Performance and Outcomes Management Framework

Sustaining success for a healthier tomorrow in the bush

PAVING OUR WAY
POW26

phn
WESTERN QUEENSLAND
An Australian Government Initiative

February 2024

Acknowledgement

The Western Queensland PHN (WQPHN) acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia, whose ancestral lands, and waters we work and live on.

We honour the wisdom and pay respect to Elders past, present and future and recognise their cultural authority as First Nations people of Australia.

Contents

Introduction

Improving outcomes for our communities

Effective, equitable and accessible primary health care programs, partnerships and commissioned services sit at the heart of our vision for healthier Western Queensland communities. Our focus on fostering sustainable health improvement in our region underscores the importance of monitoring and reporting on performance outcomes.

The WQPHN Performance and Outcomes Management Framework is a new, systematic approach to assessing the success and impact of our initiatives in the primary healthcare sector.

FOR OUR PARTNERS AND PROVIDERS
This Framework provides full transparency of the methodologies we employ to monitor and manage performance and outcomes. For informed and collaborative partnerships that foster a shared commitment to achieving positive health outcomes for the communities we serve.

FOR OUR TEAM
A practical guide and key insights into how our daily work tasks support our strategic direction and align with organisational reporting requirements. To empower our team with a holistic understanding of their role in advancing our mission.

For a healthier tomorrow in the bush.
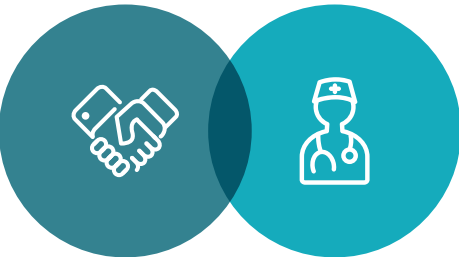
Purpose

A Framework for excellence in health care performance

In the pursuit of rural and remote health care access, equity and excellence, this Framework guides us on our journey. It embodies our commitment to evidence-based decision-making, which is critical for shaping present and future investments in programs and services.
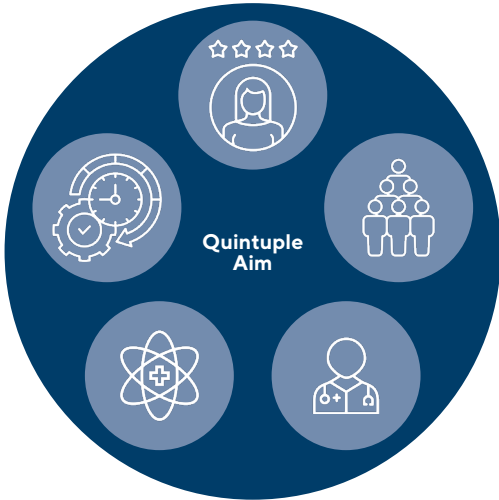
The Framework marks a significant step forward in our strategic approach, ensuring that our daily activities, strategic initiatives and commissioned services are effective and contribute meaningfully to the broader health landscape in Western Queensland.

Metric-driven, it strengthens and supports our existing processes, while establishing a robust foundation for reporting on commissioning performance and achieving our strategic and transformational goals.

With a focus on consistency and rigour, the Framework provides an overarching approach to (performance) monitoring and management aspects of the organisation (WQPHN) - laying the groundwork for our internal and external stakeholders to achieve optimal performance and outcomes for the communities we serve.

Importantly, our Framework ensures compliance with the performance measurement and reporting requirements by the Commonwealth Department of Health and Aged Care (DOHAC), including performance framework/s from DOHAC. It also aligns seamlessly with WQPHN strategic directions for change, including local indicators, as informed by Health Needs Assessment(s).

The overarching objective of this Framework is to advance WQPHN's vision for Healthier Western Queensland Communities and five strategic directions for change, as we collectively strive towards the Quintuple Aim.

Quintuple Aim Domain	Outcome Statement
Enhance person's experience	• Person-centred wellbeing • Focus on 'what matters' to the individual
Maximise population health outcomes	• Improved outcomes at the community level • A wellbeing system focused on community-driven priorities and data
Optimise service provider experience	• A coordinated and integrated primary health care team • Serving people across health and social care settings • Positive outcomes and experiences through new ways of working
Advance health equity	• Addressing the needs of under-served and high-risk populations • Improved education and awareness, proactive prevention, early detection and intervention • Access to social prescribing
Improve efficiency and sustainability	• A coordinated and interconnected system • Efficiencies through pooled funding, co-commissioning and ongoing evaluation

Objectives

Establish a robust and integrated system for metric-driven monitoring and managing performance across various contexts.

