

# Strategic Plan 2023–2026

Trusted information  
Informed decisions  
Improved healthcare



# Message from the Board Chair and Chief Executive



**Professor Carol Pollock AO**  
Board Chair

**The Strategic Plan: 2023–2026 is our roadmap for enhancing the value of the information and analysis we provide to the community and healthcare system to strengthen accountability and support the delivery of high-quality care for people across the state.**

NSW has experienced one of its most turbulent times in recent history, including fires, floods and the COVID-19 pandemic, reminding us that we never know what challenge is coming next.

The healthcare system constantly adapts to change and so too does the Bureau of Health Information (BHI) in working to ensure the information we provide remains relevant, valuable and useful.

Since our inception in 2009, BHI has firmly established itself as the independent, trusted and fair source of healthcare performance information in NSW and we will continue to keep that original charter front of mind. This has been achieved by pursuing excellence in analytics, data visualisation and communications, strengthening engagement with our key audiences and consistently delivering robust and representative benchmarking and trend information for and about the health system.

Building on that foundation, we will increasingly focus on supporting the system to make effective use of the information we produce and creating high value insights that align with health system priorities and reflect the complexity of patients' healthcare journeys.

We cannot achieve this in isolation. This plan has been informed by extensive feedback from our stakeholders and we will continue to work closely with them, including by driving awareness and supporting use of BHI's information to help improve care for patients.

The expertise to deliver on these goals rests in our highly trained staff who we will continue to support by maintaining our positive workplace culture and investing in their ongoing development.

We thank you for your interest in BHI's work and look forward to implementing the key strategies set out in this plan.



**Dr Diane Watson**  
Chief Executive

# About BHI

**Established in 2009, BHI is a board-governed statutory health corporation providing the community, healthcare professionals and policy makers with independent information about the performance of the NSW healthcare system.**

Our objective analysis informs action by those within the healthcare system to improve patients' experiences and outcomes, while our public reporting enhances transparency and accountability.

BHI provides regular reports on activity and timeliness in public hospital and ambulance services, as well as reporting on key measures of high quality care, with a particular focus on patient experience. BHI provides additional in-depth reports on high priority topics and an annual report to the Minister(s) and Parliament on the performance of the public healthcare system.

Trend, benchmark and other comparative activity and performance information is provided about NSW, local health districts and hospitals, as well as in relation to high priority services and population groups. This information is made accessible in reports, data tables and via our Data Portal.

BHI gives patients a voice through the NSW Patient Survey Program – the largest statewide patient survey program in Australia and NSW Health's principal source of robust and representative information about patients' experiences of healthcare.

Results from this program complement other sources of patient feedback by providing fair and reliable trends and benchmarks for the purposes of performance management, program evaluation and service improvement.

As well as collecting patients' feedback on their experiences of emergency department and inpatient care, the program includes a range of targeted surveys, for example covering Aboriginal patient experience, cancer care in outpatient clinics, rural and regional care and virtual care.

BHI is a small organisation with specialised expertise in performance measurement, advanced analytics, data visualisation and communications. We celebrate the diverse backgrounds of our staff and are committed to having a workforce that reflects the communities we serve. We promote respect, understanding and compassion in the ways we work, and we are committed to highlighting opportunities to improve equity and inclusion in healthcare.

BHI fulfils its statutory functions with editorial independence from the NSW Government, and with an independent voice in the media. With this platform of independence, BHI engages closely with clinical, consumer, managerial and policy stakeholders to understand and seek to respond to their information needs.

