



**Australian  
General Practice  
Network**

# **Strategic Plan**

**2010 – 2015**

***Passion Respect Integrity Daring Excellence***

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## Overview

### About AGPN

AGPN represents the network of 111 general practice networks as well as eight state-based entities that cover Australia. More than 90 percent of GPs and an increasing number of practice nurses and allied health professionals are members of their local general practice network. The Network is involved in a wide range of activities including health promotion, early intervention and prevention strategies, health service development, chronic disease management, medical education, eHealth and data management, and workforce support. Our aim is to ensure Australians have access to an integrated, high quality and equitable health system by delivering local health solutions through general practice.

**Vision:** A high performing, connected primary health care system that delivers quality care for all Australians.

**Mission:** We are the national body which represents, leads, coordinates and supports the growth and future development of Australia's primary health care networks.

### 2010-2015 Goals

Goal 1: The obvious first choice for primary health care solutions

Goal 2: A demonstrably high performing Network

Goal 3: A united Network

### Values: PRIDE

- Passion
- Respect
- Integrity
- Daring
- Excellence

### About primary health care

Primary health care is socially appropriate, universally accessible, scientifically sound, first level care provided by health services and systems with a suitably trained workforce comprised of multidisciplinary teams supported by integrated referral systems in a way that gives priority to those most in need and addresses health inequalities; maximises community and individual self-reliance, participation and control; and involves collaboration and partnership with other sectors to promote public health.

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## Goals, strategies and measuring success

GOALS	STRATEGIES	HOW DO WE KNOW WE HAVE SUCCEEDED?	PERFORMANCE INDICATORS Year 1
<p><b>The obvious first choice for primary health care solutions</b></p> <p>AGPN plays a key role in co-creating an enhanced and effective system of general practice and other primary health care for Australia. AGPN is recognised as the organisation to go to by funders and other stakeholders where general practice and comprehensive primary health care programs and services are involved. The Network takes on increasing responsibility for organised general practice and broader primary health care and for planning, coordinating and funding delivery of integrated primary health care.</p>	<p><b>Positioning and leadership strategy</b></p>	<p>AGPN policy solutions and programs and the Network's activities and achievements are highly visible to external stakeholders, including government and other funders and communities. The Network is the vehicle of choice for developing primary health care networks</p>	<ul style="list-style-type: none"> <li>▪ 15 PHCOs formed by the Network by June 2011</li> <li>▪ New business opportunities developed and implemented by Network members</li> <li>▪ Achievement of an Effective Partnership Scale of at least Level 3 (Work Zone: more effort is needed to maximise the partnership's collaborative potential) <sup>1</sup></li> <li>▪ 100% of Network Members support a consistent approach to marketing and branding of the Network</li> </ul>
	<p><b>Evolution strategy</b></p>	<p>AGPN leads and supports the transformation of the Network into Australia's new system of primary health care organisations</p>	
	<p><b>Partnerships and collaboration strategy</b></p>	<p>AGPN builds and maintains constructive relationships with government, non-government and professional organisations to the benefit of the Network, providers and the community</p>	
	<p><b>Marketing strategy</b></p>	<p>AGPN develops and implements a marketing strategy that strengthens recognition of the legitimacy and credibility of both AGPN and the Network among members, funders and stakeholders</p>	
	<p><b>Growth strategy</b></p>	<p>AGPN shows leadership in program development and design. AGPN's commercial opportunities expand and Network services and programs experience annual growth in new business</p>	
<p><b>A demonstrably high performing Network</b></p>	<p><b>Performance strategy</b></p>	<p>AGPN and the Network demonstrate consistent and high quality performance through continuous quality</p>	<ul style="list-style-type: none"> <li>▪ 100% of Network members maintain standards</li> </ul>

<sup>1</sup> based on the Partnership Self Assessment Tool 2002, Centre for Advancement of Collaborative Strategies in Health, New York Academy of Medicine

