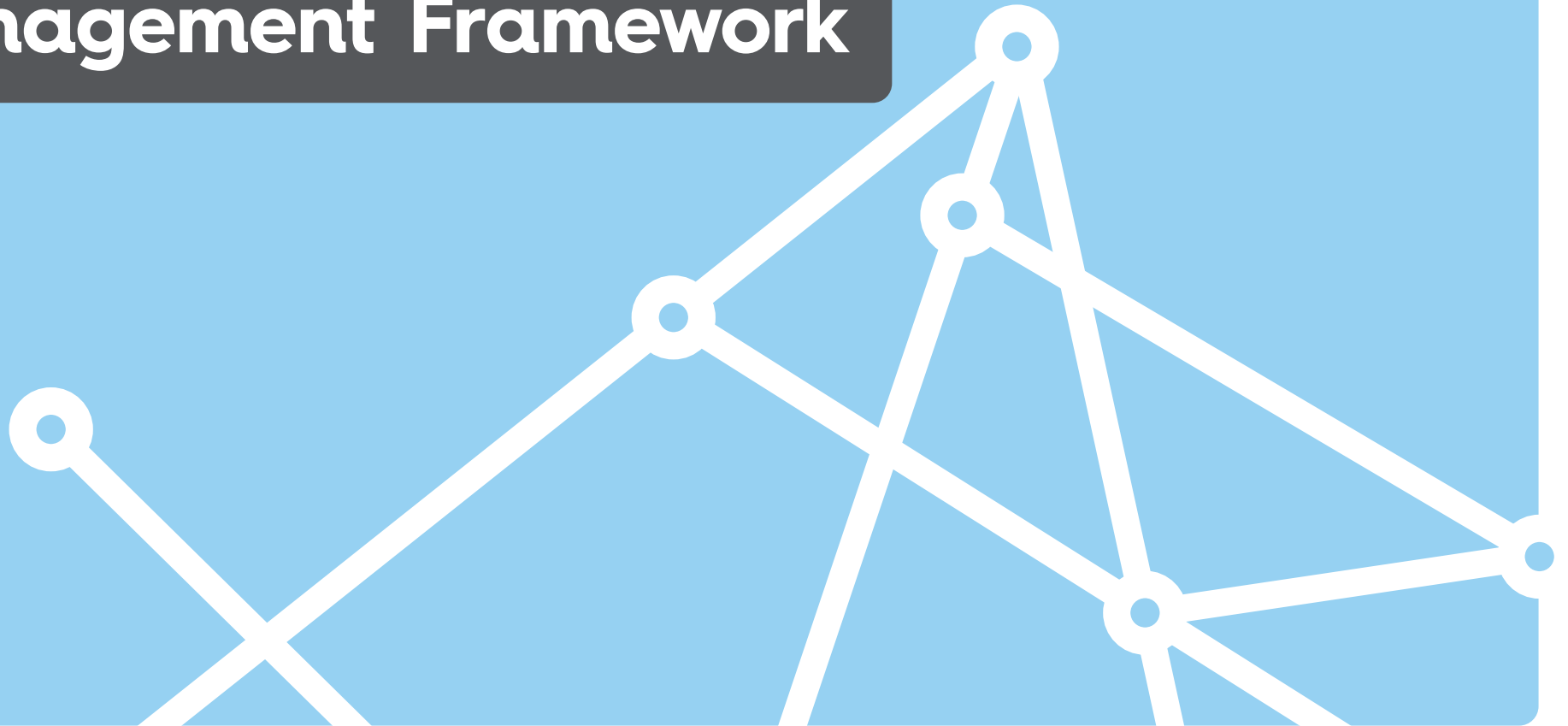


Performance Management Framework



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Introduction

WA Primary Health Alliance (WAPHA) is funded by the Australian Government Department of Health, Disability and Aging (DHDA) to operate three Primary Health Networks (PHNs) in Western Australia (WA): Perth South, Perth North, and Country WA.

WAPHA is responsible for commissioning services that improve health outcomes, reduce inequities, and strengthen the primary health system.

The Performance Management Framework (the framework) sets out WAPHA's approach to monitoring and managing the performance of Commissioned Service Providers. It provides a structured, transparent, and collaborative model that balances accountability with support, ensuring services deliver value for money, are person-centered, and contribute to healthier communities.

Purpose of the framework

This document articulates WAPHA's performance management approach with Commissioned Service Providers. The framework ensures this approach, and associated processes, are transparent, clear, fair and in line with WAPHA's strategic objectives, while fostering a mature and collaborative relationship with Commissioned Service Providers.

The framework is also intended to be a mechanism to identify good practice that can inform the ongoing continuous improvement of the primary health care sector.

Scope of the framework

The framework applies to all Commissioned Service Providers and will guide and underpin all WAPHA's performance management processes and activities (for Commissioned Service Providers).

Definition of Commissioned Service Provider

Within the framework the term Commissioned Service Provider refers to the contracted provider (entity) that has been commissioned (funded) by WAPHA to deliver a contracted service.

Principles

The framework has six principles, featured in table 1 below. These principles ensure WAPHA's performance management approaches stay true to the intention of the framework.

