



Australian Association of Practice Managers Ltd
excellence in healthcare management

Annual Report

2012 / 2013

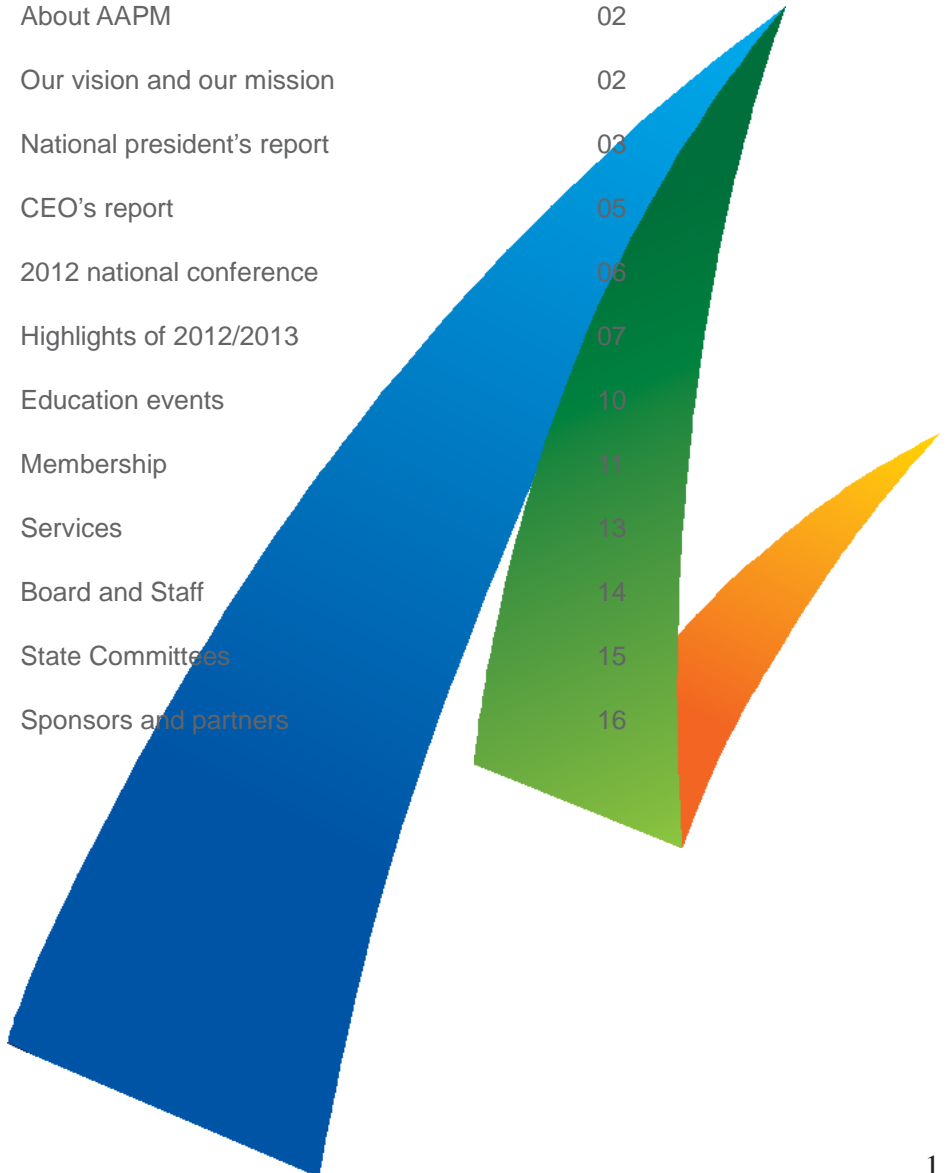


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“Joining AAPM has enabled me to have access to very valuable support and information that has really helped me in my role (as a Practice Manager)”

(AAPM Membership Survey 2012)

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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 recognised as the peak professional body dedicated to supporting effective Practice Management in the healthcare profession.

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

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, Australia.

