

aapm



**ANNUAL REPORT  
2016 - 2017**



*“The will to win, the desire to succeed, the urge to reach your full potential... these are the keys that will unlock the door to personal excellence” - Confucius*



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



Australian Association of  
Practice Management

excellence in healthcare management

## CONTENTS

About AAPM	2
AAPM Strategic Plan - Key Strategies 2017-2019	3
National President's Report	4
CEO's Report	5
Highlights and Achievements of 2016/17	6
Advocacy and Representation	7
AAPM Awards	8
Norfolk Island General Practice Medical Service Report	10
Financial Snapshot	11
2016 National Conference	12
AAPM National Practice Manager of the Year 2016	16
AAPM Education	18
AAPM National Education Framework 2017	19
AAPM Membership	20
Member Benefits	22
Special Report – Health Care Home Study Tour to New Zealand	24
Board and Staff	26
State Committees	28
National Partners and Sponsors	30

*A dedicated network with thousands  
of members Australia wide*

# ABOUT AAPM

The Australian Association of Practice Management Ltd (AAPM), founded in 1979, is the nation's leading membership organisation that represents 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 for information and expertise from its membership to provide advice and assistance to other government and industry organisations.

AAPM has a professional career development program in place. Practice Managers can achieve the status of Certified Practice Manager which recognises their management qualifications and experience, and then become a Fellow of the Association.

## Our Vision:

Our Vision is to improve the efficiency and effectiveness of healthcare practice management for better patient outcomes.

## Our Mission:

Our Mission is to unite and advocate for those involved in health care practice management to achieve greater career pathways, and to provide business leadership and expertise to promote and facilitate healthcare management.

## Our Values:

### INtegrity

AAPM members and employees act with honesty and integrity, when dealing with fellow members and employees, suppliers, government agencies and other stakeholders. Members and employees abide by AAPM's Code of Ethics at all times.

### Support

AAPM provides members with support to maintain and improve their skills and knowledge and advance their careers. AAPM will deliver programs which are highly valued by our members and the broader health care management community. AAPM provides quality advocacy as the voice of health care management.

### Progressive

AAPM strives to be a leader in healthcare management principles and to continually improve services to members and to keep them up to date with changes in the healthcare environment.

### Inclusive

AAPM encourages the sharing of information between members through networking and mentoring. AAPM provides support to members from all types of healthcare practices.

### Respect

AAPM members and staff treat each other with respect and dignity.

### Excellence

AAPM promotes excellence in healthcare practice management. AAPM strives to provide best practice services to our members and the health care community.

# AAPM STRATEGIC PLAN - KEY STRATEGIES 2017-2019

## Strategy 1 Advocacy Imperatives

- Increase Representation on government policy forums
- Extend AAPM Ambassador Program
- Develop key policy papers on matters impacting on effective practice management

## Strategy 2 Education Imperatives

- Establish a National Education Framework to provide equitable access to practice management education across Australia
- Promote career progression through Certified Practice Manager and AAPM Fellowship.

## Strategy 3 Network Imperatives

- Increase member involvement in Networking Groups
- Establish special interest groups

## Strategy 4 Marketing Imperatives

- Increase Membership to 3000 by 2020
- Increase Membership retention to 90%
- Increase Awareness of AAPM through marketing and communications

## Strategy 5 Further develop transition from State based to National culture

- Leverage interaction of State Committees and Head Office to drive the vision

# NATIONAL PRESIDENT'S REPORT



## Stronger, Better Governance

At the 2016 AGM the Board presented a raft of constitutional changes to the members for their determination. Although many of the changes were required to ensure compliance with the Corporations Act, the key objective was to introduce and embed a staggered system for the appointment of state nominated directors to ensure a more effective process of succession. A key initiative of the Board has been to establish Governance and Finance Audit & Risk Sub-Committees to provide an additional level of compliance assurance.

The Board has also recognised that the State Committee functions are operational in nature and realigned the reporting lines of responsibility directly through the CEO to create a stronger link between national operations and the work being managed by the respective state committees.

## AAPM Strategic Directions Advocacy

AAPM has significantly ramped up its investment and drive to provide greater advocacy on behalf of our members, supported by the three-year Health Peaks and Advisory Body grant. AAPM is increasingly seen as an important conduit between Government committees and other health-focussed organisations and our Practice Manager membership resulting in requests for our representation on a number of committees, as listed on page 7.

## Membership

AAPM surpassed its membership goal of 2000 members by the end of June to realise 2024

members, achieved by increasing brand awareness and a strengthened retention strategy.

## Education

Education continues to be a core deliverable of AAPM and The National Education Framework, developed by Education Officer Angela Mason-Lynch in conjunction with the states, provides the central structure of education events delivered across the country.

## Networking

Increased Local Networking activity is proving to be an effective means of introducing and engaging potential new AAPM members. State Committees continue to play an important role in facilitating and supporting local, regional and specialised networking events.

## Operations

Head Office operational capacity has been boosted by the employment of an Assistant Events Co-ordinator to manage the National Education Framework, with Head Office staff taking on greater responsibility for the detail involved with organising education events based on the advice of specific local needs by State Committees.

The strength of our association continues to come from the valuable contribution of the members who volunteer their time on the State Committees, on National Representative Committees, as speakers and facilitators of education and local networking events. The AAPM Board would like to acknowledge the dedication and hard working staff employed in the Head Office and the leadership and determination of the CEO. It is impressive how much this small team has achieved with the limited resources available to them.

Danny Haydon

A handwritten signature in black ink, appearing to read "D Haydon".