Actively engage and communicate with stakeholders transparently and collaboratively.

Implement innovative solutions and best practice models to monitor and manage performance and outcomes for continuous improvement.

Support stakeholders to achieve optimal performance for effective primary healthcare services delivery.

Our Performance and Outcomes Management Framework

The WQPHN Performance and Outcomes Management Framework provides an overarching structure for monitoring and managing performance and progress towards achieving our overall PHN outcomes. Guided by the Quintuple Aim, the Framework adopts a tiered approach, built on four tiers that provide a mutually-supporting view of PHN performance.
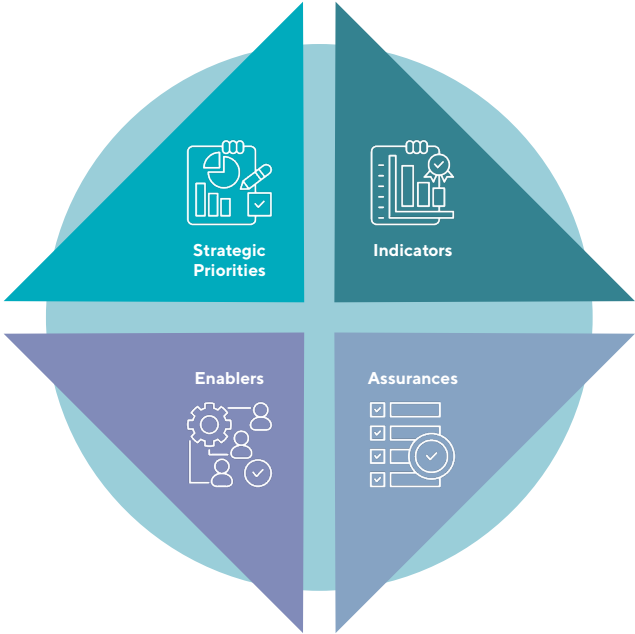
The tiered domains include:

1. WQPHN strategic priorities
2. Key internal and external indicators
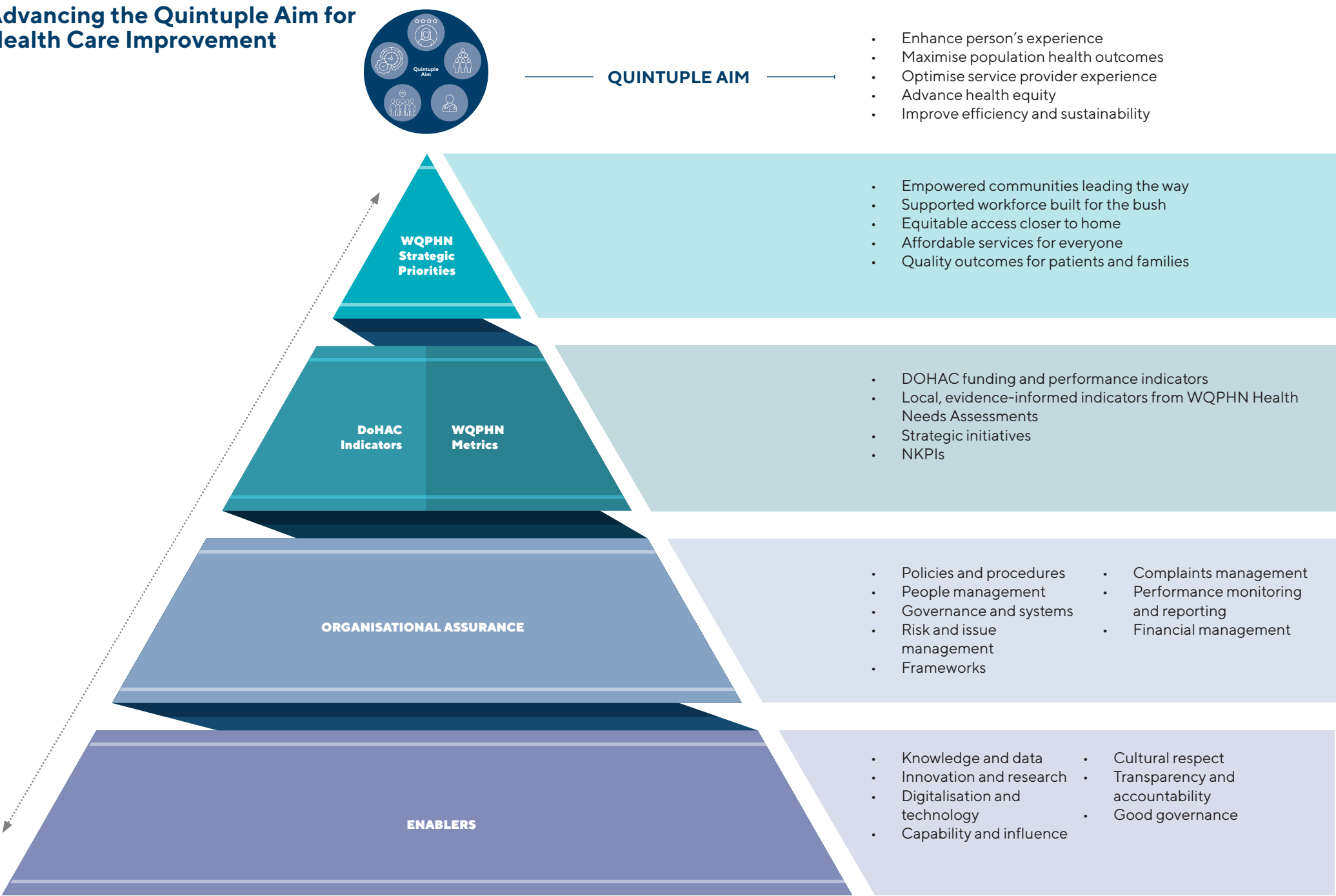3. Organisational assurance
4. Enablers

