

Strategic Plan

2015 – 2019

Trusted information.

Informed decisions.

Improved healthcare.





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Bureau of Health Information

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Message from the Board Chairperson and Chief Executive

The Bureau of Health Information (BHI) was established by the NSW Government in 2009 to deliver timely, accurate and comparable information on the performance of the NSW public healthcare system. In 2011 it was confirmed in the Governance Review that BHI is recognised as the “primary source of quality information to the community, healthcare professionals and policymakers”. Since then we have continued to grow and develop.

In our first Strategic Plan (2009 to 2014), BHI committed to do all in its power to:

- Inform the NSW community about the performance of its public healthcare system
- Inform efforts to improve patient care and strengthen healthcare policy in NSW
- Identify factors that support high performance public healthcare systems
- Advise on strategies to improve health service performance reporting
- Maintain ethical, effective, responsible and reasonable business practices.

After five years, it is appropriate to review progress to date, and consider future directions. The Board is pleased with the strong reputation BHI has established as an impartial, fair reporter on performance within the health system in NSW, offering high quality information products that are meaningful both within and outside the system.

Looking forward, this second strategic plan continues the strong tradition of robust and carefully presented performance information. It foresees further expansion of the breadth and depth of topics reported, along with ongoing enhancements to our range of information products that will continue to inform service improvement efforts in the NSW public healthcare system.

...this second strategic plan continues the strong tradition of robust and carefully presented performance information, and foresees further expansion of the breadth and depth of topics reported... ”

BHI will continue to engage with the community and healthcare professionals in NSW and reporting experts across Australia and internationally, to continually refine and enhance our internal processes. We will carefully and effectively manage our human, informational, financial and physical resources to maximise our ability to deliver on our mandate.

Professor Bruce Armstrong AM
Chairperson

Dr Jean-Frédéric Lévesque MD, PhD
Chief Executive

Introduction to Bureau of Health Information

Who we are

The Bureau of Health Information (BHI) is a statutory corporation that is part of NSW Health, comprising around 30 staff. In addition to the small administrative and corporate team, the people working at BHI are health services researchers, statisticians and data analysts, graphic designers and experts in communication and data visualisation.

BHI's responsibilities were determined by the NSW Minister for Health (see "Our mandate" opposite).

We use healthcare data from hospitals and other health services, vital statistics and disease registries, and data from surveys of NSW patients and international surveys. We access data through the Ministry of Health's data warehouse, through contractual agreements with non-profit organisations and through the management of the NSW Patient Survey Program.

We continually develop and adapt new methods and measures that are used internationally, and validate them to ensure their appropriate application in the NSW context. We publish all aspects of the development of measures we use to ensure a transparent understanding of the strengths and limitations of our analyses.

BHI has clearly established processes of internal checking followed by consultation and peer review to ensure the highest level of accuracy. We interpret results and offer a clear and engaging presentation of information, widely disseminating our findings through the production of professional and creative reports in multiple media formats.

Who we work with

BHI works with local health districts, specialty health networks, the Ministry of Health and other 'pillars' of NSW Health: the Agency for Clinical Innovation, the Clinical Excellence Commission, the Health Education and Training Institute, NSW Kids and Families, and the Cancer Institute NSW. We also collaborate with other health organisations, not-for-profit research organisations and academic centres in Australia and internationally.

Measuring and reporting healthcare performance information

There is an established consensus on the need for independent and impartial assessment of healthcare performance.

The science of measuring and reporting on the performance of healthcare systems is rapidly evolving. In the past decade, organisations tasked with monitoring progress towards reform targets have expanded their scope to take a more comprehensive performance measurement perspective.

The healthcare system in NSW is complex and multifaceted. Providing an integrated assessment that covers the most important dimensions that shape performance is crucial.

BHI has adopted a systematic approach to measuring and reporting performance – capturing variation, highlighting areas for improvement, and making the information widely available.

