

General Practice Viability Insights Report

JULY 2024



Hunter New England and Central Coast (HNECC) PHN acknowledges the traditional custodians of the lands we walk, reside and work upon. We pay our respects to First Nations people and value the continued connection to culture, country, waterways and contributions made to the life of our vast region.



**FIRST NATIONS
HEALTH**

FOREWORD

The 2024 General Practice Business Viability Insights Report, released by the Hunter, New England and Central Coast Primary Health Network (HNECC PHN), encapsulates the initial findings of the Sustainability and Viability Initiative (SAVI), a project aimed at bolstering the viability of general practices across the region. Aligned with the PHN's strategic plan 2023 - 2028, SAVI prioritises enhancing access to primary healthcare services within communities by fostering a stable, sustainable, and profitable general practice sector. The initiative underscores the significance of an efficient and effective workforce to achieve this overarching goal.

SAVI, initiated in February 2024, has quickly gained momentum, emerging as a flagship endeavour for the PHN. The enthusiastic response and active engagement from stakeholders has emphasised the pressing need for support in maintaining the viability of general practice businesses. The report serves as a testament to HNECC PHN's commitment to offering evidence-based assistance, as it sheds light on insights gleaned from a viability assessment survey conducted as part of SAVI, providing valuable metrics that drive practice performance.

Moreover, HNECC PHN is fortifying its collaborations with prominent industry entities including University of New England Partnerships, The Australian Association of Practice Managers, and others, to provide



specialised support to practices seeking to enhance their viability. Concurrently, the PHN is revamping its general practice support team to ensure tailored organisational development assistance is extended to practices grappling with viability issues. The report extends gratitude to the general practice participants and expert reference group members whose contributions have been instrumental in shaping the insights presented.

Richard Nankervis HNECC PHN CEO

A handwritten signature in black ink, appearing to be 'RN', written in a cursive style.

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ABOUT THE REPORT

The 2024 HNECC PHN General Practice Business Viability Insights Report provides an opportunity to examine the state of General Practice business viability across the Hunter, New England and Central Coast region.

This Report presents insights gathered from a Viability Assessment Survey, part of HNECC PHNs Sustainability and Viability Initiative (SAVI), which was conducted across February and March 2024 and contains data

from 217 General Practice businesses. The survey was designed to identify indicators of viability issues within core business areas, operations, workforce, and finance. These modalities and other key terms have been defined pertaining to SAVI and can be viewed in the report index.

The 2024 HNECC PHN's Digital Health Maturity Assessment Paper also informed this report.

METHODOLOGY AND DATA GOVERNANCE

HNECC PHN engaged Semantic Consulting, using the Kaleidoscope platform, to design, distribute, collect and analyse SAVI's Viability Assessment Survey. This process was governed with adherence to strict confidentiality in line with the PHN's privacy policy. Deidentified statistical information was reviewed and interpreted to uncover region-wide trends and themes based on practice size, LGA, and other characteristics.

General Practices that voluntarily opted in to SAVI and

completed the Viability Assessment were assured of confidentiality and the PHN required further permissions from each participating practice for their survey results to be shared beyond the project lead, with a team member of the practices choosing to engage in further viability consultation and subsequent support.

HNECC PHN is extending access to the Viability Assessment Platform and Survey. Practices can gain access to the platform by contacting HNECC PHN.