The Framework reinforces the need to achieve time-based priorities for our organisation while working towards the enduring goal of enhancing long-term health and wellbeing outcomes for all Western Queenslanders.

Our holistic approach combines foundational elements with strategic aspirations to promote comprehensive primary healthcare outcomes in our region.

Sustaining success for a healthier tomorrow in the bush

Advancing the Quintuple Aim for Health Care Improvement

QUINTUPLE AIM

- Enhance person's experience
- Maximise population health outcomes
- Optimise service provider experience
- Advance health equity
- Improve efficiency and sustainability

WQPHN Strategic Priorities

- Empowered communities leading the way
- Supported workforce built for the bush
- Equitable access closer to home
- Affordable services for everyone
- Quality outcomes for patients and families

DoHAC Indicators / WQPHN Metrics

- DOHAC funding and performance indicators
- Local, evidence-informed indicators from WQPHN Health Needs Assessments
- Strategic initiatives
- NKPIs

ORGANISATIONAL ASSURANCE

- Policies and procedures
- People management
- Governance and systems
- Risk and issue management
- Frameworks
- Complaints management
- Performance monitoring and reporting
- Financial management

ENABLERS

- Knowledge and data
- Innovation and research
- Digitalisation and technology
- Capability and influence
- Cultural respect
- Transparency and accountability
- Good governance

Our four performance tiers

We will deliver activities and measure outcomes in each of these areas to assess our performance across different aspects of our work.

1 — Strategic priorities
Our five Strategic Priorities (directions for change) guide our organisation and health system forward. Interconnected and interdependent, they are the driving force behind our actions, decisions and initiatives.

2 — Internal and external indicators
Supported by DOHAC funding and performance indicators, combined with local indicators from Health Needs Assessments, the Framework addresses primary healthcare needs in vulnerable bush communities in Western Queensland.

3 — Organisational assurance
Organisational assurances underpin our ability to commission effective and efficient services in compliance with standards and Commonwealth reporting requirements. These assurances also apply to commissioned services which adhere to compliance with standards and Commonwealth reporting requirements.

4 — Enablers
Our enablers are foundational, creating a strong, supportive environment for organisational assurances. They foster readiness and adaptability to achieve higher-level initiatives.

