

Annual Report 2020



Australian Association of
Practice Management

Annual Report

for the Year Ended 30 June 2020

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About AAPM

The Australian Association of Practice Management Ltd (AAPM), founded in 1979 is the nation's leading membership organisation representing Practice Managers and the profession of Practice Management in all fields of healthcare.

AAPM is an independent, not-for-profit, national association which provides an array of benefits for members including advocacy, education, resources, networking, assistance and advice.

The association is actively sought after to provide information and expertise, drawn from its membership, including the provision of advice and assistance to a variety of government and industry organisations.

AAPM has a professional career development program in place. Practice Managers can achieve credentialing as a Certified Practice Manager, which recognises their management qualifications and experience, and can ultimately become a Fellow of the Association following suitable further experience in the industry.

OUR VISION

Practice Management is universally recognised and valued at the centre of effective healthcare systems and sustainable businesses for optimal patient outcomes.

OUR MISSION

Our mission is to lead, promote and support excellence in healthcare practice management.

OUR FIVE PILLARS

- **Advocacy**
- **Membership**
- **Education**
- **Networking**
- **Operations**

AAPM Key Strategies

Key Strategies 2019 - 2021

The Board of the AAPM, on behalf of its members, provides a rigorous governance framework for the Association that includes an annual review of the strategic direction of our organisation.

This strategic review provides a roadmap for the national executive in developing and implementing approved business and operational plans.

The strategic planning process is conducted annually and includes the Board, State Committee Presidents and senior National Office staff in reviewing and developing strategic direction and intent for the three year period.

- Strengthen our position as the pre-eminent professional body for healthcare practice management
- Clarify and communicate with our membership AAPM's position and role as a membership body
- Build brand awareness
- Expand and grow best practice education

- Expand and grow our membership
- Redefine and grow our value proposition to satisfy both current and future members
- Further develop a career pathway
- Engage effectively outside our current membership to broaden and diversify our member base
- Establish and support relevant special interest groups within our broader membership

- Strengthen our advocacy profile and voice
- Resource AAPM appropriately in policy and advocacy
- Strengthen and expand relevant policy and advocacy partnerships
- Establish a knowledge hub

National President's Report

Over the last three years I have had the privilege of holding the position of National President.

During this time, as an Association, we have been able to build on the foundations laid by my predecessors and continue to consolidate the profession of Practice Management within the Primary Care Sector.

ADVOCACY

Advocacy at all levels of Government, collegiality and partnership with other Peak Bodies have become key functions for the Association.

This year the Ministerial Appointment to the Primary Health Care Reform Advisory group has and will continue past the original 12 month period into the new year meaning that Practice Managers are at the table contributing to the formulation of a system of Primary Care Reform that will be delivered over the next 10 years in Australia. This reform has as its focus access to care, workforce and sustainability of the Primary Care Sector.

This past week, 20 or so Practice Managers from across Australia have met with the Primary Care Division, Department of Health, to consult on the challenges that face us as Managers of Health Practices' that have as our core business the delivery of Primary Health Care Services – we as Practice Managers lead our teams to achieve awesome things and deliver optimum health outcomes for the Australian population. This is being duly acknowledged.

We have been part of the Primary Care Implementation Group led by Professor Michael Kidd in direct response to the impact of Covid, often meeting weekly at the height of the Pandemic. This facilitated a two way flow of information meaning that we had access to information for our members in a credible and timely way but also that we were able to feed back the many challenges that faced us daily as the goals posts shifted often on a daily basis.

AAPM continues to hold a position on the Stakeholders Consultative Group with Department of Human Services, acknowledging that Practice Managers and AAPM are critical stakeholders whose contribution is valued.

We continue to work closely with the Australian Digital Health Agency contributing significantly to the integration of best digital practice into our practices – this year has seen a focus on our Specialist Practices.

MEMBERSHIP

Our membership growth has been pleasing this year, highlighted by the launch of our online community forum. This forum enables the connection of members across the whole of Australia and all disciplines. It is wonderful to see the depth of communication and sharing of information and lessons learned. Already there has emerged special interest groups with the forum and we look forward to this continuing to evolve.

Our members have benefited from the delivery of timely and accurate information flow in the ever-changing year that we have had and I would like to thank the National Office staff for working long hours to ensure this occurred.

Of particular benefit to many were the resources of the AAPM HR Service, whether by individual contact or attendance at a webinar we were able to access up to date and accurate information regarding the complex HR issues we faced as the year unfolded.

I welcome all new members to the AAPM community and encourage that you avail yourself of all that is on offer.

Congratulations to our 7 CPM credentialed members in 2020 and also to the 5 AAPM members who achieved fellowship this year.

EDUCATION

By necessity, the planned program for the year had to be adjusted, but we have still delivered.

I would like to congratulate and thank the National Office team, primarily Miranda and our education consultant Fiona Kolokas on the success of the online offerings of the Practice Manager Workshop and especially the Practice Manager Education Day which was well attended and a great success.

Not only was the planned webinar program delivered as published, we were able to develop and deliver a parallel program that addressed the challenges of managing our practices during a pandemic which was extremely well attended and received.

We look forward where possible to returning to face to face events importantly the conference planned for Adelaide in October 2021.

