



Victorian  
Agency for  
**Health  
Information**

# Strategic plan 2019–2022

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### **About our partners and stakeholders**

In this document, the terms ‘partner’ and ‘stakeholder’ are both used.

‘Partner’ is used to highlight those stakeholders we work more closely with, to collectively help drive improvement. This includes health services, clinicians, the Department of Health and Human Services, Safer Care Victoria and consumer groups.

‘Stakeholder’ is used for those who interact with the health system, both individuals and organisations, whom we think have an interest in the products and services VAHI provide. This includes consumers, community services providers and other government departments.



# Message from the CEO

I am delighted to present the 2019–22 strategic plan for the Victorian Agency for Health Information (VAHI).

VAHI's creation was a key recommendation of the *Targeting zero* report, following a review into quality and safety within Victoria's hospital system. Since it was established in 2017, VAHI's strategy has been centred on implementing the recommendations within *Targeting zero* by providing reliable, accurate and actionable data and information to stimulate quality and safety improvements. We are well progressed in implementing the *Targeting zero* recommendations and in ensuring our efforts contribute to ongoing quality and safety improvements across the Victorian health system.

VAHI is building on this strong foundation and focusing our mission to 'Delivering trusted information to inform better decisions that improve health and wellbeing of Victorians.'

Our three-year strategy recognises that there is still much work to do with our partners and stakeholders to provide better, safer care and improved quality, health and wellbeing. Building and enhancing strong information systems, capabilities and improvement systems remains an immediate priority, as does delivering on the expectations of our partners, stakeholders and the promise of *Targeting zero*.

In the medium to longer term, we aim to deepen our impact within current activities and priorities – delivering high quality and actionable, impactful information. We also aim to provide a greater breadth of health information – this includes population health surveillance and reporting and applying the Australian Health Performance Framework as a reporting framework.

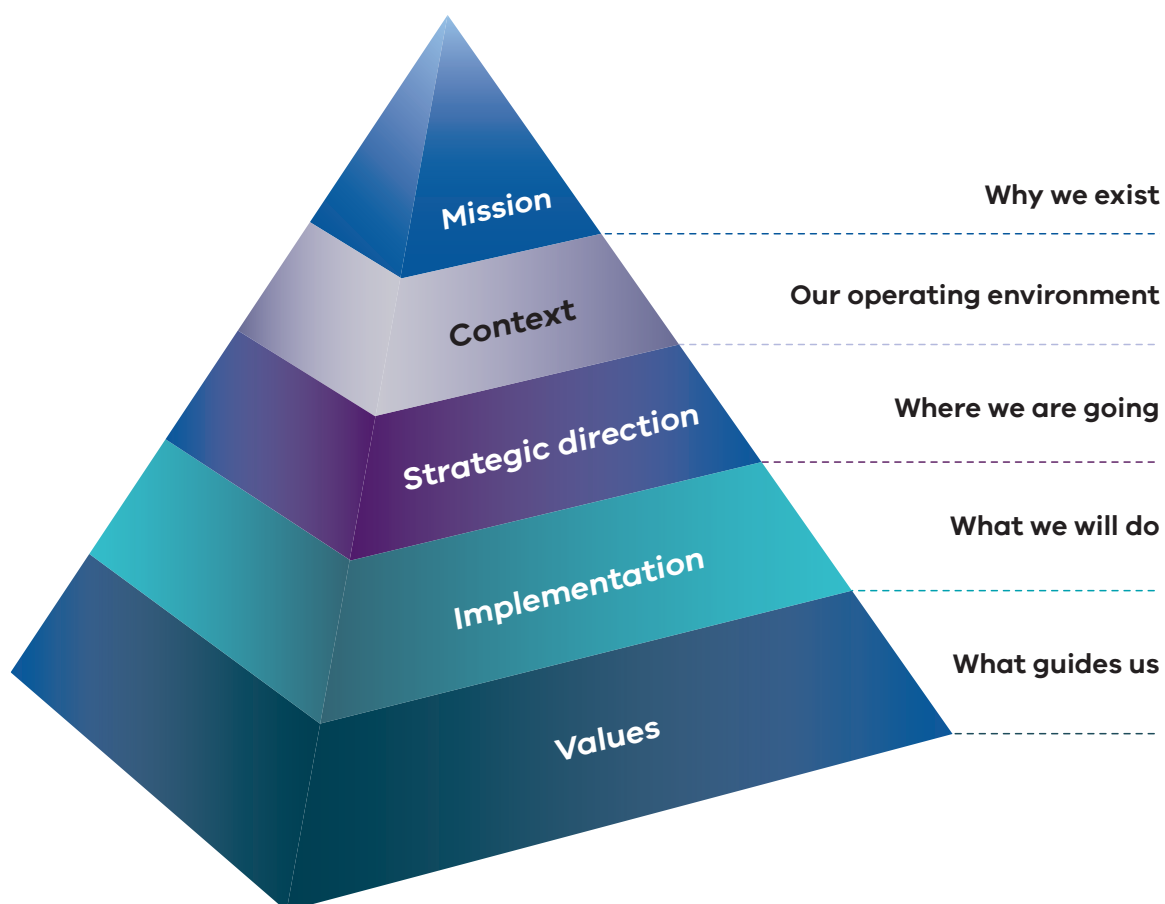
Our strategy will ensure we are well placed to deliver on our mission. Our success will not be possible without the dedication and commitment of our staff and the active involvement of our partners and stakeholders. Improvement involves partnership, and I look forward to working with you all on successful delivery of our strategy over the years ahead.

