



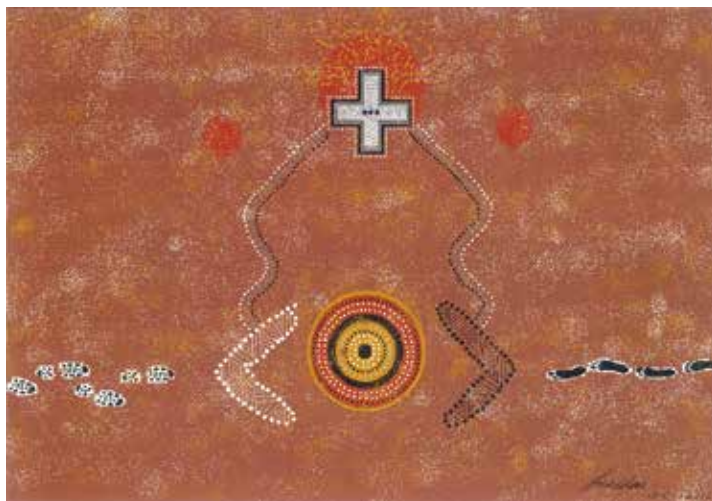
Australian Association of Practice Management Ltd  
excellence in healthcare management

# Annual Report 2014/2015



*“The greatest danger for most of us is not that our aim is too high and we miss it but that it is too low and we reach it”*

Michelangelo



We acknowledge the Traditional Owners of the land on which we meet, walk, live and work and pay due respect to Elders both past and present.



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A dedicated network with thousands  
of members Australia wide

## A YEAR IN REVIEW

### ABOUT AAPM

The Australian Association of Practice Management Ltd (AAPM) is the nation's leading membership organisation that represents Practice Managers and the profession of Practice Management in all fields of healthcare.

Founded in 1979, AAPM is an independent, not-for-profit national association recognised as the peak professional body dedicated to supporting effective Practice Management in the healthcare industry.

AAPM provides an array of benefits for members including advocacy, education, resources, networking, assistance and advice.

AAPM is governed by a National Board which is nominated by the State Committees and supported by the Chief Executive Officer and the staff of the Head Office located in North Melbourne, Victoria.

In October 2014, the members voted to change the association's name to the Australian Association of Practice Management (from the Australian Association of Practice Managers). The aim of this subtle but significant change is to promote AAPM as the association for all people involved in Practice Management including CEOs, Operations Managers, Business Managers, General Managers etc., rather than the previous emphasis on the title of Practice Manager.

The association is actively sought after for information and expertise from its membership to provide advice and assistance to other organisations and bodies.

AAPM has a professional program of advancement in place, whereby Practice Managers can gain further education to achieve the title of Certified Practice Manager. This category of membership assists members to highlight and value both their years of experience and their skill base in Practice Management.



## OUR VISION

- Represent and unite Practice Managers
- Raise the profession of Practice Management throughout the Healthcare Industry
- Promote Professional Development
- Promote code of ethics through leadership & education
- Provide specialised services and networks
- Support quality Practice Management

Professional Excellence in Healthcare  
Management

## OUR MISSION

“We dedicate our services to our patients, our practitioners and our staff.”



## NATIONAL PRESIDENT'S REPORT



*Danny Haydon*

In this past year it has been exciting to experience the growth of AAPM through increased member numbers, expanded education programs, a vibrant national conference and strong financial growth.

I'd personally like to acknowledge the work of Carolyn Ingram, Immediate Past President who has been instrumental in setting the foundation for AAPM's future success.

The National Board have made a commitment to a strategic agenda focussed on increasing membership, raising AAPM's profile, improving the quality of educational event management, promoting the national conference,

strengthening the advocacy role and increasing our sponsorship revenue.

### **Membership**

AAPM's membership strategy involves three key aspects:

- Attracting new members
- Retention of existing members
- Promotion of CPM and FAAPM pathways

The first milestone of 1800 members was achieved in May 2015 and we have now set our sights on the challenge of a further 10% increase in 2015/16 to 2000 members.

In terms of retention, strategies have been put in place to encourage membership renewal, however we are mindful that AAPM must maintain relevancy, stay connected and provide value for AAPM members to keep them engaged.

An important aspect of our membership strategy is to increase the number of members attaining Certified Practice Manager (CPM) and Fellowship (FAAPM) credentials. These qualifications recognise the increased professional status of practice management. It is an opportunity for members to have their experience and training formally recognised. Collectively this action will serve to increase the healthcare industry's respect for the important role practice management plays in delivery of quality health services.

### **AAPM's Profile**

In this new era of social media the challenge for AAPM is to be 'front of mind' in the thoughts of our members and key stakeholders. AAPM has been working on improving its avenue for communication using the electronic and social media tools. The fortnightly Monday Matters email to all members provides up to date information on the latest developments in practice management and promotion of educational events. AAPM's LinkedIn group is growing steady, providing managers with a private forum for the exchange of information, ideas and questions. Facebook and Twitter feeds also provide members with another means of accessing information and virtual networking. It is crucial that we continue to develop our engagement capacity through these avenues to ensure that the association is connecting with the next generation of practice managers entering the industry.



The Practice Manager of the Year (PMoY) Awards, sponsored by AGPAL, are another important means of recognising the great achievements of a select group of our members and promoting their achievements across the healthcare sector. It is an opportunity to highlight the tremendous work of “ordinary people, doing an extraordinary job”. We congratulated the tremendous winners of the 2015 State PMoY Awards and wish them well as finalists in the National PMoY Award announced at the National Conference in Hobart.

### **CQI of Event Management**

In the past 12 months AAPM has delivered a record number of education events for members across Australia. This year we launched a National Education Program with a core set of events organised through head office and delivered to all states. These events included the Staff Development Days, Finance Forums as well as promoting the HR/IR program delivered by the Australian Health Industry Group (AHIG).

