



Health
Pathology

Strategic Plan **Towards 2025**



www.pathology.health.nsw.gov.au

for all of
focus



for all of
us

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PETER LOXTON
Board Chair

This second strategic plan – Towards 2025 – marks an important milestone for the organisation as it continues to mature and advance as one statewide service, NSW Health Pathology.

This plan has been created in genuine partnership with staff, partners, peers, customers and community representatives from across the state, and sets a clear roadmap for the future strategic direction.

The level of engagement and contribution achieved is evidence of the organisation's resolve to place people at the centre of all it does and to forge even stronger connections with all who rely on and deliver its services.

The result is a new strategic plan that strikes the right balance of being courageous, ambitious and meaningful. It will shape tomorrow's forensic and pathology services, today.

I know I speak on behalf of my fellow Board members when I say how impressed we are by what NSW Health Pathology has accomplished in its first six years and in setting this bold new strategy.

NSW Health Pathology has a long legacy of delivering highly specialised pathology and forensic services for the people of NSW.

Towards 2025 builds on these strong foundations as trusted partners helping protect and enhance health, safety and wellbeing at all stages of life, and as credible stewards of community resources.

I am especially proud of the strengthened commitment to strive for equal access to these life-changing services irrespective of a person's culture, age, background or location.

The pursuit of targeted strategies and services to better support those in greatest need, including Aboriginal and Torres Strait Islander communities, is significant. Only by truly working together with these communities to shape new culturally safe and appropriate services, can strides be made in improving access and outcomes.

The pioneering spirit of the organisation is also clearly illustrated in these pages. It shows the drive to meet the diverse and evolving needs of our communities by leading the way in training, research, policy creation and new service models. Plus the commendable efforts to set the standard of pathology and forensic services, by breaking new ground to advance new knowledge, skills and expertise.

Towards 2025 is published at a time when the world in which we live and operate is changing dramatically and rapidly. The greatest certainty is uncertainty – and with this comes myriad challenges and opportunities.

The recent wave of innovation in science, medicine and technology is making the seemingly impossible possible.

We are living longer than ever and want to contribute more to decisions about how and where we receive care. There are growing expectations for better experiences not just outcomes, prevention not just treatment and more personalised care closer to home.

The convergence of big data, artificial intelligence and machine learning is expected to transform how we predict and tackle trends in health, crime and even death. The parallel rise in cybercrime, hacking and privacy breaches carries with it new and growing responsibilities for protecting the community's personal data.

Against this backdrop, **Towards 2025** recognises the need for NSW Health Pathology to be more agile and robust in translating discoveries into practice. It lies behind the work to develop next-generation capabilities and services through the pursuit, testing and adoption of new technology and models. But not at the cost of today's needs.

Achieving the goals and strategies outlined here will require courage, conviction and care. Taking on challenges that matter most to our communities will require genuine partnerships with all those who deliver and rely on the services of NSWHP.

I am confident the leadership team and staff share the passion and pioneering spirit to drive continual improvement, and achieve better access, safety, outcomes and experiences for all of us.

Peter Loxton
NSW Health Pathology Board Chair



TRACEY McCOSKER PSM
Chief Executive

As we mark this next chapter for NSW Health Pathology with our new strategic plan, Towards 2025, I have taken the opportunity to reflect on our first six years.

In an intensely competitive landscape, NSW Health invited us to prepare a business case for a statewide public pathology service in 2012. Achieving support for its formation, we set out our first strategic plan (2014-18). It's true we were rather ambitious, but we have always been determined to thrive not just survive.

We have pushed ourselves to excel and to make a difference to the lives of the people of NSW through better access to our expert pathology and forensic services. We put people at the heart of all we do.

Everyday our network of clinical and scientific experts uncover answers that are critical to the health, wellbeing and safety of our communities right across the State. These answers can support clinical decisions to relieve pain and suffering, and offer hope and a better quality of life. They can lead to life-changing or life-saving treatment – even prevention.

They help our justice partners solve crime, absolve the innocent and secure criminal convictions. For families experiencing the unexpected death of a loved one, they can provide a reason for their tragic loss. Through our partnership with the Office of the State Coroner, they can even lead to recommendations to help prevent other families experiencing similar grief.

They are the answers that matter and which we strive to always deliver with care, compassion and respect.

Of course, it hasn't all been plain sailing. We have had to navigate uncharted territories, make difficult decisions and on some occasions, change course. But what has remained on track is our unwavering commitment to creating better health and justice systems.

