pharmacists with comprehensive, on demand patient medical and prescribing history, providing continuity of care no matter where they reside in NSW.

Local health districts

NSW Health’s 15 local health districts cover metropolitan, regional, rural and remote areas across NSW, varying in both geographical size and population.

Districts provide hospital, community, and population-based healthcare services that meet the needs of their local communities.

Providing a comprehensive range of medical specialties, the districts deliver in-hospital care, outpatient services, mental health services, child and family health services, oral health services, Aboriginal health services, and drug and alcohol rehabilitation.

Six local health districts cover the greater Sydney metropolitan regions, and nine cover regional, rural and remote NSW.

Read on to discover each district’s key achievements for the year and visit their websites to find out more about the services they provide.



Central Coast Local Health District

Website: www.cclhd.health.nsw.gov.au

Chief Executive Scott McLachlan



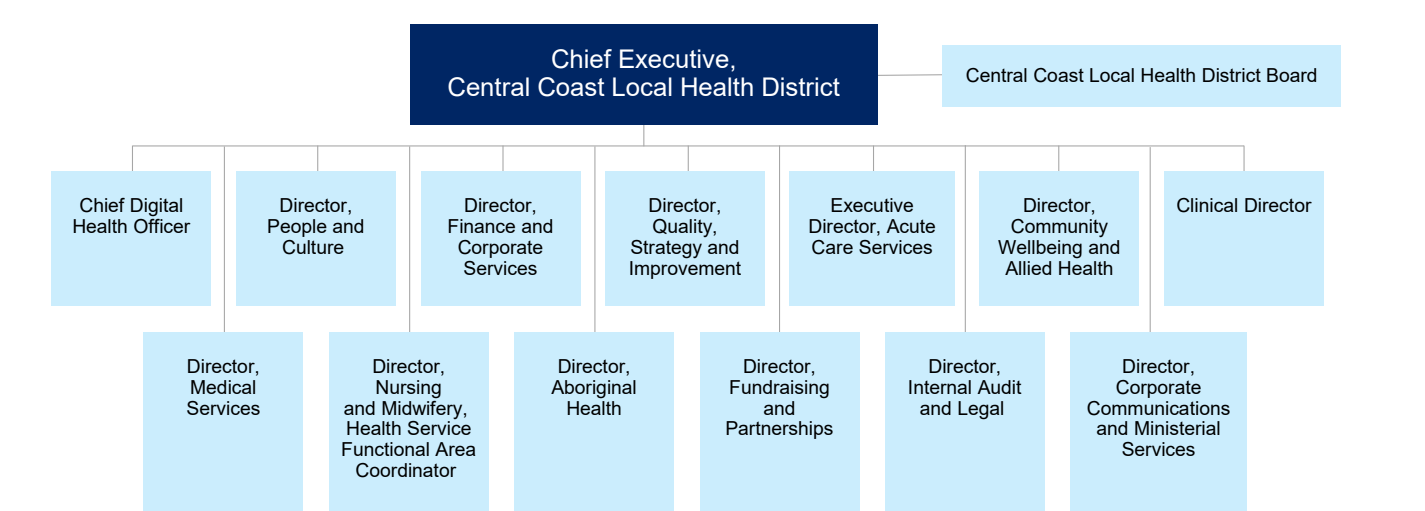
Scott joined the Central Coast Local Health District as Chief Executive in November 2021, having held leadership roles in both private and public health systems across the past two decades. Raised in country NSW, he understands the highly complex landscape of the healthcare environment and the unique challenges of healthcare delivery in regional Australia. Scott is passionately motivated every day to lead improvements in health outcomes for the community through authentic engagement, strong collaboration with clinicians, strategic partnerships and fostering innovation. Scott was previously Chief Executive at the Western NSW Local Health District for eight years.

Key achievements

- Opened the Long Jetty Urgent Care Service following completion of a \$1.2 million refurbishment, improving access to healthcare for non-life-threatening illnesses and injuries, and reducing demand on local emergency departments.
- Launched publicly funded homebirths on the Central Coast in October 2023 through the Midwifery Group Practice. Since the program’s commencement, 29 families have birthed at home through the service.
- Implemented a falls prevention initiative in Wyong Surgical Admissions Centre for eye surgery patients. There were no falls in this group during the six months since the initiative began.
- Undertook several research programs including:
 - Co-design of an integrated model of palliative and dementia care through the Central Coast Research Institute, to support an improved model of care for dementia patients in palliative care.

- Launch of the Central Coast Health and Wellbeing Living Lab with the University of Newcastle. The lab is a real-life experimentation hub on healthy ageing.
- Set up two Neurology Rapid Access Clinics at Gosford Hospital for first seizures and transient ischemic attacks (TIA). Patients' average length of stay has reduced from 76.8 to 22.2 hours for seizure patients, and from 67.2 to 38.4 hours for TIA patients, supporting timely access to care and helping to reduce demand on emergency departments.
- Replaced Gosford Hospital’s angiography machine and completed a \$1.7 million upgrade of facilities to meet Australian Health Facility Guidelines.
- Expanded and integrated environmental sustainability initiatives including:
 - Wyong Emergency Department’s Gloves Off pilot, saving an estimated 600,000 gloves and reducing CO2 emissions by 20,000 kilograms a year.
 - Recycling 70 kilograms of batteries and 1.2 tonnes of PVC within 6 months.
 - Expanded the fleet electrification program to 10 electric vehicles (EVs) and four EV chargers at Gosford Hospital, and four chargers at Wyong Hospital.
- Delivered the 25th annual Central Coast NAIDOC Community Day – celebrating the history and culture of Aboriginal and Torres Strait Islander peoples. More than 3,000 people attended and 364 free health checks were provided.
- Continued to deliver healthcare in community settings, including:
 - Central Coast Health at Home program, providing access to services for 4,398 people needing urgent care at home.
 - A dedicated child and adolescent mental health service called Safeguard Teams, which provides innovative, timely care for those suffering acute mental health distress.

Central Coast Local Health District organisational chart



- Rolled out the Engage Outpatients program, enabling electronic referrals from general practitioners to outpatient clinics. The platform improves the patient experience; provides secure, efficient referral management; and achieved 400 eReferrals within 4 weeks of launching.

Far West Local Health District

Website: www.nsw.gov.au/fwlhd

Chief Executive Brad Astill



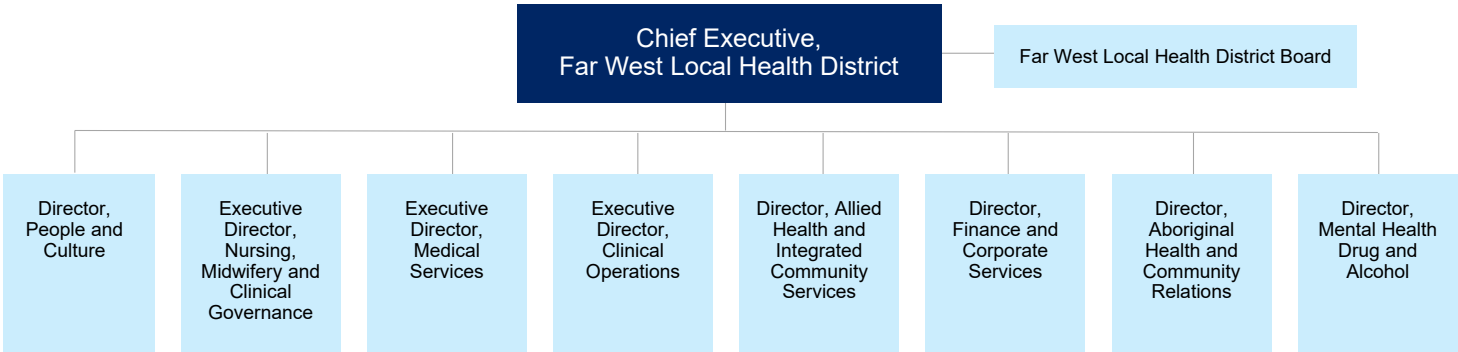
Brad Astill was appointed to the Chief Executive role in December 2022. Brad is a skilled and seasoned senior health manager with extensive expertise in overseeing a range of services, ranging from individual clinical departments, to one of Australia’s most expansive tertiary/quaternary health campuses. His proficiency lies in managing complex organisations, navigating activity-based funding systems, conducting operations analysis, and facilitating comprehensive reviews. Furthermore, Brad has considerable experience with clinical service benchmarking, performance evaluations, and comparative assessments. Brad is Chair of the Regional Health Committee and participates in the Regional Health Ministerial Advisory Panel. He has previously acted in a number of senior executive roles in NSW local health districts, including as the Interim Chief Executive at Far West Local Health District.