National President

# CEO'S REPORT



Over the past decade, the Australian health system has undergone reform to meet long-term challenges such as access to services, the growing burden of chronic disease, population ageing, cost inefficiencies, safety and quality, and the cost of new health technologies. The pace of reform has increased in recent years and the role of the practice manager in health care practices has become increasingly important in implementing systems and processes to support reform.

Government and healthcare industry groups are recognising the important role the practice manager plays in improving the efficiency and effectiveness of health care and the successful implementation of healthcare reform and new technologies. AAPM is now represented on over thirty Government and Industry advisory groups. AAPM has had an outstanding year with growth in all areas.

Our membership has exceeded 2000 with over 200 practice and Corporate members. An increasing number of members are qualifying as Certified Practice Managers and Fellows of AAPM, realising the potential of the AAPM career path to gain recognition of their skills, experience and qualifications. With improved

access through webinars as well as face to face seminars and workshops, attendance at education events has increased by a further 7% as practice managers appreciate the need to keep abreast of changes in legislation and improvements in efficiency.

The support of our sponsors and national partners has been a major driver in AAPM's growth. We particularly thank our national partners- Avant, Medibank, MyHealth1st, AGPAL/QIP, MedicalDirector, Medical Media, Cutcher & Neale, University of New England Partnerships and InSync Surveys - for their support and contributions to member resources and to our National Education Program. My thanks also go to the AAPM Board for their leadership, our hard-working volunteers in the State Committees and to our dedicated staff for their commitment and passion for excellence.

Gillian Leach

A handwritten signature in black ink that reads "Gillian V Leach".

Chief Executive Officer

# HIGHLIGHTS AND ACHIEVEMENTS OF 2016/17



7%  
↑  
Education and engagement increased by 7% across all delivery

Norfolk Island Project



## Consultations and Submissions

- Your Health Your Say - AAPM Submission
- Australian Government DOH Consultation Paper: Redesigning the Practice Incentives Program - AAPM Submission – November 2016
- AAPM Response: OAIC consultation on new health privacy guidance
- Submission to the Department of Health on the draft National Digital Health Strategy

## Policy Position Papers:

- Health Care Homes
- Improving Medicare Compliance
- Private Billing for Dressings & Consumables
- Pathology Collection Centre Rentals
- The Practice Manager: A Change Agent for Healthcare Practices



Private meetings with key politicians, ministerial advisors and Department of Health leaders

AAPM had the opportunity to meet with several Federal politicians and were able to present them with our position paper on Private Billings for Dressings and Consumables, written by Kathy Bell, former CEO of several healthcare organisations and whose services we have been lucky to acquire to draft further position papers.



# ADVOCACY AND REPRESENTATION

## AAPM – Our Voice in the Health Sector

AAPM was invited to nominate representatives on the following committees and advisory groups:

- Health Care Home Advisory Group – Development of Educational Resources
- Australian Commission on Safety and Quality in Health Care
- NPS Medicinewise
- Medicare Stakeholders Consultative Group
- Standards Development Committee Healthcare Facilities – Security
- Health Care Home Implementation Advisory Group and Committees

- Department Veteran Affairs CVC Working Group
- Department Veteran Affairs Toolbox Development
- Black Dog Institute
- APNA Expert Advisory Group – Nursing in Primary Care
- NQPHN Conference Organising Committee
- Capital Health Network Pharmacist in GP Pilot Reference Committee
- Australian Digital Health Agency: My Health Record Expansion Program Steering Committee

## AAPM Out and About

A key focus again this year was to raise awareness of AAPM to healthcare professionals and practice owners in all sectors, industry suppliers and Government. Among the conferences and events we attended were:

- NQPHN MyPHN Conference (Cairns)
- GP16 (Perth)
- RACGP Health Forum (Melbourne)
- ADHA Forum (Sydney)
- UNEP Health Industry Workshop (Sydney)
- Advocacy Workshop (Canberra)

- Associations Forum CEO & Chair Symposium (Brisbane)
- AUSAE - Meet the Politicians (Canberra)
- Digital Health Show (Melbourne)
- NWMPHN Conference (Melbourne)
- Adelaide PHN Primary Healthcare (Adelaide)
- APNA National Conference (Hobart)
- E-Health Expo 2017 (Brisbane)
- Federal Budget Briefing (Canberra)
- Health Care Home Briefing (Canberra)

# AAPM AWARDS

## CONGRATULATIONS TO ALL OUR AWARD RECIPIENTS!



### Medical Director Indigenous Scholarship

#### Natalie Dunk-Andrews:

Natalie has lived and worked in Theodore for the last nine years. During this time, she has worked for Theodore Medical as their Clinical Nurse, Diabetes Educator and Indigenous Health Team Leader and is confident to say that she has found her forte working in primary health care. Natalie is excited about her new challenge as Practice Manager and believes her experience has given her a remarkable grounding in general practice. Theodore Medical is a unique practice, dedicated to its indigenous patients and an amazing team who are committed to closing the gap

### University of New England Partnerships Indigenous Scholarships



**Chantal Draper:** Possessing a strong administrative background, Chantal has worked in Aboriginal health for four years, working her way up to her current role as Assistant Clinic Manager at Carbal Medical Services in Toowoomba, Qld. Chantal is also most effective in educating clinic staff on practices that are culturally aware and sensitive. Chantal has a comprehensive understanding of Aboriginal health services and being a keen learner, feels that the opportunity to undertake this course of study, with the full support of the practice principals, will be a great opportunity for her.