Now we find ourselves at another pivotal point. In six short years, the needs and expectations of our communities, customers and partners have significantly evolved and diversified. There have been exponential advances in science and technology that show no sign of slowing.

This means we need to continue to invest in the foundations essential to our everyday work, but with the courage to be innovative leaders and trusted partners in future pathology and forensic services. We need to continue to strive for clinical and scientific excellence, treating every person, sample and result with utmost care.

The time is right for us to fully embrace the challenges and opportunities of the future – one we can all be proud of, excited about and fully committed to.

This is a new future we have envisioned and shaped collectively in this our new strategic plan – **Towards 2025**.

On behalf of the Strategic Leadership Team, I want to thank every one of you who contributed to this plan – for your energy and obvious passion for NSW Health Pathology and in taking it forward.

I look forward to seeing what we achieve together as we venture **towards 2025**.

From the outset, we set the bar high for ourselves and through our dedication and perseverance, I am proud that we have exceeded many expectations. Together we have shown the value we can bring. Here's some of our achievements so far:

Endorsed by NSW Health in 2017 as the preferred provider and commissioner of public pathology services for the State.

We are united by a strong commitment to the values we set ourselves – Respect, Integrity, Teamwork and Excellence.

Established corporate governance systems and structures to ensure professional accountability, transparency and fairness in all we do, and more effectively monitor and minimise risk.

Shifted from our former pathology network structure and created Local Pathology Director roles to better reflect our structure as one statewide service that delivers real value to the local clinicians and patients of NSW.

Proven ourselves as credible stewards of community resources having delivered over \$173 million in efficiencies and avoided costs into the broader health system.

Fostered a culture of excellence, safety, quality and accountability with the establishment of our Clinical Council and our inaugural Clinical Governance Framework.

Built our reputation as leading partners in research and innovation with our Research Governance Framework and online co-creation innovation space – IdeaLab.

Strengthened partnerships with clinical and scientific peers to improve quality, reliability and integrated models of care through the creation of dedicated Clinical Streams.

Elected to manage the operation of the fully automated NSW Health Statewide Biobank, the first and largest of its kind in the southern hemisphere to support health and medical research.

Expanded patient access to emerging diagnostics through Australia's largest managed and accredited point of care testing (PoCT) service and first specialist statewide genomics service for rare disorders, cancer and infectious diseases.

Embarked on the creation of our very first Clinical Services Plan to form the blueprint for our future clinical service models in line with statewide strategies and local customer needs.

Nurtured our leaders of tomorrow through establishment of our annual Emerging Leaders program and alumni, with over 100 already supported.

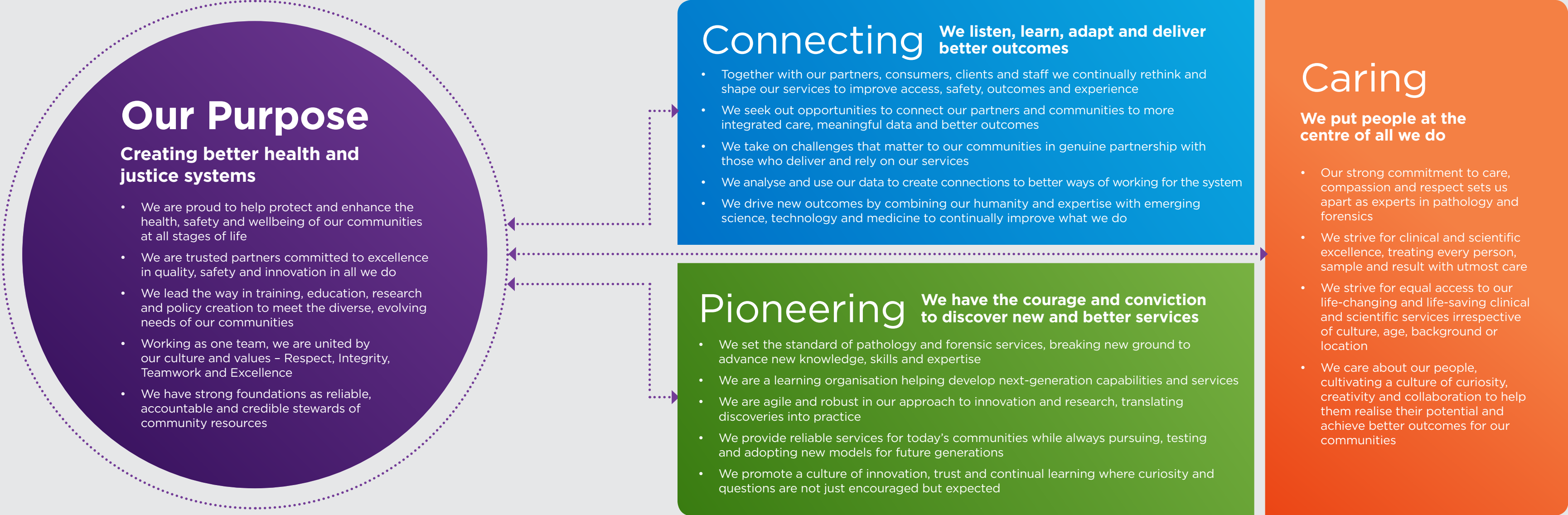
Partnered in the construction of the world-class Forensic Medicine and Coroners Court Complex in Western Sydney designed to provide greater support, dignity and answers to families experiencing the unexpected loss of a loved one.