Our mandate

BHI was established by the NSW Government to deliver timely, accurate, comparable, impartial and independent information on the performance of the NSW public health system.

It does this to better the health and wellbeing of the people in NSW by making this information available to the community and to healthcare professionals who deliver services and formulate health policy.

The functions of BHI, determined by the NSW Minister for Health, are as follows:

- To 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 needs of the people of NSW
- To provide an annual report to the Minister and Parliament on the performance of the NSW public health system
- To publish reports benchmarking the performance of the NSW public health system with comparable systems
- To establish and maintain a website providing information and analysis on the performance of the NSW public health system; including tools for data analysis
- To develop reports and tools to enable analysis of the performance of health services, clinical units and clinical teams across the NSW public health system
- To advise the NSW Ministry of Health on the quality of existing datasets and the development of enhanced information analysis and reporting to support performance reporting to clinicians, the community and Parliament
- To undertake and/or commission research to support the performance by BHI of its functions
- To liaise with other bodies and organisations undertaking reporting on the performance of the health systems in Australia
- To provide advice to the Minister for Health and the Secretary of NSW Health on issues arising out of its function.

Our strategic plan

International research indicates that publicly reporting information on the performance of healthcare is a key element in quality improvement efforts and leads to better care and patient outcomes.

Our strategic developments for the next five years will focus on all aspects of our business

Our strategy targets four different focus areas and eleven objectives to ensure optimal and balanced development of the organisation, high performance in reporting and sustainability over the longer term.

The focus areas cover: what we will deliver (our information products), how we will work (our processes, both in terms of strategic relationships and operational excellence), what we need to do our work (our resources: human, information, financial and physical), and how we are perceived by our stakeholders and peers (our reputation).

The strategy map on page 7 is a high level summary of our Strategic Plan. At the top of the map are our purpose and vision – what we are ultimately aiming for. In order to achieve these, we must excel in all aspects of our work, represented in the focus areas and objectives. This is underpinned by a commitment to always act in accordance with our values.

The following pages outline in more detail our strategic objectives and what they mean; the strategic directions (what we will do) for each objective; and the key performance indicators we will use to measure our success.

Some of the key directions planned for BHI include:

- To produce more timely, detailed and tailored information about the performance of the NSW public healthcare sector
- To be responsive to the needs of the NSW health system and produce clinically relevant information that reflects system priorities
- To use a diversity of formats to disseminate our information, and provide opportunities for our audience to interact with the data
- To strengthen our partnerships both within NSW Health and with related organisations
- To implement agile management processes and undertake rigorous evaluation of our work
- To increasingly use linked datasets and sophisticated analytical methods that provide the most meaningful information
- To be more present in the academic and performance reporting leadership sphere.

Our purpose, vision and values

OUR PURPOSE

Provide information to support accountability and quality improvement

To provide the community, healthcare professionals and policy makers with independent, timely and accurate information about the performance of the NSW public health system in ways that enhance the system's accountability and inform efforts to improve healthcare.

OUR VISION

Trusted information. Informed decisions.
Improved healthcare.

Our vision for the future is that information about performance of the healthcare system in NSW is widely available and trusted by the public, members of parliament, clinicians, healthcare managers and policy makers. This information will be used and debated to inform decisions that relate to the allocation of resources, the design of policies and programs and, ultimately, the delivery and utilisation of services. Healthcare in NSW will continue to improve, leading to better outcomes for patients.

Our vision for BHI is to be the trusted provider of healthcare performance information. We aim to be recognised within NSW, nationally and internationally for the quality and value of our reporting, our knowledge about healthcare and performance data and the contribution we make to service and system improvement.

OUR VALUES

BHI shares the CORE values of NSW Health – Collaboration, Openness, Respect and Empowerment. BHI also strives to implement its work and products with Creativity, Objectivity, Rigour and Excellence.

Collaboration

We are committed to working collaboratively within our team and with our stakeholders and partners to achieve the best possible outcomes.

