

National Transition Project

NSW Project Plan



Table of contents

Introduction	3
Purpose of document	3
Structure of document.....	3
Intended audience.....	3
Management summary.....	3
Project synopsis.....	3
Project background	3
Project stakeholders.....	4
Stakeholder analysis	5
Expected project results	6
Major roles	15
Budget and costs	16
Project budget baseline.....	16
Project scope and objectives	16
Project objectives.....	16
Criteria for success	17
Project scope	17
Project controls	17

Introduction

Purpose of document

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

This plan is General Practice NSW's state 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 & is intended to guide reporting.

Management summary

Project synopsis

The objective of this Project is to assist and support the transition of general practice networks (GPNs)/ Divisions of General Practice 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 NSW 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

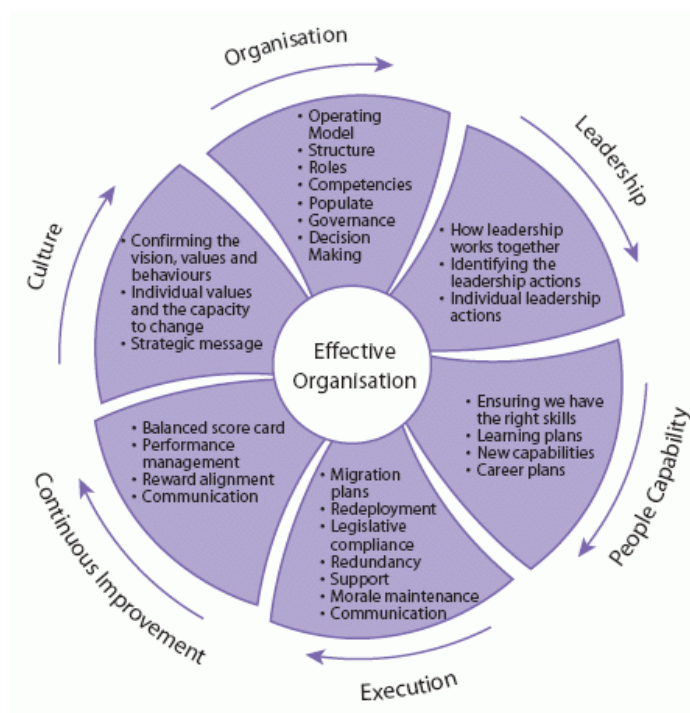
MLs will be responsible for managing the primary health care needs of the population within a defined geographic region or ML boundary. In line with current Medicare Local boundaries, eighteen (18) Medicare Locals will exist in NSW.

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.

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.

NSW State activity and plans

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



Change Process Map

Project stakeholders

Internal Stakeholders

NSW Divisions Network
 Australian General Practice Network

External Stakeholders

NSW Health
 Aged Care NSW
 Arthritis NSW
 Heart Foundation
 Physiotherapy Association
 University of NSW
 University of Sydney
 University of Newcastle
 Wollongong University
 Australian Podiatry Association, NSW
 Australian Psychological Society
 Health Consumers Council NSW
 Diabetes Australia NSW
 Dental Association NSW
 Council on the Ageing NSW
 NSW Council of Social Service (NCOSS)
 Cancer Council NSW
 NSW Alliance
 Dieticians Association
 Asthma Foundation NSW
 Optometrists Association of Australia
 Australian Health and Medical Research Council AHMRC
 NSW Network of Alcohol and other Drug Agencies (NADA)

Stakeholder analysis

Stakeholder	Needs	Communications strategy	
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.	
NSW Divisions Network Transitions Group (Advisory Committee)	Ongoing information & communication Leadership Support	Transitions Group meetings held regularly as necessary Email weekly update though GP NSW's regular update Access to CEO page on GP NSW website (in development) Other correspondence as required	
NSW Divisions Network	Ongoing transition support	Regular ITA updates Promote access to AGPNs Transition Resources (Member Area at www.agpn.com.au) and assist the	

Stakeholder	Needs	Communications strategy
		divisions in their navigation through the information Ad hoc support as required
External Stakeholders	Education and knowledge about MLs and opportunities for them	<p>Invitation to key stakeholder groups to attend the G NSW face to face updates</p> <p>GP NSW Board and staff presentations to Allied Health Professional Peak Bodies and other relevant stakeholders (NGOs etc.) both through planned activities identified by the NSW Primary Healthcare Network as well as on an ad hoc basis.</p> <p>GP NSW working in partnership with other key primary healthcare stakeholders to deliver local and regional community forums around Medicare Local transitioning.</p>