Who we are:

Our united purpose, vision and aspirations

NSW Health Pathology formed six years ago and as we continue to mature, we remain committed to our purpose of creating better health and justice systems.

To help shape our future, we held thousands of conversations with our staff, customers, partners and community representatives. It was clear from these contributions **we know why we come to work, what unites us and what sets us apart as an organisation:**



How we behave: Our values

We always walk our talk by committing to our RITE values and behaviours.

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

respect
We all deserve it

r

integrity
We are trusted partners

i

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 are one team

t

excellence
We lead the way

e

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.

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.



Our story of kinship

This beautiful Aboriginal artwork was commissioned to show NSW Health Pathology's commitment to closing the health and justice gaps for Aboriginal and Torres Strait Islander communities.

We hope it will help our Aboriginal and Torres Strait Islander people feel more culturally safe and welcome when we are providing them care.

The artwork uses the kinship model of Aboriginal communities to tell the story of our statewide pathology and forensic service, and the importance of having strong cultural connections with the communities we serve.

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

Elsie explains that the centre circle of the artwork expresses Aboriginal Lore – the cultural values, beliefs, rules and protocols that exist at the heart of all Aboriginal communities.

Working from the core outwards, the pink circles show the babies and children of Aboriginal communities. Blue and purple circles surrounding this are adolescent children who traditionally help raise the babies. Pink circles around these symbolise the mums and dads who mentor the adolescents in this nurturing role.

Purple and blue circles outside these pay homage to Aboriginal Elders who support the mums and dads.

Strong Aboriginal men who protect and hold the master skills, and who provide education in hunting and survival to adolescent men, are represented by the outer circles.

Different totems recognise various Aboriginal communities across NSW.

Beside these totems are circles and symbols representing the DNA, blood and bones we share, and NSW Health Pathology's vital work to help create better health and justice systems for all of us.



Our planning framework

**STATE HEALTH PLAN**
Towards 2021
1 Year Service Compact

**NSW 2021**
A PLAN TO MAKE NSW NUMBER ONE
STATE PLAN NSW 2021
10 year horizon

STRATEGIC PLAN
Towards 2025 &
Clinical Services Plan**Health Pathology**

WHERE WE ARE HEADED - OUR STRATEGIC PRIORITIES*

01
Keep people healthy and safe

02
Deliver world-class services where safety is first

03
Integrate systems to deliver truly connected care

04
Develop and support people and culture

05
Support and harness research and innovation

06
Enable advances in technology, data and analytics

07
Deliver future-focused infrastructure and strategic commissioning

08
Maintain robust governance and financial sustainability

THE WAY WE'LL GET THERE - OUR STATEWIDE AND LOCAL PLANS

Annual Operational Plan

Strategic Program Plans (ICT, logistics etc)

HOW OUR PORTFOLIOS WILL HELP - TEAM / SERVICE PLAN ON A PAGE

OUR INDIVIDUAL ROLE - PERFORMANCE DEVELOPMENT WORKPLAN

**Align broadly with NSW Health's current 8 Strategic Priorities*



OUR STRATEGIC PRIORITIES*



*Aligns broadly to NSW Health's Strategic Priorities

ambition for all of us





01

Keep people
healthy and
safe

Alongside our partners in health and justice, we help protect and enhance the health, safety and wellbeing of our communities at all stages of life.