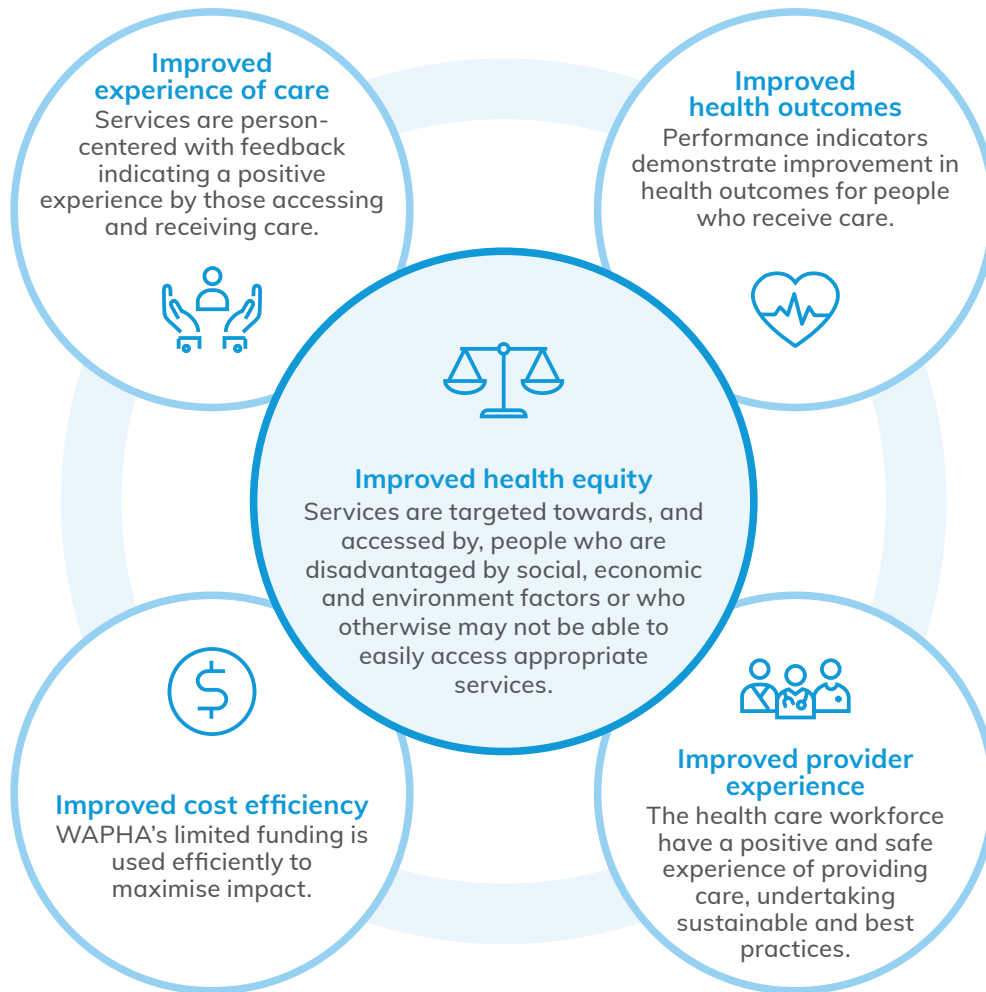
Table 1 Principles of the Framework

Principle	What it means
Strategic alignment	Performance expectations, indicators and targets are aligned to WAPHA's strategy and objectives.
Person focused	The framework prioritises people's health outcomes and experiences of care. Accountability to clients is at the forefront.
Partnership	Performance is a joint responsibility between WAPHA and Commissioned Service Providers working well together.
Transparency	Expectations and performance processes are clearly defined and communicated, ensuring no surprises.
Continuous improvement	Performance is managed proactively, and evaluation and feedback are embedded to drive ongoing improvement in service delivery.
Scalability	The framework is scalable across activities and programs and ensures fair, proportionate application of expectations and resources

Strategic alignment

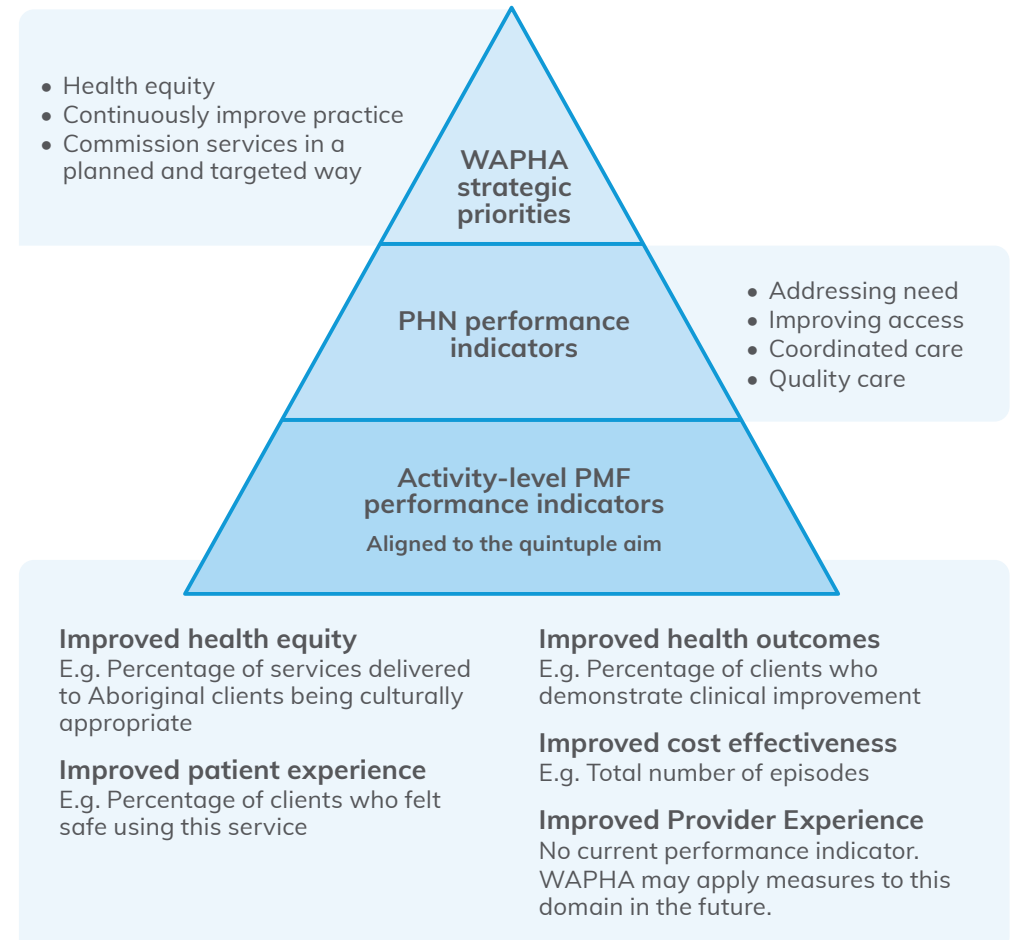
The framework aligns to WAPHA's Strategic Plan, the PHN Performance Quality Framework (PQF)¹, and the Quintuple Aim for Health Care Improvement². The Quintuple Aim has become widely adopted across the Australian health sector and is used where possible in determining performance expectations as part of the framework's approach. The Quintuple Aim is detailed in figure 1 below.

