



Australian Association of Practice Managers Ltd  
excellence in healthcare management

# Annual Report 2011/2012



CONTENTS

*“As a practice manager, I have received so many benefits and would highly recommend AAPM”*  
(Practice manager SA specialist and AAPM member since 1997)

|                             |    |
|-----------------------------|----|
| About AAPM                  | 05 |
| Our vision and our mission  | 05 |
| National president’s report | 06 |
| CEO’s report                | 08 |
| Highlights of 2011/2012     | 09 |
| E-health                    | 09 |
| 2011 national conference    | 10 |
| Education events            | 12 |
| Membership                  | 15 |
| Services                    | 16 |
| Board and staff             | 17 |
| State committees            | 18 |
| Sponsors and partners       | 19 |

## ABOUT AAPM

The Australian Association of Practice Managers (AAPM) represents practice managers and the profession of practice management.

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

AAPM is governed by the 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 Melbourne, Victoria.

## OUR MISSION

***Professional Excellence in Healthcare Practice Management***

## OUR VISION

- ***Represent and unite practice managers***
- ***Promote professional development***
- ***Provide specialised services and networks***

NATIONAL PRESIDENT'S REPORT

The past 12 months have provided AAPM with some significant challenges. By far the biggest item was the appointment of a new CEO.

With our previous CEO's resignation the Board was faced with the task of securing a new CEO. The process took somewhat longer than initially anticipated leaving AAPM without a CEO for virtually 6 months. Gillian Leach was appointed as CEO and she has brought to AAPM a great diversity of skills and experience that will certainly benefit AAPM.

The efforts of the staff during that period were extraordinary, and on behalf of the Board and the membership, I sincerely thank Danielle, Charles, Hugh and Anna. Individual directors were also required to adopt a far greater "hands on operational role" than normal.

The Board of AAPM has remained relatively consistent throughout 2011/12. Narelle Supanz elected to stand down before her full term and the Board wishes to thank Narelle for her time and contribution since first being appointed in October 2007. Fiona Wong (WA) was welcomed as a new member of the Board.

Some of the key items that I wish to highlight are the following:

Education

One of the primary objectives of AAPM is to provide education. Historically this has been primarily provided by each state through the efforts of the State Branch committee. This year saw a very successful national eHealth seminar series (sponsored by NEHTA) delivered to more than 30 locations across Australia. Our national webinar events have also been very successful. To ensure we make education available to all our members and potential members, regardless of their geographic location, we will establish a series of consistent national programs (delivered either face to face or via on-line technology) that can be combined with state-based events. A national focus with local delivery will

provide optimal benefits for members.

Furthermore, as members we must accept our individual responsibility to professionalism and embrace continuing education. AAPM will announce the "CPM" program during the Brisbane conference. This is an exciting initiative and one that has been driven by the desire to have practice managers recognised in the health sector.

State Branches/Committees

Our state branches provide support and operational flexibility to maximise our effectiveness nationally. Can I thank those members who have given so much of their own time and passion to contribute to the success of AAPM at a state level.

Working Parties/Representative Committees

AAPM continues to be asked to provide representation on a wide variety of committees. The scope ranges across NEHTA, Medicare, Telehealth, professional organisations, Medicare Locals and indigenous health. Practice managers' input is sought and acknowledged as having significant value. Again to those people who give so freely of their time and passion to represent AAPM, a huge thank you on behalf of AAPM.

Alliance/Partnerships

The interest from companies/organizations to establish and maintain alliances with AAPM continues to grow. AAPM is uniquely placed within the Australian health sector to represent managers across a diversity of disciplines. AAPM continues to work closely with established and prospective partners to deliver enhanced value to our membership. I believe it is important to note that one of our longest alliances is approaching its 30th anniversary - UNER. To have such a strong partnership for such a period of time is rare and it certainly reflects the value



of the alliance held by both organisations.

Our alliances/strategic partners provide significant benefits to AAPM and individual members.

Conferences

We have now established annual conferences and the overall feedback from members has been extremely positive. The capacity to hold alternate AAPM and AAPM/partner alliance conferences is of great benefit to AAPM. The Board has agreed to joint conferences in 2013 (AAPM/QIP) and 2015 (AAPM/PMAANZ). These will be significant milestones for AAPM.