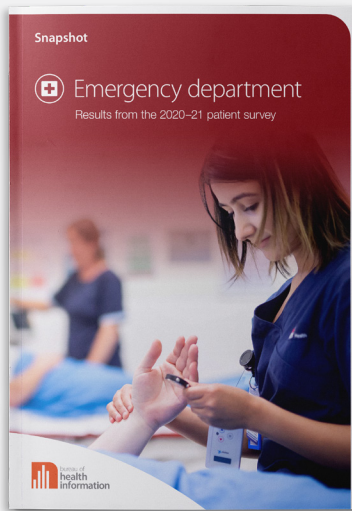
# About BHI

## BHI's statutory functions are to:

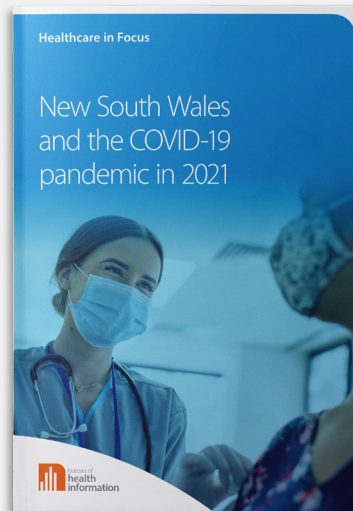
- 1 prepare and publish regular reports on the performance of the NSW public health system, including safety and quality, effectiveness, efficiency and responsiveness of the system to the health needs of the people of NSW
- 2 provide an annual report to the Minister and Parliament on the performance of the NSW public health system
- 3 publish reports benchmarking the performance of the NSW public health system with comparable health systems
- 4 establish and maintain a website providing information and analysis on the performance of the NSW public health system, including tools for data analysis
- 5 develop reports and tools to enable analysis of the performance of health services, clinical units and clinical teams across the NSW public health system
- 6 undertake analysis of data at the request of the Health Secretary to:
  - support planning and oversight for effective, efficient and safe health services in NSW; and
  - meet NSW national commitments on Health (including but not limited to commitments arising from the National Health Reform Agreement)
- 7 advise the NSW Ministry of Health on the quality of existing data sets and the development of enhanced information analysis and reporting to support performance reporting to clinicians, the community and Parliament
- 8 undertake and/or commission research to support the performance by the Bureau of its functions
- 9 liaise with other bodies and organisations undertaking reporting on the performance of the health systems in Australia and internationally
- 10 provide advice to the Minister for Health and the Health Secretary on issues arising out of its functions.

## Examples of BHI reporting and information products

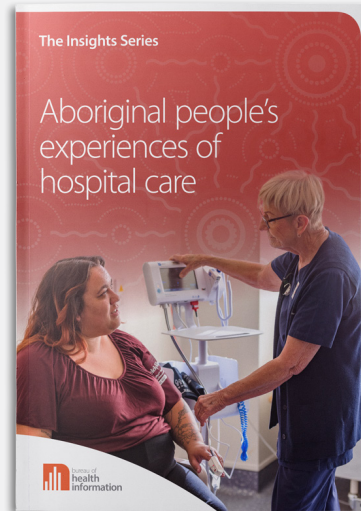
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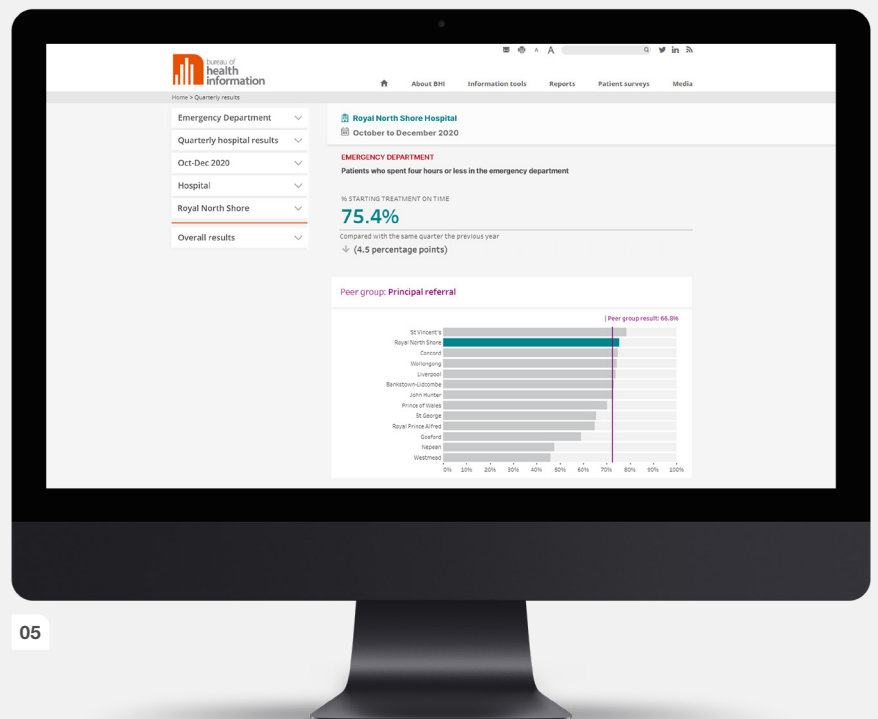
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04



