

2025 Award Winner Case Study: TBM Pioneer (APAC)

# How eHealth NSW Delivered Cost Transparency Across a \$700M IT Portfolio with TBM

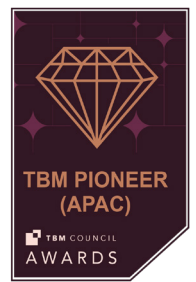
*An eHealth NSW Case Study*

## Executive Summary

eHealth NSW was the award winner for the TBM Council's **2025 Regional Pioneer Award (APAC)** for embedding Technology Business Management (TBM) as the financial backbone of Australia's largest public health system.

Through a disciplined roadmap and sustained operational execution, eHealth NSW transformed how \$700M in annual IT spend is governed, allocated, and discussed:

- Achieved approximately **99% cost allocation accuracy** across products, services, and consuming health entities, establishing TBM as the trusted source of financial truth.
- **Eliminated significant manual effort** by automating billing, cost ingestion, project integration, and cloud financial management, reducing unallocated costs.
- Embedded **financial accountability into daily operations**, shifting conversations from “what IT costs” to “why it costs and how to improve it.”
- Established national leadership in public-sector TBM through benchmarking, federated billing, and standardised TCO models.



2025 TBM Council Awards Winner  
**TBM Pioneer (APAC)**



### Website

[www.ehealth.nsw.gov.au](http://www.ehealth.nsw.gov.au)

### Founding Date

2014

### Headquarters

Sydney, NSW, Australia

### Industry

Government – State/Local

### Employees

140,000

“By committing to the fundamentals of cost transparency and executing against a disciplined roadmap, eHealth NSW demonstrated how TBM can scale across one of the most complex public-sector environments in the world.”

## Business & Technology Context

eHealth NSW operates Australia's largest and most complex public health system, supporting more than 8 million residents across 228 public hospitals, over 600 community health centers, and 35 autonomous health organizations. A central shared-services IT model underpins this ecosystem, spanning government data centers, AWS, and Azure, with an annual technology spend of approximately \$700M AUD.

As digital and cloud adoption accelerated, expectations around transparency and stewardship intensified. Leaders needed confidence that every taxpayer dollar invested in technology was traceable, defensible, and aligned to clinical and operational outcomes. While early TBM adoption had improved visibility, the scale and complexity of the system exposed new limitations.

Legacy cost allocation models were difficult to interpret and poorly trusted by consuming health entities. Financial controls lagged the pace of innovation, particularly in shared services and cloud usage. Key financial processes relied heavily on spreadsheets and manual reconciliation, slowing reporting cycles and increasing risk. Benchmarking across health entities was limited, constraining optimization and standardization efforts.

To meet these challenges, eHealth NSW shifted its focus from adopting TBM to operationalizing it – embedding TBM into the organization's financial and operational DNA.

### TBM Benefits:

- 99% precision in cost allocation
- 70% year-on-year improvement in stakeholder engagement
- Real-time, data-driven decisions across 35 health organisations
- Significantly reduced manual reporting through automation

## TBM Approach

The TBM Office established a disciplined, multi-year roadmap, reviewed quarterly, to convert transparency into accountability and sustained action. Rather than treating TBM as a reporting layer, the organization embedded TBM principles directly into planning, billing, demand management, and cloud provisioning processes.

Financial reporting and product costing were redesigned around TBM standards and embedded into business-as-usual workflows across 23 divisions. A central digital product library consolidated product cost, unit pricing, revenue, and service metrics, eliminating fragmented views and strengthening product owner confidence. Total cost of ownership models was refined through improved project and infrastructure mapping, automated overhead allocation, and enhanced cloud tagging.

Consumption-based charging replaced blunt allocation methods through a federated billing model, giving health entities greater transparency and control over their digital costs. Automation was applied at scale, replacing manual BoIT ingestion, billing, project integration, and cloud cost management with API-driven pipelines and system integrations.

Benchmarking capabilities enabled health entities to compare consumption patterns, identify outliers, and take targeted optimization actions, while lifecycle policies introduced financial accountability for legacy systems that outlived planned retirement.

Together, these changes ensured TBM insights were timely, trusted, and actionable – supporting both operational execution and strategic decision-making.

### Value Achieved

The TBM program delivered material financial, operational, and cultural outcomes across the health system. Cost allocation accuracy reached approximately 99% at the product and business service level, restoring trust and enabling defensible chargeback for 35 health organizations. Automation removed days of manual effort from monthly cycles and reduced unallocated “fallout” costs.

Financial processes aligned to ministry timelines, enabling near-real-time insight into spend, demand, and consumption. Stakeholder engagement with TBM systems increased

significantly, with finance, IT, and health practitioners adopting a shared financial language and using TBM insights in day-to-day decisions.

Benchmarking drove tangible optimization actions, such as the elimination of unused licenses and tighter usage controls.

Beyond internal impact, eHealth NSW assumed a leadership role nationally, extending its benchmarking and ICT costing-approach across jurisdictions and positioning itself as a reference model for public-sector TBM adoption.

### Conclusion

By committing to the fundamentals of cost transparency and executing against a disciplined roadmap, eHealth NSW demonstrated how TBM can scale across one of the most complex public-sector environments in the world.

More importantly, TBM became embedded in how the organization plans, operates, and governs technology – not as a finance exercise, but as a shared management discipline. This combination of operational rigor, cultural adoption, and sustained execution positions eHealth NSW as a clear APAC pioneer and a model for enterprise-scale value management in the public sector.



### Join the TBM Council

Founded in 2012, the Technology Business Management (TBM) Council is a nonprofit business entity dedicated to advancing the discipline of TBM through education, standards, and collaboration. Governed by an independent board of global business technology leaders, the Council represents innovative companies across all sectors. The TBM Council provides best practices for leaders to leverage so they can react quickly to changing market dynamics and optimize cloud and agile strategies to deliver on business objectives.

Learn more and become a member at

[tbmcouncil.org](https://tbmcouncil.org)