DISCLAIMER

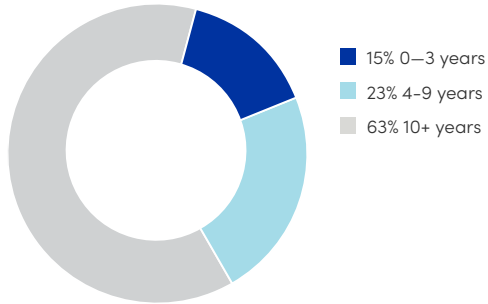
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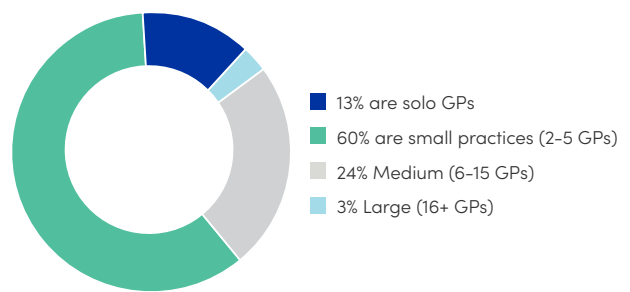
SURVEY DEMOGRAPHICS

The key demographic details of the 217 participating General Practices were:

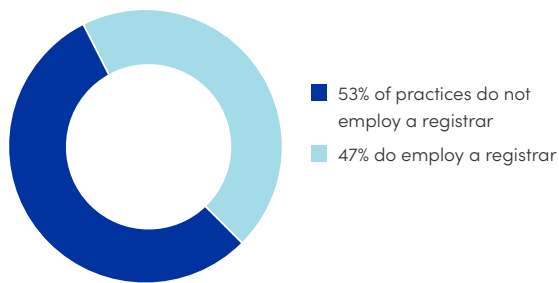
Years in operation



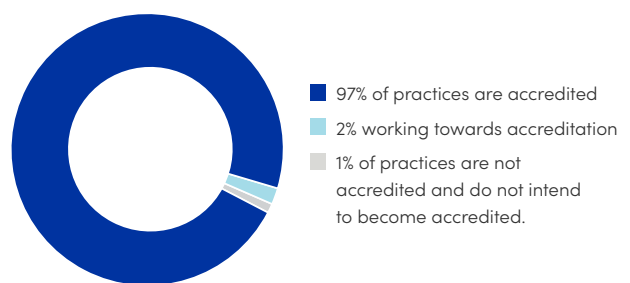
Practice size



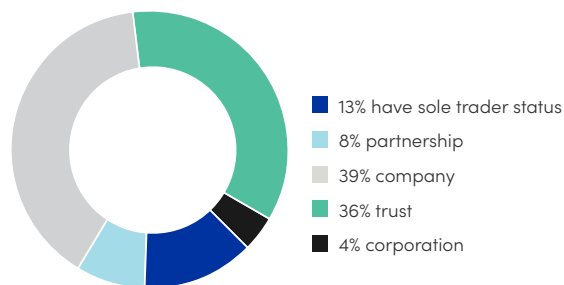
Employment of Registrars



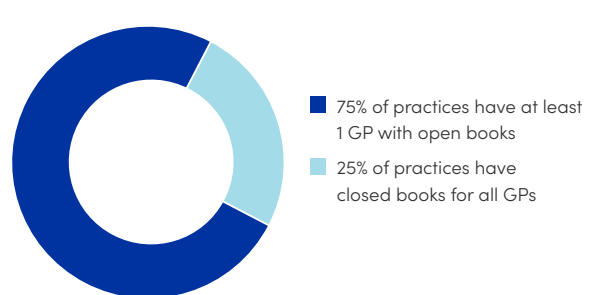
Accreditation



Business structure



Books



INSIGHTS AT A GLANCE



49%
OF GENERAL PRACTICE BUSINESSES ARE DISPLAYING INDICATORS OF FINANCIAL INSTABILITY



47%
OF PRACTICES CAN BE CONSIDERED SOUND AND STABLE, INDICATING REASONABLE PERFORMANCE ACROSS WORKFORCE, OPERATIONS, AND FINANCE, WITH SOME OPPORTUNITIES TO CONSOLIDATE THEIR POSITION



