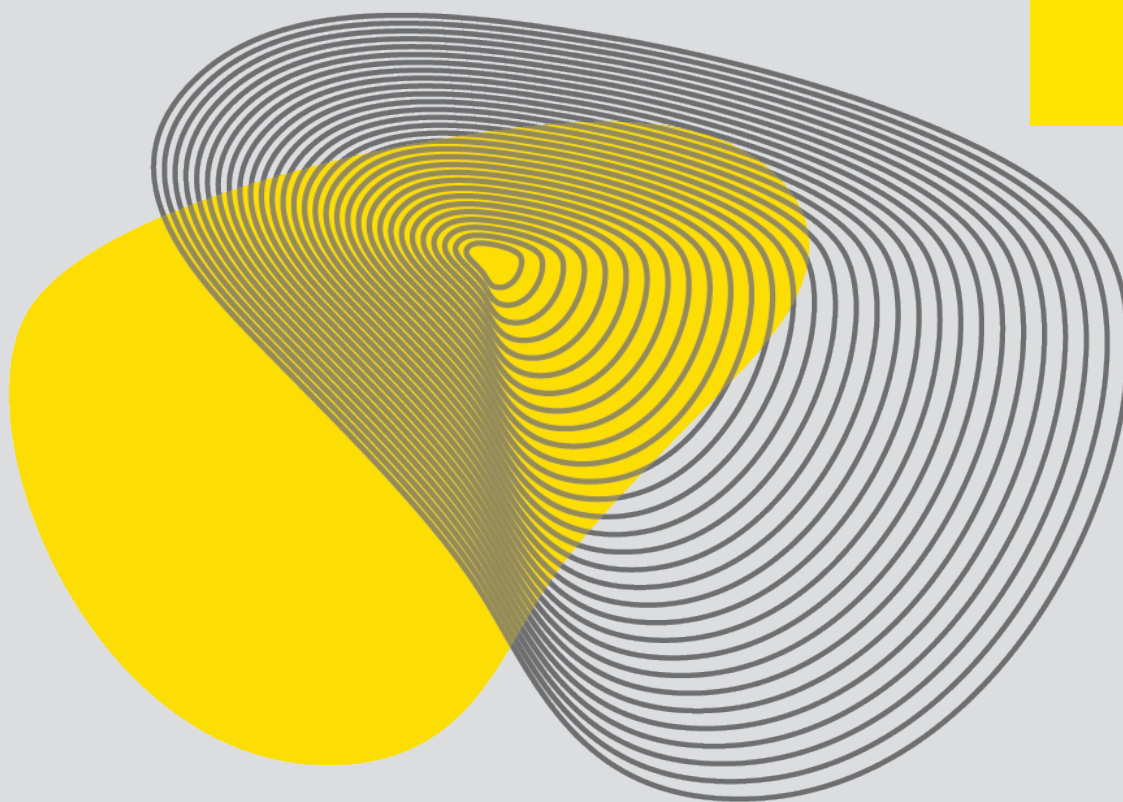


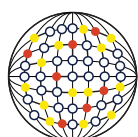


UNSW
SYDNEY



International Centre for Future Health Systems

2025 Report



UNSW
International Centre for
Future Health Systems





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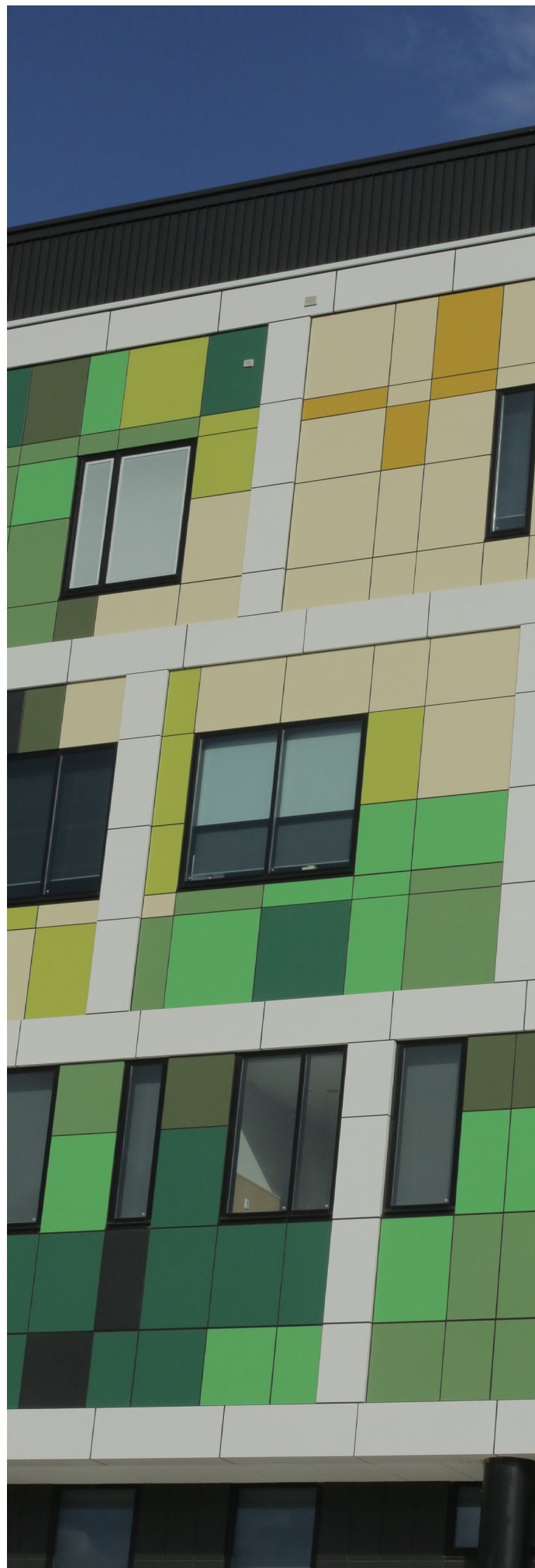
Acknowledgement of Country