Figure 1 Quintuple Aim



Aligning the framework to the PQF and Quintuple Aim ensures WAPHA, and the wider health sector are working towards the same, fundamental objectives. Figure 2 below shows the relationship and alignment of WAPHA's strategic priorities, the PHN performance indicators outlined in the PQF, and the performance indicators for WAPHA's commissioned services.

Figure 2 Strategic Alignment of Service Performance Indicators



What is performance management?

In WAPHA's context, performance management is a continuous process undertaken to support Commissioned Service Providers to progress towards expected outputs and outcomes, implementing solution-based responses to performance issues where needed. Within the framework is the commitment that performance expectations are clear, measurable and scaled appropriately, enabling efficient and effective responses to different levels of performance. WAPHA and Commissioned Service Providers work together to monitor and proactively manage performance to ensure services deliver on their purpose: improving health outcomes, and experiences of care for Western Australians.

The Performance Management Framework is made up of five key elements

Figure 3 Elements of the Framework

1. EXPECTATIONS

The **Expectations element** outlines how WAPHA will set and communicate clear and agreed performance expectations with Commissioned Service Providers. It describes the alignment of performance indicators to the Quintuple Aim.

2. MEASUREMENT

The **Measurement element** outlines how performance will be measured to assess progress towards desired outcomes. It includes the development of performance indicators and targets and how data is reported to WAPHA.

3. MANAGEMENT

The **Management element** outlines how WAPHA and Commissioned Service Providers work together in assessing, monitoring and managing performance. It outlines the approaches undertaken when performance deviates from expectations including the development of targeted solutions and escalation.

4. EVALUATION AND REPORTING

The **Evaluation and Reporting element** outlines how WAPHA will report commissioned services performance information to stakeholders and evaluate successfulness of funded activity.

5. PEOPLE

The **People element** outlines the partnership approach and ways of working between WAPHA and Commissioned Service Providers needed for effective performance management.



The five elements in practice

Expectations

This element centres on setting and communicating clear and agreed expectations for service delivery and performance. Importantly, expectations will be:

- relevant,
- reflective of current industry standards
- aligned to directives from WAPHA's funders³
- scaled to activity complexity, duration and investment.
- updated over time to align with evolving standards and guidance.

Expectations of performance are documented in Commissioned Services Agreements, and earlier in tender documents where relevant. Performance indicators and targets are defined for specific programs and where they are not, performance expectations are clearly defined as activity requirements, or elsewhere, within the Commissioned Services Agreement. For example, if an expectation of a service is to undertake six community consultation activities over a 12-month period this will be clearly defined as an activity requirement, and the framework can be applied.

WAPHA applies consistent performance expectations across like services where possible for fairness and to enable comparison and benchmarking. Differences in geographical location and population characteristics are considered when determining relevant performance expectations to ensure they are achievable for the individual context and support quality service delivery.

Performance indicators

Performance indicators for a commissioned service measure performance across the different domains of the Quintuple Aim where possible. This is to ensure a balanced approach to assessing performance and to avoid focusing on one domain (for example productivity, financial or outcomes).

Each performance indicator will include:

- Purpose of the indicator
- Target to be achieved
- Alignment to Quintuple Aim
- Data source and measurement

Measurement

The 'Measurement' element refers to how performance will be measured and includes:

- Ensuring performance measures comply with program requirements issued under WAPHA's contracts with its funders⁴
- The development of performance indicators and targets, in collaboration with Commissioned Service Providers, where possible.
- The use of relevant program-specific measures such as clinical tools where appropriate to measure performance.
- The oversight of qualified data experts in determining and reviewing performance metrics to ensure quality and suitability of measures.

Setting performance indicators and targets

WAPHA will set Specific, Measurable, Achievable, Relevant and Time-bound (SMART) performance measures as described below in figure 4. Following the SMART format ensures measures are clear and high quality and that targets are in place to drive the pursuit of positive outcomes.