**Dr Lance Emerson**  
Chief Executive Officer

# Strategy overview

VAHI's three-year strategy is centred on five elements.

- Mission – our ambition and purpose.
- Context – our strategic considerations, challenges and opportunities that shape and influence our work.
- Strategic direction – the three horizons to fulfil our mission
- Implementation – our workstreams, initiatives, outcomes and measures of success.
- Values – the principles and behaviours that underpin how we operate.



## Delivering trusted information to inform better decisions that improve health and wellbeing of Victorians.

VAHI will deliver value to its partners and stakeholders  
service providers and organisations, clinicians, community, government

VAHI's strategy considers three themes that reflect the context we operate in:

Responding to partners' and stakeholders' needs

Focusing on value and outcomes

Understanding the patient journey

Three horizons set VAHI's strategic direction for the next three years:



Four workstreams will deliver today's priorities and build the future for VAHI:

Delivering the foundations

Enriching our products and services

Enhancing impact

Broadening scope

Our values are the principles that guide our way of working:

Collaboration

Respect

Innovation

Customer focus

Frank and fearless

Leadership

# Mission

VAHI's mission sets out our ambition and purpose. It shows our value to our partners and stakeholders, how we do this and the common vision we all strive towards. Our mission is:



**Delivering trusted information  
to inform better decisions  
that improve health and  
wellbeing of Victorians.**



## **Trusted information**

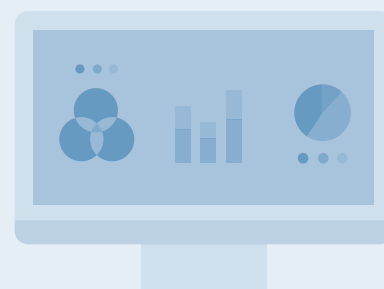
Information is VAHI's core product. VAHI transforms data into trusted, timely, relevant and actionable information that meets the needs of our partners and stakeholders.

## **Better decisions**

Our value is in enabling our partners and stakeholders to make better decisions.

## **Improved health and wellbeing**

Improving Victorians' health and wellbeing is a vision common to VAHI, our partners and stakeholders. Aspects of health and wellbeing include outcomes across the determinants of health, population health status and health system performance.







## Better decisions

VAHI's mission is centred on delivering value for our partners and stakeholders to make better decisions.

### Service providers and organisations:

- VAHI's information helps health and human services providers in their governance and monitoring roles, enabling them to oversee the delivery of better, safer care.
- VAHI's information contributes to the research of universities and other academic organisations.
- VAHI's relationships with organisations help improve understanding of what's happening across health and human services.

### Clinicians:

- VAHI's information is used by clinicians to drive improvement to clinical practice, delivering better, safer care and improved health and wellbeing outcomes.

### Community:

- VAHI provides information to Victorians so they may be engaged in their care and can make informed decisions about their health and wellbeing.

### Government:

- VAHI's information can inform policies, programs and services that improve health and wellbeing outcomes for Victorians.

## VAHI's mission is centred on delivering value for our partners and stakeholders





# Context

VAHI's strategy considers three themes that reflect the context that we operate in.