Our aim was to deliver a suite of education that is relevant to all members and in doing so reduce the duplication of effort by individual State Committees who in the past independently organised very similar events. Our intention is to build on the successes of this year to develop a robust and targeted National Education Program. We are grateful to the NSW committee who have continued to organise the 12 modules of the national webinar program. This program enables AAPM to deliver education directly to the desktop of practice managers across the country.

At this point it is appropriate to acknowledge the tremendous work of our small group of staff in head office. Under the leadership of the CEO, Gillian Leach, the staff have worked tirelessly to ensure AAPM delivers quality programs and support the State Committees in their endeavours.

With the expansion of the national agenda the role of the State Committees has adjusted in response. The formalities of secretary and treasurer roles, AGMs are no longer required. State Committees are able to focus on responding to the needs of members through locally oriented events and networking opportunities. Our association relies heavily on the goodwill and commitment of the volunteers who nominate to join the State Committees and we have been buoyed by the increased level of interest in State Committee representation.

In conclusion and on behalf of the AAPM Board, I'd like to thank Gillian Leach, CEO and the AAPM staff for their hard work and determination to meet the needs of our members. It is impressive to think of all that AAPM has achieved in this past year with only a handful of paid staff.

AAPM also relies heavily on our ambassadors, committee representatives and many other members who volunteer for a variety of roles to support the association in its endeavours. We thank you all for your passion for practice management and AAPM.

***Danny Haydon***  
***National President***

## CEO'S REPORT



**Gillian Leach**

AAPM is one of Australia's fastest growing membership Associations. The reason for this is the professionalism of our industry, the personnel and its practices. Australia's health system is undergoing significant reform and transformation which will provide significant challenges to the leadership of healthcare practices. AAPM's quality professional education program and industry information updates ensure managers and owners are able to meet and solve the challenges ahead. AAPM provides members with access to the skills and business tools to maximise the efficiency and effectiveness of their practice, to increase

profitability, improve work processes and improve patient outcomes.

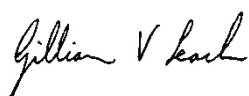
The importance of the role of practice management is increasingly recognised by Government and Industry. Practice Managers are frequently the people who make things happen in a healthcare practice. They set up the systems and procedures to make a practice run smoothly, ensure the practice complies with legislative requirements and facilitate the implementation of new programs. The healthcare Practice Management perspective provided by AAPM is highly regarded by the Government and AAPM is represented on a great many health advisory groups.

AAPM has had a very successful year with a significant increase in the number of delegates at our education programs. Attendance at the AAPM monthly webinars almost doubled and the regular networking breakfasts, lunches and dinners in local regions are very well patronised.

A major decision to change our name from the Australian Association of Practice Managers to the Australian Association of Practice Management was unanimously approved at the 2014 Annual General Meeting. The name change is a reflection of the importance and growth in the scope of Practice Management. The benefits of membership of AAPM are applicable and open to everyone involved in healthcare practice management.

Fellowship is the gold standard for all AAPM members and the professional pathway from Member to Certified Practice Manager to Fellow has made this more accessible to members. We were very pleased to welcome five new Fellows in 2014, Fiona Kolokas, Thomas Perry, Magdy Shamaly, Helen Siegertsz and Peter Wallis, who were presented with their certificates at the National Conference.

In conclusion, I would like to sincerely thank the staff for their enthusiasm and work during the year. I would also like to express my appreciation to the Board for their commitment to AAPM and support of the staff. Their leadership provides AAPM with a solid foundation to progress in the future in providing healthcare Practice Managers with the support and education they need in their complex roles and ensuring they gain the recognition they deserve.



**Gillian Leach**  
**Chief Executive Officer**



## HIGHLIGHTS OF 2014 / 2015

### National Conference 2014 – Adelaide

The AAPM 2014 Annual Conference titled “The Art of Performance” was held at the Adelaide Convention Centre. The conference provided a range of inspiring speakers and many useful workshops covering the technical aspects of management such as human resources, finance, Information Technology and risk management. It was also a fantastic opportunity to network and build relationships with others involved in healthcare practice management. The conference was a great success, as indicated by the statistics below:

#### Statistics

- 748 registrations
- 65 trade stands
- 370 attended the Gala Dinner

#### New initiatives launched:

- Innovations of the Future
- AAPM Mentoring Program Pilot – Running for a maximum of six months or for six sessions, with each session run for 45 – 60 mins over the phone. The sessions are to be held during the day – as schedules and other commitments permit.

#### Awards Presented at the Conference:

- Fellowship of AAPM awarded to Fiona Kolokas, Thomas Perry, Helen Siegertsz, Peter Wallis and Magdy Shamaly
- Life Membership awarded to Angela Mason-Lynch
- The 2014 AAPM MSD Award for Excellence in Chronic Disease Management was presented to Debra Smith
- AAPM National Practice Manager of the Year 2014 awarded to Anastasia Dimitriou of Victoria

*“It was an amazing conference this year. Marion and her team did such a fantastic job organising this conference. I especially enjoyed the session Mastering Negative Impulsive Thoughts”.*

*“Had a wonderful time - excellent & inspiring plenary speakers, interesting & informing concurrent sessions”.*

### AAPM Name Change

In October 2014, the members voted to change the association’s name to the Australian Association of Practice Management (from the Australian Association of Practice Managers). The aim of this subtle but significant change is to promote AAPM as the association for all people involved in Practice Management including CEOs, Operations Managers, Business Managers and General Managers, rather than the previous emphasis on the title of Practice Manager.



## AWARD WINNERS

A few words from two of our winners.....

