



Sydney North
HealthCARE
Innovation
Precinct



Sydney North HealthCARE Innovation Precinct

Cammeraygal Alliance for Research and Education



Northern Sydney
Local Health District

Strategic Plan 2025–2027



Acknowledgement of Country

Sydney North HealthCARE Innovation Precinct acknowledges the traditional custodians of the lands on which our health services are located, the Guringai and Dharug peoples, and we honour and pay our respects to their ancestors.

We acknowledge and pay our respects to all Aboriginal and Torres Strait Islander peoples and to Elders past and present.

We acknowledge that past, current and future Aboriginal and Torres Strait Islander peoples are the continuing custodians of this country upon which we live, work and meet and that it is from their blood, courage, pride and dignity that we are able to continue to live, work and meet on this ancient and sacred country.

Muru Dali Gili Gili (path to shine – artwork)

The Muru Dali Gili Gili background artwork was created by the Northern Sydney Local Health District Aboriginal and Torres Strait Islander Employee Network. Through painting, employees have come together to tell their story of connectedness to the community, the District and to each other—reflecting the collaborative spirit that defines our innovation Precinct.

All artwork has been used with permission.

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Foreword

In a climate in which healthcare challenges are growing increasingly complex, innovation emerges not from isolated efforts, but from meaningful collaboration across disciplines, organisations, and communities. The Sydney North HealthCARE Innovation Precinct is a collective committed to harnessing this shared power to transform health outcomes for our community and beyond.

Our Strategic Plan marks an important milestone in our precinct's journey. It articulates a shared vision where our partner organisations unite to create something greater than the sum of their parts – a dynamic ecosystem where value-based healthcare thrives, where clinical trials are seamlessly integrated into therapy options, and where education is embedded in everything we do. These strategic priorities reflect our commitment not just to incremental improvements, but transformational change in how healthcare is delivered, experienced, and advanced.

The strength of our precinct lies in collaboration. With over 20 partners spanning across healthcare providers, tertiary education organisations, research institutes, industry leaders, and government agencies, we are uniquely positioned to break

down traditional silos and come together to create solutions to healthcare challenges through pioneering innovation. This 'one team' approach ensures that Sydney North HealthCARE Innovation Precinct becomes a global exemplar for integrated health innovation.

This strategy has been developed through the combined efforts of our partner organisations. We are grateful to everyone who contributed their insights, expertise, and diverse perspectives to shape this strategy.

We look forward to working alongside our partners, and most importantly, our patients and community, as we build a health and innovation precinct that delivers exceptional care today and transforms the future of healthcare tomorrow.

Deanne Stewart
Independent Chair
Sydney North HealthCARE
Innovation Precinct

photo of Deanne

**Adjunct Professor
Anthony M. Schembri AM**
Chief Executive
Northern Sydney Local
Health District



About Sydney North HealthCARE Innovation Precinct

NSLHD

Westmead Health Precinct
Innovation Centre

Sydney North
HealthCARE
Innovation Precinct

Genesis Health Precinct

Randwick Health &
Innovation Precinct

Elizabeth Drive
Medical Precinct

Greater Sydney

Blue Cross
Health Precinct



Northern Sydney
Local Health District



North Shore
Private Hospital
Part of Ramsay Health Care



KOLLING
INSTITUTE
Building Medical Research and Health



phn
Public Health Network



Sydney North
Health Network



TAFE
NSW



NEXT DC



NSW Health



Sydney
HealthPartners
Accelerating Research into Better Health Outcomes



MATER HOSPITAL
ST VINCENTS
HEALTH AUSTRALIA



MACQUARIE
University



ACU
AUSTRALIAN CATHOLIC UNIVERSITY



UTS
UNIVERSITY OF TECHNOLOGY SYDNEY



connect MPID
MACQUARIE PARK INNOVATION DISTRICT



HammondCare



NORTH
Foundation



Nucleus
Network



agrf



THE UNIVERSITY OF
SYDNEY



The George Institute
for Global Health



dexus



Royal North
Shore Hospital



Ramsay
Health Care



WILLOUGHBY
CITY COUNCIL
City of Innovation



The Sydney North HealthCARE Innovation Precinct is a dynamic health ecosystem centred around Royal North Shore Hospital, one of Australia's leading tertiary referral and teaching hospitals since 1902. Located just 8km from Sydney CBD in St Leonards, our precinct brings together healthcare providers, universities, research institutes, and industry partners to create an integrated environment where clinical care, research, and education converge to deliver cutting-edge innovation and world-leading healthcare solutions.

