



Australian Government
**Australian Institute of
Health and Welfare**

Corporate Plan 2020–21

Covering reporting period
2020–21 to 2023–24

AIHW




Corporate Plan 2020–21

Covering reporting period
2020–21 to 2023–24

AIHW

As a major national information agency, the Australian Institute of Health and Welfare uses data to create information and statistics on a range of topics that inform decisions and improve the health and welfare of all Australians.

© Australian Institute of Health and Welfare 2021 

This product, excluding the AIHW logo, Commonwealth Coat of Arms and any material owned by a third party or protected by a trademark, has been released under a Creative Commons BY 3.0 (CC-BY 3.0) licence. Excluded material owned by third parties may include, for example, design and layout, images obtained under licence from third parties and signatures. We have made all reasonable efforts to identify and label material owned by third parties.

You may distribute, remix and build upon this work. However, you must attribute the AIHW as the copyright holder of the work in compliance with our attribution policy available at www.aihw.gov.au/copyright/. The full terms and conditions of this licence are available at <http://creativecommons.org/licenses/by/3.0/au/>.

ISBN 978-1-76054-799-8 (PDF)

ISBN 978-1-76054-800-1 (Print)

Suggested citation

Australian Institute of Health and Welfare 2021. Corporate Plan 2020–21. Cat. no. AUS 235. Canberra: AIHW.

Australian Institute of Health and Welfare

Board Chair

Mrs Louise Markus

Chief Executive Officer

Mr Barry Sandison

Any enquiries relating to copyright or comments on this publication should be directed to:

Australian Institute of Health and Welfare

GPO Box 570

Canberra ACT 2601

Tel: (02) 6244 1000

Email: info@aihw.gov.au

Published by the Australian Institute of Health and Welfare.

Contents

Foreword	iv
1 About us	1
How we operate	1
2 Our purpose	2
Our vision	2
Our strategic directions	2
Our strategic goals	2
Our values	3
Our legislation and governance	3
3 Our operating context	5
Our environment	5
Our capability	6
Risk oversight and management	8
Our stakeholders	10
4 Our performance	12
Performance reporting framework	12
Performance criteria	13
Priority action areas	14
Performance monitoring	14
Appendixes	15
Abbreviations and acronyms	15
References	15
Contact information	16

Foreword

This Corporate Plan is the primary strategic planning document for the Australian Institute of Health and Welfare (AIHW). It sets out the key strategic priorities and the activities we will pursue to achieve our purpose.

Our Corporate Plan assists the Australian Parliament, the Australian Government and the people of Australia to assess how we are performing, how we use the public resources entrusted to us and how we cooperate with others to achieve wider objectives. It has been developed in accordance with the requirements of the *Public Governance, Performance and Accountability Act 2013*.

This is the AIHW's fifth Corporate Plan.

Statement of preparation

I, Louise Markus, on behalf of the AIHW Board which is the accountable authority of the Australian Institute of Health and Welfare, present the *Corporate Plan 2020–21*, which covers the period of 2020–21 to 2023–24, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act (PGPA Act) 2013* and the Public Governance, Performance and Accountability Rule 2014.

Mrs Louise Markus
AIHW Board Chair

2 December 2020



About us

The Australian Institute of Health and Welfare (AIHW) is an independent Commonwealth corporate entity, existing for over 30 years, established under section 4 of the *Australian Institute of Health and Welfare Act 1987* (AIHW Act). Its role is to:

- collect and hold data on health and welfare issues
- turn data into useful information and reports to support better policy and service delivery decisions by government agencies, researchers, policymakers and the community.

The AIHW is committed to making data and information available in response to requests from researchers, non-government organisations, frontline health care providers, journalists, educators, consumers and government policymakers with strict privacy, confidentiality and security requirements.

The independence of the AIHW is central to maintaining ready acceptance of the accuracy and relevance of the evidence base developed by the AIHW.

How we operate

The AIHW:

- produces 200+ publicly available reports and analyses each year, covering over 75 health and welfare topics
- works with advisory committees to ensure its reports are useful
- provides data to researchers in line with strict privacy, confidentiality and security requirements
- is led by a Board with members external to the agency.