NETWORKING

As Practice Managers this is something we do so very well and despite the need to go digital it has continued as a valued component of being an AAPM member I thank our State Presidents for their initiative in holding whole of state networking sessions that have ensured we stay connected despite isolation, lock downs and border closures.

OPERATIONS

I would like to acknowledge the work of our CEO Nicholas Voudouris who has guided the National Office team through these difficult times especially given they are all located in Melbourne and therefore faced significant local challenges.

Together, as a team, they have been agile and flexible, working endless hours to ensure we received the information and education we so desperately needed positioning AAPM to be the timely source of truth in the myriad of confusing emails and information that bombarded our inboxes.

I would like to thank my fellow Directors who have supported and guided the Association through this year of change and challenge, in particular Fiona Wong who has just completed 9 consecutive years as WA appointed Director with a great deal of commitment and integrity holding various executive roles over that time.

Fiona we thank you for your diligence and commitment.

Most importantly, I want to acknowledge and thank you – our members Practice Managers have risen to the challenges they have faced on so many levels and have emerged as recognised risk management and change management leaders crucial to the delivery of optimum health outcomes for the communities in which you work and serve.

We have led our teams, day in and day out, without the luxury of working from home but turning up to our practices ensuring that our staff and clinicians were safe to do their jobs – adopting overnight a new way to deliver care via telehealth. Our Allied Health, Specialist and Dental practice members had a different set of challenges that threatened their very existence with theatre lists and non essential services cancelled. This past year has been like no other for our population and for our profession.

I am so in awe of how each of you have risen to the individual challenges you faced.

My wish for you all is that this years end will bring some well earned rest and a safe and happy Christmas season for you and your loved ones and that 2021 will be very different to 2020.

**Cathy Baynie RN CPM FAAPM
National President**

Chief Executive Officer's Report

This year truly was a rollercoaster. One of the highlights of the year was AAPM's 40th Anniversary conference, held in October in Brisbane, the city where AAPM was born. The conference was a tremendous success, with the highest number of delegates ever at an AAPM conference, and excellent attendance across the many concurrent and plenary sessions. Feedback on the educational value delivered by the conference has been very positive, in particular from early career members. The conference also provided an opportunity to look back across 40 years of service to the healthcare community, and to celebrate AAPM's successes.

AAPM ramped up its advocacy and representation efforts this year, with a deliberate strategy to broaden our sphere of engagement and influence. Engagement included participation in the Primary Health Reform Consultation Group, ADHA National Digital Health Workforce & Education Summit, the Primary Care Data Quality Foundations project, the PHNs National Forum, the Health Care Homes Forum, CHF Members' Policy Forum and the DHHS Consultation on Expansion of Information Sharing and MARAM Reforms, among others, as well as increased engagement with a range of policy makers.

In January the AAPM National Office launched its Bushfire Help Line, which reached out to help Practice Managers affected by the unprecedented fires that raised large swathes of Australia. However, the challenges were not over. By mid-March the COVID-19 pandemic was well established and had caused Australia to close its international borders. The pandemic has

challenged us profoundly, not just in a professional sense but also personally, resulting in remarkable changes to the way we live. In the face of these challenges, Practice Managers (and workers across the health sector generally) are to be applauded for the way they have dealt with COVID-19 and its many impacts. I know that many practice managers are working under very difficult conditions and are finding this a stressful, tough year.

AAPM's education program re-focused in March, switching to an all-electronic format and putting all of our energy into providing COVID-19-related information that can help support practice managers and their practices through this pandemic. Our webinars and support resources have so far concentrated on topics such as PPE and infection control, COVID-19 testing, the emergence of telehealth, patient flow and other matters related to helping practices survive in these difficult times. Our HR advisory service ran hot with high call volumes across the whole year.

One of our goals has been to bring clear, essential information in an easy-to-understand format to Practice Managers on key topics amid the deluge of information flooding the media and other communication channels. Members will have noticed an increased volume of messages from AAPM, particularly through our social media channels. Keeping useful information flowing has necessitated regular contact with Health Department officials, and AAPM has been communicating regularly with the Commonwealth's Principal Medical Advisor & Deputy Chief Medical Officer, as well as his State and Territory counterparts, to bring our

members timely, accurate information and advice.

Against this frenetic background, the Board has continued to move forward with a consultation process regarding updates and changes to AAPM's constitution. The Board is consulting with members regarding the proposed changes, designed to strengthen our association's governance into the future.

We will continue to support Practice Managers through these highly uncertain times, and are accelerating our plans to launch an online practice community in 2020 that will better equip members to support each other.

AAPM is just a phone call away.

