QuIK Step

Practice Manager

CHN

Practice Managers (PM) carry out a professional role within the general practice requiring capabilities in financial management, human resource management, planning and marketing, information management, risk management, governance and organisational dynamics, business and clinical operations.

This QuIK Step includes important skills and capabilities to ensure new PMs have confidence in their skills and ability to perform their role functions and interact with patients and the health system.

1. Access

You will need access to the following professional and patient information to carry out your role.

- The organisation's PRODA account and the practitioners' individual PRODA account Registration Authority (RA) numbers. PRODA is the online identity verification and authentication system used to access government services online.

- Health Professionals Online Services (HPOS) is where healthcare providers do business with Services Australia online, e.g. Australian Immunisation Register (AIR), and payments such as the Practice Incentives Program (PIP).

- Healthcare Provider Identifier - Organisation (HPI-O) and Individual (HPI-I). These are required for practitioners to use My Health Record, electronic prescribing and referrals.

- Your practice's electronic medical record platform.

- Based on the practice structure as a Practice Manager you may hold the administrator rights on these digital platforms and be responsible for assigning and delegating to other practice staff.

- Capital Health Network's (CHN) Quality Improvement Team provide practice support and a toolkit for all aspects of digital health.

- Outcome Health's POLAR software to understand your practice population data. As a Practice Manager you will maintain and provide access to practice staff users on the platform.

- MBS items and billing history provides insights into your patients' needs and eligibility e.g. for preventive care items.

2. Knowledge

Understand the primary health care environment. As a PM you should know how government policy at a national, local and practice population level affects primary care and its workforce and maintain awareness of policy changes, particularly relating to the funding of primary care. For example:

- Australia's Primary Health Care 10 Year Plan 2022–2032
- Strengthening Medicare Taskforce Report
- Australia's Long Term National Health Plan
- RACGP's Health of the Nation 2024
- RACGP's Standards for general practices 5th edition
- Grattan Institute report: A new Medicare: Strengthening general practice

Understand legislation, employment and WHS laws required to operate the business

- Business.gov.au - Work health and safety
- Fair Work Ombudsman - Advice on employees' pay and conditions
- Fair Work Commission - Medical Practitioners Award
- Fair Work Commission - Nurses Award
- Fair Work Commission - Health Professionals and Support Services Award
- WorkSafe ACT

Understand how to generate income in general practice

- As a PM you must apply your knowledge of *Medicare and the Medical Benefits Schedule (MBS)*. Use MBS online to ensure accurate patient billing occurs for health professionals' activities carried out in the practice.
- Understand MyMedicare, register the practice, and encourage patients to register with their usual provider.
- The Practice Incentives Program (PIP). Nine individual incentives are available for eligible accredited practices covering after hours, quality improvement, eHealth, and Indigenous health.
- Register with Capital Health Network (CHN) to receive updates of current grants, commissioning and tender opportunities and other potential income streams.

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Understand your practice population's needs

The PM should learn about the practice and local population, to understand their needs. This will include their cultural needs to ensure they are considered and respected so you can work to provide culturally safe services. Sharing this knowledge with practice staff will facilitate patient navigation of the health system and promote access to appropriate care.

- CHN Cultural Awareness Training and Resources

- Understand your practice data. Contact CHN's Quality Improvement team for support at primarycare@chnact.org.au

- Use data from your practice patient feedback process to inform your service improvements.

- This knowledge will ensure your practice provides services that meet the health and cultural needs of your patients.

Understand referral pathways and systems

- ACT and SNSW HealthPathways provides guidance on management and referral in the local health system.

- Canberra Health Services (CHS) - Central Health Intake (CHI) is the portal for all community health referrals e.g. allied health, mental health.

- HealthLink SmartForms - referral method for all CHS outpatient services

- The Integrated Team Care (ITC) Program for First Nations people with complex and multiple chronic conditions.

- My Aged Care (MAC) for patients 65 years and older

- My Health Record for health professionals working in general practices

Understand general practice accreditation and quality improvement

- Choose an independent accreditation agency to support you through the process of practice accreditation against the RACGP standards.

- ACSQHC National Safety and Quality Primary and Community Healthcare Standards provide a framework to deliver safe and high-quality health care.

- The PIP QI encourages general practices to continue providing quality care, enhance capacity, and improve access and health outcomes for patients.

3. Skills

PM skills can be acquired through work experience, formal education, self-directed learning, mentoring and networking with colleagues.

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- Access membership to professional organisations, e.g. the Australian Association of Practice Managers (AAPM) who have member only resources.

- Access tertiary or vocational education through universities or registered training organisations (RTOs). This can be completed part time and online or in hybrid models.

- Network with other PMs and with your PHN. CHN co-ordinates Practice Connect education and networking events in the ACT.

Business management and operations skills

As a PM you require skills in planning and coordination to ensure the business can operate efficiently. RACGP accreditation standard C3.1. These skills will be used to:

- Develop a business plan, a budget and reporting structure and regularly review these.