<p>AGPN promotes a Network culture of excellence and improvement and supports the Network to ensure it has the capabilities, competencies, skills and resources to provide consistent and high quality performance. AGPN supports organisational development, clinical stewardship and transformational leadership in the Network. AGPN supports the Network to make a demonstrable difference to access to and quality of primary health care services and the health of the population through several flagship primary health care programs.</p>		improvement processes, excellence in program design and delivery and contract compliance	<p>accreditation</p> <ul style="list-style-type: none"> <li>▪ 100% of Network members meet contractual requirements</li> <li>▪ 20% of general practice networks participate in the performance development project</li> <li>▪ 80% of members have instituted data quality improvement initiatives</li> <li>▪ Greater than 400 staff from general practice networks participate in AGPN convened leadership and development programs</li> <li>▪ 70% of AGPN staff rated as engaged<sup>2</sup></li> </ul>
	<b>People-centred strategy</b>	AGPN led and coordinated national programs offer a holistic, seamless and person-centred approach to general practice and primary health care program and service delivery	
	<b>Capacity strategy</b>	AGPN anticipates and manages change and builds essential capacity organisationally and within the Network	
	<b>Information strategy</b>	Data and information management systems exist and inform and support development and achievement of the AGPN and Network's objectives	
	<b>Workforce strategy</b>	AGPN has appropriate workforce programs, leadership programs and model performance development schemes to support both itself and the Network to recruit, develop and retain people with appropriate competencies and capabilities	
<p><b>A united Network.</b> AGPN is widely supported by its members for the quality of leadership and support it provides to and for them. Members operate with high levels of consistency and work together to provide value for money to ensure the Network is high performing and contributing to improvements in the health and wellbeing of Australians.</p>	<b>Member engagement strategy</b>	Members perceive that they are a well represented part of a successful national Network	<ul style="list-style-type: none"> <li>▪ 60% of members rates AGPN's performance in representation and advocacy as either good or very good</li> <li>▪ 60% of members are either satisfied or very satisfied with AGPN's consultation process</li> <li>▪ Three corporate efficiency initiatives are delivered in eHealth tools, insurance and learning and development</li> <li>▪ 100% agree to a shared Network brand</li> </ul>
	<b>Consistency strategy</b>	The Network presents as a united whole to users of services, funders and other stakeholders	
	<b>Efficiency strategy</b>	Members are supported to recognise and realise opportunities for new business as a result of Network participation  Members work together to provide greater value for money	

<sup>2</sup> based on Best Practice Australia measures

## Introduction

This Plan represents AGPN's forward agenda to 2015. It will be the basis of:

- our decision making over the next five years
- the renewal and further development of our business and core programs
- annual business plans to be submitted to our principal funders, the Department of Health and Ageing
- our annual report and quarterly reports to the AGPN Board and members.

We have chosen a five year outlook. AGPN and the Network have continued to evolve since their establishment in the 1990s. Given the momentum around the need for health care reform and the opportunity for further development of the Network in the context of directions for the Australian health care system generated by three independent expert reviews, a five year timeframe for our continued focus on future proofing, growing and maturing our own organisation and the Network is considered appropriate to our forward planning.

### 1.1 Background and organisational profile

AGPN represents the network of 111 general practice networks as well as eight state-based entities that cover Australia. More than 90 percent of GPs and an increasing number of practice nurses and allied health professionals are members of their local general practice network.

The Network is involved in a wide range of activities including health promotion, early intervention and prevention strategies, health service development, chronic disease management, medical education, eHealth and data management, and workforce support.

Our aim is to ensure Australians have an accessible, high quality and equitable health system by delivering local health solutions through general practice.

Our current company objects are to:

- strengthen the effectiveness and vitality of the general practice sector through support to member divisions and member state based organisations (SBOs) and advocacy and representation of member divisions and SBOs to the Federal Government, to other national organisations and to the Australian public;
- contribute to the development of national health policy in collaboration with member divisions and member SBOs
- promote cooperation and communication with other national organisations in Australia with objects similar to these objects of the Company, and
- provide national leadership in health system development.

We have five functional units dedicated to policy, business development, marketing and events; program management and performance; media and communications; financial management and corporate support.

Program funding enables us to implement a number of primary health care programs in health priority areas such as chronic disease management, immunisation, eHealth, quality use of medicines, Aboriginal and Torres Strait Islander health (Closing the Gap), workforce and mental health. 'Core' funding from the Department of Health and Ageing funds AGPN to support the Divisions Network to improve population health in local communities through the following activities:

- Building the capacity of GPNs to promote effective local health care provision by assisting GPNs and State Based Organisations (SBOs);
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- Collaborating with SBOs to provide leadership and representation for the Network; and
- Acting as an exemplar to improve and maintain the capacity within the General Practice Network.