05

- 01 NSW Patient Survey Program
- 02 Healthcare in Focus
- 03 Insights reports
- 04 Healthcare Quarterly
- 05 Data Portal

# Context

**Over the past few years, the NSW community and its health system have faced significant challenges in relation to fires, floods and the COVID-19 pandemic. The health system has responded to unprecedented shifts in local demand for ambulance and hospital services, outpatient and community-based care, and rapidly adopted new models of care.**

The impact of these events on the community, patients and health staff has been substantial. By 2022 Australia's health system had performed well throughout the pandemic based on international comparisons, and BHI has continued to monitor and report on local performance related to access, quality, experiences and outcomes. While much is now known about impact, there is more to learn with growing concerns about unmet need, inequity in outcomes and a strained workforce.

This context has informed our *Strategic Plan 2023–2026* alongside NSW Health's vision of a "sustainable health system that delivers outcomes that matter most to patients and the community, is personalised, invests in wellness and is digitally enabled", and the six strategic outcomes set out in *Future Health: Guiding the next decade of health care in NSW 2022-32*.

Key strategies in this Plan have been designed to ensure delivery on BHI's overarching goal to "maximise the impact of our information on behalf of NSW patients and communities and enhance its value to the NSW health system". They are the product of extensive reflection, review and stakeholder engagement.

BHI has created unique data assets with more than 10 years of robust, statewide patient experience information including a high level of patient consent to data linkage. We have earned a reputation as a highly trusted provider of actionable information for overseeing performance and informing improvement priorities.

Our future challenge is to leverage our strengths and achievements to address system-wide priorities in the most productive and efficient ways to the benefit of patients and communities.



# Building on our strengths and achievements

During 2019–2022, BHI delivered results in areas of high priority for patients, the community and the health system including:

- developing and implementing a multi-year Aboriginal patient experience program
- introducing data collection and reporting on patients' experiences of virtual care
- publishing a report overviewing people's use and experiences of mental health care in NSW
- releasing analysis of five-year trends in patient experience in NSW hospitals
- undertaking research and development in relation to measuring patient and carer experience in palliative care and maternity care
- reporting on the impact of the COVID-19 pandemic
- enhancing reporting that helps healthcare professionals make best use of the analysis we produce
- transforming our digital presence to enhance access to health information
- maintaining our strong and supportive organisational culture through the challenges of the pandemic.

These achievements and innovations have been in addition to our routine reporting on patient experience across the system, regular analysis of risk-standardised hospital mortality rates and quarterly reporting of activity and performance in hospitals and the ambulance service.

## Key facts and figures

### Trusted information

**94%** of stakeholders say BHI is a trusted provider of health performance information\*

### High performing team

**71%** Employee Engagement Index\*\*

### Useful information

**71%** of stakeholders agree BHI reports survey results in ways that are useful in informing improvement\*

### Delivering on accountability

Around **4,000** media mentions and more than **85,000** website visits in 2021–22

\* Independent annual survey of external stakeholders, 2022

\*\* NSW Public Service Commission's annual People Matter Employee Survey, 2022

# Strategic Plan 2023–2026

## Our vision, purpose and values

### Our vision

**Trusted information  
Informed decisions  
Improved healthcare**

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BHI is a trusted provider of health performance information.  
Information is used to inform action.  
Patients' experiences and outcomes continue to improve.

### Our purpose

**Provide information to inform improvement  
and strengthen accountability**

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We provide the community, healthcare professionals and policy makers with information that enhances transparency of the performance of the healthcare system in NSW, in order to inform actions to improve healthcare and strengthen accountability.

### Our values

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**Collaboration | Openness | Respect | Empowerment**



## Key strategies

**Inform improvement**  
**Strengthen accountability**

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We aim to maximise the impact of our information on behalf of NSW patients and communities and enhance its value to the NSW health system.

