

NSW Health Pathology Strategic Plan 2026–2032

Care. Protect. Partner.



Acknowledgement of Country

NSW Health Pathology acknowledges Aboriginal and Torres Strait Islander peoples of New South Wales and their special place as Traditional Custodians of this land.

Through their sacred cultures and customs, they have nurtured and cared for this land for thousands of years and continue to do so today.

We would like to pay our respects to the Elders past and present for they hold the memories, the traditions, the cultures and hopes of Aboriginal and Torres Strait Islander peoples across the state.

Always was, always will be Aboriginal Land.

Our commitment

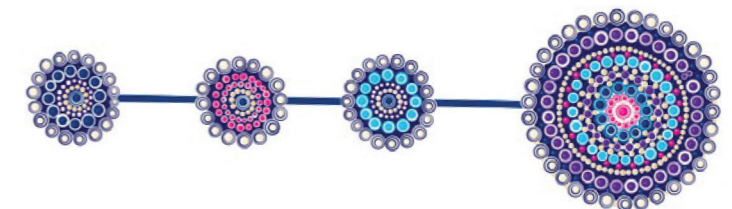
NSW Health Pathology recognises the deep and enduring knowledge of Aboriginal and Torres Strait Islander peoples, including their long history of observing health, illness and wellbeing within communities.

Through this Strategic Plan, we commit to partnering with Aboriginal communities to honour this knowledge, improve equity in access and outcomes and ensure our services are culturally safe, respectful and responsive across NSW.

This artwork was created by Aboriginal artist, Elsie Randall, a proud Yagel/ Bundjalung woman from Maclean and Yamba on the NSW Far North Coast.

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1 Message from the Board Chair and Chief Executive

Dr Nigel Lyons
NSW Health Pathology
Board Chair



Vanessa Janissen
NSW Health Pathology
Chief Executive

NSW Health Pathology is entering a pivotal period. Over the next five years, community needs will continue to grow and change, while advances in science, data and technology will rapidly expand what's possible in health and forensic services. In alignment with Future Health and in partnership with the broader health and justice system, we are strengthening our statewide service and exploring new technologies to deliver trusted pathology and forensic services that care for communities, protect the public and enable our partners across NSW.

person who relies on our services. Whether supporting patients in hospitals, providing testing in regional and rural communities, or enabling system-wide innovations in genomics, digital pathology, artificial intelligence and other emerging technologies, this promise ensures we remain focused on what matters most. Kindness and care are central to how we deliver this promise in every interaction, across every setting.

As Australia's leading and most trusted pathology and forensic service, our promise to **care, protect and partner** guides everything we do.

The scale, reach and sustainability of our statewide service is only possible because of our people and the way they work together across disciplines, locations and communities. Their skill, dedication and collaboration will allow us to achieve our vision and strategic objectives over the next seven years.

Our Strategic Plan 2026-3032 reflects the significant consultation and collaboration, ensuring it responds to the needs of our people, partners, clinicians and communities.

We are continuing to transition from a collection of local laboratories to a fully integrated statewide service. Our local teams, laboratories, collection centres, networks and partnerships remain critical. They are how we deliver excellence in every community. This approach allows us to harness the strength of a unified service while respecting and maintaining the unique contributions of local teams and communities.

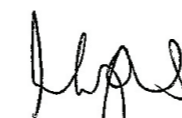
Together, we are advancing a service that is integrated, resilient, accountable and future-ready, capable of meeting the challenges of today while preparing for the opportunities of tomorrow.

Our people are the foundation of this transformation. Their diversity, expertise, dedication and ability to work as one team are our greatest strength and the key enabler of this plan. By supporting our people and fostering collaboration across disciplines and locations, we create the conditions for innovation, resilience and excellence. This is our commitment to the people delivering services today, and to the next generation of health, medical, scientific and forensic leaders who will shape our future.

As Australia's leading and most trusted pathology and forensic service, our promise to **care, protect and partner** guides everything we do.

We look forward to working with all our teams and partners to turn this plan into action, bringing care, kindness and excellence to every community we serve.

It is the lens for decisions, the standard for our work and the commitment we make to every



Dr Nigel Lyons
NSW Health Pathology
Board Chair



Vanessa Janissen
NSW Health Pathology
Chief Executive



Who we are

Statewide strength, locally trusted service

The NSW public health system is the largest public health system in Australia, providing safe, high quality healthcare to the people of NSW.

NSW Health Pathology delivers essential pathology and forensic services for our communities, and is a critical enabler of our NSW Health, Police and Justice partners.

Our identity

NSW Health Pathology is a single statewide service, delivered through experienced local teams and networks across NSW.

We care for communities, protect the public and partner across NSW by providing trusted pathology and forensic services that support patient care, public health and the justice system every day.

As one of the largest public pathology services in the world, our scientists, clinicians and specialist teams contribute to some of the most complex and critical work in healthcare and forensic science.

We are becoming more integrated as a statewide service, supported by shared systems, common standards and collective expertise. This strengthens consistency, equity and resilience across NSW while allowing services to remain closely connected to the communities they support.

We also continue to advance the science and practice of pathology. Our teams explore and adopt new technologies to ensure patients, clinicians and partners have access to leading diagnostic capability, including emerging areas such as genomics, omics and companion diagnostics.

What will not change is our commitment to care with kindness, clinical excellence, scientific integrity, public trust, equity of access and respect for the local relationships and expertise that make our services unique.

Who we are

Statewide strength, locally trusted service

Our people



5,000+ specialised health, medical, scientific and support staff

- **Workforce** reflects the diversity of the communities we serve

Our reach



190 hospitals with on-site laboratory or Point of Care Testing (PoCT)

- **Serving 8 million** residents across 809,444 km² and 228 public hospitals in NSW
- **Statewide services:** forensic science and forensic medicine, genomics, public health pathology, NSW Health Statewide Biobank

Our statewide, integrated network



100,000+ clinical, forensic and scientific tests per day

- **Collections:** 150+ hospital, community, home and aged care collection services
- **Laboratories:** 67 accredited pathology and forensic labs and mortuaries
- **Point of Care Testing (PoCT):** 850+ active devices in 190 hospitals and other health care locations
- **Testing volume:** 100,000+ clinical, forensic and scientific tests per day, from pre-birth to end-of-life, including critical, acute, rare and complex

We are Australia's largest provider of public pathology, forensic and analytical science services and NSW Health's endorsed provider and commissioner of public pathology for the state.