*"It took a while for the fact that I had won the MedicalDirector/AAPM Scholarship, as this was the first thing that I had ever applied for and I got it. After everything started to sink in, I start to get a bit worried; had I bitten off more than I can chew; knowing that I had started a diploma (prior to applying for this scholarship) and hadn't quite finished it. With this playing on my mind I had contacted UNE and explained my situation, and they were great. They moved my scheduled module dates to 2 months back so I could finish my first diploma, which would allow me to fully focus on this scholarship.*

*Since receiving this scholarship, my position at Katungul has changed from clinical manager to acting branch manager. The study that I am undertaking has assisted me cope with the responsibilities and understand the accountability that is required to fulfil this role. I am enjoying my acting role and my studies. Katungul has supported me and will continue to do so through the rest of my journey. I would like to thank AAPM for this opportunity that I never thought I would get."*

**Jade Hansen – Winner of the Indigenous Scholarship Award**

*"I applied for the CDM Award because I believed that we had a very successful CDM business model that had developed & grown over many years.*

*The model contributed to enhancing patient outcomes in our practice, it enhanced practice processes for identification and review of patients with (or at risk) of a chronic condition, it improved the management of patients with a chronic condition and from a business perspective, was providing extremely good revenue to the doctors. Our model worked so well that we frequently had requests from other practices to come and see "how we did it" – even all the way from Tasmania. Of course the model could not work without the collaborative team efforts of the doctors, nursing staff and administrative staff, each with an important role to play.*

*In May this year I was fortunate enough to attend a "knowledge exchange program" trip to Canada with 6 other managers (partly funded by my award winnings). The learnings from that trip were published in the August AAPM Journal."*

**Debra Smith – Winner of the MSD Award in Chronic Disease Management**



Debra receives her award

## 2014 AAPM FELLOWSHIP AWARDS



*Fiona Kolokas*



*Helen Siegerts*



*Magdy Shamaly*



*Peter Wallis*

## OUR OTHER 2014 AWARD WINNERS



*Angela Mason-Lynch was awarded Life Membership of AAPM*



*AAPM National Practice Manager of the Year  
Anastasia Dimitriou receives her award*



*Kathy McGeorge was presented with the 2014 Meritorious Award*



*Nadine Blythe was Highly Commended for Excellence in Chronic Disease Management*



## AVANT/AAPM SCHOLARSHIP WINNERS

Avant partnered with AAPM to award five scholarships for Practice Managers to undertake the Diploma of Practice Management or Certificate IV in Practice Management with the University of New England Partnerships. Congratulations to the winners who are pictured here.

**CONGRATULATIONS  
TO ALL OUR WINNERS!**



**Alexandra Miguel**  
Hunter Plastic Surgery,  
Newcastle NSW

*"It was the second time I had applied for the scholarship and I was absolutely thrilled to be selected."*

*"My husband took a photo of the letter informing me that I had won and emailed it to me. I printed it out and I was running around the office - it was pretty surreal."*



**Kellie Hargreaves**  
Ti-Tree Family Doctors,  
Mt Eliza VIC

*"I am looking forward to undertaking the scholarship to maximise my professional development and to improve my management skills, staff recruitment and performance, and understand risk management better."*



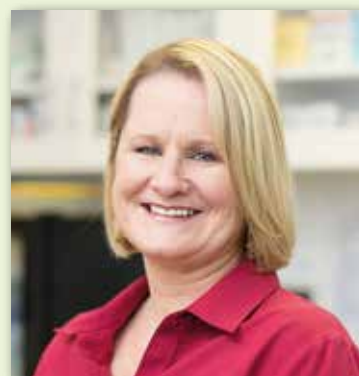
**Kristy Morataya**  
Ladywood Clinic, Modbury  
Heights SA

*"The scholarship will give me the technical knowledge I need so that I can build on the practical skills I have learnt as a nurse assistant and administration officer. It will enable me to become a qualified practice manager and ensure our practice meets its accreditation standards."*



**Vicki Phillips**  
Albert St Medical Centre &  
Harrington Medical Centre,  
Taree & Harrington NSW

*"The business has grown significantly over the last two or three years, so developing my skills in terms of business plans, budgets and reporting to support the practice vision to ultimately maximise the profits of the practice"*



**Kelly Urbanski**  
Thirroul Medical Practice,  
Wollongong NSW

*"I'm looking forward to completing the diploma to build on my business knowledge to make the practice more efficient and to further enhance the profile and services of the practice."*

# NATIONAL PRACTICE MANAGER OF THE YEAR 2014 FINALISTS



## New South Wales

**Debra Smith**  
*Bay Village Medical  
Centre, Bateau Bay  
NSW*

Debra is a Fellow of AAPM and Business Manager of the Bay Village Medical Centre, which has been providing health services to the local community for over 35 years. She is an experienced and highly skilled professional who has increased services and doctor numbers, increased profits, set up and run CDM clinics, and implemented a complete restructure of the business: "as a Manager I am not expected to have all the answers but I am expected to know where to find them."



## Queensland

**Jacqueline Beer**  
*Ashfield Country  
Practice,  
Windermere QLD*

Jackie displays vibrant managerial and interpersonal skills in the first privately owned and accredited Aboriginal Health Service in Australia. This team leader has developed business relationships, revolutionised electronic technology, guided sustainable investment, weathered floods and maintained cultural awareness for one-stop holistic primary health care. "Without Jackie's commitment, enthusiasm and experience our dream would be nothing more than that."



## South Australia / Northern Territory

**Kirstie Pym**  
*Mannum Medical  
Centre, Mannum SA*

Kirstie manages a private practice within a District Hospital which means she has worked to keep communications open and build strong relationships to effectively grow the business and manage change. Her team of 28 is vitally important to her and operate like "one big happy family". Kirstie sees the business as providing great patient care in the community and also about working toward a secure future for their rural workforce.



## Tasmania

**Jo Bean**  
*Scottsdale Doctors  
Surgery, Scottsdale  
TAS*

Jo has a wonderful rapport with both staff and patients, delivering to their needs in this very rural practice NE of Launceston. She is a forward thinker, progressive and innovative who has implemented many community based clinics and classes, a Chronic Disease Unit and a strong Business Continuity Plan at the practice. Obtaining 100% at last accreditation, her Principals state, "Jo has brought our practice on in leaps and bounds."



