



STRATEGIC DIRECTIONS 2015

This document lists the Strategic Priorities of the Board of the Sunshine Coast Division of General Practice (SCDGP) through to 2015 as a result of a review of the Strategic Directions 2010 document. This document identifies the key areas in which the organisation seeks to be influential and successful; the objectives to be targeted during this time and the expected outcomes from the success of these objectives.

The Strategic Directions 2015 document will define the core business of SCDGP. Any and all contracts which SCDGP seeks to secure or any other activity in which the Division seeks to undertake, will be aligned with the strategic priorities outlined in this document. Any contractual requirements or opportunities which present themselves but fall outside of or conflict with these strategic priorities will only progress with Board endorsement.

By 2015, the Sunshine Coast Division of General Practice (SCDGP) seeks to be:

1. recognised by its membership as a valuable partner in the continuous improvement of General Practice and Primary Health Care in the region.
2. an effective partner with General Practice in the strengthening of the skills and expertise of the General Practice workforce on the Sunshine Coast.
3. an effective facilitator of a positive profile of General Practice throughout the Sunshine Coast and within the profession.
4. an effective partner with other health care providers in achieving health outcomes for our Community.
5. an active participant in research, exploration and identification of best practice in General Practice.
6. a financially secure organisation with sound management and business practices supporting a diverse range of contracts around our core business
7. a strong and effective advocate for General Practice at state and national level.
8. an effective manager of information and knowledge with its members and stakeholders.
9. an employer of choice.
10. a provider of relevant, quality services to the membership, the community and other stakeholders.

This document outlines the direction and priorities that the Board of 2006/07 has chosen to guide the organisation towards its vision for 2015.

All subsequent planning documentation and processes will be informed by and aligned with this set of priorities.

The work of this and subsequent Boards, is to annually review and maintain this document to respond to the changing and sometimes conflicting priorities of health care.

Funding

F1.0 Overview

- F 1.1 SCDGP has adequate funding to achieve our goals and have a positive impact on General Practice and its other stakeholders.
- F 1.2 SCDGP has a choice of funding options and contracts and will choose which will best serve our members and community.
- F 1.3 SCDGP funding allows the organisation to have an independent voice for general practice.

F 2.0 Objectives

Procurement

SCDGP:

- F 2.1 sources funding opportunities including but not limited to contracts that clearly match the strategic direction of the organisation.
- F 2.2 pursues sustainable growth in funding from commercial opportunities

Management

SCDGP:

- F 2.3 uses funds efficiently to maximize delivery and outcome to members and community.
- F 2.4 uses planning and management systems to support the efficient and effective delivery of contracted outcomes.
- F 2.5 seeks to retain funds that emerge through efficiencies, to use these funds to meet our objectives but in particular provide funds to offer a range of member services over and above those provided as core business and undertake initiatives focused on population health.
- F 2.6 develops an income stream with a balance of diversity, security and sustainability.
- F 2.7 holds funds in support of General Practice and local health initiatives.

F 3.0 Outcome

- F 3.1 SCDGP is a stable organisation with well funded choices and opportunities.
- F 3.2 SCDGP is an organisation pursuing “best practice” in its funds management.

Infrastructure & Management

IM 1.0 Overview

- IM 1.1 SCDGP is accessible to members and stakeholders.
- IM 1.2 SCDGP's staff has a wide range of skills that enable them to identify resources and information to provide relevant advice and effective solutions for our members.
- IM 1.3 SCDGP has a commitment to identifying, learning from and sharing specific expertise with others in order to improve performance and reduce risk.
- IM 1.4 SCDGP uses an integrated, team-based approach wherever practicable to deliver services.
- IM 1.5 SCDGP bases its analysis and planning on a sound knowledge pool reflecting general practice and the healthcare sector and taking into account the requirements inherent in contracts from a variety of funding sources.
- IM 1.6 SCDGP upholds an effective, supportive, innovative, challenge-ready culture throughout the organisation.

IM 2.0 Objectives

SCDGP:

- IM 2.1 maintains a continuous quality management focus in all areas of activity.
- IM 2.2 employs workforce through a range of options that provide best solutions for employer and employee, which may include workplace secondments into/out of related organisations.
- IM 2.3 is directed by an experienced Board that is well resourced and who is in touch with the needs of its members.
- IM 2.4 has the ability to model business expertise and provide advice to others.
- IM 2.5 has a skilled, flexible workforce who works with clear strategic direction and regular communication from the Board.
- IM 2.6 utilises Information Management systems that enable planning and representation in addition to delivering efficiency in operational functions.
- IM 2.7 addresses risk management through effective and efficient risk management strategies.
- IM 2.8 works through a range of teams that deliver services to practices.
- IM 2.9 values and upholds a culture of knowledge, evidenced through information management systems that are maintained as a priority.
- IM 2.10 maintains a focus on succession planning to ensure competent and skilled staff capable of managing the work of the Division.