We use the following person-centred model for reporting data, recognising that our personal circumstances are key drivers of our health and wellbeing (see Figure 1.1).

Figure 1.1: Our person-centred model





Our purpose

As an information agency, we are committed to using data to:

- create information and statistics on a range of health and welfare topics and
- prepare published reports and online tables for everyone to access.

Our vision

Stronger evidence, better decisions, improved health and welfare.

Our strategic directions

Our *AIHW Strategic directions 2017–21* set out our vision, values and our strategic goals.

Our strategic goals

To pursue our purpose, our strategic goals to apply and strengthen our capabilities are:



Leaders in health and welfare data

We will engage nationally and internationally with authorities in our domain to develop, promote and deliver quality standards, systems and processes for collecting, curating and linking health and welfare data.



Drivers of data improvements

We will build on our trusted status to identify and respond to gaps and opportunities in multisource health and welfare data holdings. We will support our partners to develop and capture the data required to inform national priorities.



Expert sources of value-added analysis

We will harness and enhance our capabilities in the health and welfare domains to turn data and information into knowledge and intelligence. We will translate this evidence to provide insight into patterns, trends and outcomes, including how these compare across organisations, regions and internationally.



Champions for open and accessible data and information

We will leverage emerging technology and enhance our products and services in order to provide data and information tailored to diverse access, timeliness and quality requirements. We will support our partners in making our data accessible while protecting privacy.



Trusted strategic partners

We will foster strategic partnerships and engage collaboratively with stakeholders to deliver program-specific expertise and enable others to achieve their strategic goals.

Our values

We uphold the following Australian Public Service values of Impartial, Committed to service, Accountable, Respectful and Ethical (I CARE) (see Figure 2.1).

Figure 2.1: Our values

				
Impartial	Committed to service	Accountable	Respectful	Ethical
We are apolitical and provide the Government with advice that is frank, honest, timely and based on the best available evidence.	We are professional, objective, innovative and efficient, and work collaboratively to achieve the best results for the Australian community and the Government.	We are open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.	We respect all people, including their rights and their heritage.	We demonstrate leadership, are trustworthy, and act with integrity, in all that we do.

Our legislation and governance

Enabling legislation

The AIHW Act specifies our functions, operations and responsibilities as follows:

- collect and produce, and coordinate and assist the collection and production of, health- and welfare-related information and statistics
- conduct and promote research into Australians' health and their health services
- develop specialised standards and classifications for health, health services and welfare services
- publish reports on its work
- make recommendations to the Minister on prevention and treatment of diseases and improvement and promotion of the health awareness of Australians
- provide researchers with access to health- and welfare-related information and statistics, subject to confidentiality provisions.

Governance

We are a Commonwealth corporate entity in the Health portfolio, operating under the PGPA Act. The AIHW's accountable authority under the PGPA Act is the AIHW Board.

AIHW Board

The AIHW Board is subject to the general oversight of the Minister for Health, but cannot be directed by the Minister unless he/she consults with each relevant state and territory minister, as set out in the AIHW Act.

AIHW Ethics Committee

The AIHW Act requires the AIHW Board to appoint an AIHW Ethics Committee. Its functions and membership are prescribed in the Australian Institute of Health and Welfare (Ethics Committee) Regulations 2018.

The main functions of the committee are to consider ethical matters relating to AIHW and AIHW-assisted activities and to advise any body or person on ethical matters concerning the collection and production of health- and welfare-related information and statistics. It may impose any conditions it thinks appropriate in performing its functions.





3 Our operating context

The AIHW's operating context is constantly evolving, complex, and provides opportunities for growth. To keep abreast of the information and data landscape, we are focussed on scanning the environment and responding to these trends and challenges with agility and adaptability. Our success is measured in how we anticipate and flexibly respond to these environmental changes while ensuring we strive towards achieving our purpose and strategic goals.

Our environment

During the next four years, we will continue to focus on the following key environmental factors and adapt our operations if required to achieve our purpose.

