

## healthypractice.co.nz - your on-line business support service for general practice

**A comprehensive knowledge base, customise templates & documents to your own practice requirements.**

Running a successful business is no longer just a matter of having excellent clinical skills, you also need superior business support. And that's where we can help – with professional advice, support and guidance on business related issues.

Subscribers to our online MAS HealthyPractice® business support service have access to information and templates on all areas of business ownership, employment and management – all backed by our business hours advice line.

Our Business Advisory team has specialist health sector knowledge to help MAS Members with:

- Succession planning
- Practice ownership
- Valuation
- Practice structures and agreements
- Practice financial and risk management
- Employment advice.

**If you own or manage a health practice then HealthyPractice® is a must.**

**For more information contact us on 0800 800 627 or email [business@mas.co.nz](mailto:business@mas.co.nz)**

**Management resources are available to assist with gaining accreditation in  
FOUNDATION STANDARD and CORNERSTONE® Aiming for Excellence.**

### Human Resources

**HR EVALUATION  
HR POLICY GUIDELINES  
LEAVE**

**Annual holidays**

Unpaid leave  
Public holidays  
Close down periods  
**Sick leave**

Bereavement leave  
Parental leave  
Other leave

**PAY**

Minimum wage  
Equal pay  
Wage deductions  
Final pay

**KiwiSaver**

Wage & leave records  
Overpayment of wages

**EMPLOYMENT**

Skill assessments  
Position descriptions  
Person specifications  
Staff retention  
Sexual harassment  
Discrimination  
Employer obligations  
Meal breaks and infant feeding  
Flexible working hours  
**ACC workplace cover**

Unions  
**Staff conduct**

Work experience  
**Employment FAQ's**  
**TRAINING & DEVELOPMENT**  
**Induction**

Skill assessments  
Training needs analysis  
**Training guide**  
Using HealthyPractice®  
Training tips

**DISCIPLINE**  
**Disciplinary process**

**Test for justification**  
Suspension  
Employee representatives  
**Workplace Harassment and Bullying**

**RECRUITMENT**

Recruitment process  
Vulnerable Children Act  
Recruitment advertising  
Employment application  
Applicant evaluation  
Discrimination  
Interview questions  
Reference checks  
Pre-employment checks  
Criminal records  
Testing applicants  
Start of employment

**90-day trial period**

**Drug and alcohol testing**

Job offers  
Induction  
**Overseas recruitment**  
**RESTRUCTURING/REDUNDANCY**  
**EXITING EMPLOYMENT**

Incapacity  
Retirement  
Resignation  
**Termination**  
Exit interviews  
**PERSONAL GRIEVANCE CLAIMS**  
Conflict resolution  
Mediation

**EMPLOYMENT AGREEMENTS**

**Contractor or employee**

90 day trial period  
Fixed term  
Casual and part time  
90-day trial period  
Restraint of trade  
Good faith

**SAMPLE AGREEMENTS**

Casual IEA  
GP IEA  
Practice Manager IEA  
Practice Nurse IEA  
General Practice IEA

Individual

Collective

**Contract arrangements**

Contract for GP Services  
Contract for Nurse Services

**Variation templates**

**STAFF PERFORMANCE**

Appraisals  
Appraisal models  
GP appraisals  
Giving feedback  
Performance indicators  
Managing underperformance  
Managing professionals  
Motivating your team

## Finance

### FINANCIAL REPORTS

Budgets and cash flow  
Financial statements

### ACCOUNTING & TAX

Operating expenses  
Year end requirements  
Depreciation  
Structures and taxation  
Taxation rates

### COST AND PROFIT SHARING

Structures  
Methods  
Business models  
**OTHER ARTICLES**  
Working as a business unit  
Business KPIs  
Dividends vs. retained earnings  
Capital expenditure

### FINANCIAL MANAGEMENT

Practice income  
Maximising income  
Other income  
Nurse profitability  
Fees review  
Managing debt  
Credit terms