We extend the reach of our statewide clinical and scientific expertise to ensure our communities get reliable, meaningful answers every time – regardless of who they are or where they live.

Those at increased risk or facing unacceptable inequities in health and justice, such as Aboriginal and Torres Strait Islander people, are priority communities for us.

We design and deliver culturally-respectful pathology and forensic services in genuine partnership to improve access and outcomes. We do not drive the agenda nor the solution – but tackle the challenges that matter most together.

We broaden community access to emerging science and diagnostic technologies, such as our statewide genomics, point of care testing (PoCT) and screening services, to ease the burden on our hospitals and communities through better prevention strategies, patient empowerment and care in the community.

Our goals:

- Deliver services that contribute to better health and safety
- Extend our quality services to our communities with the greatest need
- Lead expert diagnostic support to predict and prevent ill health

Our lead strategies:

1.1 Partners in safer, healthier communities

Deliver clinical and scientific excellence every time so our customers and communities get the answers that matter when they're most needed

1.2 Broader access to diagnostic and forensic services

Partner with customers and communities to design strategies and service models that improve the health and welfare of our communities, especially vulnerable and at-risk groups

1.3 Innovative people-centred care

Lead the shift to preventive, whole-of-life, community-based care with widespread access to emerging diagnostics

What our success looks like:

- a. Access to expert diagnostic services will be increased particularly for our vulnerable and at-risk communities
- b. Partnerships to develop tailored services for Aboriginal and Torres Strait Islander communities will improve access and outcomes
- c. Our expertise and collaboration with health and justice partners will help reduce the impact of illicit drug harm in our communities
- d. Our pioneering initiatives targeting out-of-hospital and preventive care – such as PoCT, genomics and screening services – will help keep people healthier and better managed in the community



02

Deliver world-class services where safety is first

Collectively and as individuals we share a passion and accountability for excellence, quality and safety.

We strive for clinical and scientific excellence at all times, treating every person, sample and result with utmost care. Our innovative technology, systems and processes enable us to more safely track, test and handle each sample or piece of evidence we have in our care.

We regularly monitor our statewide and local quality systems to recognise trends, risks and opportunities to drive continual improvement. We set ourselves ambitious goals to exceed global best practice and standards.

We work together as a team of statewide clinical and scientific experts to meet the diverse needs of our local communities. We draw on the best of our highly specialised clinical and scientific expertise as well as technologies to better protect and enhance the health and safety of all our communities right across the State.

Our goals:

- We are passionate in our pursuit of and commitment to excellence in quality, safety and innovation

Our lead strategies:

2.1 Quality and excellence driven culture

Drive a higher quality focus in our everyday work processes, and empower continual improvement

2.2 Set the standards

Assess and benchmark our service against global industry leaders and international best practice

2.3 Statewide network with strong local connections

Use the expertise of our pathologists and scientific staff to strengthen partnerships in statewide and local care delivery and innovation

What our success looks like:

- a. Integrated quality management strategies and systems will improve our monitoring capabilities and services
- b. Accreditors and industry will recognise our efforts as consistent leaders in safe, quality practices
- c. Regular benchmarking analysis will demonstrate that our statewide expertise and local delivery models are effective
- d. Streamlined pre and post analytical processes will foster improved interpretation accuracy by those external to the lab



03

Integrate systems
to deliver truly
connected care

We are leading the way in testing and adopting emerging technology to span physical and geographic boundaries.

Our best-in-class integrated laboratory systems mean we can connect individuals, families, and local and statewide communities, to faster and more meaningful results and outcomes.

We deliver our reliable clinical and scientific answers into the hands of those who need it when they need it most. This helps to save, protect and improve the lives of the people of NSW every day.

Connecting our expertise and advanced technologies – such as PoCT, molecular diagnostics and genomics – right across the State helps clinicians make faster, more effective decisions about treatment plans and patients make more informed choices about their care.

Together with our partners, consumers, clients and staff we continually rethink and shape our systems and service models to improve access, safety, outcomes and experience.

