

# Commissioning for Better Value

Achieving value in NSW Health through  
services focused on outcomes





Commissioning for Better Value helps shift the focus from outputs to outcomes. Outcomes are designed around the person receiving care, whereas outputs describe the amount of activity being provided.



## Commissioning for Better Value: moving from outputs to outcomes

Commissioning means considering the outcomes that need to be achieved and designing, implementing and managing a system to deliver them in the most effective way.

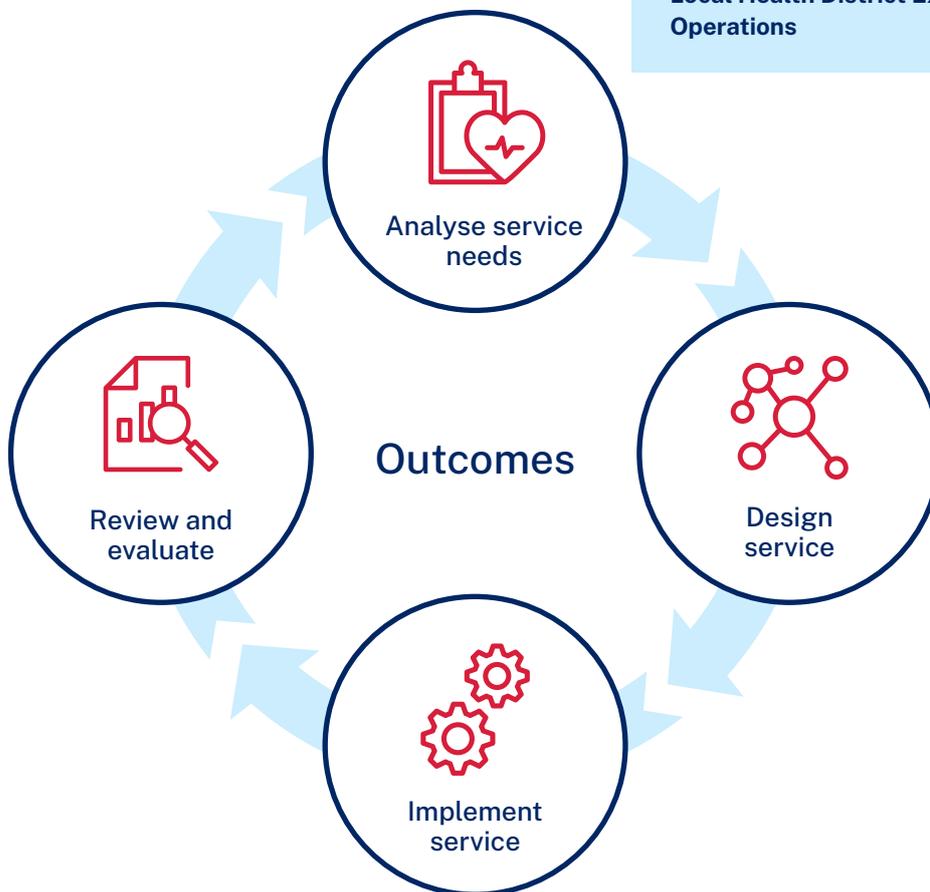
For NSW Health, commissioning involves:

- analysing service needs and identifying desired outcomes
- designing evidence-based service models
- implementing the selected service model
- reviewing and evaluating outcomes to ensure continuous improvement.



“Commissioning for Better Value will make a big difference to healthcare. Patients come to us at their most vulnerable, and our goal is to deliver high-quality, world-class healthcare to achieve better patient outcomes in a more effective way.”

**Local Health District Executive Director, Operations**



Commissioning for Better Value is one of the statewide priority programs that is accelerating NSW Health’s move to value based healthcare. It puts patients at the centre of clinical support and non-clinical services in areas such as pathology specimen analysis and medical imaging services.

It shifts the focus from outputs to outcomes to deliver care that improves:

- health outcomes that matter to patients
- experiences of patients receiving care
- experiences of clinicians providing care
- effectiveness and efficiency of care.

## Using a commissioning approach

Commissioning for Better Value puts the patient at the centre of service design, with a focus on measuring and achieving outcomes. It can be used to assess the need for new services or to review existing services and contracts.

A commissioning approach is commonly used:

- to develop and review service delivery policies and proposals
- when commissioning services for budget submission
- as part of strategic planning and organisational redesign
- before executing major or long-term contracts
- when the service contract or industry is affected by rapid innovation or change.

Commissioning is about analysing service need and performance, developing models of care and procuring services based on this analysis.

Although procurement can be part of commissioning, it is not commissioning itself.



“Commissioning for Better Value is important for NSW Health from a procurement perspective, because it actually challenges the traditional procurement framework. It provides significant benefits back to the system as it focuses on patients being at the forefront.”

**Chief Procurement Officer**



# Putting patients at the centre of commissioning: Radiation oncology



“I live in Western Sydney, and even though I see my doctor at my local hospital I have to travel to the city to have my radiotherapy treatment.

I don't drive and it's a long train journey; I need to be closer to home.”

“While designing the new cancer centre, we identified the outcomes we needed for patients and the most effective service models.

We worked closely with our clinicians to share information and to include their feedback in developing the new service.”



“It's great to have a range of cancer services available at my local hospital. This makes it easier for me to book my appointments and work through my treatment plan with my regular doctor.

I can now receive radiotherapy in my own local area close to my doctor and to my family as well.”

“We built the new radiation oncology centre and track its performance against key performance indicators. This helps us to deliver better services and more effective care.

Our evaluation and contract management will show the impact that the new service is having on patient outcomes, as well as patient and clinician experiences.”





“We want to see our patients receive the best experience from the care we deliver. We want our clinicians to feel like the experience they have in delivering care is as good as it can be.”

**Deputy Secretary,  
Health System Strategy and Planning**

## Delivering better value through clinical support and non-clinical services

Many aspects of Commissioning for Better Value are already being applied to a range of NSW Health projects across clinical supports and non-clinical services, such as:

- pathology
- medical imaging
- radiation oncology
- wound management products.

By focusing on patient outcomes, service efficiency and effectiveness, we can ensure that resources are allocated sustainably.



“The Ambulance Make Ready service returns clinical time to paramedics, ensures cleaning and restocking is completed and gets ambulances back on the road as quickly as possible.”

**HealthShare NSW Chief Executive**

## Ambulance Make Ready – HealthShare NSW

### Analysing service needs

Paramedics were previously tasked with cleaning and restocking ambulances at the end of their shifts. This was identified as an area for improvement. It was an ideal time to make this change, as NSW Ambulance were due to open nine ambulance superstations across metropolitan Sydney.

### Designing and implementing the service

NSW Ambulance and HealthShare NSW worked together to co-design a new service model that employed student paramedics to:

- clean and restock ambulances
- replace equipment
- carry out minor maintenances.

By returning this time to paramedics, ambulances can now get back out on the road to continue delivering essential emergency care to patients.



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To learn more and find out how to  
use a commissioning approach visit:  
[www.health.nsw.gov.au/CBV](http://www.health.nsw.gov.au/CBV)

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NSW Health



## Commissioning for Better Value

Commissioning for Better Value is a collaboration between the NSW Ministry of Health, local health districts and networks and other NSW Health organisations.

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