



**Australian
General Practice
Network**

AGPN

National Strategic Plan

2009-2011

Passion Respect Integrity Daring Excellence

AGPN's National Strategic Plan 2009-2011 guides our directions, priorities, actions, and allocation of resources as we strive to achieve our vision in accordance with our mission and values.

Our mission identifies why we exist:

- We improve the health and wellbeing of communities and individuals by providing national leadership and support through the General Practice Network.

Our vision identifies what we are striving to become:

- A cohesive, high performing Australian general practice network is the essential regional/local infrastructure for integrated quality primary health care delivery.

Our values are visible in how we act and treat others:

- In all that we do, we promote and act with:

Passion

Respect

Integrity

Daring

Excellence

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PRIDE: Our values in action

Our values guide the way in which we work together – internally and externally – for the greater benefit of AGPN, the General Practice Network, and the health and well being of the people of Australia. We act and relate with **PRIDE** in all that we do.

- **P**assion: we are passionate about our purpose and the contribution we can make to improve the health and wellbeing of the Australian community through the General Practice Network. This is demonstrated in the way we approach our day to day, and longer term, tasks and responsibilities.
- **R**espect: recognises 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.
- **I**ntegrity: demonstrates that we are open and honest in the way we deal with each other and with others, that we accept responsibility and differences of opinion, are willing to share information and knowledge, and display loyalty and commitment in our roles.
- **D**aring: recognises that we act with courage, that 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 that we are bold and adventurous in our ideas, our approaches, and our execution of actions.
- **E**xcellence: recognises we are responsible for ensuring a high performing organisation which has a focus on continuous improvement and quality; 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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KEY RESULT AREAS

AGPN has identified three key result areas which incorporate factors critical to the future success of the organisation. These key result areas provide a framework for the National Strategic Plan and are underpinned by the Mission, Vision and Values of the organisation. We achieve our Mission and Vision through performance in our three key result areas.

KRA1: National leadership and advocacy

- AGPN is sought after as a policy leader in informing primary health care reform, with the Network recognised and supported as the preferred provider of primary health care programs and services throughout Australia.

KRA2: Network capacity and performance

- Capacities, competencies and capabilities are enhanced and strengthened to ensure a consistently high performing network is able to effectively promote and support more equitable access to quality primary health care services and programs.

KRA3: Member engagement

- Our members are valued and engaged, their needs are understood, and AGPN is recognised and respected for providing them with responsive, high quality services and support.

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THE ENVIRONMENT: OUR STRATEGIC INTENT AND STRATEGY DRIVERS

The strategic intent for AGPN is based on a shared understanding of the central role of general practice and primary health care, and the core principles which inform action to improve health and reduce inequalities. Through action within our core key result areas – national leadership and advocacy, network capacity building, and member engagement – our approach to improving the health and wellbeing of communities and individuals throughout Australia is based on these health principles:

- Partnerships
- Empowerment
- People-centred care
- Access
- Universality
- Equity
- Social inclusion
- Participation

This Strategic Plan spans a period where major new policy directions are anticipated for primary health care in Australia. The main determinants of this will be Government responses to current reviews underway including:

- The National Health and Hospitals Reform Commission which is preparing advice on a long term health plan for Australia
- An External Reference Group which is developing a National Primary Health Care Strategy
- The National Preventative Health Taskforce which is developing a blueprint for prevention in Australia
- Council of Australian Governments (COAG) reforms
- Maternity Services Review
- Medicare Benefits Schedule review
- Rural health programs review
- National Health Workforce Taskforce (establishment of Health Workforce Australia)
- National eHealth Strategy development and implementation

It will be critical to the future of the General Practice Network that AGPN is able to chart and influence this dynamic policy environment, advocate for divisions to diversify and occupy new and expanded roles, and support members to embrace likely changes to the roles, functions and governance of divisions of general practice.

