

Annual Report 2019



Australian Association of
Practice Management

Annual Report

for the Year Ended 30 June 2019

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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 the status of Certified Practice Manager which recognises their management qualifications and experience, and 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.

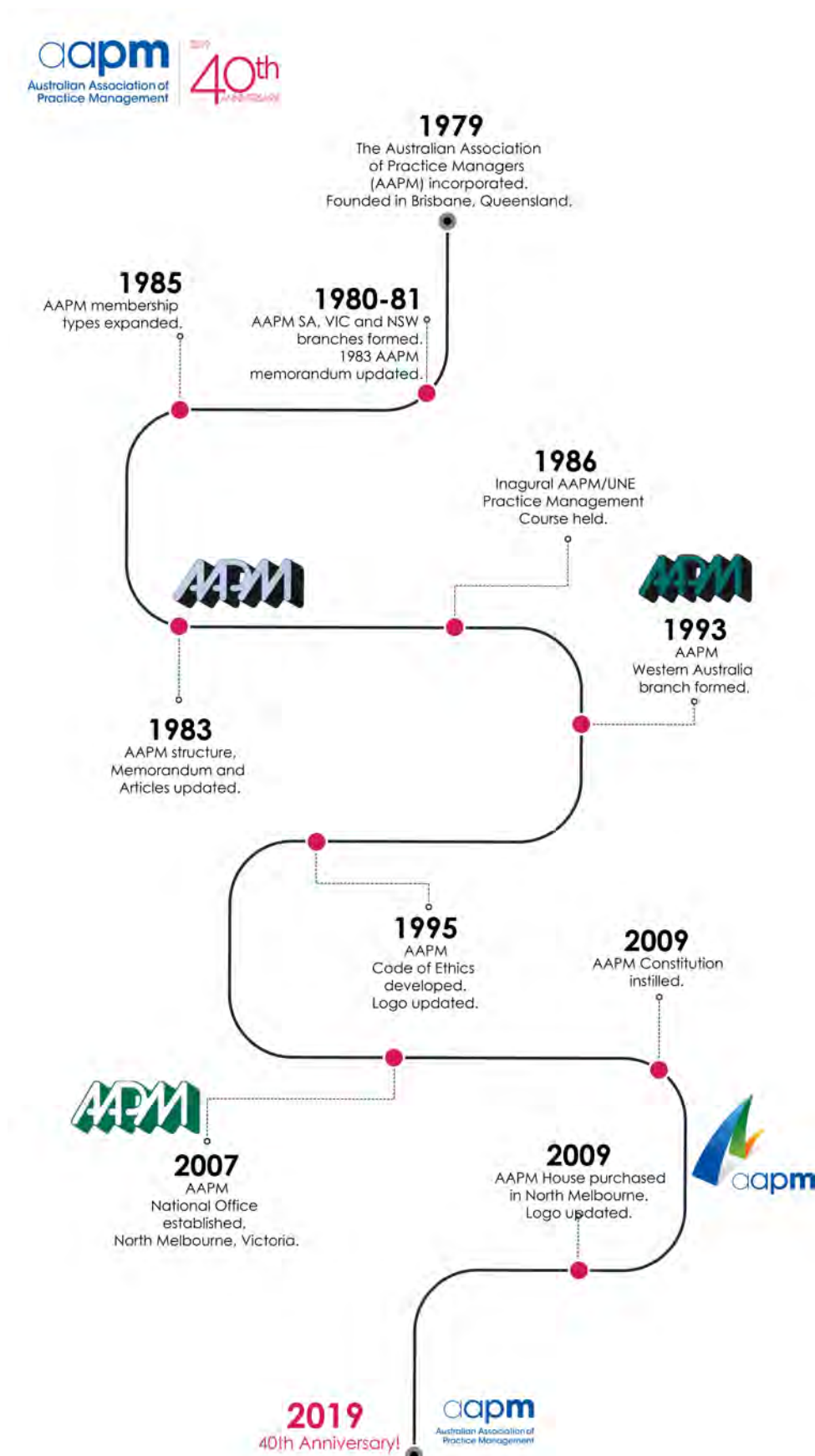
Our Mission

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

Our Five Pillars

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

AAPM Timeline



National President's Report

As we commenced this operating year, our 40th year of incorporation, your Board knew there were many challenges before us with our strategic focus and a new era with the National Office operations. On every measure we use to determine the success or otherwise of your organisation, this year has been very successful. In many ways my thanks for this performance can be attributed to our members and our incredible volunteers who serve us all so very well.