**Nicholas J Voudouris PhD CPsychol
MAICD MAPS FCCLP
Chief Executive Officer**

AAPM voice in the healthcare sector

AAPM has representatives on and engages with, a range of external Committees and Advisory Groups including:

- ACRRM Telehealth Advisory Committee
- AIHW Primary Care Advisory Committee
- Australian Commission on Safety & Quality in Health Care General Practice Accreditation Coordinating Committee
- Australian Digital Health Agency: My Health Record Expansion Programme Steering Committee
- BSPHN Digital Health Reference Group
- Capital Health Network Pharmacist in General Practice Pilot Reference Committee
- CINSW Primary Care Strategy Advisory Group
- DOHA - PIP Advisory Committee (PIPAG)
- Dept of Veteran Affairs (DVA): DVA Allied Health Treatment Cycle Clinical Expert Workshop, DVA CVC
- Working Group, DVA Health Providers Partnership Forum
- Eclipse Working Group
- Gastroenterology Society of Australia (GESA)
- Health Care Homes (HCH) Advisory Groups: HCH Development of Educational Resources, HCH Data and Evaluation WG, HCH Implementation Advisory Group, HCH Payments Mechanisms/Patient ID WG
- Medicare Stakeholders Consultative Group
- Mental Health Nurse Workforce Project Expert Reference Group
- NACCHO/RACGP Aboriginal & Torres Straight Islander National Guide Awareness Project Reference Group
- NPS Medicinewise
- NSW Natural Disaster and Emergency Response Stakeholder Group
- OPTIMISE National Project Advisory Group
- Pharmacy Society of Australia
- PIPQI Data Governance Sub-Committee
- Primary Health Care Advisory Committee (Commonwealth)
- RACGP: Shaping a Healthy Australia, RACGP Standards Committee
- SA Health - Disease Prevention, Health Promotion and Population Health Committee
- Standards Development Committee - Healthcare Facilities - Security

Awards and Scholarships

Aboriginal Health Service Scholarship

presented by Clinic to Cloud

Winner

Meghna Shetty



(L:R) Rafic Habib, CEO, Clinic to Cloud, Meghna Shetty

Avant / AAPM Scholarships

Madeleine Shaw

QLD



(L:R) Mariana Kelly, Avant Mutual, Madeleine Shaw

Rebecca McNaught

ACT/NSW



(L:R) Mariana Kelly, Avant Mutual, Rebecca McNaught

Justine Coupland

QLD



(L:R) Mariana Kelly, Avant Mutual, Justine Coupland

Chloe Sellwood

QLD

No image available

Zoe Edema

VIC



(L:R) Mariana Kelly, Avant Mutual, Zoe Edema

AAPM Colleen Sullivan Scholarship

Matthew Westerside

WA

No image available

Life Members

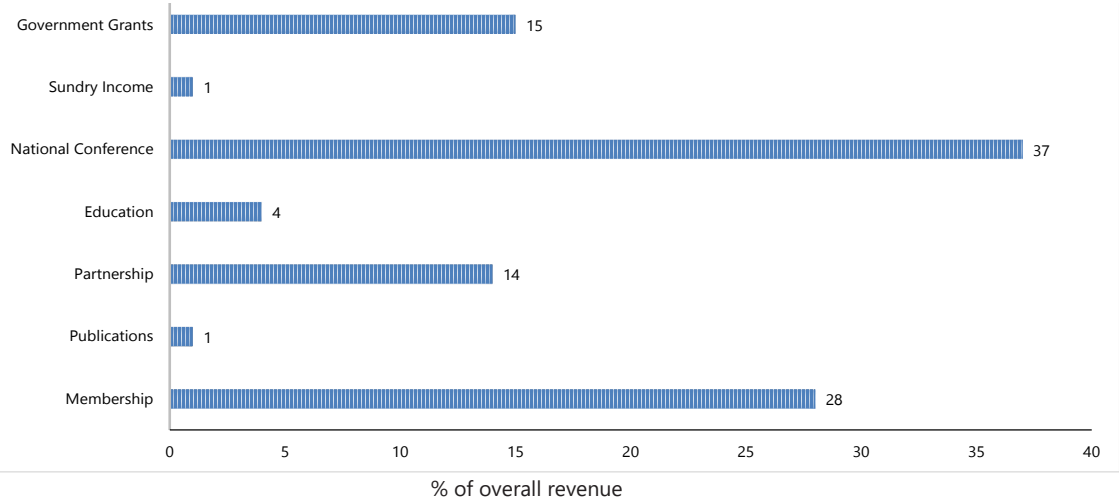
- **Desmond Higgs**
- **Colleen Sullivan**
- **Gary Smith**
- **Jan Chaffey**
- **Louise Tindal**
- **Anthony Walch**
- **Brett McPherson**
- **Angela Mason-Lynch**
- **Marina Fulcher**
- **Linda Osman**

