



NSW Health  
Pathology

# Towards 2025

NSW Health Pathology's refreshed Strategic Plan

July 2023 - June 2025



[pathology.health.nsw.gov.au](http://pathology.health.nsw.gov.au)

for all of  
**US**







NSW Health Pathology acknowledges the various traditional custodians of the lands on which we work and provide our services right across the state. We recognise the special connection to country and sea, and pay our respects to Elders past, present and emerging.

**Always was, always will be,  
Aboriginal land.**

Developed through consultation with our staff, Board and customers, NSW Health Pathology’s (NSWHP) **refreshed strategic plan** outlines our strategic priorities, programs of work and success measures from July 2023 to July 2025.

It builds on the achievements of Towards 2025, learnings from Covid-19, and aligns with NSW Health’s 10-year Future Health Plan (2022-2032), through four strategic priorities:

-  **Our patients, clinicians and stakeholders have access to the results they need**
-  **The service we provide is sustainable**
-  **Our people feel they belong**
-  **We’re an integrated statewide service.**

**Why we refreshed our strategic plan**

Since launching Towards 2025 – our second strategic plan – over three years ago, our world has changed significantly.

The global Covid-19 pandemic lies at the core of this. As an instrumental partner in the State’s response, we worked rapidly to demonstrate our clinical and scientific expertise, along with the depth of our dedication, care and resilience. We now need to address the lasting post-pandemic consequences for our society, systems, services and people.

Our priorities and operating environment have also shifted considerably. The demand for virtual health is rising rapidly and we’ve begun our once-in-a-generation transformational program, Fusion. We’re responding to rapid advancements in science and technology, ongoing and evolving workforce pressures and renewed commitments to climate action and the sustainability of our services. It’s against this backdrop we reviewed Towards 2025 to ensure we remain focused on what matters most to our patients, customers, communities and colleagues.

**Our strategic priorities**

We will focus on further expanding statewide access to essential and emerging diagnostic services such as genomics and genetics, virtual care and our mobile results app for clinicians, so patients receive the care they need regardless of where they live.

Work to redesign our service models to be future-ready for 2035 and beyond will ensure we remain high-performing, efficient and sustainable. It will help to breakdown geographical barriers and make best use of our statewide network, expertise and resources, and emerging technology to match evolving customer and community needs. We will increase our connections and collaboration with hospitals, researchers and other key health and justice stakeholders to deliver efficiencies with improved services, outcomes and experiences.

We’ll implement our first statewide People Strategy to advance our efforts to create safe and more inclusive workplaces and services, alongside programs to support the growth, development and wellbeing of our people.

Closing the Gap for Aboriginal and Torres Strait Islander people remains another key priority and progressing our Reconciliation Action Plan initiatives will help us take meaningful action.

Fusion, our largest digital transformation program, will move to build and implementation phases for our first ever statewide laboratory information management system (SLIMS). This will be done in partnership with NSW Health’s Single Digital Patient Record, our first statewide quality information system, and single e-reporting solution for community-based clinicians. We will continue to invest in testing and adopting rapidly advancing science and technology such as digital pathology and remain committed to staying at the forefront of translational research, training and education.

As we continue to navigate our new and quickly evolving landscape, this refreshed Towards 2025 plan will ensure we remain focused on the strategic priorities and programs that will have the greatest impact for all of us.

## Our **refreshed** strategic plan



### Our patients, clinicians and stakeholders have results when they need them

**Our accurate test results and advice help patients, referring customers and stakeholders make informed decisions and keep our communities safe and well.**

#### Our projects and programs of work

- Rolling out our in-house developed PathWorks app across the state to deliver secure patient pathology results direct to hospital clinicians
- Developing a new statewide digital system – e-reporting – to deliver pathology results to GPs and other community-based clinicians
- Ongoing development of Fusion projects, including the delivery of a statewide laboratory information management system that will be an integral feature of NSW Health's Single Digital Patient Record.

#### How we will measure our success

- Increased use of our PathWorks app by clinician referrers across NSW
- Achievement of our test turnaround time (TAT) within Australian Council on Healthcare Standards (ACHS) guidelines
- Improved customer and patient experience.