Figure 4 SMART Indicators

SPECIFIC	MEASURABLE	ACHIEVABLE	RELEVANT	TIME-BOUND
The indicator reflects a very specific performance outcome that needs to be achieved.	The indicator needs to reflect something that can be measured so performance can be assessed against it. As much as possible, measures will be set in line with data that already exists.	The indicator target should stretch a service provider in order to achieve it, without being extreme. It is neither out of reach nor below standard performance.	The indicator should be relevant to the performance outcome being measured.	The indicator target should reflect performance within an understood and agreed time frame.

When determining targets for quantitative performance indicators the following will be considered:

- performance targets issued under WAPHA's contracts with its funders such as PQF indicator targets

- known clinically optimal or achievable levels
- previous activity data
- consultation with Commissioned Service Providers
- priority population data relevant to the location or service

Qualitative measures

Alongside the quantitative measures of performance that have numerical targets are qualitative measures surrounding stakeholder feedback, service quality, successes and challenges, and service integration. Qualitative measures will be viewed alongside quantitative measures and play an important role in assessing and managing performance. Qualitative measures allow WAPHA and Commissioned Service Providers to sufficiently assess the impact, quality and sustainability of services being delivered with a shared understanding of service context. Of particular importance are the measures that show how services support the people who access them, and their experiences of receiving care. Performance for qualitative measures is assessed via relevant evidence and examples.

Review of measures and targets

WAPHA will review performance measures and targets periodically to ensure:

- Performance measures continue to align to WAPHA's strategic objectives and PHN performance frameworks
- Performance targets continue to drive service improvement and reflect contemporary expectations of good performance.

Activity reporting

- Commissioned Service Providers are required to submit data via the agreed platform at the agreed frequency, and/or submit required reports on or before the due date as outlined in the Commissioned Services Agreement.
- Reported data must demonstrate strong data quality, incorporating key dimensions such as completeness, accuracy, consistency, timeliness, and validity, to ensure effective monitoring of activity, performance and contract compliance. (See Appendix 2 for more information on Data Quality dimensions and why maintaining good data quality is important).
- Where available, reporting dashboards should be utilised to actively monitor performance and activity trends.
- Resources are available to assist relevant Commissioned Service Providers to report to minimum data sets here: [Service Provider Resources - Performance Management Framework](#)

Management

The 'Management' element outlines a partnership-based approach between WAPHA and the Commissioned Service Provider to assess and respond to different levels of performance. This ranges from recognising consistent good performance to addressing persistent under-performance requiring escalation.

The partnership-based management approach includes:

- **Scheduled engagement** — regular, structured meetings between WAPHA and the Commissioned Service Provider to enable two-way discussion and feedback.
- **Joint performance assessment** — collaborative review of progress against agreed expectations, using shared evidence and celebrating good practices.
- **Collaborative problem-solving** — early identification and mitigation of risks and performance issues, ensuring timely and effective solutions.
- **Transparent action planning** — documenting agreed actions, responsibilities, and timeframes to support accountability and progress.
- **Constructive dialogue** — maintaining respectful, outcome-focused conversations that foster learning and continuous improvement.
- **Consistency in response** — ensuring performance responses are predictable, tiered, and applied fairly across providers.

Performance management process

The framework follows a four-step performance management process featured in Figure 5. The process is applied equitably, in line with the framework's principles.

The performance management process is repeated as per the agreed meeting frequency outlined in the Commissioned Services Agreement. This ensures that performance is consistently monitored and that there is a mechanism in place to identify and respond to performance issues and risks.

Figure 5 Four Step Performance Management Process



Each step of the performance management process is described in detail below.

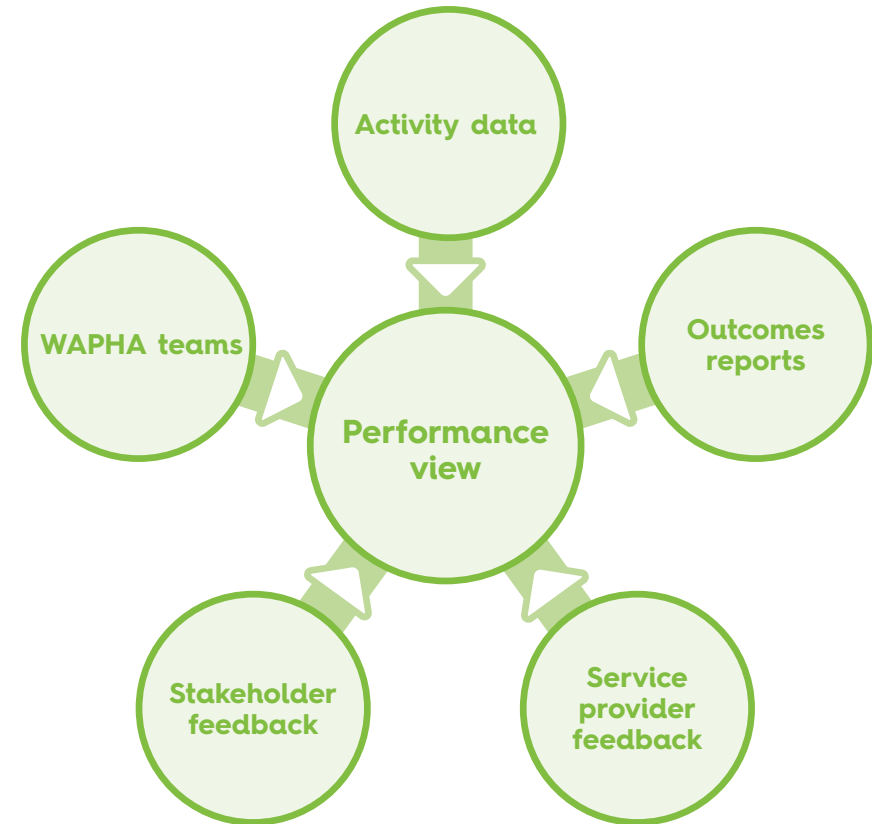
Step 1: Gather performance information

In this step information is gathered to gain a robust understanding of service performance. Where there are any current or emerging contextual factors that might impact performance, the Commissioned Service Provider should report these to WAPHA as they become known.