Financial overview

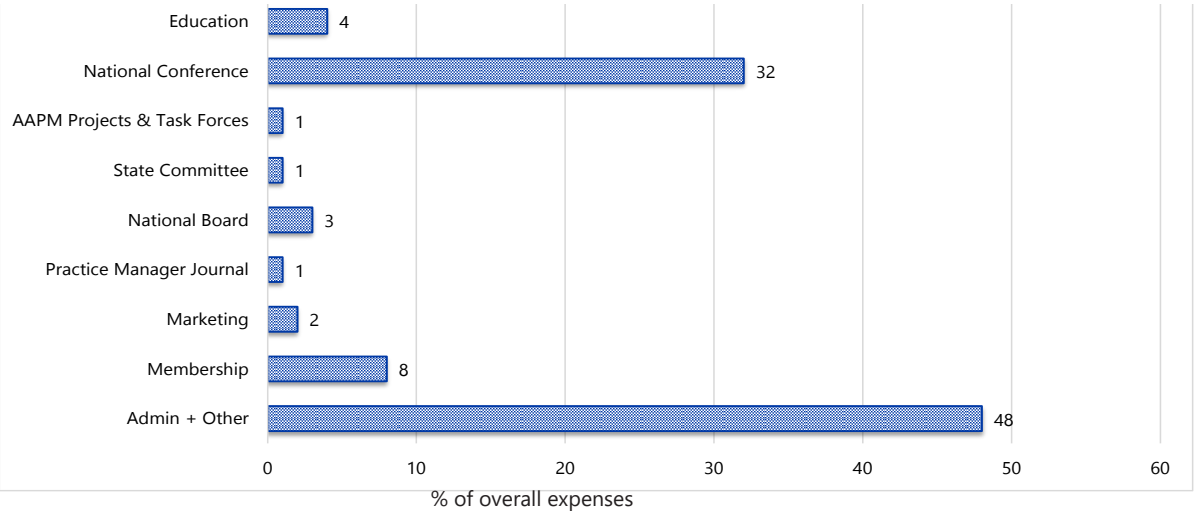
Equity



Revenue



Expenses



2019 National Conference

The 2019 AAPM National Conference was held from Tuesday 01 October to Friday 04 October 2019 at the Brisbane Exhibition and Convention Centre in Queensland.

The overarching theme of the conference was "Waves of Change". Practice management is an ever changing environment and Practice Managers ride the waves of change as part of their everyday work.

With Dr Norman Swan as our Master of Ceremonies, the four day conference was filled with a variety of education sessions, including presentations from international and local speakers, an array of social activities and a unique exhibition display. The 2019 conference was also a celebration of AAPM's 40th anniversary.

The education sessions included keynote presentations from Mike Farrar, who offered an international perspective on providing sustainable health and care services in the face of rising demands and costs, and we closed the conference with the incomparable Ms Ita Buttrose who delivered a presentation of "a passionate life", concluding in a standing ovation from the audience.

There were 7 plenary sessions and 24 concurrent sessions held throughout the week. Topics included: finance, human relations, risk management, marketing and patient engagement.

The social program is a key element of the AAPM conference and provides an opportunity for all delegates to view the exhibition display and to network and connect.

Each afternoon from 5:00pm, AAPM hosts conference happy hour with our exhibitors. During this dedicated time, delegates and exhibitors were able to chat and connect in an informal environment.

Another important element of the conference is the AAPM First Timers Dinner. The dinner, which is specifically for those first time conference attendees, is always well attended and this year was no exception with 76 delegates attending.

The Special Interest Group breakfast doubled in its areas of interests, and the State Breakfast was once again well represented.

The social program concluded with our biggest Gala Dinner hosted to date. We celebrated the AAPM's 40th year with a retrospective presented by Life Member Gary Smith.



1242

Delegates in total

14

Special Interest
Groups at the
Breakfast

108

State Breakfast
attendees

85

Exhibitors

76

Attendees at the
First Timer's Dinner



456

Gala Dinner
attendees

2019 National Conference





2019 National Conference





2019 AAPM National Practice Manager of the Year Awards

NATIONAL WINNER and QLD State Winner Anne Chater



Dr Stephen Clark, AGPAL & QIP presents Anne Chater with the National Winner trophy and certificate

Anne has been the Practice Manager and Operations Manager of Theodore Medical for thirty eight years.

She has a Bachelor of Educational Studies, a Diploma of Practice Management (UNE) and is a Fellow of AAPM.

Anne's focus has been providing access to quality health care and eliminating disparities in rural health care whilst supporting rural medical families. Anne has been acknowledged with the AMAQ Award of Distinction, the QRMFN Backbone of the Bush award and the RDAQ David Horn Memorial Medical for services to the bush.

NSW/ACT State Winner and National Finalist Eva Castaldi



Cathy Baynie, AAPM National President presents Eva Castaldi with her National Finalist certificate

Eva Castaldi has worked for 19 years in Practice Management and is proficient in: small business and community health management; financial management; patient liaison; medical record management; administration; human resources; medico-legal compliance; accreditation; policy and procedures; and work, health and safety.

Eva has supervised 4 successful cycles of AGPAL accreditation and at headspace Camperdown Eva manages the day-to-day operations and provides management and support to clinical and non-clinical staff and completed the headspace National accreditation in 2018.

Eva is passionate about facilitating connections and integration between health professionals and administrators and identifying opportunities in order to progress and improve practice management. Eva's mission is to create best practice standards in a healthcare environment and the highest quality of patient care.

SA/NT State Winner and National Finalist Sophie Piron



Cathy Baynie, AAPM National President presents Sophie Piron with her National Finalist certificate

Sophie Piron has been working as Practice Manager at Adelaide City General Practice since 2010.

Prior to this Sophie owned her own business in country South Australia providing social planning and community development consultancy services.

She was instrumental in the establishment of a Natural Resource Centre which she then went on to manage for 13 years.

Sophie has a degree in Speech Pathology and holds a Master of Business Administration which has provided her with a broad range of skills which she draws upon daily for the efficient management of all matters relevant to the business operations of the practice.

