

CURRICULUM VITAE

GRAEME LOY PSM

PROFILE

Mr Graeme Loy has been directly appointed by the Secretary NSW Health to the position of Chief Executive (CE) Sydney Local Health District (SLHD) from May 2024 to present on a temporary basis while active recruitment takes place. Graeme Loy' substantive role is the Chief Executive at Western Sydney Local Health District (WSLHD). Over the past 25 years, Graeme has held many executive roles across the health sector, including Chief Executive of Northern Sydney Local Health District, Executive Director of System Management for the Ministry of Health, the Director of Operations at South Western Sydney Local Health District and the 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 the Westmead Applied Research Centre.

Graeme takes great pride in delivering highly complex clinical services by building high performing teams that ensure the delivery of high quality, timely clinical services.

Throughout his career, he has developed a wealth of knowledge and experience across facility, district and state-wide environments, enabling him to combine strategic direction with broader innovation and research goals, connected with the needs of the community and health system.

One of Graeme's first priorities as chief executive of WSLHD was to establish and appoint Clinical Network Directors to lead clinician engagement across Western Sydney. WSLHD has created these Clinical Networks with a priority to establish excellence in clinical strategy, model of care development, standardisation of safety and quality practices, and clinical leadership.

Leading WSLHD at the epicentre of the COVID-19 response, Graeme, his executive and nearly 16,000 WSLHD staff responded to the outbreak which has now seen the provision of more than 610,000 vaccinations in western Sydney, 40,000 COVID tests a day at the peak of COVID, 130,000 phone interpreting sessions for hotel quarantine and the outbreak management at 41 aged care and disability homes.

Graeme led the establishment and operation of New South Wales's biggest vaccination centre at Qudos Bank Arena in Homebush, which vaccinated 360,000 people over a 13 week period.

Driven by a desire to ensure all staff have a positive experience at WSLHD, Graeme established a collective vision to create a workplace that celebrates our first nations communities, our cultural diversity and our successes, and a place where all staff feel safe, respected and supported. This was driven through a major cultural transformation project which is now embedded into the staff culture. Graeme also hosted the District's first-ever Safety Symposium with hundreds of staff providing feedback on how to improve staff wellbeing.

Graeme's commitment to improving workforce and health outcomes for Aboriginal communities in western Sydney led him to appoint Western Sydney Local Health District's first Aboriginal Health Strategy Director to the organisation's executive team. The district has now seen the introduction of an Aboriginal Health Advisory Committee and has a very strong organisational commitment to improving Aboriginal workforce representation. As a result, the proportion of WSLHD staff who identify as Aboriginal and Torres Strait Islander has more than doubled in the past two years as the district takes steps to remove historical barriers and create new opportunities.

Graeme has led the evolution of Westmead and Blacktown hospitals with two major construction

projects, including the opening of Blacktown Hospital's acute services building and Westmead Hospital's 14-storey central acute services building introducing a multitude of new services that have transformed the health landscape in western Sydney. WSLHD is currently in the planning phase for the new Cumberland West Mental Health Service and the development and establishment of a future looking hospital at Rouse Hill.

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 in order to attract more research, investment and bright minds to the already internationally recognised Westmead Hospital.

Graeme was awarded a Public Service Medal in the 2024 Australia Day Honours list for outstanding public service to healthcare, in particular, the delivery of COVID-19 related services at Chief Executive of Western Sydney Local Health District.

Graeme has a reputation for being able to create a narrative that people can understand, and engaging with teams to deliver complex healthcare services on a large scale. He has a simple motto to make sure the focus is always on delivering the best outcomes for patients - "What if it was your mum?"

PERSONAL DETAILS

Name : Graeme Loy

Contact Details : [REDACTED]

EDUCATION

2014 : Company Directors Course
Australian Institute of Company Directors

2008 - 2010 : Master of Business Administration (Health Management)
University of Tasmania

2005 - 2006 : Diploma of Business (Frontline Management)
NSW Health

1986 - 1991 : Associate Diploma of Electrical Engineering
Wollongong TAFE

PUBLICATIONS

1. (January 2024) International Journal of Health Policy and Management – Innovative models of care for hospitals of the future. Manuscript ID: IJHPM-2212-7861 (R1)
2. (October 2023) Health & Social Care in the Community vol. 2023, Article ID 7105751, 11 pages, 2023. <https://doi.org/10.115/2023/7105751>
Consumer and Provider Perspectives on Hospital in the Home: A Qualitative Study
3. (June 2023) BMC Health Services Research - BHSR-D-22-00565R2
The diversity of providers' and consumers' views of virtual versus inpatient care provision: a qualitative study
4. (April 2023) PLOS ONE PONE-D-23-12601:
Consumer and provider perceptions of the specialist unit model of care: a qualitative study.