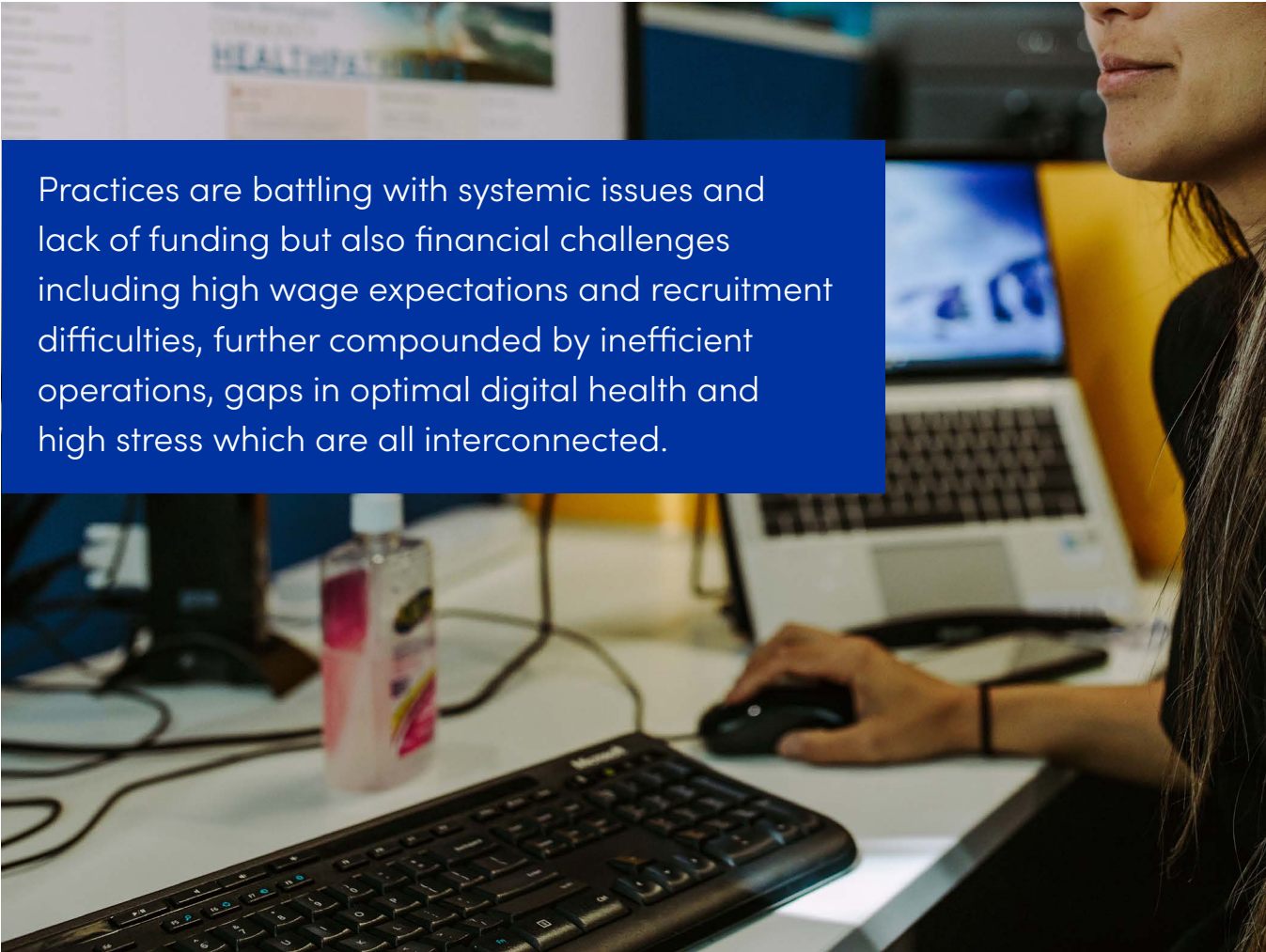
22%
OF PRACTICES ARE CONSIDERED ABOVE AVERAGE IN THEIR VIABILITY SCORE ARE VIABLE AND SUSTAINABLE, WITH MODEL PERFORMANCE ACROSS ALL DOMAINS