UNSW International Centre for Future Health Systems respectfully acknowledges the Bidjigal clan of the Dharawal Nation, alongside the Biripai, Dharug, Gadigal, Gumbaynggirr, Ngunnawal and Wiradjuri peoples, on whose unceded lands we are privileged to learn, teach and work. We honour the Elders of these Nations, past and present, and recognise the broader Nations with whom we walk together. We acknowledge the enduring connection of Aboriginal and Torres Strait Islander peoples to culture, community and Country.

The International Centre for Future Health Systems is generously supported by a grant from The Ian Potter Foundation.

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2

Directors' comments

The International Centre for Future Health Systems (ICFHS) was established with support from [Ian Potter Foundation](#) and the University of New South Wales. The goals of our Centre are to:



Lead research, policy and advocacy work on health systems reform at local, national and global levels.



Engage in partnership models, with strong engagement with consumers, healthcare providers, public and private health care services, governments, research institutes, industry, and national and international agencies to develop, test and implement solutions to improve health systems in Australia and in countries around the world.



Address national regional and global challenges that impact health systems, including climate change, pandemic preparedness and population growth.



**Michael Kidd AO –
Foundation Director**



**Patricia Davidson –
Co-Director**

Global trends including population ageing and the increasing burden of chronic illness increase the vulnerability of health systems, particularly in the context of climate change and emerging pandemics. Health system redesign plays a critical role in meeting these challenges and burgeoning healthcare costs, by identifying effective and affordable models of care and implementing innovative approaches to preventing, treating, and managing disease. While there have been many innovative practices in how we deliver healthcare, the environment in which that occurs remains embedded in decades of historical practice, often referred to as the 'system' challenges.

By building a transdisciplinary team from across UNSW including the faculties of Science, Engineering, Arts, Design and Architecture, Medicine, Business and Law, we are providing thought leadership in the design, assessment and implementation of innovative health systems.

Our Centre's researchers are actively engaging in reforms to health systems, focussing on eight core themes: *health equity, strengthening primary care, transforming hospital care, digital health, health workforce, and preparedness for climate change, ageing and growing populations, future epidemics and pandemics*. It is both rewarding and exciting to see how rapidly the Centre has grown and the depth and breadth of activities. We are looking forward to seeing what the future will bring.

3

Our advisory committee

ICFHS brings together researchers from each of the faculties at UNSW to work together to drive forward-thinking solutions to improve health systems and provide advancements that seek to benefit all people. The insights of UNSW leaders on the operations and strategic direction of the Centre are indicative of momentum and promise.



Professor David Carter
Faculty of Law and
Professor Jennifer Schulz
Faculty of Law

"ICFHS has become an integral part of how the Faculty of Law & Justice engages with health systems research at UNSW, bringing together our expertise in law and policy with colleagues across faculties and creating a genuinely interdisciplinary home for work that sits at the intersection of health and law."



Professor Nigel Lovell
Faculty of Engineering

"It anchors engineering in real world health systems challenges, ensuring our technologies are co-designed with clinicians, patients and policy makers for impact at scale."



Professor Limin Mao
Faculty of Arts, Design and
Architecture

"It fosters multi-disciplinary research idea generation, planning, and reciprocal mentorship between ICFHS and the Centre for Social Research in Health."