## Mission Statement

### 2.1 Vision

A high performing, connected primary health care system that delivers quality care for all Australians.

### 2.2 Mission

We are the national body which represents, leads, coordinates and supports the growth and future development of Australia's primary health care networks.

### 2.3 2010-2015 Goals

Goal 1: The obvious first choice for primary health care solutions

Goal 2: A demonstrably high performing Network

Goal 3: A united Network

### 2.4 Values

Our values guide the way in which we work together and with stakeholders for the greater benefit of AGPN, the general practice network and the health and wellbeing of Australians. Our values are represented by the acronym 'PRIDE'. In all that we do, we promote and act with passion, respect, integrity, daring and excellence.

A description of our values is at *Appendix 1*.

### 2.5. About primary health care

Primary health care is socially appropriate, universally accessible, scientifically sound, first level care provided by health services and systems with a suitably trained workforce comprised of multidisciplinary teams supported by integrated referral systems in a way that gives priority to those most in need and addresses health inequalities; maximises community and individual self-reliance, participation and control; and involves collaboration and partnership with other sectors to promote public health.

General practice is a key setting for the delivery of primary health care. An effective primary health care system has the following key aspects:

- *a focus on health needs*: a place to which people can bring a wide range of health problems and not just focused on illness and cure
- *enduring personal relationships*: the medical home where patients can be guided through the health system.

- *comprehensive, continuous and person-centred care*: facilitated by the ongoing relationship between a patient, their families/carers and a particular general practitioner (GP), supported by a practice team and other 'wrap around' clinical and non-clinical services
- *responsibility for the health of all in the community along the lifecycle, including responsibility for tackling the determinants of ill-health*: a focus on disease prevention and health promotion as well as early detection
- *teams of health professionals*: GPs, nurses, allied health, specialists where required, carers and social services.
- *people as partners in managing their own health and that of their community*: a focus on health literacy and self-management
- *adequate resources and investment delivering much better value than its alternatives*: primary health care is not the poor end of the health spectrum.

## Implementation strategy

### 5.1 Action Planning

#### 5.1.1 Activities for Goal 1: The obvious first choice

<p>AGPN policy and the Network's activities &amp; achievements are highly visible to external stakeholders, including government, funders and communities. The Network is the vehicle of choice for developing primary health care networks.</p> <p><b><i>(Positioning and leadership strategy)</i></b></p>	<ul style="list-style-type: none"> <li>• Conduct regular scans of the political and operating environments and scope new initiatives which meet new and emerging needs.</li> <li>• Develop and refine a suite of coherent and robust AGPN policies.</li> <li>• Produce a series of occasional papers analysing and providing updates on current primary health care issues.</li> <li>• Express policy positions as comprehensible, media-friendly messages.</li> <li>• Forge strategic alliances to ensure involvement of Network in priority issues impacting on primary health care.</li> <li>• Foster and nurture GP, nurse and other clinical leaders as advocates for primary health care reform and service innovation</li> <li>• Continue to lead and grow World Health Care Networks.</li> <li>• Positively influence the outcomes of relevant government reviews, parliamentary inquiries and the Federal Budget through meetings, workshops and by making timely, relevant submissions.</li> <li>• Support the participation of Network representatives on key advisory committees, roundtables and workshops.</li> <li>• Develop and promote a new Network brand through a whole-of-Network marketing strategy.</li> </ul>
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<p>AGPN leads and supports the transformation of the Network into Australia's new system of primary health care organisations (<b><i>Evolution strategy</i></b>)</p>	<ul style="list-style-type: none"> <li>• Advocate for the Network to be first choice for the formation of primary health care organisations</li> <li>• Develop a transition strategy and plan in consultation with the Network</li> <li>• Secure funding to implement the transition strategy and plan, set up a transition support team and an appropriate transition governance mechanism from across the Network</li> </ul>
<p>AGPN builds and maintains constructive relationships with government, non-government organisations and professional groups to the benefit of the Network, providers and the community (<b><i>Partnership and collaboration strategy</i></b>)</p>	<ul style="list-style-type: none"> <li>• Implement strategies and actions to ensure the general practice community is well briefed and subscribed to the benefits of primary health care-led reform and is committed to play a leadership/stewardship role in driving change</li> <li>• Implement targeted strategies to engage and involve allied health, nursing, pharmacy, NGO and consumer/carer communities in leadership and advocacy for health system improvement</li> <li>• Develop strategies to engage with the range of stakeholders with an interest in the work and future directions of general practice and primary health care networks eg. aged care sector, chronic disease specific NGOs, welfare sector and the local government community</li> </ul>
<p>AGPN develops and implements a marketing strategy that strengthens the legitimacy and credibility of both AGPN and the Network among members, funders and stakeholders (<b><i>Marketing strategy</i></b>)</p>	<ul style="list-style-type: none"> <li>• Conduct a systematic marketing audit of AGPN's current marketing methods and procedures</li> <li>• Ensure implementation of guidelines, templates, and other tactics which result in AGPN taking and demonstrating a consistent approach to all that it does in marketing and branding</li> <li>• Prepare a business case to the Network about the merits of a common branding strategy</li> <li>• Commission a marketing consultant to develop a refreshed marketing strategy including development of a common brand for AGPN and our members</li> <li>• Undertake a Network-wide and targeted stakeholder consultation on branding strategy</li> <li>• Support execution of marketing branding strategy with information and skills development forums</li> </ul>