Openness

We will always be open and transparent about our methods and approaches. We are committed to public reporting and effective communication to build confidence and understanding about the NSW public health system.

Respect

We respect the abilities, knowledge, skills and achievements of all people we work with, and acknowledge and respect the feelings, wishes and rights of patients and carers.

Empowerment

We aim to ensure patients, health professionals and policy-makers are able to make well informed and confident decisions through access to meaningful performance information.

Creativity

We constantly strive to improve our reporting through innovation in analysis, presentation and dissemination. We find creative ways to engage our stakeholders and help them make sense of the information we provide.

Objectivity

We will be fair and impartial in how we assess and report on performance.

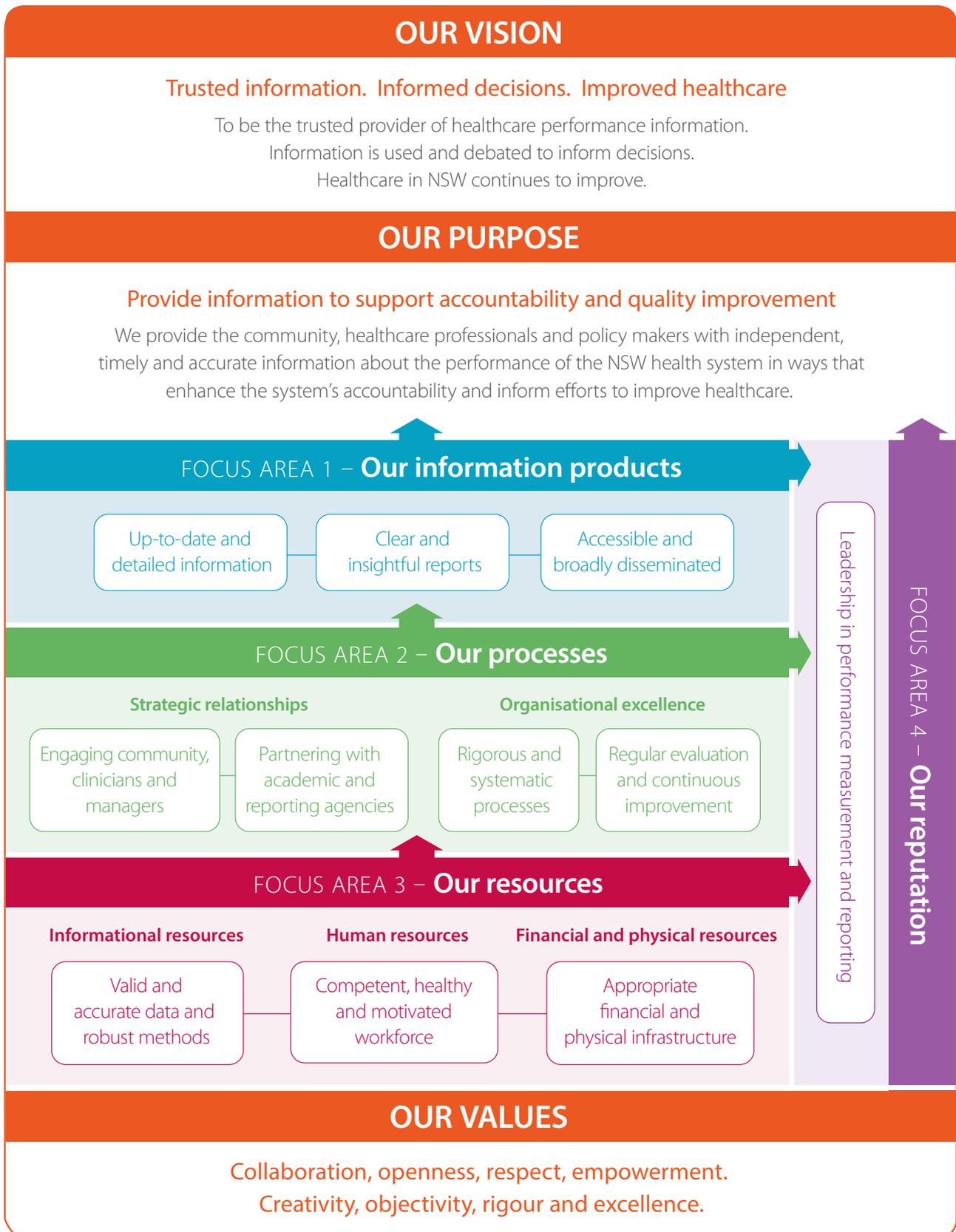
Rigour

We will pay the closest attention to detail, apply stringent quality checking and ensure that our reporting is accurate and valid.

Excellence

We strive always to perform to the highest possible level.

Our strategy map



Focus area 1

Our information products

What we will deliver

BHI's primary focus is the production of information for the community, healthcare professionals and policy makers.

Performance information should be presented in a way that informs users, provides fair comparisons and considers the diversity and complexity of the NSW healthcare system.

We aim to deliver impartial, accurate and accessible information, that will lead to increased understanding of the NSW healthcare system, inform decision making by patients, carers, healthcare professionals, managers and policy-makers, and ultimately support improved patient care and wellbeing.

BHI has three objectives for its information products, as set out below.

Objective	What this means
Up-to-date and detailed information	<p>Our reports and information products are timely, accurate, valid and provide sufficient detail to aid understanding and inform decision-making.</p> <p>We develop new measures to inform priority issues for the system.</p>
Clear and insightful reports	<p>We publish independent, objective and easy to understand information that is valued by policy-makers, healthcare providers and the general public.</p> <p>Our interpretation, writing and presentation are clear and thoughtfully designed for a range of audiences.</p> <p>BHI reports contribute to adoption of evidence based practice.</p>