### The service we provide is sustainable

**We reduce waste and unnecessary duplication to deliver efficient, sustainable systems and services that help us reach carbon neutrality and meet evolving community needs.**

#### Our projects and programs of work

- Identifying, implementing and expanding our sustainability strategies and activities to reduce waste and carbon footprint
- Partnering with Local Health Districts to identify and drive efficiencies and sustainability at local and statewide levels
- Developing a blueprint for statewide service configuration to ensure system, service and workforce sustainability through to 2035 and beyond
- Implementing a business development strategy to expand access to emerging diagnostics, such as genomics and virtual care, and enhance clinical trial support and research governance
- Implementing our new recruitment model and policy changes to improve the effectiveness and efficiency of recruitment across the state
- Completing the disposal of blood irradiators to reduce our use of radioactive materials.

#### How we will measure our success

- Increased environmental, financial and workforce sustainability, for example:
  - achieving a decrease in fuel consumption across our fleet network
  - becoming more productive and efficient in the way we operate
  - reducing the number of staff job vacancies across the organisation
  - achieving appropriate resourcing of pathologists across all disciplines, beginning with Anatomical Pathology
- Improved stakeholder experience, including for our Local Health District (LHD) partners.



### Our people feel they belong

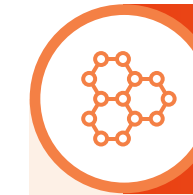
**We feel valued, safe and supported in our roles and workplaces. We reflect the communities we serve and feel proud to work with NSWHP.**

#### Our projects and programs of work

- Developing and implementing our Statewide People Strategy to ensure NSWHP is a place where our people feel they belong, and supported and valued
- Designing and delivering bespoke leadership orientation and professional development programs for critical roles, beginning with our Senior Operations Managers, Clinical Leaders and Scientific Leaders
- Implementing key statewide workforce strategies, including our Reconciliation Action Plan, LGBTQIA+ Strategy and Disability Action Plan to help create safer, more inclusive workplaces and services
- Developing and implementing a new statewide scientific graduate program to attract and intensively train new recruits.

#### How we will measure our success

- Improvements resulting from our Statewide People Strategy, including increases in:
  - retention
  - sense of belonging
  - strong personal attachment to our organisation, and
  - willingness to recommend NSWHP as a great place to work
- Increasing our attraction of new employees to the organisation, including new scientific graduates.



### We're an integrated statewide service

**We're a digital, clinical and scientific organisation with integrated statewide systems and processes combined with the right technologies and people.**

#### Our projects and programs of work

- Continuing progress with key Fusion projects, including a virtual lab network solution that will allow our diverse laboratories to operate efficiently while we progressively migrate them to a statewide laboratory information management system
- Ongoing design and development of an electronic statewide quality management information system
- Implementing recommendations from our training and education review to support the continual growth and development of our scientific and technical workforce
- Developing a statewide digital pathology program – starting with haematology morphology and anatomical pathology – to improve equity of access to specialised diagnostics and clinical advice.

#### How we will measure our success

- The number of legacy ICT systems shut down or decommissioned
- Increased use of our NSWHP Test Catalogue.



## Our Purpose

Creating better health and justice systems

- We are proud to help protect and enhance the health, safety and wellbeing of our communities at all stages of life
- We are trusted partners committed to excellence in quality, safety and innovation in all we do
- We lead the way in training, education, research and policy creation to meet the diverse, evolving needs of our communities
- Working as one team, we are united by our culture and values – Respect, Integrity, Teamwork and Excellence
- We have strong foundations as reliable, accountable and credible stewards of community resources.

## Our guiding principles



Care

We put people at the centre of all we do.

- Our strong commitment to care, compassion and response sets us apart as experts in pathology and forensics
- We strive for clinical and scientific excellence, treating every person, sample and result with utmost care
- We strive for equal access to our life-changing and life-saving clinical and scientific services irrespective of culture, age, background or location
- We care about our people, cultivating a culture of curiosity, creativity and collaboration to help them realise their potential and achieve better outcomes for our communities.