I have had the pleasure of reviewing the archived history of AAPM and reading through the thoughts and actions of our previous National Presidents and senior leaders of the Association. What is abundantly clear to me is that AAPM continues to embrace the passion and dedication to healthcare management that saw the beginning of this wonderful Association in 1979.

Forty years on, we are the peak professional body for primary healthcare management with a steadfast commitment to deliver high quality education and networking opportunities to our members. Our scope has grown over recent years to address the many changes occurring within the healthcare sector and the growing needs of our members. It is imperative that as a member focused organisation we are flexible and open to the growth which will enable us to remain relevant to our members' needs in the years to come.

The AAPM Board has established five operational pillars, initially developed during the 2016 strategic planning day with our State Presidents. These strategic pillars keep us focused on the strategy and vision of the Association and were further developed during our planning event in February this year.

Advocacy:

A key pillar for any peak membership body is advocacy. Not only to the government to review legislation and regulations but to be a relevant voice within the healthcare sector and even our membership. Having a strong clear voice on health issues that are important to our members is a vital pillar for AAPM.

We receive an ever-increasing number of requests for AAPM to participate in government advisory groups and committees (see list on **Page 10**), identifying that as Practice Managers we are recognised and sort after

as thought leaders and change agents within the healthcare sector.

We remain deeply thankful for the contribution of our member Ambassadors who give freely of their skills and experience to accept these important appointments as requests are made.

This year has also seen an increasing number of requests for AAPM to present and have a presence at health sector conferences, in particular, the RACGP Owners' Conference, Australian Society of Anaesthetists, Royal Australian

College of Ophthalmologists and the Rural Medicine Australia Conferences.

We continue to work closely with the Australian Digital Health Agency to contribute to the My Health Record program delivery and have commenced a project with the CSIRO on the Care Data Quality Foundations Programme.

There is more to do in advocacy as Practice Managers play a vital role within the healthcare sector and we should never be undervalued in that vital role. Our strategy is to continue to build our brand in this pillar.

Membership:

Our membership continues to grow, and our retention rates have increased which means we have increased our relevance and the value of the services we provide. A specific initiative this year has been the introduction of our HR Advisory service – this now allows all members to have instant access to advice on workplace regulations and practices which has immediately helped our members.

Our membership continues to grow steadily across all sectors and I am particularly pleased to see an increase in our dental membership.

The Board has a strong strategic focus on providing relevant member benefits and deliverables and we are working on plans to launch new services during the next period.

Education:

Education delivery is now very different to what we established forty years ago. Technology means we can provide education programs anytime and anywhere. This now allows us to provide access for our regional members which is a significant development. Competition has meant we need to constantly review our offerings and your board is strategically focused on developing plans for the future.

I am pleased that we have made an inaugural appointment of an education program co-ordinator to our National Office staff for the development and delivery of the 2020 Program.

We continue to rely heavily on our state committee volunteers for industry expertise and local knowledge in the development of the education program and we are extremely grateful for this contribution. This selfless contribution is a remarkable asset to the organisation.

Networking:

I believe our continued strength as an Association lies in our willingness to share and assist each other in our roles. Sallie Crawcheck, author of *The Power of Women at Work* tells us "Networking has been cited as the number one unwritten rule of success in business. Who you know really impacts what you know". With this in mind I encourage each of us to reach out to a local networking group, these are many and varied in their operation across Australia, National Office is able to provide details. The Board remains conscious of bringing greater access and we will be developing greater networking opportunities as we transition into a technology driven modern organisation focused on access through social media channels. If there is not a networking group in your region, National Office are able to assist with establishing one.

Operations:

National Office is the core of our operations. The Board places significant attention to managing our governance processes, our financial position and managing the risks we are constantly exposed to within the market from the decisions we make.

