

Annual Report 2021



Australian Association of
Practice Management

Annual Report

for the Year Ended 30 June 2021

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About AAPM

The Australian Association of Practice Management Ltd (AAPM), founded in 1979 is the nation's leading membership organisation representing Practice Managers and the profession of Practice Management in all fields of healthcare.

AAPM is an independent, not-for-profit, national association which provides an array of benefits for members including advocacy, education, resources, networking, support and advice.

The association is actively sought after to provide information and expertise, drawn from its membership, including the provision of advice and assistance to a variety of government and industry organisations.

AAPM has a professional career development program in place. Practice Managers can achieve credentialing as a Certified Practice Manager, which recognises their management qualifications and experience, and can ultimately become a Fellow of the Association following suitable further experience in the industry.

OUR VISION

Practice Management is universally recognised and valued at the centre of effective healthcare systems and sustainable businesses for optimal patient outcomes.

OUR MISSION

Our mission is to lead, promote and support excellence in healthcare practice management.

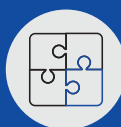
AAPM FIVE PILLARS



ADVOCACY



MEMBERSHIP



EDUCATION



NETWORKING



OPERATIONS

AAPM Key Strategies

Key Strategies 2019 - 2021

The Board of the AAPM, on behalf of its members, provides a rigorous governance framework for the Association that includes an annual review of the strategic direction of our organisation.

This strategic review provides a roadmap for the national executive in developing and implementing approved business and operational plans.

The strategic planning process is conducted annually and includes the Board, State Committee Presidents and National Office staff in reviewing and developing strategic direction and intent for the three year period.

- Strengthen our position as the pre-eminent professional body for healthcare practice management
- Clarify and communicate with our membership AAPM's position and role as a membership body
- Build brand awareness
- Expand and grow best practice education

- Expand and grow our membership
- Redefine and grow our value proposition to satisfy both current and future members
- Further develop a career pathway
- Engage effectively outside our current membership to broaden and diversify our member base
- Establish and support relevant special interest groups within our broader membership

- Strengthen our advocacy profile and voice
- Resource AAPM appropriately in policy and advocacy
- Strengthen and expand relevant policy and advocacy partnerships
- Establish a knowledge hub

National President's Report

Over the last 12 months AAPM, like many other organisations, has had to deal with several challenges. The continuing demands of the COVID-19 pandemic has presented a variety of challenges to both the association and our members, as well as the departure of our CEO in May 2021.

The association has risen to the challenge. It successfully continues to meet the business objectives and provides a comprehensive range of services and support to Practice Managers across Australia.

An important role for AAPM has been promoting excellence in healthcare practice management. This is an essential ingredient in ensuring patients receive the best possible care and optimal health care experience.

AAPM provides resources, facilitates networking, educational webinars and continues in its promotion of ethical standards in practice management. Given the current environment, practices find themselves utilising these services has never been more important.

The wide acknowledgement of the positive role Practice Managers have played during this period further highlights how vital Practice Managers are across all areas of health care services.

In line with this, the AAPM advocacy activities play a vital role in ensuring that Practice Managers voices are considered in improving health care outcomes and well recognised as key to assisting in the development of, and the efficient implementation of, government health care policy and reform. This has never been more evident than in the National Vaccine Rollout.

The AAPM National Office continues to seek out opportunities to work with relevant government departments and other peak bodies. AAPM has taken steps to strengthen the Association's ability to advance this undertaking and to provide the capacity to deliver on these commitments.

AAPM will continue to work towards maintaining and improving the image of the profession of practice management. It is fair to say that through the work of the past and current Board Members, the National Office, and the achievements of our members, we have been able to raise the profile and recognition of practice management as a vital cog to enable positive outcomes for patients and practices

Operations

AAPM CEO Nicholas Voudouris resigned his position from AAPM in May 2021 and we wish him well in his new endeavours. We welcomed Miranda Grace, Manager Partnerships and Engagement as Acting CEO to assist the Board in ensuring the organisation continues to provide support to the members at a time of great need and continue to establish strong partnerships across the industry.

We thank Miranda for taking on this role with enthusiasm and her hard work and diligence during this transitional period.

This has resulted in further changes within National Office. The continuing lockdowns in Melbourne and other States has presented some particular hurdles as has the various State lockdowns causing havoc with proposed state activities and events and whilst we have missed the opportunity to engage face to face, our virtual offerings have been well attended.

I would like to commend Miranda and the National Office team in meeting these challenges and continuing to ensure that AAPM can meet its objectives whilst remaining flexible and constantly adjust to meet time critical communications and education to our members.

Board

This year has also seen the departure of two of our longstanding Directors, Cathy Baynie and Danny Haydon.

Both Cathy and Danny have given great service to AAPM, and their guidance will be a loss to the association. Their commitment, enthusiasm, and experience will especially be missed. As past National Presidents their leadership has seen AAPM achieve some fantastic outcomes, in particular, the increased recognition with key government, industry and stakeholders.

Danny leaves after having completed nine years of service to AAPM. However, we have been fortunate to retain Cathy's knowledge and experience with her appointment as Executive Manager, Advocacy and Professional Services.

Cathy and Danny's departure will mean that we will be welcoming two new directors, one from SA and one from NSW, who will bring their own insights and contributions to further develop the association. I look forward to working with them and the continuing Directors to build on the legacy of our predecessors and working towards embracing future opportunities and to strengthen the Association for the benefit of our members.