Our goals:

- We are trusted leaders in connecting our partners and communities to better care and outcomes

Our lead strategies:

3.1 Shaping innovative services

Test, evaluate and adopt innovative service models based on emerging science, technology and community needs

3.2 Systems integration

Leverage new platforms, systems and tools to better connect our data in meaningful ways to help improve outcomes, regardless of location

3.3 Connected communities of care

Bring together partners in health and justice to redesign and drive new and better service models, outcomes and experiences for all our communities

What our success looks like:

- a. We will enable more personalised, flexible access to results through our digital tools, apps and valued online clinical support community
- b. Our platforms will allow us to integrate data from existing laboratory systems, new systems such as genomics and molecular pathology, new sources including mobile and remote PoCT, and patient collected sources
- c. We will be recognised as a lead partner in the establishment of a national approach to missing persons, and improved quality and outcomes in forensic analysis, such as DNA evidence and forensic medicine
- d. Our integrated information systems and tools will be used by our partners for ongoing analysis and improvement to health and justice services, particularly in areas of greatest public need
- e. Our co-designed service models will promote improved interaction, safety, outcomes and experiences for all
- f. Customer and community satisfaction, engagement and performance measures will reach or exceed targets



04

Develop and support people and culture

We are proud of our culture and to be a great place to work. We work collectively as one team – statewide and locally. We are united by our purpose, aspirations and the values we set ourselves: Respect, Integrity, Teamwork and Excellence.

We share a passion for making a difference, treasure what makes us unique and strive to create trust and belonging, for all of us.

We are only ever as good as our people and are committed to supporting our professional growth, development and capabilities to deliver the specialist services our communities and partners rely on us for.

Encouraging each other to think differently and challenge the status quo, we feed our curiosity and quest for continual learning and improvement. We are committed to nurturing tomorrow's trusted leaders in pathology and forensics.

Standing on the precipice of great change, we are a recognised learning organisation helping develop next-generation capabilities and services with care, compassion and respect. This not only helps set new standards for future pathology and forensic services but helps set us apart.

Our goals:

- We are a great place to work where our staff are consistently supported to learn and excel
- Our performance is built on trust, leadership and teamwork

Our lead strategies:

4.1 Foster diversity, inclusivity and creativity

Diverse, inclusive and creative ways of working help our staff realise their potential and develop capabilities to deliver our next-generation services

4.2 Nurture collaboration

Cultivate an organisation built on trust, collaborative leadership and supportive management

4.3 Safe, supportive workplaces

Provide a positive, psychologically supportive environment and culture where wellness is a priority and feedback drives ongoing improvement

4.4 Dare to experiment

Promote a culture of trust and innovation where curiosity and questions are not just encouraged but expected

What our success looks like:

- a. Greater focus on recognising and valuing our staff for their contribution, feedback and continual learning will help us attract and retain the best people
- b. We will demonstrate improved capability to manage the rapidly evolving convergence of humans and technology in areas such as artificial intelligence and machine learning
- c. We will achieve and exceed our target to increase workforce diversity and double the participation of Aboriginal and Torres Strait Islander people in our workforce
- d. Our extraordinary workplace culture will actively cultivate curiosity, creativity and collaboration with increased pride in being one team



05

Support and harness research and innovation

Our commitment to seek out and take on the challenges that matter to our customers, partners and communities means we deliver results, solutions and new approaches grounded in evidence and value.

Our pioneering spirit affords us the necessary courage and conviction to pursue and break new ground in the application of new knowledge, skills, technology and expertise.

We lead the way in training, education, research and policy creation to meet the diverse, evolving needs that help us create safer, healthier communities.

We are recognised leaders in translational research and commended for our agility to experiment and scale-up the application of emerging science and technology.

We remain mindful to strike the balance between how we provide reliable services for today's communities while pursuing, testing and adopting new models for future generations.

Our goals:

- We are partners in translational research where discoveries move rapidly from the lab to the community
- We uncover answers that matter by pursuing innovation possibilities in all we do

Our lead strategies:

5.1 Grow research opportunities

Define and lead research priorities that target and align to state and national directions and pressures

5.2 Bring new ideas to life

Lead the translation of scientific and technological discoveries to deliver better outcomes for our communities

5.3 Space to innovate

Create dedicated spaces and programs to continually question, innovate and improve our services through experimentation and doing things differently

5.4 Celebrate our expertise

Recognise our staff as world-leading, renowned experts in technology-enabled science and clinical diagnostics

What our success looks like:

- a. Increased number of staff-led innovations translated into timely actions that improve patient and community outcomes
- b. More staff will be publicly recognised as leaders in their fields and recipients of awards and publications in health, justice and other government industry programs
- c. Growth in the number of our state-aligned and affiliated research priorities will increase and improve new practice changes and outcomes
- d. Our involvement in dedicated centres for innovation and excellence, in concert with LHDs and justice partners, will serve as effective hubs for collaborative research, education and simulation



06

Enable advances
in technology,
data and analytics

We constantly seek out opportunities to connect our customers, communities and partners to more integrated care, meaningful data and better outcomes.

