

# **National Transition Project**

## **Queensland Project Plan**

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# Introduction

## Purpose of document

The purpose of this project plan is to document the key project baseline including the objectives, budget, timeline, project organisation and adopted management approach.

This plan is the General Practice Queensland's regional component of the National Transition plan being conducted by the Australian General Practice Network.

## Structure of document

This document will cover the following key areas:

- \_ Management summary
- \_ Project scope and objectives
- \_ Planning considerations
- \_ Timeframe and milestones
- \_ Budget and costs
- \_ Project organisation and management.

## Intended audience

The intended audience is all personnel who have a role in the delivery of the Project. The document is a reference guide to the management of the Project.

# Management summary

## Project synopsis

The objective of this Project is to assist and support the transition of general practice networks (GPNs) into MLs in the period leading up to 1 July 2012. This objective 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 will align with the substantial work already being undertaken at the national level to support transitioning GPNs at the local level. New project activities to support transitioning Network members will be shaped and identified by local strengths and weaknesses as GPNs navigate through the change process.

The Project is funded by AGPN via the Commonwealth of Australia as represented by the Department of Health and Ageing (DoHA). The funding agreement is between the Australian General Practice Network and General Practice Queensland and was signed in January 2011.

## **Project background**

### **Health reform**

The Australian Government has announced significant change to Australia's health system. These policy directions are aimed at creating a more equitable, cost effective, connected health system in Australia.

Through the Council of Australian Governments' National Health and Hospitals Network (NHHN) Agreement, a NHHN will comprise regional MLs and Local Hospital Networks (LHNs) working together to deliver more integrated, locally responsive and flexible health services to improve the patient's journey through the health system.

### **Medicare Locals**

MLs will be responsible for managing the primary health care needs of the population within a defined geographic region or ML boundary. In line with current Medicare Local boundaries, eleven (11) Medicare Locals will exist in Queensland.

MLs will be established as independent legal entities with strong links to their local communities, health professionals, service providers and consumer and patient groups, enabling them to respond effectively to local needs.

General practice networks are also known as divisions of general practice or primary care networks. MLs will build and expand upon the functions and activities of existing GPNs with a broad focus on the health needs and the primary care services of their local community.

### **Queensland Regional activity and plans**

This plan has been formulated at the request of the AGPN to identify planned opportunities to develop models to support transitioning Queensland GPNs at the local level.

## Project stakeholders

### Internal Stakeholders

Queensland Divisions Network  
Australian General Practice Network

### External Stakeholders

Queensland Health  
Heart Foundation  
Aged Care Queensland  
Arthritis Queensland  
Griffith University  
Australian Podiatry Association, Queensland  
Health Workforce Queensland  
Central and Southern Queensland Training Consortia  
Ethnic Communities Council Queensland  
Australian Psychological Society  
Queensland Self Management Alliance  
RSL Care  
Health Consumers Queensland  
Diabetes Australia Queensland  
Council on the Ageing Queensland  
Queensland Council of Social Service (QCOSS)  
Spiritus  
Cancer Council Queensland  
Queensland Alliance  
Blue Care  
Australian Physiotherapy Association (QLD)  
Dieticians Association Australia  
University of Queensland  
Ozcare  
Asthma Foundation Queensland  
University of Queensland

Optometrists Association of Australia  
 Queensland Aboriginal and Islander Health Council  
 Health and Community Services Workforce Council  
 Royal Flying Doctors Service  
 Queensland Network of Alcohol and other Drug Agencies  
 Queensland Voice for Mental Health  
 Maternity Coalition  
 The Australian Lung Foundation  
 Qld Department of Communities  
 Qld Department of Premier and Cabinet