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Strategies	Key Performance Indicators	
	Key Activities	Measures of success
<p>KRA1: National leadership and advocacy</p> <p>- <i>AGPN is sought after as a policy leader in informing primary health care reform, with the Network recognised and supported as the preferred provider of primary health care programs and services throughout Australia.</i></p>		
<p>1.1 Strengthen AGPN's influence in policy and program directions through policy development, submissions and representation</p>	<p>Communicate, develop and refine AGPN policies and programs through effective consultations with members and other primary health care stakeholders</p>	<ul style="list-style-type: none"> ▪ Level of member and stakeholder engagement and member satisfaction with policy and program development processes
	<p>Enhance processes for seeking member input to policy and program development eg. Formation of a policy think tank, or subject-specific expert groups</p>	<ul style="list-style-type: none"> • Participation of members • Member satisfaction with engagement and transparency of policy and program development processes
	<p>Provide feedback to members on results of input into consultation processes: "close the loop"</p>	<ul style="list-style-type: none"> • Feedback on consultation process outcomes provided to members
	<p>Make timely, relevant submissions to major government reviews, parliamentary inquiries and the Federal Budget</p>	<ul style="list-style-type: none"> ▪ Submissions informed by and reflective of core AGPN policy positions ▪ Uptake of AGPN policy and program solutions by government
	<p>Support the participation of AGPN representatives on key advisory committees, roundtables and workshops</p>	<ul style="list-style-type: none"> ▪ Effective representation shown across relevant areas ▪ Number of Network members attending relevant policy and program committees, roundtables and/or workshops

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	<p>Forge strategic alliances to ensure involvement of Network in priority issues impacting on primary health care</p> <p>Strengthen and promote Network involvement in research and evaluation</p>	<ul style="list-style-type: none"> ▪ AGPN participation and influence in productive strategic alliances including: <ul style="list-style-type: none"> - United General Practice Australia (UGPA) - National Primary Health Care Partnership - headspace ▪ Increased recognition of role of the Network in Primary Health Care research and evaluation including: <ul style="list-style-type: none"> - partnerships with relevant institutes (universities, APHCRI, PHCRIS, etc) - publication of papers in peer reviewed journals - sharing of evaluation and evidence across the Network
1.2 Position the Divisions Network as the provider of choice in future models of Primary Health Care led reform	<p>Generate discussion and agreement about how the network can optimise the opportunities provided by the national health care reform agenda</p> <p>Use submissions, meetings, workshops, etc to influence the outcomes of relevant government reviews</p>	<ul style="list-style-type: none"> ▪ Future models for the role of divisions in primary health care are advocated and agreed with review agencies, government and government advisers, with a transition plan agreed with members ▪ The role of primary health care in leading and guiding Australia's health care system is strengthened through the reform processes
1.3 Grow AGPN and Network services and programs	<p>Conduct regular scans of the health environment, scope new program proposals which meet new and emerging needs, are based on evidence and provide local flexibility, and ensure member and consumer input</p> <p>Use economic analysis to demonstrate value for money opportunities for new and existing business ventures which can be delivered through the Network</p>	<ul style="list-style-type: none"> ▪ Achievement of new business for: <ul style="list-style-type: none"> - AGPN - Network ▪ Number of program/project proposals accepted by government/other funders or won through tender ▪ Number of contracts for expiring programs and services which are renewed and extended due to demonstrated value

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	Identify and market opportunities for expansion of the role of the Network in service delivery	<ul style="list-style-type: none"> ▪ Increased role of Network in diverse range of services eg: <ul style="list-style-type: none"> - After hours - Practice management - Chronic disease management - Other models of integrated primary health care
	Ensure all programs/projects undergo testing at coalface with Divisions/ general practice to ensure they can be implemented effectively and efficiently prior to contracts being entered into	Consistent, comprehensive and effective implementation of programs and services by members
1.4 Determine clear roles and responsibilities across the network for program development and delivery	Develop a Network statement on roles and responsibilities in program delivery and a policy on preferred program funding models	<ul style="list-style-type: none"> ▪ Agreement on and compliance with roles across the Network ▪ Policy used as the basis of program submissions to government
1.5 Develop a communications strategy to: <ul style="list-style-type: none"> - promote AGPN's policy agenda and the role, function and achievements of the Network to external stakeholders - disseminate information about primary health care developments to members - promote information sharing and dissemination of innovation throughout the Network 	Promotion of the Network brand through media releases, website, resource and information packages, forums and workshops, and AGPN publications	<ul style="list-style-type: none"> ▪ Increased recognition of Network brand ▪ Increased member adoption of brand
	Implementation of an internal Network communications strategy including regular e-newsletters and bulletins, website, listserves, network meetings and consultation	<ul style="list-style-type: none"> ▪ Level of feedback on adequacy and satisfaction with AGPN's internal communications activities