Situated on the traditional lands of the Cammeraygal peoples, our precinct serves a diverse and growing population of approximately 1 million people across 900km², expected to exceed 1 million residents by 2029. This diverse community includes significant multicultural populations with 30% of residents speaking a language other than English at home, and a rapidly aging demographic with those aged 80+ expected to grow by over 4% annually. Our precinct also delivers a number of statewide specialty services including major trauma, severe burns, spinal cord injuries, neonatal intensive care, bone marrow transplantation, neurosurgery, and interventional neuroradiology, alongside acute medical, surgical, mental health, paediatric, cancer, and maternity services.

Our precinct is uniquely co-located with the NSW Ministry of Health and its pillar organisations, creating direct pathways for healthcare policy development, implementation and evaluation and is also strategically positioned with excellent connectivity via the St Leonards train station, Crows Nest Metro and bus services.

What sets our precinct apart is our integrated approach across public, private and affiliated healthcare providers, research institutes, university and industry partners - enabling us to focus on outcomes rather than siloed clinical specialties. We leverage digital infrastructure including the Single Digital Patient Record to integrate clinical trials as therapeutic options and have achieved recognition for pioneering planetary health initiatives that address both human and environmental well-being. Central to our success is our diverse team of clinicians, researchers, educators and support staff that form the foundation of our innovation ecosystem. This positions us to translate innovation rapidly from research to practice, creating value-based healthcare solutions that can be scaled across the broader health system.

Our Areas of Excellence

- » Cancer & Haematology
- » Neurology and Neurovascular
- » Obstetrics & Gynaecology
- » Cardiovascular & Structural Heart Services
- » Pain Management
- » Endocrinology
- » Nuclear Medicine (including Total Body PET)
- » Musculoskeletal
- » Burns
- » Spinal Cord Injury
- » Renal
- » Trauma
- » Nursing & Midwifery
- » Allied Health
- » Behavioural Science
- » Critical Care
- » Aged Care/Geriatrics
- » Functional Wellbeing
- » Mental Health Drug & Alcohol
- » Orthopaedics
- » Chronic Disease management
- » System Performance
- » Women & Children's Health
- » Indigenous Health
- » Planetary Health & Sustainability
- » Anaesthetics and perioperative medicine
- » Palliative Care
- » Neonatal Intensive Care

By the Numbers

23

Precinct Partners

350+

active clinical trials

11,000+

Workforce

500+

Students

Our Guiding Principles

At the heart of our precinct is a commitment to value-based healthcare that drives everything we do. As defined by Porter and Teisberg, value represents “the patient health outcome achieved per dollar spent”⁽¹⁾ – a principle that guides our focus on maximising meaningful outcomes relative to cost.

We embrace NSW Health’s vision of value-based healthcare as “the equitable, sustainable and transparent use of available resources to achieve better outcomes and experiences, for every person at all stages of their health journey.”

We also recognise the evolution of healthcare aims beyond traditional metrics. Building on Nundy and colleagues’ argument that healthcare must

expand from the quadruple to quintuple aim by adding health equity as the fifth goal⁽²⁾, we ensure that health equity remains central to our mission alongside patient experience, population health, cost effectiveness, and clinician well-being. Our approach is grounded in evidence-based definitions of value that prioritise outcomes meaningful to patients and communities.



This commitment to value-based healthcare is supported by our core principles:



Collaboration

We believe that meaningful innovation emerges from genuine partnership across disciplines, organisations, and communities. We actively break down silos and create environments where diverse perspectives can come together to solve complex health challenges.



Equity and Diversity

We aim to ensure innovation addresses and involves populations with disproportionate health outcomes, while promoting equity and inclusion across all our activities. We actively work to eliminate barriers and create opportunities for underrepresented communities to participate in and benefit from healthcare innovation.



Clinically led

We ensure that clinical expertise and patient care considerations drive our strategic decisions and innovations. Our initiatives are grounded in real-world clinical need and led by healthcare professionals who understand the complexities of delivering exceptional patient care.