Our Forensic & Analytical Science Services (FASS)

- Delivers around 250,000 forensic and scientific tests annually to protect public health, community safety and justice across NSW
- Trusted partner of forensic and analytical services to one of the largest police forces globally, and to a broad network of justice, public health, transport and safety agencies

Investigates

8,000+



reportable deaths to the Coroner every year and provides compassionate support to families navigating the coronial process

Our regional and rural presence

- Our regional and rural presence is central to who we are, how we deliver equitable care, and how we support health and justice systems across NSW
- 40+ regional labs, 100+ collection centres, and 2 regional Forensic Medicine facilities supporting access to essential pathology and forensic services outside metropolitan areas
- 550+ active PoCT devices expanding access to timely diagnostics in smaller and remote facilities
- A major regional health employer, supporting local economies and building long-term scientific and technical career pathways



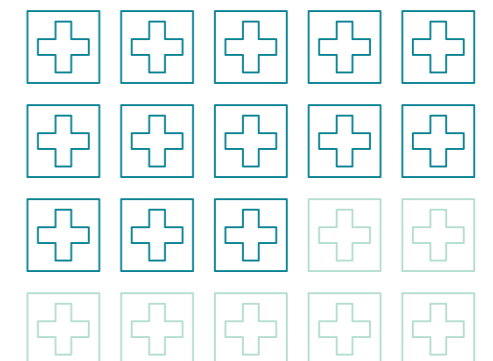
Almost

30%

of our people live and work in regional and rural communities, bringing local expertise and trusted relationships

Our partnerships and relationships

- Relationships with research organisations to enable end-to-end translational research to move discoveries into new tests and underpin innovation and contemporary service models
- Relationships with universities and professional and vocational education partners to develop the next generation of our workforce





Our purpose and promise

Care. Protect. Partner.



Our Purpose

To **care** for communities, **protect** the public and **partner** across NSW as Australia's leading and most trusted pathology and forensic service.

This purpose reflects our intent today and our ambition for the future - to deliver consistent, future fit and high-quality pathology and forensic services to every community across NSW.



Our Promise

Care. Protect. Partner.

Our promise is the lens through which we make decisions, the standard for our work, and the commitment we make to every patient, referrer and community we serve.

Our purpose and promise

Care. Protect. Partner.

Care

We put patients and families at the centre of everything we do. Their experience matters and every interaction, every sample and every result carries meaning for the people who rely on us.

We support our people to deliver this care because safe, compassionate and effective services are only possible when our teams are empowered, skilled and supported. We deliver services with reliability, kindness and professionalism.

We support communities across NSW with a clear focus on equity, inclusion and access.

We listen to our communities, our patients, our referrers and each other. We learn, adapt and respond. We are proud to serve and proud to belong.

Protect

We protect people, public health and the integrity of the systems that rely on us.

Excellence is our responsibility. Quality, safety and accuracy sit at the heart of everything we do so clinicians, patients, partners and communities can trust the results and advice we provide. Through deep expertise and quality systems, we deliver pathology and forensic services that are reliable, timely and fit for purpose.

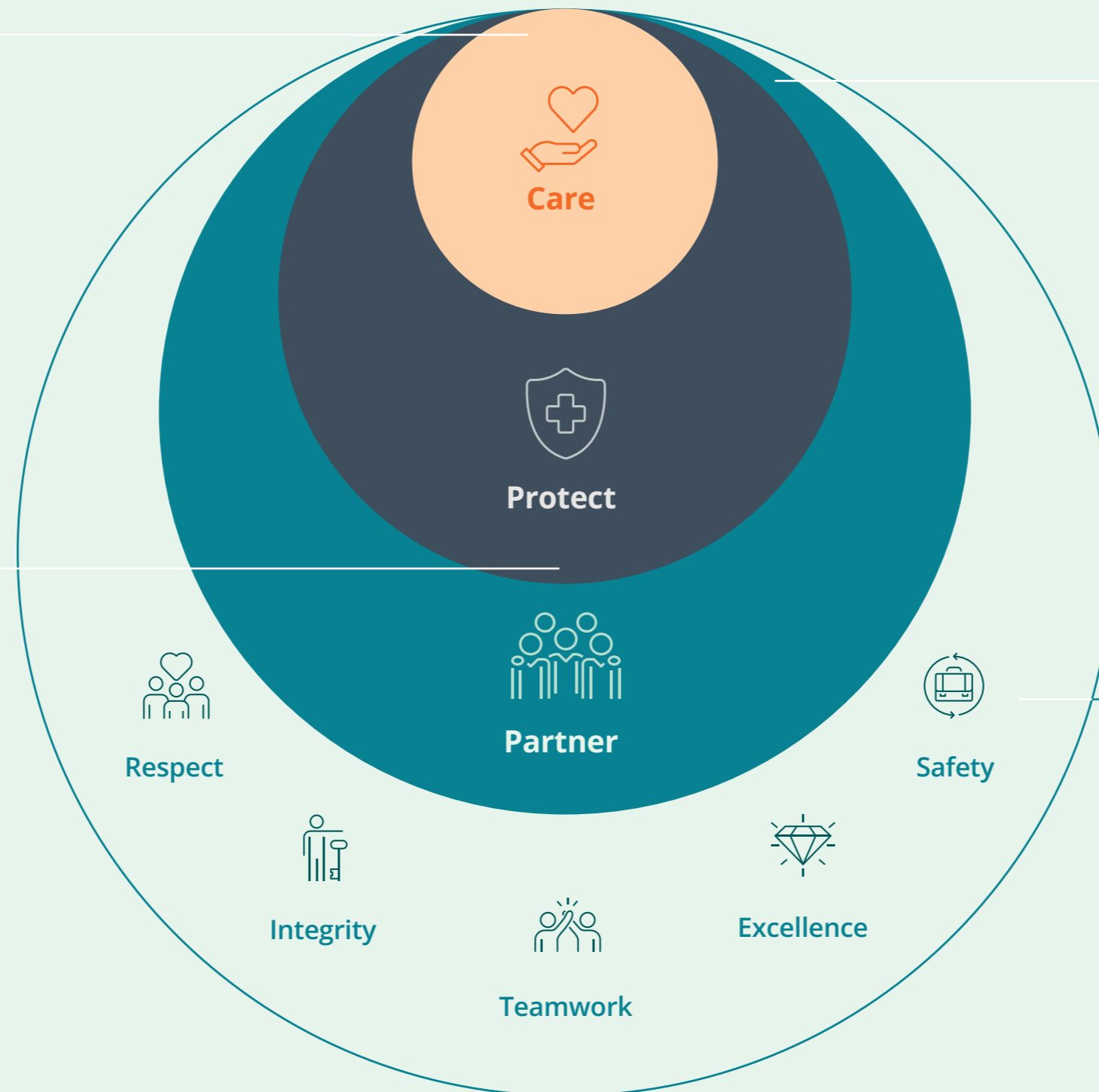
We provide the right test, using the right technology, in the right place, backed by expert interpretation and advice. Our connected teams and statewide systems make us dependable, adaptable and ready to respond when it matters most.

Partner

We partner to serve our system, stakeholders and communities.