<p>AGPN shows leadership in program development and design. AGPN's commercial opportunities expand and Network services and programs experience annual growth (<b><i>Growth strategy</i></b>)</p>	<ul style="list-style-type: none"> <li>• Develop a proactive agenda for developing future business development opportunities for AGPN</li> <li>• Maintain existing programs and develop new general practice and broader primary health care programs in response to needs.</li> <li>• Identify and develop new business ventures and partnerships which can be delivered through the Network, or are of benefit to AGPN and the Network.</li> <li>• Demonstrate the value of sponsorship as a long term relationship with the opportunity to develop new businesses and services</li> <li>• Strengthen and promote Network involvement in research and evaluation.</li> <li>• Evaluate consistency and cost-effectiveness of Network activities and outcomes and communicate these results externally.</li> <li>• Identify and market opportunities for expansion of the role of the Network in planning, purchasing and providing services.</li> <li>• Implement effective and efficient pilot programs/projects which involve testing at the coalface using selected Network members.</li> </ul>
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### 5.1.2 Activities for Goal 2: a demonstrably high performing Network

<p>AGPN and the Network demonstrate consistent and high quality performance through continuous quality improvement processes, excellence in program design and delivery and contract compliance (<b><i>Performance strategy</i></b>)</p>	<ul style="list-style-type: none"> <li>• Establish a Performance Framework for the Network and provide tools and support for mandatory implementation.</li> <li>• Advocate for the Network-wide implementation of quality improvement methods.</li> <li>• Build an evaluation culture and capability within the Network with all programs demonstrating appropriate evaluation strategies.</li> <li>• Upgrade contract management capacity and competence. Implement all programs in accord with contracted deliverables and within contracted budget.</li> <li>• Provision of early intervention and targeted outreach support for underperforming members.</li> </ul>
<p>AGPN led and coordinated programs offer a holistic, seamless, and person-centred approach to primary health program delivery (<b><i>People-centred strategy</i></b>).</p>	<ul style="list-style-type: none"> <li>• Ensure cross-program linkages are actively pursued to achieve an integrated approach to program delivery.</li> <li>• Assist Network members to assess the patient-centrism of their service offerings.</li> </ul>

<p>AGPN anticipates and manages change and builds essential capacity organisationally and within the Network accordingly (<b>Capacity strategy</b>)</p>	<ul style="list-style-type: none"> <li>• Develop and implement an AGPN Strategy on eHealth and Information Management</li> <li>• Lead the development of primary health care data governance arrangements</li> <li>• Provide tools, advice and outreach to Network members to create organisational cultures and skills which enable: local partnering; innovation; and effective management of change including a Partnership Development and Community Engagement Toolkits</li> <li>• Provide tools, advice and outreach to Network members enabling key financial metrics to be understood and applied, resulting in business viability for each Network.</li> <li>• Provide tools and advice to Network members so that high standards of clinical leadership and governance are applied.</li> <li>• Offer development opportunities on topics of relevance to the Network.</li> <li>• Develop and implement a leadership and development program comprising at a minimum an annual master class series and a web-based Organisational Development clearing house for members.</li> </ul>
<p>Data and information management systems exist and inform and support development and achievement of AGPN and the Network's objectives (<b>Information strategy</b>)</p>	<ul style="list-style-type: none"> <li>• Implement a Network national eHealth program that coordinates and supports members (services, practices and individual clinicians) to improve their capacity to collect and use information for service planning and other key activities.</li> <li>• Promote quality and complete primary health care data by actively guiding data governance.</li> <li>• Disseminate and promote the uptake of standardised information tools which provide value to the network in the collection and use of quality data.</li> </ul>