Expected project results

Project deliverable	Activity	Timeframe for completion	Responsibility
Project Governance	<p>Members include:</p> <p>Jan Newland, CEO, GP NSW</p> <p>Carla Saunders, Manager, Policy and Communications, GP NSW</p> <p>Caroline Curtin, General Manager, GP NSW</p> <p>Frank Zivkovic, eHealth Officer, GP NSW</p> <p>Jane Westley, Mental Health Team Leader, GP NSW</p> <p>Rene Pennock, CEO, Macarthur Division of General Practice</p> <p>Michael Moore, CEO, Central Sydney Division of General Practice</p> <p>Graeme Kershaw, CEO, North West Slopes Division of General Practice</p> <p>Yvonne Rowling, CEO, Sutherland Division of General Practice</p>	Ongoing throughout project period	<p>GP NSW Board</p> <p>GP NSW CEO</p> <p>GP NSW Policy Team</p> <p>Transition Field</p>

Project deliverable	Activity	Timeframe for completion	Responsibility
	<p>Establish Advisory Committee – NSW Divisions Network Transition Committee to:</p> <ol style="list-style-type: none"> 1. Provide strategic advice to GP NSW and the NSW Divisions Network in relation to the transition and implementation of the National Health Reforms across NSW; 2. Undertake thought leadership, facilitate discussion and provide a forum for the cross fertilisation of ideas in relation to the establishment of Medicare Locals across NSW. 3. Consider the parameters to move NSW forward as an early adopter state of the National Health Reforms. <p>Meet reporting and accountability requirements</p>	<p>30 April 2011 31 October 2011 30 April 2012 31 October 2012</p>	<p>Support Officer</p>
<p>Government/Local Health District Engagement</p>	<p>Commission the University of New South Wales to deliver a leadership and development program that improves relationships between NSW Health funded services and Medicare Locals</p> <p>Continue to work with NSW Health to ensure maximum awareness of the primary care change agenda and guarantee Local Health Networks (Divisions) are working as closely as possible with Medicare Locals.</p> <p>Establish regular meetings with new Director General & senior public servants in NSW Health and other state government departments which impact health.</p>	<p>Ongoing throughout project period</p> <p>Ongoing throughout project period</p> <p>Ongoing throughout</p>	<p>GP NSW Board GP NSW CEO GP NSW Policy Team</p>

Project deliverable	Activity	Timeframe for completion	Responsibility
	<p>Lobby for continued support and recognition of Medicare Locals.</p> <p>Continue to work with new Health Minister – Jillian Skinner to advocate for primary health and additional funding for Medicare Locals.</p> <p>Work with NSW Government in the development of the NSW Primary Health Care Plan (B6 of the National Health and Hospital’s Network agreement):</p> <ul style="list-style-type: none"> - Work with State Government to define primary health care - Clarify where current primary healthcare services are being offered and by whom - Develop a long term plan on the future of primary healthcare services <p>Inform or contribute to, NSW Government planning to establish LHHNs</p> <ul style="list-style-type: none"> - Develop models to support integration between MLs and LHHNs including collaborative working arrangements <p>Explore opportunities for LHHNs and MLs to work together:</p> <ul style="list-style-type: none"> - Identify areas for collaboration <ul style="list-style-type: none"> - Examples include outpatient service improvement models; population health planning and clinical governance. <p>Embedding links with the local government sector:</p> <ul style="list-style-type: none"> - Continue existing work with the Local Government Association of NSW to maximise the opportunities 	<p>project period</p> <p>Ongoing throughout project period</p> <p>Ongoing</p>	

Project deliverable	Activity	Timeframe for completion	Responsibility
	through shared organisational targets around healthy communities.		

Project deliverable	Activity	Timeframe for completion	Responsibility
<p>Stakeholder engagement</p>	<p>GP NSW will develop a media and communications plan that supports the primary health policy agenda in NSW and promotes the role and function of Medicare Locals.</p> <p>The plan will link with the AGPN media and marketing strategy and make use of press releases and materials available at a national level.</p> <p>Engage communications support to assist with regional issues.</p> <p>GP NSW will hold a series of networking events & invite allied health groups to hear about primary care reform and the role of Medicare Locals.</p> <p>GP NSW will establish an allied health reference group with membership from peak allied health organisations. The group will guide the interaction between allied health and Medicare Locals and deal with issues of state importance including but not limited to issues related to service delivery, acute care avoidance, provision of services under Medicare and Medicare Locals.</p> <p>Newsletter articles, speaking engagements etc.</p> <p>Continue to provide information to general practice in NSW via Divisions and Medicare Locals about the change agenda and what it means for general practitioners and their teams.</p> <p>Work with GP Think to promote the role of Medicare Locals and the support offered by GP NSW.</p>	<p>Ongoing throughout the project period</p> <p>Ongoing – Meetings held 4 times a year</p>	<p>GP NSW Board GP NSW CEO GP NSW Policy Team</p> <p>GP NSW Policy Team</p>