Professor Erik Meijering
Faculty of Engineering

"Strengthening ties between ICFHS and UNSW Engineering offers exciting opportunities in artificial intelligence research and development for personalised healthcare and ensuring technologies address real-world needs in an equitable and sustainable way."



Professor John Piggott
School of Business

"The relationship with the ICFHS sharpens the Business School's impact by applying business and economic methods to practical health system priorities, stakeholder needs, and a clear research-to-policy pipeline."



Professor Ben Newell
Faculty of Science

"It provides the Faculty of Science, the School of Psychology and the Institute for Climate Risk & Response with access to cutting edge knowledge on the future of our health systems and facilitates avenues for mutually beneficial and impactful research."



Professor Karin Sanders
School of Business

"ICFHS is a fantastic initiative with strong potential for academic and societal impact. Its multidisciplinary research focus will be a real benefit to the faculties. I'm looking forward to seeing the first results of this initiative for the faculty."



Professor Christy Newman
Faculty of Arts, Design and Architecture

"Models how and why we must embed social science, built environment, design and creative arts capabilities in the collaborative reimagining of future health systems."



Professor David Simar
Faculty of Medicine and Health

"It represents a unique model of interdisciplinary collaboration to tackle complex health systems problems."



Professor Sallie Pearson
Faculty of Medicine and Health

"ICFHS adds value to the UNSW Health Systems Research Theme by generating policy relevant evidence and insights that directly inform health system reform, decision-making and implementation."



Professor Martin Smith
Faculty of Science

"Fostering collaborative translation of cutting-edge research and responsible uptake of advanced genomic technologies in precision medicine and One Health."

4

Measures of impact



25

Research projects



\$13.5M

Total value of grants



8

Roundtable
discussions
& workshops



12

Government reports



460

Journal articles
(78% Q1)



5

Our team

Our team comprises 102 people: 18 academic, 10 professional and 21 casual staff employed by the Centre, 49 adjunct or conjoint staff and four visiting academics. In addition, we have 39 associate members.



Name	Role/Title
Luke Allen	Adjunct Associate Professor
Sameera Ansari	Associate Member
Johan Årnlöv	Visiting Professorial Fellow
Margo Barr	Associate Professor
Shona Bates	Senior Research Fellow
Jason Bennie	Adjunct Associate Professor
Davide Bilardi	Adjunct Senior Lecturer
Elliot Brennan	Adjunct Fellow
Peter Brown	Post Doctoral Research Fellow
Vera Buss	Adjunct Lecturer
Elizabeth Byrne	Communications Lead
Joanne Carson	Associate Member
David Carter	Associate Member
Rafal Chomik	Senior Research Fellow
Elizabeth Comino	Adjunct Associate Professor
Matthew Crepaz	Associate Member
David Currow	Adjunct Professor
Zhaoli Dai-Keller	Associate Member
John Daniels	Honorary Professor
Patricia Davidson	Co-Director
Claire Deakin	Associate Member

Name	Role/Title
Lucas de Toca	Adjunct Professor
Jennifer DeVoe	Adjunct Professor
Chris Dietz	Senior Research Associate
Dan Dumbrell	Associate Member
Garang Dut	Adjunct Lecturer
Janelle Farmer	Administrative Officer
Xiaoqi Feng	Associate Member
Michael Green	Adjunct Professor
Melissa Green	Associate Member
Sarah Ford	Administrator
Susan Elizabeth Green	Adjunct Senior Lecturer
Trisha Greenhalgh	Adjunct Professor
Amanuel Kidane Hagos	Associate Member
Fiona Haigh	Associate Professor
Katja Hanewald	Associate Member
Isabel Hanson	Adjunct Lecturer
Elizabeth Harris	Adjunct Associate Professor
Mark Harris	Emeritus Professor
Patrick Harris	Associate Professor
Ben Harris-Roxas	Associate Member
Lucinda Hiam	Adjunct Lecturer
Katherine Hirono	Adjunct Fellow