Key achievements

- The Specialist Palliative Care Multidisciplinary Team based in Broken Hill relocated offices to a newly renovated facility named Jacaranda Cottage. Located near Broken Hill Base Hospital, the team provides a non-clinical point of contact for the community for specialist palliative care counselling and assessment via face-to-face or virtual modalities.
- Significant infrastructure projects commenced in the district in 2023–24:
 - Construction of the new Wentworth Hospital started onsite in February 2024.
 - The Broken Hill Health Service redevelopment (emergency department expansion and new purpose-built mental health inpatient unit) appointed the principal contractor.

- In April 2024, four new one-bedroom key worker accommodation units were delivered and installed onsite at Balranald.
- The district’s oral health services increased clinics by 165 per cent (66 to 175 clinics as at December 2023) by engaging dentists from the Sydney Local Health District in a rotation agreement.
- Maintained a high level of excellence in specialist palliative care service provision. Of the patients known to specialist palliative care services, 98 per cent died in their preferred place with their advance care planning wishes documented and abided by.
- The district underwent the National Safety and Quality Health Service Standards Short Notice Assessment in March 2024 and achieved an outstanding result. The outcome is a credit to the remarkable staff of the Far West Local Health District.
- The Nursing and Midwifery Directorate continued to work within and alongside its strategic plans and priorities, including the Nursing and Midwifery Workforce Plan 2023–2026. Of its 6 priorities and 85 actions, the Plan is well ahead of schedule with innovative, holistic and tangible outcomes achieved within the first year.
- Recognition of Prior Learning from Central Queensland University was awarded to two GradStart programs run by the district. This includes the Nursing and Professional Practice and Introduction to Developing Speciality Practice programs. Both programs were recognised for evidence-based, multi-modal learning and development capabilities which meet the Level 8 Australian Qualification Framework.
- The Midwifery Group Practice program has maintained a rural midwifery continuity of care model since 2015. In 2023–24, the service reported their lowest rate of caesarean sections and highest rate of vaginal births.
- Mental Health, Toward Zero Suicides, and Dietetics teams worked in partnership to successfully deliver two rounds of the RISE program. The 10-to-12-week program aims to improve the physical health and wellbeing of mental health and Suicide Prevention Outreach Team (SPOT) consumers. Evaluation of the program delivered in 2023 showed improvements in mental wellbeing and confidence in cooking.

Far West Local Health District organisational chart



- The Safe Haven and SPOT peer workforce increased their presence within the emergency department to seven days per week, providing alternative mental health care. Weekly barbecues for community members are held by Safe Haven and SPOT at the Broken Hill Safe Haven to facilitate open and honest conversations around mental health and increase awareness of Safe Haven and the peer workforce.

Hunter New England Local Health District

Website: www.hnehealth.nsw.gov.au

Chief Executive Tracey McCosker PSM

Tracey McCosker, Chief Executive of the Hunter New England Local Health District, has more than 30 years of experience in the NSW public health system. She began her career as the Business Manager for Hunter Area Pathology Service, and has held various senior roles in finance, corporate, and clinical services within the district.



In 2012, Tracey was appointed Chief Executive of NSW Health Pathology, leading the establishment of an integrated statewide public pathology service. Her outstanding contribution to public health in NSW was recognised in 2018 with the Australian Public Service Medal.

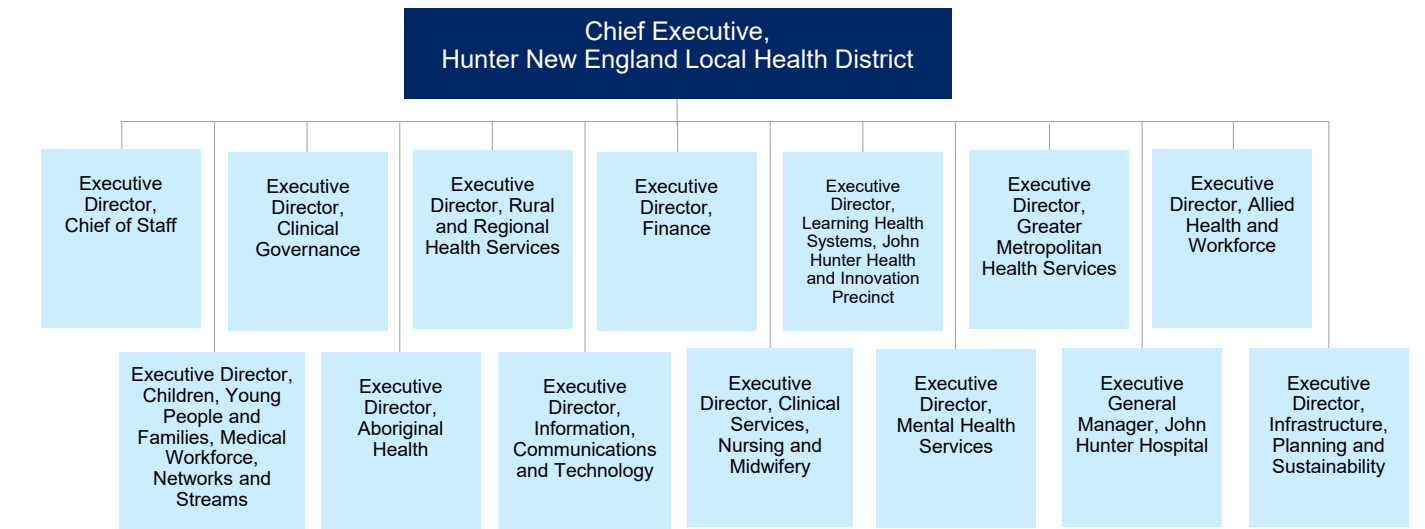
Tracey holds a Bachelor of Commerce from the University of Newcastle and a Master of Business Administration from the University of Southern Queensland. She is a member of the Australian Institute of Company Directors.

As the leader of one of the largest local health districts in NSW, Tracey is committed to fostering a respectful and inclusive environment, promoting an innovative and cohesive workforce, and ensuring the delivery of high-quality, patient-centred care.

Key achievements

- Established Australia’s first cardio-oncology service to address the heightened risk of cardiac disease in cancer survivors, with 80 patient referrals and more than 200 visits.
- The first and only paediatric rehabilitation service in Australia to offer urodynamic studies for young patients with abnormal bladder function. This led to 73 per cent of affected patients having a change in treatment.
- Attracted more than 100 overseas registered nurses as part of an international recruitment campaign to start work across the district’s hospitals.
- Developed an Australian-first initiative with the University of Newcastle and TAFE NSW: first and second-year Bachelor of Medical Science students train as Assistants in Nursing, allowing them to earn while they learn.
- Established a new ADHD clinic in Newcastle, increasing access to timely diagnosis and treatment for children aged 6 to 12 years.
- Announced the return of a park-and-ride shuttle service at John Hunter Hospital. The service provides patients, visitors, and staff free and convenient transport to and from the hospital campus.
- Developed a world-first trial with NSW Ambulance and Hunter Medical Research Institute. The trial sees a revolutionary new brain scanner used as part of the rapid assessment and triage of stroke patients while they are being transported to hospital.
- Forged a successful cross-border partnership with Goondiwindi Medical Centre to provide education and health access to approximately 800 residents in Boggabilla, reducing ambulance transfers and hospital admissions.
- Introduced a rural toothbrush distribution program to supply fluoride toothpaste and toothbrushes to 52 rural and remote schools needing oral health services.
- Provided free health and development checks to preschoolers in Tenterfield as part of the NSW Government’s Brighter Beginnings initiative.

Hunter New England Local Health District organisational chart



Illawarra Shoalhaven Local Health District

Website: www.islhd.health.nsw.gov.au

Chief Executive Margot Mains

Margot Mains began her career as a nurse and held senior leadership roles in health in New Zealand and South Australia, before taking up the position of Chief Executive of the Illawarra Shoalhaven Local Health District in 2014.



Margot has extensive health executive leadership and management experience at hospital and district level. Her previous roles include Chief Executive Officer, Northern Adelaide Local Health Network. Prior to that she held senior leadership roles in the New Zealand Health system as Chief Executive Officer, Capital and Coast District Health Board, and Chief Executive Officer, Mid Central Health. She also holds a Bachelor of Laws.

Margot is driven to lead improvements in health outcomes for the community by nurturing collaboration across local organisations; increasing opportunities for consumer and community engagement and co-design; and fostering innovation with clinicians through the use and application of new technologies and a strong focus on research.