## Management

### MANAGEMENT SYSTEMS

Office management  
Fraud  
Keeping business records  
**INFORMATION TECHNOLOGY**  
Disaster recovery  
**IT security**  
Cybercrime  
Social networking  
Privacy of online information  
**Communication**  
Writing policies  
Knowledge management  
**MANAGEMENT REPORTING**  
Staff and patient ratios  
GP remuneration report  
Business KPIs  
Relevant KPIs  
**PMS reports**  
Patient register info

### REVENUE STREAMS

ACC  
Capitation  
Population based funding  
**PHOS**  
**SERVICE QUALITY**  
Complaints  
Patient satisfaction survey  
Access & availability

### INSURANCE

Assets  
Liabilities

### PLANNING

Business planning  
Strategic planning  
Pandemic Planning

### PRACTICE GOVERNANCE

Ownership v control  
Governance v management  
Clinical governance

### Governance FAQ's

### PRACTICE MANAGEMENT

Management structures  
**PMAANZ**  
Practice manager role  
Core competencies  
Autonomy & accountability  
**Time management**  
Change management

### PRACTICE MANAGEMENT ...

**Leadership**  
Resilience  
Meetings  
Caching and mentoring  
**PROJECT MANAGEMENT**  
Project management steps  
Tools & techniques  
**PREMISES**  
**Premises management**  
Building warrant of fitness  
Building security  
Practice relocation  
Serviced offices  
**Earthquake prone buildings**  
Leasing premises  
**Medical centre development**  
Planning considerations  
Design brief  
Moving in  
**PRACTICE OWNERSHIP**  
**Practice entities**  
Business models  
Practice structures and taxation  
Which entity  
Company formation  
GP remuneration  
**Succession planning**

### Practice agreements

Considerations  
Cost sharing agreement  
Partnership agreement  
Service Company agreement  
Trading Company shareholder  
**Selling a practice**  
Preparing for sale  
Valuation methods  
Going concern  
Employment issues  
Sale and purchase agreement  
**Buying a practice**  
Due diligence  
Issues to consider  
**Setting up a practice**  
Set up issues  
Practice relocation  
**Amalgamation**  
Ownership options  
Benefits and concerns  
Employment issues  
Impact of the Commerce Act  
**Closing a practice**  
Death of a practitioner  
**Business Development**  
Market research  
Marketing

## Compliance & Legal

### RISK MANAGEMENT

Managing Risk  
Insurance  
**Disasters**  
Disaster plan  
Business continuity  
**Contract arrangements**  
Knowledge management

### PRIVACY

Privacy Act  
Protecting your information  
Requests for information  
FAQs Privacy  
**HIPC**  
Overview  
Confidentiality  
Staff confidentiality agreement  
Retention of Information  
Disclosure of information  
Children's Health Information  
Patient consent  
Transferring patient records  
FAQs HIPC  
**Practising Codes and Statements**  
**Vulnerable Children Act 2014**

### HEALTH & SAFETY AT WORK

Overview  
Director responsibilities  
Worker Engagement  
Duty to workers and others  
Healthy & safety policy  
**Hazards & risks**  
Reporting & recording accidents  
Workplace harassment & bullying  
Workplace stress  
Drug & alcohol testing  
Motor vehicle use  
**Fire safety**  
**Health and safety FAQs**  
**HDC and PATIENTS RIGHTS**  
Practical tips

### COMPLAINTS

Complaints officer  
Complaints procedure  
Handling disgruntled patients  
Ending patient relationships  
Open disclosure  
**HPCA ACT**  
Reporting obligations  
Obligation to investigate  
QA activities  
**BUSINESS LEGISLATION**  
**Companies Act**  
Limited Partnerships  
**Commerce Act**  
Fair Trading Act  
**Consumer Guarantees Act**  
Protected Disclosures Act  
Powers of Entry an Inquiry