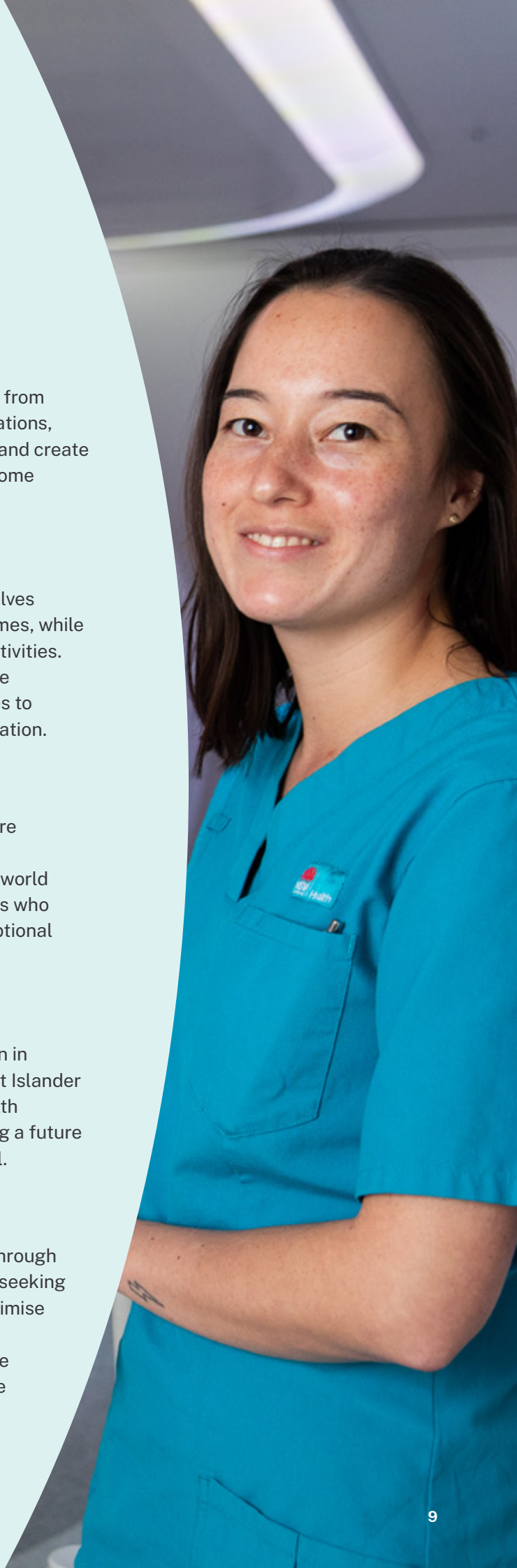
Connection with Country

We commit to delivering research and innovation in partnership with our Aboriginal and Torres Strait Islander communities as we contribute to improving health outcomes, advancing health equity and fostering a future of inclusive and culturally safe healthcare for all.



Planetary health and sustainability

We are committed to advancing human health through environmentally responsible practices, actively seeking solutions that reduce carbon emissions and minimise ecological impact. We recognise that thriving communities rely on healthy ecosystems, and we strive to align healthcare innovation with climate resilience and long-term sustainability.



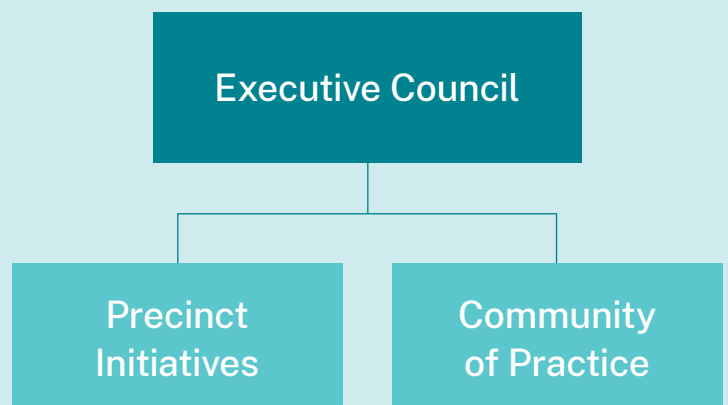


Governance

The Sydney North HealthCARE Innovation Precinct is a collective of healthcare, research, education, industry and community-based organisations with a shared vision to transform health outcomes through collaboration, innovation, and integrated care.