VIC State Winner and National Finalist

Jen Flakemore



Cathy Baynie, AAPM National President presents Jen Flakemore with her National Finalist certificate

Jen has more than 20 years experience in practice management working in general practice, specialist practice and allied health.

She joined Newtown Medical Centre as a business manager in 2018 after 15 years as practice manager with her previous much loved practice.

Jen has a practice management consultancy and runs workshops for practice managers and staff. She also works as a Practice Management Liaison Officer for a registrar training organisation.

Jen has lectured in Professional Practice and taught the Diploma of Leadership and Management. Qualifications: B.A. (Psychology), Diploma of Business Management, Diploma of Human Resources, Cert IV TAE, AAPM Certified Practice Manager currently applying for Fellowship.

WA State Winner and National Finalist

Raelene Tully



Cathy Baynie, AAPM National President presents Raelene Tully with her National Finalist certificate

Raelene is currently the Practice/ Business Manager for a large GP Practice located in Mandurah, Western Australia.

She is on the WA AAPM State Committee as Vice President; an AAPM Digital Health Champion and WAGPET Peel Practice Manager Liaison Officer.

Raelene has been working in the medical industry for over 20 years where she commenced her career as a receptionist in Orthodontics and worked her way up the ranks to Practice Management.

Prior to commencing her career she completed a Certificate in Office and Secretarial Studies and an Associate Diploma of Business.

TAS State Winner and National Finalist

Cecily Igglesden



Cathy Baynie, AAPM National President presents Cecily Igglesden with her National Finalist certificate

Cecily has lived in Tasmania her whole life and started her career in disability services after studying a diploma of Social Welfare.

She managed services for adults with a disability for a number of years before a career change to manage an after school care centre and then a complete change working in corporate travel with Ansett airlines until its demise.

Cecily has been at Prospect Medical Centre for 18 years and have been the Practice Manager for the last eleven. During this time education and networking has been hugely important in providing her with the knowledge and skills to undertake her role and she is passionate about taking opportunities to educate herself and her team.

In 2012 the Practice was named the Tasmanian and Australian General practice of the year, the Launceston Chamber of Commerce Exceptional Work place award in 2013 and was awarded as an Employer of Choice in 2017.

Education and Networking

Education and professional development for Practice Managers is a key element of AAPM's mission. Education is delivered via face to face seminars and workshops and online through the webinar series. In this financial year, AAPM commenced delivering face to face education events in the early part of the year, switching to virtual online delivery at the commencement of COVID-19 pandemic and for the remainder of the year.

The webinar series covered a wide variety of topics relevant to practice management, with the material ranging from learning designed for those in the early stages of their career, through to intermediate and advanced sessions. The hot topics prior to COVID-19 included human resource management, finance, business

and marketing. Presented by industry experts, the webinar series was well received.

Starting in March, AAPM introduced a dedicated COVID-19 Webinar Series that ran parallel to the main webinar series. This was free for members and ensured AAPM members were kept up to date with the very latest information regarding the pandemic and the community's response to it. Webinars were delivered by key industry experts, including the Commonwealth Department of Health's Deputy Chief Medical Officer, Prof Michael Kidd, and psychologist Dr Simon Kinsella.

Face to face education activities included the Practice Management Education Days, a series of Reception/ Admin Workshops and Practice Manager Workshops,

particularly in regional locations. In March 2020 AAPM switched to delivery by virtual webinar.

Networking was also impacted as a result of the COVID-19 pandemic, however in a positive way as we saw Practice Managers come together to support each another like never before. Weekly "Peer to Peer Support Meetings" were implemented in most States, and members from metro, regional and remote locations were all able to connect, share and support one another through the unprecedented challenges of the pandemic.

The 2020/21 education and networking program will continue to include hybrid elements in delivering education and networking opportunities for practice manager across the country.

149
networking
events
throughout
Australia



More than
6,300
registrations
at AAPM
education events

Membership

2,609 members

2,331 memberships

389
new members

AAPM members come from every state and territory in Australia, Norfolk Island and New Zealand. They are represented in all areas of health care including General Practice, Specialist, Allied Health, Dental and Veterinary practices, Community health, Aboriginal Health Services, Hospitals, Primary Health Networks and healthcare industry businesses.

402

Practice memberships

Member retention
rate

85.65%

184

Certified Practice
Managers (CPMs)

82

Fellows

We congratulated the following members on attaining Fellowship of AAPM in 2019 -2020:

Brett Miller (SA), Jennifer Flakemore (VIC) and Vivienne L'Or (NSW), Zoe Edema (VIC), April Thorpe (VIC), Tracey Johnson (QLD), Carol Harding (QLD), Georgina Hawker (QLD)

49

Ambassadors

Ambassadors provide expertise and representation for AAPM on a variety of industry groups and committees.

HR Advisory Service

In response to member needs, AAPM introduced an HR Advisory Service to support practice managers and owners with the most common day-to-day HR challenges faced in a modern healthcare business.

Exclusive and free to members, the AAPM HR Advisory Service provides a dedicated hotline and email address for member enquiries and advice regarding HR matters. Since its introduction in May 2019, the service has proved extremely popular and was highly valued during the pandemic.