**Theresa Symes:** Theresa is Practice Manager at the Aboriginal and Torres Strait Islander Community Health Service, Qld, starting there as an endorsed nurse in 2013 whilst completing her Bachelor of Nursing. Whilst her professional development in this role has been well supported, Theresa feels that by completing this scholarship, she will be confident in having the knowledge and skill base to lead and manage a flourishing team and ensure the delivery of the highest standard of service to Aboriginal and Torres Strait Islander clients, providing individualised client-focused care.

### AAPM Fellowship Awards

The award of Fellowship is the gold standard of achievement for AAPM members. Fellow status recognises members who have met required levels of knowledge, skills and experience. It assists employers in identifying those who meet nationally recognised standards.

AAPM congratulates Fiona Brabender, Margaret McPherson, Wendy Slight, Catherine Ryan, Tracy Clarke and Jackie Beer, all of whom in 2016, reached this pinnacle of achievement.



Fiona Brabender



Margaret McPherson



Wendy Slight



Catherine Ryan



Tracy Clarke



Jackie Beer

# Scholarships

## Avant Scholarships

Avant partnered with AAPM to award five scholarships for Practice Managers to undertake the Diploma of Professional Practice Leadership or Certificate IV in Leadership and Management with the University of New England Partnerships.



L to R Jan Chaffey, Jodie Boyce, Marianna Kelly (Avant), Rachael Hatzopoulos, Adam Golabek (Avant), Gail Lloyd, Martin Edwards, Colleen Sullivan

**Jodie Boyce**

The Breast & Endocrine Centre, NSW

**Gail Lloyd**

Junction Street Family Practice, NSW

**Rachael Hatzopoulos**

Ballarto Medical Centre, Vic.

**Annette Ah Shay**

Innisfail Family Health, Qld.

**Elli Lazarov**

Kimberley Medical Group, WA.

*"This year I completed my Cert IV – Business (Practice Management) which I was able to apply to my current role, getting more involved in the management of my practice and benefiting both myself and my employer. I am grateful to have been granted this scholarship which has provided me with a greater understanding and opportunity to work towards my goal of becoming a Practice Manager."*

**Kara Walsh, NSW  
(2015 Avant Scholarship winner)**

## Colleen Sullivan Scholarship



**Jennifer Lang** originally qualified and worked as a nurse, including stints with the Australian Army and the Royal Flying Doctor Service. Career highlights include deployment to Bougainville with the Army as part of a medical team on a Peace Monitoring Mission and spending five months on Palm Island where she implemented numerous health promotion campaigns. A switch to General Practice allowed Jennifer to use her change management skills to implement a number of improvements and initiatives. Winning this scholarship will give Jennifer the additional skills and knowledge she feels she needs to perform her role as a Practice Manager to its full potential.

*"I have just achieved my goal of obtaining formal education in practice management through winning the Colleen Sullivan Scholarship. While I have many years of experience in health, undertaking the Diploma of Professional Practice Leadership has greatly increased my knowledge and ability to implement improvements and update current practices in line with the ever-changing industry demands – and what a great journey!"*

**Di Baxter (NSW)  
(2015 Colleen Sullivan Scholarship Winner)**

## MSD Award for Excellence in Chronic Disease Management

The 2016 MSD CDM Award recipient is **Jeannine Armstrong** from the Harding Street Medical Centre in Coburg, Victoria. Harding Street Medical Centre has a data base of more than 11,000 and 16 GPs. It employs three registered nurses whose roles are solely to manage chronic disease and preventative health with these nurses running clinics that cover all aspects of chronic disease along with preventative health clinics targeted at 40 to 49-year-olds. The practice has just established a Men's Health Clinic aimed at 20 to 85-year-olds.

# NORFOLK ISLAND GENERAL PRACTICE MEDICAL SERVICE REPORT

In March 2015, the Australian Government announced comprehensive reforms for Norfolk Island. The action was taken to address issues of sustainability which have arisen from the model of self-government requiring Norfolk Island to deliver local, state and federal functions since 1979. On 1 July 2016 mainland taxation, social security, immigration, biosecurity, customs and health arrangements, including Medicare and the Pharmaceutical Benefits Scheme, extended to Norfolk Island (NI).

In May 2016, AAPM was approached and initially contracted by the Commonwealth Government for advice on what needed to be undertaken for primary healthcare services to be established on Norfolk Island to be able to delivery services similar to those enjoyed by mainland residents in rural and remote locations. AAPM contracted member David Bailey to undertake a three day scoping visit to ascertain what needed to be done. This scoping activity led to a two year implementation plan being developed. David has been further contracted to undertake the work detailed in the plan.

All health care services are located within the Norfolk Island Health and Residential Aged Care Service (NIHRACS) Building. This service includes:

- 3 consulting rooms
- Out-patients
- 15 residential aged care beds
- 6 acute beds
- 1 high dependency bed
- 1 mental health bed
- Dental service
- Pathology lab
- Imaging

The changes needed to be undertaken were significant, to begin with there was no Medicare or PBS. It wasn't just the issue of establishing a new GP clinic on the island, there was significant education to be undertaken with staff, doctors and patients in what Medicare was and what it provided. With the main building built in 1942 by the NZ air force, the age and layout of the building provides further challenges. However, significant upgrades to the building and equipment have been undertaken by the Department of Infrastructure and Regional Development over the last 12 months.

The original activity related primarily to establishment of a GP clinic as expected on the mainland operating under Medicare (note that

Medicare did not exist prior to 1 July 2016 on NI). However, as the project progressed it became evident that the project needed to include working closely with all the other providers as NIHRACS used the GP clinical software throughout the organisation, ICT was shared and staff responsibilities extended throughout the entire organisation and was not limited to the GP clinic.