Accessible and broadly disseminated	<p>Our information products are readily accessible.</p> <p>We use a range of methods to promote and distribute our reports and information widely.</p> <p>Our information reaches more and more people (the public, service providers and policy-makers).</p>

- More timely, detailed and tailored information about performance
- Provide added-value through contextual information, integrated analyses and interpretation
- Increased access and use of digital data, interactive media and advanced visualisation

What we will do	
<ul style="list-style-type: none"> • Deliver timely information that is reported at NSW, local health district / specialty health network, peer group, hospital and when appropriate, unit level • Develop new measures that are linked to priority areas for the NSW public health system 	<ul style="list-style-type: none"> • Provide clinicians and managers access to more detailed information to support their local decision-making
<ul style="list-style-type: none"> • Maintain a publication program that provides high quality reports across our suite of product lines • Apply a systematic approach to reviewing writing and presentation to ensure readability and clarity of interpretation 	<ul style="list-style-type: none"> • Key development areas are: <ol style="list-style-type: none"> 1. Stronger measures of outcomes of care 2. More information about clinical variations in acute and chronic care 3. Greater focus on what patients have to say about their care and how it impacts their life 4. Insights into how providers and delivery organisations work as a system
<ul style="list-style-type: none"> • Develop a range of flexible, wide-reaching dissemination strategies to deliver BHI information products to key audiences 	<ul style="list-style-type: none"> • Develop and enhance electronic access to BHI information products, including increasing emphasis on interactive tools and advanced data visualisations • Focus on strategies to enhance knowledge sharing and use of BHI information

Focus area 2

Our processes (part 1)

How we will work – Strategic relationships

BHI has two themes relating to its processes: organisational excellence (see page 12) and strategic relationships.

BHI's success requires strong strategic relationships with our audiences, service providers, colleagues reporting on performance in other jurisdictions, and academic institutions; all of whom can guide and assist us to constantly improve the quality of our work.

We involve key stakeholders throughout the design, development, publication and evaluation of our reports.

BHI has two objectives for its strategic relationships, as set out below.