Jon Erwin FAAPM
National President

Acting Chief Executive Officer's Report

The previous financial year was perhaps the most challenging time experienced for many.

AAPM approached the challenge with confidence, knowing that it could continue to support its members through being agile and responsive to the ever-changing environment. We delivered time critical communications to our members, becoming the source of truth for many amongst the deluge of information that directs healthcare in the pandemic.

AAPM used a variety of channels to disseminate the information, including social media platforms, the fortnightly electronic newsletter, and electronic direct emails. Information was placed in the Online Practice Community Forum and uploaded to the AAPM website, which included dedicated pages for COVID-19 related matters. Engagement on all these mediums increased as a result.

AAPM turned its focus to ensuring it continues to develop ways to support, engage, educate, and advocate for members, conscious of the crucial role they were playing in keeping Australian communities, their teams, and their families safe. The team at National Office were able to offer firsthand

support and recognition to members for their incredible efforts as they excelled in their roles, despite the ever-increasing stresses they were being placed under. As part of this work, AAPM continues to actively advocate for the profession with plans to strengthen our position as the voice of Practice Management across all areas of the healthcare sector.

The AAPM HR Advisory Service has been a vital resource in ensuring that Practice Managers could access information to maintain compliance as they navigated job seeker, job keeper, contact tracing and subsequent isolation impositions.

The AAPM HR Advisory Services received an average of 100 calls per month from members, along with delivering dedicated webinars on the changing roles and responsibilities associated with the pandemic workforce and a series of up to date resources for members to access.

With the continued need to deliver education and information to members as a priority, AAPM adopted a virtual delivery approach. Like many organisations, the National Conference had to be postponed and, in its place, AAPM delivered its inaugural Virtual Practice Management Education Day, in

November 2020.

A full program that included Dr Norman Swan as our Master of Ceremonies for the day added invaluable insights. Norman was able to reflect on his experience from being our MC in 2019 to the virtual MC in 2020. He also spoke of the material and statistics on the COVID-19 Pandemic from his day-to-day work on the ABC television and radio networks. The program featured over 13 presenters, all offering a variety of learnings from business specific areas, such as human resources and finance, as well as having a dedicated mental health session. The virtual program was incredibly well received by its 331 delegates, and we were delighted by the amount of positive feedback from members, national partners, and presenters.

Throughout this period, AAPM developed a parallel education program to cater for the planned education series, together with a dedicated COVID-19 webinar series. There were 3,792 delegates who attended these webinars, with an average of 140 people per webinar.

AAPM Membership is the foundation of everything we do. During the pandemic and the shifting sands that we were all navigating, highlighted the

value of AAPM to our members. Membership engagement increased through phone calls, the online forum, social media, Webinars, and the HR Advisory Service.

Part of the support AAPM gave to members was to keep membership fees at the same rate. There was no increase applied and all the COVID-19 webinars were offered free for members.

Membership increased by 5.8% year on year, as member benefits were more important than ever. We maintained a 90% retention rate and AAPM continues to engage with members, stakeholders and the wider industry, to ensure service delivery is maintained at a high standard.

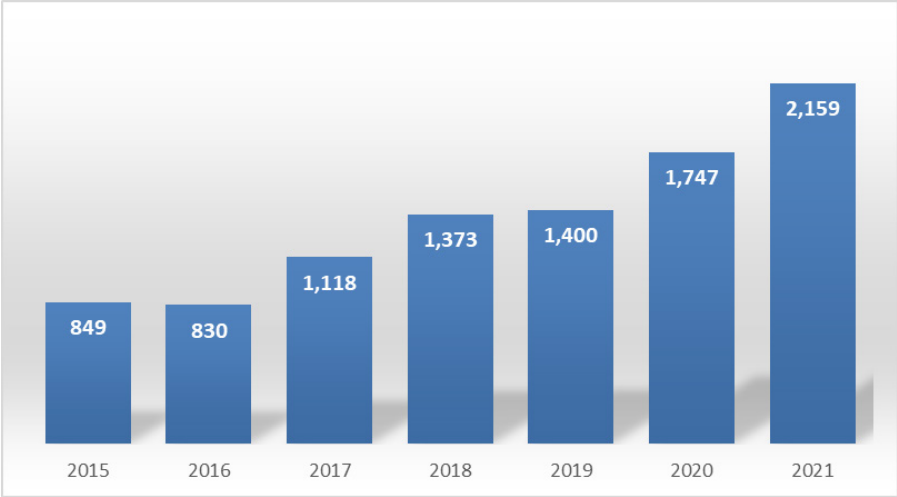
As the country and healthcare sector were navigating through the pandemic, and continues to do so, AAPM is there to provide ongoing support to the membership and the profession of Practice Management.