Support to NIHRACS is provided by the South Eastern Sydney Local Health District and to the GP clinic via Central and Eastern Sydney PHN. While it may seem strange for an island located about 1300km due east of Byron Bay to be serviced by these organisations, it is appropriate as most medical evacuations are sent to Sydney and many NI residents obtain specialist care in Sydney.

With the first 12 months of the implementation plan now complete, the GP clinic is fully functional and achieved accreditation in March 2017. In May 2017 the clinic successfully tendered for a grant under the Rural General Practice Grants Program. This Grant will provide telehealth and web-conferencing equipment as well as much needed diagnostic equipment not currently available on NI requiring patients to be seen on the mainland. This includes 24 hour ABPM, Holter monitor, sleep apnoea PSG2 analysis and a non-mydiatic camera for diagnosis of diabetic retinopathy.

The next 12 months will see increased access to allied health and further specialist care, both "virtual" and on-island. This will facilitate the establishment of meaningful chronic disease management processes, more convenient access to health care service for Norfolk Island residents and improved health outcomes.

## Accreditation Day

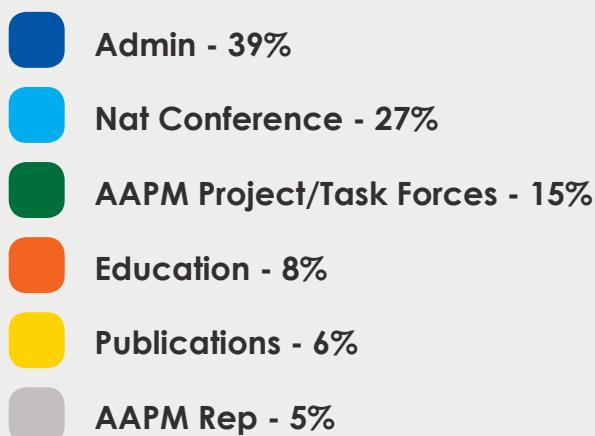
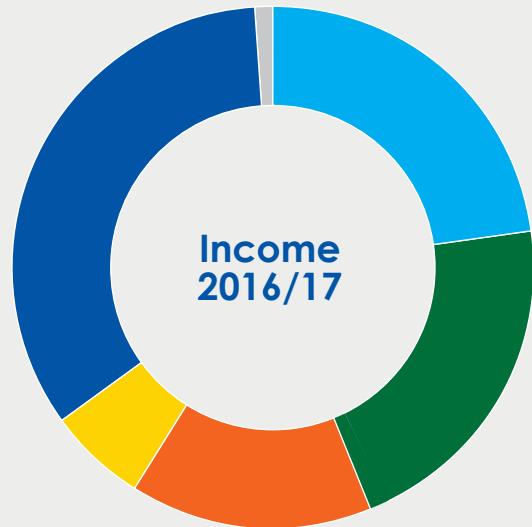


L TO R: Gary Smith, AGPAL surveyor, Joy Perkins, Receptionist, Kaye Evans, RN, Kathleen Boman, NIHRACS Manager, Dr Jenny Sexton, GP, David Bailey, AAPM, Dr Furio Virant, AGPAL surveyor

# FINANCIAL SNAPSHOT

## Key Financial Achievements:

- Revenue up by \$463K
- More staff resources
- Growth in membership numbers
- Improved working capital



# 2016 NATIONAL CONFERENCE

Held in Melbourne at Crown, the conference attendees were inspired by an amazing range of plenary speakers including Major Matina Jewell, Nic Marchesi and Lucas Patchett, Dr Brad McKay, Doctor, TV presenter and Author; Richard Evans, Looking for Leaders in our Profession. These speakers were complemented by a wide range of interesting concurrent sessions to provide skills and ideas to improve practices.

Pre-conference workshops covered a range of useful topics and there were plenty of opportunities to network at the welcome reception at Melbourne Zoo, happy hours, an optional quiz night and the gala dinner on Friday night. As October is Spring carnival time in Melbourne, the dinner theme was “a day at the races”.

*“It is an excellent networking and learning opportunity. AAPM provides support and information unique to our professional position’ ‘Overall, the conference is a great way to learn something new, collaborate with others in our field and to network.”*

## Inspiring speakers



## Statistics



## Fun at the Gala Dinner - "A day at the races"



## Down to business - the Exhibition Area





# AAPM NATIONAL PRACTICE MANAGER OF THE YEAR 2016

## NSW/ACT State Finalist

**Heather Farlow**

Bondi Road Doctors



Heather has been in Practice Management for 15 years and played a major role in setting up a unique, boutique style practice to provide comprehensive care for all patients in this diverse and busy location.

Heather has a Diploma

in Counselling and is currently completing her Diploma in Professional Practice Leadership, successfully implementing her knowledge into the practice. She has installed tools and processes to help drive change and growth, assist staff and improve patient outcomes, is an accreditation surveyor and facilitates a PM networking group.

## Queensland State Finalist

**Anthea Blower**

Hope Island & Homeworld Helensvale Med Centres



Anthea is committed to ongoing professional development and has recently achieved Certified Practice Manager status. Managing her large team of health professionals across two sites requires

flexible responsive leadership and team building skills. Anthea is passionate about quality improvement and is proactive in introducing protocols to ensure best practice. She has established a range of initiatives to enhance the development and growth of the business and ensure patient options.