Objective	What this means
Engaging community, clinicians and managers	<p>We know our audience for each product, understand their information needs and use this to inform our work.</p> <p>Our stakeholders feel they have opportunities to contribute ideas and that their advice is considered.</p> <p>System priorities clearly inform BHI report development.</p> <p>We support our stakeholders to increase data literacy and capacity to interpret and act on performance reports.</p>
Partnering with academic and reporting agencies	<p>We communicate and collaborate with key academic and health reporting agencies in Australia and internationally so we are aware of the latest developments; we work together where relevant.</p> <p>We have established working relationships with our partners based on shared goals, clearly agreed responsibilities and identified outcomes.</p>

- Increased consultation with stakeholders, especially clinicians and consumers
- A renewed emphasis on collaboration with other 'pillars' of NSW Health and academic groups
- Innovative ways of engaging users in prioritising, producing and using our information

	What we will do
	<ul style="list-style-type: none"> • Review and implement our stakeholder engagement framework to maintain effective consultation with stakeholders about our priorities, measurements and reporting methods to ensure their information needs are met • Maintain strong working relationships with our data suppliers • Increase opportunities for clinicians and other frontline healthcare professionals to provide input and be involved in BHI's work • Ensure appropriate engagement of healthcare consumers, carers and members of the general public through a range of strategies • Explore ways to further the sense of ownership stakeholders have of the information we report and their ability to act on results • Develop strategies to increase data literacy and support stakeholders to interpret and act on performance information
	<ul style="list-style-type: none"> • Establish and maintain an international scientific advisory committee to inform best practice at BHI • Participate in inter-jurisdictional collaboration with performance reporting agencies • Formally review priority areas for healthcare reporting twice a year and encompass new analyses and reporting where appropriate • Collaborate with other 'pillars' of NSW Health (ACI, HETI, CEC, Cancer Institute, NSW Kids and Families) and other components of the health system at the Commonwealth, NSW and local health district / specialty health network level to deliver on shared goals. • Pursue research collaborations where these benefit BHI's work or contribute to evidence regarding health performance reporting

Focus area 2

Our processes (part 2)

How we will work – Organisational excellence

BHI has two themes relating to its processes: strategic relationships (see previous page) and organisational excellence.

Innovative, rigorous and impartial measurement and reporting arise from thorough research and planning,

sophisticated and accurate analyses, thoughtful interpretation, writing and design, all underpinned by effective corporate systems and structures.

BHI has two objectives for its processes related to organisational excellence, as set out below.

Objective	What this means
Rigorous and systematic processes	<p>Processes across BHI ensure we work in a coordinated, consistent way that meets legislative and policy requirements.</p> <p>We are transparent and objective in our decision making and processes, balancing consultation and collaboration with maintaining editorial independence.</p> <p>We use agile project planning and management approaches that involve the BHI team, incorporate intelligence from stakeholders and the literature, consider best practice and prepare us for effective and efficient report development.</p> <p>We adopt sophisticated, rigorous methods for analysing and checking data.</p>
Regular evaluation and continuous improvement	<p>We use a variety of approaches to evaluate the successful achievement of objectives and inform future planning.</p> <p>Systems and processes are regularly reviewed to ensure we operate efficiently and effectively.</p> <p>We assess the reach and impact of our work.</p>

- Target the development of new measures based on system needs
- Implement agile planning and management processes to support rigour and innovation
- Systematically evaluate our work to understand the impact and identify and support improvements