## NATIONAL RECIPIENT

## Victoria

**Anastasia Dimitriou**  
*Mediclinic Australia,  
Clayton VIC*

Anastasia is a 50% owner of Mediclinic, a unique general practice specialising in management of drug/alcohol dependency. Anastasia ensures that the highest quality of care is delivered to this often marginalised group. She has close professional relationships with a number of government, community, public safety and health professional services. With a background in Business Law, Human Resource management and Industrial Relations she is "highly qualified, efficient and skilled to take this practice to the next level."



## Western Australia

**Heather McRobb**  
*Eaton Medical Centre  
& Australind Medical  
Centre WA*

Heather manages two private medical centres over two sites and her commitment earned her the 2013 Rural Health West Practice Manager Award. She encourages her nurses to participate in ongoing training which has enabled the incorporation of specialised clinics. She is encouraging and supportive, always leads by example and so has maintained very high morale amongst her staff while also doing "a superb job in running the business side of the practice."

## 2014 NATIONAL CONFERENCE

The National Conference is AAPM's flagship event, and in an environment of increasing competition, AAPM is encouraged by the increased level of enthusiasm for participating in the National Conference.

The 2014 National Conference held in Adelaide was a huge success on several levels. The number of registrations surpassed all expectations and the energy of the conference was elevated by the engagement of the next generation of practice managers. The sponsorship opportunities were sold out, and the feedback from the sponsors was extremely positive. The quality of the program was a credit to the organising committee and Conference Design. Financially the conference was also very successful, injecting significant funds for the AAPM to use to invest in the associations future.

This year we look forward to another fantastic National Conference in Hobart organised and hosted in partnership with our peer association PMAANZ from New Zealand.



Delegates were treated to outstanding presentations from some of Australia's key thought leaders including Jason Fox, Bernard Salt and Norman Swan as well as many practical workshops.





## ADVOCACY

Our goal is to continue to raise AAPM's profile so that across the industry decision makers appreciate the significant contribution that our members make to improve the delivery of healthcare in Australia.

This year AAPM has provided formal responses to the following discussion or consultation papers:

- RACGP Vision for a Sustainable Health System
- Approved Pathology Collection Centre Arrangements
- General Practice Accreditation Scheme
- Electronic Health Records and Healthcare Identifiers: Legislation Discussion Paper

We are also grateful to the members who have represented AAPM on the following committees:

- RACGP National Standing Committee on Standards (Angela Mason-Lynch)
- RACGP National Standing Committee on eHealth and Practice (Jan Chaffey)
- RACGP National Standing Committee on General Practice Advocacy and Support (Brett McPherson)
- Medicare Stakeholders Advisory Committee (Gary Smith)
- Medicare Compliance Working Group (Gary Smith)
- Department of Health PIP Advisory Group (Brett McPherson)
- Eclipse Reference Group (Colleen Sullivan)
- RACGP Nurses in General Practice Handbook Working Group (Angela Mason-Lynch)

In addition, our CEO Gillian Leach represents AAPM on the GP Round Table and the NEHTA Clinical Useability Project Steering Committee.

AAPM will continue to engage in opportunities to represent the interests of our members at a National level.



## MEMBERSHIP REPORT

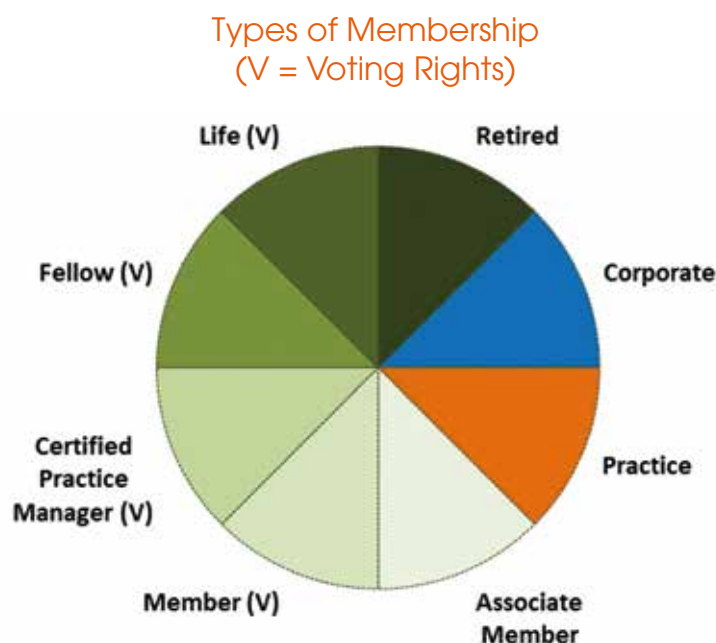
AAPM had a 27% increase in membership in 2014-15 resulting in a total of 1811 members at June 30, 2015. Members were from General Practice, Specialist, Dental and Allied Health sectors.

A comprehensive AAPM Member Survey conducted in the 2014-15 period revealed the following information:

- 10% of members have held their membership for over 15 years, with the 2-5 year membership category having the most members (22%).
- The reasons for joining AAPM were many and varied with 65% of respondents wanting to be part of an association specifically representing Practice Managers, 64% wanted to be kept up to date about industry issues and 54% were looking for networking opportunities.
- 58% of our members are employed in General Practice, 27% in Specialist Practice, 4% in Allied Health sector, 4% in the Dental sector and 7% in other support services.

The survey also highlighted the top three issues that Practice Managers feel they will be facing in the next twelve months. They are:

- Maximising profitability and efficiency (55%)
- Changes to Medicare funding (47%)
- Up to date information exchange, e.g. new or changes to legislation (42%)



The Certified Practice Manager category continues to be keenly sought and we now have 141 members who have attained this classification.

We congratulated Fiona Kolokas, Thomas Perry, Helen Siegertsz, Peter Wallis and Magda Shamaly on achieving Fellowship of AAPM during the year. We now have 60 Fellows.