Strategic decisions are governed by an Executive Council, made up of senior representatives from each precinct partner organisation. The Precinct also operates a dynamic Community of Practice for knowledge sharing and cross-organisational learning. The flexible structure ensures that relevant expertise can be brought together quickly to address specific topics, share best practices, or explore new partnership possibilities as they arise.

This approach creates both structured oversight through the Executive Council and agile collaboration through the community of practice model, ensuring the Precinct can respond effectively to both strategic planning needs and emerging opportunities.



Our Strategic Framework

Our Vision	A globally recognised precinct where healthcare, research, education and industry unite to deliver value-based healthcare.		
Our Mission	To advance lifelong, comprehensive and integrated healthcare through excellence in patient care, research, and education, improving consumer outcomes and experience, provider experience, equity and system efficiency.		
Our Priorities	Health High-value healthcare	Research Clinical trials as therapy & translational research	Education Embedded and accessible education and training
Our Enablers	Our strategic priorities are supported by critical enablers that provide the foundation for successful implementation and sustainable impact of our strategy.		
	Structure & Governance Clear decision-making frameworks and robust governance structures enable effective collaboration between our partner organisations, while maintaining appropriate oversight and accountability.	Design & Infrastructure Purpose-built physical and virtual environments create spaces where healthcare, research and education can seamlessly integrate, supporting new models of care and enhancing collaboration across our Precinct.	Engaged Patients Active participation of patients and community members in the design, delivery and evaluation of healthcare, research and education ensures our work remains centred on outcomes that matter most to those we serve.
	Technology Digital platforms, AI capabilities, and advanced clinical systems, particularly the Single Digital Patient Record (SDPR), accelerate innovation, enable data-driven decision making, and create new possibilities for care delivery, research and education across our Precinct.	Investment & Incentives Aligned financial and non-financial incentives encourage behaviour that supports value-based approaches, collaborative research, and shared learning across traditional organisational boundaries.	Workforce A skilled, engaged, and adaptable workforce with capabilities spanning clinical care, research methodology, and education practice is essential for delivering on our strategic priorities in an evolving healthcare landscape.
	Culture A collaborative, learning-focused organisational culture that embraces innovation, values diverse perspectives, celebrates successes, and champions continuous improvement is essential for driving change across our strategic priorities.	Innovation Systematic approaches to identifying, testing, and implementing promising ideas create pathways for translating creative concepts into improved healthcare practices, research approaches, and educational methods.	Evidence & Data Robust data infrastructure, including implementation of the Single Digital Patient Record initiative, provides the foundation for value-based healthcare decisions, translational research, and targeted education initiatives through improved access to comprehensive, integrated information.

Our Ecosystem & Partner Network

Government



Royal North Shore Hospital and Community Services

A major tertiary referral and teaching hospital providing comprehensive specialist medical services, emergency care, and community health programs across northern Sydney.



Northern Sydney
Local Health District

Northern Sydney Local Health District (NSLHD)

A public health district providing hospital and community health services across Northern Sydney



NSW Health

Office for Health and Medical Research

State government office coordinating health research policy, funding, and translation of medical innovations across NSW under the Ministry of Health



Sydney North Health Network

A Primary Health Network coordinating primary care services across Northern Sydney



Willoughby City Council

The local government area responsible for municipal services in the Willoughby region of Sydney

Medical Research Institutes



The Kolling Institute

(Joint venture between Northern Sydney Local Health District and University of Sydney)

A medical research institute affiliated with the University of Sydney, researching in various areas of clinical and translational medicine



The George Institute

An independent medical research institute focusing on finding effective ways to prevent and treat chronic diseases globally

Academic



University of Sydney

One of Australia's leading research-intensive universities with a strong focus on health and medical research



University of Technology

A public research university known for its focus on applied research and innovation, particularly in health and technology fields



University of New South Wales

World-leading research-intensive university with strengths in health, technology and sustainability research



Macquarie University

A public research university known for its strong focus on interdisciplinary research and innovation



Australian Catholic University

A public university known for its strong focus in health sciences, education and community engagement



TAFE NSW

The state-based technical and further education provider offering vocational education and training across New South Wales

Industry and Community



NORTH Foundation

The philanthropic foundation supporting NSLHD, raising funds for medical research, equipment, and patient care improvements



Dexus

An Australian owner, developer and manager of office, industrial, retail, healthcare and infrastructure investments.