We collaborate across disciplines, organisations and communities to strengthen health, justice and public safety. Through research, innovation and service design, we translate insight into impact and turn evidence into action.

We empower our people and work with our partners to build sustainable, integrated systems that serve current and future generations. We lead where needed, support where it counts and focus on making a difference now and into the future.



Our Values

We are guided by NSW Health's CORE values of Collaboration, Openness, Respect, and Empowerment, which underpin the system and our statewide responsibilities.

Within NSW Health Pathology, these values are expressed through our RITES values, which describe how we operate day-to-day:

Respect: we all deserve it

Integrity: we trust our partners

Teamwork: we are one team

Excellence: we lead the way

Safety: we work with wellbeing in mind



Our people
Because care begins with them

Every day, our people are there when it matters most, providing answers, reassurance and care for communities across NSW.

Our people are our greatest strength

NSW Health Pathology's 5,000+ specialised health, medical, scientific and support staff are the foundation of our statewide service. Their expertise, dedication and collaboration enable us to care for communities, protect the public and partner across the health and justice systems.

Over the next five years, our people will be central to achieving our vision and strategic objectives. Their expertise drives excellence in our laboratories, collection centres, Point of Care Testing, forensic and analytic services, statewide services and in our care for our communities. Our staff are also at the forefront of innovation, translating genomics, digital pathology, artificial intelligence and emerging technologies into everyday practice to improve care and system performance.

This work is guided by our Our People Strategy, which sets out how we attract, develop and support our workforce to meet the needs of the system and the communities we serve.

Developing capability, leadership and wellbeing

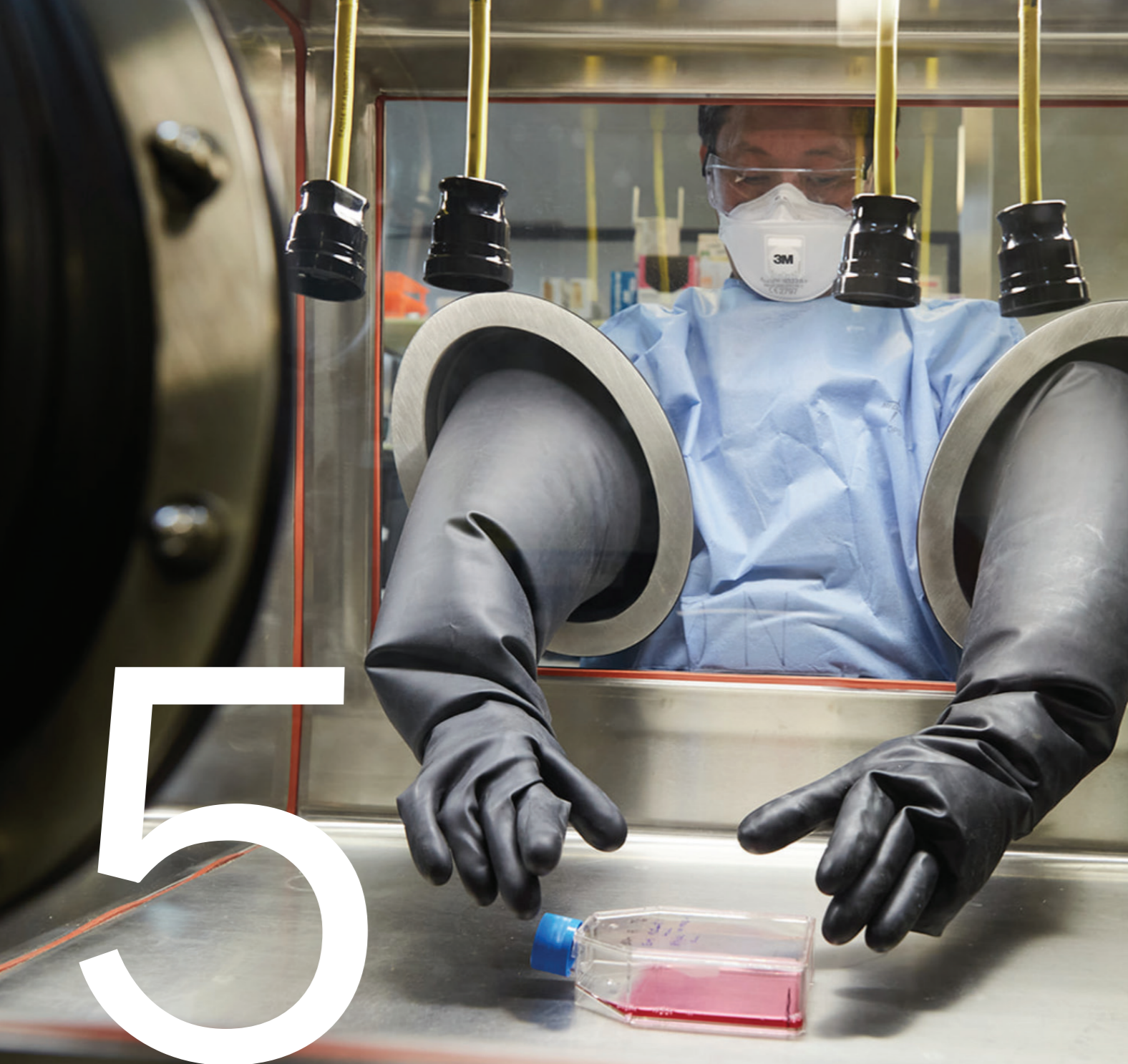
We are committed to building a highly capable, agile and supported workforce:

- Providing structured training, professional development and leadership programs
- Supporting career progression across all roles, including all regions and all diverse groups
- Fostering a culture of collaboration, innovation, continuous learning and wellbeing
- Ensuring our people have the tools, technology, resources and support to deliver excellence
- Inclusive, connected, culturally aware, diverse and supported workforce

Our workforce reflects the communities we serve across metropolitan and regional areas:

- 30% of our staff live and work in regional and rural locations
- Strong local teams underpin statewide service delivery
- Diversity, inclusion and Aboriginal workforce participation are actively supported
- Our People Strategy guides initiatives to enhance engagement, safety, and wellbeing across the workforce





Foundations for the future

A complex and changing environment

NSW Health Pathology operates in a fast-changing and complex world. The NSW health and justice systems face growing pressures, while community expectations continue to shift.