PMOY - National

With the awarding of the 1st National PMOY sponsored by AGPAL at the Brisbane conference in 2012, we will embark on the start of another significant milestone. Being able to publicly recognize our best across the country will heighten the awareness of practice managers in the health sector / community. I do think we underestimate the immense external value of such a professional association award.

To all the managers who were nominated - congratulations. To all state winners, there is no doubt you have attained significant achievements in your practice. To the national winner - enjoy the recognition of your achievement and dedication.

Future Opportunities

AAPM has had many great achievements during its 30-year history. The strong foundation that now exists provides a great platform for the next period of growth. There will be a dynamic focus to achieve the 3 major goals over the next 3 years:

- 1. Membership 3,000
- 2. Gross Income \$3.0 million
- 3. Equity \$1.5 million.

**"Opportunity is always knocking. The problem is that most people have the self-doubt station in their heads turned up way too loud to hear it."**

Brian Vaszily

In order to achieve this we must always remember that we are here for AAPM; the development of practice management through promotion of practice managers. As individuals we may have our small personal victories, but by working together for the benefit of our national association we will share in significant team victories - victories that will provide benefits for a vibrant and passionate membership.

This will be my final report as president of AAPM. It has been a great honour to have been able to represent AAPM and the many members across Australia. To those fellow Board members, members and colleagues who have supported me during my tenure, a sincere thank you.



**Brett McPherson FAAPM**  
National President



## CEO'S REPORT

I was very pleased to join AAPM at the end of 2011/12 after a year of considerable change. AAPM is in a very strong and progressive position.

We continue to develop stronger relations with fellow national professional organisations, including the Royal Australian College of General Practitioners, Australian Medical Association, Australian Dental Association, Australian Health Professionals Association, and Australian Practice Nurses Association. AAPM has also continued to work closely with the Commonwealth Government through the Department of Human Services, NEHTA, Medicare and Department of Veterans' Affairs.

Our partnership with NEHTA resulted in AAPM conducting a national roadshow to educate practice managers about e-health. A total of 30 sessions were conducted for 465 participants with a total reach of 7615 clinicians and practice staff.

We have also strengthened our relationship with the Practice Manager and Administrative Association of New Zealand (PMAANZ), hosting a special VIP tour for key representatives from New Zealand. They were given a presentation about AAPM, the current healthcare landscape and the pivotal role practice managers have in Australia. They also visited a number of diverse practices both in metro and rural areas. We will continue developing this relationship and aim to work closely together in the future.

For the first time, the National AAPM Conference was held in Perth. This was a great success, with almost 500 delegates attending. A number of awards were also made at the conference. Congratulations to those members:

Angela Mason-Lynch (NSW) - Meritorious Award

Gary Smith (NSW) - Appreciation Award

Maria O'Brien (NSW) - Fellowship Status.

At the conference the 4th National Biennial Practice Manager Salary Survey was launched. This product has proved very useful to members and has been a popular purchase.

A number of organisational improvements were also made within AAPM. These included the launch of a new website which enables easy access to a range of information for practice managers as well as the ability to register online for membership and for most events. Online learning modules were also offered for the first time with sponsorship from Zedmed and Genix.

Another significant change was the integration of all state accounts within the national centralised financial management system. We thank all the state committees for their assistance in the consolidation process. This will reduce administration overheads in the future.

A new website resource for members is a complete set of the AAPM Practice Manager Journal with indexation. This will provide a significant resource and social history record for AAPM.

The state committees were active in providing education activities for members throughout Australia. Overall more than 1200 people participated in AAPM education events throughout Australia.

Practice managers in all healthcare disciplines hold a key position in implementing changes in the health system within the national health reform agenda. AAPM looks forward to the future with a focus on providing a strong Head Office to ensure a consistent approach to the profession of practice management throughout Australia.



**Gillian Leach**  
Chief Executive Officer



## HIGHLIGHTS OF 2011/2012

### E-Health

Over the past year, AAPM has worked with NEHTA to promote eHealth to Practice managers throughout the country. eHealth was an important component at the 2011 National AAPM Conference with the NEHTA/AAPM stand constantly busy with enquiries.