Margot is a fellow of the University of Wollongong, admitted in recognition of her expertise and strategic leadership for improving health outcomes and connections across the Illawarra and Shoalhaven healthcare community.

Key achievements

- Continued construction on the \$1.1 billion hospital infrastructure projects, including:
 - started major works on the Shoalhaven Hospital Acute Services Building
 - completed early works for the new Shellharbour Hospital

- completed early work for the Integrated Services project, including expansions at Bulli and Wollongong Hospitals.
- Supported Waminda Women’s Health and Wellbeing Aboriginal Corporation’s Birthing on Country Program with the completion of phase one. This is a collaborative arrangement where endorsed midwives, employed by Waminda, provide care during labour and birth at Shoalhaven Hospital for women accessing Waminda’s Maternity Service.
- Established the Aged Care Outreach Service. It provides in-home care to people living in residential aged care facilities, helping them avoid unnecessary trips to hospital. Also expanded the Transitional Aged Care Program, supporting safe discharge of patients preparing for residential placement.
- Expanded drug and alcohol care across medical, allied health and nursing specialities with the establishment and upgrade of clinical services including adult and youth counselling. The expansion included a 25 per cent increase in drug and alcohol workers across the district.
- Increased access to preventative health checks for children across the early childhood sector to improve developmental outcomes before starting school. Implemented the Primary School Mobile Dental Program, which provided 972 children with preventative dental treatment in the first eight months.
- Developed and implemented programs including Minding the Minutes and Emergency Short Stay Optimisation at Wollongong Hospital to support more timely access to care. These programs resulted in improvements in hospital flow.
- Enhanced environmental sustainability solutions with the implementation of programs to reduce waste and increase awareness. This includes the War on Waste initiative, establishment of the Climate Risk and Net Zero Taskforce, and commencement of infrastructure works to support vehicle fleet electrification.

Illawarra Shoalhaven Local Health District organisational chart



- Developed the *Illawarra Shoalhaven Local Health District Strategic Delivery Plan 2023–2028*, setting the framework for services during the next five years. Work also commenced on the Wollongong Hospital Clinical Services Plan to ensure services meet the needs of the community, now and in the future.
- Launched *The Kind Side* – stories from NSW Health podcast, sharing the experiences of staff, visitors and patients, and highlighting acts of kindness. The podcast aims to enhance empathy and inspire other acts of kindness in hospital and healthcare services.
- Created and launched dedicated nursing recruitment campaigns to attract national and international skilled applicants, including graduate-specific programs in identified areas of need like mental health nursing. Developed and implemented e-learning orientation modules to better support new staff induction.

Mid North Coast Local Health District

Website: www.mnclhd.health.nsw.gov.au

Chief Executive Stewart Dowrick

Stewart Dowrick began his career in healthcare administration at the then Children’s Hospital at Camperdown in 1989. He moved to the Central Coast Area Health Service in 1993 and to the Mid North Coast Area Health Service in 1999. Since 2000, he has held numerous executive positions with the Mid North Coast and North Coast Area Health Service, and was appointed Chief Executive at the beginning of 2011.

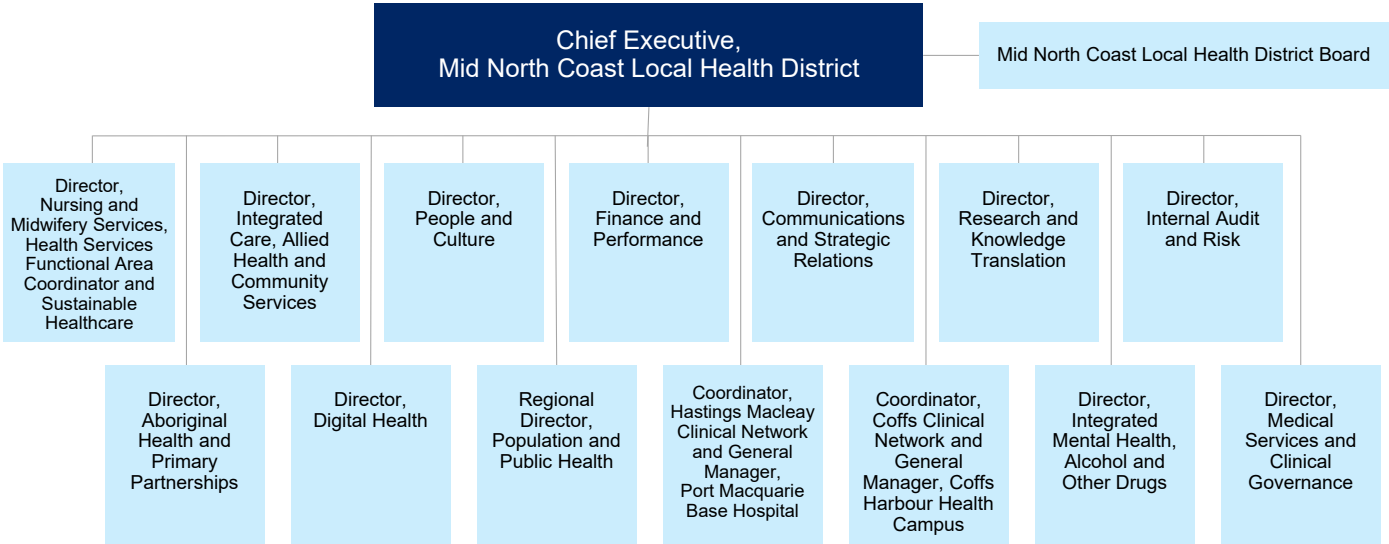
Stewart has a particular interest in health service partnership and service partners working together. He holds an Honorary Doctorate in Health Studies, and tertiary qualifications from the University of New South Wales, the University of Newcastle, and the Australian Institute of Company Directors.



Key achievements

- Launched the *Mid North Coast Local Health District Aboriginal Health Strategic Framework 2024–2034*. The framework will guide planning, implementation and evaluation of actions to ensure they are culturally safe, appropriate, effective, and link to important policies, plans and directions.
- Embarked on a successful recruitment drive in the United Kingdom and recruited 140 registered nurses. The experienced nurses will be located across almost all facilities and a variety of clinical settings.
- Opened a low-risk chemotherapy and immunotherapy clinic at Kempsey District Hospital, providing easy access, and reduced travel time and cost for residents of Kempsey and its surrounds.
- Recognised in the NSW Health Excellence in Nursing and Midwifery Awards 2023. The nursing team at Dorrigo Multipurpose Service was named Team of the Year.
- Launched the *Mid North Coast Local Health District Sustainable Healthcare Framework and Implementation Plan Towards 2030*. The Framework outlines the district’s vision for a best practice, low carbon, low waste, climate resilient health system which continues to focus on excellence in people-centred healthcare.
- Implemented the community-informed *North Coast Youth Vaping Action Plan* in collaboration with North Coast Population and Public Health (NCPPH) and the Northern NSW Local Health District. NCPPH also worked with NSW Police, Queensland Health and the Therapeutic Goods Administration to conduct seizures and destruction of illegal vaping products worth more than \$1.5 million.
- Collaborated with academia, business, philanthropy and regional development organisations to establish the Mid North Coast Health and Medical Research Foundation. The independent legal entity will capture philanthropic funding for health and medical research.

Mid North Coast Local Health District organisational chart



- Launched the Mid North Coast Local Health District Commitment to Preventing Racism district-wide initiative, designed to reduce staff experiences of racism and improve cultural safety for all. The initiative is focused on building conscious leadership and strong peer support, enhancing awareness and education, and redesigning systems and processes.
- Introduced the Emergency Mental Health and Addiction Assessment Response Team at Port Macquarie and Coffs Harbour hospitals. The team provides centralised intake, triage, assessment and referral for all mental health, alcohol and other drugs services to ensure a seamless transfer of care.
- Opened a rooftop helipad at Port Macquarie Base Hospital and commenced construction of a ground-level car park. This is part of a \$34 million project to enhance accessibility to local health services.

Murrumbidgee Local Health District

Website: www.mlhd.health.nsw.gov.au

Chief Executive Jill Ludford

Jill Ludford was appointed Chief Executive of Murrumbidgee Local Health District in August 2014. Jill leads a team of 5,000 healthcare staff across 33 hospitals and 12 primary healthcare centres to provide care for 243,228 residents across the region. She is responsible for providing safe, equitable, quality healthcare to the people of Murrumbidgee through strategic leadership and sound governance.

