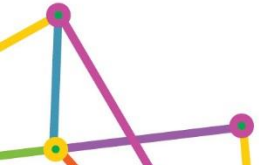


Performance Management Framework

January 2022

Purpose

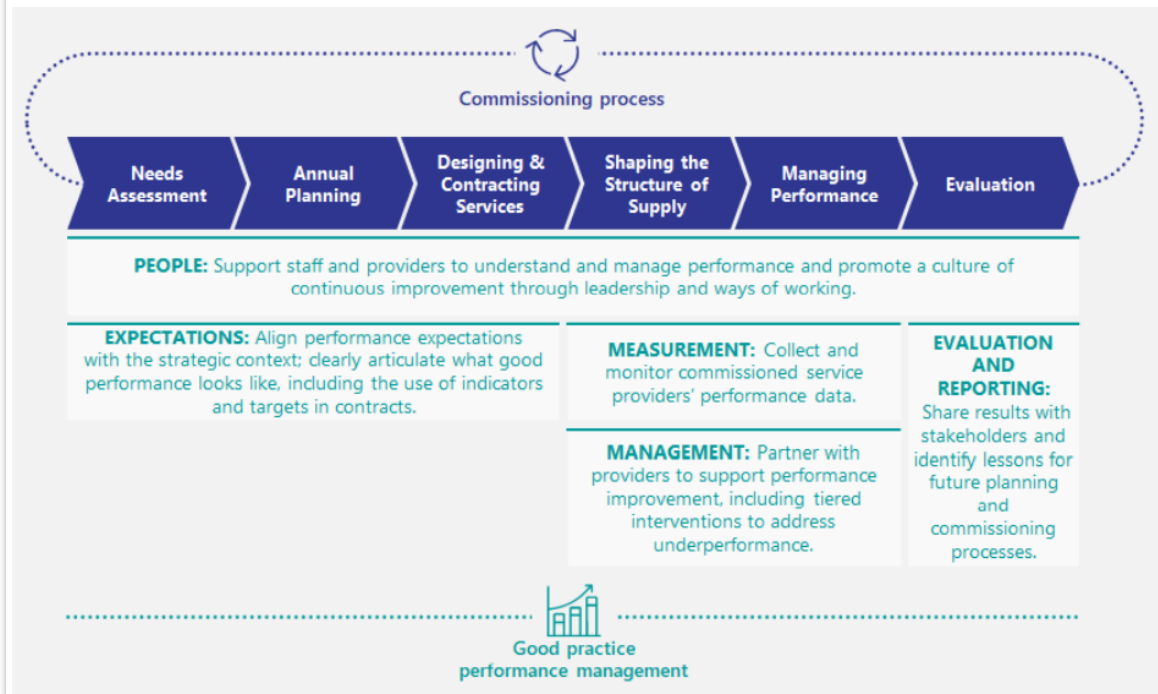
- Articulates WAPHAs performance management approach for Commissioned Service Providers
- Aims to give Commissioned Service Providers clarity on how we will:
 - Set performance expectations
 - Measure, monitor and manager performance, and
 - Engage with them in relation to performance management



What is Performance Management

- Continuous process of improving performance by setting expectations, and regularly monitoring, reviewing, and measuring progress against these expectations

Figure 1 | Linkages between the commissioning process and good practice performance management³⁴⁵⁶⁷



Process of Development

An extensive literature review to develop this framework

WAPHA recognises the importance of developing a framework that is grounded in good practice. Therefore, we undertook extensive research into good practice performance management and examined other national and international jurisdictions' approaches to understand and leverage good practices in our framework.

To supplement the research, we spoke with other PHNs across the country to learn about their performance management approaches and how we could adopt and/or adapt their practices to suit the WA primary health care system's context.

Engagement with the sector to ensure the framework was robust, fit-for-purpose, and practical

The framework was designed with Commissioned Service Providers and consumer advisory councils and committees through a series of workshops. Expertise from peak bodies and other commissioning agencies was used to deepen WAPHA's understanding of good practice in performance management, and ensure the framework would help, not hinder Commissioned Service Providers.

Most importantly, WAPHA sought their perspectives on how the framework could improve health outcomes and the consumer experience, as well as how it could contribute to driving continuous improvement across the sector.

Principles

- Developed and tested with the sector to guide Framework development

Principle	What does this look like in practice?
1. Strategic alignment - the framework aligns to WAPHA's strategic objectives, the Quadruple Aim and improving health equity.	Performance indicators are aligned to the Quadruple Aim and improving equity of access. We will work with Commissioned Service Providers to establish mechanisms to collect data against these indicators and to identify – through the data we collect – the opportunities for sector improvement in each of these aims.
2. Consumer focused – the framework focuses on ensuring that data collection and reporting, and all performance improvement efforts are centred on improving the consumer experience i.e., how services are delivered (and consumed) and health outcomes.	A combination of quantitative and qualitative measures are used to measure, evaluate, and help improve Commissioned Service Provider performance. This enables performance indicators to capture richer data and information, particularly around health outcomes and the consumer experience.
3. Consistency – the framework strikes the balance between consistency (across reporting, process, and system) and flexibility (to meet individual Commissioned Service Provider and local needs).	There is standardised approach to data collection and reporting to enable consistency. However, where required, performance indicators, measures and processes are adapted to a Commissioned Service Provider's context and/or local needs. Processes are also in place to review performance targets and how they are set to ensure they are achievable and suitable for the Commissioned Service Provider's context.