Name	Role/Title
Richard Hobbs	Adjunct Professor
Ellen Hooper	Associate Member
Yue Huang	Associate Member
Md Saiful Islam	Associate Member
Rohina Joshi	Associate Member
Tejas Kanhere	Adjunct Fellow
Michael Kidd	Foundation Director
Bogda Koczwara	Associate Member
Leah Krischock	Associate Member
Ashwani Kumar	Associate Member
Albert Lee	Adjunct Professor
Jean-Frederic Levesque	Adjunct Professor
Xue (Snow) Li	Adjunct Lecturer
Yang Li	Statistician
Jialing Lin	Research Fellow
Raghu Lingam	Associate Member
Zhixin Liu	Adjunct Fellow
Jane Lloyd	Adjunct Associate Professor
Celia Loneragan	Adjunct Fellow
Lijing Ma	Adjunct Fellow
Kamal Mahtani	Adjunct Professor
Limin Mao	Associate Member
Robert Marshall	Adjunct Professor
Danielle Martin	Adjunct Professor
Alexandra Martiniuk	Professor
Heather McCormack	Associate Member
Peter McCue	Associate Member
Kumara Mendis	Adjunct Professor
Sabuj Kanti Mistry	Associate Member
Katie Moses	Senior Project Officer
Halima Mohamed	Adjunct Senior Lecturer
Christy Newman	Associate Member
Quang Nguyen	Associate Member
Gary Nicholls	Associate Member
Shannon Nott	Adjunct Associate Professor
Cathy O'Callaghan	Research Fellow
Mark Orr	Adjunct Associate Professor
Peri O'Shea	Senior Research Associate
Jude Page	Associate Member
Sharon Parker	Project Officer
Anja Pietsch	Administrator
Bobby Porykali	Associate Member
Mohammed Owais Qureshi	Associate Member
Simon Radmore	Associate Member
Glen Ramos	Associate Member
Joel Rhee	Associate Member / Associate Professor

Name	Role/Title
Katherine Rouleau	Adjunct Professor
Deborah Saltman	Honorary Professor
Hossain Sazzad	Adjunct Fellow
Lisa Sharwood	Associate Member
Miranda Shaw	Adjunct Senior Lecturer
Holly Seale	Associate Member
Aziz Sheikh	Adjunct Professor
David Silvera	Adjunct Associate Professor
Samir Sinha	Adjunct Professor
Freddy Sitas	Associate Professor / Chief Operating Officer
Hyun Song	Adjunct Lecturer
Catherine Spooner	Adjunct Senior Lecturer
Christopher Standen	Research Fellow
Anthony Sunjaya	Associate Member
Jane Taggart	Research Fellow
Natalie Tat	Research Associate
An Tran	Research Officer
Carla Treloar	Associate Member
Karen Tu	Adjunct Professor
Amadea Turk	Adjunct Fellow
Nishant Valecha	Associate Member / Adjunct Fellow
Braulio Mark Valencia Arroyo	Senior Research Associate
Kim van Schooten	Associate Member
Shanshan Wang	Adjunct Lecturer
Xinrui Wei	Visiting Fellow
Marilyn Wise	Associate Professor
Virginia Wiseman	Associate Member
William Wong	Adjunct Professor
Elizabeth Woodland	Conjoint Lecturer
Michael Wright	Associate Professor
Sarah Wright	Senior Project Officer
Luh Putu Lila Wulandari	Associate Member
Yuchen Xie	Associate Member
Uday Yadav	Adjunct Senior Lecturer
Muhammad Zaman	Adjunct Professor



6

Spotlight on our pan-university fellows

Funded by The Ian Potter Foundation and UNSW, our pan-university Centre brings together post-doctoral researchers, co-funded from each of the Faculties at UNSW, to inspire forward-thinking solutions to improve health systems.



Dr Braulio Mark Valencia Arroyo (Faculty of Science)

I am a clinician-scientist driven to reshape how biomedical discovery is translated into patient care. By integrating multi-omics technologies, my vision is to advance a transformative paradigm of precision medicine that spans the full continuum from primary to tertiary care. Drawing on my experience spanning basic science to evidence-based decision-making, I seek to build precision medicine into real-world health systems, enabling equitable access to early diagnosis, risk stratification, and personalised care, particularly for vulnerable populations.



Dr Shona Bates (Faculty of Arts, Design and Architecture)

I am a transdisciplinary researcher, examining health and social service systems to improve access, effectiveness and efficiency of systems for future populations. I work with colleagues in the Faculty of Arts, Design and Architecture to develop research that reimagines health and social care systems – including the design of care spaces, new approaches to public administration, and how services and systems interact to respond to the social determinants of health.



Dr Peter Brown (Faculty of Engineering)

I am a software engineer with interdisciplinary training from the School of Biomedical Engineering within the Faculty of Engineering. My work bridges computing and medicine, drawing on close collaboration with faculty across engineering and health sciences. I currently focus on developing next-generation remote patient monitoring systems, leveraging data, connectivity, and intelligent software to improve continuous care, clinical decision-making, and patient outcomes in real-world healthcare settings and scalable digital health infrastructure.