## Stakeholder analysis

Stakeholder	Needs	Communications strategy	Measures for engagement success
AGPN	Progress reporting  Project activities to be consistent with the funding agreement	Contribute to the AGPN national issues log Participate in National Transition Group teleconferences as required.	Project objectives realised
Queensland Divisions Network Transitions Group (Advisory Committee)	Ongoing information & communication Leadership Support	Transitions Group meetings held every six weeks Email weekly update through GPQ's regular update Access to CEO page on GPQ website Other correspondence as required	Project objectives realised
Queensland Divisions Network	Ongoing transition support	ITA weekly update GPQ weekly update Promote access to AGPNs Transition Resources (Member Area at <a href="http://www.agpn.com.au">www.agpn.com.au</a> ) and assist the divisions in their navigation through	Project objectives realised

Stakeholder	Needs	Communications strategy	Measures for engagement success
External Stakeholders	Education and knowledge about MLs and opportunities for them	<p>the information</p> <p>Invitation for key stakeholder groups to attend the GPQ Forums</p> <p>Queensland Primary Healthcare Network Meetings</p> <p>GPQ Board and staff presentations to Allied Health Professional Peak Bodies and other relevant stakeholders (NGOs etc.) both through planned activities identified by the Queensland Primary Healthcare Network as well as on an ad hoc basis.</p> <p>GPQ working in partnership with other key primary healthcare stakeholders to deliver local and regional community forums around Medicare Local transitioning.</p>	Project objectives realised



Project deliverable	Activity	Timeframe for completion	Responsibility
	<p>services are being offered and by whom</p> <ul style="list-style-type: none"> <li>- Develop a long term plan on the future of primary healthcare services</li> </ul> <p><b>Inform or contribute to, Qld Government planning to establish LHHNs</b></p> <ul style="list-style-type: none"> <li>- Develop models to support integration between MLs and LHHNs including collaborative working arrangements</li> </ul> <p><b>Explore opportunities for LHHNs and MLs to work together with Queensland Government:</b></p> <ul style="list-style-type: none"> <li>- Work with QH to consider solutions around identified areas for collaboration such as cross sector integration. Examples include outpatient service improvement models; population health planning and clinical governance.</li> <li>- Seek advice from Queensland Government in relation to procurement and due diligence processes for existing contracts between QH/ Department of Communities and DGPs when/if DGP ceasing trading (<i>transfer of contracts</i>).</li> </ul> <p><b>Embedding links with the local government sector:</b></p> <ul style="list-style-type: none"> <li>- Continue existing work with the Local Government Association of Queensland to maximise the opportunities through shared organisational targets around healthy communities.</li> </ul>	<p>Ongoing throughout project period</p> <p>Ongoing throughout project period</p> <p>Ongoing throughout project period</p>	





Project deliverable	Activity	Timeframe for completion	Responsibility
	bureau basis for users who want GPQ to manage their financial systems on their behalf.		
<b>Clinical Governance</b> <b>Service Development</b> <b>GP engagement</b>	<p><b>Clinical Governance</b></p> <p>Offer resources for the development of clinical governance policies, frameworks, risk management and incident and complaint management systems for those Medicare Locals and Divisions intending to engage in clinical service delivery, including linkages to AGPNs clinical governance toolkit</p> <p><b>Service Development</b></p> <p>Support readiness of MLs to uptake commonwealth priorities, eg after hours</p> <p>Explore opportunities to promote models of care, including the uptake of best practice.</p> <p><b>GP engagement</b></p> <p>Explore opportunities to support uptake of lead clinician groups by MLs</p>	<p>Ongoing within project period</p> <p>Ongoing within project period</p> <p>Ongoing within project period</p>	<p>GPQ policy team</p>

Project deliverable	Activity	Timeframe for completion	Responsibility
<b>Change Management</b>	<p>Develop targeted change management approach with each division transitioning to ML including support around managing organisational cultural change.</p> <p>Source/ Provide change management expertise.</p> <p>Embed a quality improvement approach to support sharing of learning, drive quality improvement and spread improvements.</p>	<p>Ongoing within project period</p> <p>Ongoing within project period</p>	<p>GPQ CEO GPQ Policy Team</p>
<b>Policy Development &amp; Leadership</b>	<p>Identify evidence to support innovation, model development and solutions focused approaches:</p> <ul style="list-style-type: none"> <li>• develop a healthcare integration framework to support local level integration approaches</li> <li>• support DGPs/ MLs to develop knowledge networks to share evidence and experience</li> </ul> <p>Coordinate think tanks to consider solutions e.g. rural and remote models / outpatient service improvement / models of inter sector integration.</p>	<p>Ongoing within project period</p> <p>Ongoing within project period</p>	<p>GPQ Board GPQ CEO GPQ Policy Team</p>