AAPM's HR experts presented on HR topics at the Adelaide, New South Wales, Brisbane and Melbourne Symposiums, and facilitated a webinar presentation on "inducting new staff".

Top 5

Advisory Service Enquiries

- 1 Employment Contracts
- 2 Award Compliance
- 3 Wages
- 4 Disciplinary/Conduct
- 5 JobKeeper Allowance

The service includes a comprehensive and growing suite of HR resources and templates that are available to members via our website, including:

- Employment documentation
- Job Descriptions
- Health Professionals and Nurses Contracts
- Support Services Staff Contracts
- Independent Contractor Agreements
- Award Guides
- Wage Rates
- Policies
- Fact sheets

Digital Engagement

Over the July 2019 - June 2020 period, AAPM has continued to extend its digital presence showing significant growth in our social media channels, email communications to members and website visits.

AAPM's Facebook account continues to showcase the highest engagement with our members. Over this period, AAPM has shown large improvement particularly on Instagram, doubling account followers in 12 months.

Reaching an additional 11,000 users compared to the same period last year; a total of 44,876 users accessed the AAPM website to view events, COVID-19 resources, membership information, HR Advisory Service and current vacancies.

Over the next financial period, AAPM intends to continue to improve our online presence through keeping members up to date on the latest information, education and networking activities, industry and partner news, AAPM awards and scholarships.

SOCIAL MEDIA STATS

July 2019- June 2020

Channel	Followers	Growth
Facebook	2015	+341
Instagram	370	+196
LinkedIn	2380	+441
Twitter	673	+51

GOOGLE ANALYTICS

aapm.org.au

July 2019- June 2020

Webpages	Visits	% increase
Homepage	46,148	+13.06

Overall
45k users
88K sessions
43,000 new
11,000 returning

Member Benefits

AAPM Professional Development Program supports and promotes the personal and professional growth of Practice Managers through a system of:

- Core Principles
- Qualifications
- Certification
- Continuing Professional Development

Advocacy

Your voice in the healthcare sector

Ambassadorship

AAPM representation on Government and industry stakeholder advisory groups

Fellowship

Recognition of the gold standard of membership

Certified Practice Manager (CPM)

Members highlight and value their years of experience and the development of their skill base in practice management

HR Advisory Service

Comprehensive HR support and advice through telephone, email and website resources and templates

Website access

Latest news, useful links, knowledge hub, community and Member only resources

Industry Partnerships

Exclusive access to resources, discounts and benefits from industry partners

Education, Events and Webinars

Access to AAPMs education program at member rates

Online learning Modules

Self guided learning through practice management topics

Practice Manager Journal

Quarterly publication

The Practice Space eNewsletter

Keep current and updated, useful tips

Networking

Share knowledge, information and connect with your peers

National Conference

Premier annual conference for practice management at member rate

Mentoring

Support and development with the guidance of an experience Mentor

Practice Manager of the Year Awards

Prestigious state and national awards recognise and reward a Practice Manager for their contributions to the profession of

Practice Management.

Scholarships

Diploma of Professional Practice Leadership and Cert IV in Leadership and Management

Pulse IT subscription

Asia Pacific's first and only eHealth and Health IT magazine

Membership card and badge

Recognition of Association membership

National Board



Cathy Baynie
National President

RN Dip Pract Mgt CPM FAAPM

Cathy has career long experience in the Health Industry, in the Public, Private and Aged Care sectors. This includes working in Primary Health Care and General Practice for the last 16 years.

Cathy is a Registered Nurse and Certified Practice Manager, having managed both semi-rural and urban practices. Whilst continuing to manage a Multi-Disciplinary Practice and a Specialist Practice in Sydney's north, Cathy is the Practice Management Advisor to the NSW Australian Medical Association, an Accreditation Surveyor, a Trainer and Assessor with the University of New England Partnerships and consultants with Practices nationally on Governance and Practice Management issues.

Cathy is the immediate past NSW/ACT State President of the Australian Association of Practice Management and a Fellow of the Association. Cathy is a firm believer that Practice Managers are key in the development and delivery of strong systems of leadership, management and quality care in Australian Primary Health Care.



Jon Erwin
National Vice President

B.Bus, MBA

Jon Erwin is currently the Business Manager at Prospect Medical Centre in Launceston, Tasmania having joined the practice in early 2014.

Jon holds a Masters of Business and Bachelor of Business from Charles Sturt University and has worked in a range of private and public sector organisations.

Originally from Sydney, Jon moved to Tasmania in 1995. He has experience in a diverse range of industries which include service, entertainment, construction and agricultural before joining the health industry in his current role.

Through his tertiary studies and industry experience, Jon has been successful in bringing an approach of systems management and innovation to organisations he has worked with. He has also undertaken on small business advisory roles to assist businesses in regional Tasmania under the auspices of the Federal Government's Small Business Answers program. This has also provided a good insight into a range of challenges that impact businesses and the diverse solutions owners employ to meet these challenges.

Jon has a strong community involvement through his association with the Launceston PCYC (Police & Community Youth Club) where he is President.



Fiona Wong
National Secretary

Dip Pract Mgt, MAAPM

Fiona Wong has been on the WA Branch Committee since 2008 and completed her Diploma of Practice Management in 2011.