## SA/NT State Finalist

**Vicki Linden**

MyPhysioSA



Vicki manages a thriving Allied Health Practice which she has helped grow to three clinic locations. She has introduced many innovative ideas to improve both the patient experience and the practice's bottom

line, including a new system of budgeting, expenditure and financial data. She's embraced a broad platform of social media for health and wellbeing updates and production of treatment videos and information blogs. Vicki sees herself as the guardian of the team values and positive workplace culture that are the foundation of the practice.

## Western Australia State Finalist

**Louise Turner**

Panaceum



Louise was involved in developing the vision of the Panaceum Group to be "the leader in healthcare through innovation". She has been proactive in taking on additional training and professional development to expand

her knowledge, regularly undertaken self-directed research on pertinent topics and has provided training for GPs and Registrars around the importance of the role of Practice Managers. She has been an active mentor in her local region and provides leadership training to her large team in a practice which sees over 9000 patients a month

## Victoria State Finalist

Deborah Stidwell

Brooke Street Medical Centre



Deborah manages a large multi-disciplinary rural practice in central Victoria. She has been successful in growing the practice, gaining many important grants to implement local health programs and recently completed their 4th cycle

of accreditation. She used her business planning skills to develop the practice's "Fit in Life" Gym and established a treatment room where doctors and nurses work as a team to ensure patients' needs were met when there was a shortage of doctors.

## 2016 AAPM NATIONAL PRACTICE MANAGER OF THE YEAR



Deborah receives her award. L to R: Gillian Leach (CEO), Danny Haydon (National President) and Wendy Shephard (General Manager, Operations, AGPAL Group of Companies).

The AAPM Board congratulates **Deborah Stidwell** of Brooke St. Medical Centre, Woodend, Victoria on being selected as 2016 National Practice Manager of the Year.

Thank you to our National Partner, AGPAL/QIP.



Quality  
Innovation  
Performance

# AAPM EDUCATION

## Education Events

Education continues to be a key deliverable of AAPM. AAPM held a wide-range of educational, networking and online events during 2016/17 which attracted more than 4158 participants. This was an increase of 7% on 2016/17, after the massive growth of 85% on 2014/15.

The National Education Framework provides the core structure of education events delivered across the country. AAPM continues to refine this Framework to ensure that we deliver consistent education opportunities and value to all our members across Australia.

The Webinar series continues to be an increasingly popular medium for education and showed strong increase in participation over the past 12 months.

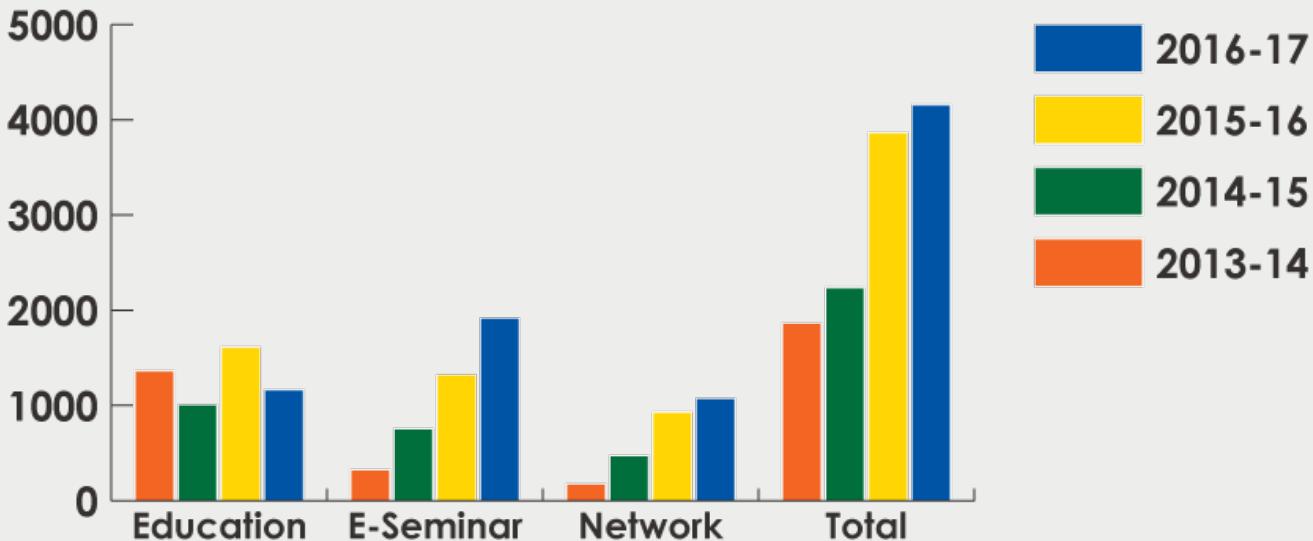
AAPM is continually looking at ways to adapt its educational platform to ensure the viability of products delivered in a very competitive environment with changing expectations of the emerging generation of new practice managers.

## Networking Events

Networking activity has also increased as this form of engagement is seen as a valuable aspect of AAPM membership. It is also an effective means of introducing and engaging potential new AAPM members.

The role of the State Committees is of paramount importance in facilitating and supporting local, regional and specialised networking events.

**Comparison by Year of Attendees at Education Events**



	Education	E-Seminar	Network	Total
2013-14	1362	323	178	1864
2014-15	1010	755	474	2239
2015-16	1613	1322	929	3864
2016-17	1164	1920	1074	4158

# AAPM NATIONAL EDUCATION FRAMEWORK 2017

## National Education Events

AAPM will annually facilitate a series of education programs which will be run uniformly in all states in all capital cities and in some major regional centres.