Project deliverable	Activity	Timeframe for completion	Responsibility
Transition Governance & Business Support	<p>As Medicare Locals form new Board structures, they will need support to develop effective governance and leadership. GP NSW will provide and facilitate access to workshops and bespoke training and support to Boards and Board members wishing to maximise their productivity.</p> <p>Possible Activity: Employ coaches to enable CEOs and senior managers to access support which enables them to maximise the deployment of their own skills and talents, as well as those of their teams.</p> <p>Possible Activity: Mergers and amalgamations often prove to be traumatic for the employees; the impact can range from anger to depression. The usual impact is high turnover, decrease in the morale, motivation, productivity leading to merger failure. The other issues in the change activity are the changes in the HR policies, downsizing, stress on the workers, information system issues etc. The human resource issues which will need support are human resource planning, selection and turnover, performance appraisals, employee development and employee relations.</p> <p>In the pre-change period Divisions will be supported to make an assessment of the cultural and organisational differences, which will include role of leaders in the organisation and the management styles.</p> <p>GP NSW will investigate options to provide support for Divisions who are transitioning to Medicare Locals. The support will range from Outplacement</p>	<p>Ongoing within project period</p> <p>Ongoing within project period</p> <p>Ongoing within project period</p>	<p>GP NSW Board GP NSW CEO GP NSW Policy Team</p>

Project deliverable	Activity	Timeframe for completion	Responsibility
	<p>programs to identifying the impact of re-organisation and providing change management support for division network staff involved with the transition process.</p> <p>Possible outplacement program – investigate costs and contract issues for state engagement.</p> <p>Governance and Leadership</p> <p>Continue to offer Board and CEO training and development activities.</p> <p>IMIT</p> <p>Medicare Locals will require a detailed IT/IM plan that addresses the current eHealth needs. GP NSW will provide assistance and guidance through the eHealth Program to enable adequate management and planning of IT architecture, migration and IM transfer.</p> <p>Contract GP NSW will liaise with and if appropriate, provide support to Divisions in ensuring existing contracts are met and acquitted appropriately.</p> <p>GP NSW will also provide assistance in transitioning to new contracts through providing / sourcing relevant training to Medicare Local staff responsible for contract management.</p>		

Project deliverable	Activity	Timeframe for completion	Responsibility
Clinical Governance Service Development GP engagement	<p><i>Clinical Governance</i> 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><i>Service Development</i> Support readiness of MLs to uptake Commonwealth priorities, eg after hours Explore opportunities to promote models of care, including the uptake of best practice.</p> <p><i>GP engagement</i> 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>GP NSW policy team</p>
Change Management	<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>GP NSW CEO GP NSW Policy Team</p>

Reporting deliverable	Approval criteria	Timeframe for completion	Responsibility
Transition Plan	Transition project plan accepted by AGPN	30 April 2011	Field Support Officer
1 st Progress Report	Progress report accepted by AGPN	31 October 2011	Field Support Officer
2 nd Progress Report	Progress report accepted by AGPN	30 April 2012	Field Support Officer
3 rd 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	GP NSW
Advisory Committee	NSW Divisions Network Transition Group
Field Support Officer	Caroline Curtin

Budget and costs

Project budget baseline

	General Practice NSW	
	Transition & Establishment Support	
	<u>Budget 2010-2011</u>	<u>Budget 2011-2012</u>
Revenue		
Grant Income - Total	-	175,000.00
Registration&Sponsorship-Total	-	-
Interest Received	-	-
Rental Income	-	-
Miscellaneous Income - Total	-	-
Total Revenue	-	175,000.00
Expenses		
Employment Costs - Total	-	40,000.00
Prof. Development - Total	-	-
Grant&Division Disburs - Total	-	-
Service Provision - Total	-	-
Travel & Accommodation - Total	-	9,400.00
Communications - Total	-	10,000.00
Consultants&Contractors-Total	-	50,000.00
Depreciation - Total	-	-
Financial - Total	-	20,600.00
Event Coordination - Total	-	10,000.00
Occupancy - Total	-	-
Other Expenses - Total	-	-
Overhead Allocation - Total	-	35,000.00
Total Expenses	-	175,000.00
SURPLUS (DEFICIT)	-	0.00

Project scope and objectives

Project objectives

To transition support the transition of NSW Divisions of General Practice to 18 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

18 fully functional Medicare Locals in NSW

Project scope

Project inclusions

This project plan is one component of the transition support being offered across the NSW 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 NSW maintains comprehensive risk register for all relevant activity.

Quality management

General Practice NSW maintains ISO Quality Certified Organisation.

Management reporting

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