5. (April 2023) BMJ Open Apr 2023, manuscript ID is bmjopen-2022-069951.R2:
Birang Daruganora: a protocol for a qualitative study to elicit Aboriginal and Torres Strait Islander community views about cultural needs and experiences for a new Australian health facility
6. (Dec 2022) International Journal of Health Policy and Management (IJHPM), Manuscript ID: IJHPM-2212-7861
Innovative models of care for hospitals of the future
7. (Oct 2022) BMJ Open bmjopen-2021-059330.R1
Innovative models of care for the health facility of the future: a protocol for a mixed-methods study to elicit consumer and provider views
8. (July 2022) Health & Social Care in the Community (Manuscript HSCC-OA-22-0984)
Consumer and Provider Perspectives on Hospital in the Home
9. (Jan 2022) BMC Health Services Research 10.1186/s12913-022-08997-x (Rouse Hill 'Integrated Care' paper)
What do consumer and providers view as important for integrated care? A qualitative study
10. (June 2021) Journal of Service Science and Management (JSSM) JSSM: Vol.14 No.3 2021 [ID: 9202462]
Strong Governance, Trusted Leadership and Clear Communication: A Descriptive Narrative of an Australian Public Hospital Response to COVID-19

CONTRIBUTIONS TO ARTICLES

1. (November 2020) Commonwealth Bank - Business Insights hub "Healthcare is primed for transformation" This year's pandemic is another incentive to innovate healthcare in Australia. Everything from virtual consultations, new funding and partnership models, and better curated data is on the table.
2. (May 2021) PwC - Discussion Paper exploring issues, challenges, barriers and risks for Health Innovation Precincts in NSW

PRESENTATIONS

6 August 2019: Health Leaders Forum – speaking topic: "*Hand on the pulse: Paradigmatic Change in Healthcare*"

10 December 2019: Advance Blacktown Forum – speaking topic: *Share the benefits of the most recent hospital upgrades for the community, namely the new acute services building, the new Emergency facilities as well as the new birthing unit. Comment on the economic contribution of the hospital to the local area and how, as a major activity hub, it will contribute to the urban renewal of the Blacktown CBD*

6 November 2020: 4th Annual Western Sydney Aerotropolis Summit: speaking topic: *Key Aerotropolis Industry Partners taking the next step*

17 November 2021: KPMG Health Q&A: speaking topic: *Health, Aging and Human Services*

28 October 2021: Sharing Forum for the Rouse Hill Development Project and new Rouse Hill Hospital (in partnership with Professor Jeffery Braithwaite, Founding Director of the Australian Institute of Health Innovation, Macquarie University) for 13 Local Member of Parliament - *Towards an innovative, are reaching research-based solution for the community.*

13 December 2021: Western Sydney University Graduation Ceremony: Delivered an occasional address to the graduands from the School of Health Sciences, Hawkesbury Institute for Environment, Institute for Culture and Society and NCIM Health Research Institute

5 April 2022 - University of Tasmania Autumn Graduation: delivered an occasional address at their Sydney graduation ceremony on 5 April 2022. Graduands were from the University College (Health Pathway), College of Arts, Law and Education, College of Business and Economics, College of Health and Medicine (Tasmanian School of Medicine, School of Health Sciences, School of Pharmacy and Pharmacology, School of Psychological Sciences, Wicking Dementia Research & Education Centre), College of Sciences and Engineering and Graduate Research who studied in Sydney.

6 April 2022 - Presentation to KPMG - The Westmead Health Precinct – Speaking topic: *"Turning Discoveries into Money and Healthcare"*

28 June 2022 - Committee for Sydney Forum: presented on the *Westmead Health Innovation district as a place that brings together global leaders in innovation, health, education and research. After investment and construction, key institutional assets exist and are real.....what is next?*

22 July 2022 - Greater Western Sydney (GWS) Future Health Forum: Speaking topic: *"How our leaders are working together to address the health challenges of a region"*

12 October 2022 - Post Pandemic Education for the Health System - Forum hosted in partnership with Sydney Health Partners (SHP) and Health Education and Training Institute (HETI): speaking topic: *Using education to prepare the workforce for a transformed health system.* Purpose of the event was to stimulate thinking around the innovation for health professional education.

19 October 2022 - Greater Western Sydney Future Health Forum: speaking topic *"How Our Leaders are Working Together to Address the Health Challenges of a Region"*

13 December 2022 - Business Western Sydney - Westmead Health & Innovation Conference: speaking topic: *"Governing Westmead"*

INTERNATIONAL PRESENTATIONS

8th – 10th July 2019 Australian British Health Catalyst, London

- Invited by Susan Pearce, Deputy Secretary, Patient Experience & Systems Performance Division, NSW Health to join a delegation of NSW Health employees to attend and to participate in a panel discussion – Investing in People
- This event delivered connectivity between Australia and the UK in leading healthcare practice, experiential learning and, building networks that will help create a prosperous and sustainable future.
- Healthcare leaders from Australia and the UK were brought together, with innovators, technology and research experts, alongside Government, industry and academics with the intention of sharing knowledge in dealing with healthcare issues and drive innovative improvements.