Strategic Priorities

Indicators

Enablers

Assurances
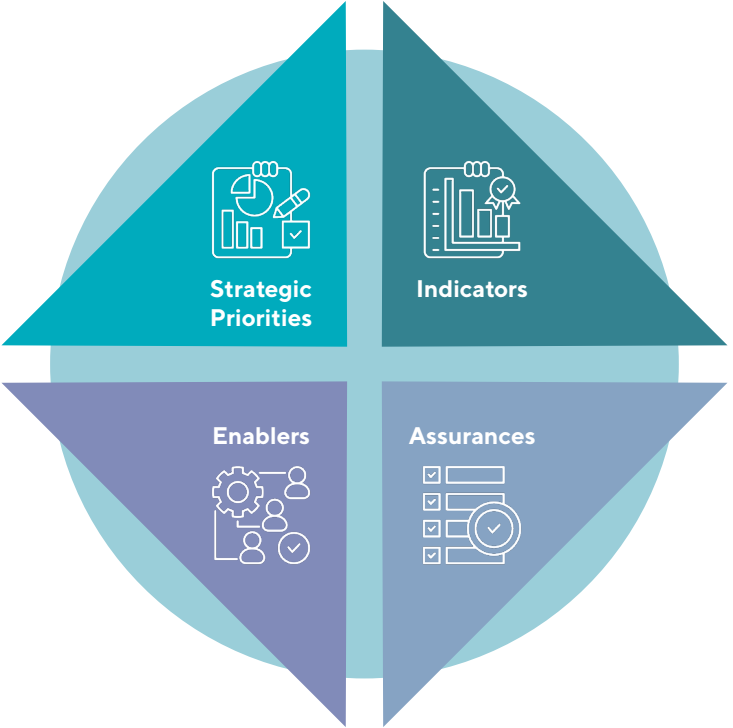
Paving our way to healthier Western Queensland communities

Our organisational performance measures

How and when we report on our performance and outcomes

We regularly report on progress towards achieving outcomes across all performance tiers. The below table demonstrates the link between this Framework and outputs, KPIs and deliverables. It also provides a summary of available tools, resources and supporting frameworks.

Tiers	Outputs	Key Performance Indicators	Deliverable	Frequency	Tools and Resources	Owners
Strategic focus						
Tier One	Strategic Plan	• Completion rate of strategic projects • Progress towards strategic priorities • Community impact metrics • Identification and mitigation of critical risks	Annual Report	Annual	Organisational Dashboard Board strategic risk report	Board and CEO

Tier Two	Strategic Initiatives	• Percentage completion of business plan
		• Percentage alignment between business plan objectives and overall strategic priorities
		• Number of strategic priorities directly addressed in the business plan
		• Efficiency of resource allocation for strategic initiatives
		• Identification and mitigation of risks associated with strategic initiatives
		• Clarity and specificity of OKR and performance metrics outlined in the business plan
			Business Plan
			Board committees
			SMT briefing notes
				Annual or six monthly	Organisational Dashboard
					Organisational Frameworks:
					   Commisioning Framework
					   Competency Framework
					   Stakeholder Engagement Framework
					   Care Governance Framework
					Information Management Strategy
					Management Systems
						SMT and Teams

Operational focus						
Tier Three	Action Plan	• Percentage completion of tasks outlined in Program or Project Plan • Timeliness of task completion to program or project timelines and milestones • Efficient allocation and utilisation of resources including budgetary • Level of stakeholder engagement and collaboration • Achievement of Metrics, Indicators and outcomes outlined in the Program or Project Logic • Effectiveness of communication channels used to report progress • Level of employee and stakeholder engagement and willingness to embrace new processes and procedures introduced by the Action Plan • Identification and mitigation of risks and issues during the implementation phase • Alignment between proposed activities and strategic initiatives and priorities • Number of strategic priorities directly addressed through action plan implementation	Program or Project plan SMT briefing notes	As required	Project management templates Program logics Briefing notes DOHAC activity work plans Critical incident reporting People performance reviews	Teams and Individual
Tier Four	Metrics	• Percentage accuracy of data within BushTracks and Metrics Database • Frequency of data validation and cleansing activities • Percentage of required data fields filled in BushTracks and Metrics Database • Timeliness of generating and delivering reports based on organisational metrics • Adherence to reporting schedules and deadlines • Frequency of dashboard updates to reflect real-time or relevant information • Identification and tracking of key metric trends over time to inform strategic initiatives and priorities	Metrics database Deliverables Reports	Weekly Monthly Quarterly	Bush Tracks (Viva Goals) Performance matrix Performance and contracts dashboard Training sessions DOHAC 12 monthly reports ISO Accreditation reporting People competency matrix	SMT, Teams and Individual

Glossary

BushTracks: Powered by Microsoft Viva Goals, Bush Tracks is the tool we use to organise and track progress against our strategic priorities through objectives and key results (OKRs).