Sources of performance information include:

- activity data and reports
- Commissioned Service Provider communication and feedback
- WAPHA teams who work with Commissioned Service Providers in improvement and integration
- other stakeholders

Figure 6 Sources of Performance Information



Step 2: Assess performance

In step 2, performance is assessed by WAPHA and the Commissioned Service Provider to identify where performance expectations have been met or have not been met. In assessing performance WAPHA and the Commissioned Service Provider will:

- Validate the information gathered to satisfy that it is accurate, i.e. data is correct.
- Determine the significance of any deviation in performance from expectations.
- Consider contextual factors that have been reported and the impact of these on performance, including whether these factors are within or beyond the Commissioned Service Provider's reasonable control.

Together, WAPHA and the Commissioned Service Provider discuss performance and reach an agreed assessment of current performance, documenting this in a contract management plan or other agreed record.

Step 3: Performance monitoring and support

In step 3 performance is proactively monitored with WAPHA and the Commissioned Service Provider being attentive to service performance and identifying the need for support early.

Performance monitoring involves assessing progress towards all performance expectations regularly and over time. This is enabled by performance documentation that is shared between WAPHA and the Commissioned Service Provider including reports, dashboards, contract management plans and performance plans.

Monitoring enables performance changes or concerns to be identified and addressed promptly and appropriately based on the level of risk and / or recurrence or persistence of any issue/s. An escalation matrix is used to guide the level of response ensuring consistency and clarity.

Table 2 below details the escalation levels, triggers and corresponding responses. An escalation level is activated in response to the level of risk and / or recurrence or persistence of the issue/s identified. For example, Level 3 response may be activated following failure to meet expectations set in Level 2, OR, as the initial escalation entry point for High-Risk concerns.

Table 2 **Performance Escalation and Response Matrix**

Escalation Level	Trigger	Response	Objective
Level 1 – Early Engagement (Low Risk / Emerging Issue)	<ul style="list-style-type: none"> Minor or one-off concerns in service delivery or reporting, or early signs of performance risk. 	<ul style="list-style-type: none"> Manage within usual performance management cycle. 	Raise awareness and resolve quickly.
Level 2 – Formal Support (Moderate Risk / Recurring Issue)	<ul style="list-style-type: none"> Moderate or recurring issue relating to service delivery, reporting, or performance. Emerging financial, governance, or workforce risks. 	<ul style="list-style-type: none"> Written notice Agree and document corrective actions. Targeted support Increased monitoring 	Strengthen accountability and prevent escalation.
Level 3 – Performance Management (High Risk / Sustained Issue)	<ul style="list-style-type: none"> Level 2 issues not resolved Unsatisfactory performance against contracted expectations. Active financial, governance or workforce risks. Concerns reported by stakeholders. 	<ul style="list-style-type: none"> Escalation to senior management within Commissioned Service Provider and WAPHA. Performance improvement plan developed. 	Safeguard continuity and quality of care, while upholding accountability.
Level 4 – Contract Intervention (Critical Risk / Issue)	<ul style="list-style-type: none"> Inability to complete or progress Performance improvement plan. Inability or unwillingness to deliver contractual obligations Critical risk to clients Material governance or financial failure. 	<ul style="list-style-type: none"> Formal notice issued. Intensive oversight, external audit, or temporary management options considered. Contractual levers considered. 	Protect clients and ensure continuity of care.
Level 5 – Contract Termination (Last Resort)	<ul style="list-style-type: none"> Persistent failure to progress Performance improvement plan Persistent inability or unwillingness to deliver contractual obligations Severe risk to clients, reputation, or misuse of funds. 	<ul style="list-style-type: none"> Reduction/ termination. Transition plan executed. Commissioned Service Provider excluded from tender opportunities for 6 months. 	Maintain community safety and confidence and prevent misuse of funds.

Step 4: Implement and monitor performance management strategies

Where performance monitoring reveals concerns, these strategies are used to support correction and improvement across the different levels of escalation:

- **Targeted solutions:** The Commissioned Service Provider is expected to develop suitable, targeted solutions aimed at improving underperforming areas, reflecting on, and investigating the issue/s at hand within their own performance context. The Commissioned Service Provider will propose relevant actions for these solutions that can then be discussed and agreed upon with WAPHA.
- **Progressive performance improvement:** stepped targets may be agreed upon to support incremental progress over agreed timeframes towards the desired performance level.
- **Increased monitoring:** performance will be monitored more regularly and scheduled meetings held more frequently, aiming to provide intensive support and accountability while solutions are being implemented.

Agreed actions will be clearly documented in a shared record or plan appropriate to the escalation level, that is reviewed at minimum at each scheduled meeting between WAPHA and the Commissioned Service Provider, ensuring actions are followed through to completion within the agreed timeframe.