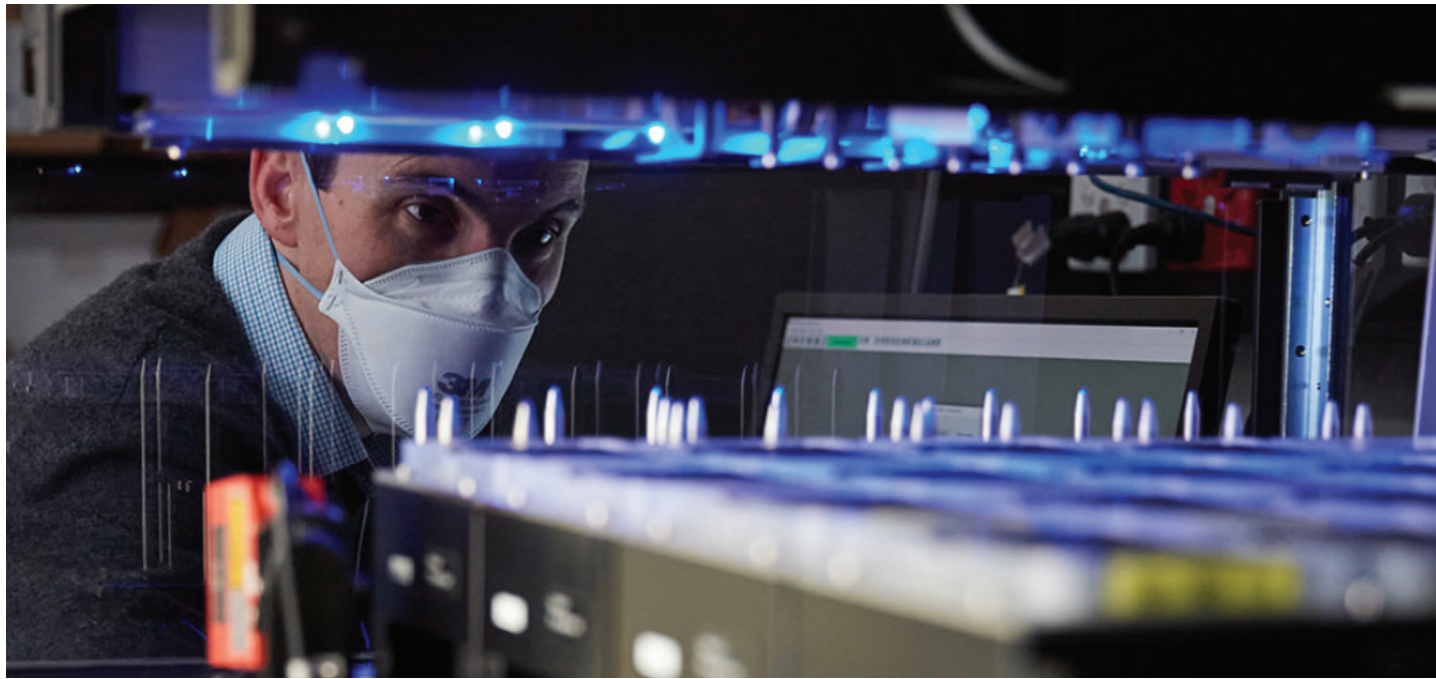
- Public hospitals manage record demand, with more complex care driven by a growing and ageing population.
- Out-of-hospital care and preventive health are becoming key priorities and new models such as virtual and urgent care are emerging.
- Changing patterns of crime, social complexity and community harm are driving greater demand for forensic and analytical services, while advances in science and technology are rapidly expanding our ability to provide intelligence in timeframes that matter.
- Staff connection to purpose, flexibility and meaningful work is more important than ever.
- Environmental, political, fiscal, cybersecurity and new infectious disease risks add further complexity.

This context creates urgency and an opportunity to rethink how we deliver services and strengthen integration across NSW.

Workforce needs, particularly in regional NSW and across health, pathology, and forensics also continue to challenge service delivery.

This context creates urgency and an opportunity to rethink how we deliver services and strengthen integration across NSW.

Without adapting how we work as a statewide service, these pressures will continue to strain access, equity, workforce capacity and system resilience. Strengthening integration and consistency across NSW is essential to ensure services remain safe, reliable and sustainable for the communities, patients and partners who rely on us.



Opportunities through technology and innovation

Rapid advances in science and technology are transforming what is possible:

- Automation, robotics and AI enhance accuracy, speed and efficiency across health and forensic services.
- Precision, preventive and personalised care is becoming more feasible through research, genomics, data analytics, bioinformatics and predictive tools.
- Digital solutions break down physical barriers, enabling expertise to be shared statewide and increasing equity of access and flexibility.
- AI-powered workflows and interdisciplinary collaboration enable predictive crime intelligence and faster analysis in forensic services.

Staff across NSW Health Pathology are central to translating these innovations into everyday practice. By adopting and integrating new technologies and science, we support the health system to deliver new models of care, scientific breakthroughs, emerging treatments, helping bring precision and personalised care closer to communities across NSW.

Advancing to our integrated, statewide future

Over the years, we've strengthened connections across laboratories, disciplines, roles and people, while driving best-practice standardisation across our service. This work is now accelerating.

Our new statewide Laboratory Information Management System (LIMS) will bring this vision to life. Integrated with NSW Health's Single Digital Patient Record (SDPR) and supplemented by new statewide quality systems, equipment integration and results transmission, it will provide a single digital foundation for pathology and forensic services across NSW.

- \$160 million of NSW Government investment in the LIMS makes this the largest and most ambitious transformation program in NSWHP's history.
- Our people have shaped this work. Hundreds of staff have contributed through Communities of Practice, standardising tests, workflows and clinical practices for consistent, reliable services.
- A roll-out will commence in 2026 and continue over five stages through to 2028. Each stage will, integration and connecting more laboratories, clinicians, partners and communities into what will become our statewide LIMS.

Statewide LIMS implementation sequence

| 2026 | 2026 | 2027 | 2027 | 2028 |
|---|---|---|---|---|
| Tranche A | Tranche B | Tranche C | Tranche D | Tranche E |
| Hunter New England LHD Justice Health & Forensic Mental Health Network | Northern NSW LHD Mid North Coast LHD Northern Sydney LHD Central Coast LHD | South-East Sydney LHD Illawarra Shoalhaven LHD Sydney Children's Hospital Network | Sydney LHD South-West Sydney LHD Western Sydney LHD Nepean Blue Mountains LHD Forensic & Scientific Services (FASS) | Far West LHD Western NSW LHD Murrumbidgee LHD Southern NSW LHD |
| LIMS NORTH (HNE only) | LIMS NORTH (rest of network) | LIMS EAST (all) SCHN LIMS | LIMS SOUTH (all) LIMS WEST (WS, NBM only) FASS LIMS | LIMS WEST, REGIONAL & RURAL (rest of network) |

Early successes show what is possible:

- Forensic Medicine Information Management System (FMIS) is strengthening coronial investigations.
- Digital integration between FASS and the Police Forensic Register is transforming how evidence is shared.
- QPoint, our first statewide quality management system, is a platform that will connect teams to consistent workflows and standards.
- Data analytics is supporting improved pathology stewardship and decision-making.