- Responding to partners' and stakeholders' needs.
- Focusing on value and outcomes.
- Understanding the patient journey.

## Responding to partners' and stakeholders' needs

VAHI wants to ensure all our products are fit for purpose and meeting the needs of our partners and stakeholders. They have told us they want greater insights, transparency, depth and analysis from VAHI's products.

Through our feedback process, seven priority areas have emerged, which this strategy will address.

| Priority Area  | Context  |
|--|--|
| 1. Improving timeliness of reports                       | Delays reduce the ability of health services to take timely action   |
| 2. Reducing duplication of measures and reports          | Multiple reports with overlapping measures create confusion  |
| 3. Increasing awareness of VAHI's role and effectiveness | Unprompted, the Victorian public is not aware of VAHI  |
| 4. Tailoring reports and measures for various end-users  | VAHI has a broad range of partners and stakeholders with unique needs and expectations. Information needs also vary between metropolitan, regional and rural health services |
| 5. Making data and reports more usable                   | 44% of partners and stakeholders rate the usefulness of VAHI's information products as excellent or very good  |
| 6. Improving data validity and integrity                 | Information inaccuracy and poor research standards drive dissatisfaction   |
| 7. Listening to end-user feedback and needs              | Less than half of VAHI's surveyed partners and stakeholders strongly agree that VAHI communicates effectively  |

**VAHI will continue to focus on understanding our partners' and stakeholders' needs, working effectively with them and addressing these priority areas.**



## Focusing on value and outcomes

VAHI transforms multiple sources of data into information products across the health and human services sector. Our partners and stakeholders expect that this information focuses on outcomes and consumer value as this will have the most impact in improving health and wellbeing. Patient-reported outcome measures and value-based healthcare are practical examples of how this can work.

**VAHI will have the right capabilities and capacity to deliver the links between data, information, intelligence and outcomes. Strategic partnerships will be explored where required to leverage specialist capabilities.**

## Understanding the patient journey

There is a greater need to understand and focus on the patient journey across the health and human services systems. This includes taking a patient-centred view across multiple service providers. Data linkage across sectors, settings of care, and health and wellbeing determinants will be critical in driving this understanding.

**VAHI will have an integrated view of information across patient journeys. We must address the challenge of using, managing and reporting data for which we are not the custodian or steward.**