Miranda Grace

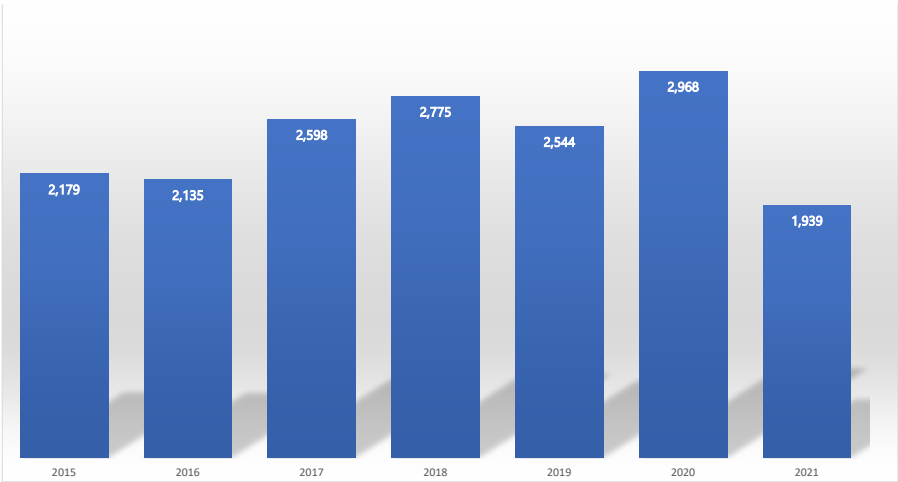
Acting Chief Executive Officer

Financial overview

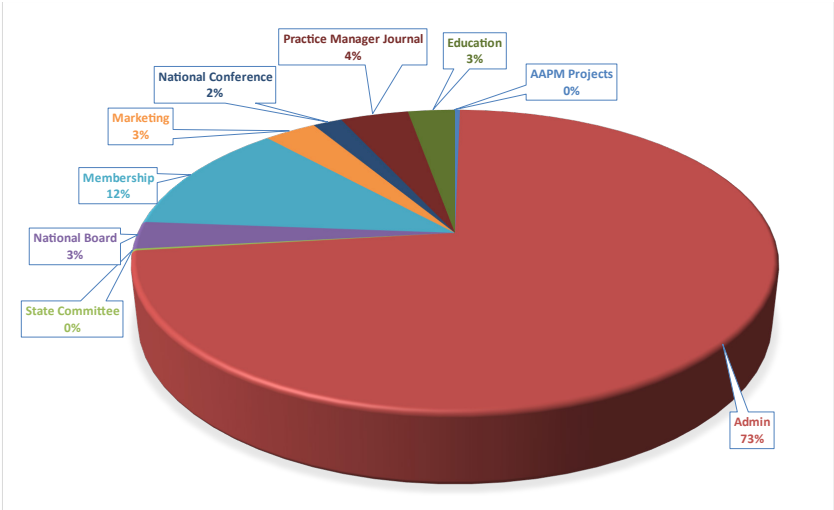
EQUITY GROWTH COMPARISON



INCOME YEAR ON YEAR



ALLOCATION OF FUNDS



AAPM voice in the healthcare sector

AAPM has representatives on and engages with, a range of external Committees and Advisory Groups including:

- ACRRM Telehealth Advisory Committee
- AIHW Primary Care Advisory Committee
- Australian Commission on Safety & Quality in Health Care General Practice Accreditation Coordinating Committee
- Australian Digital Health Agency: My Health Record Expansion Programme Steering Committee
- BSPHN Digital Health Reference Group
- Capital Health Network Pharmacist in General Practice Pilot Reference Committee
- CINSW Primary Care Strategy Advisory Group
- DOHA - PIP Advisory Committee (PIPAG)
- Dept of Veteran Affairs (DVA): DVA Allied Health Treatment Cycle Clinical Expert Workshop, DVA CVC
- Working Group, DVA Health Providers Partnership Forum
- Eclipse Working Group
- Gastroenterology Society of Australia (GESA)
- Medicare Stakeholders Consultative Group
- Mental Health Nurse
- Workforce Project Expert Reference Group
- NACCHO/RACGP Aboriginal & Torres Strait Islander National Guide Awareness Project Reference Group
- NPS Medicinewise
- NSW Natural Disaster and Emergency Response Stakeholder Group
- OPTIMISE National Project Advisory Group
- Pharmacy Society of Australia
- PIPQI Data Governance Sub-Committee
- Primary Health Care Advisory Committee (Commonwealth)
- RACGP: Shaping a Healthy Australia, RACGP Standards Committee
- SA Health - Disease Prevention, Health Promotion and Population Health Committee

Scholarships

AVANT / AAPM SCHOLARSHIPS

Codie Field, GP Quilpie Medical Practice, Queensland

Working in healthcare since 2011, Codie really enjoys training and developing staff as well as improving processes. In his career, he has worked closely with Aboriginal Medical Services, and has a thorough knowledge and understanding of indigenous culture. Codie strongly believes in the importance of customer service and treating everyone with professionalism and respect.

Majella Beagley, GP / Specialist Boronia Medical Centre, Victoria

With a background and education in nursing, Majella transitioned over to Practice Management. In her career, Majella has managed 3 specialty practices, leading them through accreditation and building projects and played an integral role in expanding her General Practitioner to 12 GPs. As a leader, Majella prioritises team collaboration and engagement and strongly believes in the importance of education.

Tracey Coyne, GP RaRMS Health, NSW

Working in the medical field for over ten years, Tracey is very passionate about 'patient centred care' while ensuring the delivery of service is still sustainable and viable. Honesty, professionalism and community are of key importance to Tracey. Tracey believes in building strong relationships and is committed to improving health outcomes of all people living in isolated communities - particularly focusing on the youth and Indigenous in the community.