OUR VISION

Professional Excellence in Healthcare Management

OUR MISSION

- **Represent and unite practice managers**
- **Promote professional development**
- **Raise the profile of AAPM in the health community**
- **Provide specialised services and networks**

NATIONAL PRESIDENT'S REPORT



The Australian Association of Practice Managers (AAPM) has grown and developed exponentially over these past twelve months. With membership now approaching 1800, the resources, education and support we provide our members are now more prevalent than ever. Our CEO, Gillian Leach, with us for just over twelve months, has initiated and brought to fruition many benefits in moving the association forward, particularly in bringing together businesses and corporate recognition and sponsorship to the association. Gillian, along with our fantastic team in head office, Danielle, Helen, Lilly and Amal, have worked tirelessly mostly behind the scenes assisting members.

This year we hosted a very successful national conference in Brisbane, where many initiatives were launched.

Firstly, the AAPM professional pathway recognises the tremendous contributions Practice Managers, sometimes known as General Managers, Business Managers or Executive Officers, provide to healthcare practices. For those wishing to pursue a career in the healthcare management sector and for all practice management professionals already in the sector, there now exists a process of formal national recognition with your association, the Certified Practice Manager, leading to the gold standard of Fellowship status with AAPM. More work is required by AAPM in promoting this professional pathway to members and non-members alike. I encourage you to investigate this pathway further, either by contacting AAPM Head Office or via the AAPM website www.aapm.org.au

AAPM has continued to work with and promote the profession amongst Aboriginal and Torres Strait Islanders who work in healthcare management primarily in rural and remote communities. We are proud to have provided mentoring opportunities, educational scholarships and generated industry interest in further assisting this very enthusiastic group of professionals. I wish to thank the Indigenous taskforce for their work and guidance in this area.

We have successfully gained major national sponsorship with some of the largest key players in the healthcare sector in Australia. With these sponsorship partners AAPM plans to provide further educational modules (e-learning modules) via the website, an extended webinar series and special offers for AAPM members adding greater value to the incredible advocacy and member services already on offer.

Opportunities available to all members include having access to the Australian Health Industry Group (AHIG), whereby legal, IR and HR advice is available. I encourage all AAPM members to investigate this and all other benefits.

The newly reformed branch committees in the states of Tasmania and South Australia/Northern Territory bring AAPM uniformity across all states. I congratulate the state branch committee members on their positions and wish them well over the year to come.

AAPM has had a proactive presence across Australia through the educational and networking opportunities it has offered its members and others working in the healthcare industry. I believe this has contributed to our continual growth pattern and increasing international recognition. AAPM is entering its next phase of development.

Social Media in the form of AAPM Facebook and LinkedIn pages was successfully launched over the past twelve months with a Social Media & Networking Taskforce established to set guidelines and promote its use. This has also shown terrific growth. These provide avenues for AAPM corporate and our members to engage with one another without leaving home.

Since inaugurating an annual Practice Manager of the Year Award, AAPM is again recognising the incredible talent our members possess in the field of healthcare management. This award publicly recognises the contribution Practice Managers make in the business. Another example of the tremendous value AAPM membership offers, is the research, via the AAPM salary survey, which found AAPM members on average receive a wage or salary of over 20% higher than non-members.

AAPM is represented in a abroad cross-section of the industry on working parties and representative committees; just to mention a few - NEHTA, Medicare Locals, DoHA, RACGP and DHS. We have well established connections and have a real voice of influence in the health care sector.

Thank you for your support throughout the year and I am proud and thankful for the opportunity to represent the association as your National President. I know our best years are yet to come.



Carolyn Ingram FAAPM
National President

CEO'S REPORT



The 2012/2013 year has seen increasing recognition by government and industry, of the role of Practice Managers in running efficient, productive healthcare practices. Practice Managers have been at the forefront in implementing the Commonwealth Government's health reform program.

Whether it is implementing eHealth infrastructure and processes, facilitating telehealth consultations, improving multi-disciplinary patient care, liaising with the Medicare Local or increasing the efficiency of the practice, the Practice Manager plays a pivotal role.

Through our partnership with NEHTA, AAPM conducted seminars throughout Australia to educate over 7600 Practice Managers and clinicians about eHealth. In addition a series of "Mythbuster" Fact Sheets were issued to all members keeping them abreast of eHealth requirements.