Together these changes are standardising systems, workflows and training across NSW. They are enabling greater efficiency and benchmarking to support the right test at the right time, deliver faster and more reliable results and strengthen data-driven care.

This work is already freeing our people to focus on expert analysis, collaboration, innovation and wellbeing, while supporting safer care and stronger outcomes for the communities we serve.



How this plan was shaped

A plan by people, for people

This NSW Health Pathology Strategic Plan 2026–2032 has been developed through extensive consultation with our people, partners, customers and communities across NSW.

Over
150
sessions and
engagements

More than
1,500
people contributed
thousands of ideas.

This has been our most extensive planning consultation to date, providing rich and meaningful insights that shaped the strategy and highlighted immediate opportunities to improve the way we work and the services we deliver.

Consultation at a glance

With our people:

- 84 in-person sessions
- 38 laboratories visited
- 13 virtual links with rural and regional sites
- 4 FASS sites
- Medical Staff Council and Senior Clinical Leaders forums
- 6 virtual all-staff sessions

With our customers and partners:

- Ministry of Health Deputy Secretaries and NSWHP Clinical Council
- 12 Local Health Districts (clinical and operational leaders)
- 5 NSW Health Pillars and Statewide Services
- NSW Health Statewide Primary Health Network Committee
- Universities and education partners

This collaboration ensures the Strategic Plan reflects the needs of the people who rely on us and the people who proudly serve communities across NSW.

Alignment with system strategies

As a statewide service with a local presence and a key partner in health and justice, our Strategic Plan has been shaped to align with:

- NSW Health strategies: Future Health Strategy (2022–2032), Aboriginal Health Plan (2024–2034), Regional Health Strategic Plan (2022–2032), Research and Innovation Strategy (2025–2030), Net Zero Roadmap
- Local Health Districts & Specialty Networks: Strategic and Health Care Services Plans
- System partners: Agency for Clinical Innovation, Clinical Excellence Committee, eHealth NSW
- Commonwealth & national priorities: Department of Health and Aged Services, Australian and New Zealand Policing Advisory Agency, Australian Digital Health Agency

This alignment ensures our Strategic Plan supports statewide, national, partner and community priorities, delivering tangible benefits to the people we serve every day.



Our strategy at a glance

NSW Health Pathology Strategic Plan 2026–2032

A high-level summary of our strategic direction and six key focus areas



Our Purpose

To **care** for communities, **protect** the public and **partner** across NSW as Australia's leading and most trusted pathology and forensic service.



Our Promise

Care. Protect. Partner.

Our Values



respect



integrity



teamwork



excellence



safety

Our Focus Areas

- 1. Exceptional care, service and experience**

Delivering safe, timely and equitable pathology and forensic care with kindness and respect for every patient and family.
- 2. Connected and integrated services**

Bringing our people, laboratories, services and partnerships together as one coordinated statewide service, delivered locally.
- 3. Empowered workforce**

Supporting our people to deliver excellence today and shape the workforce of tomorrow.
- 4. Digital and data driven**

Using digital systems, AI and secure platforms to enable innovation, insights and safe connected care.
- 5. Research and innovation leaders**

Turning discovery, data and collaboration into practical improvements for health, forensics and the communities we serve.
- 6. Trusted and accountable stewards**

Using public resources responsibly to deliver high-value care today and shaping the system for the future.

Delivery of our Strategic Plan will be shaped through statewide and local planning, including our Health Care Service Plan, Annual Operational Plans and site and portfolio plans.



Our strategic framework



While our strategic objectives are consistent statewide, how they are delivered will reflect local context, service models and workforce realities.



Focus Area

1. Exceptional care, service and experience

Delivering safe, timely, and equitable pathology and forensic services with care, kindness and respect for every patient and family.



Why it matters

Pathology and forensic services are vital to safe, timely and effective care. Every test, result and interaction directly impacts clinical decisions and patient and family outcomes whether that be in a hospital, community clinic, virtual service, home, aged care or justice setting.

For health care providers and justice system partners, fast and reliable results and answers are critical. For people who rely on us for care, confidence in those results and answers matters just as much.

Across regional, rural and remote communities, distance, workforce pressures, and uneven access to technology can contribute to real variation in care. Inequities exist for Aboriginal and Torres Strait Islander People, culturally and linguistically diverse (CALD) communities and rural populations. A deliberate focus on service and experience ensures we deliver care that is compassionate, equitable and centred on the people and communities who rely on us.

How we'll know we're progressing

We will know we are making progress when patients, clinicians and partners experience service that feels timely, reliable, compassionate and consistent, no matter where they are in NSW.

This will be reflected in:

- Optimised and consistent turnaround times across metro, regional and rural sites to provide answers when they are most relevant.
- Increased access to services and results closer to the patient or customer
- More patients and referrers choosing to access and continue to use our services
- Improved patient, referring clinician and partner feedback measured through surveys and feedback mechanisms
- Increased collaborations that target reducing health inequities

This focus area directly advances Future Health's emphasis on kindness, compassion, equity and outcomes that matter. We recognise that pathology and forensics underpin safety and reliability across all care settings, including community, virtual and home-based care.

How we'll achieve this

1.1 Evolve our partnerships, services and models of care to reduce health and safety inequalities

Embed culturally safe services to support respectful, inclusive care, targeting underserved and NSW Health priority populations

Support the delivery of in-reach, outreach and mobile models of care, to reach Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse (CALD) communities and rural populations

Ensure all new service developments and changes are co-designed through partnerships with patients, community leaders and cultural advisors to reflect diverse needs

Strengthen our partnerships with LHDs and Ministry of Health to enable the delivery of new models of care addressing Future Health, Statement of Service and emerging public health priorities

1.2 Enhance patient and clinician experience through improved access, communication and compassionate care

Ensure that results are consistently and safely available through My Health Record

Improve patient access with more convenient collection spaces in community and hospital campus settings

Develop and scale a statewide customer support service for easy to access support and advice

Modernise services with digital features like online bookings, e-orders and e-results

Improve access to clear, easy-to understand information about our tests, services and advice

Implement patient and clinician feedback systems to inform continuous improvement

1.3 Deliver high quality, precise and timely results and expert advice

Embed integrated e-reporting solutions for faster access to results and expert interpretation and advice

Optimise and expand access to our secure GP and specialist app with e-order and e-reporting functions

Expand Point of Care Testing (PoCT) in regional and rural hospitals and community settings for rapid diagnostic testing

Expand access to our specialist pathology and forensic experts statewide

Focus Area

2. Connected and integrated services

Bringing our people, laboratories, services and partnerships together as one coordinated statewide service, delivered locally.



Why it matters

NSW Health Pathology is a single statewide service. Our unique strength is built on how well our people, labs, collection centres, forensic facilities and system partners connect.