IM 3.0 Outcomes

- IM 3.1 SCDGP is regarded as a knowledgeable and insightful organisation of General Practice members, Board and Staff.
- IM 3.2 SCDGP is an organisation that is efficient, effective and innovative.
- IM 3.3 SCDGP is a good employer with the ability to recruit and retain high quality staff.

Membership Support

MS 1.0 Overview

- MS 1.1 SCDGP works in an active partnership with its members focused on improving education, resources, skills and linkages that address the local health needs of our community.
- MS 1.2 SCDGP plays a central role in improving health care through health promotion in the General Practice setting.
- MS 1.4 SCDGP supports its members through a tailored and flexible approach and recognizes that individual groups of members such as International Medical Graduates (IMGs) require different levels of support.
- MS 1.5 SCDGP's membership best represents the context of the general practice environment.
- MS 1.6 Constitutional review and reform positions SCDGP and its membership strategically in the health care environment.
- MS 1.7 SCDGP encourages networking and collaboration amongst practices through the facilitation of networks such as the Local Area Groups (LAGs), the Practice Manager Network (PMNG) and the Practice Nurse Network Group (PNNG)

MS 2.0 Objectives

SCDGP:

- MS 2.1 works in partnership with general practice to facilitate, promote and distribute high quality and relevant health care research.
- MS 2.2 is a resource centre for information regarding issues affecting and emerging from general practice.
- MS 2.4 provides support on new initiatives and changes to General Practice management.
- MS 2.5 provides skill and system improvements through practice visits, peer support and other networks, that meet the needs of general practice.
- MS 2.6 supports its members to access financial assistance and support through incentives and subsidies.
- MS 2.7 provides or facilitates clinical or business training to identified areas of need.
- MS 2.8 explores the benefits of developing a commercial entity to provide direct services to General Practice.
- MS 2.9 provides a range of member services relevant to the current needs of members.
- MS 2.10 supports General Practice workforce recruitment and retention.
- MS 2.11 is a credible and active supporter of development of the multi-disciplinary General Practice team reflecting the diversity of the workforce.
- MS 2.13 supports GPs and their staff to attain good health, wellbeing and life balance.

Local Area Groups will:

- MS 2.14 become effective groups in dealing with local health issues, facilitating education and offering peer support.
- MS 2.15 provide a regular and effective point of engagement and feedback between the SCDGP Board and its members.

MS 3.0 Outcomes

- MS 3.1** The SCDGP website is the homepage or in 'favorites' of most practices
- MS 3.2** SCDGP is regarded by members as a professional and well run organization and GPs want to be members of SCDGP
- MS 3.3** GPs regard SCDGP as a credible source of rigorous and well researched information
- MS 3.4** GPs regard SCDGP as the first place to come with an enquiry
- MS 3.5** GPs and General Practice staff recognize the Division has added value to the Practice
- MS 3.7** SCDGP provides services that contribute directly to making General Practice more viable
- MS 3.8** GPs and General Practice Staff view SCDGP support as one reason to work on the Sunshine Coast
- MS 3.9** SCDGP effectively represents General Practice on the Sunshine Coast to other stakeholders
- MS 3.10** SCDGP members better understand and access local Allied Health and community services.
- MS 3.11** SCDGP increases community awareness and understanding of the best use of General Practice services.
- MS 3.12** SCDGP is an active participant in facilitating primary health care research and the promotion of its outcomes.
- MS 3.13** SCDGP region is actively selected as a preferred site for piloting evidence-based changes to the health system, and secures appropriate funding to maximise its participation.
- MS 3.14** SCDGP operates as a training broker directing GPs and General Practice staff to training solutions and providers.

Population Health

P 1.0 Overview

- P 1.1 Population health issues are addressed and supported within General Practice in the areas of; lifestyle change, personal wellness, community health, health education and life skilling.
- P 1.2 The collection, analysis and utilization of population health data through support of general practice should be a focus of work for the Division to inform future population health initiatives.