<p>AGPN has appropriate workforce programs, leadership programs and models performance development schemes to support both itself and the Network to recruit, develop and retain people with appropriate competencies and capabilities (<b>Workforce strategy</b>)</p>	<ul style="list-style-type: none"> <li>• Conduct a skills audit of Network employees and develop a Network skills development strategy, including a leadership development program.</li> <li>• Assist network members to recruit, develop and retain people required to ensure achievement of objectives in accordance with organisational values.</li> <li>• Develop, promote and deliver Leadership Programs and Governance Training which meet the current and emerging needs of the Network.</li> <li>• Examine and determine feasibility of developing a National Centre for Leadership Development which is focused on building the capacity of the Network</li> </ul>
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### 5.1.3 Activities for Goal 3: a united Network

<p>3.1 Members perceive that they are a well-represented part of a successful national network (<b>Membership engagement strategy</b>)</p>	<ul style="list-style-type: none"> <li>• Enhance processes for seeking member input to policy and program development e.g. Formation of a policy think tank, or subject-specific expert groups.</li> <li>• Provide feedback to members on results of input into consultation processes: 'close the loop'.</li> <li>• Organise and deliver an annual Forum and two Chairs/CEOs meetings as required.</li> <li>• Regularly evaluate member satisfaction with AGPN governance arrangements and performance.</li> <li>• Respond proactively to signals of member dissatisfaction or discontent.</li> </ul>
<p>3.2 The Network presents as a united whole to users of services, funders and other stakeholders (<b>Consistency strategy</b>)</p>	<ul style="list-style-type: none"> <li>• Develop and implement a Quality Framework for the Network: a set of standards which promote continuous improvement and enhanced consistency in approach by Network members (including consistency of branding, service standards and program performance)</li> <li>• Network members adopt a consistent brand.</li> <li>• Network members report using a minimum data set of indicators based on Outcomes 1 and 2</li> <li>• Members are supported to develop and implement consistent governance guidelines</li> </ul>

<p>3.3 Members are supported to recognise and realise opportunities for new business and increase corporate efficiencies (<b><i>Efficiency strategy</i></b>)</p>	<ul style="list-style-type: none"><li>• Develop new, valued member services in consultation with network</li><li>• Members are encouraged to form alliances and sub-networks based on regional and population and service specialisations</li><li>• Network leaders identify services and support required to increase corporate efficiencies in areas such as:<ul style="list-style-type: none"><li>• travel and accommodation</li><li>• events management</li><li>• insurance</li><li>• financial services</li><li>• people management</li><li>• learning and development</li><li>• information management and systems</li><li>• purchasing and supplies</li><li>• utilities</li></ul></li></ul>
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## 'PRIDE' - AGPN's Values

**Passion** – we are passionate about our purpose and the contribution we can make to improve the health and wellbeing of the Australian community through networks of general practice and other primary health care. This is demonstrated in the way we approach our day to day and longer term tasks and responsibilities.

**Respect** – we recognise the value and dignity of every person who associates with us. It is our responsibility to treat all with whom we come into contact with justice and compassion no matter what the circumstances, and we are prepared to stand up for what we believe and challenge behaviour which is contrary to our values.

**Integrity** – we are open and honest in the way we deal with each other and others, we accept responsibility and differences of opinion and are willing to share.

**Daring** – we act with courage and entrepreneurialism, we are willing to take or seek out risks in the interests of the overall good of the organisation and those we are here to serve, and we are bold and adventurous in our ideas, our approaches, and our execution of actions.

**Excellence** – we are responsible for ensuring a high performing, learning organisation which has a focus on continuous improvement and quality; innovation and fresh ideas; developing the skills, competencies and talents of those who work for AGPN; caring for the environment and handing on a sustainable legacy to those who come after us.

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