### **Associate Member**

A person who is not eligible to join as a Member but has an interest in healthcare practice management may apply to become an Associate member. Associate membership remains with the individual who has applied.

*Education Requirements are:*

Ongoing commitment to AAPM's Professional Development Program.

### **Member**

A person who is employed as a Practice Manager or is actively involved in the management of a healthcare practice (e.g. Business Manager, Consultant Practice Manager, CEO) must join as a full member. Membership remains with the individual. Not the practice.

*Education requirements are:*

Ongoing commitment to AAPM's Professional Development Program.

### **Certified Practice Manager**

Members of AAPM can apply to become a Certified Practice Manager if they hold a formal qualification in Practice or Business Management, have over 3 years experience in healthcare management and are currently employed in that field.

### **Fellow**

AAPM has established a Professional Development Program to meet the changing needs of healthcare management and recognise those who maintain the industry standards. The AAPM Fellowship Program, developed in conjunction with UNE Partnerships, is essential for AAPM members who should be recognised as industry leaders and who want to enhance their careers.

### **Corporate Membership**

A healthcare practice or organisation (e.g. Medicare Local, Hospital, Community Health Centre) which demonstrates that it has a bona fide interest in healthcare may apply for this category.

Corporate membership encourages multiple persons within a single organisation to participate in the services of the AAPM. Corporate membership remains with the organisation, regardless of staff changes.

*Education requirements are:*

Ongoing commitment to AAPM's Professional Development Program.

### **Retiree Membership**

The ideal way to stay in touch with former colleagues and keep up with the latest industry news. This membership category is available to those who are no longer in paid employment due to retirement.

### **Life Membership**

Awarded to a Fellow of AAPM who has significantly contributed to the association at both a State and National level and who has actively raised the profile of AAPM within the broader healthcare community.

## EDUCATION REPORT

### Core Principles of Health Care Practice Management

1. Financial Management
2. Human Resource Management
3. Planning and Marketing
4. Information Management
5. Risk Management
6. Governance and Organisational Dynamics
7. Business and Clinical Operations
8. Professional Responsibility

### Education Events

**2239 delegates attended AAPM education and networking events over the 2014/15 year.**

AAPM held a wide range of educational, eSeminar and network events during 2014/2015 which attracted 2,239 participants. This represents a 16.75% increase in participation on the previous year. The increase was particularly strong across eSeminars, with an increase of over 133%! Staff Development days continued to attract strong participation, with events held in all metropolitan areas and across regional areas in NSW. For the first time a Staff Development Day was held in Darwin in March and very favourable feedback was received.

The eSeminar series this year covered a diverse range of topics – from Raising the Bar at the Frontline for Receptionists to Dealing with Difficult Personalities for advanced Practice Managers. Cutcher and Neale also delivered two Financial Management eSeminars. Our thanks go to the NSW Committee for their work in convening these seminars.

### AAPM Out and About

- Natasha Wendland represented AAPM at the APNA Conference on the Gold Coast
- Tony Brazell represented AAPM at the Allied Health Conference in Canberra
- AAPM Staff members Helen Kenny and Danielle Hanson manned the AAPM stand at the Inner North West Melbourne Medicare Local Practice Management Conference

### Networking Groups

AAPM launched new Guidelines for Local Networking Groups following discussion at last year's national conference and the Networking Events have proved to be very popular. Local network groups provide practical support and information, and share ideas and resources. Members are also able to access educational functions specific for local requirements. They have the opportunity to meet and socialise with Practice Management colleagues and the networks also introduce AAPM to non-members.

Network activities vary from informal breakfasts, lunches and coffee get-togethers to large dinners with speakers and discussion groups. A total of 474 members attended 18 events held in most States.

## Attendees at Education Events by Type 2014/15



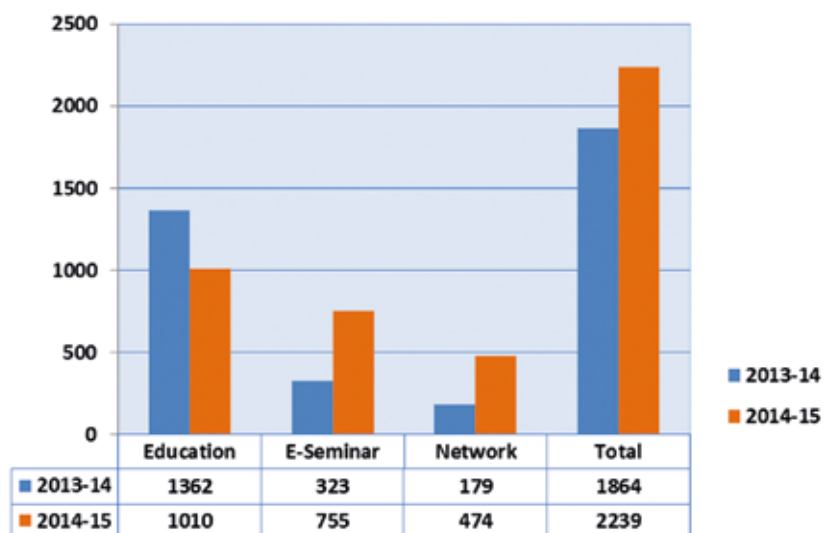
*"Fantastic presentation! Stuart was an excellent presenter and I love the budget tool provided. This is exactly what I wanted, the actual 'how to do something' rather than the 'whys' and the theory behind it"*

Finance Forum –  
Melbourne 16th May 2015.

*"I always find these Development days beneficial – there is usually more than one improvement (quite a few this time) that we can and will make to our practice".*

Staff Development Day –  
Canberra 19th June 2015.