- 1 Drive awareness and use of BHI information**
  - Maximise effective use of information
  - Digital access
  - Leverage BHI's measurement expertise
- 2 Deliver high value information**
  - Timely, meaningful analysis
  - Actionable insights
  - Data linkage and sharing
  - New information
- 3 Sustain trust in BHI and our information**
  - Rigour
  - Engagement and communications
- 4 Invest in our people and capabilities**
  - Culture and engagement
  - Capability and contribution
  - Innovation

## Information principles

<p><b>Objective</b></p> <hr style="width: 20px; margin: 5px auto;"/> <p>Impartial and grounded in evidence</p>	<p><b>Timely</b></p> <hr style="width: 20px; margin: 5px auto;"/> <p>Available at a useful or opportune time</p>	<p><b>Actionable</b></p> <hr style="width: 20px; margin: 5px auto;"/> <p>Of practical value</p>	<p><b>Accurate</b></p> <hr style="width: 20px; margin: 5px auto;"/> <p>Without error</p>	<p><b>Meaningful</b></p> <hr style="width: 20px; margin: 5px auto;"/> <p>Clearly conveys the information intended to a given audience</p>
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# Strategic Plan 2023–2026

## Key strategies

### 1 Drive awareness and use of BHI information

**Maximise effective use of information** – promote awareness and understanding of BHI information and reporting products, and encourage uptake for oversighting of performance and strategic improvement action.

**Digital access** – continue to enhance digital access to publicly reported information and simplify health professional access to more detailed results through a microsite. Continue to demonstrate the highest standards of data visualisation and communication of complex information.

**Leverage BHI's measurement expertise** – advance value-based healthcare through support for system-wide action to improve measurement, feedback and response, particularly in relation to information on patients' self-reported experiences.

### 2 Deliver high value information

**Timely, meaningful analysis** – pursue multiple options to improve the timeliness of BHI reporting while maintaining our focus on high quality 'reflective' analysis. This includes continuing to reform the NSW Patient Survey Program in ways that increase its agility while preserving the provision of robust and representative results.

**Actionable insights** – deploy advanced analytics using linked data to provide insights into opportunities to effect high priority improvements in experiences and outcomes.

**Data linkage and sharing** – create linked data assets using NSW Patient Survey Program data from patients who have consented to data linkage. Promote and support access to survey datasets, linked data assets and published analysis in an open data format to support the management of health services in compliance with relevant legislation, regulations and policies.

**New information** – target new areas for data collection, analysis and insights in relation to system and community priorities, while focusing on opportunities where BHI is uniquely placed to add value and can sustainably resource our contributions. This will include more options within the NSW Patient Survey Program for collecting data relating to high priority population groups and their journeys of care through different parts of the health system.

### 3 Sustain trust in BHI and our information

**Rigour** – build on our high standards of data management and governance to ensure we consistently provide objective and accurate performance information. Maintain our excellence in corporate governance including financial and risk management, and legislative and policy compliance.

**Engagement and communications** – continue to build strong stakeholder relationships and make effective use of engagement, marketing and communications to ensure we respond to need while conveying our editorial independence. Continue to actively engage with the media to support fair and accurate reporting about health system performance.

### 4 Invest in our people and capabilities

**Culture and engagement** – maintain our exceptional culture and levels of staff engagement, continuing to listen to staff, and identify and act on further improvement opportunities.

**Capability and contribution** – enhance our team through effective recruitment and induction, support diversity and inclusion, and nurture professional development and leadership opportunities.

**Innovation** – encourage and support innovation and improvement, including in the use of digital technology to enhance analytics and data delivery.

## NSW Health 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.

### Supporting NSW Health strategic outcomes

*Future Health: Guiding the next decade of care in NSW 2022–2032* sets out six strategic outcomes for the health system. Given its statutory functions, BHI will contribute to the delivery of Future Health both by aligning key strategies to NSW Health strategic outcomes, and by providing analyses and insights that support the system's achievement of those strategic outcomes.

Our strategies to **Deliver high value information** and **Drive awareness and use** will inform NSW Health's accountability and improvement for delivery on Strategic Health Outcome 1: Patients and carers have positive experiences and outcomes that

matter, and Strategic Health Outcome 2: Safe care is delivered across all settings.

Our strategy to **Invest in our people and capabilities** will contribute to the delivery of Strategic Health Outcome 4: Our staff are engaged and well supported.

Our **Data linkage and sharing** strategy will help ensure health data and information is high quality, integrated and accessible, a key objective under Strategic Health Outcome 5: Research and innovation, and digital advances inform service delivery.