When services are well connected, results move faster, information flows more easily and expertise can be shared across locations where it is most needed. This enhances equity of access, improves consistency, minimises waste and supports better care and safer outcomes for the communities we serve.

Strong local relationships and delivery remain essential. They build trust with our partners and communities and enable a service that is responsive to local needs while strengthened by a unified approach.

How we'll know we're progressing

Progress will be evident when our services feel more seamless to those who rely on them.

We will see it in:

- Stronger more consistent quality and safety outcomes for our teams as we work toward standardised processes and workflows
- Better connection of teams between sites and opportunities for staff across our services
- More timely and consistent sample transport and reporting
- Our specialised experts being faster to innovate and deploy new ideas
- Positive feedback from LHDs, referring clinicians, hospitals and justice partners will signal that coordination and communication are improving.

This focus area mirrors Future Health's system-wide push for integration, connectivity and care beyond hospital walls. NSWHP's statewide service model is an enabler of consistent, connected care across NSW.

How we'll achieve this

2.1 Deepen integration across services, systems and data

Rollout and embed our statewide laboratory information management system (LIMS) alongside NSW Health's Single Digital Patient Record (SDPR) to transform ways of working and continuity of care

Continue to standardise workflows, procedures and quality metrics building the NSW Health Pathology way of working

Use data from integrated systems (LIMS, Forensic Medicine Information System, Forensic Police Register) to identify trends, and shape new strategies and policies with partners.

2.2 Enhance and create services, solutions and models of care

Involve consumers and communities to build trust and align services with evolving expectations and needs

Strengthen partnerships to co-design new forensic and pathology services, and models of care

Progressively implement a centrally coordinated collections service model for hospitals, communities and homes

Develop and optimise the statewide courier and logistics network

Further integrate pathology into community based urgent care services, Hospital in the Home, virtual hospitals and other emerging models

Strengthen links with primary health and specialist clinicians to expand access outside hospitals, particularly in regional locations

2.3 Enable high performing laboratories

Better utilise systems and data to streamline workflows and target ways to improve service performance

Scale automation and robotics to drive integration, quality and performance with improved turnaround times and better outcomes

Provide leaders with tools and training to meet defined performance expectations

Ensure our services foster a culture of continuous improvement and innovation

Prioritise capital investment in new technologies that improve clinical value and productivity and disinvest from low value care

2.4 Ensure our services, laboratories and test configuration meet emerging needs

Streamline, standardise and consolidate services, tests and ways of working

Establish consistent laboratory designs with contemporary configuration, workflows and practices, new technologies and cross-specialty support

Focus Area

3. Empowered Workforce

Supporting our people to deliver excellence today and shape the workforce of tomorrow.



Why it matters

Our workforce is the foundation of NSW Health Pathology. Pathologists, scientists, technical staff, forensic and analytical science specialists, collectors, administrative and support teams all play a role in caring for communities and protecting public health and safety.

Digital systems, new technologies and evolving service models are reshaping how pathology and forensic services are delivered. Workforce pressures continue to grow, particularly in regional and rural areas. People are looking for workplaces that support growth, wellbeing, flexibility, inclusion and a sense of purpose and belonging.

An empowered workforce is essential to navigating this change. When our people are supported, skilled and connected, they are better able to deliver high-quality services and contribute to innovation as our statewide service continues to evolve. They also shape the workforce of the future by guiding emerging roles, new services and models of practice and the next generation of talent across NSWHP.

How we'll know we're progressing

We will see progress when our people feel supported and capable in their roles, and when we are attracting, developing and retaining our skilled workforce across NSW.

We will see it in:

- Improvements in staff engagement and wellbeing measures
- Increased participation in training and development
- Uptake of new systems and ways of working
- Improved workforce sustainability, particularly in regional and hard-to-fill roles
- We will also see staff continuing to contribute to improvement and innovation.

This focus area directly reflects Future Health's view that staff wellbeing, capability and empowerment are prerequisites for safe, person-centred care, and explicitly supports workforce transformation, pipelines and future roles.

How we'll achieve this

| | |
|--|---|
| 3.1 Nurture diversity, inclusion and safe workplaces | <p>Strengthen staff voice and involvement in designs through respectful consultation and codesign</p> <p>Provide training and resources to foster inclusive, safe and positive workplaces</p> <p>Create opportunities for our diverse communities, including Aboriginal and Torres Strait Islander Peoples, LGBTQIA+, culturally and linguistically diverse (CALD) communities, people with disabilities and varied ages</p> <p>Recognise and celebrate our people through formal and informal local and statewide programs</p> |
| 3.2 Ensure work is stimulating and rewarding and allows for balance | <p>Enable staff to apply their expertise, develop their careers with new technologies and adopt modern practices and emerging services</p> <p>Use new technologies to reduce low value work, freeing time for interpretation, advice and collaboration</p> <p>Improve rostering and flexible work options to support balance and changing life circumstances</p> <p>Enhance wellbeing initiatives to support the physical and mental wellbeing of our teams</p> |
| 3.3 Foster professional growth and excellence | <p>Partner on modern industrial and employment arrangements that reflect a contemporary workforce</p> <p>Expand leadership and professional development programs across clinical, scientific, forensic and support roles</p> <p>Support continuous learning to strengthen knowledge and networks, and remain at the forefront of science and technology</p> |
| 3.4 Build a workforce for the future | <p>Standardise roles, structures and position descriptions to reflect modern practices</p> <p>Develop a workforce plan that leverages our integrated network and expertise, considers new science and technologies and prepares for emerging roles</p> <p>Enable mobility and knowledge exchange across our integrated network</p> <p>Embed an employee value proposition to showcase NSW Health Pathology as a respected, caring and attractive place to work</p> |
| 3.5 Strengthen partnerships to secure a robust workforce pipeline | <p>Collaborate with education, college and industry partners to attract, train and retain our future workforce</p> <p>Support standardised training in emerging fields</p> <p>Embed structured programs for work experience, traineeships and graduate placements</p> <p>Build better succession planning approaches including support for transition to retirement</p> |

Focus Area

4. Digital and data driven diagnostics

Using digital systems, AI and secure platforms to enable innovation, insights and safe connected care.



Why it matters

Digital systems shape how modern pathology and forensic services are delivered every day. They enable test ordering, laboratory workflow and results delivery to clinicians, patients and referrers.

Digital capability is central to NSW Health Pathology's move to an integrated statewide service. Fragmented systems make it harder to share expertise, standardise processes, and ensure equitable access, leaving clinicians and staff spending more time navigating systems than applying their skills.

Digital transformation creates the opportunity for us to deliver services in new and different ways. Ready access to data and artificial intelligence allow us to move towards more predictive, preventative and personalised approaches to care and public safety.