Industry and Community



Nucleus Network

A business incubator and innovation hub supporting early-stage life sciences and technology startups



North Shore Private Hospital

A private hospital providing specialist medical services in northern Sydney, part of the Ramsay Healthcare group



HammondCare

A not-for-profit organisation providing aged care services, including residential aged care, home care and specialised dementia care



The Mater Hospital

A private hospital network providing specialist medical services across several locations in Sydney



Ramsay Clinics Northside

Ramsay Clinic Northside is a state-of-the-art mental health facility offering comprehensive inpatient and outpatient services.



Next DC

A data centre solutions provider specialising in connectivity services for organisations requiring robust IT



Sydney Health Partners

An alliance of major health and research organisations in Sydney working together to advance health innovation and translation



Connect Macquarie Park Innovation District

An innovation district that brings together industry, research institutions and startups to foster collaboration and innovation in Macquarie Park



Australian Genome Research Facility

A national genomics service facility providing genomic sequencing and bioinformatics services to researchers across Australia



Strategic Priority 1

Investment in High-Value Healthcare

Sydney North HealthCARE Innovation Precinct is committed to pioneering value-based healthcare approaches that optimise outcomes relative to investment. Through our Learning Health System framework, we embed continuous improvement cycles that integrate data, evidence, and patient insights to deliver care that matters most to those we serve. By focusing on value rather than volume, we are transforming healthcare delivery to achieve the quintuple aim: improved patient outcomes, enhanced patient experience, increased provider satisfaction, greater system efficiency and greater health equity.

Our Commitments:

1 Implement value-based models of care

- » Design, test and implement innovative care models that prioritise outcomes that matter to patients while optimising resource utilisation across the care we deliver, from prevention through to specialised services.

2 Develop robust measurement frameworks

- » Develop comprehensive systems to measure health outcomes, cost of care and patient experiences that enable data-driven decision-making and continuous improvement in healthcare delivery across our precinct.

3 Build capability for value-based healthcare

- » Equip our workforce with the knowledge, skills and tools needed to implement value-based approaches, including data literacy, improvement science and patient-centred design.

4 Drive system-level transformation

- » Leverage our unique position alongside the NSW Ministry of Health and Pillar organisations to scale successful value-based initiatives and influence broader health system policy and practice.

Strategic Priority 2

Clinical Trials as Therapy & Translational Research

Sydney North HealthCARE Innovation Precinct recognises the transformative potential of clinical trials when integrated directly into patient care pathways. Our approach redefines clinical trials not simply as research activities, but as therapeutic interventions that expand treatment options and generate critical evidence. By embedding our research capabilities within clinical environments and fostering cross-disciplinary collaboration, we accelerate the translation of innovation into improved patient outcomes and health system effectiveness.

Our Commitments:

1 Integrate clinical trials seamlessly into care pathways

- » Develop systems and processes that position clinical trials as a standard component of care pathways, ensuring patients have access to cutting-edge treatments while contributing to advancing research translation.

2 Accelerate translation of research into practice

- » Strengthen connections between researchers, clinicians and patients to effectively identify, evaluate and implement innovations that improve outcomes, enhance experience and increase healthcare value across our Precinct and beyond.

3 Build world-class trial infrastructure and capabilities

- » Invest in developing specialised infrastructure, technologies and workforce skills that position our Precinct as a preferred destination for conducting complex and innovative clinical trials across our areas of clinical excellence.

4 Foster collaboration across the research ecosystem

- » Create mechanisms for meaningful partnerships between our diverse network of academic, clinical, industry and community partners to solve complex health challenges through coordinated research efforts.

Strategic Priority 3

Embedded & Accessible Education & Training

Sydney North HealthCARE Innovation Precinct recognises education as the foundation for healthcare excellence and innovation. We envision learning as an integral component woven throughout clinical care and research. By creating dynamic educational ecosystems that connect students, clinicians, researchers, and patients, we foster continuous knowledge exchange that drives improved practice, advances innovation, and builds workforce capability for the future of healthcare.