Business Plan: A Business Plan is a comprehensive document outlining the strategic direction, objectives, and operational details of a business. It serves as a roadmap, articulating the organisation's mission, vision, and goals, along with the strategies and tactics to achieve them. The plan includes risk management and effective allocation and utilisation of resources, ensuring that financial, human, and technological assets are deployed efficiently to support the organisation's strategic initiatives and meet its stated objectives.

DOHAC Indicators: Key Performance Metrics set by the Commonwealth Department of Health and Aged Care to measure PHN performance against specific program or Framework outcomes. For example The PHN Performance Monitoring Reporting Framework indicators or specific compulsory program funding-related indicators such as the CareFinder, Aged Care, Primary Mental Health Minimum data sets or Quality Improvement Practice Incentive Payment Quarterly Indicators.

Framework: An organisational framework is a structured approach or methodology that provides guidelines, processes and principles to help organise and manage various aspects of an organisation's operations, such as decision-making, workflow and communication to achieve specific goals or objectives effectively.

Indicator: An indicator is a measurable value or characteristic that provides insight into a particular phenomenon or situation. It is typically used as a signal or signpost to assess progress or performance.

Key Performance Indicator: A measurable and quantifiable metric used to track progress towards a specific goal or objective.

Management Systems: A management system is a set of policies, processes and procedures used by an organisation to ensure that it can manage the interrelated parts of its business to fulfill the tasks required to achieve its operational and strategic objectives. These objectives can relate to a number of different topics, including service quality, financial operational efficiency, health and safety and information security.

Measure: A measure is a number, while a metric measures a relationship between numbers. Measures are often suitable for tracking the current status of something, while metrics often measure progress toward goals. While a measure is a simple number, a metric puts that measure into context.

Metric: A metric is a quantifiable measure used to assess performance, progress, or the attainment of specific goals. It provides a standardised and measurable value that allows for comparison and evaluation. Metrics are often used to track key performance indicators (KPIs) and are crucial in determining the success or failure of a project or initiative.

Objectives and Key Results (OKR): OKR is a goal-setting Framework widely used by organisations to align and track the progress of their strategic objectives. In OKR, objectives are clear and ambitious goals that articulate what an organisation aims to achieve. Key Results are specific, measurable outcomes that define the success of the corresponding objective. The strength of OKR lies in its simplicity and emphasis on transparency. Objectives are usually set at various levels, from the organisational level down to individual team members, fostering alignment and shared understanding of priorities. Key Results, often quantitative and time-bound, provide a measurable way to determine if objectives have been met. Regular check-ins and assessments help teams and individuals track their progress, make necessary adjustments, and stay focused on achieving the defined objectives. OKR is known for promoting agility, innovation, and a results-driven culture within organizsations.

Organisational Metrics: Organizational metrics are quantifiable measures that assess various aspects of an organization's performance, effectiveness, and efficiency. These metrics help gauge progress, identify areas for improvement, and support data-driven decision-making.

People Competency Framework: A matrix of the fundamental skills and behaviours required for employees to effectively contribute to achieving WQPHN strategic targets and priorities.

People Performance Reviews: Structured meetings between and employee and their manager to assess the employee's performance against agreed Key Performance Indicators and the People Competency Matrix, setting and action plan to contribute to WQPHN's strategic targets and priorities for the upcoming review period.

POW26 – WQPHN Paving Our Way to 2026: POW26 refers to all of us moving forward in one direction, as one team, to deliver our seven strategies and keep us on track to achieve our vision. POW26 reflects the energy, determination and passion needed to help us get to where we need to be in 2026 and move us closer to our vision. We're charting a new course to transform integrated primary health services and create a better future for the people of Western Queensland.