Using secure, trusted digital platforms, we enable fast, convenient and valuable access to data and results.

We set the path and national standard for application of the virtual microscope – digital pathology – to broaden access to rapid clinical diagnostic services via our statewide network of expert pathologists and scientists.

Expert analysis of our wealth of data aids better policy setting and preventative practices in areas of greatest public need – from tackling the rise of resistance to antibiotics to trends in ill-health and crime.

Our goals:

- We are pioneers of emerging technologies, tools and data analytics

Our lead strategies:

6.1 Agility in technology adoption

Improve access to and utility of clinical and scientific data within a secure environment by assessing and adopting emerging technologies to establish new best practice

6.2 Grow digital capability

Build digital and computational technologies into our workflows to support better outcomes for our customers

6.3 Leverage our data and expertise

Mine, analyse and use our knowledge, expertise and data to influence better decisions for integrated care across our state and with local partners

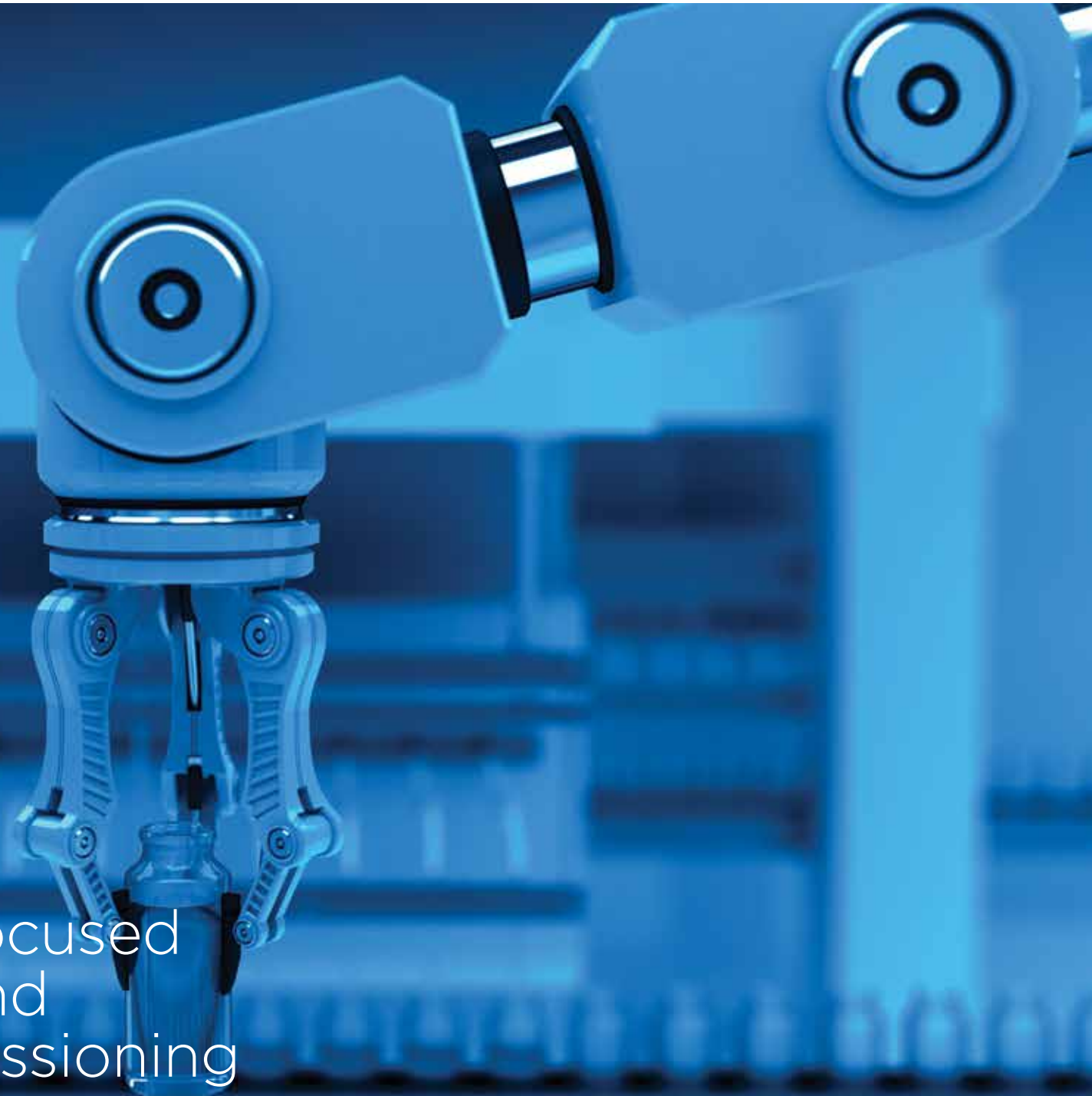
What our success looks like:

- a. We will enable more innovative service models through enhanced decision support for customers, health and crime trend reporting, and cloud-based applications
- b. We will be leading the transition to digital and computational pathology in Australia
- c. Our standards-based, open digital platforms will support the modular connection of clinical applications including algorithms and AI for clinical decision support, and allow partnerships to develop new capability
- d. Our advances in data analytics will help influence community behaviour in priority areas such as childhood obesity, diabetes, antimicrobial resistance and crime



07

Deliver future-focused infrastructure and strategic commissioning



We work hand in hand with partners to combine the best of emerging science and technology to match the evolving needs of all who rely on and deliver our services.

Our innovative and collaborative approach to design, commissioning and construction helps create labs, collection spaces and offices – whether physical or virtual – that centre on excellence, experience and outcomes.

Creation of our new laboratory design guidelines helps set new industry standards for our future workforce and communities, and reinforces our place as trusted commissioners of tomorrow's pathology and forensic services.

Ingrained in our culture is a commitment to being partners in creating a more sustainable future for generations to come. We set expectations, goals and practices to ensure we are not only passionate about more responsible sourcing and use of our resources, but genuinely making a difference.

Our goals:

- We invest in infrastructure designed and curated to be fit-for-purpose and the future
- We are leaders of strategic provisioning and commissioning of services that our customers and communities value

Our lead strategies:

7.1 Create labs of the future

Partner in the design and delivery of innovative physical and virtual laboratories and collection services that better support customers, community and our staff

7.2 Smarter, sustainable services

Lead the implementation of eco-friendly, sustainable services and workplaces

7.3 Commissioner of choice

Proven as a trusted commissioner driving better community outcomes by guiding improved design and delivery of statewide pathology services and leading change within the NSW Health system

What our success looks like:

- a.** Publication of laboratory design guidelines will achieve industry validation for their innovative, efficient approach to service delivery
- b.** Modernised logistics capabilities will demonstrate improved safety, efficiency and reliability including best-in-class, technology-supported specimen transport and tracking that protects all our samples and drivers
- c.** Our internal commissioning service will be recognised for delivering improved value to the people of NSW



08

Maintain robust governance and financial sustainability

Being reliable, accountable and credible stewards of community resources is an important foundation for us.

We recognise our role as Australia's largest public provider of pathology as a great responsibility and privilege. It means we place people at the centre of our decisions about how we use our resources to deliver true and measurable value to the people of NSW.

Behind these decisions is our determination to achieve equal access to highly specialised, cutting-edge pathology and forensic services for our communities irrespective of culture, background, age or location.

We forge partnerships with trusted partners that share our goals and values to expand ways in which we can continually improve access, outcomes and reinvestment in our services and the broader public system.

As a statewide network, we deliver more of what matters to our local customers, communities and partners through enhanced accountability for strategically-aligned local operational plans and budgets.

Our goals:

- We are great stewards of public resources and investments

Our lead strategies:

