

Role Description

Chief Executive

Cluster	NSW Health
Agency	Bureau of Health Information
Division/Branch/Unit	Office of the Chief Executive
Location	St Leonards
Classification/Grade/Band	Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Agency Head
Kind of employment	Ongoing
Role Number	52014
ANZSCO Code	111111
PCAT Code	2331192
Date of Approval	
Agency Website	www.bhi.nsw.gov.au

Agency overview

The Bureau of Health Information (BHI) is a board governed statutory health corporation established under Section 41 and specified in Schedule 2 of the Health Services Act 1997 (the Act). BHI has a clearly defined role as set out in a Ministerial Determination of Functions pursuant to Section 53 of the Act.

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.

BHI's [Strategic Plan 2023–2026](#) sets out its continued commitment to provide high-quality information for the health system and the public, strengthening accountability and supporting improvement.

For more information go to <https://www.bhi.nsw.gov.au> and www.health.nsw.gov.au

Primary purpose of the role

The Chief Executive (CE) provides leadership and operational oversight of BHI and serves as an Ex Officio member of its governing board. BHI reports with editorial independence from the NSW Government and with an independent voice in the media. With this platform, BHI engages with clinical, consumer, managerial and policy stakeholders to understand and seek to respond to their information needs. The CE formulates and implements BHI's strategic plans and annual operating plans and oversees the delivery of high-quality information about the performance of the NSW public health system to strengthen accountability and support improvement. BHI aligns its work with NSW Government and NSW Health priorities and can be assigned responsibility for deliverables relevant to its statutory functions. It may be subject to recommendations to emerge from government commissions, inquiries and reviews.

Key accountabilities

- Maintain BHI's reputation as a trusted, credible source of information on the performance of the NSW public health system; and effective relations with peak organisations in Australia and internationally that produce or use information about the performance of health systems
- Recommend a strategic plan to BHI's board and communicate and implement that plan through annual Performance Agreements with the Secretary, NSW Health and oversight of annual operating plans that provide clarity of direction to Senior Management Team and staff
- Maintain and further develop a suite of regular reports to inform the community, clinicians, health service managers, the Ministry of Health, the NSW Government and Parliament about 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'. BHI has an established suite of digital and printable information products and services, processes to support effective public release of information products and the provision of advice to media, and protocol to appropriate provision of select data sets to health researchers and external agencies. Its recognised nationally and locally for its leadership of the NSW Patient Experience Program
- Maintain an optimal balance of routine and new performance information in public reports. Oversight critical analysis of population-based, sampled and trend data and the development of appropriate benchmarking of health system performance across public hospitals and health districts, other Australian jurisdictions and appropriate international comparators
- Lead, coach and manage highly skilled staff and high performing teams, and ensure an optimal work environment to effectively and efficiently deliver against annual Performance Agreements
- Oversee organisation performance and resilience through, for example, stakeholder engagement, business continuity and risk management. For BHI this includes support for board sub-committees, proactive approaches to maintaining data quality and protecting data security, optimising the use of results from annual stakeholder and staff surveys, etc.
- Ensure BHI operates within its allocated budget; complies with government policy and legislation; provides timely and accurate reporting on its financial status and workforce; meets key performance indicators; and provides timely, accurate annual reporting and financial statements

- Provide timely, high-quality advice to the Minister, Secretary, Deputy Secretaries and health Chief Executives in relation to BHI's statutory functions and information products.

Key challenges

Key challenges for the position include:

- Ensure BHI optimises performance, seizes opportunities and manages risk in relation to a rapidly evolving data and digital landscape in Australia and internationally
- Maintaining contemporary knowledge and awareness of state, national and international trends in health service delivery, performance reporting and methodologies to ensure that BHI's reports provide meaningful, comparable and reliable information to improve health outcomes and provide efficient and effective patient care.

Key relationships

Who	Why
Ministerial	
Minister and Ministerial Office Staff	<ul style="list-style-type: none"> • Maintain relationships to ensure BHI's strategic direction is consistent with that of Government and NSW Health. • Consult directly with the relevant Minister, providing accurate information, professional advice and timely responses to issues. • Collaborate and maintain open relationships to expedite responses and information transfer.
Internal	
Chairperson and Board members	<ul style="list-style-type: none"> • Provide the Board with a strategic plan, annual Performance Agreements, robust approaches to risk management and regular reports to enable them to fulfil their responsibilities.
Secretary and senior executives across NSW Health	<ul style="list-style-type: none"> • Ensure the Agency's strategic direction is consistent with that of Government and NSW Health. • Ensure BHI's information products and services add value to strengthening accountability and supporting improvement • Optimise engagement through, for example, an annual Engagement Plan and participation in relevant state-wide steering committees • Ensure organisational performance is in accordance with the requirements of the Secretary. • Establish effective communications processes and protocols. • Negotiate Agency budgets and resources that are consistent with strategic plans and goals. • Communicate information related to performance against budget and potential variations which may have impact on budgeting at the Agency level. • Achieve endorsement of Agency strategic and corporate plans.
NSW Health Service Executives	<ul style="list-style-type: none"> • Ensure the Agency is adding value in relation to improving the effectiveness, safety and cost effectiveness of public health services

Who	Why
	through its interaction with stakeholders and that the quality and consistency of data and its interpretation, as well as performance measurement and public reporting is continually enhanced.
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External	
Other peak organisations in Australia and internationally that produce or use information about the performance of health systems	<ul style="list-style-type: none"> Maintain BHI's earned reputation as a leader in public reporting on health system performance, and effectively engage with relevant senior executives external to NSW Health, elsewhere in Australia and abroad to learn opportunities to retain BHI's leadership

Role dimensions

Decision making

The overall budget for the Agency is determined by the Minister for Health on advice from the Ministry of Health. There is a range of fiscal, accounting, governance and other accountability conditions attached to the expenditure of the budget.