### Team Education Days

- Targeted at Practice Managers and Admin staff
- May have more than one stream at larger events
- Will have a series of speakers.

### Practice Managers Education Days

- Targeted at Practice Managers and including Masterclasses.
- Will have a series of speakers.

### Take the Fear out of Finance

- Targeted at Practice Managers and Admin staff

### Technology in the Health Arena

- Targeted at Practice Managers and including Masterclasses.
- Will have a series of speakers

### Monthly eSeminar Program

These will include eSeminars on selected Core Principles of Practice Management based on the results of the Member Survey, the eSeminar series organised in conjunction with the NSW State Committee.

## State/Regional Events

States are encouraged to promote Network Meetings in suburban and regional locations. These may have a speaker for a short period of time (20mins maximum), followed by discussion and networking; or may be informal (i.e. discussion over coffee).

### State Events

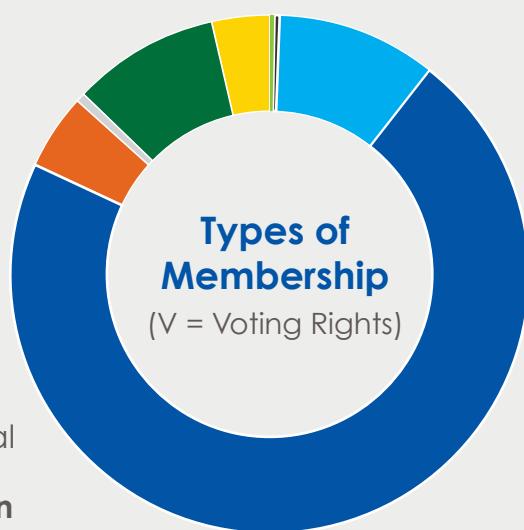
### Regional Events

### Networking Events

# AAPM MEMBERSHIP

<span style="background-color: #005a9f; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	Individual (V) - 1452
<span style="background-color: #00aaff; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	Corporate & Practice - 209
<span style="background-color: #007043; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	Certified Practice Manager (V) - 188
<span style="background-color: #e67e22; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	Associate - 99
<span style="background-color: #ffd700; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	Fellow (V) - 68
<span style="background-color: #bdbdbd; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	International - 10
<span style="background-color: #82e0AA; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	Life (V) - 7
<span style="background-color: #2e3436; border-radius: 50%; width: 15px; height: 15px; display: inline-block;"></span>	Retired - 3

Plus 1452 general  
members =  
**2024 members in  
total**



**2024 members representing over 20,000 healthcare professionals in 3375 practices.**

## Member growth and retention

We exceeded our KPI target of 2,000 members by June 2017. This represents a healthy 6.7% growth rate and member retention rate was 85% for the 2016/17 financial year.

### Key strategies for increasing member numbers:

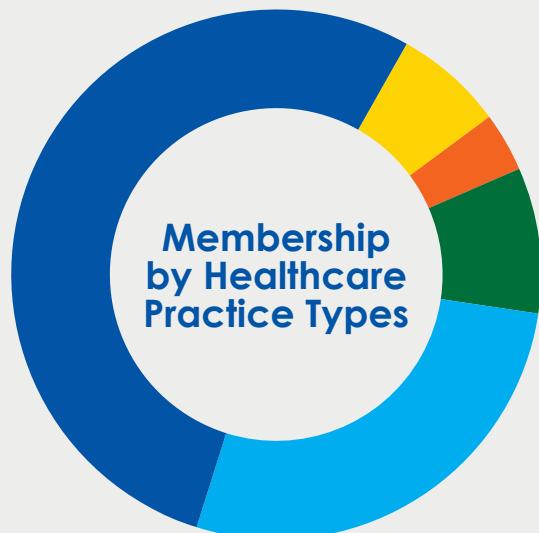
- Increased prospecting and follow up on event attendees, practices whose member PM has left, and previous lapsed members.
- Sustained AAPM presence/membership presentations at health industry conferences and education days.
- Press releases and articles in health sector publications

### Retention strategies:

- Focus on and promotion to younger members, emphasis on the advantages of the career pathway offered through certification
- Targeted promotions to members eligible to apply for CPM, Fellowship and Ambassador.
- Increased member engagement

AAPM is continuing to seek ways to deliver greater value to our members. The increase of email communication and broadcasts across social media platforms continue to improve connectivity to members providing them with timely updates and information. Our Member Forum and Document Share Library offers members an avenue to share ideas and

information, request and receive opinions and support from their peers, and expert advice from AAPM Ambassadors. Targeted member surveys and understanding where our members sit in the healthcare spectrum allow us to offer the education and resources best suited to them.



## Testimonials:

**"When I was employed as a practice manager for a large medical centre I had no previous experience. Feeling isolated I immediately looked for a connection to other Practice Managers and found AAPM!"**

**Karen Hoffman (VIC)**

**"I have found AAPM invaluable since joining, particularly for training, attending seminars and webinars. These sessions provide me with the tools to become a more confident manager."**

**Vanessa Stratfold (SA)**

**"AAPM gives practice managers a real voice in healthcare and provides the support we need to continue to establish ourselves as professionals in our clinics and our communities. I'd encourage others to join and to make use of the resources, the educational opportunities and the knowledge that comes from the collective wisdom of practice managers all across Australia".**

**Jen Flakemore (VIC)**

## Member Milestone Certificates

This year we introduced a celebration and recognition of our members who have achieved significant anniversaries of 3yr, 5yr, 10yr, 15yr, 20yr, 25yr and 30yr of membership. We sent out 300 milestone certificates in the first half of 2017 to congratulate them on their continued commitment to AAPM. This included 46 members of 25+ years and 11 members of 30+ years.