<b>Project deliverable</b>	<b>Activity</b>	<b>Timeframe for completion</b>	<b>Responsibility</b>
<b>Support to develop responses to ML ITA</b>	<p>Facilitation of a teleconference ITA submission writers (if needed in addition to above)</p> <p>Development of a divisions 'capabilities statement' to outline demonstrated Queensland wide achievements for all DGPs</p> <p>Preparation of comprehensive letters of support for Divisions submitting an ITA for a ML demonstrating evidence against criteria</p>	Ongoing throughout the project (concentrated in lead-up to three ML ITA Tranche closing dates)	GPQ CEO GPQ Policy Team
<b>DGP/ML specific reactive support</b>	<p>Development of an "Intelligence Database" for each Queensland Division/Consortia to assist with identification of support required etc.</p> <p>Development of a risks and issues log and the progression of combined responses for issues raised.</p> <p>Liaison with national transition team to raise issues requiring national response</p>	As required	

<b>Reporting deliverable</b>	<b>Approval criteria</b>	<b>Timeframe for completion</b>	<b>Responsibility</b>
Transition Plan	Transition project plan accepted by AGPN	30 April 2011	Field Support Officer
1 <sup>st</sup> Progress Report	Progress report accepted by AGPN	31 October 2011	Field Support Officer
2 <sup>nd</sup> Progress Report	Progress report accepted by AGPN	30 April 2012	Field Support Officer
3 <sup>rd</sup> Progress Report	Progress report accepted by AGPN	31 October 2011	Field Support Officer

## Major roles

The following table details the major roles in the Project:

Role	Name
Project Sponsor	AGPN
Project Owner	GPQLD
<b>Advisory Committee</b>	<b>Queensland Divisions Network Transition Group - representatives.</b>
Field Support Officer	Libby Dunstan, Team Leader, Policy

## Budget and costs

### Project budget baseline

	2010-2011	2011-2012	Whole project
Staffing costs	\$21 250	\$63 750	\$85 000
Oncosts (25%)	\$5 310	\$15 940	\$21 250
Project governance	\$2 500	\$ 7 500	\$10 000
Travel	\$1 250	\$ 3 750	\$5 000
Communications	\$ 625	\$1 875	\$4 000
Contracting external support/Consultancy	\$6 185	\$18 565	\$24 750
<b>Total planned expenditure</b>	<b>\$37 120</b>	<b>\$113 880</b>	<b>\$150 000</b>

## Project scope and objectives

### Project objectives

To transition support the transition of Queensland Divisions of General Practice to 11 Medicare Locals by the end 2012 through:

- Government Engagement
- Stakeholder engagement
- Transition Governance & Business Support
- Change Management
- Policy Development & Leadership
- DGP/ML specific reactive support

### Criteria for success

11 fully functional Medicare Locals in Queensland

## **Project scope**

### **Project inclusions**

This project plan is one component of the transition support being offered across the Queensland division network. Other activities being undertaken as well as the deliverables outlined in the document relate to:

- GP Engagement
- Information Technology
- Population Health Planning
- Commissioning
- Consumer & Community Engagement

## **Project controls**

### **Risk management**

General Practice Queensland maintains comprehensive risk register for all relevant activity.

### **Quality management**

General Practice Queensland maintains a comprehensive Quality Systems Manual inline with compliance as a ISO Quality Certified Organisation.

### **Management reporting**

This section briefly covers the agreed management reporting process that will be followed throughout the life of the Project. The management reporting process will use a standard set of templates.

- Field Support Contract reporting
- Participation and provision of updates in AGPN teleconferences
- GPQ Board Report