#### **E-health seminars were held in 30 locations around Australia**

AAPM Director, Marina Fulcher, along with Jan Chaffey, worked with NEHTA to develop information about eHealth for practice managers. The workshop introduced participants to all the foundations of eHealth, including Healthcare Identifiers for patients, practitioners and practices, secure messaging, eReferrals; eSpecialist letters, eDiagnostics, eDischarge Summaries and eMedication management.

#### **Over 450 practice managers and Medicare Local staff attended the seminars.**

To ensure consistency, Marina and Jan travelled the length and breadth of Australia to deliver the 4 hour seminar to metropolitan and regional locations. Participants included practice managers and owners, as well as Medicare Local staff members. Many practice managers represented multi-disciplinary practices including GPs, visiting specialists, allied health and pharmacies.

#### **More than 7600 clinicians and staff were represented by the seminar participants.**

Workshop participants found the 4 hour session invaluable. They also received a brochure – eHealth for Practice Managers. Another resource distributed, The HI Service User Guide for Practice Managers, is also available on the AAPM website at [www.aapm.org.au/media.ehealth](http://www.aapm.org.au/media.ehealth)

#### **83.1% rated the e-health seminar highly or very highly.**



Marina Fulcher



Jan Chaffey

**“great; very worthwhile attending. Would encourage all practice managers to attend the roadshow.”**

**Orange Participant**

**What was most useful?**  
**“everything! This has given me great advice and info as far as where to start with registering and processes to go through before registration.”**

**Canberra Participant**







**Perth Lord Mayor Lisa Scaffidi** with AAPM President Brett McPherson and organising committee members, Shayne Murray, Dot Melkus and Kathy McGeorge



**AAPM President Brett McPherson** with WA Branch President Kathy McGeorge (left) and Michelle Ray, 2011 conference speaker

## HIGHLIGHTS OF 2011/2012

### National Conference 2011 in Perth

AAPM held the very successful 2011 National AAPM Conference in Perth at the Burswood Entertainment Complex.

Over 400 delegates attended from throughout Australia and enjoyed both the learning experience and the networking opportunities.

Popular speakers included Simon Thiessen who provided an interactive workshop on Lasseter's Reef -The Emotionally Intelligent Communicator. Dr Sally Cockburn speaking about "Sex, lies and measuring tape - I just want to feel good about me !" was enjoyed immensely. Michelle Ray also gave an excellent presentation of high quality and full of energy, with messages for a wide range of people on "World class service excellence - we appreciate your business."

The conference saw the launch of the new AAPM website, the online learning modules and the 4th edition Salary Survey.

### Feedback from exhibitors

| Item  | Mean<br>1=Poor and<br>5=Excellent |
|---|-----------------------------------|
| The venue catering was excellent  | 4.50                              |
| Access to our trade display was problem free  | 4.50                              |
| The conference organisers Conference Design Pty Ltd provided reliable onsite assistance | 4.33                              |
| The exhibition provided my organisation with value for money                            | 4.17                              |
| The exhibition floor plan encouraged delegates to my booth                              | 4.17                              |

**82% of all respondents would either agree or strongly agree to recommend colleagues to attend this conference in the future.**

**74% of respondents who attended for the first time would be interested in attending the next conference in Brisbane**



## HIGHLIGHTS OF 2011/2012

### Education Events

From its inception, AAPM has maintained a key focus on providing education for those involved in healthcare practice management. Practices today often have a multi-million dollar turnover and have responsibilities that go with that figure.

Today's practice manager is often the chief executive officer. They have responsibility for financial management, human resources, planning and marketing as well as risk management. They are progressive and determined to remain at the forefront of technology, systems and processes for the running of efficient and high-quality healthcare practices.

To meet the changing needs of healthcare management and to recognise those who must maintain the industry standards, AAPM has established its own Professional Development Program. This includes the AAPM Fellowship Program.

**1250 people attended AAPM education events over the 2011/12 year.**

The state committees organised a range of education events throughout the year.

Feedback has been excellent as they are organised by practice managers for practice managers and practice staff.

Practice Manager Days, including Masterclasses, which provided high level updates on leadership, financial matters, system changes, IT and human resource management were held in almost all states. Staff Development Days, also held in all states, gave practice managers the opportunity to invite their staff to participate in improving their skills and knowledge in a variety of fields.