What we will do	
<ul style="list-style-type: none"> • Implement a systematic approach to gap analysis and priority setting for future reporting • Design, build, test and evaluate new measures where suitable measures do not exist • Develop and adhere to clearly documented processes for report development and production (BHI creative cycles) • Develop and apply systematic data checking at each stage 	<ul style="list-style-type: none"> • Obtain broad peer review of all products prior to publication including reviewers from stakeholder agencies in NSW, consumer representatives and clinicians, and national or international experts • Apply efficient, effective planning and management approaches to each project BHI undertakes • Develop, implement and monitor compliance with a suite of policies and procedures to enhance BHI's operations • Maintain rigorous application of risk management framework
<ul style="list-style-type: none"> • Develop a robust evaluation framework to assess the success of our work, and embed an evaluation strategy across all BHI products. Conduct regular evaluations of: <ul style="list-style-type: none"> — Reporting products — Data management — Dissemination and communication — Engagement and partnerships 	<ul style="list-style-type: none"> • Collect and use information about the usefulness, quality and impact of our work from: <ul style="list-style-type: none"> — Key stakeholders — BHI website users — Staff • Assess our administrative processes and develop corporate intelligence, through regular audits and evaluations

Focus area 3

Our resources

What we need to do our work

The main inputs necessary for BHI to undertake its work are human, financial and physical resources.

We require quality data including relevant linked data so we can develop strong measures and reports.

We must recruit and retain highly skilled individuals and have systems of support to enhance skills so staff can maximise their performance. We aim to nurture a culture of teamwork, innovation and

excellence and to promote a safe work environment and healthy activities. Systems and processes need to be in place to ensure effective management of BHI's physical resources and the introduction of new technologies to enhance business practices.

BHI has three objectives for its resources, as set out below.

Objective	What this means
A competent, healthy and motivated workforce	<p>We recruit highly skilled staff who add value to the work of the team.</p> <p>We have systems in place to continually develop the skills and expertise to maximise their contribution at all levels of the organisation.</p> <p>We promote a safe work environment and support healthy activities. We aim for a good work–life balance for our staff.</p>
Valid and accurate data and robust methods	<p>BHI has access to a wide range of datasets that are complete, accurate and useful.</p> <p>We can obtain linked data where required to better assess and report on performance.</p> <p>We manage our data resources scrupulously and ethically to maintain quality and protect privacy.</p> <p>We undertake targeted research, assess intelligence from stakeholders and the literature, and consider best practice to prepare us for effective and efficient report development.</p>
Appropriate funding and infrastructure	<p>Systems are in place to ensure that our resources are managed effectively in accordance with agreed priorities.</p> <p>We monitor and introduce new technologies to enhance our business processes.</p> <p>We obtain and provide the necessary infrastructure to ensure our staff can work effectively.</p>

- Recruit highly skilled staff and support ongoing professional development
- Access new datasets with increased linkage capacity
- Increase our business intelligence for optimal use of resources

What we will do	
<ul style="list-style-type: none"> • Continue to recruit and retain highly skilled staff and provide professional development opportunities • Implement regular performance development review process and use results to plan for and support staff development 	<ul style="list-style-type: none"> • Promote and reward teamwork, innovation and excellence • Undertake regular workplace safety assessments and address emerging issues • Maintain an active workplace social program • Support business continuity by implementing a workforce development plan
<ul style="list-style-type: none"> • Expand our range of data sources including relevant linked data • Regularly undertake quality scanning of data sources and exploration of anomalies, and develop recommendations to inform policy, process and system improvement on data collection and reporting 	<ul style="list-style-type: none"> • Ensure robust systems of data and information management • Investigate and develop new analytical methods and reporting techniques to maintain cutting edge approaches • Continually develop and enhance the Patient Survey Program
<ul style="list-style-type: none"> • Develop a strategic approach to financial planning and management that optimises available resources and secures additional funding as required to support priorities • Continually review the suitability of office accommodation and equipment to meet needs and provide a comfortable, efficient and safe physical environment 	<ul style="list-style-type: none"> • Develop and implement a strategic approach to information and communication technology • Develop effective contract management and risk management processes

Focus area 4

Our reputation

How our achievements are perceived

The value and benefits of performance reporting rely on the trust that the public, clinicians, managers and policy-makers put in the information provided. It is crucial that public reports are seen as providing information that is valid, accurate, impartial and fair. Maintaining the legitimacy and credibility of the organisation is thus a key strategic activity.