Program Plan: A program plan is a collection of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs often have a more extended duration and involve multiple projects that contribute to an overarching goal. They are designed to deliver strategic outcomes and benefits. A Program Plan also includes a Logic Model. A Logic Model provides a visual representation of the logical flow from inputs to outcomes, helping stakeholders, including funders, program managers, and evaluators, to understand the program's theory of change. It aids in planning by clarifying the necessary resources, activities, and anticipated outcomes, and it facilitates evaluation by providing a basis for assessing whether the program is achieving its intended objectives.

Project Plan: A project plan is typically a temporary endeavour with a specific start and end date. It has a well-defined scope, objectives, and deliverables. Projects are often focused on achieving a particular outcome or result within a specified timeframe. A Project Plan also includes a Logic Model.

Quintuple Aims: In 2008, the Triple Aim for healthcare improvement was introduced in the pursuit of three aims: enhancement of the care experience, improving the health of populations, and the reduction per capita of costs. In 2014, the Quadruple Aim for healthcare improvement was created with the addition of workforce wellbeing as a fourth element to address healthcare worker burnout and recognising the critical role of the health workforce in achieving the Triple Aim. It was then identified a few years later there was growing evidence that healthcare improvement required health equity, and advancing health equity became the fifth element to the Quintuple Aims Framework. Description for the Quintuple Aims are:

- Maximising population health outcomes – A wellbeing system focused on local community –driven priorities and data to improve population health outcomes at the community level.
- Improving efficiency and sustainability – A coordinated and interconnected system where efficiencies are gained through pooled funding co-commissioning, and ongoing evaluation.
- Enhancing person's experience – Client activation and person-centred wellbeing with a focus on "what matters to individuals".
- Optimising service provider experience – A coordinated and integrated Primary Health Care team focused on serving people across health and social care settings, ensuring positive outcomes and experiences through new ways of working.
- Advancing health equity – Needs of under-served and high-risk populations are addressed through education and awareness, proactive prevention, early detection, intervention, and access to social prescribing.

SMT: WQPHN Senior Management Team, comprising the following positions: CEO, Head of Primary Health & Commissioned Services, Senior Managers, Senior Advisors, Senior Project Advisors, Senior Financial Controller and Executive Coordinator.

Strategic Initiatives: Strategic initiatives are purposeful and planned actions undertaken by an organisation to achieve specific objectives aligned with its overall strategic goals. These initiatives are typically focused, time-bound efforts that address critical areas of improvement, innovation, or growth. By implementing strategic initiatives, organisations aim to drive positive change, enhance performance, and position themselves competitively in alignment with their long-term vision and mission. These initiatives are integral to the successful execution of a strategic plan, providing a structured approach to addressing key priorities and desired outcomes.

WQPHN Enablers: In the WQPHN Strategic Plan 2023-2026, the following are identified as enablers: Knowledge and Data, Innovation and Research, Digitalisation and Technology, Capacity and Influence, Cultural Respect, Transparency and Accountability, and Good Governance. These enablers are also reflected in the WQPHN Performance and Outcomes Monitoring Framework (POMF) 2024.

WQPHN Local Indicators: Local indicators are those set by local or regional working groups or alliances that Western Queensland PHN participate in and commit to activity to achieve the desired outcomes of local priorities with agreed performance metrics to measure success. Examples include the Healthy Outback Communities Alliance, Southwest Health Alliance, Nukal Murra Alliance, Mornington Island Health Council, Digital Health Information Sharing Working Group, Joint Needs Assessment Working Group.

WQPHN Organisational Assurance: In the WQPHN Performance and Outcomes Management Framework (POMF) 2024, organisational assurances include: Policies and Procedures, People Management, Governance and Systems, Risk and Issue Management, Complaints Management, Performance Monitoring and Reporting, and Financial Management. These organisational assurances are applicable to commissioned services which adheres to compliance with standards and Commonwealth reporting requirements.

WQPHN Strategic Plan: WQPHN Vision is: Healthier Western Queensland Communities and its Mission is: Paving our way towards improved health outcomes for all Western Queenslanders through a comprehensive, integrated primary health care systems in collaboration with our stakeholders, partners and communities. The WQPHN Strategic Plan 2023-2026 can be viewed here.

WQPHN Strategic Priorities: In the WQPHN Strategic Plan 2023-2026, the following are identified as five strategic priorities for the organisation: Empowered communities, Supported workforce, Equitable access, Affordable services, and Quality outcomes. Further information can be found in the WQPHN Strategic Plan 2023-2026 here.

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