



## Queensland Branch

# Sue-Ellen Toms Award – 2010 for EXCELLENCE in Practice Management

Launched in 2004, the AAPM (Queensland) Sue-Ellen Toms Award for Excellence in Practice Management seeks to identify and reward a Practice Manager who demonstrates a major contribution to healthcare practice management. The award also recognises the contribution that Sue-Ellen Toms made to management within the healthcare industry and to the Australian Association of Practice Managers Ltd.

### Why should I enter?

- To recognise, reflect & reward your achievements
- The opportunity for acclaimed recognition in the healthcare industry and the broader community
- The Award recipient will be presented with:
  - Sue-Ellen Toms Award for Practice Management trophy
  - Complimentary registration to the 2011 AAPM National Conference, with a predetermined travel allowance.

### Who is eligible to enter?

You are eligible to enter if you are working as a Practice Manager in a Queensland healthcare practice and are a full financial member of AAPM.

### How do I enter?

- Complete an application form
- Submit a 500-1000 word document responding to assessment criteria
- Provide a practice profile no longer than 100 words
- Provide a brief professional Curriculum Vitae
- Submit two referee statements each of 200 words
  1. Principal practice representative stating:
    - The objective of the project
    - The initial situation
    - The desired situation
    - Achieved outcome
    - Benefit to the practice
    - Process adopted by the Practice Manager
    - Success of the project in relation to the business objective undertaken
  2. An independent observer stating:
    - The observed function of the practice or situation prior to the change
    - The observed function of the practice or situation following the change
    - The benefit to the practice or situation
    - The observed process adopted by the Practice Manager
- Submit a 200 word self evaluation of your performance, and the process undertaken in achieving set goals
- Prepare for an interview if short listed.

### Can I nominate someone else?

To nominate someone else, complete the application form specifying both your details and the details of the person you are nominating. Your nominee will receive a letter confirming their nomination for the 2010 AAPM (Queensland) Sue-Ellen Toms Award for Excellence in Practice Management, along with the award guidelines and assessment criteria. They will have the option of submitting a reply.

### Guidelines for response to criterion

#### Format

- 500-1000 words, double spacing, 12 point font with a 3cm left margin.

#### Content

- The report succinctly highlights the contribution you as a Practice Manager have made to your practice in response to the criterion. Within the 500-1000 word statement provide evidence supporting Criteria 2-8 taking care that this achievement relates to the key pre-requisite Criterion 1 – business and clinical operations. Entrants must provide indicative evidence of a substantial and measurable contribution towards a significant practice goal (attachments and appendices are required to substantiate claims)
- State the objective i.e. the substantial contribution towards a significant practice goal
- Describe the process: Who was involved, the time taken to complete the project, the difficulties encountered and how these were overcome. In so doing, address all assessment criteria
- The entrant's report is assessed on how well the criteria, specifically Criterion 1 is addressed in the report, not the amount or detail within the attachments.

### What is the Awards process?

- **Entries close at COB on Friday 6<sup>th</sup> August 2010.**
- The panel consists of representatives from a broad range of healthcare industry craft groups
- An independent appointed facilitator will oversee the process
- Awards will be assessed using the award guidelines
- Short listed entrants will be notified for an interview by the panel.
- The award will be presented at the AAPM Queensland Conference **on Saturday 21 August 2010, at the Holiday Inn Surfers Paradise**. Attendance is not compulsory to receive the award.

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### **ASSESSMENT CRITERIA**

#### **Criterion 1**

#### **Business and Clinical Operations**

*Note: Business focus is one criterion that is mandatory. Without the overall achievement demonstrating tangible return for the practice, no award will be made regardless of how well the other criteria are met.*

Practice Managers require broad knowledge and understanding of the whole business in order to create the necessary systems and structures that support improvements to the performance of the whole practice. This requires providing the necessary resources for both business and clinical operations. To achieve this, Practice Managers apply a balance of the core principles of practice management.