COVID-19 pandemic

We will continue to adapt rapidly and flexibly by providing support to the Australian Government's response to the COVID-19 pandemic by providing timely data, reprioritising our work program and reallocating resources, providing a safe work environment for AIHW staff, and deploying staff to agencies where their expertise is required.

Emerging data trends

The modern digital, information and communication environment is complex, with rapid developments in capacity to capture and analyse large volumes of data, often in real time. There have been growing expectations that this information will be made more accessible for research and community use and brought together in meaningful ways to meet multiple information needs. The AIHW must remain at the forefront of external developments such as public sector open data, big data, smart data and digital health initiatives.

Stakeholder expectations

There is increasing demand for information that is easily accessible, available in real time or up to date and integrated at national, state and territory, and local levels. There is growing interest in data being presented in more flexible, user-friendly and interactive formats. In addition there is demand for data at lower geographic levels to provide information needed for service planning and delivery, particularly local data about needs for services, services received and service outcomes.

There is also interest in the generation of integrated information, obtainable through data linkage and other data analytics techniques, that improves our understanding of, for example, client or patient journeys and population outcomes.

Examples of our work in this area includes: the National Integrated Health Services Information (NIHSI) Analysis Asset (AA), which provides useful insights into patient journeys through the health and aged care sectors, the secondary use of My Health Record system data, and the National Disability Data Asset.

Privacy and data security

The AIHW is operating in an environment of increasing community and data provider expectations about the protection of personal information and other data, from both privacy and confidentiality perspectives. This is due in large part to a steady increase in the amount and sensitivity of data on individuals held by government agencies and private organisations. It is based also on concerns about the adequacy of safeguards in circumstances where information is typically held in electronic form, including cloud-based storage.

We protect the privacy of the information we hold under a comprehensive set of data governance arrangements involving designated data custodians, the AIHW Ethics Committee, audit activities and physical and ICT security. These multiple layers of defence ensure that data are accessed only by authorised personnel for appropriate purposes in a secure environment.

Trust of data providers

Much of the data we hold is given to us voluntarily by organisations that collected it for another purpose—generally an administrative purpose related to providing (often government-funded) services to Australians. Under our enabling legislation and comprehensive data management policies, we offer data providers safe and secure data custodianship services and assurance that data may only be released in compliance with their wishes and strict privacy requirements. Maintaining and building trust with our existing and new data providers to strengthen the knowledge base are critical to our future.

Community trust

Over the last few years, the Australian Government has been focusing on building trust in government data use. Following on from last year's research on community trust in the AIHW, we now have a better understanding of community expectations of how data are used and managed by the AIHW. We will implement changes to enhance community trust in the AIHW's use of data and continue to monitor and gauge feedback related to community trust.



Our capability

Workforce capability

Our People Plan 2020–21 outlines the framework and strategies to enhance our workforce capability. To achieve our purpose, over the next four years we will ensure our staff have the appropriate balance of core, technical and leadership skills to undertake their roles, using a blended learning approach including developing bespoke face-to-face programs like our Executive Leadership programs, on-the-job training and mobility opportunities, learning from others through guest speaker presentations, and e-learning opportunities through our Learning Management System.

Our annual graduate intake remains one of our key strategies for building our workforce capability. We have established relationships with organisations to increase opportunities to attract and engage Aboriginal and Torres Strait Islander people, people with a disability and people from diverse backgrounds, including targeted recruitment and internships.

Our strategies to attract and retain Aboriginal and Torres Strait Islander people are aligned with the [Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–24](#), which aims to achieve 5% of the Australian Public Service (APS) workforce to include Aboriginal and Torres Strait Islander people by 2024.

We continue to work with organisations, such as Australian Network on Disability to assist us to achieve the goals of the [Australian Public Service Disability Employment Strategy 2020–25](#), which aims to reflect an APS-wide workforce that includes at least 7% of staff with a disability by 2025. Through training programs and raising staff awareness we also promote a culture that embraces accessibility and inclusivity.

One of the key focus areas is having a workforce that is flexible to balance the requirement to grow our capability while managing staff numbers in line with the government's restrictions on average staffing levels. We continue to look for opportunities to increase staff productivity by enhancing automated processes for some of our administrative tasks as well as engaging contract staff through a labour hire arrangement, and partnering with universities for intern and scholarship opportunities.

