

FUTURE HEALTH MEASUREMENT AND INTELLIGENCE COUNCIL

TERMS OF REFERENCE

CONTEXT

Future Health is the roadmap for our health system to achieve NSW Health's vision. It will help guide our next decade of care in NSW, while adapting to and addressing the demands and challenges facing our system. The strategy is broken up into six Strategic Outcomes and 30 Key Objectives.

Future Health: Strategic Framework

Guiding the next decade of care in NSW 2022-2032







Our Vision

A sustainable health system that delivers outcomes that matter most to patients and the community, is personalised, invests in wellness and is digitally enabled.

Our Values:

Collaboration
Openness
Respect
Empowerment



Strategic outcomes	Key objectives
 <p>Patients and carers have positive experiences and outcomes that matter: People have more control over their own health, enabling them to make decisions about their care that will achieve the outcomes that matter most to them.</p>	<ol style="list-style-type: none"> Partner with patients and communities to make decisions about their own care Bring kindness and compassion into the delivery of personalised and culturally safe care Drive greater health literacy and access to information Partner with consumers in co-design and implementation of models of care
 <p>Safe care is delivered across all settings: Safe, high quality reliable care is delivered by us and our partners in a sustainable and personalised way, within our hospitals, in communities, at home and virtually.</p>	<ol style="list-style-type: none"> Deliver safe, high quality reliable care for patients in hospital and other settings Deliver more services in the home, community and virtual settings Connect with partners to deliver integrated care services Strengthen equitable outcomes and access for rural, regional and priority populations Align infrastructure and service planning around the future care needs
 <p>People are healthy and well: Investment is made in keeping people healthy to prevent ill health and tackle health inequality in our communities.</p>	<ol style="list-style-type: none"> Prevent, prepare for, respond to and recover from pandemic and other threats to population health Get the best start in life from conception through to age five Make progress towards zero suicides recognising the devastating impact on society Support healthy ageing ensuring people can live more years in full health and independently at home Close the gap by prioritising care and programs for Aboriginal people Support mental health and wellbeing for our whole community Partner to address the social determinants of ill health in our communities
 <p>Our staff are engaged and well supported: Staff are supported to deliver safe, reliable person-centred care driving the best outcomes and experiences.</p>	<ol style="list-style-type: none"> Build positive work environments that bring out the best in everyone Strengthen diversity in our workforce and decision-making Empower staff to work to their full potential around the future care needs Equip our people with the skills and capabilities to be an agile, responsive workforce Attract and retain skilled people who put patients first Unlock the ingenuity of our staff to build work practices for the future
 <p>Research and innovation, and digital advances inform service delivery: Clinical service delivery continues to transform through health and medical research, digital technologies, and data analytics.</p>	<ol style="list-style-type: none"> Advance and translate research and innovation with institutions, industry partners and patients Ensure health data and information is high quality, integrated, accessible and utilised Enable targeted evidence-based healthcare through precision medicine Accelerate digital investments in systems, infrastructure, security and intelligence
 <p>The health system is managed sustainably: The health system is managed with an outcomes-focused lens to deliver a financially and environmentally sustainable future.</p>	<ol style="list-style-type: none"> Drive value based healthcare that prioritises outcomes and collaboration Commit to an environmentally sustainable footprint for future healthcare Adapt performance measurement and funding models to targeted outcomes Align our governance and leaders to support the system and deliver the outcomes of Future Health

Each Strategic Outcome has an Executive Sponsor responsible, who will also Chair the Strategic Outcome Steering Committees. The Steering Committees will be responsible for making sure the system is working towards the Key Objectives in their outcome area and contributing to the overall vision of Future Health. They will monitor the action plans against the “achievement statements” detailed in the Future Health Roadmaps to make sure the system is making progress in each Strategic Outcome area.

However, as Future Health is a ten-year plan, NSW Health also needs to be able to track long-term progress towards the vision of Future Health and draw the links across Strategic Objectives. This is



a new function for NSW Health, which will be supported by the Measurement and Intelligence Council, through the provision of overarching advice to the Strategic Outcome Steering Committees and Health System Strategy Group (HSSG) on key metrics and progress towards Future Health.

PURPOSE

The purpose of the Measurement Intelligence Council is to support Future Health through the recommendation of appropriate measures within and across all strategic outcomes to track and monitor progress towards the Future Health strategy.

It is a non-decisional body – it will provide advice and draw insights from data to drive strategic discussion for HSSG, Strategic Outcome Steering Committees, as well as other teams working on the implementation of Future Health, including the Strategy and System Priorities Unit (Strategic Reform and Planning Branch) and the Enterprise Project Management Office (Office of the Secretary).