- Analyse staff data on capabilities and rostering, ratios of admin to health professional staff, patient appointment scheduling, billing, performance and feedback.

- Develop a strategic plan, policies and procedures to direct and support practice activities

Risk management skills

As a PM you require skills in risk management related to all activities the business undertakes including clinical risks, business continuity, emergency response and disaster management. RACGP accreditation standard C3.1

- AAPM and Avant - Risk management resources

- RACGP – General practice governance

- RACGP – Managing emergencies and pandemics

- RACGP - Emergency Response Planning Tool

Quality Improvement skills

As a PM you require skills in Quality Improvement (QI) to access and understand practice data to work with practice staff on QI activities in collaboration with CHN's Quality Improvement Team. QI skills are also required to develop a responsive and accessible feedback system to respond and manage all forms of feedback affecting the practice, as outlined in RACGP accreditation standard C3.1.

The QI Team can visit your practice for:

- QuIK Skills POLAR training: In practice support to teach you how to better access and utilise your practice data.

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- QuIK Visit: To understand your practice needs and how CHN can support you with your quality improvement activities.

- Contact primarycare@chnact.org.au to arrange a visit.Australian Commission on Safety and Quality in Health Care - Complaints Management Handbook for Health Care Services

Human resource (HR) management skills

The PM requires HR skills to engage, retain and develop staff. This involves:

- Understanding the workforce, your staff capabilities and scope of practice

- Skills to build a positive culture that promotes teamwork

- Staff performance management skills

- Fair Work Ombudsman - Best practice guides

- Nursing and Midwifery Board of Australia - Decision making framework

The PM will need to ensure the team have appropriate skills and training in the following:

- Infection Prevention and Control

- Vaccine and cold chain management

- CPR for clinical and non-clinical staff

Digital health skills

As a PM you are responsible for gaining and sharing skills and knowledge in using digital health platforms and systems to access, store and transfer information. The ability to develop staff capability in both clinical and business technology are key to the success of a practice.

- CHN's Quality Improvement Team provide support to general practice.

- The use of essential digital health systems, electronic prescribing, pathology eRequesting, electronic referrals, telehealth and cyber security are outlined in CHN's Digital Health QuIK Steps

- Australian Digital Health Agency (ADHA) provides information and support on these systems.

4. Resources

Capital Health Network Resources

- CHN Events include Aboriginal and Torres Strait Islander Cultural Awareness training, Immunisation updates and Practice Connect networking events.

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- **Primary care support** includes support with quality improvement, digital health, Indigenous health, resources, practice visits, telephone and online support.

- **QuIK Library** resources developed to inform and support primary care in Continuous Quality Improvement.

- **Aboriginal and Torres Strait Islander Toolkit for General Practice**

- Free counselling through AccessEAP, **CHN's Employee Assistance Program**.

Local Patient Journey management resources

- **CHN ACT and SNSW HealthPathways** provides health professionals with point of care guidance to assess and manage patients and interact with local health services

- **Canberra Health Services (CHS)** – Services and Clinics

- **GP Liaison Units (GPLU)**

- **HealthLink SmartForms eReferral** – electronic referral for all Canberra Health Services public outpatient and community services

- **Digital Health Record (DHR)** – ACT's new electronic medical records system for all ACT public health services.

- **DHR Link** will allow GP practices to access their patient's medical records from Canberra public health services. Yet to be rolled out across all practices.

- **Canberra Script** - real time prescription monitoring system

Business resources

- **AAPM and Avant** – practice manager resources

- **Business.gov.au** - Support for businesses in Australia

- **Fair Work Ombudsman - online learning centre**

- **RACGP General Practice business toolkit**

- **RACGP Running a practice**

Services Australia

- **Doing business online for health professionals**

- **Health professionals starting with Medicare**

- **Health professionals - services, payments and programs**

- **Health professional education resources**

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Medicare

- MBS online
- Medicare Systems and Service Status
- Understanding Medicare Provider Handbook

Department of Veterans' Affairs (DVA)

- Fee schedules for GPs and specialists
- Coordinated Veterans Care (CVC) Program

Other funding bodies

- Safe Work Australia - workers compensation
- Motor Accident Injuries Commission (MIA)

National Disability Insurance Scheme (NDIS)

- NDIS-Practical resources for GPs and other health professionals

Chronic Disease Management and Health Assessments

- Services Australia - GPCCMP
- Services Australia - Health Assessments

Outcome Health Clinical Intelligence Platform - POLAR

- Outcome Health POLAR software

Self-care resources for staff

- AccessEAP Employee Assistance Scheme provided by CHN, call 1800 818 728
- Black Dog Institute - TEN – The Essential Network for Health Professionals - available to all health professionals and AAPM members
- DRS4DRS ACT
- Nurse and Midwife Support
- RACGP - GP wellbeing

Vocational training

- AAPM Professional Development Program
- General Practice Supervisors Australia support for GP supervision and training
- MySkills - medical administration and support training

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