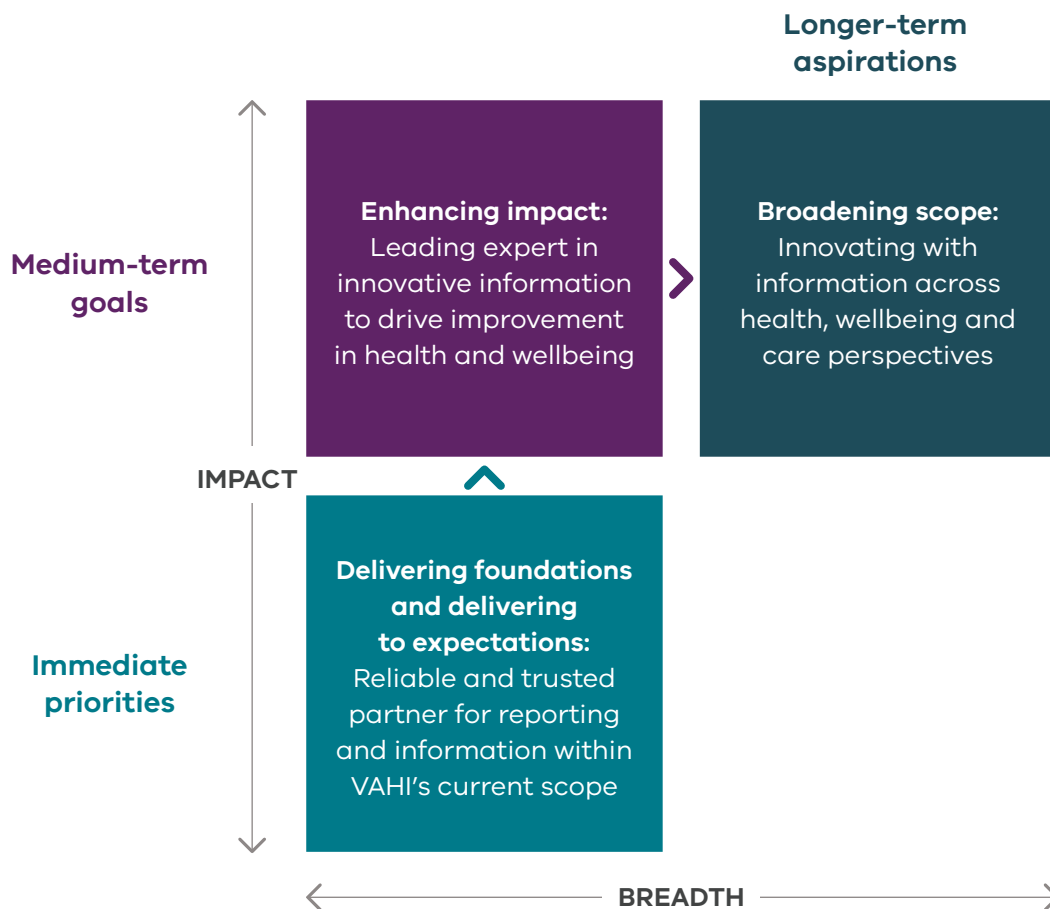
# Strategic direction

VAHI's immediate priority is to focus on delivering foundations and to expectations – those of our partners and stakeholders and the recommendations from *Targeting zero*.

In developing our medium to longer-term direction, VAHI will strive to achieve the right balance between impact and breadth.

- **Impact** – increased analytical capability, insight and innovation.
- **Breadth** – expanding information delivery across sectors, care settings, themes and partners, broadly linked to health and wellbeing and the Australian Health Performance Framework.

Following delivery of our immediate priority, VAHI will then focus on increasing the impact of our work. The breadth of this impact will then gradually be expanded across health and human services. This approach will allow VAHI to meet its longer-term aspirations, while keeping a focus on current needs and expectations of our partners and stakeholders.





# Implementation

With our mission, context and strategic direction established, our operational focus is on effective implementation, and a clear articulation of how we will get there. It includes:

- **Workstreams** – how we will organise our work.
- **Initiatives** – our projects and business as usual activities
- **Outcomes** – the impact and outcomes our initiatives will deliver
- **Measures of success** – key result and performance indicators. VAHI's key performance indicators are included in **Appendix 1**.

We will deliver our initiatives through four workstreams that address our operating environment and deliver on stakeholder needs. See **Appendix 2** for details of how the workstreams align with our context.

While we will be working on all four workstreams simultaneously, the main areas of focus will shift from year to year (see below).

Implementation will be expanded upon within VAHI's annual corporate plans and is summarised in the following sections.

| Horizons              | Workstreams                         | Workstream descriptions   | Indicative activity focus |         |         |
|-----------------------|-------------------------------------|---|---------------------------|---------|---------|
|                       |                                     |   | 2019–20                   | 2020–21 | 2021–22 |
| Immediate priorities  | Delivering the foundations          | Strengthening and enhancing strong foundational systems, processes and capabilities.  |                           |         |         |
|                       | Enriching our products and services | Ensuring that VAHI delivers on its current reporting scope and <i>Targeting zero</i> expectations, while improving on current service delivery targets. |                           |         |         |
| Medium-term goals     | Enhancing impact                    | Focusing on new information products and analyses that lead to change in clinical practice and ultimately health outcomes.                              |                           |         |         |
| Long-term aspirations | Broadening scope                    | Identifying new themes and data areas that allow VAHI to have impact beyond health and into human services.   |                           |         |         |

Activity focus

Low —————> High



## Delivering the foundations

VAHI will design and build VAHI's Information Management Environment (VIME), which will provide infrastructure for data storage, processing, analytics, and online reporting. We have developed a network of committees that support our functions and decision-making. We have focused on building a skilled and engaged workforce with the right mix of skills and capabilities. We continue to refine and enhance relationships with our partners and stakeholders.