Connect

We listen, learn, adapt and deliver better outcomes.

- Together with our partners, consumers, clients and staff we continually rethink and shape our services to improve access, safety, outcomes and experience
- We seek out opportunities to connect our partners and communities to more integrated care, meaningful data and better outcomes
- We take on challenges that matter to our communities in genuine partnership with those who deliver and rely on our services
- We analyse and use our data to create connections to better ways of working for the system
- We drive new outcomes by combining our humanity and expertise with emerging science, technology and medicine to continually improve what we do.



Innovate

We have the courage and conviction to discover new and better services.

- We set the standard of pathology and forensic services, breaking new ground to advance new knowledge, skills and expertise
- We are a learning organisation helping develop next-generation capabilities and services
- We are agile and robust in our approach to innovation and research, translating discoveries into practice
- We provide reliable services for today's communities while always pursuing, testing and adopting new models for future generations
- We promote a culture of innovation, trust and continual learning where curiosity and questions are not just encouraged but expected.

## Our Values

We are united by a strong commitment to the values we set ourselves – Respect, Integrity, Teamwork and Excellence – which guide our daily interactions and behaviours.

### respect

We all deserve it



### integrity

We are trusted partners



### teamwork

We are one team



### excellence

We lead the way

#### Respect

We treat our patients, partners, customers and each other with respect and dignity – always. We embrace what makes us unique as individuals and communities.

#### Integrity

We are honest, reliable and accountable. We care about protecting the health, safety and wellbeing of all people who rely on and deliver our services.

#### Teamwork

We work together connecting our partners, customers and communities to meaningful answers regardless of who they are or where they live, at every stage of life.

#### Excellence

We are curious and passionate about making a difference through innovation and excellence. We push boundaries and go above and beyond to strive for the best, every time.

## Putting people first – **always**

NSW Health Pathology provides specialist pathology diagnostic and forensic services to protect the health and safety of the community at all stages of life. We operate more than 60 accredited pathology and forensic laboratories, and over 150 collection centres across NSW. We perform over 100,000 clinical and scientific investigations every day helping people get the answers they need when they need them.

As Australia's largest public pathology provider, we are proud to be endorsed by NSW Health as the preferred provider and commissioner of public pathology for the state.

**We are proud and committed to being there for the people of NSW.**

### Snapshot



**24/7**  
critical onsite support for public hospital emergency departments, intensive care units and specialised complex care functions.



We have the capability to **develop new and specialised tests quickly** in collaboration with NSW Ministry of Health and clinical colleagues to **respond to public health threats and emergencies**.



Our **world-class genomics** service performs more than **80,000 genetic and genomic tests each year** for cancer, rare diseases, pathogens and more.



Our Clinical Governance Framework ensures the **quality and safety** of our services allowing us to work closely with Local Health Districts to optimise clinical care.

Our Forensic & Analytical Science Service (FASS) provides **expert scientific analysis** to directly inform community alerts about harmful substances and to support the treatment of critically ill patients.

We align ourselves with Local Health District partners via shared accountability to the NSW public health system to ensure appropriate use of diagnostic services.

Other NSW Health agencies, the Department of Communities and Justice, NSW Police and inter-state public pathology providers rely on **our trusted advice**.

NSW Health Pathology has delivered around

# \$200 million

in savings and avoided costs to the health system through **better use** of resources, **improved coordination** of services, and an **enhanced focus** on service outcomes.

Australia's **largest** public pathology provider.

We help identify missing persons and assist Police to solve historical cases through **cutting edge DNA technology** and expertise.

We manage and operate the **largest accredited Point of Care Testing (PoCT) service in the world**, with more than **1080 devices in over 190 health settings** to deliver real-time results.

We deliver Australia's **largest anatomical pathology trainee program** to train the next generation of highly specialised clinicians who diagnose cancer and more.

We provide the State Coroner and bereaved families with **the answers they need** for coronial investigations following unexpected or unexplained deaths.

# Creating better health and justice systems



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Connect with us



for all of  
**us**