Under Jill’s leadership, the district has developed a vision which provides clear direction for the future of healthcare in the region. It is implementing enhanced operations, performance, innovation and evidence-based care to deliver the best health outcomes for people. Jill sees her workforce as their most precious resource and is committed to growing and supporting a rural workforce.



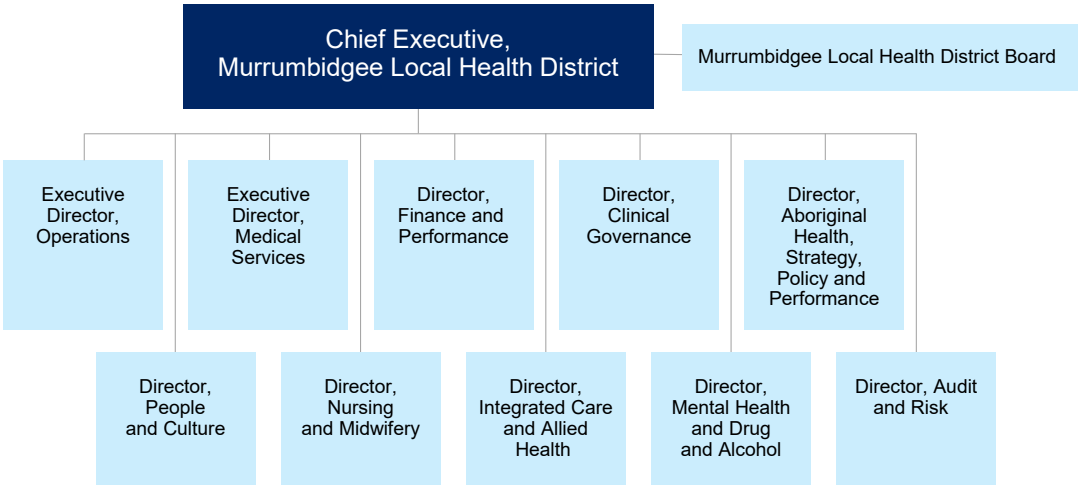
Jill began her career as a nurse and midwife and has held senior management and leadership roles within the district (and its predecessor organisations) since 1992. Prior to her appointment as Chief Executive, Jill was the Director of Operations, and worked in senior manager roles at a corporate and hospital level within the former Greater Southern and Greater Murray Area Health Services.

She holds qualifications in management, nursing, midwifery, child and family health and women’s health. In her spare time, she shares her experience and wisdom with emerging leaders.

Key achievements

- BreastScreen NSW (Greater Southern) partnered with Aboriginal organisations to co-design culturally appropriate breast screening events targeting women who had never screened or were overdue. Participants were supported to overcome barriers and were gifted professional bra fittings and new bras by the Support the Girls charity. The events increased Aboriginal participation rates in these areas to an all-time high of 80 per cent (women aged 40 to 74) in Albury, and 93 per cent (women aged 50 to 74) in Edward River Shire.
- The dental service implemented an innovative WebChat function resulting in reduced wait times, enhanced accessibility for people with speech or hearing impairments and social anxiety, and promoted independence for consumers. The service was rated as “excellent” or “good” by 96 per cent of consumers.
- Implemented the district-wide Emergency Care Assessment Treatment (ECAT) protocol, standardising nurse-initiated emergency care. ECAT reduces wait times, enhances care standards, and improves patient experience and staff satisfaction, while supporting rural hospitals to provide consistent, evidence-informed care.

Murrumbidgee Local Health District organisational chart



- The Environmental Health team launched a comprehensive strategy to combat mosquito-borne disease by monitoring disease risk throughout the region. The strategy included investment in additional mosquito trapping and sentinel chicken surveillance; training councils on mosquito management; mosquito risk signage for high-risk areas; and distribution of repellents to councils and vulnerable groups. These interventions have created a foundation for long-term prevention and management efforts in collaboration with local councils, networks and community to mitigate disease outbreaks.
- The Outreach Heart Failure Clinic was delivered in 2023–24 in partnership with rural general practitioners and offers timely, affordable heart failure screening and imaging diagnostics. Focusing on Aboriginal communities and frequent emergency department patients, it enables early diagnosis and improved access to specialist care.
- Won the 2023 Premier’s Award for Highest Quality Healthcare with the Murrumbidgee Model for rural generalist general practitioners training – a training program now expanded across NSW. The Murrumbidgee Single Employer Model provides trainees certainty about location, income and working conditions, and invests in rural general practitioners to support the expansion of the rural workforce by providing a tailored, coordinated pathway for doctors.
- Launched a supported recruitment model resulting in reduced administrative burdens for hiring managers, improved candidate experience, and streamlined recruitment, within a more consistent approach. The average time to recruit was reduced to 25 days.
- Infrastructure redevelopments are progressing on time with a major redevelopment at Griffith Base Hospital due for completion in March 2025. Redevelopment planning at Finley and Temora health services is underway.
- The Bureau of Health Information reported that 85 per cent of patients presenting to emergency departments commenced treatment on time, despite significant increases in presentations. While 87 per cent of patients arriving by ambulance were transferred within the benchmark time.
- Hospital care was rated as “good” or “very good” by 92 per cent of Aboriginal people, according to the Bureau of Health Information Aboriginal Health Dashboard. In partnership with the Aboriginal Health team, services enhanced engagement, referral and follow-up pathways, targeting consumer experience and overall health outcomes.

Nepean Blue Mountains Local Health District

Website: www.nbmlhd.health.nsw.gov.au

Acting Chief Executive Lee Gregory

From September 2023

Lee Gregory is Chief Executive of Nepean Blue Mountains Local Health District. He has proudly worked in healthcare for many years and has an extensive background in NSW Health and health operations.

Lee has exceptional health leadership skills, and a deep dedication to fostering innovation, continuous improvement and collaboration within healthcare.

He is committed to working with staff, our community, and regional and primary care colleagues to continue to provide health services that increase in safety, quality and effectiveness, and are valued by our population.



Previous Chief Executive Kay Hyman

From January 2011 to August 2023

In August 2023, after 12 years of dedicated service, Nepean Blue Mountains Local Health District Chief Executive Kay Hyman retired.

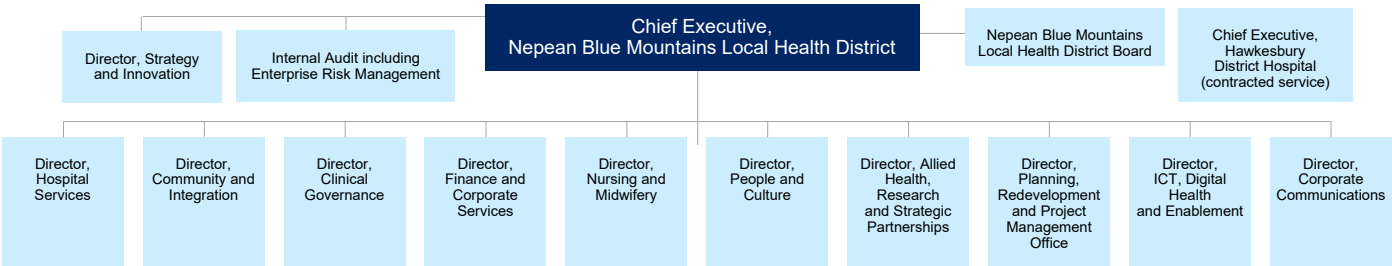
Kay’s ability to foster collaboration, engage stakeholders, and advocate for patient-centric care has been remarkable. Her leadership through the incredible challenge of the COVID-19 pandemic, as well as the multiple natural disaster events the region has faced, has been exemplary. Thank you to Kay on behalf of the District Executive, Board, staff and the community.



Key achievements

- Established Aboriginal health practitioner roles in all emergency departments to provide culturally safe care and support Closing the Gap priorities.
- Implemented a new menopause service in collaboration with South Western Sydney, Western NSW and Murrumbidgee local health districts.

Nepean Blue Mountains Local Health District organisational chart



- Opened a new McGrath Breast Clinic at Lithgow Hospital, offering a range of services for the assessment and care of people who have undergone breast cancer-related treatments.
- Launched a Disability Inclusion Action Plan in collaboration with Disability Consumer Council, with implementation groups now driving actions.
- Commenced construction on a new Child and Adolescent Mental Health Facility on the Nepean Hospital campus.
- Opened a new pharmacy department at Nepean Hospital that features an improved patient waiting area, a dedicated clinical trials area, patient counselling rooms, and an upgraded aseptic suite.
- Established a Mental Health Wellbeing Advisory Committee for staff to provide bottom-up feedback, ensuring that employee voices shape initiatives aimed at enhancing their wellbeing.
- Implemented Safewards, a nurse-led interventional model of care, across medical and surgical wards at Nepean Hospital and Blue Mountains Hospital to minimise conflict events, improve nurse-patient relationships, and create a friendlier and safer environment for patients and staff.
- Installed a TrueBeam radiotherapy system at Nepean Cancer and Wellness Centre, offering local cancer patients the latest treatment with advanced imaging and high-precision dosage control.
- Performed the first gynaecology robotic surgery at Nepean Hospital providing patients with the latest technology to help them recover faster and get home sooner.