VAHI will continue to strengthen and enhance these foundations over the next three years.

| Headline initiatives  | Outcomes   | Measures of success*   |
|---|--|--|
| <ul style="list-style-type: none"> <li>Develop VAHI's report and information roadmap</li> <li>Design and build technical infrastructure, including VIME/Portal project</li> <li>Operationalise technical infrastructure, including VIME/Portal project</li> <li>Invest in internal learning and capability</li> <li>Align staff values and culture</li> <li>Strengthen data governance, roles and responsibilities</li> <li>Develop and maintain strong stakeholder partnerships</li> </ul> | <ul style="list-style-type: none"> <li>Increased access and useability of VAHI information through the VAHI portal</li> <li>Enhanced value proposition to existing partners and stakeholders</li> <li>Data is managed, improved and accessible</li> <li>Staff are capable, well supported, engaged and proud of their work</li> <li>Stakeholders view VAHI as a trusted, respected and influential agency</li> </ul> | <ul style="list-style-type: none"> <li>Improved perception scores of VAHI: Overall performance and Advocacy</li> <li>Improved staff perception scores: Job satisfaction, Engagement, Leadership</li> <li>Improved data governance scores: Managed, Improved, Accessible</li> <li>Successful completion of the VIME/Portal project</li> </ul> |

\* See **Appendix 1** for VAHI's current suite of key performance indicators.



## Enriching our products and services

VAHI produces a range of measures and reports to deliver the right information, in the right format, at the right time. For this reason, we have invested heavily in seeking feedback from our partners and stakeholders and these insights have driven improvements to our measures and reports. VAHI will continue to deliver on partners' and stakeholders' needs through consultation, co-design and partnership to deliver trusted, timely, accurate and relevant information.

It is also critical that VAHI delivers on the recommendations within *Targeting zero*. We will continue to ensure that our actions drive towards better, safer care within Victoria.

| Headline initiatives   | Outcomes  | Measures of success*  |
|--|---|---|
| <ul style="list-style-type: none"> <li>Undertake annual assessment of partner and stakeholder feedback and needs, and develop improvement plans</li> <li>Develop consumer partnerships to build health data literacy</li> <li>Engage with consumers on their data and information needs</li> <li>Enhance patient and incident reporting datasets, including patient-reported outcomes (PROS), the Victorian Health Experience Survey (VHES) and Victorian Health Information Management System (VHIMS)</li> <li>Implement the Clinical Quality Registry (CQR) program</li> <li>Provide leadership and advocate for best practice in data governance and integrity</li> </ul> | <ul style="list-style-type: none"> <li>VAHI provides trusted, timely, accurate and relevant information</li> <li>VAHI's information can and is used to improve decision-making, ways of working and clinical practice</li> <li>Improved transparency through provision of more meaningful quality and safety data</li> <li>Improved consumer literacy in health data</li> <li>The Australian Health Performance Framework is used for quality and safety reporting</li> </ul> | <ul style="list-style-type: none"> <li>Improved perception scores of VAHI: Overall performance and Advocacy</li> <li>Improved perception scores for VAHI's reports and measures: Trustworthy, Impartial, Accurate, Timely, Relevant</li> <li>Improved effect scores for VAHI's reports and measures: Influence, Actionable and Impact</li> <li>Improved public scores: Informed, Accessibility, Effective monitoring of quality and safety</li> </ul> |

\* See **Appendix 1** for VAHI's current suite of key performance indicators.



## Enhancing impact

VAHI's information is designed to better inform decisions made by our partners and stakeholders. VAHI aims to increase the impact of the information we provide. As our products move from data to information and intelligence, this will enhance actionable insights for clinical decision-making and improvement, health service governance and consumer decision-making.

| Headline projects  | Outcomes  | Measures of success*  |
|--|---|---|
| <ul style="list-style-type: none"> <li>Develop and implement an analytics strategy across people, systems and advanced analytics to increase internal capability</li> <li>Support innovation and key reforms in Victoria, including value-based healthcare and low-value care</li> </ul> | <ul style="list-style-type: none"> <li>Provision of data to support innovation and service reforms (such as value-based health care and reducing low value care)</li> <li>VAHI increases application of predictive and advanced analytics, health informatics and machine learning to assist in improving decision making and data capture</li> </ul> | <ul style="list-style-type: none"> <li>Improved perception scores of VAHI: Overall performance and Advocacy</li> <li>Improved effect scores for VAHI's reports and measures: Influence, Actionable and Impact.</li> </ul> |

\* See **Appendix 1** for VAHI's current suite of key performance indicators.