William Hermes, Dermatologist Kingsway Dermatology and Aesthetics, NSW

With a passion for continued learning and education, William strongly values teamwork and creating a safe and welcoming environment for both his staff and patients. Earlier in his career, William spent some years working in hospitality where he learnt a lot about customer service and effective teamwork - skills that he believes prepared him well to survive the busy and intense environment of a dermatology practice. Since entering the medical industry, he has never looked back.

Molly McDonald, O&G + GP + Allied Health, Tasmanian Obstetrics & Gynaecology Specialists, Tasmania

Working in the medical industry for the past ten years, Molly has risen through the ranks fuelled by her enthusiasm, thirst for learning and dedication to the team. Over the years, Molly has been involved in staff training, recruitment and implementation of new policies/across multiple sites and currently manages a wide range of specialists and admin staff. Molly believes that it was her determination that fuelled her success over the years.

AAPM COLLEEN SULLIVAN SCHOLARSHIP

Kerry Emery / QLD

Kerry is an experienced Practice and Administration Manager with 15+ years experience in the General Practice primary healthcare sector along with 20+ years of bookkeeping/finance and customer service skills over a variety of industries. She has excellent communication and engagement skills and a keen desire to learn and adapt to new challenges, obstacles along with sharing this knowledge with her team and peers. She is a team player who prides herself on her ability to work with not only her team in a friendly, respectful and collaborative way but also individually and independently to achieve the best possible team and clinical outcomes.

Life Members

- Desmond Higgs
- Colleen Sullivan
- Gary Smith
- Jan Chaffey
- Louise Tindal
- Anthony Walch
- Brett McPherson
- Angela Mason-Lynch
- Marina Fulcher
- Linda Osman

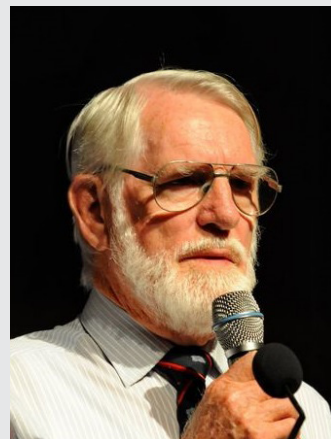
Vale Des Higgs

It is with sadness that we advised of the passing of AAPM Life Member Des Higgs.

Des passed away age 92 on 20 November 2020.

A management consultant to medical practices during the early part of his career in the 1960s, Des was a pioneer in medical billing systems, training and practice finance benchmarking, and was involved in the creation of some of the first practice management training courses in Australia.

Des was Public Officer of the first working board of management set up in Brisbane over four decades ago and remained a supporter of AAPM all of his life, most recently attending AAPM's 2019 Conference in Brisbane.



2020 National Conference

The 2020 AAPM National Conference has to be postponed due the COVID-19 pandemic. AAPM was able to transition to a virtual experience and presented the 2020 AAPM Practice Management Education Day on Thursday 12 November via Zoom.

AAPM engaged Dr Norman Swan to once again be the Master of Ceremonies for the day. This provided a relevant approach to the being in person in 2019 to delivering the same role in our virtual environment in 2020.

As Dr Norman Swan is a health presenter for ABC television and hosts Coronacast on the ABN radio, AAPM was able to get his latest insights and thoughts as we were all navigating through the pandemic. This was a unique and valued addition to the program.

AAPM strived to deliver a program that was similar to that of an onsite experience, including keynote plenary sessions, concurrent sessions, online networking and exhibition engagement.

Noting the challenges of the pandemic the program provided a balance of sessions covering key topics such as finance, human resources and marketing, and sessions on how to adapt and innovate in challenging times before ending the day with a dedicated session on moving forward with optimism.

We were delighted by the support of members in attendance and the national partners who have continued their on-going support of AAPM as it has pivoted to deliver member services.



331

DELEGATES



30

EXHIBITORS



15

PRESENTERS

Education and Networking

In 2020 AAPM face to face education and networking was significantly interrupted by the COVID-19 pandemic. Understanding the need for information and connection, AAPM was able to adjust its delivery to virtual education to ensure that Practice Managers were able to receive the latest information in a timely manner and keep on top of the ever changing landscape. This also applied to the networking activities to ensure members remained connected with their peers.

AAPM ran a two stream webinar series that covered a range of essential business topics such as human resources and finance, along with a dedicated COVID-19 webinar series to address the ever changing landscape.

AAPM's priority was to ensure members were kept up to date with the very latest information regarding the pandemic and were able to engage presenters such as the Commonwealth Department of Health's Deputy Chief Medical Officer, Prof Michael Kidd, and a range of relevant industry experts.

Networking was also impacted however the Practice Management community rallied together.

We saw Practice Managers come together to support each other like never before. Weekly "Peer to Peer Support" networking meetings" were implemented in most States, and members from metro, regional and remote locations were all able to connect, share and support one another through the challenges of the pandemic.

The 2020/21 education and networking program continued to include hybrid elements in delivering education and networking opportunities for Practice Managers across the country.



2020 AAPM National Practice Manager of the Year Awards

NATIONAL WINNER AND
SA/NT STATE WINNER



REBECCA BRIGHT

Bec has worked as a Practice Manager in specialist practice for 20 years. Bec's *raison d'être* is striving for improvement, personally and professionally.

