

# Bringing all of the pieces together

## Developing an Internal Performance Framework for Brisbane North PHN

### Objectives

Reporting processes across Brisbane North PHN had a high degree of variation. The organisation was fragmented and this made it difficult to compare outputs, outcomes and impacts across the PHN. The team designed an overarching framework to bring all of the pieces together. The Internal Performance Framework was to set agreed domains, outcome statements and indicators that could be uniformly collected across the organisation. This would allow the PHN to undertake routine, evidence-based evaluation of its own performance.

### Activities

A rigorous staff consultation process was undertaken to review current reporting processes, current data availability, mandatory requirements and overarching goals for output and outcome capture. A literature review was conducted concurrently to identify evidence-based frameworks and domains for use. This process resulted in the following framework which covers the full remit of the PHN as a commissioning organisation.

All programs, projects and activities were entered into the pre-existing Comprehensive Activity Planning system in place at the PHN, and indicators were mapped at their touchpoints to each framework domain. A series of mandatory indicators were mapped across service provision activities, and mandatory Department of Health indicators were mapped across corporate service activity plans and service delivery, as required. This enabled a standard suite of indicators to be aggregated across differing activity areas.

### Outputs/outcomes

The key, tangible outcomes from the implementation of the Internal Performance Framework are:



Organisational Performance Report



Board Report



DoH 12 Month Report



PowerBI Performance Dashboards

More broadly, the PHN has a systemised manner in which to reflect upon provider and team performance. The introduction of a "So What, Now What" reflection prompt at every quarter supports Managers to make sense of the trends observed, and to identify future actions in response.

### Key Learnings

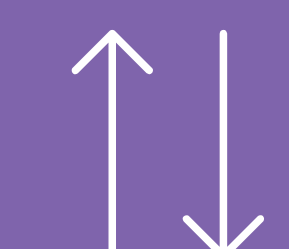
#### Key enablers to the project included:



Support from management/executive to develop a framework and implement the associated actions. This helped to ensure buy in across the organisation



A willingness from the board to improve reporting and to change their existing quarterly board report based on the new framework



Using a top down and bottom up approach to develop the framework and consulting widely with teams

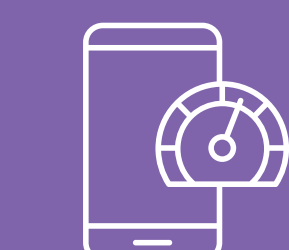


Providing organisational-wide training tailored to individual staff's needs.

#### Key challenges/barriers included:

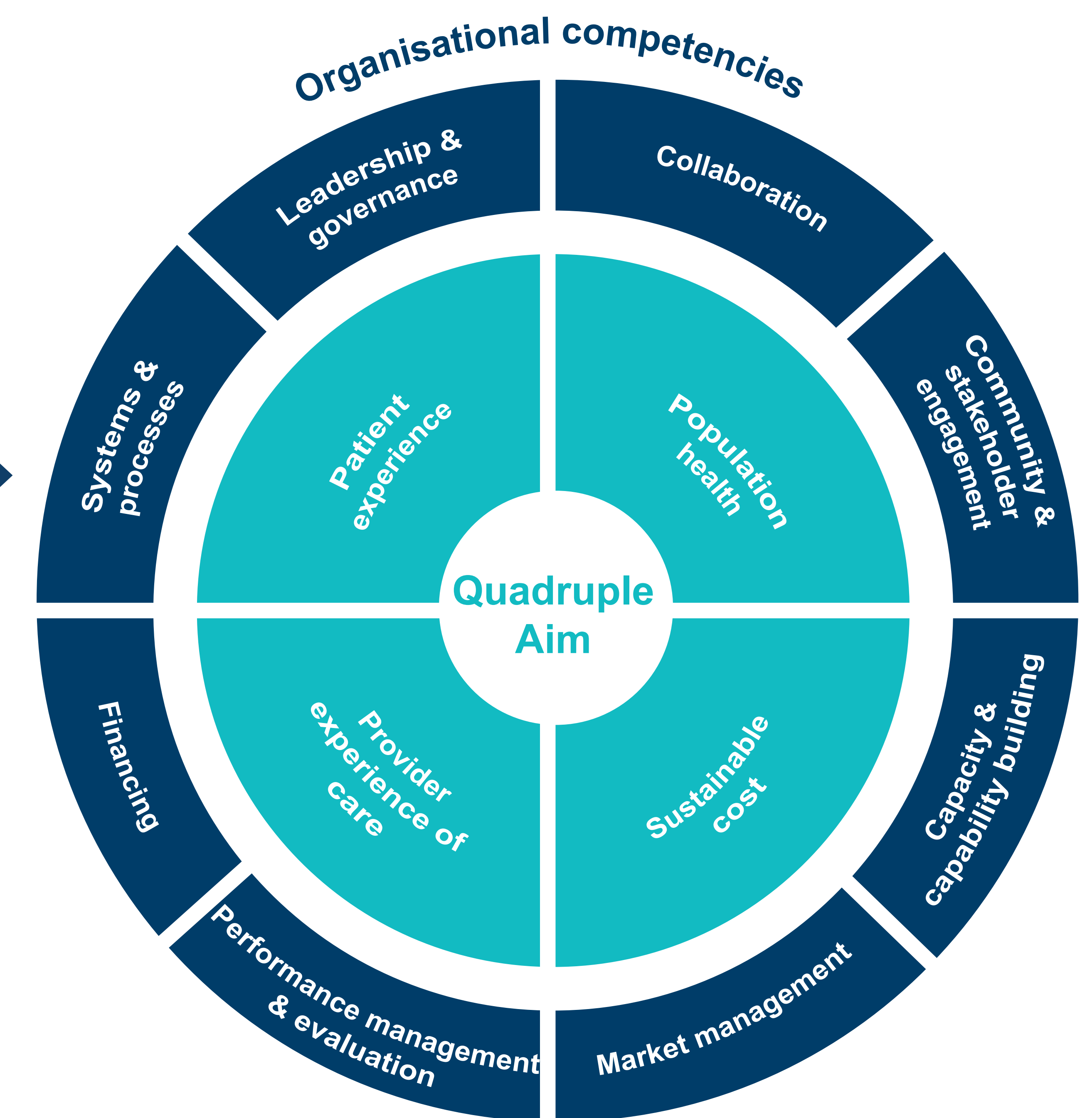


Time constraints due to existing funding/contracting cycles meant we did not have as much time as we would have liked to socialise implementation into external contracts as we would of liked



Reliance on an external vendor to build the software solution.

Figure 1. Brisbane North PHN Internal Performance Framework



| Quadruple Aim domain         | Outcome statement   |
|------------------------------|---|
| Patient experience of care   | <ul style="list-style-type: none"> <li>• People access care when and where they need it.</li> <li>• People receive care that meets their needs.</li> <li>• People experience high quality care.</li> </ul>  |
| Population health            | <ul style="list-style-type: none"> <li>• Equity of access.</li> <li>• Improved health outcomes.</li> <li>• Reduced disease burden.</li> <li>• Improved wellness and re-ablement.</li> </ul>   |
| Sustainable cost             | <ul style="list-style-type: none"> <li>• Reduced costs to other parts of the health system.</li> <li>• PHN commissioned services are efficient in delivery.</li> </ul>  |
| Improved provider experience | <ul style="list-style-type: none"> <li>• Healthcare providers are engaged and find meaning in their work.</li> <li>• Healthcare providers' needs are met through PHN support.</li> <li>• Healthcare providers have the requisite skills necessary.</li> </ul> |