60%
OF PRACTICES HAVE A PRACTICE MANAGER WHO HAS FORMAL QUALIFICATIONS IN PRACTICE MANAGEMENT AND/OR BUSINESS MANAGEMENT EXPERIENCE



19%
OF PRACTICES HAVE AN ANNUAL STAFF TURNOVER OF MORE THAN 20%



Practices are battling with systemic issues and lack of funding but also financial challenges including high wage expectations and recruitment difficulties, further compounded by inefficient operations, gaps in optimal digital health and high stress which are all interconnected.

PRACTICE SIZE, VIABILITY AND ACCESS TO CARE

There is a direct correlation between practice size and viability. Solo GPs or Small Practices (2-5 GPs) are less likely to be viable and sustainable. These practices are among those that would recruit if they could, which would enhance their viability and go towards ensuring long term access to primary care in regional and rural areas where solo GPs are more common.

Larger practices, with 16 or more GP's are significantly more viable than any other practice on average, despite this, it is interesting to observe that access to

care for routine and clinically urgent care, is not always greater. In part this may be due to other primary and tertiary care services available in urban areas regions where large practices are more common.

It's worth mentioning that Solo GPs, despite having the greatest proportion of closed books, also provide the greatest access to care, according to the results. This commitment to service delivery may be a function of community expectation and may not be suitable for the Solo GP.

Practice size	All GPs at the practice have their books closed	Wait time for appointment less than 2 weeks ALL of the time	Wait time for clinically urgent appointment is less than 1 day ALL of the time
Solo GP Practices	38%	74%	72%
Small Practices (1-5 GPs)	25%	14%	55%
Medium Practices (6-15)	19%	44%	63%
Large Practices (16+ GPs)	14%	14%	14%

CORE THEMES

Workforce Indicators

74% of practices have found that attraction and retention of clinical staff is a major barrier for them to meeting patient's needs and practice viability



40% of practices have said that if a practice nurse went on unplanned leave they would not be able to readily recruit so would experience disruption to patient care and income



APPROX. 60% of practices have a practice manager with formal qualifications in practice management and/or business management experience. However, nearly 20% of practices do not have a qualified practice manager. The response data indicates that businesses without a qualified practice manager are less viable



27% of practices have a practice manager who they feel does not have the resources to improve financial, workforce and/or operational aspects



ALMOST 60% of practices have said that if a GP or registrar took leave for 3 months and was not replaced, they would be financially unstable. 85% of these practices were solo GP practices or small practices (2-5 GPs). 14% of these practices are medium-sized practices with 6-15 GPs



85% of practices strongly agree that their practice nurse or nursing team is appropriately trained and see patients for triage, wound management, health assessments, chronic disease plans, and team care arrangements.



NEARLY 50% of practices are not confident in or do not have a succession plan for the role of the practice manager. There is a direct correlation between business viability and succession planning



NEARLY 1/4 of survey respondents reported a 20% turnover of staff which is a cost that is unable to be absorbed and exacerbates operating overheads



NEARLY 20% of practices have one or more GPs retiring or leaving the practice in the next 12 months



“ We need to book out every GP every day to break even. ”

Operational Indicators

General Practices are conveying a common desire for improved support and resources, alongside a more efficient and flexible framework for running their operations.

“

I want to know details of the running as an owner/manager of the business.

”

MORE THAN

50%



of practices are using third party software which is positively correlated to viability.

ALMOST

60%



of practices always make time for a clinically urgent appointment on the day. Depending on the practice's appointment scheduling process, this may detrimentally impact the wellbeing and work-life balance of GP's, and other practice staff.