The National AAPM Conference was held in Brisbane with over 600 delegates attending. Congratulations to members who received awards there. These included:

Jan Chaffey(Qld)	– Life Membership
Marina Fulcher(NSW)	– Meritorious Award
Narelle Supanz (WA)	– Meritorious Award
David Bailey (ACT)	– Chronic Disease Management Award.
Libby Stannick (Tas)	– National Practice Manager of the Year

AAPM also launched the Certified Practice Manager membership level which entitles members to use the CPM post-nominals in recognition of their skills, experience and qualifications in the management field. We were very pleased to award our President, Carolyn Ingram, with the highest membership level, the AAPM Fellowship status.

The National Membership Satisfaction Survey for 2012 was presented at the National Conference, revealing that overall members have a high level of satisfaction with AAPM. Members perceive the AAPM to be a professional association that supports professional excellence in healthcare practice management.

I would like to thank our key national partners who continue to work closely with us to provide education opportunities and other benefits to AAPM members.

AAPM now has strong State Branch Committees providing local representation and support in all states. My sincere thanks to the huge number of volunteers who devote many hours to the State Branch Committees and to representing AAPM on national government and industry committees.

In conclusion, I would also like to express my sincere appreciation to the Board for their commitment to AAPM and their support of the Head Office 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.

A handwritten signature in black ink that reads "Gillian V Leach". The signature is written in a cursive style.

Gillian Leach
Chief Executive Officer

National Conference 2012 - Brisbane



AAPM held a very successful National Conference, “Surfing the Waves of Change”, at the Brisbane Convention Centre. Over 600 delegates and exhibitors attended from throughout Australia and enjoyed both the learning experience and social functions. Some excellent networking opportunities included the Welcome Reception, First Time Attendees dinner, State breakfasts, Happy Hour and the Gala dinner.

‘...The yearly National Conferences are the best I’ve ever been to in my career’.

AAPM Membership Survey 2012

Delegates reported a high satisfaction with the conference speakers and took advantage of the busy 147 trade displays. Popular speakers included Bruce Sullivan (I LOVE Change!), Sue Langley (Neuroscience for the Effective Practice Manager) and Shannan Ponton (Innovative Approaches to Fitness).



Exhibitors found networking opportunities with delegates and other exhibitors was of most benefit

AAPM Conference Evaluation 2012



HIGHLIGHTS OF 2012 / 2013



Introduction of Certified Practice Manager (CPM) category

AAPM has initiated a new benchmark category of membership, the Certified Practice Manager (CPM) representing an innovation to assist our members to highlight and value both their years of experience and the development of their skill base in practice management.

An AAPM Certified Practice Manager is a member of AAPM, has least three years experience as a Practice Manager, a tertiary qualification, and a commitment to continuous professional development. A Certified Practice Manager is ideally situated to implement government initiatives in critical areas such as eHealth, integration of primary care and allied health. From February 2012, we have had over 80 members successfully apply to become CPMs.



Australian Health Industry Group (AHIG) National Seminar Series.

The AAPM/AHIG National Seminar Series had a great start in Melbourne, Sydney and Adelaide with an excellent HR Masterclass and presentation on Occupational Health and Safety for Practice Managers. Further dates are planned for 2013/14 with at least two events scheduled in each state to cover these topics plus Issue Management, Clinical Governance, Privacy, Marketing and Industrial Relations Human Resources.

David Wenban, Managing Director of Health Financial, is a popular and informative presenter who also offers AAPM members a valuable service through the AHIG industrial relations subscription.

The seminars were well attended and we have received great feedback on each session.

Networking Groups

Due to the overwhelming demand for more and more Practice Manager networks, AAPM has formed the National Practice Managers Network Taskforce (convened by Fiona Kolokas) and recently developed guidelines and a strategy to roll the model out Australia-wide. Successful networks are now operating across NSW in areas such as Sydney, Hunter region, Orange/Lithgow, Canberra, Illawarra Shoalhaven and Tweed Heads.

HIGHLIGHTS OF 2012 / 2013

“The benefits we get from the Network have been amazing, the attendees have all given me positive feedback regarding the events, speakers, topics, having something like this in the Hunter area and from socialising and networking, getting to know people we speak to regularly. It’s a win/win situation.”

