

PPM Case Study

Addressing the Credibility Gap Peninsula Health



ADDRESSED THE CREDIBILITY GAP

Costing function is now recognised as a strategic partner within the business



BETTER DECISION MAKING

Improved decision-making agility and confidence



IMPROVED FINANCIAL UNDERSTANDING

Able to support significant expansion & redevelopment projects

PPM was implemented at Peninsula Health to improve the quality of clinical costing data results and address the credibility-gap that existed with the Department of Health and Human Services (DHHS) Victoria.

Customer Snapshot

Peninsula Health (PH) is the major public health service for Frankston and the Mornington Peninsula in Victoria, Australia.

Covering an area of approximately 850 square kilometres, the service supports a population of 300,000 people, which can increase by around 100,000 during peak tourism seasons.

Project Snapshot

Under former hospital management, clinical costing was outsourced, producing only an adequate standard of data and therefore in need of significant improvement for Department of Health cost weight study requirements. The quality of data was of concern, leading to a 'credibility gap' with the Department of Health and Human Services (DHHS) Victoria.

DHHS was placing an increased level of importance on clinical costing data at hospital CEO and CFO levels. Peninsula Health was keen to align with this strategy, to move alongside other hospitals that had similarly invested in costing in previous years.

Internally, PH needed the ability to create evidential support to uphold business cases for existing and new services.

Project Outcomes

Under new management, PH implemented PowerPerformance Manager (PPM) early in 2017. With the new costing system in place, the following outcomes were achieved:

- The costing data 'credibility gap' has been addressed:
 - DHHS Deputy Secretary is impressed with the improvements in the quality of the PH costing data
 - Subsequent benchmarking with statewide dataset confirmed the high quality and usability of PH data for internal use
- A recent DHHS Costing Forum showed Peninsula Health costs to be closely aligned with the state average costs for key services, providing a good indicator of the overall robustness of the PPM clinical costing data and its reliability for internal decision making
- Champions for Costing now exist within the business
- Information presented is easily validated and relevant, leading to agile and better decision making
- Information is used to demonstrate costing capability to the Board
- The automated systems developed have contributed to creating more efficient and effective processes

"...we have benefited substantially from the clinical costing data. We have used it to substantiate and support our business case for increasing the number of outpatient oncology clinics, which has substantially reduced waiting time for new patient referrals and supported the recruitment of a full-time consultant."

*Dr Zee Wan Wong,
Head of Oncology Unit PH & Adjunct
Clinical Assoc Professor Monash University*

- Financial understanding and capability have supported significant expansion and redevelopment projects including:
 - Expansion of Oncology Services
 - Increased staffing for Oncology
 - Redevelopment of Frankston Hospital

Summary

Following the implementation of PPM at Peninsula Health, costing data is credible, transparent, easy to understand, and provided in a timely manner to support agile decision making.

The costing function is now recognised for the important role it plays in improving patient care.