ICT capability

Technology that enables data analytics has grown exponentially in recent years. As a data-centric organisation, the AIHW is well positioned to capitalise on emerging opportunities. The ICT Strategy 2020–2023 recognises the rate of change and provides the strategic footing to embrace and safely broker these opportunities.

An important focus for ICT moving forward is ensuring dynamic and responsive data visualisations can be produced quickly and safely, the analytical tools used to generate insights are contemporary and scalable, and that the information and data we publish are available and secure. The AIHW is developing and implementing a sustainable data strategy that provides flexibility in the choice of platforms, is agile and meets the demands of contemporary large data sets. To achieve this, we have been developing capabilities in cloud commoditised computing and assistive technical infrastructure. These processes will ensure data scientists have access to the latest tools and analytics.

In addition, we have a proactive focus on security. ICT will continue to play a pivotal role to ensure that all of AIHW's information and data are safe and secure. We will move to M365 and be compliant with level 2 of Essential Eight that is recommended by the Australian Cyber Security Centre. With the increasing threat of cyber attacks, we will continue to keep cyber security at the forefront of ICT decision making and capability.

Risk oversight and management

Over the next four years, the AIHW Board will continue oversight of our Risk Management Framework, our Strategic Risk Profile (SRP) and high-level operational risks reported every six months via the Risk, Audit and Finance Committee, including the CEO annual strategic risk report.

As outlined in our RMF, the protection and enhancement of AIHW's reputation with its key stakeholders is paramount. Accordingly, the AIHW has a very low appetite for behaviours, activities, processes, investments and other decisions that put this hard-won reputation at risk. However, in endeavouring to enhance our relevance to our stakeholders we need to occasionally embark on initiatives with new risks that will be managed with effective mitigation strategies to achieve desired outcomes.

Therefore, the AIHW has a moderate appetite for accepting some well managed risks on activities that have a high probability of increasing the AIHW's reputation. The Board sets the risk appetite and the CEO and the Executive Committee are expected to manage risk consistent with the expressed Board risk appetite and risk tolerances or various categories of risk.

The CEO and Executive Committee will continue ongoing monitoring of the RMF and SRP under the leadership of the Chief Risk Officer.

Risks identified in the SRP and a summary of their corresponding mitigation strategies are provided in Table 3.1. Mitigation strategies for strategic risks are reviewed and updated to align the rating and trend for each risk.



Table 3.1: Strategic risk and mitigation strategies

AIHW strategic risks	Mitigation strategies
<p>Breach of cyber security: AIHW has custody of very sensitive data. Unauthorised access, through multiple pathways, has potential for very significant reputation damage.</p>	<p>Implement framework and standards, replace ICT fleet, establish AIHW Security Committee, review security, staff skilling and ICT risk management.</p>
<p>Externally driven disruption: Whilst independent, AIHW is subject to changes in government and policy which could result in loss of independence, cannibalisation of mandate, structural changes, our strategy, operations, budget and relationships with stakeholders.</p>	<p>Foster strong working relationships with stakeholders. Implement strategies to improve community trust in AIHW use of data. Continue COVID-19 related responses (e.g. work from home, manage staff secondments, timeliness of data releases and new COVID-19 related work).</p>
<p>Major project delivery failure: AIHW has some very significant projects underway that are technically challenging and stakeholder sensitive.</p>	<p>Improve management of high risk projects through project boards, project and program governance arrangements and enhance reporting on key projects.</p>
<p>Growing pains: AIHW has undergone significant growth in budget and workforce with a significant portion of contractors that create challenges in workforce management.</p>	<p>Ongoing management of Average Salary Level, engagement of contract staff and review and updates of organisational structure, and new office accommodation.</p>
<p>Preparedness of IT systems to handle very large, complex data sets: Sophistication in data integration and online data sharing has increased technology demands. Future systems architecture is required.</p>	<p>Develop enterprise architecture and delivery of systems, data and security architecture. Adopt use of virtualisation hyper-converged technologies and cloud-based ICT services. Improve ICT capability.</p>
<p>Key person risk: AIHW is highly dependent on its current cadre of very experienced and specialist executives.</p>	<p>Implement succession plan for senior and specialist executives. Develop executive level staff for future leadership roles.</p>
<p>Loss of reputation with stakeholders: AIHW is dependent on stakeholders for funding and data.</p>	<p>Preserve and enhance reputation, build and sustain trust through formal relationships with stakeholders, adopt data quality standards and reviews.</p>