Bec shares her *Tip for Success*

Lead by example. Always be prepared to do anything that you ask your team to do. If you want your team to be aspirational, let them see you striving towards a goal. If you want your team to be focused, be a laser. If you want your team to be happy, bring the joy. Being you! Authentic leadership is precious and facilitates genuine relationships.

Regular one-on-ones with your team are invaluable in developing positive collaborative relationships, gaining insights into workflow and addressing emerging concerns early. Make sure you are having a one-on-one for you too!

Doing things in the workplace that bring you and your team joy! Enjoying one another's company goes a long way to improving engagement with our roles and naturally leads to positive interactions with each other.

NSW/ACT STATE WINNER
AND NATIONAL FINALIST



BEK HOOLEY

Bek commenced her career as an administration assistant and progressed to Practice Manager and Executive Officer at a not-for-profit organisation. Bek is now the Practice Manager at a GP owned Practice in Tamworth NSW.

Bek is a Fellow with AAPM and has over 6 years' experience in practice management.

Bek shares her *Tip for Success*

Teamwork and positive workplace culture. These go hand in hand. A positive workplace culture increases job satisfaction, productivity, loyalty and whether the team member will give just that little bit more when required. Teamwork is critical to the team's success.

Don't be afraid to ask for help! Make sure you delegate. Take care of yourself because you cannot care for others if you do not care for yourself.

Know the people around you. Listen, ask for advice, take time to reflect. Have a trusted support network.

QLD STATE WINNER
AND NATIONAL FINALIST



ANNETTE COLEBORN

Annette has worked in GP for the past 13 years. She has been Practice Manager of the Gladstone GP Superclinic for 7 years, whilst previously working in the health industry as a Medical Receptionist, Office Manager and Bookkeeper. Annette is passionate about providing quality health care in her hometown of Gladstone.

Annette shares her *Tip for Success*

Believe! Believe in yourself, your team, your quality of care, your decision-making processes and your planning and business structure. Have confidence in your ability to lead your team and ensure that your team has the confidence to work to be their best each and every day.

VIC STATE WINNER AND NATIONAL FINALIST

ZOE EDEMA

Zoe is a Fellow with AAPM and a recipient of one of the 2019 AVANT/ AAPM Practice Management Education Scholarships. She began her career in teaching and has been the Practice Manager at Carnegie Medical Centre since 2016.

Zoe shares her Tip for Success

You cannot underestimate the importance of a positive and inclusive practice culture. I strive to ensure that every team member is valued for both their individual (and their group) contribution to the practice and I make sure that these contributions are acknowledged and celebrated regularly.

WA STATE WINNER AND NATIONAL FINALIST



KATRINA DOW

Katrina has been working with GP's and Specialists for about 28 years. She is currently Practice Manager at Broome Medical Clinic where she has been for 3 years.

Katrina shares her Tip for Success

Treat everyone with the same respect that you wish to be treated with. Engage with your team as this provides positivity and makes them feel supported in their workplace. Create a work culture that encourages your team to succeed the best they can and have good morale. Communication & communication! Planning – if you don't plan, you don't grow. Do your best to lead by example and others will follow. As a Manager make sure you network, as this is where you find your support to keep you sane.

Membership

2,692 members

2,467 memberships

330

NEW MEMBERS

AAPM members come from every state and territory in Australia, Norfolk Island and New Zealand. They are represented in all areas of health care including General Practice, Specialist, Allied Health, Dental and Veterinary practices, Community health, Aboriginal Health Services, Hospitals, Primary Health Networks and healthcare industry businesses.

441

PRACTICE
MEMBERSHIPS

MEMBER RETENTION
RATE

90.53%

182

CERTIFIED PRACTICE
MANAGERS (CPMS)

86

FELLOWS

We congratulated the following members on attaining Fellowship of AAPM in 2020 -2021:

Jon Erwin (TAS), Tania Gannon (QLD), Gina Cossans (VIC), and Rebecca Hooley (NSW).

49

AMBASSADORS

Ambassadors provide expertise and representation for AAPM on a variety of industry groups and committees. The need for guidance from Ambassadors by AAPM Members has increased during this challenging year.

HR Advisory Service

The AAPM HR Advisory Service was and continues to be vital member service. Exclusive and free to members, the AAPM HR Advisory Service provides a dedicated hotline and email for member enquiries and advice regarding HR matters. The services was utilised more than ever in the the 2020/21 financial year as Practice Managers were leading their teams through the ever changing pandemic environment.

AAPM’s HR experts presented key webinars and resources throughout the year, ensuring members were able to access the most up to date and relevant information

Top 5

ADVISORY SERVICE ENQUIRIES

- 1. Employment Contracts
- 2. Award Compliance
- 3. Wages
- 4. Disciplinary/Conduct
- 5. JobKeeper Allowance

The service includes a comprehensive and growing suite of HR resources and templates that are available to members via the website, including:

COVID-19 UPDATES TO
EMPLOYMENT
DOCUMENTATION

JOB DESCRIPTIONS

HEALTH PROFESSIONALS
AND NURSES CONTRACTS

SUPPORT SERVICES
STAFF CONTRACTS

INDEPENDENT CONTRACTOR
AGREEMENTS

AWARD GUIDES

WAGE RATES

POLICIES

FACT SHEETS

Digital Engagement

In the July 2020 to June 2021 period, AAPM’s digital presence in its social media channels, email communications to members and website visits continued to grow. Digital mediums were the fast way to disseminate the ever changing health care landscape and members were able to access this information immediately.