A **performance improvement plan** is a formal document initiated when performance assessment and monitoring indicate a need for greater accountability and oversight. The outcome of the performance improvement plan guides the next steps taken in the performance management response. These include exiting the escalation process or activating contractual responses as described below.

Where a performance improvement plan is:

Successfully completed	Not successfully completed
<ul style="list-style-type: none"> • the performance management cycle will resume according to an agreed schedule; or • the Commissioned Services Agreement will be adjusted to reflect agreed outcomes, then the performance management cycle will resume according to an agreed schedule. 	<ul style="list-style-type: none"> • WAPHA will assess the prospect of resolution and ability of the Commissioned Service Provider to deliver the service in the long-term. • Responses will be initiated as outlined in the framework and Commissioned Services Agreement, including: <ul style="list-style-type: none"> » Initiation of a reduction or transition-out plan, in consultation with the Commissioned Service Provider. » Reduction or termination where underperformance is persistent and the Commissioned Service Provider is unable to demonstrate capacity or capability required to deliver the service.

Performance Response Pathway

WAPHA's performance response features solution-based responses and support, with key points for escalation where necessary. Figure 7 provides an overview of escalation mechanisms, with clear exit and re-entry points back into the performance management cycle. In most cases, contractual remedies are activated only as a last resort and are usually not required.

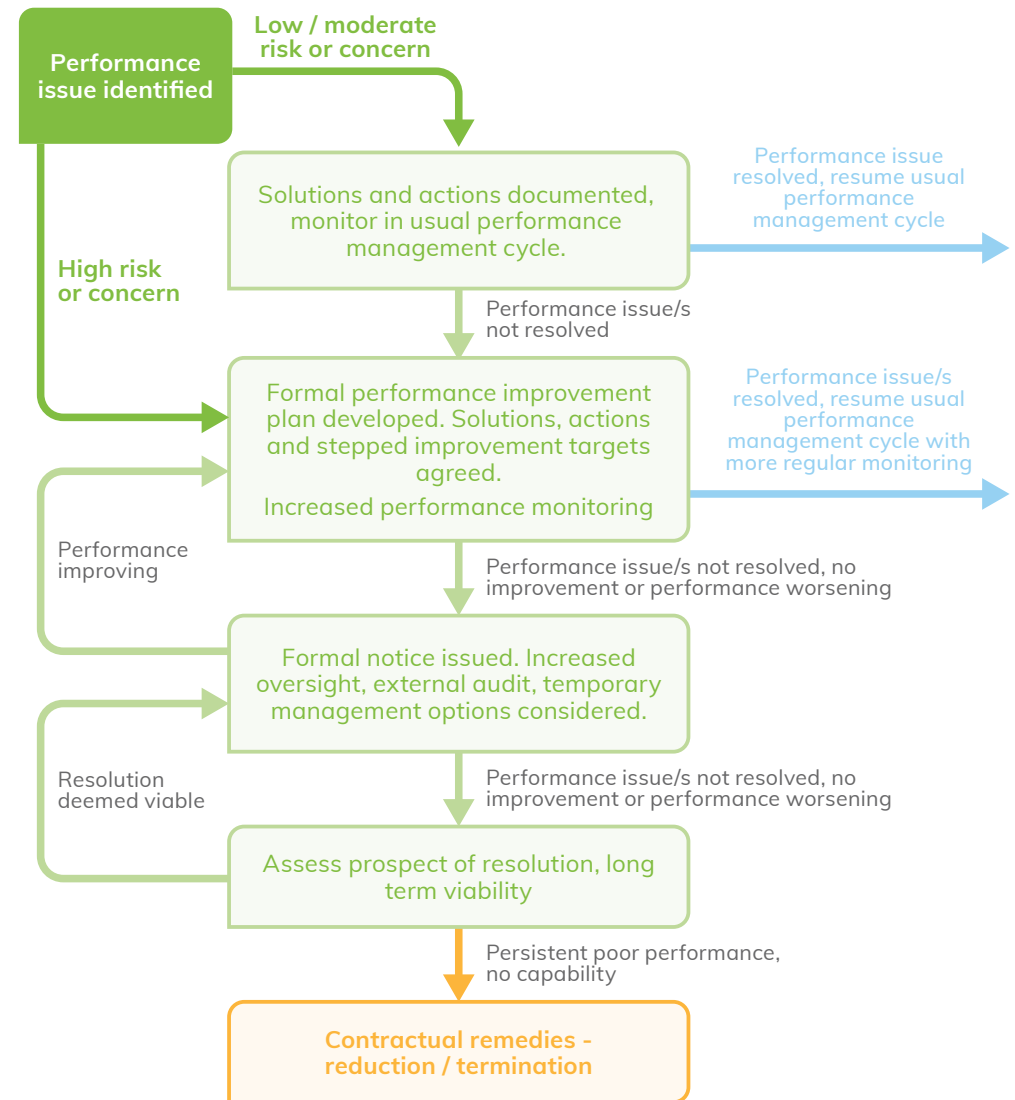
Supporting good performance

The framework aims to support all levels of performance including having mechanisms in place to recognise when Commissioned Service Providers are performing well and to celebrate excellence in service delivery. When a Commissioned Service Provider is consistently meeting performance targets and demonstrating excellent practices WAPHA will commend and acknowledge this success. Examples of how this is done include formal commendation in writing from WAPHA leadership and recognition in WAPHA publications.

In response to good performance WAPHA and the Commissioned Service Provider will work together to:

- Identify the key practices and factors that contributed to the success and consider how any learnings may be shared with others
- Identify any additional supports available to assist in maintaining performance to this level
- Review current performance targets, adjusting these if needed so that they remain optimal and aspiring.