## Comparison by Year of Attendees at Education Events



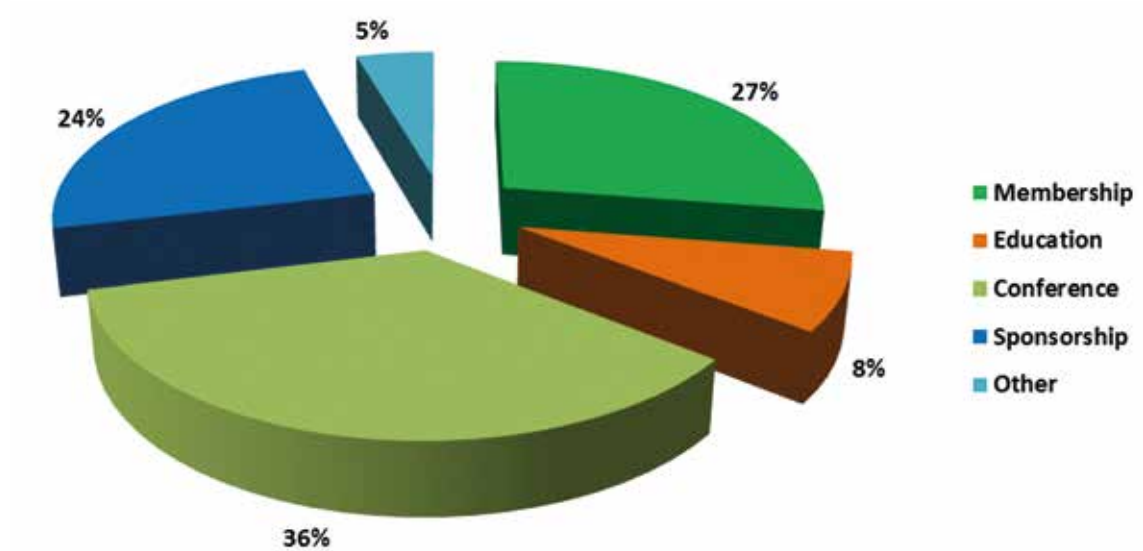
## AAPM SERVICES

<i>The Practice Manager</i>	A quarterly magazine with the latest information for practice managers
<i>Education</i>	<p>AAPM offers a wide array of education programs specifically tailored for Practice Managers and their staff. These include Masterclasses, Practice Manager Development Days, Staff Development Days, seminars on specific topics and eSeminars.</p> <p>In addition, through our partnership with the University of New England, courses are offered with a significant discount for AAPM members.</p>
<i>Professional Recognition</i>	AAPM offers a program of professional recognition from Associate member through to Fellow.
<i>The Guide</i>	The AAPM Guide has been developed in direct response to the growing demands from AAPM members in the healthcare sector. Best practice principles have been adopted to ensure the Guide is a flexible document and an essential part of a staff training program.
<i>AHIG</i>	For a small additional fee, members gain access to updates and personalised human resources, industrial relations and legal advice from AHIG.
<i>AAPM Salary Survey</i>	AAPM's Salary Survey is a must-have resource for your practice. It is the only national salary survey for healthcare practice managers in Australia. The survey can be used to provide a benchmark in terms of salaries, benefits, employment conditions and qualifications of practice managers in all states and territories of Australia.
<i>Newsletters</i>	<p>A national eNewsletter, Monday Matters, is sent to all members on a fortnightly basis.</p> <p>AAPM State Branches also produce newsletters with state-specific information and events for their state members.</p>
<i>Fact Sheets</i>	<p>Information is provided on a range of topics:</p> <ul style="list-style-type: none"> <li>■ Accounting software</li> <li>■ Accreditation</li> <li>■ Insurance</li> <li>■ Legal issues</li> <li>■ Position Descriptions</li> <li>■ Practice Nurse Incentive Payments</li> <li>■ Superannuation</li> <li>■ Telecommunications</li> </ul>
<i>AAPM Website</i>	<p>The new AAPM website launched in November 2014 at <a href="http://www.aapm.org.au">www.aapm.org.au</a></p> <p>More improvements have been made since then including:</p> <ul style="list-style-type: none"> <li>■ Revision of page structure for greater accessibility</li> <li>■ Member only areas for State Committees</li> <li>■ Reviewing/extending eHealth information and training materials</li> <li>■ Online application forms for job vacancies, external CPD providers and advertising space requests</li> <li>■ AAPM Award information</li> </ul>
<i>E-Learning Modules</i>	The list of 11 eLearning modules has been updated and modules are publicly available via the AAPM learning Centre on the website. Additional information and material about eHealth has also been added.