AAPM’s Facebook account continued to grow its engagement with our members. Increasing growth by 9% year on year, however the greatest increase was the AAPM Instagram account which was an increase of 47%. This is directly attributed to the increased graphic representation which reaches a wider Instagram audience.

The overall users increased significantly and the session users. Again, with the need for urgent and up to date information, the AAPM website was a resource that members could access at anytime. The increased use was up 32% compared to the previous year. The most accessed pages continues to be COVID-19 resources, membership information, and the HR Advisory Service.

SOCIAL MEDIA STATS

JULY 2020- JUNE 2021

Channel	Followers	Growth
Facebook	2200	+9.2 %
Instagram	547	+47.8%
LinkedIn	2700	+13.45%
Twitter	699	+3.86%

GOOGLE ANALYTICS AAPM.ORG.AU

JULY 2020- JUNE 2021

Webpages	Visits	% increase
Homepage	61,080	+32.35%

OVERALL

54k

USERS

105k

SESSIONS

51k

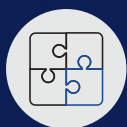
NEW

11,700

RETURNING

Member Benefits

AAPM's Professional Development Program supports and promotes members' personal and professional growth through a system of:



CORE PRINCIPLES



QUALIFICATIONS



CERTIFICATION



CONTINUING PROFESSIONAL DEVELOPMENT

ADVOCACY

Your voice in the healthcare sector

AMBASSADORSHIP

AAPM representation on Government and industry stakeholder advisory groups

FELLOWSHIP

Recognition of the gold standard of membership

CERTIFIED PRACTICE MANAGER (CPM)

Members highlight and value their years of experience and the development of their skill base in practice management

HR ADVISORY SERVICE

Comprehensive HR support and advice through telephone, email and website resources and templates

WEBSITE ACCESS

Latest news, useful links, knowledge hub, community and Member only resources

INDUSTRY PARTNERSHIPS

Exclusive access to resources, discounts and benefits from industry partners

Education, Events and Webinars

Access to AAPMs education program at member rates

ONLINE LEARNING MODULES

Self guided learning through practice management topics

Practice Manager Journal

Quarterly publication

THE PRACTICE SPACE NEWSLETTER

Keep current and updated, useful tips

NETWORKING

Share knowledge, information and connect with your peers

NATIONAL CONFERENCE

Premier annual conference for practice management at member rate

MENTORING

Support and development with the guidance of an experience Mentor

PRACTICE MANAGER OF THE YEAR AWARDS

Prestigious state and national awards recognise and reward a Practice Manager for their contributions to the profession of Practice Management.

SCHOLARSHIPS

Diploma of Professional Practice Leadership and Cert IV in Leadership and Management

PULSE IT SUBSCRIPTION

Asia Pacific's first and only eHealth and Health IT magazine

MEMBERSHIP CARD AND BADGE

Recognition of Association membership

National Board



JON ERWIN

DIRECTOR

(01 JUL 20 - 10 DEC 20)

NATIONAL PRESIDENT

(11 DEC 20 - 30 JUN 21)

B.Bus, MBA

Jon Erwin is currently the Business Manager at Prospect Medical Centre in Launceston, Tasmania having joined the practice in early 2014.

Jon holds a Masters of Business and Bachelor of Business from Charles Sturt University and has worked in a range of private and public sector organisations.

Originally from Sydney, Jon moved to Tasmania in 1995. He has experience in a diverse range of industries which include service, entertainment, construction and agricultural before joining the health industry in his current role.

Through his tertiary studies and industry experience, Jon has been successful in bringing an approach of systems management and innovation to organisations he has worked with. He has also undertaken on small business advisory roles to assist businesses in regional Tasmania under the auspices of the Federal Government's Small Business Answers program. This has also provided a good insight into a range of challenges that impact businesses and the diverse solutions owners employ to meet these challenges.

Jon has a strong community involvement through his association with the Launceston PCYC (Police & Community Youth Club) where he is President.



JACKIE BEER

DIRECTOR

(01 JUL 20 - 10 DEC 20)

NATIONAL VICE PRESIDENT

(11 DEC 2020 - 30 JUN 21)

Jackie Beer was a career banker for twenty years involved in Regional Manager, Senior Business Banking and Credit Manager Roles and served on National Taskforces.

Since starting her career in Practice Management Jackie has been instrumental in the establishment of two rural General Practices, which have had a significant focus on indigenous health while engaging a full range of General Practice services to the local community.

Jackie is currently a Practice Manager on the outskirts of Bundaberg at an accredited General Practice and Aboriginal Health Service.

Jackie has completed a Bachelor of Commerce (Accounting), Master of Management and the Leadership Journey Program through the Australian Graduate School of Management. She then completed a Diploma of Practice Management.

Jackie was the recipient of the Qld AAPM Practice Manager of the Year 2014 and following this joined the AAPM Qld Branch Committee including serving as the 2015 / 2016 Qld Branch President.

Jackie holds professional memberships being a Fellow of the Institute of Public Accountants, Fellow of the Institute of Financial Accountants, Fellow of the Financial Services Institute of Australia and a Fellow of the AAPM.