All of the objectives in our plan contribute to achievement in this focus area. We also need to take some specific actions to support it.

There is one main objective, as shown below.

Objective	What this means
Leadership in performance measurement and reporting	BHI is a trusted source of accurate, reliable, fair and useful information. We are seen as experts in performance reporting, and our advice and opinions are sought within NSW, nationally and internationally.

- Deliver on all aspects of our mandate
- Increase our visibility in academic publications and forums
- Lead discussions and debates about performance measurement and reporting

What we will do
<ul style="list-style-type: none"> • Develop our annual plans and conduct our work to ensure we fulfil our mandated functions and provide meaningful support to health services and the health system in NSW • Undertake work to measure the impact of BHI work, assess cost effectiveness and identify benchmarking opportunities • Provide leadership in more consistent measurement and reporting approaches across NSW Health entities • Publish in peer reviewed literature and present at conferences • Take a leadership role by promoting discussions about the science of performance reporting and contribute to expert deliberations related to our work • Maintain a clear and transparent process for the public release of BHI information with established mechanisms and timeframes

Key performance indicators

How we will measure our success

FOCUS AREA 1 Our information products

Objective 1.1

Up-to-date and detailed information

Indicator: New topics, measures or indicators

Target: Evidence of new topics and new measures being developed and/or reported each year

Indicator: Reports requiring the publication of errata or correction of data errors

Target: Less than 1% of calculated measures require an erratum or correction

Indicator: Stakeholders' perception of timeliness

Target: 75% of stakeholders report BHI's reports are considered timely

Objective 1.2

Clear and insightful public reporting

Indicator: Reports evaluated as relevant and useful

Target: 75% of end users rate BHI reports as relevant and useful

Indicator: End users describe BHI products as 'easy to understand'

Target: 80% of end users rate BHI products as 'easy to understand'

Indicator: End users perception of objectivity and fairness

Target: 90% report BHI as providing objective and fair information

Objective 1.3

Accessible and broadly disseminated information

Indicator: Index of access to online data

Target: Increase of 25% in website use and report downloads over five years

Indicator: Media mentions, radio interviews, TV appearances

Target: Maintain current levels

Indicator: Subscribers to social media platforms, Twitter or YouTube views about BHI reports and products

Target: Increase by 100% over five years

FOCUS AREA 2 Our processes

Strategic relationships

Objective 2.1

Engaging community and managers

Indicator: Stakeholder satisfaction with BHI engagement

Target: 75% of stakeholders rate BHI engagement positively

Indicator: New reports developed with consumer and clinician involvement

Target: 90% of advisory committees include consumer advisors and clinicians

Objective 2.2

Partnering with academic and reporting agencies

Indicator: Input from academic and/or performance reporting experts

Target: At least 80% of BHI projects each year have input from external experts

Indicator: Research collaborations

Target: At least one new or ongoing research collaboration each year

Indicator: Joint initiatives

Target: Evidence of substantive work on at least two ongoing or new collaborative projects with pillars or other health organisations in any year

Organisational excellence

Objective 2.3

Rigorous and systematic processes

Indicator: Timely update of internal policies and procedures

Target: 95% revised within the recommended timeframe

Indicator: Compliance with project management requirements

Target: Average 75% score for reporting or information development projects each year meeting BHI requirements

Indicator: Compliance with BHI checking and peer review requirements

Target: 100% of reports go through full data checking and broad peer review process

Objective 2.4

Regular evaluation and continuous improvement

Indicator: Organisational evaluation plan adherence

Target: 90% of organisational evaluation plan activities completed each year

Indicator: Reports evaluated

Target: 100% of published reports are subject to a formal evaluation

FOCUS AREA 3 Our resources

Objective 3.1

A competent, healthy and motivated workforce

Indicator: Staff turnover rate

Target: Less than 15% turnover of permanent staff each year (rolling average)

Indicator: Employee Engagement index (from NSW Health YourSay staff survey)