I was told by a health sector colleague that AAPM had been described to him as, "a small organisation that kicks big goals". This message means to me that we satisfy our members and we have a voice, but it also means we have much more to achieve.

When I consider what our accomplished staff of eight achieve in a day, I have to acknowledge this recognition to be true. Under the leadership of our new chief executive officer Nicholas Voudouris and during a time of transition and strategic focus, they have continued to deliver on the strategic plan set by the board.

We acknowledge their ongoing efforts and thank them for the skill and dedication they exhibit in their roles at the National Office.

In conclusion, I would like to thank my fellow directors for the gift of their time, skill and wisdom as we work cohesively to honour the legacy of those who have served before us over the last forty years.

Cathy Baynie
AAPM National President

Chief Executive Officer's Report

AAPM's 40th year, and my first as its CEO, has been a year of very significant investment back into our Association and its members. It has also been a year of great change.

The first of these changes was a comprehensive revision of AAPM's partnership program, moving to a more progressive approach that better recognises the value of AAPM's partnership contributions, and bringing on board a number of new partners including our Principal Partner, Clinic to Cloud. This has greatly strengthened our position in the healthcare sector. We thank all of our partners for their ongoing support, which is critical to AAPM's continued success.

Earlier this year we introduced the AAPM HR Advisory Service, a new core membership benefit that is proving to be of great assistance to our members, significantly increasing AAPM's membership value proposition and addressing one of the most common pain points experienced by busy practice managers. This is the first step in AAPM's strategy to expand member access to trusted practical help and advice in the future.

Over the past year AAPM has completely rebuilt its IT systems from the ground up. This was

a big and vital project that has strongly enhanced our National Office's capabilities and provided the solid platform we need for planned future enhancements to AAPM's services and our community. 2019 also saw the appointment of our first Digital Engagement Coordinator, with the initial stage of a social media strategy put in place, and as a result, a greatly enhanced social media presence.

AAPM's education program was also heavily revised last year, with some new approaches trialled, many operational processes redeveloped and a focus on high quality presenters and face-to-face access for our regional members. I am pleased that we have recently appointed AAPM's first Education Coordinator, who will be dedicated to our comprehensive education offerings for 2020.

Governance review was also a big feature of our work during the year, with the governance and policy framework for our State Committees being completely reworked, clarifying and strengthening the processes by which State Committees are appointed and the policies under which they operate. This will bring dividends in the future as we increasingly draw on

the strength and skills of our committees and membership to build our influence.

Finally, and importantly, the year just passed has seen a concerted effort by Board members and the executive to engage with influential stakeholders. This has included meetings with over 30 organisations including the Department of Health, PHNs, RACGP, AMA, Rural Doctors Network, Public Health Association of Australia, Consumers Health Forum, Rural Workforce Agency Victoria, Australian Dental Industry Association of Australia, National Association of Specialist Obstetricians & Gynaecologists, Medibank Private and the Australian Human Rights Commission.

The year ahead will bring a renewed focus on members and how AAPM can better connect our members with each other and I look forward to sharing with you the exciting developments we are working on as the new year unfolds.

Dr Nicholas Voudouris
AAPM Chief Executive Officer

AAPM Key Strategies

Key Strategies 2019-2021

The Board of 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 next 3 years.

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

AAPM voice in the healthcare sector

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

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

AAPM Out and About

RACGP Practice Owners' Conference

AHPA Policy Symposium

AMA Build Your Practice & Conference Exhibition

APNA Conference

Australian Healthcare Week Conference

Australian Human Rights Commission Elder Abuse Consultation

Digital Medicines Program Blueprint Stakeholder Focus Group Workshop

Focus Group Consultation with Department of Health on the Practice Nurse Incentive Program (PNIP) and the Workforce Incentive Program (WIP) Practice Stream

My Health Record Steering Group Meeting

National Digital Health Workforce and Education Workshop

North Western Melbourne Primary Health Network Engagement Strategy

PHN CEOs Workshop

Primary Care Data Quality Foundations Education and Training Workshop

Seasonal Influenza Vaccination Roundtable

RACGP eHealth Forum

RACGP Practice Owners' Conference

RACGP White Paper "Vision for General Practice" Consultation

“ I have attended a variety of PM101 sessions over the past 12 months. They have helped me to understand my position more as a Practice Manager, grown my knowledge and given me hints/tips/tricks and inspiration! ”