## Broadening scope

VAHI's mandate and focus during our initial years of operation has been the reporting of health quality and safety data and information. During 2019, VAHI commenced the expansion of scope with the inclusion of population health surveillance and reporting. VAHI's longer-term aspiration is to further broaden our scope across more health, wellbeing and care domains.

| Headline projects  | Outcomes   | Measures of success*   |
|--|--|--|
| <ul style="list-style-type: none"> <li>Scope the expansion of health related and human services data within VAHI's reporting program</li> <li>Provide leadership in the implementation of quality and safety reforms for Victoria</li> <li>Build sector capability, particularly in data literacy</li> </ul> | <ul style="list-style-type: none"> <li>Broader stakeholder base benefiting from VAHI's reports and information products</li> <li>Increased participation and leadership in translational research in progressing the role of data in quality improvement</li> <li>Enhanced understanding of the links between determinants, impact and outcomes through VAHI's data</li> </ul> | <ul style="list-style-type: none"> <li>Improved perception scores of VAHI: Overall performance and Advocacy</li> <li>Increase the suite of reporting products to human services, community health, primary health and aged care</li> <li>Stronger understanding and appreciation of determinants and system/service impact on health and wellbeing outcomes for consumers</li> </ul> |

\* See **Appendix 1** for VAHI's current suite of key performance indicators.

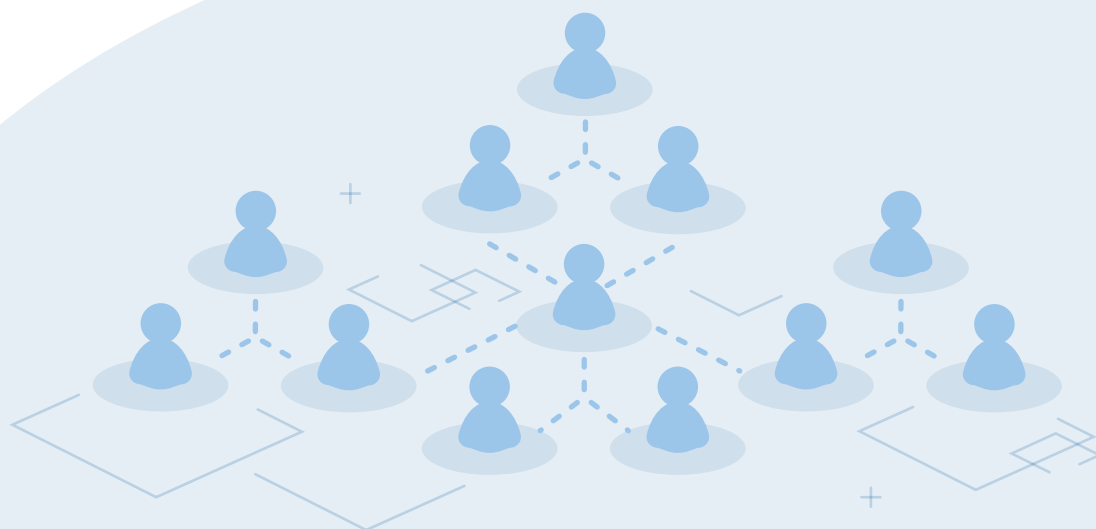




# Values

VAHI's values define how we work together to achieve results. Developed by VAHI staff, our values show what's important to us – driving our behaviours and actions.

- We **collaborate** with each other, our partners and stakeholders to maximise impact.
- We **respect** each other and show this through our words, behaviours and actions.
- We value **innovation** as a key driver to improvement and better outcomes.
- We are **focused on the needs of our customers**, to ensure our work has maximum impact.
- We are **frank and fearless**, highly valuing honesty, integrity and evidence in provision of advice, reports and data.
- We all demonstrate **leadership**, showing authenticity and inspiration.