Conditions of employment of health service personnel are determined by relevant industrial instruments or by Ministry of Health policies and determinations.

However, the CE has substantial day-to-day autonomy in directing and managing BHI's activities and deploying its resources within its overall budget allocation and strategic directions set by the Board. This includes the resolution of local industrial problems and the creation of roles (including setting their grading) and appointment of senior staff. Expenditure authorisation within the approved budget is in accordance with delegations set by the Board.

Reporting line

The Secretary, NSW Ministry of Health

Direct reports

Direct reports: 3

Indirect reports

Indirect reports: Approximately 40

Budget/Expenditure

Budget/Expenditure

Approximately \$10M

Essential requirements






- Relevant tertiary qualifications.
- Demonstrated knowledge of the health industry and an ability to apply that knowledge to lead and oversight work to fulfil BHI's statutory functions.

Capabilities for the role

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at www.psc.nsw.gov.au/capabilityframework

Capability summary

The full list of capabilities and the level required for this role are set out below. The focus capabilities appear in bold. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
 Personal Attributes	Display Resilience and Courage	Highly Advanced
	Act with Integrity	Highly Advanced
	Manage Self	Highly Advanced
	Value Diversity and Inclusion	Advanced
 Relationships	Communicate Effectively	Advanced
	Commit to Customer Service	Highly Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Highly Advanced
 Results	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Highly Advanced
	Demonstrate Accountability	Advanced
 Business Enablers	Finance	Advanced
	Technology	Advanced
	Procurement and Contract Management	Adept
	Project Management	Advanced
 People Management	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Advanced
	Manage Reform and Change	Advanced

Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Highly Advanced	<ul style="list-style-type: none"> • Champion and model the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism within the organisation, and in dealings across-government, and with other jurisdictions and external organisations • Set, communicate and evaluate ethical practices, standards and systems and reinforce their use • Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports • Act promptly and visibly to prevent and respond to unethical behaviour
Personal Attributes Manage Self	Highly Advanced	<ul style="list-style-type: none"> • Promote and model the value of self-improvement • and be proactive in seeking opportunities for growth and new learning • Actively seek, reflect on and integrate feedback to enhance own performance, showing a strong capacity and willingness to modify own behaviour • Manage challenging, ambiguous and complex issues calmly and logically • Model initiative and decisiveness
Relationships Communicate Effectively	Advanced	<ul style="list-style-type: none"> • Present with credibility, engage diverse audiences and test levels of understanding • Translate technical and complex information clearly and concisely for diverse audiences • Create opportunities for others to contribute to discussion and debate • Contribute to and promote information sharing across the organisation • Manage complex communications that involve understanding and responding to multiple and divergent viewpoints • Explore creative ways to engage diverse audiences and communicate information • Adjust style and approach to optimise outcomes • Write fluently and persuasively in plain English and in a range of styles and formats
Relationships Work Collaboratively	Advanced	<ul style="list-style-type: none"> • Recognise outcomes achieved through effective collaboration between teams • Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government • Facilitate opportunities to engage and collaborate with I stakeholders to develop joint solutions • Network extensively across government and organisations to increase collaboration • Encourage others to use appropriate collaboration approaches and tools, including digital technologies

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Results Deliver Results	Advanced	<ul style="list-style-type: none"> Seek and apply the expertise of key individuals to achieve organisational outcomes Drive a culture of achievement and acknowledge input from others Determine how outcomes will be measured and guide others on evaluation methods Investigate and create opportunities to enhance the achievement of organisational objectives Make sure others understand that on-time and on-budget results are required and how overall success is defined Control business unit output to ensure government outcomes are achieved within budgets Progress organisational priorities and ensure that resources are acquired and used effectively
Results Think and Solve Problems	Highly Advanced	<ul style="list-style-type: none"> Establish and promote a culture that encourages innovation and initiative and emphasises the value of continuous improvement Engage in high-level critical analysis of a wide range of complex information and formulate effective responses to critical policy issues Identify and evaluate organisation-wide implications when considering proposed solutions to issues Apply lateral thinking and develop innovative solutions that have long-lasting, organisation-wide impact Ensure effective governance systems are in place to guarantee quality analysis, research and reform
Business Enablers Project Management	Highly Advanced	<ul style="list-style-type: none"> Ensure there are systems and effective governance processes in place for project management Make decisions on accepting projects based on business cases Use the historical, political and broader context to inform project directions and mitigate risk Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances Drive the changes required to realise the business benefits of the project Ensure that project management decisions consider interdependencies between projects
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> Refine roles and responsibilities over time to achieve better business outcomes Recognise talent, develop team capability and undertake succession planning Coach and mentor staff and encourage professional development and continuous learning Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none">• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Optimise Business Outcomes	Advanced	<ul style="list-style-type: none">• Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals• Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences• Encourage team members to take calculated risks to support innovation and improvement• Align systems and processes to encourage improved performance and outcomes