Figure 7 Performance Response Pathway



Evaluation and reporting

Evaluation and performance reporting enables WAPHA, Commissioned Service Providers and other stakeholders to understand the effectiveness of commissioned services on a broader scale. This understanding can then be used to drive decision making about best practices, continuous improvement and in planning future services⁵.

Evaluation

Evaluation in the context of the framework focuses on whether desired outcomes and impacts of commissioned activity have been achieved on a broader scale across activities, programs and regions. WAPHA will strategically undertake evaluation of commissioned services activity in line with WAPHA's Monitoring, Evaluation and Learning Framework. Where applicable, evaluations will be conducted in collaboration with Commissioned Service Providers so that the insights are relevant and the intent of continuous improvement is achieved.

Reporting

Reporting in this element refers to reporting by WAPHA to stakeholders (not reporting to WAPHA by Commissioned Service Providers, covered earlier in the framework). In this context, WAPHA reports performance information of commissioned services to key stakeholders including DHDA, Commissioned Service Providers and the public to support accountability and transparency. When reporting on performance WAPHA ensures performance reports, including dashboards, are tailored to the audiences they are intended for and adhere to data governance requirements including application of WAPHA's [Information Management Policy](#) and [Privacy Policy](#) where relevant.

Table 3 below lists some, but not all, of WAPHA's stakeholders for reporting, the purpose of reporting and type of information that would be included.

Table 3 Stakeholder reporting

Stakeholder	Purpose of reporting	Type of data and example inclusions
WAPHA internal teams	To support performance monitoring and management and quality improvement activities. To enable broader evaluation of services.	Detailed data on all qualitative and quantitative performance indicators relating to each service provider and aggregated benchmark information about comparable service providers.
Commissioned Service Providers	To support quality improvement and performance management activities.	Detailed data on all qualitative and quantitative performance indicators relating to the Commissioned Service Provider and aggregated benchmark information about comparable service providers as relevant.
DHDA	To report on WAPHA's progress in achieving the objectives of the PHN program including commissioning health services that meet local needs.	Detailed data on qualitative and quantitative performance indicators for all Commissioned Service Providers in WA, as determined by funding schedules. Data can range from Commissioned Service Provider level to PHN and program area level.
WAPHA's Service Provider panel	To engage Service Provider Panel members to inform or discuss performance expectations, compliance, elevated functions of the framework	High level summary statistics that feature broad performance trends or issues may be included in a topic paper that is shared with Panel members for their feedback and collaborative discussion.
The public	To provide oversight of performance and support accountability to WAPHA and Commissioned Service Providers.	High level summary statistics pertaining to all Commissioned Service Providers in WA, by program area, and/or by PHN. For example, high level funding and service activity published annually in WAPHA's Year in Review: Year in Review 25 - WAPHA

People

The 'People' element focuses on the people involved in performance management – the Commissioned Service Provider delivering the service, and WAPHA as the commissioner. This element covers the relationship, responsibilities and ways of working needed for effective performance management. This element cuts across all other framework elements and is strengthened by a partnership approach.

A partnership approach

Partnership is both a principle and a practice. It means performance management is done with Commissioned Service Providers and not to them. In partnership, WAPHA and Commissioned Service Providers work together towards shared goals and provide specific and actionable feedback to each other in a candid and considerate manner.

How it looks in practice:

- Two-way performance conversations occur to share an understanding of what is working and what isn't.
- Solutions to performance issues are developed and led by Commissioned Service Providers and supported by WAPHA.
- Systemic barriers impacting service delivery and performance (e.g. workforce, digital systems) are discussed, with WAPHA supporting efforts of Commissioned Service Providers to respond and alleviate the impact of these.
- There is shared recognition of achievements.

The benefits:

- builds trust and psychological safety
- creates shared accountability
- encourages knowledge exchange and peer learning
- balances commissioner authority with genuine collaboration

Continuous improvement

WAPHA has a role in facilitating and contributing to continuous improvement within the primary health care sector in partnership with Commissioned Service Providers. Insights from performance data, the performance management cycle and evaluations can inform where continuous improvement initiatives should be targeted and may be more likely to lead to impactful change.

At an organisational level, Commissioned Service Providers should ensure their own quality assurance strategies are in place and lead internal continuous improvement initiatives that support efficient and effective service delivery.

Capabilities

WAPHA and Commissioned Service Providers require certain capabilities for performance management to be at its most effective. These capabilities include effective communication, data literacy, critical thinking and resource management as examples. In this context, capability development is an ongoing, progressive process that takes time, resources, and effort.

WAPHA builds internal capability for the framework through:

- relevant training and mentoring of staff
- an organisation-wide capability development framework.

Commissioned Service Providers are responsible for building and maintaining their own operational capability. WAPHA will support Commissioned Service Provider capabilities by:

- sharing resources to guide the effective use of WAPHA's systems
- collaborative dialogue to support navigating and responding to service delivery and performance challenges
- facilitating opportunities to share knowledge and learnings with other Commissioned Service Providers. For example, via communities of practice and service provider panels.

Responsibilities

The framework's partnership approach requires WAPHA and Commissioned Service Providers to understand their responsibilities within the framework. Responsibilities include those listed below, themed under Strengthen outcomes, Work in partnership and Continuous improvement.