Liz Jones (Hunter)

“Joining the Sydney Practice Managers Network has opened up a world of contacts and support for me as part of a group of likeminded people. The presentations are varied and tailored to requests by the members. Once I started to attend the Sydney Practice Manager Network events I met several other Managers from Specialists and all of a sudden I had a network within a network. An area network is a precious resource to be embraced.”

Judy Taylor (Sydney)



First National Practice Manager of the Year

Elizabeth Stanick from the Hobart Anaesthetic Group in Tasmania was the winner of the inaugural National Practice Manager of the Year Award. Libby was nominated by her practice principals and chosen from the winners of each state award for 2012. She received cash and prizes from our valued sponsors, AGPAL, PowerBuy and The Private Practice, a framed certificate and trophy. On receiving the award Libby commented that the AAPM family had given her tremendous support and provided her with many long term friendships over her years as a member.



Awards

Many of our members were honoured with awards celebrating their special achievements and services to AAPM:

Life Membership – Jan Chaffey joins an elite group of just six members who have achieved AAPM’s highest honour, bestowed on members who have made an extraordinary contribution to the Association.

Meritorious Awards – Marina Fulcher and Narelle Supanz received Meritorious Awards for their exceptional service to AAPM. Both have served as long term National Board and state committee members .

Barbara Meredith Memorial Awards – Showing outstanding commitment to their studies and applied learning in the UNEP practice management program, Fiona Kolokas and Michelle Adsett were joint winners for Diploma studies and Melissa Clifton for her Certificate IV.

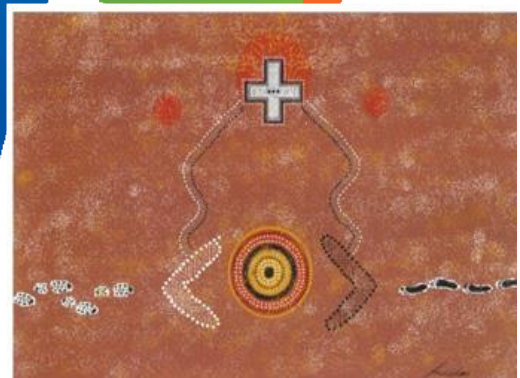
AAPM Fellowship – Carolyn Ingram achieved the gold standard of AAPM membership.

MSD Award for Excellence in Chronic Disease Management won by David Bailey (West Belconnen Health Co-operative, ACT).

State Practice Manager of the Year winners for 2012: Queensland – Tammy Rose (Medeco Medical Centre Inala); NSW – Fiona Kolokas (DMC Medical Centre); Victoria – Tracy Clarke (Westcare Medical Centre); SA/NT – Prashiba Thavarajadeva (Montague Farm Medical Centre), WA – Zoe Stevens (North Street Medical Centre); and Tasmania – Elizabeth Stanick (Hobart Anaesthetic Group).

Indigenous taskforce

During the National Conference our Indigenous taskforce mentoring program was launched by Cheri Yavu-Kama-Harathunian, director of the Indigenous Wellbeing Centre, to ensure culturally appropriate support to Aboriginal and Torres Strait Islander people. The program, named “Walking Alongside”, offers a cultural approach to empower Aboriginal and Torres Strait Islander people and help them learn about this important healthcare sector. AAPM will play an important role in providing support and culturally appropriate mentors and increasing the role of practice managers in this workforce. With thanks to working party Linda Osman, David Osman, Margaret Wallace and Lynne Green.



EDUCATION EVENTS

AAPM has continued to maintain a key focus on providing education and professional development for those involved in healthcare practice management. AAPM events have proved successful over the past year with excellent feedback about the learning experience. Our interactive national eSeminar package, coordinated by the NSW State Committee, brought education right to the doorstep for all areas with well received presenters and diverse presentations on such topics as IR, Budgeting, Risk Management, eHealth and Clinical Governance .

