WESTERN SYDNEY PRIMARY HEALTH NETWORK

Western Sydney's Population 1,154,083 ¹

39.4% of the Western Sydney population speak a language other than English at home ²

1.7% of Western Sydney residents identify as Aboriginal and Torres Strait Islander ³

COMMISSIONING & FINANCE MANUAL

The WentWest Commissioning & Finance Manual was established in 2019, launched in 2020, with full implementation in 2021. It assists in driving the daily operations of the planning, procurement and evaluation components of our Commissioning Framework (right), while aligning our activities with the WentWest Core Values and our Quadruple Aim. This enables a consistent approach to high quality, and high performing commissioned services for the Western Sydney community.



Top 5 non-English-speaking places of birth of Western Sydney residents are: India, China, Philippines, South Korea and Sri Lanka ³

10.1% of the Western Sydney population are Health Care Card holders ³

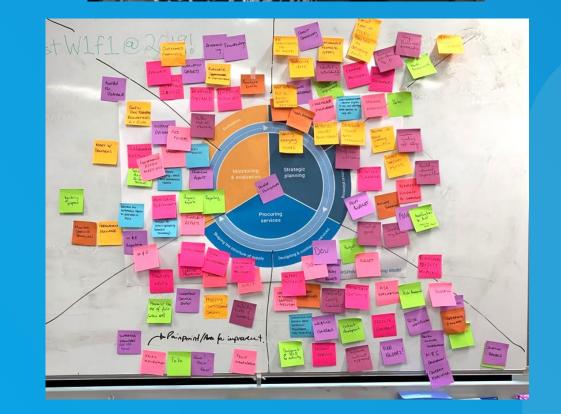


PURPOSE

The Commissioning & Finance Manual was designed to improve health outcomes for the Western Sydney population by procuring appropriate, safe, effective organisations to provide exceptional quality services across our identified priority areas and population groups.

The outcomes we were aiming to achieve through the Manual were:

- Reframing our impact toward outcome-based commissioning
- Realignment of our structure, expectations and processes to develop a fit-for-purpose commissioning model



October 2019 Design idea, establishment of Core Design Team, workshops with consultant and WW teams

> January - August 2020 Compilation of stakeholder feedback, drafting of manual, testing usability, comprehensiveness, and evaluating the efficacy

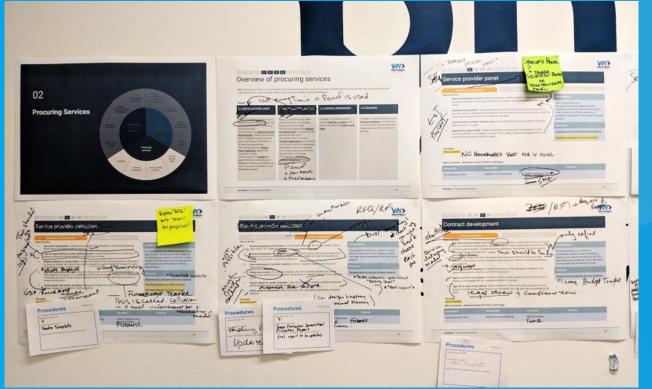
November 2019 – January 2020 Internal (Health Intelligence Unit, Finance, Executive Team) and External Stakeholder consultations (Consumer & Carer Representatives, Commissioned Service Providers, ACCHOs, CALD Community Representatives)

> September 2020 Implementation of

- Supported by the WSPHN Quadruple Aim: Improved patient experience of care, improved provider satisfaction, quality and population health, and sustainable cost
- Aligned with the AHPF (Australian Health Performance Framework) Health System Dimensions: Accessibility, Effectiveness, Safety (including Cultural Appropriateness), Responsiveness, Continuity of Care, and Efficiency & Sustainability







of pilot implementation

March – June 2021: Evaluation of implementation of the Commissioning & Finance Manual into practice, and identification of additional detailed processes required for seamless commissioning Commissioning & Finance Manual into operations

> September 2021 Implementation of finalised Commissioning & Finance Manual and associated procedures, into day-to-day practice