Our national e-seminars are coordinated by the NSW State Committee. They provide an opportunity for people who live in rural or remote areas or have difficulty getting to an education day because of time or staffing constraints to participate in AAPM's education activities.

A variety of other events were popular in providing informal education opportunities and networking at breakfast, cocktail functions and dinners.

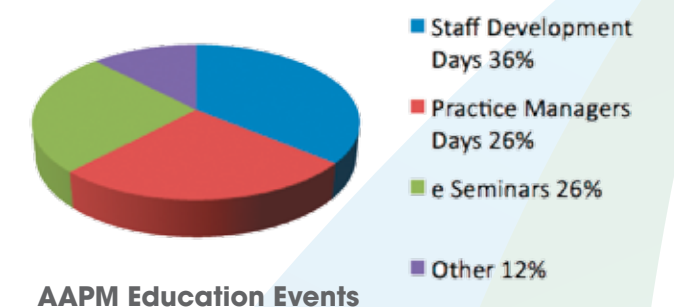
### UNE Partnerships

UNE Partnerships, the education and training company of the University of New England, in association with AAPM, has developed the Professional Practice Manager Development Program. This program is a set of nationally accredited qualifications. Upon successful completion of the Diploma level qualification, individuals may be eligible for articulation into further study with UNE Partnerships or the University of New England.

The AAPM Fellowship Program has been developed by AAPM in conjunction with the UNE Partnerships. It is one part of the AAPM Professional Development Program and it is essential for AAPM members who desire to be recognised as industry leaders and who want to grow their career.

### AAPM Fellowship

- Promotes excellence and professionalism in practice management.
- Recognises individuals who have met required levels of knowledge, skill and abilities.
- Provides formal recognition of individuals who meet the required standards.
- Assists employers in identifying individuals who meet nationally recognised standards.
- Can be combined with UNE Partnerships' qualifications that will give entry into programs at the University of New England.







## MEMBERSHIP

The AAPM has a range of membership categories which recognises the professional development of practice managers. Aspiring managers may join as Associate Members and use AAPM education opportunities to gain skills to become managers.

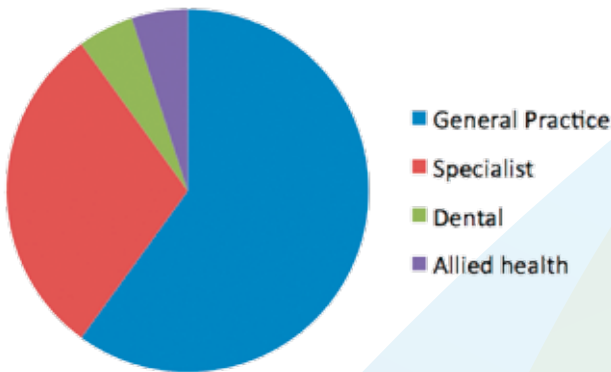
All managers of healthcare practices are eligible to become full members including practice managers, general managers, chief executive officers, office managers, and practice owners who manage their own business. Through further education and increasing experience these members may progress to become Fellows of AAPM, with the right to include the letters FAAPM after their name.

At the end of June 2012, AAPM had a total of 1668 members including members from general practice, specialist, dental and allied health clinics.

### Membership by State



### Membership by Practice Type



A Membership Satisfaction Survey was conducted by AAPM partner Ultrafeedback at the start of the 2011/12 year. This found that overall satisfaction of AAPM had risen from 3.81 in 2009 to 3.9 in 2011. The top 5 reasons for satisfaction were:

1. The opportunity to access valuable resources, education and training.
2. Good way to network
3. Overall satisfaction with services
4. Meets my needs
5. Enjoy the emails and publications