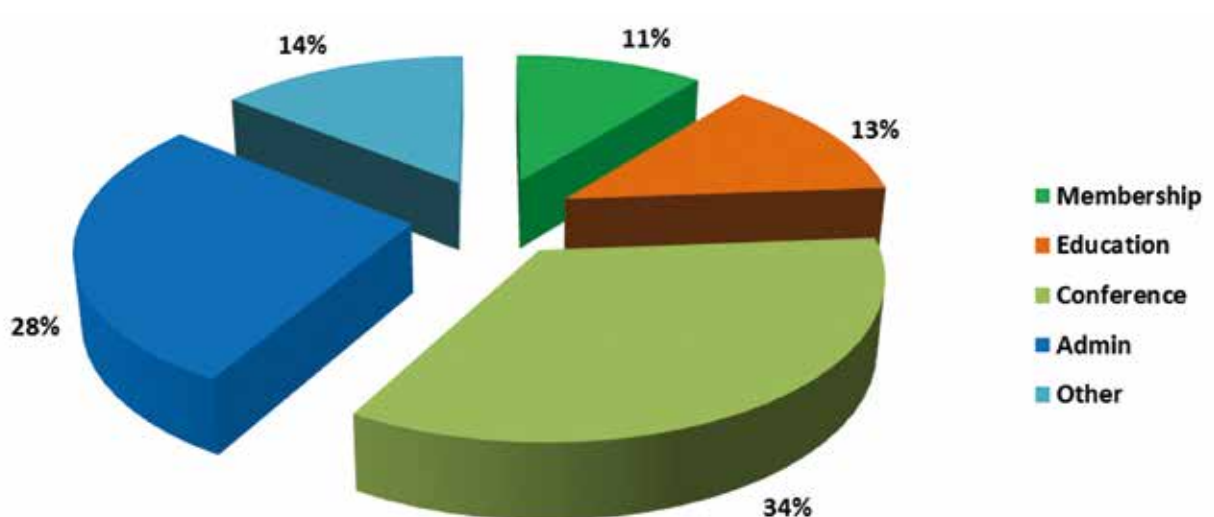


## FINANCIAL SNAPSHOT

Breakdown of AAPM Income 2014-15



Breakdown of AAPM Expenses 2014-15



## LIFE MEMBERS

### Desmond Higgs

A founding member of AAPM, Desmond was the Association's first President until 1985. He played a major role in formulating the first memorandum and articles and led AAPM's first residential education program.

### Gary Smith

Gary was a Board Director from 1994 – 2004, including National President from 2000-2003. He has been a NSW state committee member since 1993. He became a Fellow of AAPM in 1995. Gary continues to represent AAPM and practice management on numerous national and international committees.

### Colleen Sullivan

Colleen was a Director of AAPM from 1985 - 1994, and National President 1991-1993. She has been an active member of the Queensland State Committee holding a number of executive positions. Colleen is a Fellow of AAPM, and continues to be an active member of AAPM, representing the Association on national committees.

### Louise Tindal

Dr Louise Tindal was a member of the NSW Committee and a Board member for a number of years including National President 1995-1997. Louise was a GP from the Wollongong district.

### Anthony Walch

Tony was a Director of AAPM from Tasmania. He held a number of positions including State President and National Conference Convenor.

### Jan Chaffey

Jan joined the Association in 1994, has served on the Queensland committee and was State President 1998-2000. She held a number of roles on the National Board from 2003-2009, including Vice President, National Secretary and the first National President to meet with a Government Minister. Jan is a Fellow of AAPM and was awarded a Meritorious Award in 2012.

### Brett McPherson

Brett was a Director of AAPM for over 10 years; he has held the title of National President, Vice President, Secretary and Treasurer, plus State President in two states. Brett implemented the change to hold the AAPM National Conference annually and was the National Conference Convenor. During Brett's National Presidency he also consolidated all State financial accountabilities into National Head Office. He was also involved in the purchase of AAPM building in North Melbourne. Brett continues to represent AAPM – DoHA, DHS, NEHTA, DVA, RACGP, working parties.

### Angela Mason-Lynch

Angela is a Past AAPM NSW President, Past National President, Fellow and certified Practice Manager and also a Healthcare Business Manager, Healthcare Management Consultant, Honorary Board Member and expert advisor for multiple health bodies and was nominated for Small Business Woman of the Year 2009. She is a Registered Nurse with a Post Graduate Certificate in Nursing Management, has a Diploma in Practice Management and is a graduate of the Australian Institute of Company Directors. Angela has a commitment to ensuring health care is delivered safely with quality outcomes in a financially viable environment that is a desirable place to work.

## NATIONAL SPONSORS AND PARTNERS

AAPM thanks our sponsors and partners who work with us to further the organisation's aims. We appreciate their support and partnership in assisting us to provide support and information for AAPM members.

### National Partners



### Sponsors

We thank the following sponsors for the provision of member benefits and support of many local events.

<i>Accor Hospitality</i>	<i>Hood Sweeney</i>
<i>Clock On</i>	<i>Inland Technologies</i>
<i>Douglas Hanley Moir</i>	<i>MDA</i>
<i>Engin</i>	<i>Mediprotect</i>
<i>Evolved Sound</i>	<i>MSD</i>
<i>First State Super</i>	<i>NEHTA</i>
<i>Global Ark</i>	<i>Pulse+IT</i>
<i>Gr8 HR Solutions</i>	<i>Travel Club</i>
<i>Healthcare Link</i>	<i>Webforce 5</i>
<i>HESTA</i>	

### Partnerships

AAPM has formal Memorandums of Understanding with:

*Practice Managers and Administrators Association of New Zealand*  
*Royal Australian College of General Practitioners*

AAPM has formed informal partnerships with :

*Australian Dental Association*  
*Australian Medical Association*  
*Australian Practice Nurses Association*

AAPM's financial viability is dependent on the partnerships we have fostered with our wonderful sponsors. These industry stakeholders understand the important influence that practice managers often have in decision making, product selection and procurement. On the other hand AAPM appreciates the capacity that sponsors have to deliver quality information, resources and products to support the work of our members in their daily duties. AAPM is working towards building our sponsorship portfolio to complement the range of sponsors already engaged with the association.

AAPM are thankful to all our sponsors for their contribution to the National Education Program and National Conference and State based events.

**Danny Haydon**, AAPM National President

## BOARD AND STAFF

### Board Members

#### **Danny Haydon (President)**

Danny was elected as President of AAPM in October 2014. Prior to this appointment he was the President of AAPM SA/NT as well as serving as a National Director and Treasurer of AAPM. Danny completed a Masters in Health Service Management in 2002 and has worked in the medical industry since that time. Prior to that, he had 10 years' experience in the community health sector.

#### **Linda Osman (Vice President)**

Linda has been working in Practice Management for many years in General Practice, Specialist Practice and Aboriginal Health and Medical Imaging. She initially became involved with AAPM in 1995 and subsequently joined the Victorian committee in 1999. During that time Linda has been the Victorian President, Vice-President, National Secretary and National Vice-President.

#### **Jannine De Veau (Treasurer)**

Jannine has been working in Practice Management for 15 years and completed her Diploma in Practice Management in 2002. She is also an accreditation surveyor for AGPAL and QIP across several disciplines. Currently Jannine serves on the National Board of the Australian Association of Practice Management as the Treasurer and is also on the NSW AAPM state Committee.