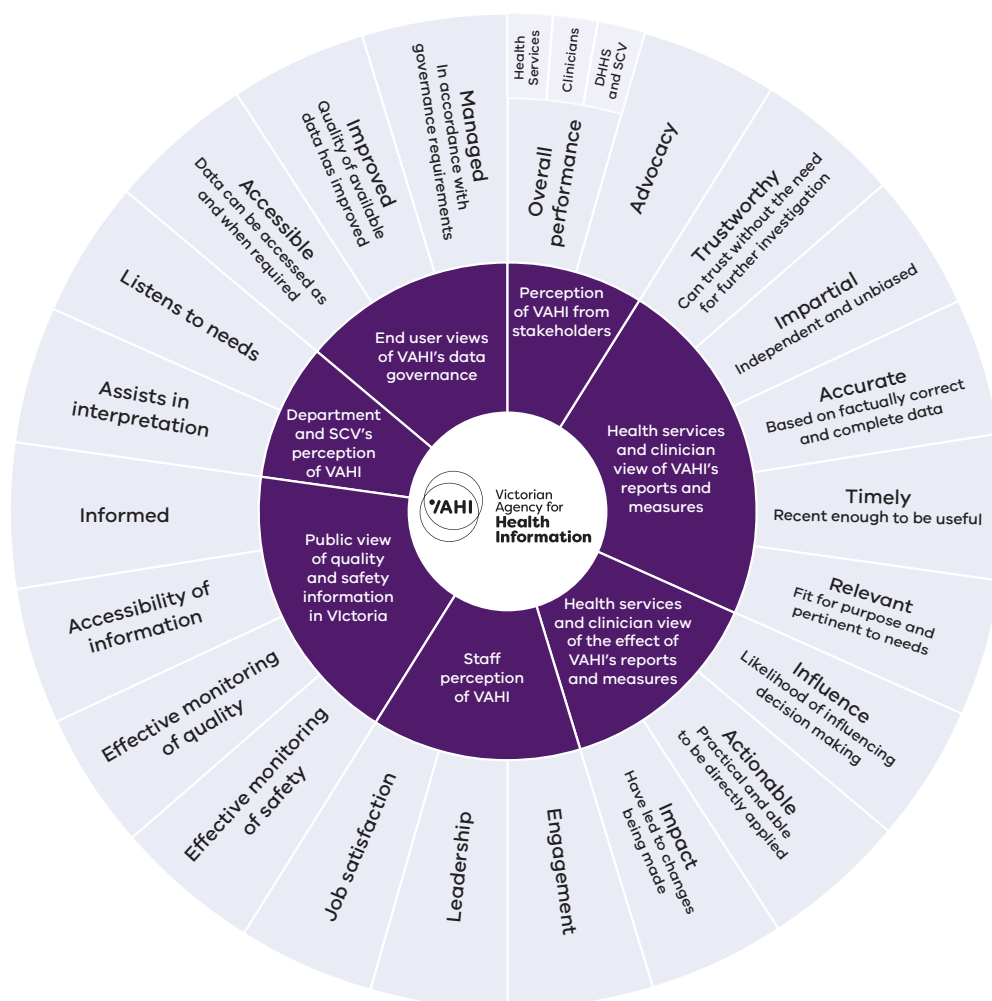
# Appendix 1:

## Key performance indicators

To understand how we are progressing against our strategy, we have developed a suite of key performance indicators that look at:





























- External stakeholder (including health service executives, clinicians and clinical networks) perceptions of VAHI, its products and the effect of its products.
- Staff perception of VAHI
- Public view of quality and safety information in Victoria.
- Department and SCV's perception of VAHI.
- End-user views of VAHI's data governance.

VAHI will use surveys, focus group discussions and in-depth interviews to source data for these indicators. The results are reported in VAHI's annual year in review and the insights gained will drive improvements in VAHI's products and program of work.



# Appendix 2: Alignment of implementation activity with operating environment

The table below shows how VAHI's workstreams align to our context, including end user needs.

| CONTEXT  | WORKSTREAMS   |  |   |   |  |
|--|---|--|---|---|--|
| Responding to partners' and stakeholders' needs  | Delivering the foundations  | Enriching our products and services  | Enhancing impact  | Exploring breadth   |  |
| Improving timeliness of reports  |    |    |   |   |  |
| Reducing duplication of measures and reports   |    |    |   |   |  |
| Increasing awareness of VAHI's role and effectiveness  |   |   |   |   |  |
| Tailoring reports and measures for various end-users   |  |  |   |   |  |
| Making data and reports more usable  |  |  |  |   |  |
| Improving data validity and integrity  |  |  |  |   |  |
| Listening to end-user feedback and needs   |  |  |   |   |  |
| Focusing on value and outcomes   |  |  |  |  |  |
| Understanding the patient journey  |  |  |  |  |  |
| <div><div>Alignment</div><div><div>Some</div><div>Medium</div><div>High</div><div>Full</div></div></div> <div></div> |   |  |   |   |  |



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