Fraud control

In addition, we will minimise the potential for instances of fraud within the AIHW in accord with our Fraud Control Plan 2019–21. Key fraud management controls contained in the plan include: appropriate fraud prevention, detection, investigation, reporting and data collection procedures and processes to meet our specific needs.

Internal audit

We contract out our internal audit function. Each year the internal auditors undertake a program of compliance and performance audits examining controls over financial procedures, ICT systems and data collections.

Our stakeholders

Our stakeholders are important to us as groups to whom we are accountable, who fund us and to whom we target our products and provide services. Therefore, success is built on our collaboration and partnerships with Australian, state and territory government agencies and non-government organisations. We maintain memorandums of understanding or similar agreements with many of these organisations. Our major stakeholders include:

- the Australian Parliament, the Australian Government and its departments and agencies and the people of Australia
- the Minister for Health as our responsible minister
- state and territory governments and their departments
- health, welfare and housing service providers and non-government organisations
- consumers of health, welfare and housing services
- the research community.

In the next four years we will continue to work with a large number of Australian Government departments and agencies in developing, collecting, compiling, analysing, managing and disseminating health and welfare data and information. These agencies include: the Department of Health, the Department of Social Services and the Department of Veterans' Affairs. In the 2020–21 Health Portfolio Budget Statements (PBS) we have linked programs with the Department of Health and the Australian Commission on Safety and Quality in Health Care.

We will also continue to actively engage in more than 60 national committees across health and welfare to ensure we are meeting stakeholder needs and expectations.

State and territory governments

Much of the government services data that we report at a national level are provided by state and territory government departments that fund and deliver those services. Our focus over the next four years will be to continue our close working relationships with state and territory governments that are critical to developing and reporting nationally consistent and comparable health and welfare data.

Along with numerous government entities from all jurisdictions, we are a party to national information agreements that underpin the activities of national information committees. Separate agreements cover health, community services, early childhood education and care, and housing and homelessness. The agreements ensure that effective infrastructure and governance arrangements are in place for the development, supply and use of nationally consistent data for each of these areas.

Non-government organisations

Over the next four years we will continue our engagement with non-government organisations by providing more consultations and briefings on forthcoming releases (including providing embargo access to reports).

International cooperation

We will continue our role in information sharing with a number of international organisations, such as the World Health Organization (WHO) and the Organisation for Economic Co-operation and Development (OECD). We maintain informal collaborative arrangements with other international agencies and bodies, such as the Canadian Institute for Health Information (CIHI) and the International Group for Indigenous Health Measurement.