Northern NSW Local Health District

Website: www.nnswlhd.health.nsw.gov.au

Chief Executive
Tracey Maisey

From August 2023

Tracey Maisey joined Northern NSW Local Health District as the Chief Executive in August 2023. Tracey has had a long and broad career in healthcare and brings a wealth of experience to the role.



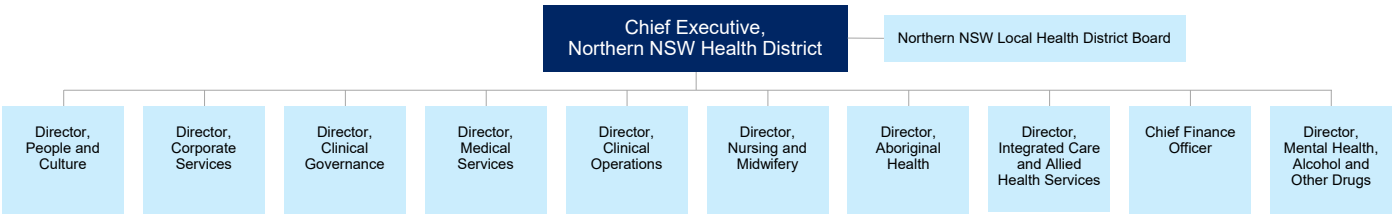
She has held a variety of senior positions in health across the globe: most recently in New Zealand as Executive Director Planning, Funding and Business Intelligence for the Canterbury and West Coast District Health Boards; as well as holding the role of Interim Chief Strategy, Planning and Performance Officer for Health New Zealand; and has previously been Chief Executive Officer of a District Health Board in New Zealand.

Tracey has worked in executive roles in Australia, the United Kingdom and Qatar, across both rural and metropolitan services. She's played a lead role in transforming healthcare delivery across various health settings, and oversaw Health New Zealand's national sustainability and climate change work program.

Key achievements

- Implemented the Enhanced Care Program to support the individual requirements of vulnerable adult patients over 65 years with a known cognitive dysfunction whilst empowering staff to provide therapeutic, person-centred care. The program reduced requirements for one-on-one care by 40 per cent, adverse events by 50 per cent, and loss of functional ability following a hospital stay by 35 per cent in an 18-month period.
- Recruited 102 overseas-trained nurses through a collaboration between nursing and midwifery services and the People and Culture team to fill long-term vacancies across the district. The district provided visa, migration and initial housing support. A candidate experience officer was appointed to support nurses and their families integrate into their new communities.
- Opened the new \$723.3 million Tweed Valley Hospital on 14 May 2024. The hospital will deliver new services, including radiotherapy as part of an integrated cancer care service, satellite medical imaging in the emergency department, and an interventional cardiology service.
- Partnered with key agencies to support the delivery of the Tweed Assertive Outreach program to reduce the number of rough sleepers within the Tweed Shire. The program supports rough sleepers into accommodation and assists in tenancy retention. It houses more than 168 rough sleepers, with a 95 per cent tenancy success rate.

Northern NSW Local Health District organisational chart



- Successfully developed and implemented a new clinical pathway and delivered an educational program for clinicians to help improve rheumatic heart disease prevention. This initiative promotes early diagnosis and effective management, ultimately improving patient outcomes and reducing disease prevalence.
- More than 400 staff and 119 community members were involved in the planning and design of the Tweed Valley Hospital. The consultation process engaged a broad range of stakeholders in decision-making processes. This inclusive approach ensured diverse perspectives were considered as part of the design of the facility, leading to better community-informed outcomes and improved cultural safety.
- Established a safe and sustainable triage and assessment service for zero to 18-year-olds in the community, under the Child and Adolescent Mental Health Service. The service has improved access to care, enhanced treatment outcomes, and strengthened community support for children and young people’s social and emotional wellbeing, and for their support networks.
- Strengthened and improved clinical documentation and reporting in the Mental Health Alcohol and Other Drugs Service, by standardising reports for better transparency and boosting staff data literacy through training and shared learning. This has improved the Health of the Nation Outcome Scale for completions and seven-day follow-ups.
- The North Coast Youth Vaping Taskforce launched the first Regional Action Plan to prevent and reduce vaping among young people. The taskforce coordinates key agencies and takes a community-informed approach to protect young people from vaping-related harms. It combines health promotion programs with regulatory work to seize illegal vaping products.
- Increased immunisation coverage for Aboriginal children at five years of age from 94 per cent to above 96 per cent – exceeding the NSW key performance indicators. This achievement is due to the work of Aboriginal immunisation liaison officers working closely with primary care providers and key communities.

Northern Sydney Local Health District

Website: www.nslhd.health.nsw.gov.au

Chief Executive Anthony Schembri

Anthony Schembri joined North Sydney Local Health District in July 2023 as Chief Executive after nearly 10 years at St Vincent’s Health Network Sydney as Chief Executive Officer.



Anthony is an accredited social worker with a 30-year career in NSW Health working across clinical and executive roles, including multiple board appointments with medical research institutes, community organisations, and primary health services.

Anthony is committed to community involvement and championing social justice issues such as LGBTIQ+ health and ending violence against women and children, where he has held ambassador roles.

Anthony holds adjunct professorial appointments with the University of Sydney, University of Technology Sydney, and Macquarie University; and is a board director for Sydney Health Partners, the Australian Healthcare and Hospitals Association, Kolling Institute for Medical Research and NORTH Foundation.

Anthony was awarded in 1998 the Premier’s Community Service Award for his work as Deputy Chair of the NSW Government Youth Advisory Council. He was named in 2019 Queen’s Birthday Honours List, is a Member of the Order of Australia, and in 2023 was awarded an Honorary Doctor of Letters from the University of New South Wales.

Anthony holds an honours degree in social work from the University of New South Wales, a graduate diploma in public administration, a Master of Public Policy from the University of Sydney, and certificate in health and human rights from Harvard University. He is a fellow of the Australasian College of Health Service Management, and completed the company directors course of the Australian Institute of Company Directors.

Northern Sydney Local Health District organisational chart



Key achievements

- The new emergency department (ED) alternative referral pathway resulted in 65 per cent of patients who were referred by NSW Ambulance after being triaged by paramedics, either over the phone or at the scene, to the district’s virtual care service, avoiding a trip to the ED. Patients received treatment at their home or virtually through a team of medical and nursing staff through the virtual hospital, set up to ease the burden on EDs, when clinically appropriate.
- Established initiatives to support staff diversity such as the district’s first youth advisory board, and the inclusion of a Menopause in the Workplace Guide. The district also recruited its first LGBTIQ Strategy Project Officer.
- Australia’s first total body position emissions tomography scanner for combined research and clinical use was opened at Royal North Shore Hospital. The scanner reduces radiation doses and decreases scanning time from 20 to 3 minutes.
- The *Royal North Shore Precinct Master Plan* was developed to inform strategic decisions around the future use of the hospital campus and expand clinical services to meet the demand in the next 40 years.
- A Safe Haven at Macquarie Hospital in Ryde opened as part of the NSW Government’s Towards Zero Suicide program to support young people at risk of suicide who require clinical support after hours. A Safe Haven at Brookvale Community Health Centre was commissioned to open in mid-to-late 2024.
- The district received its largest philanthropic donation. The donation from Kay Van Norten and Greg Poche will go towards a world-leading clinical trials centre at the Royal North Shore Hospital in partnership with the Memorial Sloan Kettering Cancer Centre in New York.
- The district’s geriatric outreach service expanded to support general practitioners to identify patients at risk of being presented to the emergency department, providing them with faster access to specialists and community-based care. The program received 4,965 referrals with 74 per cent of referred patients avoiding an emergency department admission.
- The e-referral platform for general practitioners to receive electronic patient hospital discharge summaries was launched. In its first year, 239 general practices in the district joined the platform.