DANNY HAYDON

DIRECTOR

(01 JUL 20 - 10 DEC 20)

NATIONAL TREASURER

(11 DEC 2020 - 30 JUN 21)

Ba App SC (OT), MHIthServMgt

Danny served as the National President of the Australian Association of Practice Management (AAPM) for three years, having been elected to this position in October 2014. Prior to this appointment Danny was the President of AAPM SA/NT as well as serving as a National Director and Treasurer of AAPM.

Danny completed a Masters in Health Service Management in 2002 and has worked in the medical industry since that time. Prior to that, he had 10 years experience in the community health sector.

Danny works for Brentnalls SA, a highly respected accounting and business advisory firm based in South Australia. In his position as Manager, Practice Management Services, Danny primarily works with the Medical and Allied Health section of Brentnalls SA. He provides a range of practice management consulting services including practice assessments and business planning. Assisting practices to plan for the future and implement strategies for improved financial performance, new models of service delivery, effective management of human resources and expanded infrastructure.

Danny is also a Director of the Northern Health Network in Adelaide.



CATHY BAYNIE

NATIONAL PRESIDENT
(01 JUL 20 - 10 DEC 20)
DIRECTOR

(11 DEC 20 - 30 JUN 21)
RN Dip Pract Mgt CPM FAAPM

Cathy has career long experience in the Health Industry, in the Public, Private and Aged Care sectors. This includes working in Primary Health Care and General Practice for the last 16 years.

Cathy is a Registered Nurse and Certified Practice Manager, having managed both semi-rural and urban practices. Whilst continuing to manage a Multi-Disciplinary Practice and a Specialist Practice in Sydney's north, Cathy is the Practice Management Advisor to the NSW Australian Medical Association, an Accreditation Surveyor, a Trainer and Assessor with the University of New England Partnerships and consultants with Practices nationally on Governance and Practice Management issues.

Cathy is the immediate past NSW/ACT State President of the Australian Association of Practice Management and a Fellow of the Association. Cathy is a firm believer that Practice Managers are key in the development and delivery of strong systems of leadership, management and quality care in Australian Primary Health Care.



DAVID OSMAN

DIRECTOR
(01 JUL 20 - 30 JUN 21)
AdDipMgt CPM MAAPM MAICD

David is a practice manager, healthcare trainer and has been working actively in General Practice, community health, specialist practice in both small and large organisations.

David is a certified practice manager, accreditation surveyor and experience facilitator in the development of leadership and teams.

Working to support a number of practices around Melbourne, David enjoys spending time hands on in his practice whilst also being a strategic leader that works to ensure a balanced high quality business management and service delivery.

Having served on the AAPM Victorian Committee for the past 8 years including previously as State President and Secretary, David enjoys contributing to continuing to develop education and networking opportunities for fellow practice managers.

Being director of his own business since 2013, he is also member of the Australian Institute of Company Directors.

David believes in practice managers being the key to driving and supporting future directions of healthcare, through being the drivers of change.



JAMES DOWNING

DIRECTOR
(01 JUL 20 - 30 JUN 21)
GAICD, FCPA, M.Bus (ACRM), B.Bus

James is an experienced chair and board director in not-for-profit organisations and has strong strategic planning and corporate governance understanding.

He has had an extensive career in the financial services sector which includes senior leadership roles in risk, operations, business development and general management. He also has a proven track record in the successful development and implementation of digital innovation and marketing strategies in member organisations, focussed on enhanced member experience and membership growth.

James is Chair of QTAC (Queensland Tertiary Admissions Center), a non-executive director of Maldon Hospital (where he is also Treasurer and a member of the Audit and Risk Committee), a member of the 'Uniting' Finance & Property Committee, and a member of AAPM's Finance, Audit and Risk Committee. His previous board experience includes being Chair of UnitingCare Knox and Chair of the CPA Corporate Committee.

National Board



BRUCE MCDONALD

DIRECTOR

(01 JUL 20 - 30 JUN 21)

GAICD, B.Econ (ANU), FAMI and Certified Practising Marketer

Bruce has achieved an extensive career in Australia and overseas, primarily the United States. He gained the majority of his career experience with Ford Motor Company, specialising in marketing, sales and customer service roles.

His previous Board experience has been in the health, tertiary education and automotive sectors. He is a Graduate of the AICD Company Directors Course and holds a Bachelor of Economics from The Australian National University.

Bruce founded his own consultancy in 2011, specialising in strategy, leadership, employee engagement and customer loyalty. His clients cover a diverse cross-section of Australian business.

He was also CEO of a Victorian Government RTO and a national member based organisation, respectively.

He is currently a Senior Consultant with Directioneering, a leading Australian career strategy firm. He provides mentor support to RMIT Executive MBA students. Bruce is also Chair, The Future Circle and The EA Circle.

In recognition of his extensive marketing career, Bruce is a Fellow of the Australian Marketing Institute and a Certified Practising Marketer.



FIONA WONG

NATIONAL SECRETARY

(01 JUL 20 - 11 DEC 20)

Dip Pract Mgt, MAAPM

Fiona Wong has been on the WA Branch Committee since 2008 and completed her Diploma of Practice Management in 2011.

Originally from Tasmania, Fiona started out in the Credit Union industry before moving to Perth where she commenced her health industry career. In 1996 she worked in a multidisciplinary Allied Health clinic looking after high profile WA sporting teams; namely the Perth Wildcats NBL basketball and the Australian Hockey teams, along with amateur football.

