

# Practice Management: From good to great

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# Why this is so important



GP business owner capacity for business planning and management is increasingly limited.

Not (commonly) part of their skill set



The pace of change in primary care due to system reform, market disruption and tech innovation will increase



And with that comes significant challenges to be navigated ...but also opportunities to be had

# Poll

Managing the work of today vs  
strategically planning for the  
future



# Characteristics of 'Gold Standard' Management (PMAANZ)



- Emergency Procedure Management i.e. Pandemic Planning and overseeing of non-clinical emergency procedures i.e. protocols for waiting room and telephone emergencies
- IT Systems Management
- Change Management
- Project Management
- Property Management
- Risk Management
- Leadership (in larger or multi-disciplinary practice)
- Strategic Planning
- Involvement with Business Planning
- Planning for growth – business development

# Good to great (1) Having a strategic plan



- Ensures you have control of your internal and external environment rather than that controlling you
  - Aligns owners/PMs in the direction of travel and to lead with a consistent voice
- (Or ...the process itself flushes out underlying tensions and value differences that can then be addressed)*
- An effective and efficient form of leadership and management as working to
  - Enables staff to understand your 'roadmap' and their role in delivering it
  - Enables informed business decisions, not reactive ones

Without one, you are basically relying on hope that your vision and goals work out



# Good to great (2) – managing the business



- Are the owners aligned in their views of the business?
- Is there a succession plan?
- To grow enrolment or not to grow – grow organically or by active design?
- Expand service provision, income diversification and growth?
- Are systems and processes most efficient – are you getting best clinical value from your clinicians
- What facilities and IT systems will you need for the future
- Remuneration model – does it enable or inhibit your plan



# Good to great (3) – service and quality champion

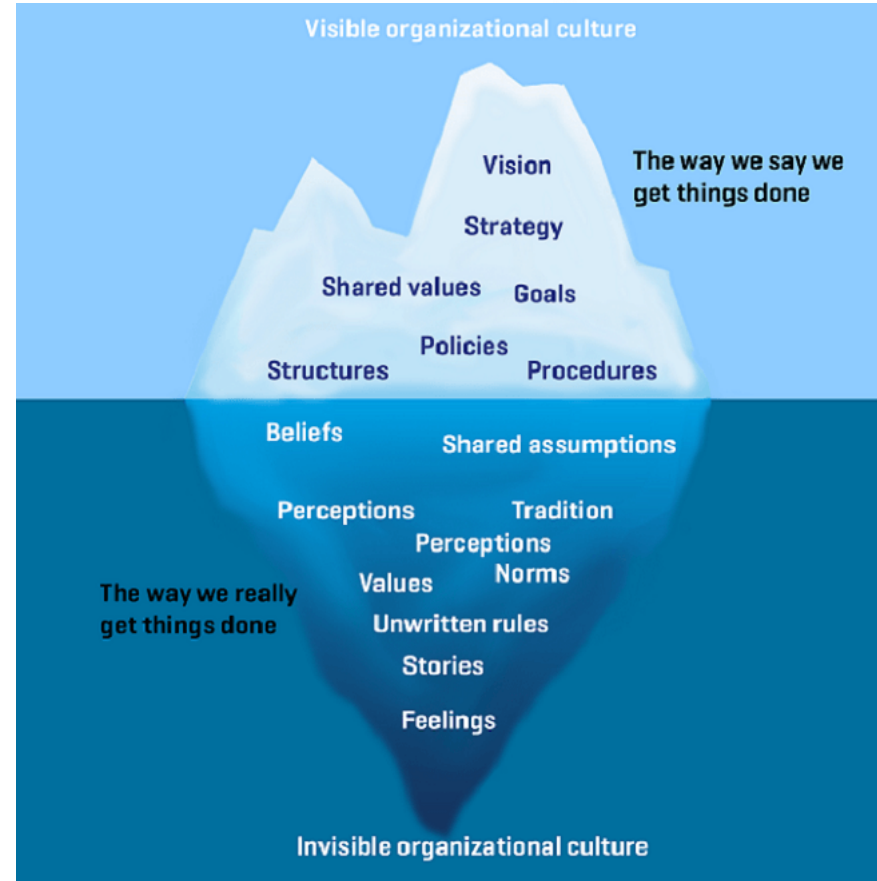


- Knowing your data!
- Access - phones and appointments
  - and planning for future demand
- Acute demand flow - what is your true demand
  - does your workforce planning and scheduling match that demand?*
- What does care look like for your highest need patients? Who are they? How are you proactively scheduling care?
- Population health indicators – ensuring process and engagement
- Understanding your equity gap
- What's your service offer to your well population?
- Ensuring connection to other local providers
- Proactively seeking patient feedback to inform service planning?



# Good to great (4) – being the culture champion

- Managing your weather setters
- Ensuring staff are engaged in strategy, quality and progress reviews?
- Recruiting to culture
- Communication
- Addressing poor behaviour
- Addressing poor performance





How can we  
help you?

Tools  
Training  
Data analysis  
Facilitation

Networking  
Collaboration  
Pooling skills and time

How Can  
We Help  
Each Other?