- The electrification of the district’s fleet system started with 10 new vehicles introduced to the fleet system. Electric vehicle charging stations were installed at Macquarie Hospital in Ryde.
- For the first time the district partnered with the Anangu Ngangkari Tjutaku Aboriginal Corporation, an organisation of Aboriginal traditional healers, to provide culturally appropriate health services to Indigenous communities living in the district.

South Eastern Sydney Local Health District

Website: www.seslhd.health.nsw.gov.au

Chief Executive
Tobi Wilson

Tobi Wilson was appointed Chief Executive in April 2019.



He is an experienced, progressive health leader, with a passion for innovation in healthcare. Having started his career as a physiotherapist, Tobi has held leadership roles across Victoria, South Australia, and NSW. Tobi has a proven track record of embracing technology to transform the delivery of health services.

In addition to his substantive position, Tobi holds a number of non-executive director positions across health and medical research organisations, including Chair and President of Health Roundtable, with more than 180 hospital members across Australia, New Zealand and the Middle East.

Key achievements

- The South Eastern Sydney Local Health District offered local community mental health support during times of increased need. This includes being able to quickly implement a dedicated mental health response team who can provide guidance, reassurance and information to community members.
- Sutherland Hospital opened a new operating theatre complex, including eight new operating theatres, two procedure rooms, and a new surgical short stay unit.
- The inaugural *Diversity, Inclusion and Belonging Strategy* was launched to provide direction and actions to support teams to thrive and create a greater sense of belonging at work.

South Eastern Sydney Local Health District organisational chart



- The St. George Hospital redevelopment completed 13 priority projects, including clinical skills, magnetic resonance imaging, nuclear medicine, 8 operating theatres and 4 procedure rooms. Healthcare infrastructure and services were bolstered with the delivery of \$15 million of major medical equipment.
- The St. George Hospital implemented the first computed tomography angiography machine in NSW, and the second in the Southern Hemisphere in its operating theatre precinct. The hybrid system combines the functionalities of both angiography and computed tomography scanning, which are especially valuable in trauma hospitals and emergency settings, where quick, accurate, and detailed imaging is essential for immediate treatment decisions.
- The *Environmental Sustainability Plan* was launched. It encompasses improvements to infrastructure, delivery of services, and resource efficiency across three areas: sustainable clinical services; resource efficiency; and resilient facilities. It includes the *Future Electric Vehicle (EV) 2030 Strategy* for transitioning our fleet to EVs.
- The Royal Hospital for Women delivered the first two babies that followed two women’s uterine transplants that took place in early 2023 – an Australian first. The two women gave birth to the babies as part of a ground-breaking research trial at the hospital.
- Prince of Wales Hospital, Sydney Hospital and Sydney Eye Hospital became the first adult hospitals to ease strict liquid restrictions on surgery patients. The new approach to fasting is safer for patients, preventing dehydration, anxiety, and stress ahead of surgery.
- A group of researchers from around Australia, in conjunction with the Organ and Tissue Donation Service, a statewide service hosted by the district, were awarded \$35 million in funding to address the global challenge of corneal blindness. The team will work with Australian and international tissue banks to manufacture the first bioengineered corneas.
- A collection of 8,000-year-old hearth stones were carefully preserved and returned. Originally excavated from Prince of Wales Hospital in the 1990s, the hearth stones are now on display in the public forecourt of the new Prince of Wales Hospital Acute Services Building.

South Western Sydney Local Health District

Website: www.swslhd.nsw.gov.au

Chief Executive
Sonia Marshall

From October 2023



Sonia Marshall has a 30-year career in NSW Health, starting as an intensive care unit nurse at Griffith Base Hospital, before working in a range of leadership roles in rural, regional and urban settings. She joined the South Western Sydney Local Health District in 2016, initially as Director of Nursing and Midwifery, where she focused on transforming care and experiences for the workforce, patients and community.

As the Incident Controller for South Western Sydney Local Health District’s COVID-19 Emergency Operations Centre, her remarkable leadership helped ensure the safety of staff and the diverse community throughout the fast-moving and ever-changing response.

Sonia is also passionate about the future of healthcare, teaching, mentoring and fostering research. She established the South Western Sydney Nursing and Midwifery Research Alliance, in partnership with the Ingham Institute for Applied Medical Research and seven universities. She is Adjunct Associate Professor, School of Nursing and Midwifery at Western Sydney University; and Honorary Principal Fellow, Faculty of Science, Medicine and Health at University of Wollongong.

She has completed a Master of Business Administration, a Bachelor of Science (Nursing) and studied in intensive care nursing, public administration and health leadership.

Previous Chief Executive
Amanda Larkin

From 2011 to October 2023



Amanda Larkin has more than 25 years of experience in health service management, a Bachelor of Social Work, an Associate Diploma in Environmental Science, and an Honorary Doctorate from the University of New South Wales.

South Western Sydney Local Health District organisational chart



Amanda’s extensive experience in health management and commitment to safe, high-quality care, as well as her passion to further develop health and education precincts across the district, places the region at the forefront of world-class healthcare.

Amanda serves as a board member of the Ingham Institute of Applied Medical Research, South Western Sydney Primary Health Network and Health Infrastructure, and as Chair of the Sydney Partnership for Health.

Amanda concluded her role as Chief Executive of the South Western Sydney Local Health District in October 2023.

Key achievements

- Supported the opening of three Urgent Care Services and launched Copilot, a multidisciplinary urgent response service for older people in the community for non-life-threatening conditions. These services offer improved experiences for patients experiencing minor illnesses and injuries, while reducing the number of emergency department presentations.
- Developed South West Kids to uplift the provision of childrens’ health services across the region. The strategy brings together stakeholders from within and outside the health system with the goal of integrating services and the fantastic work carried out across the district.
- Reduced the number of patients who were waiting longer than clinically recommended for their planned surgery from 2,066 to zero in the 12 months to end of December 2023. The district continues to focus on ensuring patients receive their surgery on time.
- Facilitated the involvement and engagement of the region’s diverse community in the redevelopment of Liverpool Hospital through the Liverpool Health and Academic Precinct Multicultural Engagement Program. The Program is centred on in-language face-to-face sessions and collateral connecting community to local healthcare. This methodology will be used through the development of the New Bankstown Hospital.
- Celebrated 25 years of the NSW Refugee Health Service. Based in Liverpool and administered by the South Western Sydney Local Health District, the service provides a range of clinical services and medical assessments for recently arrived refugees and asylum seekers.

- Opened a Safe Haven in Liverpool central business district to offer support for people in south western Sydney who are at risk of suicide. The Safe Haven is a welcoming, non-clinical space that is staffed by peer support workers and provides an alternative to hospital emergency departments.
- Opened Campbelltown Hospital’s Dental Health Centre as the region’s state-of-the-art flagship oral health centre. The centre offers specialist treatment such as services catering for patients with special needs, paediatric dentistry, and oral surgery.
- Continued focus on the South Western Sydney Local Health District staff experience and a great place to work, with a suite of improvements informed by staff feedback. Key focus areas included greater staff recognition, support for staff of diverse backgrounds, flexible working arrangements and enhancement of leadership.
- Embedded allied health clinics at Aboriginal preschools (Tharawal and Waranwarin) to provide community-based services to Indigenous children, delivering more than 250 occasions of service.
- Partnered with all tiers of government and external organisations through the Wollondilly Health Alliance, the Fairfield Health Alliance and Western Sydney Health Alliance to make south western Sydney a healthier place to live. Programs delivered through these alliances include healthy streets training for local councils, a regional cycling strategy, gambling harm prevention initiatives, and mental health training for faith leaders.

Southern NSW Local Health District

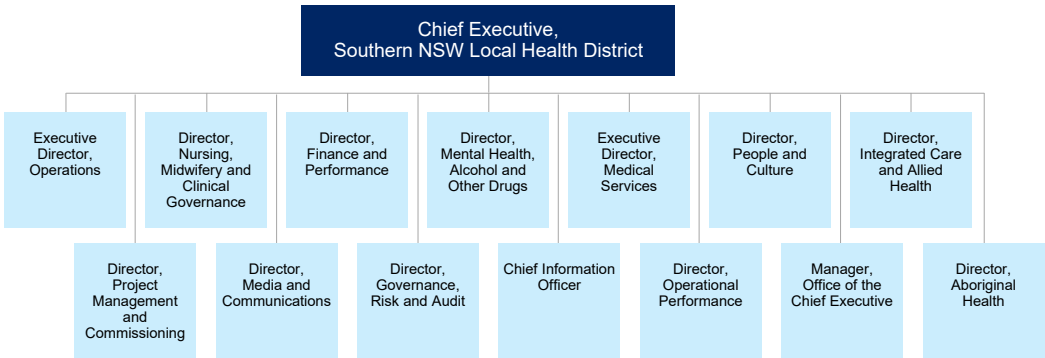
Website: www.snswlhd.health.nsw.gov.au

Chief Executive
Margaret Bennett OAM

Margaret Bennett joined the district on 2 March 2020 after 10 years as Chief Executive Officer of Northeast Health in Wangaratta, Victoria. She provides strategic and operational leadership for the efficient and effective management of Southern NSW Local Health District to deliver innovative, safe, high-quality and patient-centred healthcare.