Samantha (QLD member)

AAPM Awards and Scholarships

Aboriginal Health Service Scholarship

presented by Medical Director

Winner : **Hannah Combe** (nee McCormick)

Aboriginal Health Service Scholarships

presented by the University of New England Partnerships WA

Winner : **Maree Tohi**

Avant / AAPM Scholarships

Marlaine Spoddig
VIC

Bianca Lean
NSW

Jean Cleary
QLD

Kristy Woolley
NSW

Kayleigh Thompson
QLD

AAPM Colleen Sullivan Scholarship

Recipient:

Trish Jancewicz

AAPM Life Membership

Desmond Higgs

Colleen Sullivan

Louise Tindal

Anthony Walch

Gary Smith

Jan Chaffey

Brett McPherson

Angela Mason-Lynch

Marina Fulcher

“ AAPM has been a tremendous help in my career as a Practice Manager. I look forward to continuing my career and membership of AAPM for many years yet.”

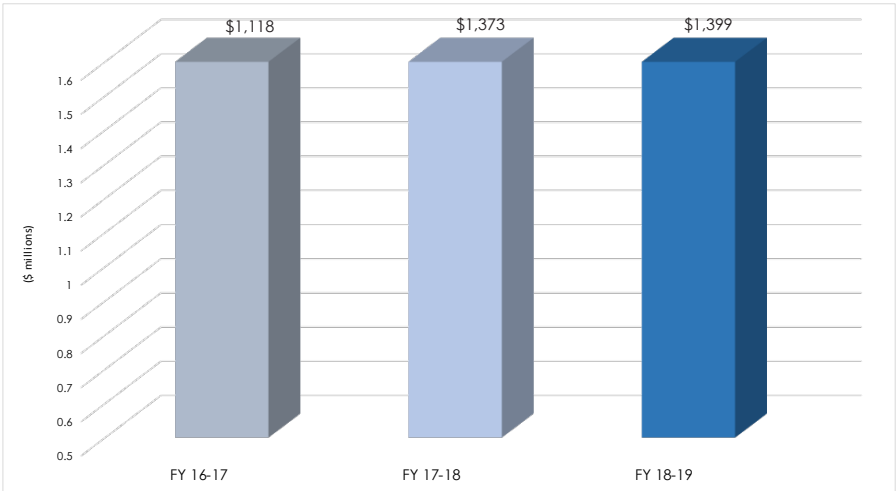
Rhonda (VIC member since 2004)

“ Thank you for your observations and helpful recommendations. I feel much better now because of contacting AAPM. It is great to know that AAPM is such a practical and supportive association.”

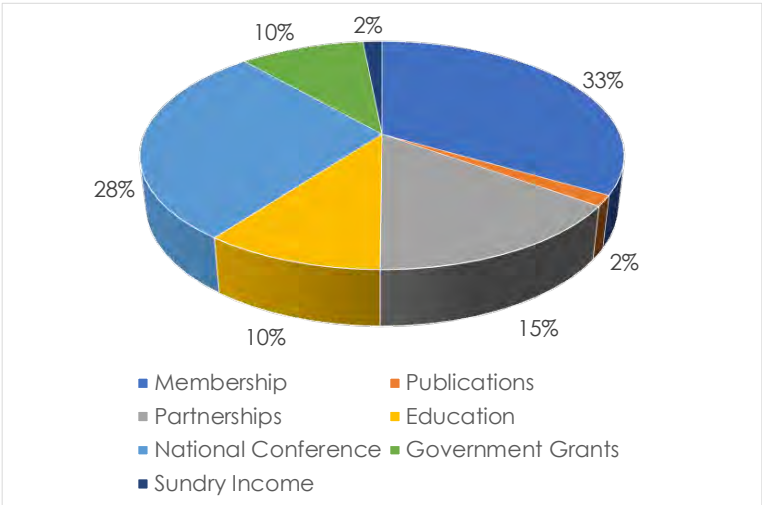
Julia (NSW member)