Dr Rafal Chomik (School of Business)

I am a postdoctoral senior research fellow at the International Centre for Future Health Systems, with an affiliation with the School of Business. I am an economist working at the intersection of applied econometric analysis and policy-relevant health systems questions, with geography and equity as recurring organising principles. I have a strong background in demographic research, with interests in population health trends and the fiscal impacts of ageing, and an evolving interest in area-based analyses of health inequality and weather-related impacts on health service use.



Dr Chris Dietz (Faculty of Law and Justice)

I am a senior research associate with an affiliation with the Faculty of Law and Justice. at the International Centre for Future Health Systems, UNSW Sydney. Drawing upon my socio-legal training, I research health, technology, and justice. My focus is on increasing trust in health systems amongst priority populations. Alongside colleagues from the Faculty of Law & Justice and with assistance from the Australian Human Rights Institute, I am to investigate 'professional boundaries in the regulation of treatment of young trans people'.



Dr Jialing Lin (Faculty of Medicine)

I am a public health researcher with a strong background in epidemiology My research focuses on health services and health systems, with interests in equity, access, and policy-relevant evaluation. I examine how health services are accessed and delivered, the consequences of healthcare utilisation, and the broader policy and system contexts shaping these patterns. I actively build collaborations across schools and centres through shared research interests and interdisciplinary partnerships.



7

Early impact across our eight themes

Significant research, policy and advocacy activity is underway across each of the eight ICFHS themes, reflecting the Centre's commitment to system-level reform. Below are a few examples of these, along with our initial impact

7.1 Health equity

Equity focused plans for Local Health Districts

Equity, both in access to health services and in the outcomes of health services, remains the greatest challenge facing health systems across Australia and around the world and features as a core component of all ICFHS research, policy, and advocacy work. For example, we have assisted Sydney Local Health District to develop an equity-focused strategic plan 2025-2030 and assisted the South Western Sydney Local Health District to develop and launch the Fair Health Matters Equity Framework 2023-2028.

7.2 Primary care transformation

Codesigning, implementing, and evaluating future-focused models of multidisciplinary, team based primary care in Australia

The National Multidisciplinary Primary Care Research, Policy and Advocacy Consortium, funded by the National Health and Medical Research Council (NHMRC) Medical Research Future Fund (MRFF) funding scheme is codesigning, implementing, and evaluating future focused models of multidisciplinary, team based primary care in

Australia. Led by Professor Michael Kidd AO, the consortium brings together six peak primary care research groups, the Consumer Health Forum of Australia, and 50 Chief and 50 Associate Investigators. Working closely with the Department of Health and Ageing and other government agencies, the consortium will generate and disseminate evidence and innovative models aimed at improving health outcomes nationwide.

At a critical inflection point for healthcare reform, this exciting program has launched a national conversation on the role of multidisciplinary care in Australian primary care. With over 100 partner organisations involved, the consortium is well positioned to support early innovation and build capacity for the next generation of primary care researchers.

The ICFHS publication on 'Review of General Practice Incentives – International Evidence and Literature Review' is informing Australian Government health policy. This project was carried out for the Australian Government Department of Health and Aged Care, analysing global research on blended funding models of primary care, and has informed the Australian Government's Review of General Practice Incentive scheme.



7.3 Hospital care

MedConnect: the hospital of the future

ICFHS, in partnership with the Faculty of Medicine & Health at UNSW, and in collaboration with the NSW Ministry of Health welcomed over 1500 registrants to an international conversation on hospitals of the future. Hosted by Professor Cheryl Jones, Dean, UNSW Medicine & Health, panellists included: Elizabeth Koff AM, (Managing Director, Telstra Health); Adjunct Professor Andrew Milat, (Executive Director, Intelligence and Support for Innovation, Transformation and Evaluation, NSW Agency for Clinical Innovation); Dr Robert Marshall, (Chief Strategy Officer, St Vincent's Health Australia); and Dr Peter Pronovost, (Chief Quality & Clinical Transformation Officer, University Hospitals, United States).

The discussion centred on the need to move from traditional, centralised, models to person-centred, technology-enabled systems. Key messages from the panel included the need to focus on value-based health care, digitally enabled health solutions, and meeting individuals and communities where they are using place based approaches.

A subsequent event in collaboration with NSW Future Workforce Unit focussed on future health systems, with Professor Michael Kidd as the keynote speaker, and panel members comprising Professor Jackie Curtis (Executive Director Mindgardens Neuroscience Network), Professor Patricia Davidson (co-director ICFHS), Richard Griffiths (Executive Director Workforce NSW Ministry of Health), Professor Cheryl Jones (Dean UNSW Faculty of Medicine and Health) and Megan Maletic, (Partner, Deloitte Australia)

Professor Alexandra Martiniuk was appointed as Professor of Hospital Transformation and Future Health Systems commencing January 2026. She was previously a Professor in the Faculty of Medicine and Health at the University of Sydney (School of Public Health and Daffodil Centre) and Adjunct Professor at the University of Toronto. She was also a Senior Research Fellow at the George Institute for Global Health. Trained in medical sciences and clinical psychology, she completed her graduate studies in community health and epidemiology in Canada.