Principles

- Developed and tested with the sector to guide Framework development

4. Clarity – the framework clearly and concisely sets performance expectations for Commissioned Service Providers.	WAPHA clearly defines and communicates its performance expectations to Commissioned Service Providers, so that they understand the expectations in relation to service delivery and there is no ambiguity in terms of what is required.
5. Practicality – the framework streamlines and leverages current data collection processes.	Existing data collection processes are used, helping to minimise duplication of effort and reduce the administrative burden reporting places on Commissioned Service Providers. In addition, there is a clear rationale as to why certain data is collected and this is clearly communicated to Commissioned Service Providers.
6. Continuous improvement – the framework focuses on continual improvement rather than compliance (or punitive measures).	Performance management mechanisms are put in place to help improve and strengthen Commissioned Service Provider performance and set them up for success. The focus is on building capacity and capability among Commissioned Service Providers, working collaboratively with Commissioned Service Providers, and providing opportunities for them to connect with each other and share lessons learnt.

Strategic Environment

- Framework aligns with the national, state and local contexts
 - PQF Indicators
 - Existing state government performance reporting
- Framework aligns to the Quadruple Aim

IMPROVED PATIENT EXPERIENCE

Establishing the mechanisms to **safely capture** and **respond to patient feedback** on their experience of receiving care from Commissioned Service Providers.

IMPROVED HEALTH OUTCOMES

Recording and monitoring standardised performance indicators that **demonstrate the outcomes services** are achieving for the patients they care for.

IMPROVED HEALTH EQUITY

Capturing information on the people who receive care so we can be sure we are **targeting our funding to care for people** who otherwise may not be able to easily access appropriate services

Gathering information to **better measure the impact** of WAPHA's finite funding.

IMPROVED COST EFFICIENCY

Establishing the mechanisms to understand the demands being placed on staff so we can **maintain a safe workplace** and **sustainable workforce**.

IMPROVED PROVIDER EXPERIENCE

Performance Management Framework



Performance Management Framework

EXPECTATIONS

The **Expectations element** outlines how WAPHA will set performance expectations with Commissioned Services Providers. It describes our Balance Scorecard approach and our three-step process to setting performance expectations.

MEASUREMENT

The **Measurement element** outlines WAPHA's approach to collecting and monitoring performance data to assess the outcomes and outputs of interest. It includes WAPHA's Performance Dataset and the three considerations for setting performance targets.

MANAGEMENT

The **Management element** outlines WAPHA's approach to reviewing, analysing and managing Commissioned Service Provider performance and addressing any performance concerns. It includes our performance management process and guidelines for effective performance management conversations.

EVALUATION AND REPORTING

The **Evaluation and reporting element** outlines how WAPHA will communicate performance information and evaluate performance trends. It includes our indicative contents for performance reporting dashboards.

PEOPLE

The **People element** outlines the performance management culture, capabilities, and ways of working between WAPHA and Commissioned Service Providers. It describes how we will work with Commissioned Service Providers to build capabilities and drive continuous improvement.

Applying the Framework

- Part B of the document outlines WAPHAs approach to applying the Framework
- Chapters:
 - 3. Expectations
 - 4. Measurement
 - 5. Management
 - 6. Evaluation and Reporting
 - 7. People
- Each chapter outlines how the elements should be applied in practice, including:
 - A definition of each element
 - The processes and approaches WAPHA will adopt to measure, monitor, manage and communicate provider performance
 - High-level guidance for WAPHA and Commissioned Service Providers on how to put the Framework's elements into practice

Strategic Messages

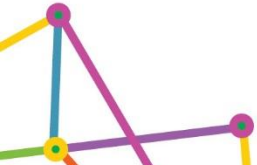


- WA Primary Health Alliance aims to improve the health outcomes of the communities we serve across Western Australia.
- One of the ways we do this is by funding local primary health care services based on community needs.
- Our Commissioned Service Providers are an essential part of the local health system and deliver a range of treatment and screening services.
- WAPHA's new Performance Management Framework (PMF) will support the achievement of WAPHA's strategic vision and commitment to building a strong and sustainable primary health care system; and delivering on our strategic priority of bringing a more structured and data driven approach to the management of performance and quality improvement.

Next Steps - Implementation

External stakeholders: pre-Christmas

- PMF released to ensure key stakeholders prioritised
 - Primary Health Exchange site, and associated messaging in Service Provider Connect newsletter
 - Service Provider Reference Group with an invitation to reconvene in the new year to provide guidance on the PMF implementation plan and associated communications and issues analysis
 - Peak bodies notified via email and invited to a one on one briefing

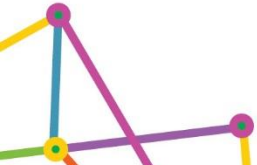


Next Steps - Implementation



External stakeholders - week Monday 31 January 2022

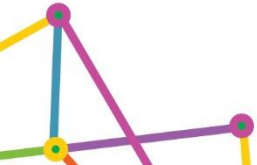
- PMF released to ensure key stakeholders prioritised:
 - Commissioned Service Providers via Service Provider Connect and/or Contract Managers and invited to an online briefing
- Consistency of communications will be ensured through using the Primary Health Exchange platform and key messages identified in this communications plan
 - PMF document
 - FAQs
 - Other supportive documents
 - Feedback and communication



Next Steps - Implementation

February 2022

- Consultation with Mental Health providers on agreed indicators and measures commences individually via Contract Manager
- Contracts for 22-23 signed before end-March 2022
- Other program areas including AOD, Aboriginal Health, population health, chronic conditions, aged care will progressively occur after this timeline and align with Commonwealth funding parameters



Thank you



**WA Primary
Health Alliance**
Better health, together

phn
PERTH NORTH, PERTH SOUTH,
COUNTRY WA
An Australian Government Initiative