Originally from Tasmania, Fiona started out in the Credit Union industry before moving to Perth where she commenced her health industry career. In 1996 she worked in a multidisciplinary Allied Health clinic looking after high profile WA sporting teams; namely the Perth Wildcats NBL basketball and the Australian Hockey teams, along with amateur football.

Following this she worked for varied specialist practices before settling in her current role as Practice Manager of a busy multi location, multi doctor Ophthalmology and Neurology practice. Fiona joined the AAPM WA Branch Committee to be able to contribute professionally to the association.

Fiona keeps active; she is also a founding member of a local fundraising group known as Purple Hearts. Fiona and her colleagues take part in an annual walking event and in the five years since their inception, have raised over \$180,000 for cancer research for the Harry Perkins Institute.

Fiona is Western Australia's State nominated Director on the Board and is currently serving her third and final term.

National Board



Jackie Beer
National Treasurer

Jackie Beer was a career banker for twenty years involved in Regional Manager, Senior Business Banking and Credit Manager Roles and served on National Taskforces.

Since starting her career in Practice Management Jackie has been instrumental in the establishment of two rural General Practices, which have had a significant focus on indigenous health while engaging a full range of General Practice services to the local community.

Jackie is currently a Practice Manager on the outskirts of Bundaberg at an accredited General Practice and Aboriginal Health Service.

Jackie has completed a Bachelor of Commerce (Accounting), Master of Management and the Leadership Journey Program through the Australian Graduate School of Management. She then completed a Diploma of Practice Management.

Jackie was the recipient of the Qld AAPM Practice Manager of the Year 2014 and following this joined the AAPM Qld Branch Committee including serving as the 2015 / 2016 Qld Branch President.

Jackie holds professional memberships being a Fellow of the Institute of Public Accountants, Fellow of the Institute of Financial Accountants, Fellow of the Financial Services Institute of Australia and a Fellow of the AAPM.



Danny Haydon
Ba App SC (OT), MHLthServMgt

Danny served as the National President of the Australian Association of Practice Management (AAPM) for three years, having been elected to this position in October 2014. Prior to this appointment Danny 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.

Danny works for Brentnalls SA, a highly respected accounting and business advisory firm based in South Australia. In his position as Manager, Practice Management Services, Danny primarily works with the Medical and Allied Health section of Brentnalls SA. He provides a range of practice management consulting services including practice assessments and business planning. Assisting practices to plan for the future and implement strategies for improved financial performance, new models of service delivery, effective management of human resources and expanded infrastructure.

Danny is also a Director of the Northern Health Network in Adelaide.



David Osman
AdDipMgt CPM MAAPM MAICD

David is a practice manager, healthcare trainer and has been working actively in General Practice, community health, specialist practice in both small and large organisations.

David is a certified practice manager, accreditation surveyor and experience facilitator in the development of leadership and teams.

Working to support a number of practices around Melbourne, David enjoys spending time hands on in his practice whilst also being a strategic leader that works to ensure a balanced high quality business management and service delivery.

Having served on the AAPM Victorian Committee for the past 8 years including previously as State President and Secretary, David enjoys contributing to continuing to develop education and networking opportunities for fellow practice managers.

Being director of his own business since 2013, he is also member of the Australian Institute of Company Directors.

David believes in practice managers being the key to driving and supporting future directions of healthcare, through being the drivers of change.



James Downing

GAICD, FCPA, M.Bus (ACRM), B.Bus

James is an experienced chair and board director in not-for-profit organisations and has strong strategic planning and corporate governance understanding.

He has had an extensive career in the financial services sector which includes senior leadership roles in risk, operations, business development and general management. He also has a proven track record in the successful development and implementation of digital innovation and marketing strategies in member organisations, focussed on enhanced member experience and membership growth.

James is Chair of QTAC (Queensland Tertiary Admissions Center), a non-executive director of Maldon Hospital (where he is also Treasurer and a member of the Audit and Risk Committee), a member of the 'Uniting' Finance & Property Committee, and a member of AAPM's Finance, Audit and Risk Committee. His previous board experience includes being Chair of UnitingCare Knox and Chair of the CPA Corporate Committee.



Richard Evans

Dip.Bus, BA (IR), MWTng, FAICD, FAIM

Richard has over 30 years experience in business leadership, industry advocacy, policy advocacy and government relations, achieving strategic outcomes and revenue growth results. He is the former Executive Director of significant national industry associations. He has also served as Executive Director of six member associations.

Richard consults to Boards, senior executives, business owners and member-based associations on building their reputation, relevance and revenues. His specialities are leadership, strategy, communications, advocacy, policy, and revenue.

Richard served as federal politician in the Australian Parliament including chairing and providing evidence to Parliamentary Inquiries and influencing policy and legislative changes. Richard has also established recognised training organisations and acted as a mediator and industry complaints officer. He has served on various industry business policy groups, government think tanks and forums, regulatory code boards and has led business trade delegations.

Richard is a published author and has written articles, columns and blogs on industry policy and has edited industry magazines.