Cybersecurity is critical. As our systems become more integrated and data flows more widely, maintaining secure platforms protects patients, staff and the integrity of our service. A strong cyber foundation ensures that innovation and digital services can grow safely.

Used well, these capabilities can improve diagnostic accuracy, support earlier clinical intervention, strengthen forensic intelligence and reduce manual workload. They may also make possible new digital health products and services that do not exist today. We will invest in digital systems that genuinely support our people, improve care and enable innovation across the health and justice systems.

How we'll know we're progressing

We will know we are making progress when digital systems are active enablers of better care, safer work and smarter, more consistent services.

This will show up in everyday practice. Our statewide LIMS will be embedded as a digital platform, not just a tool. Pathology and forensic systems will connect seamlessly with the Single Digital Patient Record and data will be accessible and used with confidence.

Progress will also be visible when:

- Clinicians receive richer insights and faster results
- Our people spend less time navigating systems and more time applying expertise and care
- Digital capability supports learning, improvement and innovation across the service
- Our data informs better decisions and helps us to develop new models to support our partners

This focus area captures Future Health's intent around digital enablement and infrastructure, precision care, data quality and cybersecurity. It also supports new digital service models and products, not just faster information flow.

How we'll achieve this

4.1 Enable precision care with technologies and data

Embed secure digital infrastructure with AI-assisted tools to support accurate, timely reporting and intelligence back to partners

Enable clinicians to integrate precision care into routine health care for cancer and other acute and chronic conditions, expanding access for underserved and rural communities

Expand and align our statewide genomic screening and diagnostic services to increase access to preventative and predictive diagnostics and personalised treatment, while advancing genomic technologies like whole genome sequencing and gene panel analysis

4.2 Build integrated digital foundations to expand access to our specialist expertise

Establish our digital roadmap to enable agile, ethical and effective adoption of emerging technologies and AI tools to power productivity, precision and performance including to streamline operations; optimise workflows; automate data mining; and augment review and reporting and decision support tools

Strengthen data governance, security, analytics and cloud-enabled platforms across our service and improve accessibility of data

4.3 Advance prevention and early detection of disease, harm and crime

Expand early detection and screening programs, including Future Health focus on diabetes and paediatric services

Support self-collection diagnostics to improve compliance, outcomes and experiences

Explore integration of health technology data into patient records to support remote monitoring, including for patients with chronic conditions

Strengthen harm minimisation service partnerships such as drug checking at festivals and in communities

Advance forensic data analytics to enhance crime scene sample collection, investigations, prosecutions and coronial inquiries

Focus Area

5.

Research and innovation leaders

Turning discovery, data and collaboration into practical improvements for health, forensics and the communities we serve.



Why it matters

Research and innovation are essential to improving health outcomes, advancing forensic science and keeping pace with a rapidly changing world. For NSW Health Pathology, they translate discoveries into practice, create safer and more effective care, shape healthier communities and stronger health and forensic systems.

As a statewide service, NSWHP sits at a unique intersection of clinical care, public health, forensics and custody of biospecimens and data. This gives us an opportunity and a responsibility to generate insights through our own services, support research across the NSW health system and collaborate with universities, institutes and other partners to translate knowledge into action.

Innovation also matters for our people. New approaches, tools and ways of working help reduce manual burden, support quality and safety and make our services more sustainable. When research and innovation are embedded in everyday practice, they strengthen excellence and continuous improvement.

How we'll know we're progressing

We will know we are making progress when research and innovation are clearly connected to service improvement and outcomes.

This will be evident through:

- Research that is translated into clinical and forensic practice
- Increased collaboration between our people and health system partners and academic institutions
- Stronger visibility of NSW Health Pathology's contribution to statewide and national research priorities
- Increased participation by our people in research and innovation

As part of Future Health, NSWHP's unique role in diagnostics, genomics, public health pathology and forensics directly enables translation of research into practice, prevention, early detection and public health/population-level impact.

How we'll achieve this

5.1 Foster a culture of research, innovation and continuous improvement

Strengthen research capability by facilitating access to grants and funding and supporting career development

Recognise and celebrate the achievements of our people in research and innovation

Lead the development and validation of new diagnostic modalities, assays, tests, technologies and models of practice and to support emerging sciences and specialties such as mass spectrometry, genomics and multi-omics

5.2 Partner with the research and innovation ecosystem to address system and population priorities

Expand access to our specialist clinical and scientific expertise, data assets, biospecimens and infrastructure to accelerate translation

Strengthen governance, services and processes to support research partners through timely access to data, specimens and expertise including through the NSW Health Statewide Biobank

Partner with Local Health District clinicians to prioritise clinical trials that promote equity and outcomes for our communities

Strengthen collaborations focused on population and system research priorities including preventative health and safety, precision and personalised medicine and emerging models of service and care

Leverage partnerships with medical research institutes, universities and industry to advance clinical, biotechnology and scientific research for better outcomes

Focus Area

6. Trusted and accountable stewards

Using public resources responsibly to deliver high-value care today and shaping the system for the future.



Why it matters

NSW Health Pathology has a responsibility to care not only for today's communities, but for the system and workforce that will serve future generations. Sustainable stewardship is about making deliberate choices that balance quality, access, cost and environmental impact across a complex statewide service. It means driving both investment and disinvestment.

Rising demand for pathology and forensic services, limited public resources, and increasing environmental expectations make careful use of resources essential. If services are not designed and used well, the impacts are felt across the system through unnecessary testing, avoidable waste, increased costs and pressure on workforce capacity.

Strong stewardship means working with clinicians, partners and industry to ensure testing is appropriate, care is optimised and resources are used where they deliver the greatest value. It also means taking responsibility for our environmental footprint and contributing to a healthier, more sustainable future for the communities we serve.

How we'll know we're progressing

We will know we are making progress when our services deliver better outcomes with less waste, and when sustainability is embedded in everyday decisions.

This will be evident through:

- Stronger collaboration to improve stewardship through better ordering practices, reduced unwarranted variation and eliminating low value care
- Measurable reductions in waste, emissions and energy use
- Better use of data to support investment, decision-making and improved rigour on benefits realisation
- Greater agility investing in sustainable and future proofed services and keeping them resilient

This focus area clearly positions stewardship as active system leadership, linking appropriate testing, sustainability, net zero commitments and value-based care, rather than compliance or cost containment alone. We're directly contributing to the future sustainability of the NSW Health system.