Our Commitments:

1 Create seamlessly integrated learning environments

- » Develop integrated physical and virtual spaces where education occurs naturally alongside clinical care and research, enabling real-time knowledge application and interprofessional learning opportunities across our Precinct.

2 Expand access to education and training

- » Establish inclusive pathways that broaden participation in healthcare and health research education, reaching diverse learners across disciplines, career stages and backgrounds through flexible delivery and targeted support programs.

3 Drive innovation in healthcare education

- » Implement new approaches to teaching and learning that prepare healthcare professionals for evolving practice environments, incorporating emerging technologies, simulation and authentic workplace-based learning.

4 Increase workforce capability through education

- » Identify and address critical skill gaps through targeted education initiatives that equip our current and future workforce to support emerging healthcare challenges and opportunities.

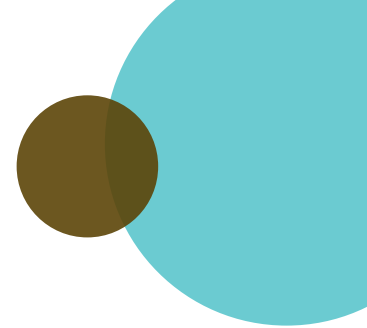


Our Initiatives

The following initiatives leverage the strengths of our diverse partners and encourage collaboration between like-minded organisations to implement and achieve our strategy. To support us in achieving our strategic priorities and objectives, partners will also contribute to activities that further develop and enhance our Precinct.

Through our distributed leadership model, we foster shared ownership where each precinct partner leads certain initiatives while contributing expertise and support to others. This collaborative approach enables us to harness the unique capabilities of each partner organisation, ensuring the precinct draws on diverse strengths and perspectives. By working together across traditional organisational boundaries, we create an environment where innovation emerges naturally from genuine partnership and mutual support.

Initiative	Lead Partners	Purpose	Strategic Priority Alignment		
			Health	Research	Education
Functional Wellbeing Index	Kolling	Develop comprehensive community and patient wellbeing metrics beyond traditional health indicators to guide precinct priorities and demonstrate broader health impact.	●	●	
Indigenous Health	Macquarie University	Improve health equity and culturally safe care for Aboriginal and Torres Strait Islander peoples through co-designed initiatives that enhance access, outcomes and workforce representation.	●		●
Planetary Health	University of Sydney	Embed sustainability principles across precinct activities to reduce environmental impact and align health efforts with climate change mitigation.	●		●
Virtual Health	Macquarie University	Expand and evaluate virtual care delivery models across the precinct to improve access and continuity of care, especially for rural, remote and vulnerable populations.	●	●	
Healthcare for Vulnerable Populations	Australian Catholic University	Coordinate efforts to improve equity for marginalised populations through enhanced access and integrated models of care.	●		●
Clinical Robotics and Robotic-Assisted Surgery	Macquarie University / North Shore Private Hospital	Advance clinical robotics capability and surgical training to expand access to advanced surgery while enhancing training and research opportunities.	●	●	●
Psycho-oncology	Australian Catholic University	Strengthen psychosocial care integration within cancer services to improve quality of life and treatment adherence for cancer patients.	●		●
Decarbonisation and Sustainability in AI	NextDC and University of NSW	Explore sustainability and decarbonisation solutions in healthcare and research settings including reducing the carbon footprint of technology use and innovation in monitoring, managing and optimising material and energy flows.	●	●	
Data & Digital (SDPR) optimisation	Northern Sydney Local Health District	Identify opportunities to utilise SDPR data for research and education to enable data sharing and integration while strategically leveraging SDPR capabilities for precinct initiatives.	●	●	●