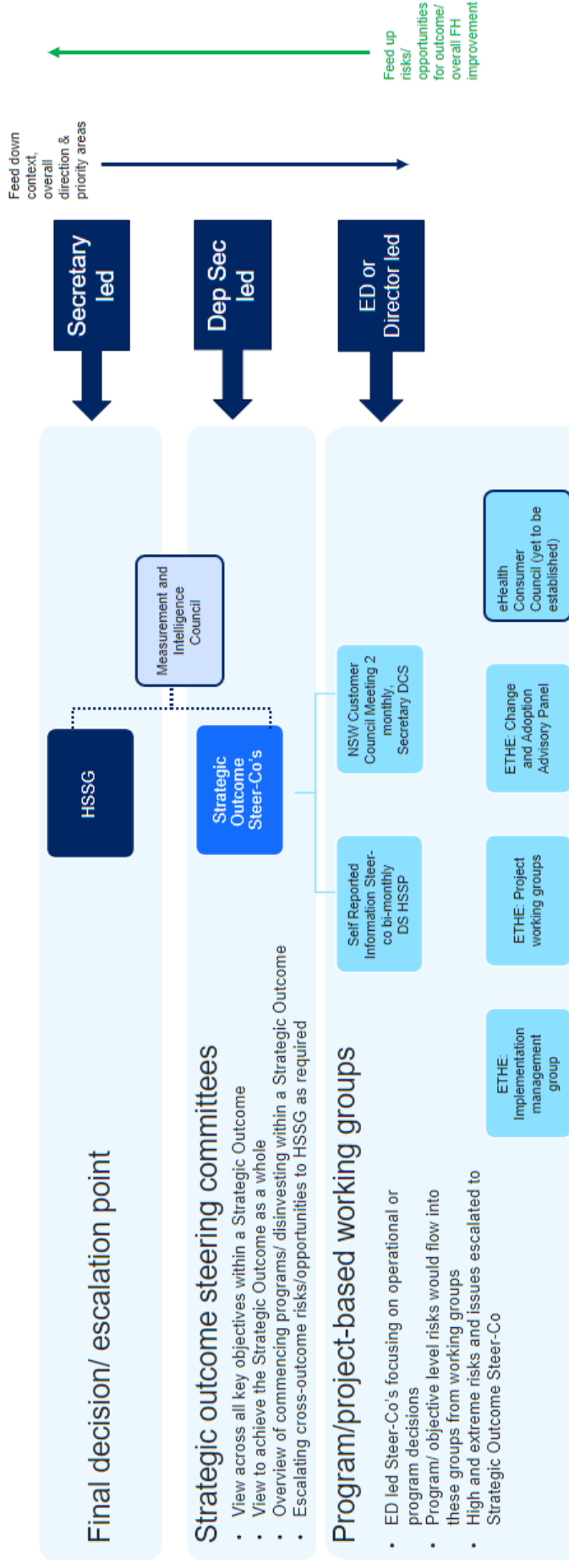
FUNCTIONS

Its functions are to:

1. Lead and drive the development of metric sets and dashboards for each Strategic Outcome of Future Health, to be approved by the relevant Strategic Outcome Steering Committee
2. Use selected metrics in combination and in context to reflect on progress towards the outcomes of Future Health and to identify emerging issues and risks that may impact on NSW Health's ability to achieve Future Health.
3. Provide integrative analytic advice and produce briefs and status reports drawing insights to support discussions at HSSG and the Strategic Outcome Steering Committees
4. Conduct on-going review of Future Health measures – making recommendations for retirement of measures and/or adoption of new measures where appropriate
5. Provide insights into the key metrics and indicators that would enable benchmarking with other jurisdictions to support the assessment of progress against international standards, where relevant
6. Lead research and development for Future Health measurement – to ensure that NSW Health is measuring the right things to track progress towards Future Health and other relevant system-wide strategies (i.e., Regional Health Plan, Workforce Plan)
7. Liaise with other measurement-focused committees in NSW Health, to coordinate and lead the streamlining of data acquisition, data governance, development of new metrics, and measurement alignment.

FUTURE HEALTH MEASUREMENT AND INTELLIGENCE COUNCIL TERMS OF REFERENCE

FUTURE HEALTH GOVERNANCE STRUCTURE (SO1 example – to be updated by ePMO for the MIC)



SECRETARIAT

- ACI / CIU/ e-PMO will provide the Secretariat functions
- Bimonthly meetings (to coordinate with HSSG meetings)
- Membership is for individuals rather than organisational positions and delegates need to be approved by the Chair

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COUNCIL MEMBERSHIP

First name	Last name	Role/Organisation
Jean-Frederic	Levesque	Deputy Secretary Clinical Innovation and Research; Chief Executive, ACI CHAIR
Amith	Shetty	Clinical Director, Patient Experience and System Performance Division, MoH
Bee	Lim	Executive Director Financial Data Analytics, Reporting and Governance, MoH
Brendon	Cutmore	Director, Information and Performance Support, Regional Health Division, MoH
Diane	Watson	Chief Executive, Bureau of Health Information
Emma	Skulander	Chief Operating Officer, Health Infrastructure
Kate	Charlesworth	Senior Advisor, Climate Risk & Net Zero Unit, System Purchasing Branch, MoH
Kim	Sutherland	Director, Evidence, ACI
Maryanne	Hawthorn	Director, Health Intelligence Unit, Western NSW LHD
Michelle	Cretikos	Executive Director, Epidemiology and Evidence, MoH
Murray	Johnson	Director, Enterprise – PMO, Office of the Secretary
Rian	Thompson	Director, Workforce Insights and Transformation
Robert	Lindeman	Director Clinical Operations, NSW Health Pathology
Sharon	Smith	Executive Director, System Information and Analytics, MoH
Tracey	O'Brien	Chief Executive, Cancer Institute NSW
Zoran	Bolevich	Chief Executive, eHealth
Consumer Rep		
Secretariat	ACI / CIU / ePMO	

- Measurement leads from specific areas may be invited to present on particular issues