SERVICES

|                              |  |
|------------------------------|--|
| The Practice Manager Journal | A quarterly magazine with the latest information for practice managers   |
| Education                    | <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 e-seminars.</p> <p>In addition, through our partnership with the University of New England, courses are offered with a significant discount for AAPM members.</p>   |
| Professional Recognition     | AAPM offers a program of professional recognition from Associate member through to Fellow.   |
| The Guide                    | <p>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</p> <p>The Guide includes advice on how to customise it for your practice, so that existing practice procedures can be incorporated into the manual. It is available on CD.</p> |
| AHIA                         | For a small additional fee, members gain access to updates and personalised human resources, industrial relations and legal advice from AHIA.  |
| AAPM Salary Survey           | AAPM's 4th 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.   |
| Newsletters                  | A national e-newsletter is sent to all members on an as needs basis. AAPM State Branches also produce newsletters with state-specific information and events for their state members   |
| Fact Sheets                  | Information is provided on a range of topics:<br>Accounting software<br>Accreditation<br>Insurance<br>Legal issues<br>Position Descriptions<br>Practice Nurse Incentive Payments<br>Superannuation<br>Telecommunications   |
| AAPM Website                 | Further information on all AAPM services, partner benefits, news and information can be found at <a href="http://www.aapm.org.au">www.aapm.org.au</a>  |

BOARD AND STAFF

Board Members

**Brett McPherson** (President)  
**Marina Fulcher** (Vice-President)  
**Debra Smith** (Secretary)  
**Carolyn Ingram** (Treasurer)

**Tamara Ruff** (until April 2012)  
**Linda Osman**  
**Narelle Supanz** (until October 2011)  
**Fiona Wong** (since October 2011)



Staff

**Chief Executive Officer**  
**Communications Officer**  
**Administration Officer**  
**eHealth Marketing Officer(P/T)**  
**Finance Officer (P/T)**

**Dean Barton Smith** (until November 2011)  
**Gillian Leach** (since May 2012)  
**Danielle Hanson**  
**Anna Sullivan**  
**Hugh Miller**  
**Helen Kenny** (April 2012 – June 2012)  
**Charles Houen** (until May 2012)  
**Amal Fernando** (since April 2012)

# STATE COMMITTEES

## NSW & ACT

Angela Mason – President  
Sue Gentles – Secretary  
Caroline O’Donnell – Treasurer  
Debra Smith – Board Representative  
Gary Smith  
Daphne Kneale  
Helen Eirth  
Tracey Duddek  
Anne Curtis  
Fiona Kolokas

## QLD

Carolyn Ingram – President & Board Rep.  
Matt Gilchrist – Vice-President  
Robyn Kastrissios – Secretary  
Amanda Challenger – Treasurer  
Desley Fricke  
Jan Chaffey  
Judith Bartels  
Kim Gardner  
Anne Schmidt  
Nathan Jones

## Tasmania

Libby Stannick  
Marina Fulcher – Board Representative  
Lynne Green  
Sue Carter

## VIC

David Osman – President  
Kim Turudia – Vice-President  
Linda Osman – Secretary & Board Rep.  
Margaret McPherson – Treasurer  
Cathy Hermans  
Brett McPherson  
Desmond Higgs  
Peter Wallis

## SA & NT

Tracey Holgate – President  
Danny Haydon – Vice-President  
Kim Monu – Treasurer/Secretary  
Tamara Ruff – Board Representative  
Denise Page  
Jenny Lambert  
Steve Richards  
Jan McLean

## WA

Kathy McGeorge – President  
Jane Reid – Treasurer/Vice-President  
Sue Stark – Secretary  
Fiona Wong – Board Representative  
Narelle Supanz  
Dot Melkus  
Sharon Cooper

# SPONSORS AND PARTNERS

AAPM thanks the many sponsors and partners who work with us to further the organisation’s aims and to provide support and information for AAPM members.

## Sponsors

AGPAL  
AHIA  
Avant  
Clock On  
Creative Intersection  
Cutcher & Neale  
Engin  
Fintuition  
Global Ark  
GR8 Solutions  
Guild Insurance  
MDA  
Medfin  
Mediprotect  
NEHTA  
Powerbuy  
Pulse+IT

## Sponsors

Smart Supplies  
Symantec  
Ultrafeedback  
ZEDMED

## Partners

Australian Dental Association  
Allied Health Professionals Association  
Australia Medical Association  
Australian Practice Nurses Association  
Royal College of General Practitioners  
University of New England Partnerships

# 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. Now 84, Desmond is currently a member of the Victorian state committee.

## Barbara Madew

One of AAPM’s founding members, Barbara remained a member until she retired in 1993. She was national president 1987-89, and a major contributor to the Association’s first memorandum and articles and regulations. Barbara died in 1996.

## 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.





Australian Association of Practice Managers Ltd  
excellence in healthcare management