Finances

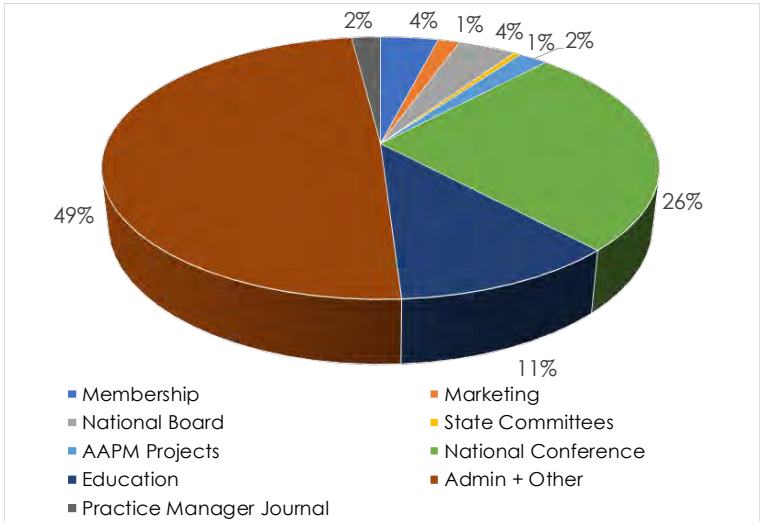
Equity



Revenue



Expenses



2018 AAPM National Conference



735

Delegates



**Special Interest
Groups**

142

**State
Breakfast
attendees**

85

Organisations

52

**Attendees at
First Timer's Dinner**

The 2018 AAPM National Conference was held in Canberra from Tuesday 16 October until Friday 19 October 2018 at the National Convention Centre.

"Powering your Journey, Driving Change" was the conference theme focusing on "Discovery, Development and Refinement".

Held over four consecutive days, the program included Pre-Conference Workshops, a series of Plenary and Concurrent Sessions and various social events before culminating in a Gala Ball on the Friday evening.

The AAPM annual conference provided members and guests with a range of activities include a dynamic educational

program with international and local presenters, the opportunity to connect with peers from all over Australia, meet various industry suppliers to government agencies and affiliated industry bodies.

The conference program included keynote presentations from nine industry experts from around Australia and the United States of America. The program also included an inspirational presentation from Saroo Brierley. Saroo had the audience captivated as he spoke of his remarkable story, "A Long Way Home", which was also the basis for the blockbuster film "Lion".

The program included opportunity for the delegates to meet and network with other

local to their home base at a State Breakfast or share an area of expertise in more detail at the Special Interest Group Breakfasts. There was also a dedicated event for those delegates who attended the conference for the first time. The AAPM First Timer's Dinner was held on the first evening of the conference, with the AAPM National Membership team hosting a dinner to welcome the new delegates, answer any questions they may have, and most importantly connect with other delegates.

2018 AAPM National Conference





2018 AAPM National Practice Manager of the Year Awards

NSW/ACT State Finalist

Elizabeth Jones



For 21 years Elizabeth was a Practice Manager at a Cardiology practice in Newcastle. Her current position is that of Business/Practice Manager of Lakes Radiology Practice on the Central Coast. The practice provides general x-ray, CT, ultrasound, mammography, OPG and nuclear medicine services. Lakes Radiology believes that 'people make the difference' and this is their core value to achieve on all levels.

Elizabeth has built up a strong network and a wide range of contacts in the medical practice field. She achieves results by involving the people affected at the start, encouraging feedback, and consistently ensures her staff are provided with the structured training needed for their success. She is a valued coach and mentor to her staff and peers, and strives towards creating a workplace environment which is both caring and productive.

Elizabeth has been a committee member with the AAPM since 2013, is the editor for the NSW/ACT Newsletter, and on the AAPM National Journal Editorial Committee.

Elizabeth is the co-ordinator for the Hunter Networking Group. In 2017 she won the Colleen Sullivan Award and is currently studying Business Management and Leadership at the University of New England. Elizabeth is a Consultant, Mentor, and a Co-surveyor.