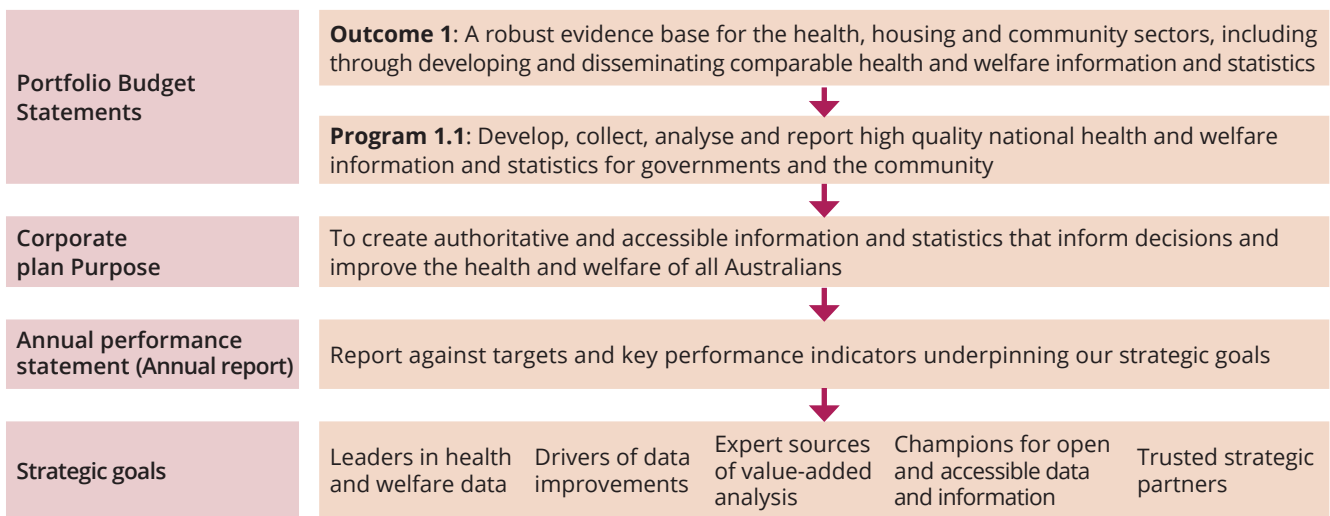
4

Our performance

Performance reporting framework

The Corporate Plan is the AIHW's primary strategic planning document. It articulates our planned activities and performance measures against which we will monitor our progress. Figure 4.1 provides an overview of our performance planning and reporting framework.

Figure 4.1: Relationships between Portfolio Budget Statements, Corporate Plan and Annual Performance Statements



Activities

As outlined in our PBS, the AIHW will publish extensive, policy-relevant health and welfare information to assist consumers, health care, housing and community service providers, researchers, and all levels of government. Accurate statistical information, comprehensive data development and high quality analyses support an increased understanding of health and welfare issues. This creates an evidence base that can drive changes in policy and service delivery directly impacting the health and welfare of all Australians.

Delivery

Specifically, the AIHW will:






- Develop, maintain and promote statistical information standards for the health, community services and housing assistance sectors, and publish comprehensive biennial reports on Australia's health and Australia's welfare.
- Release a range of health and welfare data and information products relevant to key policy areas.
- Enhance data resources with the addition of new health and welfare data assets to the AIHW's data holdings to fill data gaps in the health and welfare sectors.
- Modernise the presentation of national health and welfare data and analyses to meet the needs of diverse audiences.

Performance criteria

Key activities	2020–21	2021–22	2022–23	2023–24
Lead in the delivery of open and accessible health and welfare data, and provide expert sources of value-added analysis.				
Publish ≥183 health and welfare data products incorporating expert analysis on the AIHW's website for public access.	✓	✓	✓	✓
Publish ≥80% of annual products incorporating expert analysis on the AIHW's website within 6 months of receipt of final data.	✓	✓	✓	✓
Enhance data resources with three new or significantly enhanced data collections or linkages to fill in identified information gaps.	✓	✓	✓	✓
Finalise the <i>Australia's welfare 2021</i> and <i>Australia's health 2022</i> reports and present to the Minister for Health.	n.a.	✓	n.a.	✓
Collaborate with partners to drive data improvement.				
Collaborate with:				
• the Australian Government and participating jurisdictions to deliver the National Disability Data Asset pilot phase to enable the analysis of service pathways and outcomes of people with disability, and	✓	✓	✓	✓
• stakeholders to develop data management processes and governance structures to enable integration of national ambulance data into the National Suicide and Self Harm Monitoring project.	✓	✓	✓	✓
Provide expert data analysis to the National Commissioner for Defence and Veteran Suicide Prevention and supply data for the interim report by the Australian Commission on Safety and Quality in Health Care.	✓	✓	✓	✓
4.2 million sessions on the AIHW website.	✓	✓	✓	✓
4,600 references to the AIHW and its products in the media.	✓	✓	✓	✓
60 data linkage projects completed as agreed under the National Collaborative Research Infrastructure Strategy 2013.	✓	✓	✓	✓
Work with the ABS to continue on the Coordination of Health Care Study with the release of a range of products.	✓	✓	✓	✓
Continue routine reporting under the AHPF, including ongoing improvement and filling of data gaps.	✓	✓	✓	✓
Supply data for nationally-agreed performance indicators, as determined collectively by governments.	✓	✓	✓	✓
<input type="checkbox"/> Performance criteria included in the <i>Health Portfolio Budget Statements 2020–21</i> .				
n.a. Not applicable—as prescribed in the AIHW Act, our biennial flagship reports, <i>Australia's welfare</i> and <i>Australia's health</i> are published every second year and occasionally fall within the same financial year.				

