

Australian General Practice Network

Introduction Readiness for Transition to Medicare Locals

July 2011



Introduction

Congratulations on your recent successful application to become one of the first Medicare Local (ML).

This transition period represents the beginning of a development journey for Medicare Locals. After successful establishment, your new organisation will face the challenge of planning and then implementing robust and objective plans and strategies that deliver on the Department of Health and Ageing's (DOHA) objectives.

AGPN and SBOs are committed to supporting you through this transition.

The AGPN National Transition Project has been funded by DOHA to assist and support the transition of Network members in the period leading up to 1 July 2012. This will be achieved through the implementation of a program of organisational and leadership development, change management support, development of transition tools and templates, capacity building, developing partnership relationships, governance frameworks and planning guidance.

The Project is governed by an Advisory Committee comprising Network members and other primary health care stakeholders including, but not limited to, members of the National Primary Health Care Partnership.

Support is available through the national transition team at AGPN and locally by transition field support officers at SBOs. A range of products and services have already been made available to Network members and their partners to support them during the transition period.

As a next step, we will be developing a focused program of work to support you, as one of the first wave of new MLs, to develop the capabilities required for a successful transition. To inform the priorities of this program, we would like to work with you and your colleagues to understand your capability gaps and to focus our support in a way that you value and that will set you up for success.

The proposed timing for this program is July 2011. We would like to gauge your interest in participating in this type of program and seek your commitment or otherwise to this.

A draft of the capability framework is attached at Appendix A.

Transition needs assessment Objectives & benefits

AGPN has engaged the primary care and organisational change team at PricewaterhouseCoopers (PwC) to support this work. PwC will be bringing expertise in organisational change and transition in the health sector to help us think through the capabilities required for a successful transition. We will apply this thinking to work with you on a transition needs exercise. The benefits of the exercise include:

- Independent expert advice** - This is an opportunity to receive objective and expert input to your transition from colleagues at AGPN, the SBO and PwC.
- Influence support activities** - AGPN has been funded by Government to support your transition; this is your opportunity to inform that program of support and ensure resource is directed where you need and want it most.
- Self-awareness** - You will receive feedback on your capability development needs relevant to other new MLs and improve the organisation's 'self-awareness'.
- Priorities & focus** - There is so much to do in a short space of time to successfully transition; the output of this exercise will be useful for organising and prioritising your activities internally and for motivating and directing the energies of your team and staff.
- A Community of Practice** - The process of aggregating findings across all MLs will provide an opportunity for you to identify and collaborate with other organisations with similar strengths and challenges. Also, as one of the first MLs you play an important role in leading the way and sharing lessons with those transitioning in the future.
- Keep pace with developments** - The process to provide submissions was fast paced and the policy environment has continued to evolve (eg importance of the after hours service) so this is an opportunity to revisit your plans and assumptions.
- Assisting** network colleagues by piloting a process with first 19 MLs to improve it for next two tranches
- This service will be **free of charge** to Medicare Locals

Process & next steps

The transition team (AGPN and SBOs) plan to approach the needs assessment in three steps:

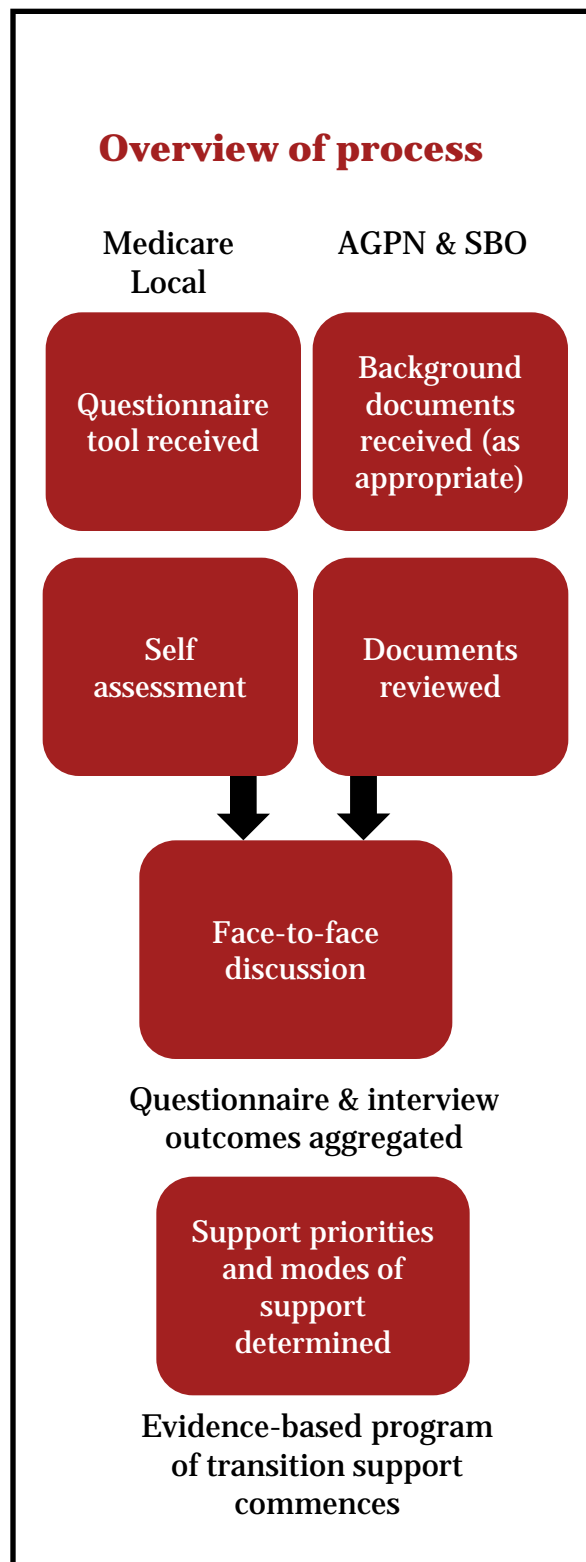
- Self-assessment by the Medicare Local using a simple questionnaire;
- Develop further understanding of your objectives and approach by reviewing ITA or other strategic plans (as appropriate);
- A face to face working session to review capability and development needs and preferences.

The capability questionnaire will be shared with you and your teams via e-mail in an easy-to-use format. The questionnaire data will only be seen by AGPN and the relevant SBO.

A member of the transition team (AGPN or relevant SBO) will contact you to arrange to review any appropriate documentation regarding your transition plans and strategic plans to better inform the face to face meeting. We appreciate that you may have reservations about sharing such documents and will work with you to review whatever you deem appropriate.

Based on your preference colleagues from PwC will support these meetings, bringing a helpful outside perspective and additional experience in organisational change and transition. Their team brings experts in both public and private sector mergers, restructurings and organisational change.

Importantly, discussions should focus on the level and type of support you and your organisation would value most from the AGPN.



Overview of capability framework for transition

The needs of organisations during times of transition or significant change, are different to the needs of organisations during business-as-usual. Perhaps the most important difference between the development needs of mature organisations and the capabilities important during transition is the ability to robustly manage and govern the transition itself. Our approach to transition capability mapping draws from DOHA’s evaluation criteria and objectives for Medicare Locals, as well as leading practice in organisational transition capabilities to develop the framework set out below. The capability questionnaire and face to face sessions will be based around this framework.

A draft of the capability framework is attached at Appendix A