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Strategies	Key Performance Indicators	
	Key Activities	Measures of success
<p>KRA2: Network capacity and performance</p> <p>- <i>Capacities, competencies and capabilities are enhanced and strengthened to ensure a consistently high performing network is recognised as indispensable to customers and the provider of choice to ensure equitable access to quality primary health care services and programs.</i></p>		
2.1 Promote best practice governance of AGPN and the Network	Ensure good governance of AGPN	<ul style="list-style-type: none"> ▪ AGPN's ISO 9001:2000 accreditation is maintained ▪ Board Charter and governance manuals are regularly reviewed and updated ▪ Board performance is regularly and independently reviewed with 100% of Directors participating ▪ Board and senior staff complete appropriate corporate governance training
	Undertake consultations on future governance models which reflect contemporary good practice and enhance performance and conformance	<ul style="list-style-type: none"> ▪ AGPN's future Board structure is agreed, approved and implemented
2.2 Support consistent and high quality performance by AGPN and the Network through continuous quality improvement processes	Establish a Performance Development Framework for the Network and provide tools and support for implementation	<ul style="list-style-type: none"> ▪ Framework piloted, endorsed and adopted by members ▪ A network report card based on the performance framework is published annually from 2010
	Advocate for the Network wide	<ul style="list-style-type: none"> ▪ Business case presented to government on

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	implementation of quality improvement methods in general practice	<ul style="list-style-type: none"> future of Collaboratives methodology Decisions made promote systematic embedding of collaboratives-type processes
2.3 Promote a holistic, seamless, and patient centred approach to health program delivery	Ensure cross-program linkages are actively pursued to achieve an integrated approach to program delivery, increase flexibility and innovation, and develop cross-program synergies	<ul style="list-style-type: none"> Organisation structure reviewed and teams structured to ensure more effective cross-program and policy linkages Regular meetings of program managers to discuss common issues Evidence of collaboration across policy and programs on tenders and other funding submissions Innovative integrated approaches to programs and services developed and funded
2.4 Ensure all programs are delivered in accord with objectives and include evaluation strategies	Upgrade contract management capacity and competence Implement all programs in accord with contracted deliverables and within contracted budget	<ul style="list-style-type: none"> Evidence of full compliance with contracts (deliverables, reports, budgets) for funded programs Value for money demonstrated in program and service delivery
	Build an evaluation culture and ensure appropriate evaluation strategies are developed and applied to all programs	<ul style="list-style-type: none"> Process evaluations conducted as a minimum on all programs, and impact evaluations conducted/commissioned if budget permits
2.5 Enhance data and information management to inform development of national objectives and relevant programs, and to improve: <ul style="list-style-type: none"> - measurement - benchmarking - performance 	Implement a national e-health program that provides coordination and support to divisions in improving their capacity to collect and use information for service planning and other key activities.	<ul style="list-style-type: none"> Funding for the AGPN e-Health program secured beyond June 2009 AGPN e-Health program aligned with National e-Health Strategy priorities for the next 3 years
	Actively guide data governance in general practice through strong leadership and effective partnerships in order to promote quality and complete primary health care	<ul style="list-style-type: none"> Divisions provided with support in the use of information for evidence based planning and decision making. AGPN engaged in data governance activity in