7.4 Digital health

Know Me, Support Me: AI reasoning tool for identifying and managing health issues of people with intellectual disability

People with intellectual disability often rely on caregivers to access health care, yet early signs of deteriorating physical or mental health are frequently missed. Diagnostic overshadowing, communication barriers, and limited caregiver health literacy can lead to symptoms being misattributed to the disability itself or behaviours of concern. Comorbid conditions and underreporting further complicate timely care.

Associate Professor Margo Barr was successful in securing \$1.3 million in MRFF funding for a project to develop EarlyCare AI, an accessible mobile AI reasoning tool to support earlier detection of health changes and improve care for people with intellectual disability. As the first tool of its kind in Australia and globally, it has strong potential to improve outcomes through earlier intervention and better care planning. The tool will analyse behavioural and health cues to assist early detection, support clearer communication of symptoms to providers, and generate personalised support plans in consultation with health professionals.

Development includes stakeholder co-design, iterative testing, and a pilot trial with 200 participants comparing AI-supported care with usual support. This work aligns with the National Roadmap for Improving the Health of People with Intellectual Disability, which highlights the need for models of care that incorporate digital solutions to support decision-making, communication, and proactive health management.

7.5 Health workforce

The Community Health Navigator Forum

Community Health Navigators (CHNs) are trusted intermediaries who help consumers overcome barriers to accessing health and social services. Over the past six years, ICFHS research in Australia has built a national and international network of researchers and health innovators, including collaborators in Canada and the Netherlands. In June 2025, we convened a national Forum led by Emeritus Professor Mark Harris and Associate Professor Liz Harris, bringing together over 150 participants to share evidence, debate priorities, and identify infrastructure needed to sustain CHNs as an emerging workforce.

There was strong agreement that future CHN development should focus on more integrated, large-scale implementation across Australia's health system, involving Commonwealth, State governments and Primary Health Networks. Key outcomes included the establishment of a community of practice, agreed role statements, proposals for accredited training, and coordinated advocacy for ongoing funding and policy alignment. ICFHS is also partnering with NSW Health and the Future Workforce Unit on future health workforce initiatives and events.

KNOW ME

Identifying Health Issues

Understand unique needs, communication, and behaviours



AI REASONING TOOL

Empowering health for people with intellectual disability

SUPPORT ME

Managing Health Issues

Personalised care plans, early intervention, and monitoring





7.6 Climate change

Our researchers are closely engaging in research and policy initiatives to address climate change. ICFHS researchers have provided academic input into the development of the NSW Heat Smart Plan for Sydney. In the 40 recommendations, health and equity play a prominent role, focusing on new ways of working, and on collaborative research to deliver heat resilient action and policy solutions.

7.7 Ageing populations

How societies can better support healthy ageing in the 21st century

In collaboration with the Centre of Excellence in Population Ageing Research (CEPAR), ICFHS co-hosted an event exploring how societies can better support healthy ageing in the 21st century. Professor John Beard (Columbia University) highlighted the World Health Organization's Healthy Ageing Framework, calling for a shift from disease-based care toward a focus on intrinsic capacity and functional ability. He noted France as an early adopter of this approach through capacity assessments in primary care.

The forum also showcased research by Dr Rafal Chomik (ICFHS) and Associate Professor Katja Hanewald (UNSW Business School), demonstrating gains in cognitive and physical capacity across cohorts alongside widening socioeconomic gradients in disability free life expectancy. The discussion emphasised the need for more integrated, equity focused health, social, and economic systems. As Professor Beard observed, health systems should be rewarded for helping people maintain the capacity to live the lives they value.