Table 4 Responsibilities

	WAPHA	Commissioned Service Provider
Strengthen outcomes	<ul style="list-style-type: none"> • Set performance measures and targets that are relevant, aspirational, and aligned to the Quintuple Aim and WAPHA's strategic objectives. • Ensure performance expectations are clear, defined and available throughout the commissioning cycle. • Develop, maintain and improve reporting mechanisms and platforms, data reports and dashboards. • Publish resources that support Commissioned Service Providers to meet reporting requirements and assess their own performance. 	<ul style="list-style-type: none"> • Work with WAPHA to arrive at a common understanding of performance expectations, raising any concerns or ambiguities early so that these can be resolved. • Regularly review and actively monitor own performance including the use of available reports and dashboards. • Ensure data quality is maintained across all reporting to enable effective performance monitoring and management. • Work across your organisation to meet performance targets. • Notify WAPHA as soon as possible of any current or emerging issues that may impact performance.
Work in partnership	<ul style="list-style-type: none"> • Provide a consistent and transparent approach to managing a range of levels of performance in accordance with the Performance escalation and response matrix (Table 2 of the framework). • Provide collaborative support to Commissioned Service Providers in their efforts to enhance their performance. • Meet regularly with Commissioned Service Providers to stay informed of emerging issues that may impact performance. • Ensure mechanisms are in place to receive and respond to feedback from Commissioned Service Providers. 	<ul style="list-style-type: none"> • Report contextual information and qualitative data to WAPHA to enable a good understanding of the service and performance against qualitative measures. • Partake in all steps of the performance management cycle. Where performance concerns arise, investigate these and develop suitable, targeted solutions for improvement in accordance with the Performance escalation and response matrix (Table 2 of the framework), ensuring actions are followed through within the agreed time frame. • Provide feedback to WAPHA to share what is working well and what isn't
Continuous improvement	<ul style="list-style-type: none"> • Work with Commissioned Service Providers on continuous improvement activities. • Undertake evaluations to determine progress towards WAPHA's wider objectives for commissioned activity and to support future decision making. • Periodically review and evaluate this framework to ensure it remains contemporary and effective. 	<ul style="list-style-type: none"> • Collaborate with WAPHA in evaluations to support relevance of findings. • Participate in continuous improvement initiatives led by WAPHA and undertake internally driven continuous improvement initiatives. • Build and maintain operational capabilities to participate in the framework and meet performance obligations

Feedback to WAPHA

WAPHA is committed to continuously improving and maturing in commissioning and how we support and work with Commissioned Service Providers. WAPHA's own performance within the framework needs to meet expectations of stakeholders, including Commissioned Service Providers.

Commissioned Service Providers are invited to provide feedback to WAPHA regarding the framework, performance management practices or any other topic, at any time, by completing the feedback form available on WAPHA's website here: [Contact - WAPHA](#). Information on how WAPHA responds to complaints and feedback is available here: [WAPHA Complaints Feedback and Appeals Management Policy](#).

Appendix

Appendix 1 References

- 1 Australian Government Department of Health, Disability and Ageing, "PHN Program Performance and Quality Framework". (2018). Available at: <https://www.health.gov.au/resources/publications/primary-health-networks-phn-performance-and-quality-framework?language=en>
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- 5 Canadian Health Services Research Foundation. "Performance reporting to help organizations promote quality improvement." *Healthcare Policy* 4.2 (2008): 70. Available at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2645213/>

Appendix 2 Data Quality

Data quality refers to how suitable data is for its intended purpose. It is measured through the below data quality dimensions.

Dimension	Description
Accuracy	Reported data should correctly reflect the actual, real-world activity and performance of the Commissioned Service Provider's service or system.
Completeness	All required performance parameters should be present and accounted for. For example, all mandatory data that needs to be reported for every required period is populated, with no missing values.
Consistency	Commissioned Service Providers should maintain uniformity of the data across different reports, systems, or data sources.
Timeliness	Commissioned Service Providers should make the data available when expected and needed for use. For example, ensuring activity data and/or reports are submitted by the due date.
Validity	Commissioned Service Providers should ensure data conforms to defined formats, business rules, and technical constraints.

Table 1 Dimensions of data quality

Why Data Quality is important for Performance Management

Good data quality is crucial for effectively monitoring and managing performance of commissioned services by enabling:

- **Accurate performance measurement:** Reliable data ensures that the metrics used to evaluate performance are correct. Without quality data, performance reports can be misleading, making it impossible to truly know how a Commissioned Service Provider is performing and if relevant contractual obligations are being met.
- **Fair and objective evaluation:** Objective, accurate data allows for a fair assessment of performance which builds confidence in the metrics being measured and fosters a transparent and professional working relationship between all parties involved.
- **Effective decision making:** High-quality data is necessary for identifying trends, recognizing problems early, and making informed decisions about resource allocation, continuous improvement, and future services. Poor data quality can lead to incorrect decisions that negatively impact operations and outcomes.
- **Accountability and compliance:** Clear, accurate data provides an audit trail that holds Commissioned Service Providers accountable to their Commissioned Services Agreement. This is essential for compliance purposes and for enforcing contractual terms.
- **Identifying root causes:** When performance issues arise, high-quality data allows Commissioned Service Providers and WAPHA to conduct accurate root cause analysis. This helps in understanding why a problem occurred, rather than just knowing that it did, enabling the implementation of effective, long-term solutions.



Performance Management Framework

January 2026

Acknowledgement

WA Primary Health Alliance acknowledges and pays respect to the Traditional Owners and Elders of this country and recognises the significant importance of their cultural heritage, values and beliefs and how these contribute to the positive health and wellbeing of the whole community.

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