Bruce McDonald

GAICD, B.Econ (ANU), FAMI and Certified Practising Marketer

Bruce has achieved an extensive career in Australia and overseas, primarily the United States. He gained the majority of his career experience with Ford Motor Company, specialising in marketing, sales and customer service roles.

His previous Board experience has been in the health, tertiary education and automotive sectors. He is a Graduate of the AICD Company Directors Course and holds a Bachelor of Economics from The Australian National University.

Bruce founded his own consultancy in 2011, specialising in strategy, leadership, employee engagement and customer loyalty. His clients cover a diverse cross-section of Australian business.

He was also CEO of a Victorian Government RTO and a national member based organisation, respectively.

He is currently a Senior Consultant with Directioneering, a leading Australian career strategy firm. He provides mentor support to RMIT Executive MBA students. Bruce is also Chair, The Future Circle and The EA Circle.

In recognition of his extensive marketing career, Bruce is a Fellow of the Australian Marketing Institute and a Certified Practising Marketer.

National Board



David Oberklaid

MBBS, Grad Dip Health Ed.

David has worked for over 35 years in general practice. He has been involved in a broad range of clinical, administrative and educational roles.

David is currently working as a Medical Adviser to Link Community Health General Practice. He teaches general practice to 4th year medical students and is an AGPAL surveyor. As an AGPAL surveyor, David has conducted over 750 survey visits throughout Australia.

David is worked in a variety of general practice settings. He first set up his own practice in 1979 and subsequently worked as Head of Staff Health Service at Royal Melbourne Hospital. He worked as a GP and was part owner of a large multi-disciplinary practice in inner Melbourne from 2000 until 2017.

David was a past Chair of the Preventive and Community Medicine Committee, RACGP (Victoria Faculty) and recently became a Life Member of RACGP.

David was a Member of the Board of the Melbourne Division of General Practice from 1993 to 2004 and was Deputy Chair of the Division from 2000-2004. He has previously been on the Medical Advisory Committee and the Board of Foundation 49 (a not-for-profit Men's Health Promotion Initiative).

David's interests include quality issues in general practice and how the organisation of health care impacts on the delivery of health services, and he understands the critical role practice managers play in general practice.

State Committees

NSW/ACT

Anne Parrott - State President
Cathy Baynie - National President & Board Director
Fiona Kolokas
Angela Mason-Lynch
Elizabeth Jones
Gail Lloyd
Heather Farlow
Catherine Ryan

QLD

Craig Simpson - State President
Jacqueline Beer - Board Director
June Hannan
Shabnam Ali
Jan Chaffey
Patrice Cafferky
Kerry Emery
Katrina Pyle
Dene Creegan

SA/NT

Brett Miller - State President
Danny Haydon - Board Director
Prashiba Thavarajadeva
Jill Coombe
Helen Schollenberger (nee Nagel)
Denise Fabbro
Rebecca Hunt
Carolyn Sickerdick
Jacqueline Brandner

VIC

Margaret McPherson - State President
David Osman - Board Director
Linda Osman
Cheryl Wood
Kylie Payne
Melinda Burgess
Clarrissa Carson
Tracey Clarke
Nikki Jupp

TAS

Leanne Cullen - State President
Jon Erwin - Board Director
Tanya Barrett
Lynne Green
Elizabeth Stanick
Cecily Igglesden

WA

Claire Stocks - State President
Fiona Wong - Board Director
Raelene Tully
Dani Lindau
Karin Tatnell
Narelle Supanz
Simone Dorevitch
Denika Quigley
Matthew Westerside

Partnerships

In 2019/2020 the AAPM partnership portfolio continued to grow both with local event partners as well as national partners.

AAPM retained its national partners and saw a more creative approach in leveraging and activating each partnership.

Clinic to Cloud continue to be the Principal Partner of AAPM for a second year term and hosted the "Cloud Bar" at the national conference. Along with long term national partner Avant Mutual, these partners are prominent in their position and offer a variety of member benefits, including the Avant Medico-Legal service.

Avant continues to provide a variety of expert presenters that have delivered key industry topics throughout the AAPM education program at metro and regional locations.

New additions to the partnership portfolio in 2019/2020 included, Digital Medical Systems, Cubiko, St Johns Ambulance and One Passport.

Digital Medical Systems have supported AAPM for many years without a formal partnership recognition. We are delighted to welcome Miroslav Doncevic and the DMS team to the AAPM national partnership family.

In addition, we welcomed new software service providers in that of Cubiko and One Passport.

AAPM remains a close alliance with industry partners Australian Digital Health Agency and the Australian Primary Health Care Nurses Association (APNA).

The 2019/2020 event partner portfolio included over 90 businesses who supported various regional, metro and national events.

The 2019 national conference hosted 85 event exhibition partners from a wide range of industry sectors.

AAPM is most grateful for the ongoing and continued support from its partnership family particularly from March 2020 when the COVID-19 pandemic hit.

The agile approach from our partners allowed AAPM to showcase partner activities and deliver benefits using virtual experiences. Many partners also developed and added additional products and services to allow Practice Managers to manage effectively in an ever changing environment.

AAPM values its partners and we all look forward to being able to see them in person when face to face events recommence.



Principal Partner



National Partners



Major Partners



Affiliated Industry Partners