WA State Finalist

Jeni Anning



Jeni joined Pioneer Health Albany in 2014 as the Finance Manager after over 8 years in a senior management role in Local Government.

Pioneer Health Albany (PHN) works closely with local health organisations, such as the Albany Health Campus, WAPHA, Great Southern Aboriginal Health, Headspace Albany, Plantagenet District Hospital and others to provide a diverse and extensive level of care to our community. The practice purpose is "To serve our community's health care needs", and PHN's values are: to act with integrity, fairness, social responsibility and to have fun together.

Jeni became the General Manager in 2015 and has since embraced the challenges and opportunities that have come with managing two dynamic, growing practices with a team of over 60 GPs, Administration and Nursing team members. In her time at PHA Jeni has used her leadership skills to develop an excellent team culture and foster an enjoyable and cohesive work environment.

Jeni has a strong track record in successfully operationalising strategic business goals and has implemented a long list of practice systems including the development of PHN's Practice Policy Library, Risk Register and Data Breach Response Plan - in addition to many other HR and Practice Policies.

Jeni has a Diploma in Accounting, a Diploma in Leadership and Management and is a Certified Practice Manager with AAPM.

QLD State Finalist

Darcy Inglis



Darcy's beginnings were at a small family run practice in Bendigo, where he managed two practitioners and one team member. Since relocating to Cairns in 2015, Darcy's energy has seen him lead Integrated Medical Services from its inception to now being one of the most dynamic, fastest-growing medical services in the Cairns region.

Established in 2014 as way of empowering specialist and allied health professionals to create and develop their own medical practices, Integrated Medical Services offers a completely new way for medical professionals to do business. Since joining Integrated Medical Services, Darcy has been an essential component in its recent business growth and expansion. He has consistently exceeded expectations as a practice manager, supporting the practice in maintaining staff, contributing innovative ideas, and ensuring legal and ethical obligations are always met.

More recently, Darcy and his team have been busy introducing new specialist services for both Darwin and Papua New Guinea, and opened their most ambitious venture yet – The Far North Day Hospital.

Darcy consistently exceeds AAPM CPD requirements, is a member of 'The CEO Institute', is completing his certification with the Australian Institute of Company Directors (AICD) and is also undertaking a business degree (majors in Accounting and Law) at JCU University. Darcy takes every opportunity to network and learn from his peers, utilising his AAPM resources and maintaining a forward thinking and innovative approach to Practice Management.

TAS State Finalist

Tanya Barrett



Tanya is Practice Manager at the Deloraine Medical Centre. Established in 1976, with one general practitioner, one receptionist and one nurse, they now have 8 general practitioners, 10 administration staff and 7 nurses working over 2 sites. Deloraine Medical Centre is a rural practice located between the major cities of Launceston and Devonport providing GP Services to patients from and between these cities.

In 2012 a new building was completed adjacent to the Deloraine Medical Centre, dedicated to Allied Health including a Pathology service, Podiatry, Physiotherapist, Psychologist and a Dental Clinic. The practice also has Diabetic, Asthma and COPD Clinics and is participating in the Health Care Homes trial.

Tanya has outstanding communication and negotiation skills with a wide range of people, including practitioners, patients, office suppliers, drug reps and assorted clinical and office staff. She always manages to maintain a sunny outlook and polite friendly interaction while communicating clearly, considerately and appropriately.

Tanya has a strong commitment to further education and has completed Diploma in Professional Practice Management and Leadership and Management.

As well as guiding and supporting other staff in all these aspects. Tanya is always seeking opportunities to update and advance the practice and expand and improve on excellent service provided to patients.

Tanya has transformed a very busy practice into a cohesive partnership and leadership team.

2018 AAPM National Practice Manager of the Year Awards

SA/NT State Finalist

Jacqueline Genesin



Jacqueline is Business Manager at Chandlers Hill Surgery, a general practice in Happy Valley. The surgery is owned by six GPs and employs on a contractual basis another 13 GPs, a consultant pharmacist, three registered nurses, one enrolled nurse, nine admin staff and a specialist. There are also five allied health tenants on site.

The surgery offers a wide range of services including a travel clinic and won the RACGP surgery of the year in the 1990's and again in 2010 and has recently been voted the number one surgery nationally by patients who use the Health Engine online booking service.