8.1 Mature governance models

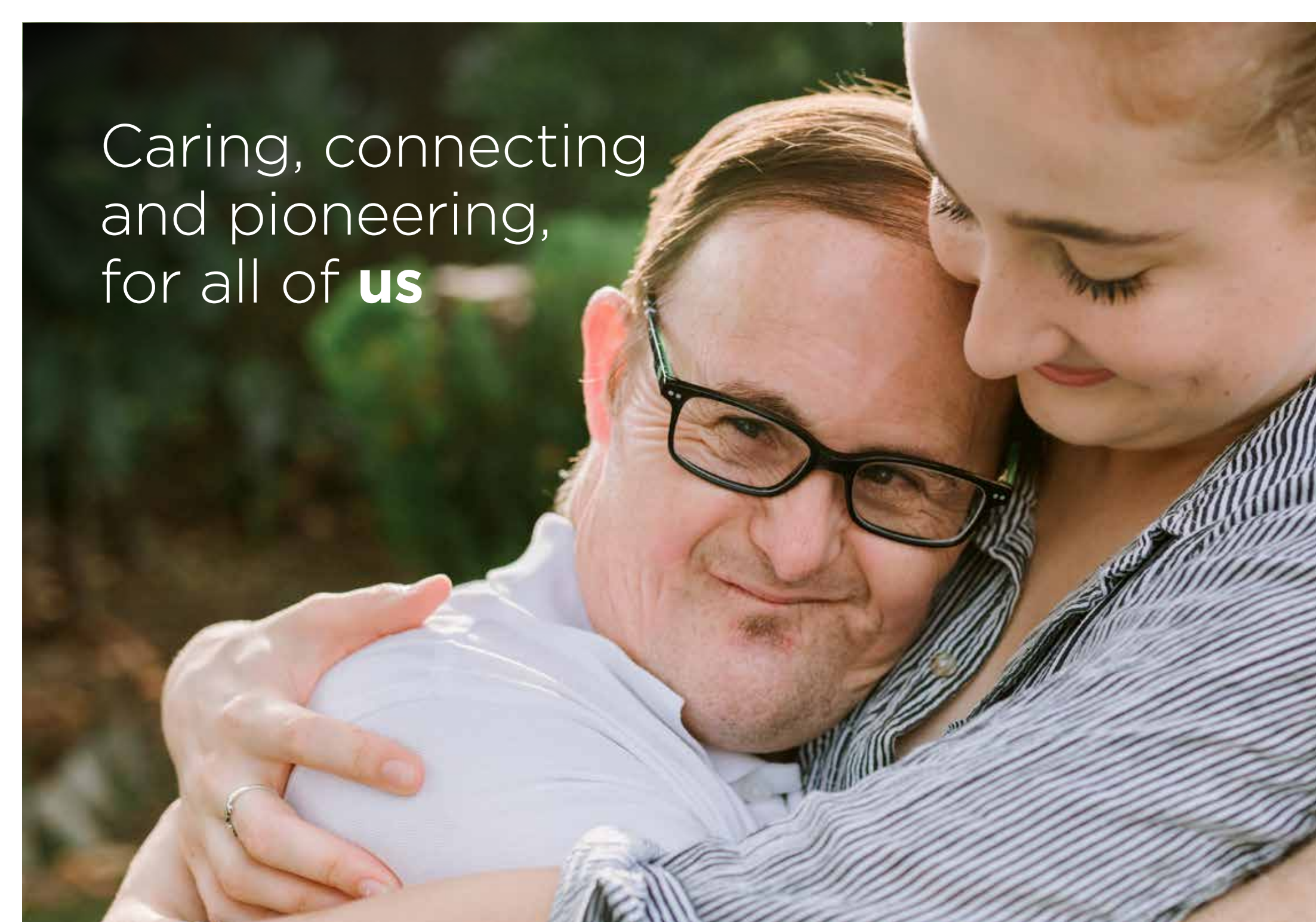
Continue to improve transparency and accountability by maturing our clinical, corporate and research governance models

8.2 Collective stewardship

Foster a collective stewardship for strong financial management delivering value for money, sustainability and continued reinvestment in our services and staff

What our success looks like:

- a. Our clinical and corporate governance maturity ranking will increase from 'maturing' to 'optimising'
- b. New and alternative funding sources, including partnerships with third parties and research grants or programs, will be routinely secured
- c. Evidence-based evaluation will lead to reinvestment in services that matter to the health, safety and wellbeing of the people of NSW
- d. Local managers are empowered with budgets and accountability to deliver on strategically-aligned, local operational plans

A photograph of a man with glasses and a woman embracing outdoors. The man is wearing a light blue shirt and glasses, and the woman is wearing a blue and white striped shirt. They are both smiling and looking down at each other. The background is a blurred green landscape.

Caring, connecting
and pioneering,
for all of **us**

Thank you

to Michelle, Little Kite Photography, and
to our many staff, family, friends and
community members who shared their
time and stories.

we know why we come
to work, what unites **us**
and what sets **us** apart
as an organisation



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