Priority action areas

The strategies for achieving the intended results are articulated in priority action areas identified for each financial year. Strategic priority actions underpin each priority action area. Each priority action has an identified owner and a performance measure including a target to enable ongoing monitoring and performance reporting. The five priority action areas for 2020–21 are:

-  **Our people:** We will develop and implement workforce strategies to ensure that our people have the capabilities they need to achieve our strategic goals and improve the way we do business.
-  **New and improved data:** We will identify data gaps in consultation with stakeholders and collaborate with them to fill data gaps by developing new data collections including data linkages.
-  **Secure and effective technology:** We will implement secure and effective technology and IT infrastructure to meet our current and future business requirements.
-  **Data governance and trust:** We will build on our existing robust data governance and data capabilities to enhance stakeholder/community trust.
-  **Timely, relevant and accessible products:** We will improve the timeliness, relevance and accessibility of products released by reducing the lag between the reference period of information and the date we release it by improving our internal processes and working with data custodians and data suppliers.

Performance monitoring

Over the next four years we will continue to monitor progress against our performance by measuring achievements against our purpose and strategic goals using measures outlined in our PBS, our Corporate Plan and priority action areas. We will provide ongoing quarterly performance reports to senior executives, the RAFC and the AIHW Board.

Appendixes

Abbreviations and acronyms

AIHW	Australian Institute of Health and Welfare
AIHW Act	<i>Australian Institute of Health and Welfare Act 1987</i> (Commonwealth)
CEO	Chief Executive Officer
CIHI	Canadian Institute for Health Information
I CARE	Impartial, Committed to service, Accountable, Respectful, Ethical
ICT	information and communications technology
NIHSI AA	National Integrated Health Services Information Analysis Asset
OECD	Organisation for Economic Co-operation and Development
PBS	Portfolio Budget Statements
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i> (Commonwealth)
Privacy Act	<i>Privacy Act 1988</i> (Commonwealth)
RMF	Risk Management Framework
SRP	Strategic Risk Profile
WHO	World Health Organization

References

Department of Finance 2020. Corporate plans for Commonwealth entities: Resource management guide No. 132. Canberra: Department of Finance.

Department of Health 2020. Budget 2020–21: Portfolio Budget Statements 2020–21. Budget related paper No. 1.7, Health Portfolio. Canberra: Department of Health.

Contact information

Addresses

Canberra: 1 Thynne Street, Bruce, ACT 2617 (main)

Sydney: Level 9, 1 Oxford St, Darlinghurst, NSW 2010

Postal: GPO Box 570, Canberra, ACT 2601

Web address: <www.aihw.gov.au>

Telephone: +61 2 6244 1000

Contact for enquiries, comments and services

The AIHW welcomes your comments on this Corporate Plan, including your feedback on our planned performance. Your feedback will help us understand the information needs and interests of our stakeholders so that we can continue to improve our performance reporting. Please direct your enquiries or comments to:

Strategic Communications and Stakeholder Engagement Unit

Email: info@aihw.gov.au

Telephone: +61 2 6244 1000

Facsimile: +61 2 6244 1299

Availability and accessibility

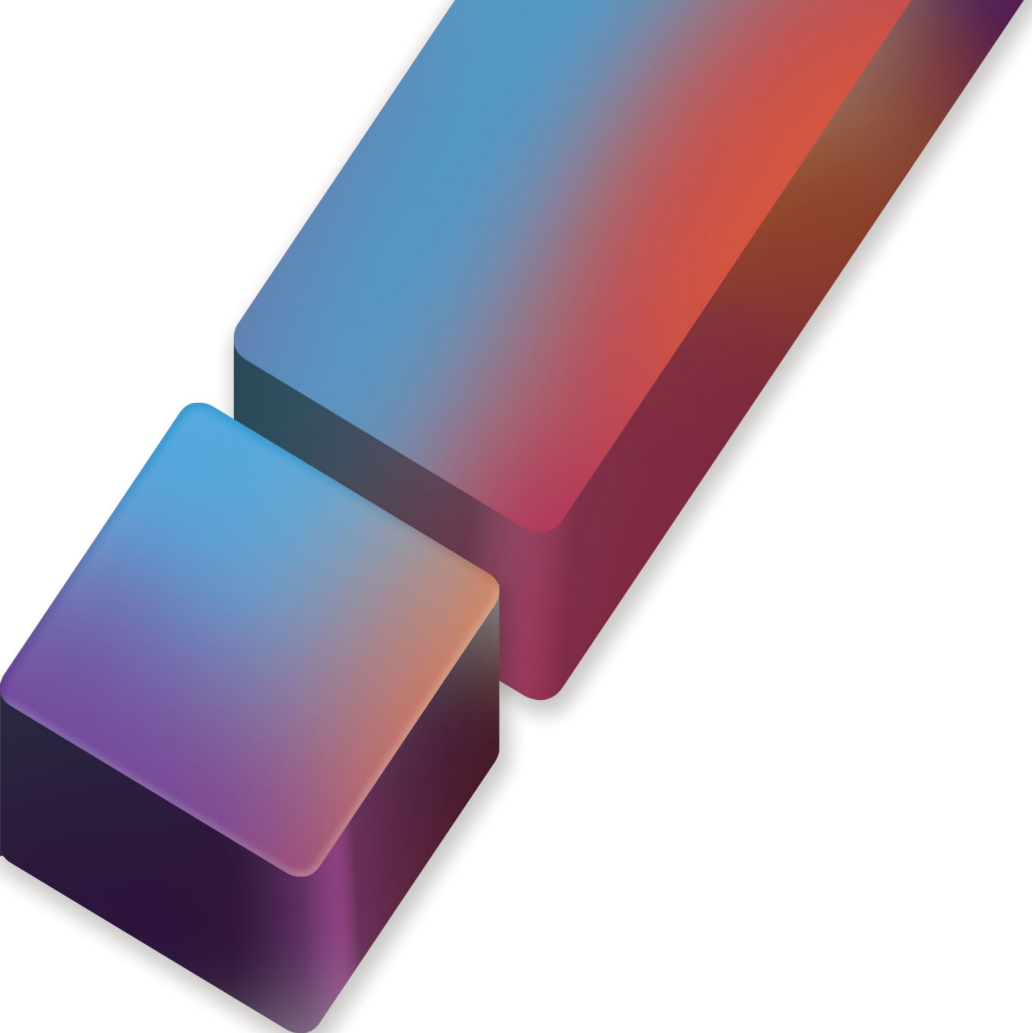
This publication is available electronically in PDF format on the AIHW's website.

Please contact us if you need an alternative format for accessibility reasons. You can make this request using the AIHW contact web page <www.aihw.gov.au/contact/> or by telephoning or emailing us using the contact details provided on this page.

Contact for products and services

For further information on how we can provide products and services for your organisation, please phone or email the Institute as above.

If you are looking for statistics that are not available in our products, we also offer a data request service. Customised tables can be provided, subject to data quality and confidentiality requirements, from a range of AIHW-held databases. Please note that a fee may apply for this service.



This Australian Institute of Health and Welfare Corporate Plan 2020–21 to 2023–24 highlights the achievements planned to occur during the 2020–21 year that will help to provide Australians with quality, nationally-consistent health and welfare information. It describes our purpose, practices and capabilities and sets out the ways that Australians can assess our performance.



Stronger evidence,
better decisions,
improved health and welfare

 1 Thynne Street, Bruce ACT 2617, Australia
 GPO Box 570, Canberra ACT 2601, Australia
 +61 2 6244 1000  info@aihw.gov.au
 www.aihw.gov.au  [@aihw](https://twitter.com/aihw)