

Australian General Practice Network Draft Strategic Plan 2008-2011

Delivering local health solutions through general practice

Vision: Divisions of General Practice are the key infrastructure for integrated, quality primary health care services delivered through general practice.

Mission: National leadership and support for the Divisions of General Practice Network

Key result area	National leadership and advocacy	Governance and structure of the network and AGPN	Sustainability for AGPN and the network	Quality Primary Health Care programs	Membership support	Stakeholders and Partnerships
<i>Preamble statement</i>	The divisions network comprises a number of independently governed state and local organisations. To function effectively as a network a high degree of cohesion and sense of shared vision and purpose is essential. It is an imperative that AGPN provide effective leadership and coordination of the network.	The AGPN <i>Primary Health Care Position Statement</i> adopts a comprehensive definition of primary health care. Effective primary health care delivery is best achieved through multidisciplinary teams, that include GPs as essential members, strengthened linkages between the health system and other sectors and engagement with the community. As a result, the contemporary business of divisions of general practice includes support for GPs and practices as well as the delivery of a range of initiatives to communities that are either national, state or local.	'Core' funding for AGPN and the network is secure to June 2011. However, the current environment for the network is one of contestability and competition. Growth and diversification through new business and funding opportunities combined with changes to improve structural efficiency (amalgamation) is essential to the network achieving the capacity required to become 'preferred provider' of primary health care programs in Australia. An active strategy for extending the funding base for the network and for activity supporting structural reform is required.	An effective primary health care sector is critical to the future of Australia's health system. To address Australia's current and predicted health challenges, primary health care must be both multi-sectoral and multi-disciplinary. Divisions have a key role in primary health care given their linkages across different sectors and various health-related disciplines. The current environment is ripe for primary health care development. Recent policy reforms support a growing primary health care focus. AGPN and the Network are well placed to lead the way in primary health care service delivery by developing models of sustainable, effective primary health care delivery which articulate a clear role for Divisions.	Membership and levels of membership is a strong marketing point for the network. The capacity to engage general practice and our increasing capacity and potential to engage allied health providers and communities places AGPN and the network in a unique position. We need a clear membership strategy to clarify who / what Divisional membership really constitutes. As Divisions continue to move towards a primary health care context, the issue of who exactly is eligible for Divisional membership must be clarified. In addition, whether membership is required to be financial, and if so, how and how much and what package of benefits would be delivered in return, must be determined.	AGPN engages with a variety of stakeholder groups from multiple sectors at all levels – local, regional, state and national. Robust linkages with relevant national stakeholders has value for both policy and service development and implementation. As the network moves increasingly towards models which promote / enhance teamwork funded through a diverse range of sources, sound stakeholder relations will be vital. The community remains central to the business of divisions. The current climate particularly emphasises the role of engaging the community as a key stakeholder.