"I try and attend all the meetings as I find them very beneficial and also the 'networking' with other Practice Managers is crucial for me"

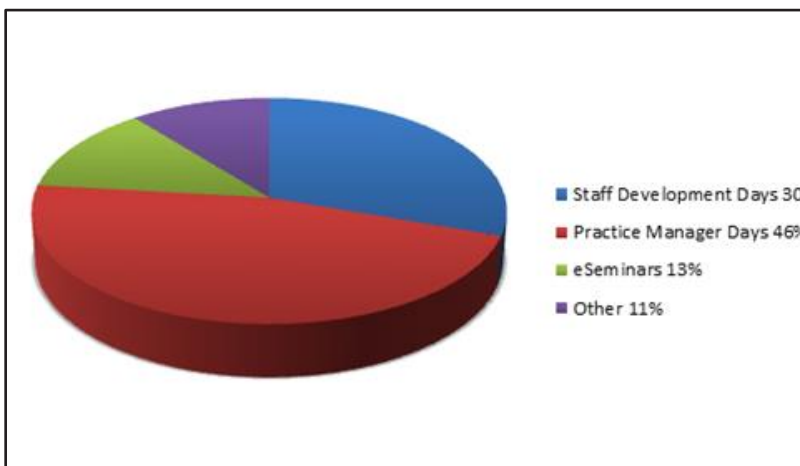
AAPM Member Needs Survey 2012

The Receptionist Development Day program delivers training to regional and city areas giving front line staff a cohesive understanding and confidence in their roles.

Local networking breakfasts and lunches unite members with their committee members and peers to discuss real issues and what they want from their AAPM.

Staff Development Days and Practice Manager Days were held in all states, to give practice managers and staff comprehensive seminars and Masterclasses providing further professional development and high level updates in key areas such as smart thinking to improve performance, team leadership and collaboration, financial budgeting and reporting, practice administration and structure, work health and safety, and coaching, mentoring and training.

1711 people attended AAPM education and networking events over the 2012/13 year



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

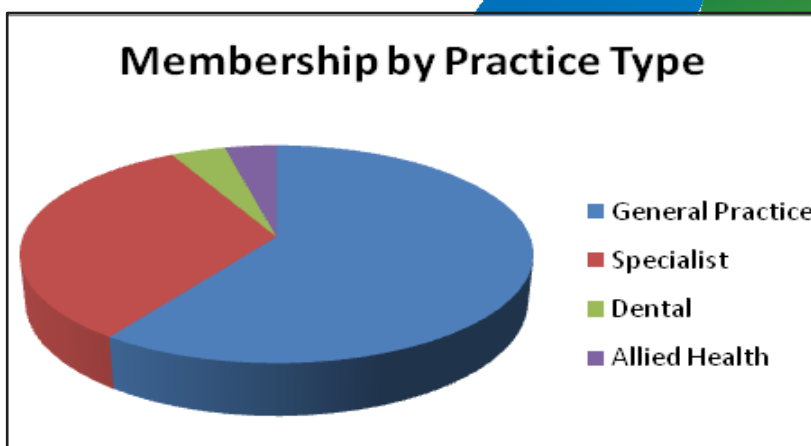
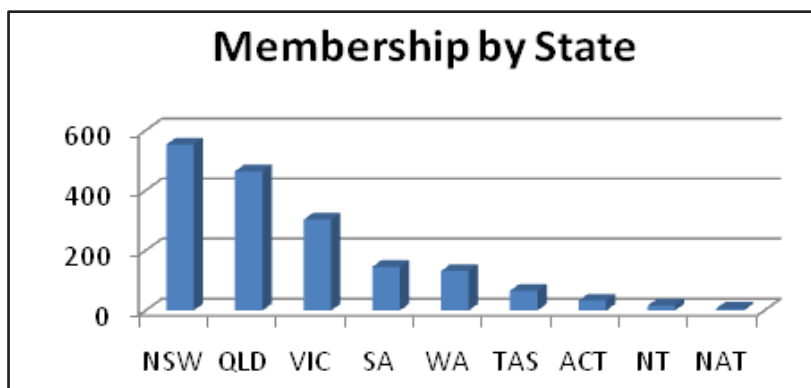
MEMBERSHIP

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

This year, AAPM introduced a new category of membership, the Certified Practice Manager. This category allows members to highlight and value their years of experience and the development of their skill base in Practice Management. AAPM are pleased to have over 80 Certified Practice Managers already.

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 Certified Practice Managers and Fellows of AAPM.