- Certified Practice Managers (CPMs):** We now have 176 members who have achieved CPM status.
- Fellowship:** We currently have 68 AAPM Fellows. We congratulated Fiona Brabender, Jacqueline Beer, Margaret McPherson, Tracy Clarke, Wendy Slight (NZ) and Catherine Ryan on attaining Fellowship of AAPM in 2016/17.
- Ambassadors:** Deborah Stidwell, Glenda Langford, Colleen Sullivan, Cathy Baynie, Deana Scott, David Osman, Tracey Johnson, Shabnam Ali, Naree Hancock and Kerry Emery have become Ambassadors in 2016/17 providing expertise and representation for AAPM.

# MEMBER BENEFITS

## The Practice Manager

A quarterly magazine with the latest information for practice managers

## eLearning Modules

eLearning modules are publicly available via the AAPM learning Centre on the website.

## AAPM Shop

Past webinars and merchandise may be purchased from the AAPM shop

## The Guide

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.

The Guide includes advice on how to customise it for your practice, so that existing practice procedures can be incorporated into the manual.

## Education

AAPM offers a wide array of education programs specifically tailored for Practice Managers and their staff. These include Masterclasses, Practice Manager Development Days, Staff Development Days, seminars on specific topics and eSeminars. In 2017 we began standardising the Education program across the states by developing the National Education Framework. In addition, through our partnership with the University of New England, courses are offered with a significant discount for AAPM members.

## AAPM Website

- Industry News Updates
- Personal Member portal to book events, track and update CPD points
- State Committees pages
- Information resources on all aspects of Practice Management
- AAPM Awards information

## Employsure

A free HR advice service for AAPM members

## Newsletters

A national eNewsletter, AAPM News, is sent to all members on a fortnightly basis. AAPM State Branches also produce newsletters with state-specific information and events for their state members.

## Professional Recognition

AAPM offers a program of professional recognition from Associate Member through to Fellow.

## AAPM Salary Survey

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.

## Fact Sheets

Information is provided on a range of topics:

- Accounting software
- Accreditation
- Insurance
- Legal issues
- Position Descriptions
- Practice Nurse Incentive Payments
- Superannuation
- Telecommunications

# Core Principles of Health Care Practice Management



# SPECIAL REPORT – HEALTH CARE HOME STUDY TOUR TO NEW ZEALAND



A Study Tour to Wellington, New Zealand was organised to provide Practice Managers and Primary Healthcare Network (PHN) staff with an opportunity to examine how the Health Care Home Model can be implemented in General Practice.

The New Zealand Long Term Conditions model is similar to the proposed Health Care Home Model in that it embraces key strategies to improve the patient's experience of the health system and shift primary health care onto a more sustainable footing. The model of care puts the patient and their needs at the centre of the care, and the general practice team maintains a common focus on simplifying and enhancing the patient's journey through the health system.



AAPM worked closely with the Practice Managers and Administrators Association of New Zealand (PMAANZ) to organise a range of speakers for a one day seminar on the New Zealand experience with the implementation of the new block funded model of care for people with long term conditions. On the next day, delegates visited four general practices involved in the Long Term Conditions model of care, followed by a debriefing session.

As the number of participants was limited to forty which was the capacity for the practice visits, an invitation for Expressions of Interest were sent to all AAPM General Practice members and to all PHNs for their staff and for distribution to practices in their areas. A further invitation was sent to all CEOs of PHNs to be involved in the HCH Program Stage 1.



## Summary of Learning Outcomes and Discussion Themes

### Key learning outcomes for delegates

- The most successful HCH practices have strong Practice Managers and good clinical leadership.
- A collegial approach to delivering a service by all staff is essential to improve the patient's healthcare journey
- Practice owners need to be fully committed and put the patient at the centre of the process. It is OK to start without knowing everything.
- Staff communication and teamwork essential
- Change management is critical. Ask why – and make the change
- Don't try to do everything on your own and allow planning/thinking time.

## Participant Feedback

Overall there was a significant increase in the understanding of the Health Care Home Model and in confidence to implement it.

Level of understanding of how patients can benefit from the Healthcare Home model

↑ + 63.4%

Level of understanding of how to work with your practice team to introduce and manage the Healthcare Home model

↑ + 80.4%

Level of understanding of how to ensure the general practice remains viable, through innovations in care

↑ + 68.6%

Level of understanding of what innovations can be implemented to improve Chronic Disease Management

↑ + 51.7%

Level of confidence to implement the Healthcare Home Model

↑ + 72.2%

*"The Study 'cemented' my understanding and provided examples of success post implementation"*

*"This was a fantastic two days! I am so pleased I made the investment to attend"*

*"Great tour – very worthwhile"*

# BOARD AND STAFF

## AAPM Board Members



**Danny Haydon - SA/NT**  
(President):

Danny was elected as President of AAPM in October 2014. Prior to this appointment he was the President of AAPM SA/NT Committee 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.



**Cathy Baynie - NSW**  
(Vice-President):

Cathy has had a long career 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. She is a registered nurse and Certified Practice Manager, having managed both semi-rural and urban practices. Cathy is a past NSW/ACT State Committee President and is currently Vice-President on the National Board and also represents AAPM on several external working groups and committees.



**Jackie Beer - Qld**  
(Treasurer):

Jackie 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, she 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.