7.8 Future pandemics

The Lancet Global Commission on Transforming Primary Health Care in the Post-COVID-19 Era

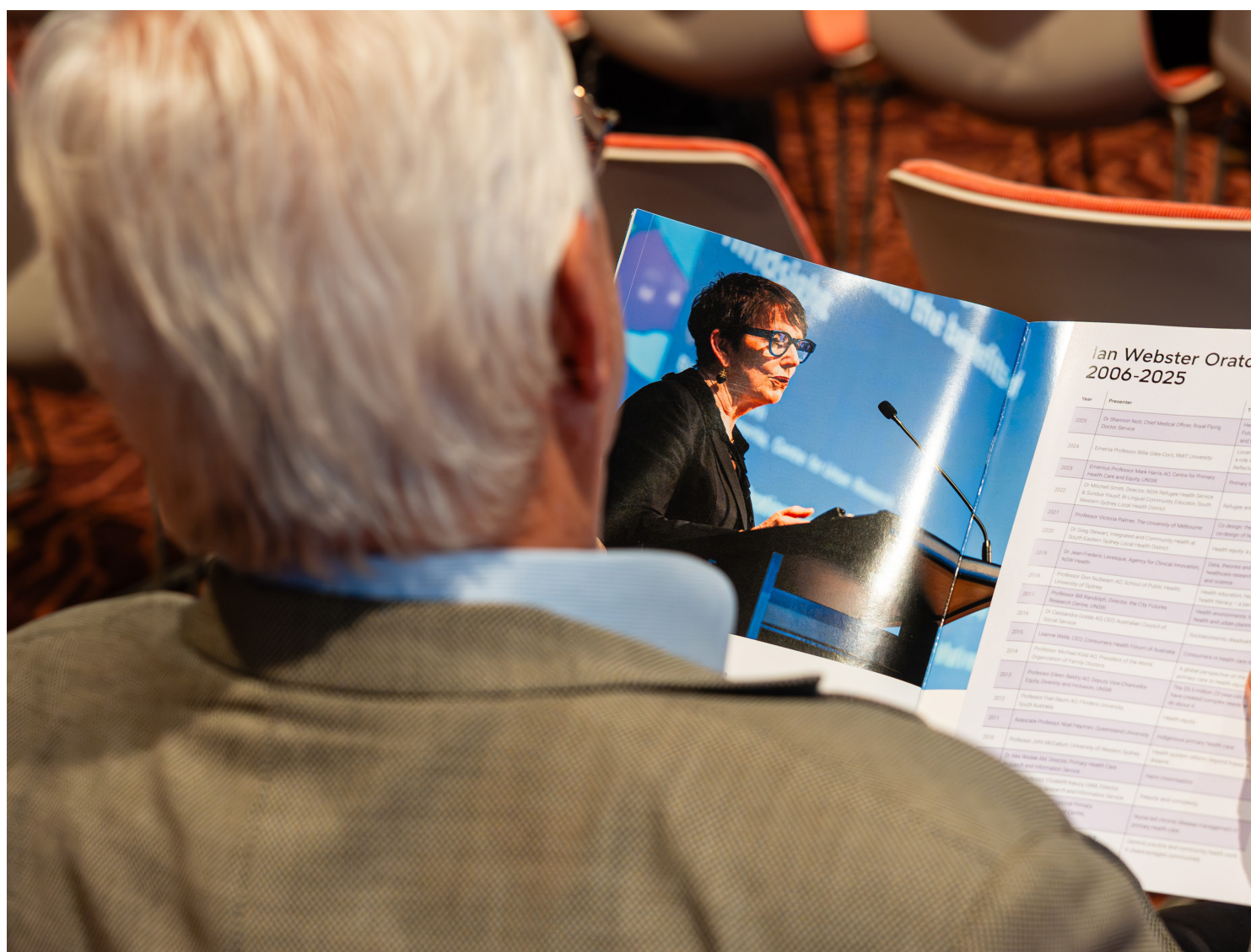
The Lancet launched this commission to explore the challenges faced by primary health care. The Commission is examining how primary health care (PHC) systems responded to COVID19 and what post pandemic reforms are needed to better meet future community needs globally. Bringing together PHC experts from all world regions, the Commission aims to strengthen equity, accessibility, and resilience through global research, policy recommendations, and system level reform. ICFHS Director, Professor Michael Kidd AO, is a cochair, alongside Commissioners including ICFHS adjunct members Professor William Wong from the University of Hong Kong, Professor Luke Allen and Professor Trisha Greenhalgh from the University of Oxford, and Professor Katherine Rouleau and Professor Karen Tu from the University of Toronto.