Our strategy to **Leverage BHI's measurement expertise** will help to drive value-based healthcare that prioritises outcomes and collaboration, a key objective under Strategic Health Outcome 6: The health system is managed sustainably.

# Emerging priority work programs

The specific areas of data collection, analysis and reporting covered by BHI’s work program are published each year in our Performance Agreement with the Secretary, NSW Health.

Existing and emerging work programs relating to systemwide priorities during 2023–2026 include, but are not limited to, promoting use of BHI information to improve care experiences and outcomes through:



**analysing linked data** to provide insights into the relationship between patients’ experiences and outcomes for vulnerable populations



**supporting improved patient experience** measurement and response in relation to rural and regional healthcare



**creating and sharing** linked patient survey-administrative datasets to support advanced analytics in areas such as Aboriginal patient experience and outcomes



**collecting and analysing data** on the impact of new models of care borne out of the pandemic, such as virtual care



**regularly reporting** on hospital and ambulance activity and performance.

Strategic consultation and analysis indicate that key areas for developing future work programs should include:



**shifting the focus** towards analysis of experiences and outcomes relating to patients' journeys of care through the public health system, including the interface between it and primary health care, aged care and private hospital care

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**enhancing transparency** around key aspects of value-based healthcare such as patient safety, staff experience and low value care

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**improving insights** into the experiences of vulnerable or other high priority patient groups.

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# Measuring our success

BHI will measure and report on our achievements against success criteria for each key strategy. We will do so by monitoring activity and content in relation to reporting and information products, as well as through independent surveys of external stakeholders and staff.

## As part of our success criteria, strategic key performance indicators will include:

Stakeholder views on how well BHI fulfils its purpose of strengthening accountability and informing improvement

**Target: >80% very well/well**

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Stakeholder views on BHI as a trusted provider of health performance information

**Target: >85% strongly agree/agree**

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Stakeholder satisfaction with BHI engagement

**Target: >75% very satisfied/satisfied**

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Employee Engagement Index

**Target: >75%**

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**KEY STRATEGIES****SUCCESS CRITERIA****Vision and purpose**

The work of BHI supports action to improve patients' experiences and outcomes, and enhances public accountability

**1 Drive awareness and use**

BHI raises awareness about new reports and information products

BHI reports and information products are presented in ways that are easy to understand

BHI information is accessed and used

BHI is a source of measurement expertise regarding self-reported experiences with healthcare

**2 Deliver high value information**

BHI reporting and information products are timely – available at a useful or opportune time

BHI reporting and information products are actionable

NSW Patient Survey Program results are useful in informing strategic improvement

NSW Patient Survey Program data are appropriately linked, shared and used

BHI measures what matters

**3 Sustain trust in BHI and our information**

BHI is a trusted provider of health performance information

BHI reporting and information products are accurate – without error

BHI maintains rigorous processes

BHI is responsive to the needs of consumer, professional and policy audiences

Media coverage of BHI reports is seen as fair and balanced

**4 Invest in our people and capabilities**

BHI supports high performing teams





## About the Bureau of Health Information

The Bureau of Health Information (BHI) is a board-governed organisation that provides independent information about the performance of the NSW healthcare system.

BHI was established in 2009 and supports the accountability of the healthcare system by providing regular and detailed information to the community, government and healthcare professionals. This in turn supports quality improvement by highlighting how well the healthcare system is functioning and where there are opportunities to improve.

BHI manages the NSW Patient Survey Program, gathering information from patients about their experiences and outcomes of care in public hospitals and other healthcare facilities.

BHI publishes a range of reports and information products, including interactive tools, that provide objective, accurate and meaningful information about how the health system is performing.

BHI's work relies on the efforts of a wide range of healthcare, data and policy experts. All of our assessment efforts leverage the work of hospital coders, analysts, technicians and healthcare providers who gather, codify and supply data. Our public reporting of performance information is enabled and enhanced by the infrastructure, expertise and stewardship provided by colleagues from NSW Health and its pillar organisations.

[bhi.nsw.gov.au](http://bhi.nsw.gov.au)

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The conclusions in this report are those of BHI and no official endorsement by the NSW Minister for Health, the NSW Ministry of Health or any other NSW public health organisation is intended or should be inferred.