8 July – 14 July 2022 Western Sydney Trade Mission to Israel

- The Australia-Israel Chamber of Commerce in partnership with Business Western Sydney organised the Western Sydney Trade Mission to Israel.
- The program included briefings which provided insights into clinical research projects that physicians and scientists are actively engaged in, new ways to treat

current conditions, the successful enterprising of biomedical technology, including novel therapeutics, diagnostics and devices, the utilisation of AI diagnostic systems to support health and medicine and the promotion of global medical innovation through converging ecosystems such as high-tech, universities, hospitals, government and multidisciplinary healthcare industry leaders.

- Graeme Loy invited to attend to support his on-going commitment to developing the Western Sydney Local Health District and the Westmead Health Precinct as one of the leaders in the delivery of innovative, integrated facilities which provides high quality and safe healthcare to the community of Western Sydney.

NSW HEALTH EMPLOYMENT HISTORY

CHIEF EXECUTIVE, SLHD

May 2024 - PRESENT

Direct appointment by the Secretary, NSW Health to support Sydney Local Health District while active recruitment for a permanent CE takes place. The Chief Executive (CE) for Sydney Local Health district provides strategic leadership, management and direction in conjunction with the Board, to provide sound governance of the LHD to ensure it meets its statutory, operating and reporting requirements. The CE is also tasked with ensuring the LHD delivers agreed services within an approved budget, in line with the strategic objectives and specified performance standards

CHIEF EXECUTIVE, WSLHD

2018 – May 2024

The Chief Executive (CE) provides pivotal and strategic leadership, management and direction to the Western Sydney Local Health District (LHD) and, in conjunction with the Board, is responsible for sound governance of the LHD to ensure it meets its statutory, operating and reporting requirements. The CE is also tasked with ensuring the LHD delivers agreed services within an approved budget, in line with the strategic objectives and specified performance standards.

INTERIM CHIEF EXECUTIVE, NSLHD

2017

The Interim Chief Executive (CE) provides pivotal and strategic leadership, management and direction to the Northern Sydney Local Health District (LHD) and, in conjunction with the Board, is responsible for sound governance of the LHD to ensure it meets its statutory, operating and reporting requirements. The CE is also tasked with ensuring the LHD delivers agreed services within an approved budget, in line with the strategic objectives and specified performance standards.

EXECUTIVE DIRECTOR SYSTEM MANAGEMENT, NSW

2016- 2018

The Executive Director role is highly influential in building and maintaining performance across the LHDs and public health organisations with direct accountability for the implementation of performance goals and strategies, coordinating and promoting state-wide initiatives to improve the delivery of high quality health services in NSW, and monitoring performance against Service Level Agreements/KPIs (LHDs) and Service Compacts with Pillar organisations. The Executive Director works closely with LHD/PHO executives forming strong business relationships to develop a deep understanding of performance and factors affecting performance, in the operation of these organisations.

A/CHIEF EXECUTIVE, SWSLHD

As the de facto deputy Chief Executive for SWSLHD while employed as the Director, Operations for SWSLHD Graeme was regularly required to fill the role of Chief Executive for the District in

leaves of absence of the Chief Executive including several stints each year during annual leave periods.

DIRECTOR, OPERATIONS, SWSLHD

2011 – 2016

The role of Director, Operations is to lead, direct and manage the operations of the Local Health District across a broad spectrum of health service delivery settings and corporate functions. The role ensures the delivery of high quality, safe health services for patients/clients in line with NSW Health strategic directions and LHD operational plans. As a senior position in the LHD the role provides significant input to the development and oversight of strategic and business plans, policy development, business and clinical service strategies and relationship management.

TRANSITION MANAGER, SSWAHS/HRTOW

2010 - 2011

The role of Transition Manager provided direction and leadership through the National Health and Hospitals Reform (NHHR) transition from a single Area Health Service (AHS) to the two Local Health Networks (LHN) as well as coordination of transitioning activities for the Western Clinical Support Cluster (WCSC). A key responsibility of the oversight of the disaggregation of Sydney South West AHS into two Local Health Networks (LHN's) was ensuring minimal disruption to clinical service delivery and to ensure the appropriate transfer of knowledge to the new governance structures occurs.

A/GENERAL MANAGER, LIVERPOOL HOSPITAL

2007- 2010

While employed as the Director, Corporate Services at Liverpool Hospital Graeme was regularly required to fill the role of General Manager for the facility in leaves of absence of the then General Manager.

DIRECTOR, CORPORATE SERVICES, LIVERPOOL HOSPITAL

2007- 2010

This position is responsible for corporate management of services across Liverpool Hospital. This includes providing leadership, championing cultural growth and change, ensuring the efficiency and effectiveness of service delivery by all 20 corporate departments, maintaining and enhancing links between facility and clinical groups, and fostering and ensuring the delivery of safe high-quality services throughout the facility.

AREA MANAGER, PROJECTS & CONTRACTS, SSWAHS

1998 - 2007

This role is responsible for the management, planning and coordination of all engineering projects, electro-mechanical contracts and for all maintenance undertaken by the Engineering Services Department. Responsibility included the upgrading of all systems, plant and machinery as well as project and construction management for projects within the AHS.