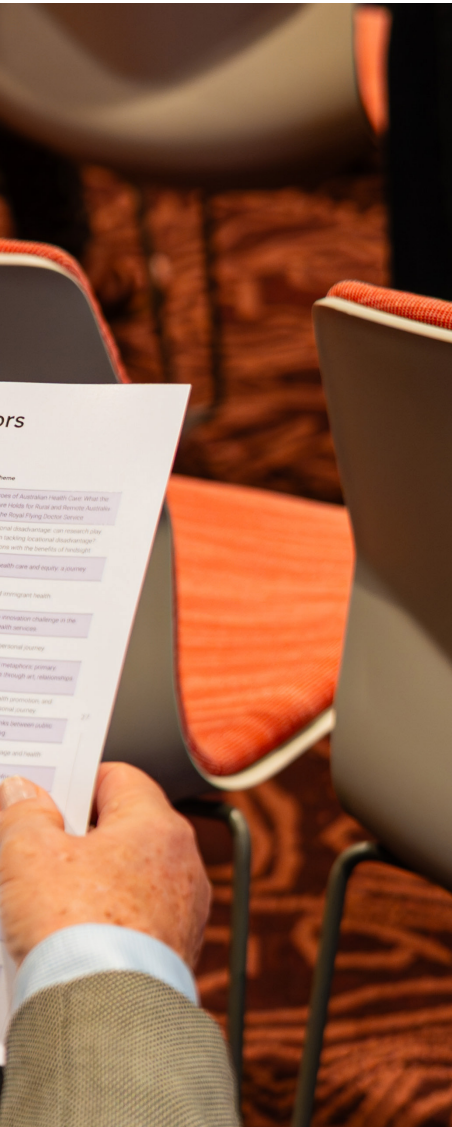
The Commission will develop a cohesive strategy focused on six priorities, including improving equity, maintaining person-centred care, adopting digital and AI innovations, integrating community based care, strengthening the PHC workforce, and enhancing preparedness for future health emergencies.

8

Ian Webster Oration

The Inaugural ICFHS Ian Webster Oration was held in November 2025, delivered by Associate Professor Shannon Nott, a distinguished Australian rural doctor and Chief Medical Officer and Executive General Manager of Health and Clinical Services at the Royal Flying Doctor Service. The Oration honours Emeritus Professor Ian Webster AO, foundation Professor of Community Medicine and General Practice at UNSW (1975), whose career as a clinician, educator, researcher, and advocate for equity has had a lasting impact on Australia's health system. The Centre marked two decades of the Oration, first held in 2006, with a commemorative booklet *Ian Webster Oration: Health for All*. The booklet highlights the Oration's influence through reflections from keynote speakers who have shaped health research, policy, and practice, and reinforces its role as a platform for bold thinking on primary health care and universal access, inspired by the 1978 AlmaAta Declaration.





9

Global reach

The Global Primary Care & Future Health Systems team at the University of Oxford Nuffield Department of Primary Care Health Sciences is co-directed by Professor Michael Kidd AO and Dr Luke Allen. This is a collaborative site, facilitating research collaboration and student and staff exchanges. The collaboration was launched started in mid-2024, and in the past 18 months our Oxford team has worked closely with ICFHS researchers on several policy-oriented systematic and scoping reviews, covering critical topics like empanelment, multidisciplinary team working, and policies and interventions that can improve equitable access to primary care. Our teams also work closely together on the Lancet Commission on Transforming Primary Care Post Covid-19. These outputs are aligned with our aim to improve equitable access to primary care around the world, with a focus on disadvantaged populations. Our broader research agenda is grounded in engagement with international policymakers and focuses on taking a health systems approach to generating and synthesising evidence on models of primary care. Our work has been cited in multiple national and international recommendations, informed government reforms, and supported the World Health Organization (WHO) as it seeks to support primary health care-oriented health system reforms around the globe.

The International Centre for Future Health Systems cultivates strategic international collaborations spanning academia, government, and health services to co-design scalable, system-level solutions to complex global health challenges. These partnerships, including the WHO, Karolinska Institute, Oxford, Mahidol, Shandong, Hong Kong, Toronto and Johns Hopkins Universities, among others, prioritise health systems strengthening across diverse contexts, integrating expertise in workforce development, digital health, precision medicine, and equity-focused models of care. Through joint research, capacity building, and policy engagement, the Centre advances translational impact and health diplomacy to improve outcomes across the Indo-Pacific and beyond.





10

Postgraduate research students

Our team members are actively engaged in teaching and supervision, we are primary supervisors to the following PhD students:

Glen Ramos: *The Politics of Pandemics: Evaluation and Development of an Interdisciplinary Framework for Australian Pandemic Preparedness and Management.*

Supervisor A/Prof Patrick Harris

An Tran: *Development of a health service planning and decision support tool to help meet the health needs of refugees settling in regional Australia*

Supervisor: A/Prof Fiona Haigh

Jude Page: *Image based tools (My Story Cards) to improve objective, interpersonal communication in shared decision making.*

Supervisor: A/Prof Margo Barr

Fouzia Khanam: *Facilitators and barriers to implementation of patient navigation interventions in Australian health system.*

Supervisor: A/Prof Fiona Haigh







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