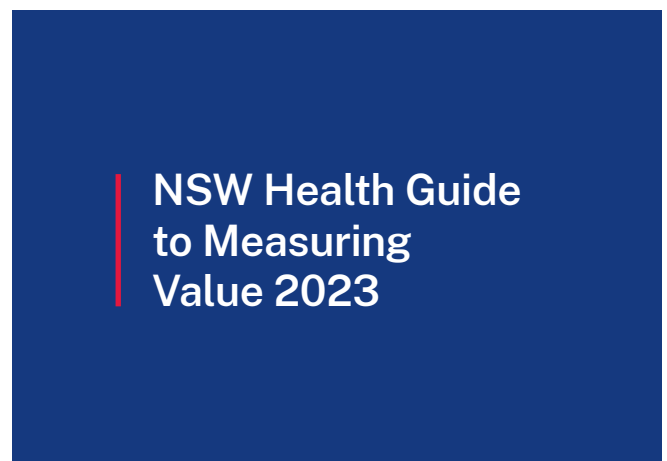
Initiative	Lead Partners	Purpose	Strategic Priority Alignment		
			Health	Research	Education
Artificial Intelligence (AI) operationalisation	Northern Sydney Local Health District	Identify opportunities to embed AI into research, clinical practice, education and operations to pilot AI-driven innovations and build precinct AI capability.	●	●	●
Cybersecurity Capacity Building	Northern Sydney Local Health District	Strengthen cybersecurity resilience across the Precinct by building workforce capability, enhancing digital literacy, and embedding a culture of cyber awareness.			●
Clinical Research Fellows Program	Kolling Institute	Build clinical research capability by embedding research fellows across the precinct to increase clinician-led research and strengthen academic-clinical partnerships.		●	●
Research Symposium	Connect Macquarie Park Innovation District	Host a precinct-wide annual or biannual research event showcasing partner projects and fostering collaboration.		●	
Micro-Credentialing	TAFE NSW	Create agile, stackable training courses to upskill workforce and support lifelong learning in emerging areas.	●	●	●
Student Placement & Integration Models	Northern Sydney Local Health District	Explore and develop innovative, integrated clinical placement models across the precinct to create pilot placement models, improve coordination and develop clinical school frameworks.	●		●
Sustainable Workforce Models	Northern Sydney Local Health District	Design sustainable workforce pipelines and explore shared roles across institutions to develop recruitment/training pipelines, pilot cross-institutional roles and support long-term workforce sustainability.	●		●
Aboriginal and Torres Strait Islander Employment	Northern Sydney Local Health District	Increase participation and retention of Aboriginal and Torres Strait Islander peoples in health, education and research roles through co-designed culturally responsive employment programs and career progression support.	●	●	●
Workforce Development, Wellbeing & Education	Northern Sydney Local Health District	Deliver precinct-wide programs to upskill the existing workforce and support early-career professionals for capability building and talent retention.		●	●
Cancer Succession Strategy	Mater Hospital	Identify future workforce needs in cancer care and develop strategies for workforce sustainability to ensure a skilled, resilient cancer workforce and address gaps in key roles.	●		
National Reference Centre for Musculoskeletal Health	Northern Sydney Local Health District	Establish a national research and treatment hub for musculoskeletal conditions to advance research, models of care and policy in this growing burden area.	●	●	
Physical Precinct	Northern Sydney Local Health District / Dexu	Explore opportunities for co-location of a physical hub to support education, research, innovation and collaboration, enhancing infrastructure efficiency and cross-sector visibility.		●	●

OUR INITIATIVES

Initiative	Lead Partners	Purpose	Strategic Priority Alignment		
			Health	Research	Education
Infrastructure & Facility Sharing	TAFE NSW	Maximise use of precinct infrastructure to create interdisciplinary learning environments and foster collaboration.	●	●	●
Philanthropy strategy	NORTH Foundation	Develop a precinct-wide philanthropic strategy and identify joint funding opportunities to create a precinct case for support, coordinate campaigns and attract joint investment.	●	●	●
Health Leadership	University of NSW / The George Institute	Build precinct-wide leadership capability for innovation and system transformation to grow a pipeline of system leaders and support change initiatives.			●
Development of a Healthcare Megatrend Guide	Office for Health and Medical Research	Scan future healthcare trends to inform precinct strategy and guide planning and investment based on future scenarios.	●		
Advanced Therapeutics Policy Pilot	Office for Health and Medical Research	Pilot regulatory and operational frameworks for complex emerging therapies to streamline access to cell/gene therapies and personalised medicine.	●	●	
Universal Consent Pilot	Office for Health and Medical Research	Develop streamlined patient consent models for care, research and data use to simplify processes, empower patients and enhance data-driven research.	●	●	
Clinical Trials Capacity	Northern Sydney Local Health District	Enhance precinct-wide clinical trial capability and coordination to establish a clinical trials coordination platform, increase trial volume and improve access to commercial and investigator-initiated trials.	●	●	
Clinical Trials Integration	Northern Sydney Local Health District	Undertake pragmatic clinical trials that address the lack of evidence base for common conditions and treatments, particularly in surgical care, to build stronger evidence for everyday clinical practice.	●	●	
Nuclear Medicine (incl. Total Body PET)	Royal North Shore Hospital	Extend nuclear medicine capacity and access to next-generation imaging tools to improve diagnostic capabilities and research potential.	●	●	
CAR-T Cell Therapy	Royal North Shore Hospital	Deliver cutting-edge personalised cell therapies in partnership to offer novel treatments to eligible patients and build a platform for innovation.	●	●	
Patient Flow, Capacity & Demand Management	Royal North Shore Hospital	Improve system efficiency through better demand forecasting and resource use to reduce wait times and improve patient outcomes and throughput.	●		
Liquid Biopsy (cfDNA) Genomic Assays	AGRF	Advance minimally invasive blood-based diagnostics for early cancer detection and monitoring to improve early detection and enable personalised treatment decisions.	●	●	
Pan-omics Hub	AGRF	Establish a partnership devoted to translational pan-omics to create a pipeline of access and translation for researchers and clinicians.		●	
Scalable and Translational Clinical Genomics	AGRF	Expand access to advanced genetic sequencing for diagnosis and research to improve diagnostic yield, enable personalised care and support rare disease and cancer genomics.	●	●	