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	data. Disseminate and promote the uptake of identified data tools which provide value to the network in the collection and use of quality data.	partnership with other key stakeholders. <ul style="list-style-type: none"> ▪ Number of divisions and SBOs utilising appropriate data collection systems and related tools ▪ Extent to which data analysis is undertaken and applied to program and service delivery improvement
2.6 Share good practice throughout the Network	Promote debate and discussion on current primary health care and Network issues	<ul style="list-style-type: none"> ▪ Regular workshops planned and delivered on topical issues to enable sharing of experience across the network ▪ Annual Forum evaluation indicates high levels of member satisfaction with Forum program
2.7 Recruit, develop and retain people required to ensure achievement of organisational objectives in accordance with organisational values and expected behaviours	Identify, recruit and develop required human resources to support high performance	<ul style="list-style-type: none"> ▪ Key performance indicators linked to strategic and business plans are set for all staff ▪ Annual performance reviews conducted with all staff ▪ Relevant professional development opportunities available to staff ▪ Organisational values and associated behaviours are core to recruitment, development and performance review processes
2.8 Build and enhance the skills and capacity of the Network to manage change and deliver services, including in areas such as: <ul style="list-style-type: none"> - leadership - quality improvement - program design and evaluation - performance management - workforce management - business development 	Continue to promote Leadership Programs which meet the needs of the Network	<ul style="list-style-type: none"> ▪ Number of staff successfully completing Leadership and Management Programs
	Deliver training and information workshops on topics of relevance to the Network	<ul style="list-style-type: none"> ▪ Number of workshops held and membership satisfaction
	Conduct a skills audit of Network employees and develop a Network skills development strategy in consultation with the GPNLG	<ul style="list-style-type: none"> ▪ Skills map finalised by December 2009, skills development program designed and implementation commenced by June 2010

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<p>KRA3: Member engagement <i>- Our members are valued and engaged, their needs are understood, and AGPN is recognised and respected for providing them with responsive, high quality services and support.</i></p>		
3.1 Promote and enhance member engagement and consultation throughout the network	Develop and implement a strategy to improve membership engagement and consultation	<ul style="list-style-type: none"> Membership engagement plan developed and implemented by November 2009.
	Produce a series of occasional papers analysing and providing updates on current primary health care issues	<ul style="list-style-type: none"> At least three papers circulated each year
	Conduct an annual member satisfaction survey	<ul style="list-style-type: none"> Results indicate improved satisfaction with AGPN over time
	Continue to convene and support AGPN-SBO meetings and fora	<ul style="list-style-type: none"> At least four face-to-face meetings annually with participation by AGPN and SBO Executive and Chairs Program network meetings occur on a planned and regular basis
	AGPN's Executive to participate in state and territory CEO and other forums	<ul style="list-style-type: none"> Executive members regularly attend events in each state and territory each year
3.2 Broker and market opportunities for streamlined business services across the network (corporate member	Work with Network leaders to identify services and support required including areas such as: - travel and accommodation	<ul style="list-style-type: none"> Member utilisation of and satisfaction with member services

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services)	<ul style="list-style-type: none"> - events management - insurance - financial services - people management - learning and development - information management and systems - purchasing and supplies - utilities <p>Develop new services in consultation with network</p>	
	Implement marketing strategies to promote new and existing member services	<ul style="list-style-type: none"> • Level of awareness and utilisation of Network member services • Cost effectiveness of services negotiated
3.3 Stage regular events to share good practice, enhance knowledge, and promote ability to operate as a network	<p>Organise and deliver an annual AGPN Forum</p> <p>Organise and deliver program fora as required</p> <p>Organise and deliver CEO/Chairs meetings as required</p> <p>Develop a Network-wide events management resource</p>	<ul style="list-style-type: none"> • Level of member satisfaction with annual AGPN Forum • Level of participant satisfaction with program fora • At least two CEO/Chairs meetings delivered each year • Events management network formed and supporting each other in delivery of high quality events

22 April 2009

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