Jacqueline leads high performing reception, administration and nursing teams and continually demonstrates initiative and innovation in her work, such as instigation of the Iron Fusion Service, Travel Clinic and dedicated Skin Cancer Service.

Jacqueline is a leader in practice manager circles, initiating the Southern Practice Managers Network, which supports her practice manager colleagues, keeping up to date with the constant changes, challenges and complexities of the industry. The network group has received increasing interest and as a result now receives Adelaide Primary Health Network funding to support members on a regular basis.

Jacqueline brings professionalism to the business and finance structures of Chandlers Hill Surgery, and has ensured a cohesive partnership and leadership team.

VIC State Finalist

Garry Hurst



After leaving school early, Garry worked on the family farm for the first 10 years of his career before running a small part-time IT business. This led to Melbourne where he worked for IT company MYOB in a technical support role and then in 2001 moved back to South Australia to take up a Practice Manager role (the first for the clinic) in Millicent, South Australia before his current role managing a Medical Centre in Ararat, a rural city near the Grampians in Victoria where he has been for 10 years.

The Ararat Medical Centre has 13 full-time doctors, nursing and reception staff, interns, medical and nursing students.

Since working as a Practice Manager; Garry has led the Practice Team through multiple Accreditations, supervised renovations and expansions of two Medical Centres. In 2013 Garry was awarded the RWAV Practice Manager Award for contributions to Rural General Practice in Victoria. In 2017 Garry received the AAPM Victorian Practice Manager award.

Garry is a Fellow and Certified Practice Manager of the Australian Association of Practice Management and holds an Advanced Diploma in Practice Management and Certificate IV in Training and Assessment.

Teaching is an important role in the Practice and each year they have GP Registrars, Interns, Medical Students, Nursing students and Pharmacy Students rotating through the practice. The Ararat Medical Centre is always striving to create a strong, cohesive and vibrant team that services the needs of their practice owners, patients and staff.

2018 AAPM National Practice Manager of the Year

Darcy Inglis

Congratulations to Darcy Inglis of Integrated Medical Solutions on being selected as the 2018 National Practice Management of the year.



“ AAPM is my professional family and has afforded me the opportunity to grow my network and skills. The support I have received, access to best practice and opportunity to get high quality professional advice from more experienced colleagues has been phenomenal. I attended the 2018 annual conference in Perth and was thrilled to be able to share experience with so many other Practice Managers. I value my membership of AAPM highly recommend it. ”

Folukemi (WA member)

AAPM Education and Networking

159
networking
events
throughout
Australia



More than
6,000
participants
attended AAPM
education events

AAPM education is a core activity and a benefit to the membership. Education is delivered via face to face seminars and workshops and online through AAPM's webinar series. The online education is ever-growing in popularity due to its flexibility.

The webinar series covered various topics ranging from "Practice Management 101" for those who are new to Practice Management, to intermediate and advanced sessions on hot topics such as human resource management, finance, business and marketing. Presented by

industry experts the webinar series was very well received and provided a strong base of the 2019/2020 program.

Face to face education activities included two specific national roadshows. The first roadshow was the "AAPM Technology Forum" which focused on how Practice Managers can use technology to assist in their everyday workplace, the latest technology in the market and the future of technology in healthcare.

Following the technology series, were six Practice Manager Education Days/Practice Management Symposiums. This national series was a full day program that included presentations from healthcare industry experts and government departments. Our one-day symposiums received very positive feedback received from delegates.

AAPM Membership

2,592*
members

*covered by all memberships

428
new members

Membership growth up
from 2190 memberships
in 2017-18
(growth rate 5%)

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.

283

Practice memberships
(increase of 11.4%)

Member retention
rate of
85.2%

(3% higher than last year)

189

Certified Practice Managers
(CPMs)

81
Fellows

We congratulated the following members on attaining Fellowship of AAPM in 2018-19: Diane Mouncey (NSW), Felicity Hogan (QLD), Tracey Johnson (QLD), Gina Hawker (QLD), Carol Harding (QLD) Brett Miller (SA), Jennifer Flakemore (VIC) and Vivienne L'Or (NSW).