#### **Criterion 2**

#### **Financial Management**

Practice Managers require a good knowledge of the strategic direction and philosophy of the practice to develop and implement systems and codes of practice to create financial sustainability and profitability. The Practice Manager requires a good knowledge of financial matters to ensure compliance with business and taxation regulations and good relationships with external parties.

#### **Criterion 3**

#### **Human Resources Management**

Human resource management must be perceived as a value-adding component of the practice and not just a high cost factor. The Practice Manager needs to ensure that workforce planning and management are a central strategy in the overall practice business. Staff play a pivotal role in patient (client) service and Practice Managers need to ensure that recruitment, contracts, performance and reward systems reinforce this strategy. Human resource management has traditionally required sensitivity but at the same time requires policies to sustain long term people management practices.

#### **Criterion 4**

#### **Planning and Marketing**

Planning is the basis of good management and assists in guiding the strategic direction of the practice. Marketing within the healthcare industry has traditionally been perceived as external advertising however, the Practice Manager has a responsibility to identify and inform stakeholders of the services and business offered by the practice and implement strategies to support the culture of patient (client) service.

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### **Criterion 5**

#### **Information Management**

Information management is central to the operations of any practice. Practice Managers are required to ensure this critical area is provided with the planning and resources to ensure stability of services, and maintain security and reliability. To achieve this, excellent systems, training and support are required. Systems encompass all communications avenues – electronic, verbal and written, with emphasis upon managing potential risk.

### **Criterion 6**

#### **Risk Management**

Practice Managers must have the capability to identify, analyse and evaluate preventable risks, and select the most advantageous method of correcting, eliminating or minimising the risks. Risk management crosses all areas of a practice including financial, human resource, clinical, information, governance and business operations ensuring confidentiality and compliance.

### **Criterion 7**

#### **Governance and Organisational Dynamics**

This criterion involves effective leadership skills facilitating relationship development with all stakeholders. Practice Managers require change management skills to identify and implement necessary and appropriate change and to ensure regulatory and government compliance of laws, policies and process.

### **Criterion 8**

#### **Professional Responsibility**

Practice Managers must be able to apply professional management and human resource knowledge across the full breadth of the business. This specifically applies when providing solutions for an identified practice challenge. For the Practice Manager this means recognising and managing the impact of different skills and knowledge within the practice workforce in order to work together to improve the identified key strategic areas. Given the interface between the stakeholders of the practice and their role, Practice Managers are required to uphold high ethical standards in policy development in all areas of the practice and ensure the practice culture reflects this intrinsic value.

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## APPLICATION FORM

I wish to nominate another person for the **Sue-Ellen Toms Award 2010 – for EXCELLENCE in Practice Management.**

I wish to submit an application for the **Sue-Ellen Toms Award 2010 – for EXCELLENCE in Practice Management.**

Entrant Details
Title:
First Name:
Surname:
Practice:
Practice Address:
Practice Type:
Phone:
Fax:
Mobile:
Email:
AAPM Membership Number:
Number of years as a Practice Manager:

Nominator's Details
Title:
First Name:
Surname:
Practice:
Practice Address:
Phone:
Fax:
Mobile:
Email:

I have submitted the following (please tick):

- 500-1000 word response to criterion
- Supporting documentation (if necessary)
- A 200 word referee statement by a principal practice representative
- A 200 word referee statement from an independent party
- A 200 word self evaluation
- A 100 word practice profile
- I will be available for either an interview – date to be determined.
- I am able to attend the Conference on Saturday, 30 August 2008.

**Closing date for entries: 5.00pm Friday 6<sup>th</sup> August 2010.**

**Submit your entry:** **By Post:** AAPM QLD, Suite 154, 236 Hyperdome, Loganholme, QLD 4129  
**By Email:** [gld@aapm.org.au](mailto:gld@aapm.org.au); **By Fax:** 07 3829 9730