Southern NSW Local Health District organisational chart



An accomplished clinician, Margaret has worked in regional healthcare and has experience as a senior executive in NSW, Victoria and Western Australia. Margaret has successfully overseen complex transformations underpinned by her commitment to improving organisational culture and performance. Margaret believes robust consumer and community engagement positively impacts service delivery.

Key achievements

- Opened the Bega Safe Haven to provide a calm, culturally sensitive and non-clinical alternative to the hospital emergency department for people experiencing significant distress or are at risk of suicide.
- Launched the Virtual Rural Generalist Service in Bombala, Braidwood, Crookwell, Delegate and Yass. The service provides the community with access to 24-hour virtual medical support when the local doctor is not available.
- Onboarded more than 80 overseas nurses that were recruited through the Come to Southern recruitment campaign.
- Launched the Midwifery Group Practice model of care. Women are able to be cared for by the same midwife throughout their pregnancy, during childbirth, and in the early weeks at home with their new baby.
- Opened the Cooma Hospital Ambulatory Care Centre, bringing community nursing, child and family health, podiatry, medical specialist clinics, and NSW Health Pathology services together in one location.
- Opened a simulation and training centre at the South East Regional Hospital in partnership with the Australian National University’s Rural Clinical School. The centre includes medical equipment and manikins for health professionals to practice procedures and emergency scenarios under expert supervision.
- Launched the *Strengthening Community Engagement Framework* and established network community engagement committees for coastal and inland networks.
- Commenced main works for the \$260 million Eurobodalla Regional Hospital development and released the new \$20 million Batemans Bay Community Health master plan.

- Completed the \$165 million redevelopment of Goulburn Hospital and Health Service. This includes the new Australian National University Clinical Training Facility; Cancer Care Centre; Sterilising Unit; and Aboriginal Health facilities.
- Launched the district’s people strategy, *Elevating Our Workforce*, to strengthen and shape the future workforce and the district’s new LGBTIQ+ strategy – *Pride in Southern Promise*. It promotes a positive, inclusive, caring and welcoming environment for all patients and staff. Developed the *Aboriginal Health Equity Strategy* to guide Closing the Gap actions in all directorates.

Sydney Local Health District

Website: www.slhd.health.nsw.gov.au

Chief Executive
Dr Teresa Anderson AM

From 2011 to May 2024



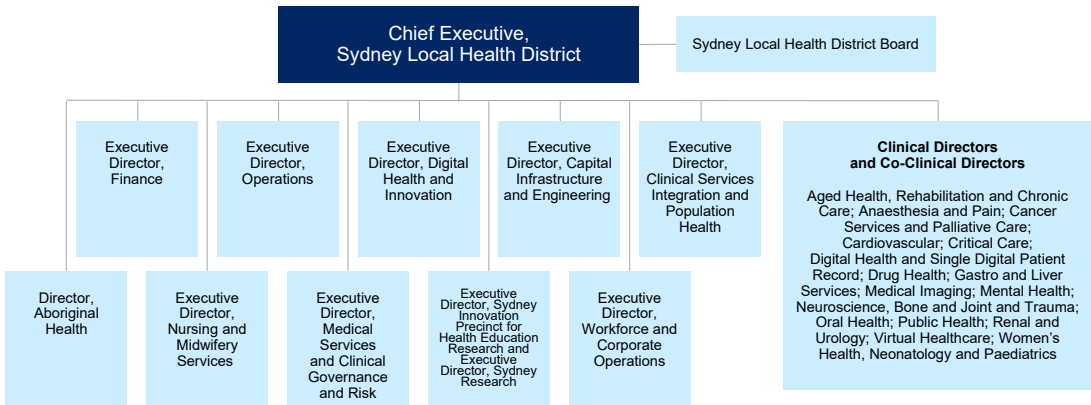
Teresa Anderson was the Chief Executive of Sydney Local Health District until the end of May 2024, one of the leading public health organisations in Australia. She is the Chief Executive of the Single Digital Patient Record Implementation Authority.

Teresa has more than 40 years of experience as a clinician and health service executive. She was appointed a Member of the Order of Australia in 2018 in recognition of her contribution to NSW Health and the community.

Teresa is a vice-president and fellow of the NSW Institute of Public Administration Australia, a member of six medical research, health and primary health network boards, and an active member of Sydney Health Partners Governing Council and Executive Management Group, an Advanced Health Research Translation Centre. Teresa has extensive experience in research governance and embedding quality research in health services.

She is passionate about developing people, programs and services to support and improve the health and wellbeing of the community.

Sydney Local Health District organisational chart



Key achievements

- Commenced construction of the \$940 million redevelopment of Royal Prince Alfred Hospital, the largest transformation in the hospital’s history. Opened a new state-of-the-art tissue pathology and diagnostic oncology building in partnership with Health Infrastructure and NSW Health Pathology.
- Launched the Virtual Emergency Department, a new collaboration between RPA Virtual Hospital and Broken Hill Hospital to share resources and expertise to deliver better patient health outcomes and upskill staff.
- Appointed project management team and commenced planning for the \$350 million Canterbury Hospital redevelopment. Opened a purpose-built education centre to enhance the professional development of staff.
- Marked key milestones at Concord Repatriation General Hospital, including opening the newly refurbished osteoarthritis chronic care program clinics, the Ground East Gym and the new 5E surgical short stay unit. Held a ceremony to mark the topping out of the \$32.4 million Concord Hospital car park project.
- Progressed planning and consultation, and commenced enabling works for the Burudiyara Mental Health Rehabilitation Unit at Concord Hospital as part of a \$691.8 million statewide infrastructure program to enhance forensic mental health services.
- Progressed to tender for the construction of the Sydney Biomedical Accelerator – a \$650 million (including NSW Government contribution of \$150 million) world-leading health, education, and biomedical research complex in collaboration with the University of Sydney and NSW Government. More than 100 individuals contributed to project user, working and technical review groups to progress design development.
- Launched a new food service and refurbished kitchen at Balmain Hospital in partnership with HealthShare NSW. The aim is to provide a more patient-centred meal delivery service while continuing to meet the nutritional needs of patients.
- Implemented the NSW Health Clinical Trial Management System across the district. There were 3,439 active research studies, including 748 clinical trials in 97 departments in 2023. Staff contributed to more than 1,872 publications.

- Celebrated health service anniversaries including:
 - 75 years of social work at Royal Prince Alfred Hospital
 - 25 years of HIV and dementia care at The Bridge at Yaralla Estate
 - 10 years of the Cancer Survivorship Service at Concord Hospital
 - 10 years of the Living Well Living Longer program to support people living with mental illness.
- Opened a new Royal Prince Alfred Hospital bone and soft tissue sarcoma clinic to support young people with the rare cancer. Partnered with patients to host the first Sarcoma Summit in NSW, focused on building stronger understandings of rare cancers and partnerships to improve patient care.

Western NSW Local Health District

Website: www.wnswlhd.health.nsw.gov.au

Chief Executive
Mark Spittal

Mark Spittal was appointed as Chief Executive in 2022, bringing more than three decades of health leadership experience in both Australia and overseas to the role.

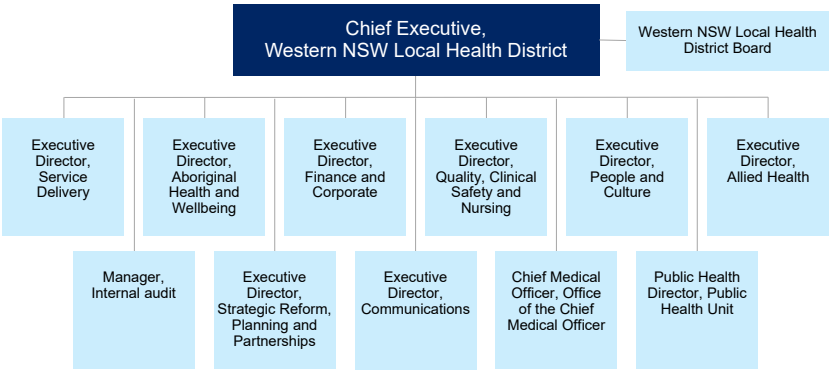


Western NSW Local Health District is home to some of the most remote, vulnerable populations in NSW, requiring a network of innovative service providers to work collaboratively to provide the right care, in the right place.