P 2.0 Objectives

SCDGP will:

- P 2.1 adopt a whole of community approach to healthy lifestyle through focused strategies.
- P 2.2 assist General Practice to develop preventive health strategies for their practice.
- P 2.3 promote targeted areas of preventative health to the community and its members.
- P 2.4 improve the health of our community through well resourced and well run general practices.
- P 2.5 develop information systems that are intuitive and effective, that enable the use of practice information as a dynamic knowledge base for Population Health initiatives.
- P 2.6 ensure a capacity base within the Division to support data gathering, analysis and reporting
- P 2.7 continually add to the knowledge base of general practice and the Division to improve, refine and revise programs that reflect organizational learnings.
- P 2.8 assist general practices to gather and manage clean data

P 3.0 Outcomes

- P 3.1 GPs are aware of regional health determinants and health status of their communities
- P 3.2 GPs are aware of and utilizing collated practice population health data
- P 3.3 GPs are capable of collating their own practice population health statistics
- P 3.4 SCDGP is working efficiently with other organizations in identifying and managing population health priorities
- P 3.5 GPs are implementing population health strategies to address local health needs
- P 3.6 SCDGP with its GPs have identified and directed resources to a population health approach
- P 3.7 GPs are able to explain population health impacts and lifestyle impacts to their patient

Advocacy

A 1.0 Overview

- A 1.1** SCDGP is an advocate for General Practice, the Primary Health Care issues of the communities within our boundaries, SCDGP itself and the Divisions' network.
- A 1.2** Advocacy will be pursued at a local, regional, state and national level.
- A 1.3** SCDGP creates a context to ensure stakeholder engagement is of benefit to General Practice and its patients.
- A 1.4** SCDGP members are represented by an organisation that has the skills, resources and networks to voice their professional interests and to facilitate improved health services in this community.

A 2.0 Objectives

SCDGP:

- A 2.1** is an articulate and informed voice supporting real health solutions for the benefit of our community.
- A 2.2** advocates on behalf of its members and community to enhance health outcomes through General Practice.
- A 2.3** advocates for its members when dealing with local authorities, QH, and other organisations.
- A 2.4** advocates for members on issues relating to Medicare as a key stakeholder in the operation of a general practice.
- A 2.5** identifies and informs issues for GPQ and AGPN to take forward on behalf of members
- A 2.6** pursues an effective relationship with key decision makers at the local, state and federal level.

A 3.0 Outcomes

- A 3.1** Key stakeholders and decision makers will see SCDGP as a knowledgeable and insightful player in health care, able to point to new ways to think about problems and to devise effective solutions.
- A 3.2** GPs will view SCDGP as an agency providing beneficial and practical support for General Practice issues.

Integration

I 1.0 Overview

- I 1.1 Integration is strategic, targeted and always considered from a risk management perspective.
- I 1.2 Integration is based on clearly articulated pathways; shared tools; information exchange; clear and shared expectations.
- I 1.3 Stakeholders are strategic partners, clearly focused on improving access and quality of services and settings for general practice.
- I 1.4 Integration recognizes the different roles to be played by both public and private providers.

I 2.0 Objectives

SCDGP:

- I 2.1 secures a seamless exchange of patient information between General Practice and other health providers.
- I 2.2 optimizes communication and linkages between stakeholders / services to support continuity of patient care.
- I 2.3 pursues a role in provision and/or management of community health services.
- I 2.4 seeks opportunities for collaboration with other divisions and GP bodies.
- I 2.5 supports GPs and General Practice in accessing and utilizing the complementary skills of Allied Health professionals.
- I 2.6 explores avenues of integration to facilitate solutions to After Hours Service problems.
- I 2.7 works with Universities through collaboration around General Practice issues.
- I 2.8 facilitates effective relationships between General Practice and the District Health Services.
- I 2.9 makes the best use of workforce skills by utilizing GPs in primary and other health sectors and exploring extra ways to utilize the skills of practice nurses.
- I 2.10 recognises the roles of other health professionals and health organizations and provides support to enhance their collaboration with general practice.

I 3.0 Outcomes

- I 3.1 SCDGP will be recognized by local stakeholders as a main point of reference on Primary Health Care issues and services
- I 3.2 SCDGP engages in effective partnerships with others committed to early intervention, better prevention and wellness models.
- I 3.3 QH works with SCDGP to provide innovative solutions for health care based on a shared perspective of health.
- I 3.4 Partnerships span industry sectors and are not restricted to the health sector.
- I 3.5 Integration and partnerships are supported by clear commitments, through policy and/or MOUs.
- I 3.6 SCDGP is instrumental in creating effective referral pathways allowing GPs to select appropriate services / treatments for their patients.

Community

C 1.0 Overview

- C 1.1** The needs and views of different communities within the Division and health consumers are an important component in SCDGP's planning.
- C 1.2** Communities are a key audience for the distribution of information regarding General Practice issues and education.
- C 1.3** SCDGP recognises the existence of the sub-groups within our community who may have unique or specific needs

C 2.0 Objectives

SCDGP:

- C 2.1** provides feedback to its members regarding different community health needs and issues.
- C 2.2** works to enhance the profile of General Practice within different communities including appropriate "use" of General Practice.
- C 2.3** promotes General Practice, as the hub of health care for patients, to the community.

C 3.0 Outcomes

- C 3.1** SCDGP is recognized as a credible source of information related to General Practice.
- C 3.2** The community endorses General Practice's role in improving and sustaining health, and values the role played by a GP.