48
Ambassadors

Amanda Ellison, Gail Lloyd, Shayne Murray and Janet Walker became Ambassadors in 2018-19 providing expertise and representation for AAPM.

Membership Types

Individual	1601
Corporate & Practice	310
Certified Practice Manager	189
Associate	92
Fellow	80
International	12
Life	9
Medical Practice Assistant	8
Retiree	3

Members by State

NSW/ACT	725
Queensland	551
Victoria	513
SA/NT	227
WA	202
Tasmania	74
International	12

AAPM Member Benefits

AAPM's Professional Development Program supports and promotes members' personal and professional growth 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 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

Medico-Legal Service

Provides expert advice to help minimise the chance of a complaint or claim occurring.

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 experienced Mentor

Practice Manager of the Year Awards

Prestigious state and national awards recognise and reward Practice Manager's 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

HR Advisory Service

In response to our members' needs, AAPM introduced a service designed to provide HR advice and support, addressing some of the most common daily challenges faced by practice managers.

Exclusive, fully featured and free to members, the AAPM HR Advisory Service provides a dedicated hotline and email address for member inquiries and advice regarding HR matters.

There is ongoing strong uptake of the service by members.

Top 5

HR Advisory Service Enquiries

1

Award Compliance

2

Employment Contracts

3

Wages

4

Employer Termination

5

Personal/Carer's Leave

The HR Advisory Service includes a comprehensive and growing suite of member-only HR resources and templates via the AAPM website, including:

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

“

The new AAPM HR Advisory Service adds value to my membership and gives up-to-date HR advice which is essential in a fluid practice environment.

”

Charlyn (NSW member)

AAPM Digital Engagement

AAPM's digital presence has shown significant growth in the July 2018-June 2019 period. A total of 31,000 users accessed the AAPM website to view events, online learning resources, education and current vacancies.

AAPM's social media channels grew in popularity, with Facebook and LinkedIn being the most popular platforms among Practice Managers. Facebook is our most popular account, showing the highest levels of engagement with our posts – followers sharing, commenting and liking our activity.

Areas of focus on our digital channels included promotion of events, education seminars, Award announcements such as Practice Manager of the Year, HR Advisory Service launch, Scholarships, Conference and industry information.

SOCIAL MEDIA STATS

July 2018- June 2019

Channel	Engagement	Growth
Facebook	6427	366
Instagram	471	74
LinkedIn	1445	505
Twitter	209	74

GOOGLE ANALYTICS

aapm.org.au

July 2018- June 2019

Overall
31k users
61K sessions
29,570 new
8,387 returning

“Having taken on a new Practice Management role I came across AAPM and knew it was imperative to become a member. I have already had some wonderful interactions with staff there and finding there are many others that are willing to support me. I enjoyed reading the new member pack and will wear my AAPM badge with pride.”

Sara (SA/NT member)

AAPM 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.



David Osman
National Vice President

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.



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.

AAPM 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.



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.



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.



Jon Erwin

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.

AAPM State Committees

NSW/ACT

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

QLD

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

SA/NT

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

Jacqueline Brandner - State Committee Member

VIC

Margaret McPherson - State President
Linda Osman - State Vice President
David Osman - National Vice President & Board Director
Cheryl Wood - State Committee Member
Kylie Payne - State Committee Member
Melinda Burgess - State Committee Member
Clarrissa Carson - State Committee Member
Tracy Clarke - State Committee Member
Nikki Jupp - State Committee Member

TAS

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

WA

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

AAPM Partnerships

The 2018/19 AAPM partnership portfolio grew following the introduction of a revised partnership structure early in 2019. This new structure allowed for an inaugural Principal Partner, National and State partners.

AAPM added several new national partners during the year enjoying continued support and increased engagement by local event partners.

AAPM partners continue to build strong and long lasting relationships with the members and fellow industry partners.

In addition to AAPM corporate partnerships, the Association continues to build on its relationships with affiliated industry and government bodies including:

- Australian Primary Health Care Nurses Association (APNA)
- Australian Digital Health Agency (ADHA)
- Department of Human Services
- Department of Health

Principal Partner



National Partners



State Event Partners