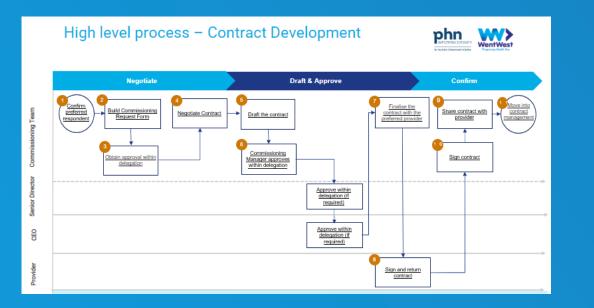
IMPACT AND INFLUENCE

- Improved processes, productivity, and accountability, which has allowed agile and adaptive collaboration across teams within WentWest
- Development of outcome-driven services which achieve better client outcomes
- More efficient procurement and contract management systems



- Enhanced capability and flexibility of WSPHN to meet the health needs of the region
- Ability to commission and deliver services in a timely manner in case of emerging environmental factors, as demonstrated by our rapid COVID-19 response
- The new commissioning approach has enhanced the delivery of a range of services to the Western Sydney community – resulting from more consistent and efficient collaboration between internal teams and external stakeholders, documented approaches to identifying needs, and greater collaboration
- Improved relationships with commissioned service providers through a hands-on commissioning approach to monitor and support them through all stages of the commissioning process
- Increased understanding among commissioned providers of performance and reporting expectations
- Validating compliance with audit, governance and quality guidelines and requirements
- Achievement of all these outcomes was possible due to support and collaboration across all levels of the organisation

| Quarterly compliance | | Manage payments | Performance | management | | Evaluate Portfolio P | erformance | Quarterly Portfolio Report | | | |
|--|--|---|--|--|----------------|---|---|---|---|---|---|
| meetings should be scheduled with These meetings will discuss; achie incidents, assistance required, feed any other business. 2. Service provider assessment: Ass Provider or funding. Consider the can and reducing staff numbers and to Decision on contract future: Effect either by: a. Re-contracting provider to b. Creating a Deed of Variatit. c. Decommissioning the server. e. Re-commissioning the server. | providers u ament of Ki ack, propo as the option nsequence he continuit ely decide perate the se with an an e with the perate the se with a data se with a data show risks | r quarterly performance management pon submission of their quarterly reporting. Pis, challenges, trends, budget, staffring, sal of any changes to contract or KPI's and ns for continuing, they are shifting Service to the Provider in terms of financial costs by of care for consumers. on the next steps and renegotiate contract same service (once contracted period ends) nended project goal or deliverables provider (commissioned to <u>other</u> provider) fferent service provider (open to market, around financial costs and continuity of care | Considerations Decommissioning a set Consumers in terms of well as Providers finance considered as part of th process. Resources PHN Program Performs Framework Deed of Variation proces | continuity of care as ially. This needs to be ae decommissioning ance and Quality | 1. 2. 3. | the overall effectiv design created in t Conduct a commis with the Senior Dir their programs and provides a comple Evaluate the portfor a. reviewing (b. Evaluating c. asking See improvem d. input into ; e. outcome a Identify opportunit Commissioning wi | eness of the portfolio. This she strategic planning phase. sioning review meeting: Ever ector, Strategic Commissionir I then rolling this into a discus te view of all commissioned a solio: At different points in the : overapends or underspends; effectiveness and efficiency vice Providers to provide feed ant for WentWest; planning for the upcoming year nalysis and reporting. Sizes for portfolio interventions II determine if there are interv | year this meeting will focus on: of portfolios; back on current processes and areas f | olio eet Ily of for Director ims | the Commissioning focus on: evaluatin needs of the comm or underspends; ef portfolios; current j Service Providers t for improvement for Resources | lifferent point of timeframes, g Managers will need to 1g portfolios against the nunity; reviewing overspends fectiveness and efficiency of processes and asking to provide feedback on areas or WentWest. |
| Responsible Accountable | | Involved | Consulted | Informed | Respo | sible | Accountable | Involved | Consulted | | Informed |





1. ID Community - Consulting population projections (2021), https://forecast.id.com.au/?hsCtaTracking=36199906-fbd6-471b-ab90-b490c0969e9c%7Cf33fb701-3078-4e4f-8953-151d0ca729372
2. Western Sydney Local Health District (2020). Year in Review. https://www.wslhd.health.nsw.gov.au/ArticleDocuments/1232/NSW%20Health_WSLHD_Year%20in%20Review_2019-20.pdf
3. PHIDU (2021) https://www.wslhd.health.nsw.gov.au/ArticleDocuments/1232/NSW%20Health_WSLHD_Year%20in%20Review_2019-20.pdf