**Fiona Wong - WA**  
(Secretary):

Fiona has been on the WA Branch Committee for the past 7 years and completed her Diploma of Practice Management in 2011. She commenced her health industry career in 1996 and later joined the AAPM WA Branch Committee to be able to contribute professionally to the association. Fiona is the Director for Western Australia on the Board and is currently serving her second term on the Board for her state.



**David Osman - Vic:**

David is a Certified Practice Manager, accreditation surveyor and experienced 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 who works to ensure a balanced high quality business management and service delivery. He has served on the AAPM Victorian Committee for the past 8 years in positions that include State President and Secretary.



**Cecily Iggleston - Tas:**

Cecily is the Practice Manager of Prospect Medical Centre, a large multi-disciplinary practice in Northern Tasmania, where she has worked since 2001. Prospect Medical was awarded the 2012 Tasmanian and Australian Practice of the Year and has been the recipient of The Launceston Chamber of Commerce Business Excellence award for Exceptional Workplace in 2013. The practice has undertaken three National Improvement foundation waves, most recently in 2015, providing an opportunity for further growth and development in Chronic Disease Management.



### Gary Smith - NSW:

Gary has been Practice Manager for over 30 years of a large multi-disciplinary practice. He takes a keen interest and involvement in health reform in Australia and provides advice to the Commonwealth

Government on the management of health reform. Gary is a past National and NSW State President of AAPM and is a member of various advisory groups on behalf of AAPM as well as being a Surveyor with AGPAL and an International Surveyor with the International Society of Quality Health (ISQUA).



### Richard Evans - Vic:

Richard has over 30 years' experience in business leadership, industry advocacy, policy advocacy and government relations and has served as a Director on many boards and councils. He

consults to boards, senior executives, business owners and member based associations and regularly speaks at national and international conferences, conventions and expos. Richard served as a politician in the Federal Parliament, including chairing and providing evidence to parliamentary enquiries and influencing policy and legislative changes.



### Gillian Leach (CEO) :

Gillian was appointed to the position of National CEO of AAPM in May 2012 after three years as CEO of Whitehorse Community Health Service and 16 years as CEO of Arthritis SA, where she grew the organisation to a prominent and successful business. Gillian has had a major role in establishing organisations such as Osteoporosis Australia, has an extensive background in marketing and management gained with Telstra, has won several business awards and held prominent positions on many Boards.

<b>Chief Executive Officer</b>	Gillian Leach
<b>Executive Assistant</b>	Jan Deane
<b>Membership &amp; Communications Officer</b>	Helen Kenny
<b>Events Manager</b>	Nikki Walker
<b>Partnerships Manager</b>	Anne Kennedy
<b>Membership Development Officer</b>	Linda Teitz
<b>Finance and Business Officer</b>	Ilona Miller
<b>Marketing &amp; Communications Manager</b>	Danielle Cranefield
<b>Communications Officer</b>	Sue James
<b>Events Administration Officer</b>	Sheyda Kazemi



Back L to R: Ilona Miller, Helen Kenny, Sheyda Kazemi, Nikki Walker, Danielle Cranefield, Anne Kennedy  
Front L to R: Sue James, Gillian Leach, Jan Deane

# STATE COMMITTEES

*Thank you to all State Committee members for your hard work and commitment during 2016/17.*



## NSW & ACT

**Fiona Kolokas – President**  
**Cathy Baynie – Board Director**  
Angela Mason-Lynch  
Craig Simpson  
Elizabeth Jones  
Anne Davis  
Gail Lloyd  
Jannine De Veau  
Anne Parrott



## TASMANIA

**Simon Hancock – President**  
**Cecily Iggleston – Board Director**  
Lynne Green  
Jane Cameron  
Elizabeth Stanick  
Linda Phillips  
Jon Erwin



**Helen Nagel – President**  
**Danny Haydon – Board Director**  
Prashiba Thavarajadeva  
Jill Coombe  
Karen Hogben  
Kerry Fielke  
Ruth Debuque  
Brett Miller  
Rob Gordon



**Carolyn Ingram – President**  
**Jackie Beer - Board Director**  
Felicity Hogan  
June Hannan  
Patrice Cafferky  
Shabnam Ali  
Janis Backwell  
Jan Chaffey  
Kerry Emery



**Margaret McPherson – President**  
**David Osman – Board Director**  
Jo-Anne Werda  
Linda Osman  
Brett McPherson  
Michael Rogers  
Nadine Smith



**Simone Dorevitch – President**  
**Fiona Wong – Board Director**  
Claire Stocks  
Dani Lindau  
Karin Tatnell  
Narelle Supanz  
Louise Turner  
Susan Stark

## NATIONAL PARTNERS AND SPONSORS

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

### National Partners



Quality  
Innovation  
Performance



## Partnerships

### **AAPM has formal Memorandums of Understanding with:**

Practice Managers and Administrators Association of New Zealand

Royal Australian College of General Practitioners

### **AAPM has formed informal partnerships with :**

Australian Dental Association

Australian Medical Association

Australian Primary Health Care Nurses Association

## Sponsors

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

Pulse+IT

Hood Sweeney

Ego

DoctorDoctor

Audio Clinic

Return to Work SA

All State Medical Supplies

DHM





Australian Association of  
Practice Management  
excellence in healthcare management



AAPM Head Office  
Level 1, 60 Lothian Street  
North Melbourne  
Victoria 3051



1800 196 000



[www.aapm.org.au](http://www.aapm.org.au)  
[headoffice@aapm.org.au](mailto:headoffice@aapm.org.au)