At the end of June 2013, AAPM had a total of 1,720 members including members from General Practice, Specialist, Dental and Allied Health Clinics.



A membership Satisfaction Survey was conducted by AAPM partner Ultrafeedback at the beginning of the 2012/2013 year. This found that overall, respondents were satisfied with their AAPM membership. The top 5 reasons for satisfaction were as follows:

1. Provided with valuable resources, education and training
2. National Conference / Workshops
3. Received prompt attention to queries
4. Kept up-to-date on current issues
5. Overall satisfaction with services

Professional Development Program

AAPM Fellowship

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, developed in conjunction with the UNE Partnerships, which is essential for AAPM members who desire to be recognised as industry leaders and who want to grow their career.

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.

SERVICES

<p>The Practice Manager Journal</p>	<p>A quarterly magazine with the latest information for practice managers</p>
<p>Education</p>	<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>
<p>Professional Recognition</p>	<p>AAPM offers a program of professional recognition from Associate member through to Fellow.</p>
<p>The Guide</p>	<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>
<p>AHIG</p>	<p>For a small additional fee, members gain access to updates and personalised human resources, industrial relations and legal advice from AHIG.</p>
<p>AAPM Salary Survey</p>	<p>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.</p>
<p>Newsletters</p>	<p>A national e-newsletter is sent to all members on a regular basis. AAPM State Branches also produce newsletters with state-specific information and events for their state members</p>
<p>Fact Sheets</p>	<p>Information is provided on a range of topics:</p> <ul style="list-style-type: none"> Accounting software Accreditation Insurance Legal issues Position Descriptions Practice Nurse Incentive Payments Superannuation Telecommunications
<p>AAPM Website</p>	<p>Further information on all AAPM services, partner benefits, news and information can be found at www.aapm.org.au.</p>

BOARD AND STAFF

Board Members

Carolyn Ingram (National President)
Debra Smith (Vice President)
Fiona Wong (Secretary)
Brett McPherson (Treasurer)

Marina Fulcher
Linda Osman
Gary Smith (Since October 2012)



Staff

Chief Executive Officer
Marketing & Communications Manager
Membership & Communications Officer
Administration Officer
Finance Officer (P/T)

Gillian Leach
Danielle Hanson
Helen Kenny
Lilly Nuttall
Amal Fernando

STATE COMMITTEES

NSW & ACT

Angela Mason-Lynch – President
Anne Curtis – Vice President
Caroline O’Donnell – Treasurer
Cathy Baynie – Secretary
Debra Smith – Board Representative
Gary Smith
Daphne Kneale
Helen Eirth
Tracey Duddek
Fiona Kolokas
Jannine De Veau
Jonathan Lee
Robyn Moore

QLD

Nathan Jones – President
Carolyn Ingram – Vice President and Board Representative
Amanda Challenger – Treasurer
Robyn Kastrissios – Secretary
Jan Chaffey
Judith Bartels
Yvonne Simmonds
Tammy Rose
Loryn Einstein

Tasmania

Marina Fulcher – Board Representative
Elizabeth Stanick
Lynne Green
Kath Hinde

VIC

David Osman – President
Kim Turudia – Vice President
Margaret McPherson – Secretary
Pater Wallis – Treasurer
Linda Osman – Board Representative
Brett McPherson
Cathy Hermans
Julian Adams
Fiona Fitzpatrick
Desmond Higgs

SA & NT

Danny Haydon – President
PrashibaThavarajadeva
Marion McKay
Helen Siegertsz
Jill Coombe

WA

Jane Reid – President
Narelle Supanz – Treasurer
Fiona Wong – Board Representative
Kathy McGeorge
Sue Stark
Karin Tatnell
Dot Merkus
Zoe Stevens

NATIONAL 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.

AGPAL

AHIG

Allied Health Professionals Association

Australian Dental Association

Australian Medical Association

Australian Practice Nurses Association

Avant

Clock On

Cutcher & Neale

Engin

Global Ark

GR8 Solutions

Guild Insurance

MDA

Medfin

Mediprotect

NEHTA

Powerbuy

Pulse+IT

Royal Australian College of General Practitioners

Ultrafeedback

University of New England Partnerships

Webforce 5

Zedmed

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.

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 2003-09, 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.