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<i>Goal/s</i>	To provide a strong national representative voice for the divisions network To foster leadership at all levels in the network and promote adherence to a common strategic network direction To influence national health care policy in areas relevant to the divisions network and general practice	To introduce a structure for the AGPN Board that reflects the broader primary health care team within 3 years To achieve a critical mass of divisions of general practice and SBOs who have changed their governance structures to reflect the general practice multidisciplinary team and community engagement functions of divisions	To be a key support in building capacity in the divisions network	To promote and support a sustainable primary health care sector, with GPs as essential members, within the Australian health care system with roles for Divisions clearly defined within that.	To promote financial membership of divisions to a wide primary health care audience and ensure that the benefits of membership of the divisions Network are fulfilled / delivered.	To ensure strong and productive AGPN engagement with relevant (primary health care) national stakeholders and to support members of the network to form strategic alliances at state and local levels.
<i>Outcomes</i>	The divisions network is consulted by policy makers on solutions for sustainable population health and health care delivery	AGPN provides a model of excellence in governance and leadership of the network	Divisions have greater capacity to support general practice to deliver effective regional primary health care services throughout Australia	The Divisions Network advocates and implements a range of effective models of primary healthcare.	The number of financial members of Divisions / the Network increases.	The network is aware of their key stakeholder groups and displays effective means of engaging with them.
	The divisions network has a key role in the Australian health care system and is seen as leaders in health care delivery through general practice	AGPN uses contemporary quality governance and management practices	AGPN is successful in marketing the network's competitive advantage	Primary health care models implemented within the Network have been trialled and evaluated and emphasise team-based service delivery which takes into account the local variation in settings across Australia.	Membership of and/or engagement with divisions includes a diverse range of primary health care professionals, community leaders and consumers.	The network benefits from alliances established by AGPN.
	A strategic direction for the network 2007-2011 is developed in consultation with the network and universally supported	AGPN encourages and supports members to embrace governance reform		AGPN and the network uses primary health care organisation governance models which guide and enable relevant change.	Financial membership of Divisions is promoted and increased	Linkage with key national stakeholders is apparent through both formal and informal mechanisms. At the national level such linkage will involve regular interaction with the Department of Health and Ageing, the National Primary Health Care Partnersip and with relevant community peak bodies.
	AGPN and the divisions network has a strong profile as primary health care 'solutions brokers' with governments and key national health stakeholders				Members of Divisions are satisfied with services provided as part of their membership package	Resources to assist effective stakeholder engagement are available within the Network.

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<i>Strategies</i>	Convene a joint meeting of Executive Officers and Chairs from divisions and SBOs to plan the future of divisions in primary health care (June 2007) and produce a subsequent strategic direction for 2007-2011	Develop and implement strategy to consult the network on governance models for the future	Support the network to compete for funding opportunities by: - promoting awareness of relevant tenders and grants - providing upskilling opportunities in grant and tender writing	Develop Network position papers on funding multidisciplinary primary health care teams and also on private health insurance to provide a basis for funding sustainable primary health care models which assist in equitable and quality service provision across Australia.	Develop an attractive membership services package (by Nov 07)	Build the momentum of the National Primary Health Care Partnership through development of a shared vision and a concrete, achievable work-plan.
	Deliver a series of well researched policy positions in consultation with members to assist advocacy of key AGPN imperatives for primary health care	Conduct a communications campaign to convince the membership of the merits of governance reform	Build the capacity of the network to submit quality funding submissions through skills development opportunities such as writing workshops and resources on the National Resource Centre	Develop and disseminate costed models of team-based primary health care that can be applied at the Division and practice level. Pilot and evaluate these models.	Continue the communication and advocacy strategy to promote the benefits of membership to a diverse audience.	Assist the network to engage effectively with the community through development of a recognised / accredited community engagement training program for divisional staff.
	Influence the direction of government primary health care policy and programs and create a positive public and health sector awareness about the role of the network by marketing our policy positions and key issues of concern to general practice through the continuation of the communications and advocacy strategy.		Publish and widely promote an annual report on the 'state of the network' ("What Divisions do" project.	Develop PHC organisation governance models that allow for responsiveness to dynamic environments by acting as road maps for change. Implement models through the MPFA mechanism	Develop a "member survey" within 12 months that is timely, accurate and meaningful and which determines what services members require.	Determine Network policy with regard to the for-profit corporate sector (both GP and business) who have a stake in primary health care and consider development of a draft a policy for network consultation (by mid 2008.)
	Create opportunities for grassroots GP and division representative input to national policy development, including participation on national committees of strategic interest to the network		Building capacity by supporting the network with structural efficiency and/or innovative approaches to cross-divisional collaboration	Compile the latest evidence in primary health care delivery (eg. APHRCI Stream 4) and promote integration into divisional programs	Host an annual Australian General Practice Network Forum	Develop resources and processes through which AGPN promotes its achievements such as publications, media releases and the AGPN Clearing House.
						Maintain and strengthen established relationships with key stakeholder groups (eg. GPRG) and form new strategic alliances where there is a direct benefit to the divisions network