Following this she worked for varied specialist practices before settling in her current role as Practice Manager of a busy multi location, multi doctor Ophthalmology and Neurology practice.

Fiona joined the AAPM WA Branch Committee to be able to contribute professionally to the association.

Fiona keeps active; she is also a founding member of a local fundraising group known as Purple Hearts. Fiona and her colleagues take part in an annual walking event and in the five years since their inception, have raised over \$180,000 for cancer research for the Harry Perkins Institute.

Fiona is Western Australia's State nominated Director on the Board and is currently serving her third and final term.



DAVID OBERKLAID

DIRECTOR

(01 JUL 20 - 11 DEC 21)

MBBS, Grad Dip Health Ed.

David has worked for over 35 years in general practice. He has been involved in a broad range of clinical, administrative and educational roles.

David is currently working as a Medical Adviser to Link Community Health General Practice. He teaches general practice to 4th year medical students and is an AGPAL surveyor. As an AGPAL surveyor, David has conducted over 750 survey visits throughout Australia.

David is worked in a variety of general practice settings. He first set up his own practice in 1979 and subsequently worked as Head of Staff Health Service at Royal Melbourne Hospital. He worked as a GP and was part owner of a large multi-disciplinary practice in inner Melbourne from 2000 until 2017.

David was a past Chair of the Preventive and Community Medicine Committee, RACGP (Victoria Faculty) and recently became a Life Member of RACGP.

David was a Member of the Board of the Melbourne Division of General Practice from 1993 to 2004 and was Deputy Chair of the Division from 2000-2004. He has previously been on the Medical Advisory Committee and the Board of Foundation 49 (a not-for-profit Men's Health Promotion Initiative).

David's interests include quality issues in general practice and how the organisation of health care impacts on the delivery of health services, and he understands the critical role practice managers play in general practice.



RAELENE TULLY

(1 DEC 20 - 30 JUN 21)

AssocDipBus CPM

Raelene Tully joined the Murray Medical Centre, a large GP practice located in Mandurah, 70km South of Perth, Western Australia, in 2015 as their Business Manager. Prior to working in the GP industry, Raelene's management experience had been in the dental industry with approximately 20+ years management experience in the health sector.

Raelene is a Certified Practice Manager, has completed her Associate Diploma of Business and was the recipient of the WA AAPM Practice Manager of the Year Award in 2019.

Raelene is actively involved in running networking groups, offers management support and consultancy, is the Chair of the WAGPET Practice Managers Advisory Committee, participates on multiple advisory groups, has been a Committee Member of the WA AAPM State Committee since 2017.

Raelene is passionate about Company Culture, Education, Networking and Continual Growth.

State Committees

NSW/ACT

Anne Parrott - State President
Cathy Baynie - National President & Board Director
Fiona Kolokas
Elizabeth Jones
Gail Lloyd
Heather Farlow
Catherine Ryan
Char McDonald
Judy Taylor

QLD

Kerry Emery - State President
Jacqueline Beer - Board Director
June Hannan
Jean Cleary
Katrina Pyle
Di Sainty

SA/NT

Carolyn Sickerdick - State President
Danny Haydon - Board Director
Prashiba Thavarajadeva
Jill Coombe
Rebecca Hunt
Brett Miller
Sophie Piron
Syed Fahim
Sue Leighton

VIC

Kylie Payne - State President
David Osman - Board Director
Nadine Blyth
Melinda Burgess
Phillipa Cowden
Marly Spoddig
Jackie Roberts
Jason Murphy
Cheryl Wood

TAS

Tanya Barrett - State President
Jon Erwin - Board Director
Leanne Cullen
Goran Mujkic
Cecily Igglesden
Maggie McPherson
Jess Willis
Darcy Inglis

WA

Claire Stocks - State President
Fiona Wong - Board Director
Raelene Tully
Dani Lindau
Karin Tatnell
Narelle Supanz
Sue Loader
Matthew Westerside
Bridget De Swadt

Partnerships

The AAPM national partnership portfolio was well supported by its national partnership family. The continued impact of COVID-19 presented its challenges with the ability to deliver the face-to-face benefits, however, with the continued approach of being agile and able to adjust, AAPM was able to deliver the benefits to its national partners in a virtual setting. Through this change, it identified additional and different opportunities for engagement, with positive results.

Clinic to Cloud continued as the Principal Partner of AAPM for its third year and presented webinar sessions, contributed to the quarterly Practice Manager Journal and contributed to networking activities throughout the year.

As with all partners, the long-standing relationships and the collaborative approach saw the continuation of the major member offerings, including the AAPM Avant Scholarship Program, and the National Practice Manager of the Year program, which is supported by AGPAL&QIP and DMS.

Members continued to receive benefits from our national partners including, but not limited too, access to the Avant Medico-Legal services and the Cutcher & Neale financial services.

AAPM also continued its close alliance with industry partners including the Australian Digital Health Agency and the Australian Primary Health Care Nurses Association (APNA).

AAPM thanks its national partners for their continued support throughout the pandemic.

PRINCIPAL PARTNER



NATIONAL PARTNERS



MAJOR PARTNERS



INDUSTRY PARTNERS



Australian Government
Australian Digital Health Agency