Initiative	Lead Partners	Purpose	Strategic Priority Alignment		
			Health	Research	Education
Innovation Incubator Pathway	Connect Macquarie Park Innovation District	Provide direct access to innovative MedTech, BioTech and related industries to develop IP, establish commercialisation pathways and access novel funding and specialty expertise.		●	
Pam McClean Centre	Mater Hospital	Develop a strategic plan for the Pam McClean Centre to strengthen its role in communication, clinical skills training and professional development, enhancing workforce capability in patient-centred care.	●	●	●
VNP North Star Cancer Clinical Trials Centre	Northern Sydney Local Health District	Advance the flagship cancer trials and research centre to increase access to high-quality cancer trials and support early-phase studies.	●	●	
Integrated and Preventative Care Models (Social Prescribing, Aged Care, Mental Health)	Sydney North Health Network	Pilot cross-sector models linking health, social and community supports to improve outcomes, reduce hospital demand and deliver patient-centred care.	●		
Healthcare Funding Modelling	Sydney North Health Network	Explore funding models that support value-based and preventive care to propose new models aligned to population needs and outcomes.	●		
VBHC Practical Guide	Northern Sydney Local Health District	Create a precinct-level framework to support value-based healthcare delivery and align efforts across organisations to deliver better outcomes per dollar spent.	●		
Clinical Knowledge Exchange	Northern Sydney Local Health District	Explore incorporating private hospitals and AHOs into the NSLHD Clinical Network structure to strengthen collaboration across sectors and promote best practice through integrated care models.	●		
Nursing & Midwifery Research	University of Technology Sydney	Expand translational research in nursing and midwifery to strengthen evidence-based practice, enhance workforce capability and improve patient outcomes through nurse- and midwife-led research.	●	●	
Allied Health Research	University of Technology Sydney	Expand translational research in allied health to strengthen evidence-based practice, enhance workforce capability and improve patient outcomes through allied health-led research.	●	●	
Mental Health Comprehensive Care Pathways	Ramsay Clinics Northside and Cremorne	Develop integrated mental health care pathways across public, private and community settings to improve continuity of care, reduce service fragmentation and enhance patient outcomes.	●		
Transport Connections	Willoughby City Council	Improve physical access to the precinct for patients, staff and students to reduce transport barriers and improve community engagement.	●	●	●
Gore Hill Multi-Sports Centre	Willoughby City Council	Support community and workforce wellbeing through active spaces to promote physical activity, prevent disease and strengthen community ties.	●		

Enabling Plans and Frameworks



References

1. Porter ME, Teisberg EO. Redefining health care: creating value-based competition on results. Boston, Mass: Harvard Business School Press; 2006. 506 p.
2. Nundy S, Cooper LA, Mate KS. The Quintuple Aim for Health Care Improvement: A New Imperative to Advance Health Equity. JAMA. 2022 Feb 8; 327(6):521-2.





Northern Sydney
Local Health District



Sydney North
HealthCARE
Innovation
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