Target: Maintain or improve over previous survey

Indicator: Workplace Culture Index (from NSW Health YourSay staff survey)

Target: Maintain or improve over previous survey

Objective 3.2

Valid and accurate data, and robust methods

Indicator: Number of breaches of confidentiality or data security

Target: Zero breaches of confidentiality or data security by BHI

Indicator: New analytical methods introduced

Target: At least one new analytical method introduced into BHI work each year

Indicator: Stakeholder perception of robustness of measures

Target: 75% of stakeholders rate BHI analytical methods positively

Objective 3.3

Appropriate funding and infrastructure

Indicator: Expenses are within budget allocation

Target: No deficit and <5% favourable

Indicator: Staff satisfaction with infrastructure

Target: 75% of staff report equipment and office space provided is adequate to meet their needs

FOCUS AREA 4 Our reputation

Objective 4.1

Leadership in performance measurement and reporting

Indicator: Stakeholders report trust in BHI

Target: 85% of respondents to stakeholder survey report trust in BHI

Indicator: Measures of impact and effectiveness of BHI work

Target: Activities are set in place or organisations are mobilising to act on aspects of healthcare highlighted by recent BHI reports

Indicator: Invitations to be on expert committees, present at national/international conferences, etc.

Target: Evidence each year of BHI participating in relevant meetings and functions within the health system, and in academic events

Indicator: Peer reviewed publications and citations

Target: BHI presence in academic literature is maintained

Mapping to NSW State Health Plan

BHI has a specific role in the following aspects of the NSW State Health Plan:

	Aspect of NSW State Health Plan	BHI role
Delivering innovation	Direction 2: Providing world-class clinical care	
	Drive better performance via partnerships with clinicians and managers	We provide information on the performance of health services and the NSW health system, assisting clinicians and managers to make well-informed decisions with a view to ongoing improvements to care.
	Listen to our patients	We oversee the NSW Patient Survey Program, a key tool for systematically gathering, analysing and reporting feedback from patients about their experiences of the care the system provides.
	Direction 3: Delivering truly integrated care	
	Empower patients to be partners in their care	By reporting publicly on the performance of the system, we provide citizens and patients with information to assist them to better understand the healthcare system and make decisions about the care they receive.
	Monitor, evaluate and seek feedback to guide improvement	Our reports contribute valuable information on the performance of the system and help identify opportunities for improvement.
Making it happen	Strategy 2: Supporting and harnessing research and innovation	
	Build system-wide capacity to turn information and evidence into policy and practice	As a key provider of information and evidence on the performance of the system, and working collaboratively with other parts of the NSW health system, we help to influence policy and practice.
	Share new ideas	By publishing and openly communicating our methods, and contributing to expert debate, we will continue to promote innovation in performance measurement and reporting.

In addition to the above specific areas of responsibility, BHI will, through the topics we report on, and the projects we engage in, contribute to overall efforts to assist NSW Health to deliver a health system that is:

- Patient centred
- Respectful and compassionate
- Integrated and connected
- Providing the right care in the right place at the right time
- Based on local decision-making
- Providing a whole-of-society approach to health promotion and prevention
- Characterised by strong partnerships
- Innovative
- Financially sustainable
- Fostering a learning organisation.

Moving forward

How this plan will be actioned

This strategic plan provides a high level overview of the direction BHI will follow over the next five years. The plan will be supported by other documents that further define the work of BHI, including:

- **BHI's annual operational plan** – identifies priority initiatives to be implemented each year to address our strategic directions
- **Annual service compact with the Secretary of NSW Health** – outlining the work BHI will deliver and how our performance will be assessed
- **BHI staff and manager work plans** – individual plans for BHI staff that reflect our operational plan and service compact.

We will report to the Board on our progress in implementing actions in the operational plan, and on the status of our key performance indicators. BHI will also provide regular reports to the NSW Ministry of Health, including an annual performance review. We publish a 'Year in Review' report on our website for people who are interested in how we are progressing our plan.