#### **Fiona Wong (Secretary)**

Fiona has been on the WA Branch Committee for the past 6 years and completed her Diploma of Practice Management in 2011. She commenced her health industry career in 1996 and later joined the AAPM WA Branch Committee to be able to contribute professionally to the association. Fiona is Western Australia's representative on the Board and is currently serving her second term on the Board for her State.

#### **Carolyn Ingram**

Carolyn has been involved in healthcare practice management for over a decade and has established a successful small business in aesthetic medicine. Carolyn is the AAPM Queensland President and Immediate Past National President and is a Fellow of AAPM.

#### **Lynne Green**

Lynne has been involved in the healthcare industry as a Practice Manager since 1994 and joined AAPM in 1995 immediately becoming a Tasmanian Committee member. She has served several terms as State President and has been a member of the AAPM National Indigenous Committee since 2011. Lynne is a Surveyor with AGPAL and is passionate about sharing information for quality improvement.

#### **Gary Smith**

Gary has been a Practice Manager for over 29 years of a large multi-disciplinary practice. He takes a keen interest and involvement in health reform in Australia and provides advice to the Commonwealth Government on the management of health reform. Gary is a past National and NSW State President of AAPM and is a member of various advisory groups on behalf of AAPM as well as being a Surveyor with AGPAL and an International Surveyor with the International Society of Quality Health (ISQUa).

### Terri-Helen Gaynor

A specialist in government, stakeholder and community engagement services, Terri-Helen Gaynor has been involved in the area of healthcare for more than 30 years, consulting as well as developing and implementing communications programs throughout Asia. Since returning to Australia in 2002 and founding Reputation, she has attracted many top level clients and also participates in a health industry roundtable/think tank with leading health practitioners.

### Gillian Leach (CEO)

Gillian has been the national CEO of AAPM since May 2012 after extensive experience as the CEO of Whitehorse Community Health in Victoria, Arthritis SA and Osteoporosis Australia. Gillian previously held in executive positions in marketing and operations with Telstra, has won several business awards and held prominent positions on several Boards.



#### Chief Executive Officer

Gillian Leach

#### Marketing & Communications

Malini Haran (to December 2014)

Danielle Hanson (returned from maternity leave April 2015)

#### Membership & Communications

Helen Kenny

#### Events & State Secretariat

Anne Kennedy

#### Finance Officer

Ilona Miller

#### Executive Assistant

Lisa Harrington (to June 2015)

Jan Deane (from June 2015)

#### Communications Officer

Sue James (from January 2015)





## TASKFORCE REPORTS

### Indigenous Taskforce

In 2014 – 2015 The Indigenous Taskforce was again proud to be able to support the AAPM Indigenous Scholarship, generously sponsored by MedicalDirector. The award was won by Jade Hansen from Katungul NSW. (See Jade's report earlier.) This follows on from the success of the previous winner, Susie Smith from Tasmania who has benefited immensely from the scholarship.

The Taskforce has had input and representation on the development of the National Continuous Quality Improvement Framework for Aboriginal and Torres Strait Islander primary health care. There will be the opportunity for input from members and we look forward to sharing the outcomes of this initiative.

AAPM has updated the website to acknowledge the traditional owners of the Head Office site and we are proud to display the artwork by artist Jessica Madden from Bundaberg (also an aboriginal health worker) at Head Office in Melbourne and also on our website.

**Linda Osman**  
**Chair AAPM Indigenous Taskforce**

### Fellowship Taskforce

The AAPM National Board called for applications for all of the Association Taskforces early in 2015. Applications were received and in June 2015, the membership of the AAPM Fellowship Taskforce was announced. The members of the Fellowship Taskforce are Marina Fulcher, Carolyn Ingram, Debra Smith and Colleen Sullivan. The CEO Gillian Leach will also be a member of this Taskforce.

I would like to thank Kathy McGeorge and Elizabeth Stanick and acknowledge their contribution to the Fellowship Taskforce for a number of years.

The Fellowship Taskforce has met via teleconference and will have a face to face meeting at the National Conference in Hobart. We have agreed with the Terms of Reference for the Taskforce and our aim is to increase the number of members who achieve their CPM and Fellowship.

For the year 2014 – 2015, AAPM has 141 CPMs and 63 Fellows.

**Colleen Sullivan**  
**Chair AAPM Fellowship Taskforce**



## STATE COMMITTEES

### NSW & ACT

Cathy Baynie – President  
Fiona Kolokas – Vice President  
Anthony Brazell – Treasurer  
Caroline O'Donnell – Secretary  
Debra Smith  
Angela Mason-Lynch  
Elizabeth Jones  
Jannine De Veau – Board Representative  
Yolande Meintjes  
Janine Hill

### QLD

Carolyn Ingram – President and Board Representative  
Natasha Wendland – Vice President  
Amanda Challenger – Treasurer  
Robyn Kastrissios – Secretary  
Jacqueline Beer  
June Hannan  
Felicity Hogan  
Adam Maher

### Tasmania

Lynne Green – Board Representative & Acting President  
Josephine Bean  
Elizabeth Stanick  
Tania Luttrell

### VIC

Brett McPherson – President  
Fiona Fitzpatrick – Vice President  
Cathy Hermans – Secretary  
Nadine Smith – Treasurer  
Linda Osman – Board Representative  
Margaret McPherson  
David Osman  
Jo-Anne Werda  
Kylie Nair  
Tracey Clarke

### SA & NT

Helen Nagel – President  
Danny Haydon – Board Representative  
Prashiba Thavarajadeva  
Marion McKay  
Jill Coombe  
Judy Spafford  
Trudi Jones  
Rebecca Stokes  
Ruth Debuque  
Jane Williams

### WA

Laura Harnett – President  
Narelle Supanz – Treasurer  
Fiona Wong – Board Representative  
Jane Reid  
Karin Tatnell  
Zoe Murtha  
Shayne Murray



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