How we'll achieve this

6.1 Expand stewardship partnerships to optimise ordering practices and outcomes

Enable clinicians and partners to optimise test ordering practices for better alignment with clinical needs and outcomes, while providing timely benchmarking data to track variation and trends

Embed guidelines and resources in our online test catalogue and laboratory information management system for easier adoption

6.2 Strengthen our long-term financial model to support investment in critical infrastructure and drive value

Strengthen our long-term financial model aligned with planning, procurement, asset management and risk appetite to ensure financial stability and enable critical investment

Embed statewide activity-based funding and transparent pricing frameworks to improve equity across the system

Work with partners to enable agile investment and procurement for rapidly evolving technologies in genomics, physical, digital and data infrastructure, and in-demand skills

6.3 Increase revenue through emerging science, technology, research and new models of care

Strengthen statewide business development to grow private revenue that supports strategic and community priorities, focusing on community care, clinical trials, private referrals, interjurisdictional partnerships and commercialisation

6.4 Enhance resilience of our communities and organisation against external factors

Strengthen our statewide and local business continuity plans and collaborate with health and justice partners to protect critical services during crises

Advance cybersecurity policies, systems, capabilities and partnerships to safeguard sensitive data and systems

6.5 Partner with the system and industry to achieve decarbonisation and net zero

Work with NSW Health and stakeholders to drive the Net Zero Roadmap, collaborating on statewide audits, benchmarking and data tracking to measure progress

Minimise biomedical and chemical waste, improve recycling, reduce single use plastics, optimise logistics and minimise waste from consumables

9. Turning our strategy into action

Our Strategic Plan sets the vision; the Health Care Service Plan and Annual Operational Plans deliver it.

The NSW Health Pathology Strategic Plan sets our vision, promise and the foundation of who we are, what we stand for and the priorities that guide our work from 2026 to 2032. It explains why each focus area matters, what success looks like and the key objectives and initiatives that anchor our progress.

The Strategic Plan does not cover every operational detail. That's the role of our Health Care Service Plan (HCSP) and annual operational plans (AOP).

The HCSP translates the Strategic Plan into how we will achieve it, capturing the practical delivery of services in three main areas:

Specialty disciplines

The detailed work of pathology and forensic specialties across NSW, including local workflows and emerging models of care.

Statewide services

Services that span the state, connecting local teams, regional networks and statewide hubs to ensure integrated, consistent care.

Priority projects

Tangible, high-impact projects that bring our strategic objectives to life and demonstrate measurable progress.

Together, the Strategic Plan, HCSP and operational plans form a connected planning system.

The **Strategic Plan** anchors our ambition, promise and long term direction.

The **HCSP** translates strategy into service models, statewide priorities and major initiatives.

The **annual operational plans** drive yearly delivery, performance and budget alignment. Together, these plans ensure that strategic intent is translated into coordinated action across our statewide service.

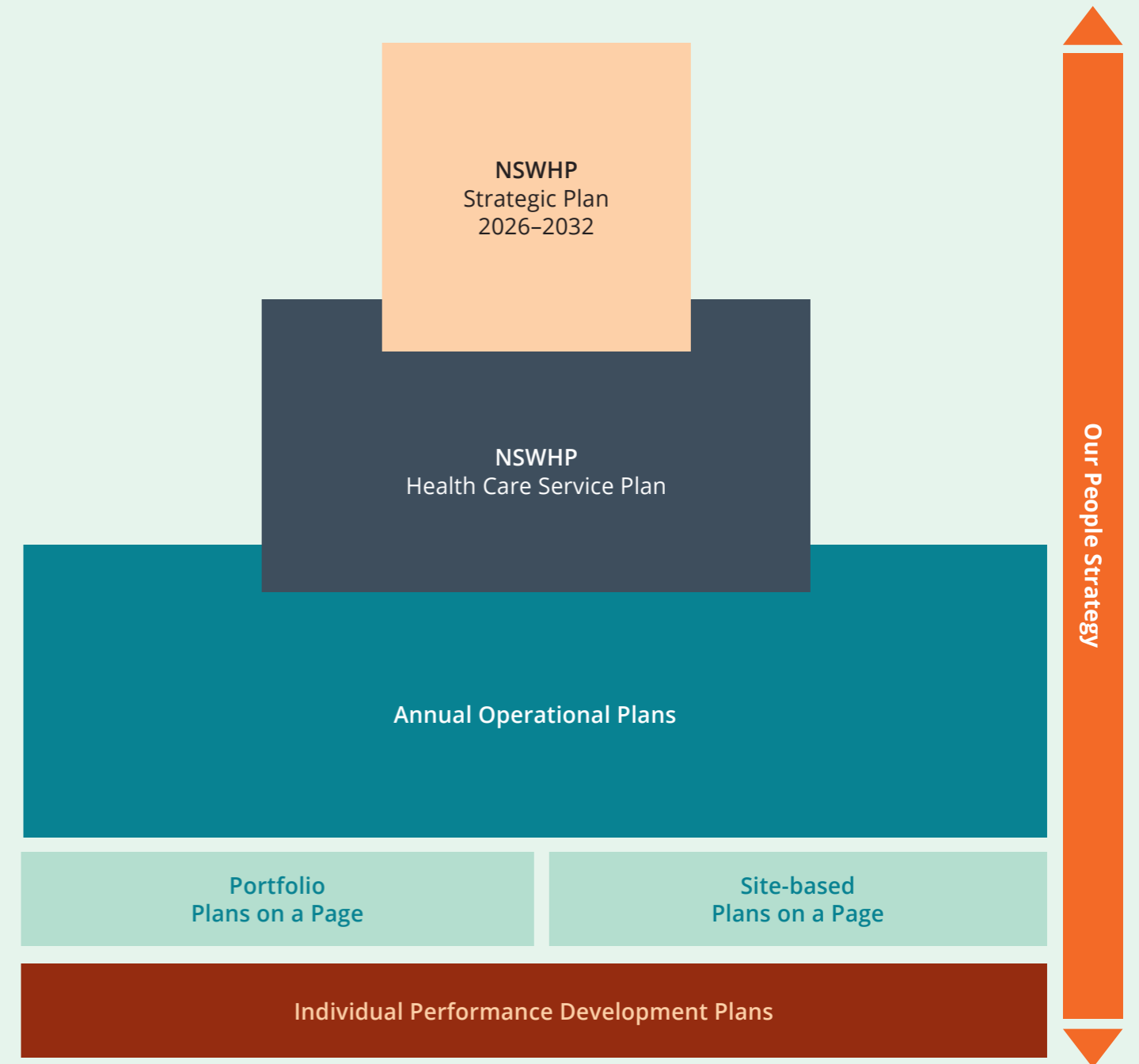
This approach ensures NSW Health Pathology maintains a clear and consistent strategic direction while remaining responsive to emerging priorities, service needs and the communities we serve, enabling us to deliver on our promise to **Care, Protect** and **Partner** across NSW.

Our planning framework



NSW Health and system strategies

Including: Future Health Strategy (2022-2032), Aboriginal Health Plan (2024-2034), Regional Health Strategic Plan (2022-2032), Research and Innovation Strategy (2025-2030), Net Zero Roadmap.



Our strategy comes to life through our people.

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