Mark heads up a leadership team that focuses on four key strategic goals: improved health and wellbeing; meaningful gains in Aboriginal health; world-class rural healthcare; and one service across many places.

This is reflected in some of the key achievements of 2023–24, including the Mobile Computed Tomography Service, progress on the district’s *Reconciliation Action Plan*, *People Strategy*, and a refreshed approach to community engagement.

Western NSW Local Health District organisational chart



Key achievements

- Delivered key health worker accommodation projects in six locations, including several rural and remote areas. The projects provide 36 additional beds to accommodate new or visiting staff, and support the district's *People Strategy* to grow, retain and support our workforce.
- Delivered the second largest solar photovoltaic installation in any NSW Government facility at the Orange Health Service. More than 3,300 solar panels were installed to reduce carbon emissions by almost 2,300 tonnes per year, supporting the district's *Environmental Sustainability Strategy*.
- Launched the Western Cluster Clinical Trial Support Unit and delivered or commenced 10 new, previously unavailable clinical trials in the district, with 162 new patients. Nine additional staff have been recruited and 36 staff members have undertaken additional training to build clinical trial capacity.
- Installed the NSW Health Apology to Stolen Generations at all 47 health facilities across the district, supporting the district's *Reconciliation Action Plan*. Each facility held an event to unveil the plaque, reaffirming the district's intention to continue working towards reconciliation and Closing the Gap.
- Expanded the district's Allied Health Rural Graduate Program to support more than 50 early-career allied health professionals – a significant increase from 2022–23. The program provides development and leadership opportunities across multiple disciplines and clinical areas, building breadth and depth of skills and experience.
- Expanded the district's award-winning Virtual Rural Generalist Service to provide services and support to five pilot sites in Southern NSW Local Health District. This ensured communities in Bombala, Braidwood, Crookwell, Delegate and Yass have access to 24-hour virtual medical and specialist support.
- Implemented a reviewed and refreshed internal cultural Respecting the Difference training package, to reflect local knowledge relevant to our communities, staff and facilities. Training was launched to the district in May 2024, with over 50 sessions delivered to more than 500 staff since commencing.
- Delivered almost 1,800 scans for patients across Bourke, Cobar and Walgett with the Mobile Computed Tomography Scanner, exceeding planned service targets of 1,300 by almost 40 per cent. Collectively, the service saved approximately 780,000 kilometres in travel for outpatients requiring scans.

- Delivered the first Gook-int-ji-nhuungku Aboriginal Women's Gathering at Bourke, in conjunction with other government agencies and non-government organisations to empower Aboriginal women and ensure they have input into community health services. More than 100 women attended the first Women's Gathering, including the NSW Health Secretary.
- Established the Western NSW Public Health Analytics Dashboard to support timely, consistent surveillance of health risks impacting the community, enabling staff to make data-driven decisions informing public health responses. The transformation of surveillance resulted in earlier identification and management of outbreaks across the district.

Western Sydney Local Health District

Website: www.wslhd.health.nsw.gov.au

Chief Executive Graeme Loy PSM



Graeme Loy is the Chief Executive at the Western Sydney Local Health District. Over the past 25 years, Graeme has held many executive roles across the health sector, including Chief Executive of the Northern Sydney Local Health District, Executive Director of System Management for the NSW Ministry of Health, Director of Operations at the South Western Sydney Local Health District, and Transition Manager at Sydney South West Area Health Service. He currently serves as board member for the Westmead Institute for Medical Research, NSW Ambulance, the Australian Institute of Health Services Management, Sydney Health Partners, and Westmead Applied Research Centre Advisory Board.

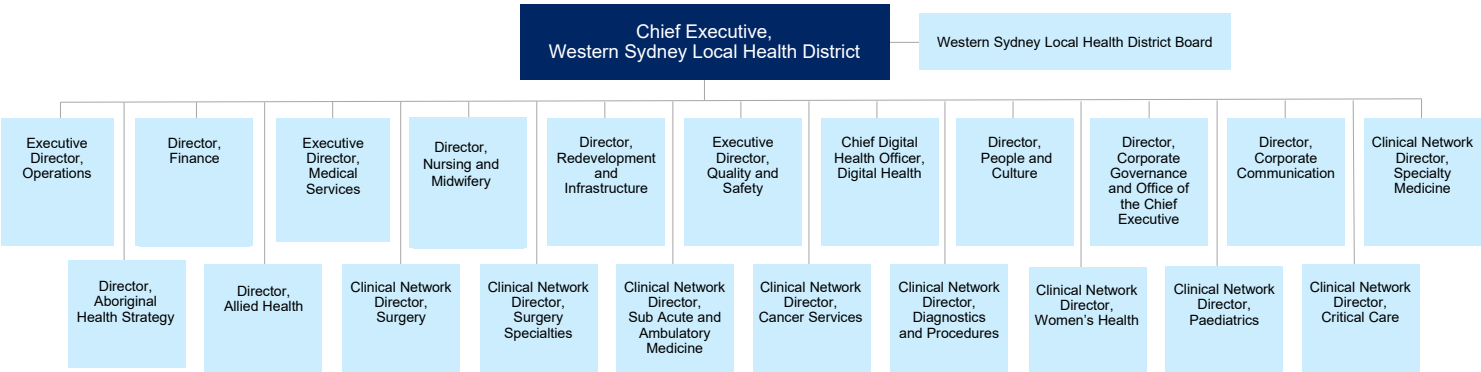
In 2024, Graeme was awarded the Public Service Medal for outstanding service to healthcare in NSW, in particular the delivery of public services in response to the COVID-19 pandemic.

Graeme has led the establishment of a leadership committee of high-profile executives from the Westmead Health Precinct, with the aim to bring a new vision for the precinct to life, exploring opportunities to collaborate with major global innovation partners to attract more research, investment and bright minds to the already internationally recognised Westmead.

Key achievements

- Australia’s first magnetic resonance imaging guided laser surgery to treat epilepsy was conducted at Westmead Hospital in March 2024. The procedure pioneered by neurosurgeon Dr Mark Dexter offers patients minimally invasive surgery to minimise seizures previously only achieved by open brain surgery.
- Australia’s first dedicated cystic fibrosis service opened at Westmead Hospital in August 2023. The purpose-built \$65 million facility was designed to provide highly specialised care for people living with cystic fibrosis. It includes a 16-bed inpatient unit with 4 airborne infection isolation rooms and a specialised outpatient unit.
- Westmead Health Precinct teams have introduced phage therapy to treat serious infections and battle antimicrobial resistance following the groundbreaking work of Westmead Hospital specialist Professor Jon Iredell and his team.
- Cumberland Hospital marked its 175th anniversary of mental health services with activities over the year, including the launch of a special documentary series and Augmented Reality installations, recognising the deep history of the facility and services.
- Created Australia’s first augmented reality hospital tour as one of the highlights of Westmead Hospital’s 45th anniversary celebrations. Over 2 days, 10 tours were conducted to give staff and visitors the opportunity to explore the history and evolution of Westmead Hospital through virtual installations.
- The district held its inaugural sparQ Tank event as part of Human Experience Week 2024. All staff were invited to pitch their best quality improvement idea to an executive panel. Funding was granted to nine finalists who pitched their ideas to support their initiatives to improve the experiences of patients or colleagues.
- A new Supportive and Palliative Care Unit opened at Auburn Hospital in November 2023. With community input, the new unit has been designed to prioritise comfort and support, and to accommodate family members as well as patients.
- Partnering with Macquarie University and the Australian Institute of Health Innovation, the Western Sydney Local Health District Head of Physiotherapy, Katherine Maka, and team have conducted landmark research into models of care to contribute to the development of the new Rouse Hill Hospital.
- The Multicultural Health Services team hosted a guided tour at Auburn Hospital with Dari speaking healthcare interpreters facilitating connections with culturally and linguistically diverse communities and giving local students and their families a hands-on experience of navigating the healthcare system to bridge access barriers and support knowledge and understanding.
- The inaugural Falls Forum 2024 was held – a collaborative event focusing on the pressing issue of fall prevention within healthcare facilities. The forum saw experts, clinicians and stakeholders come together to share insights, educate staff, and spark meaningful conversations about enhancing patient safety.

Western Sydney Local Health District organisational chart



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