86%



of practices agree that they have a robust emergency and disaster response plan. 3% of practices disagreed indicating they either don't have an emergency and disaster response plan or it is not robust. Having an emergency response plan meets the requirements for accreditation. An emergency plan protects the business, employees, and patients. All staff need to be aware of the plan and to know how to access and implement it. The plan needs to include continuity of business operations to maintain health care service to the community.

30%



of practices have known operational issues that have not been addressed and that are impacting staff morale and patient experience.

These practices also have lower viability scores than others.

When practices fail to address operational issues in a timely manner, it can have a compounding effect on efficiencies, workflows & patient care. Addressing operational issues ensures enhanced productivity & viability. This boosts staff moral & contributes to better patient experiences.

“ We currently do not use online bookings which has generated a large number of calls at reception for appointments. ”



Practices that consistently dedicate time for team training and meetings have an above-average viability score. This highlights the importance of ongoing training and communication within the practice team. It ensures staff feel capable and confident to be able to perform their designated duties. This ensures smooth workplace operations and efficiencies.

Financial Indicators

75%



of practices have stated that they seek innovative ways to maximise income by optimising MBS billing and generating non-MBS income. Of those, only 21% have been categorised as viable and sustainable from this survey. This suggests that even when optimising the billing and seeking other alternatives to increase income, the majority of practices are under pressure to sustain viability. This statistic further underpins the need for practices to regularly engage in reviews of their service-generated income and explains the turn towards private billing in recent years.

15%



of practices either do not have a process to manage outstanding debt or are unsure about it. Improving debt collection can positively affect cash flow and profitability, as well as timely payment to service providers, suppliers, and staff, influencing staff performance and retention.

22%



of practices lack the financial means to replace a vaccine fridge raising concerns about their cash flow management. This suggests that these practices may benefit from a thorough review of their profit and loss statement to identify potential areas for cost savings and income optimisation. This is particularly concerning given that equipment failure or expiration is a common challenge faced by businesses. The inability to replace vital resources like vaccine fridges could lead to disruptions in patient care and immunisations across our region, highlighting the urgency for financial assessment and strategic planning to ensure uninterrupted service delivery.

AT LEAST
74%



of practices have stated that they are reliant on receiving the WIP and PIP incentives as a core income to remain financially viable. This indicates that service-generated income is not sufficient to operate a general practice business and additional income is heavily relied upon. This poses a major risk to the practice as the incentive could be changed or removed in the future, consequently having a severe financial impact on the practice's cash flow. Only 11% of practices (25) have stated they are not reliant on these income streams as core income, of those, only 9 are viable and sustainable according to this survey.

With all of these factors considered, it is vital that the correct people in the business receive adequate training and support to manage the accounts and obligations of the business, whether this be through budgets, financial planning or cashflow management.

46%



of general practices have said that rising rental costs are impacting their ability to cover costs and remain financially viable.

Working from a premises not fit for purpose creates further barriers for recruitment.

“ The doctors need additional training to bill effectively. They also need to be willing to bill patients privately.

”

STRATEGIES TO SURVIVE

The comments provided through the survey responses highlight several key challenges being faced by General Practices across the region. Numerous practices expressed a sense of being time-poor, attributing overwhelming workloads and a high-stress environment and resulting in diminished morale. This is particularly concerning as respondents have noted this impacts the delivery of patient care and patient experience.

Process improvement initiatives are seen as essential for streamlining operations and reducing administrative

burden with the current workforce shortages practices are facing. There is also a recognised need for trade-specific training to address gaps in knowledge among all staff members; administration, practice managers and clinical staff, the latter comments were focused on MBS education.

Additionally, practices are expressing a desire for system automation and software integration to improve efficiency in billing, referrals, online bookings, and payment processes to reduce this overwhelming workload.

BILLING & THE MBS

It has been challenging for medical practices to transition from bulk billing to private fees, which has affected patient relations.

In urban areas with multiple GP service providers, the practices that offer bulk billing are struggling to keep up with the increased demand.

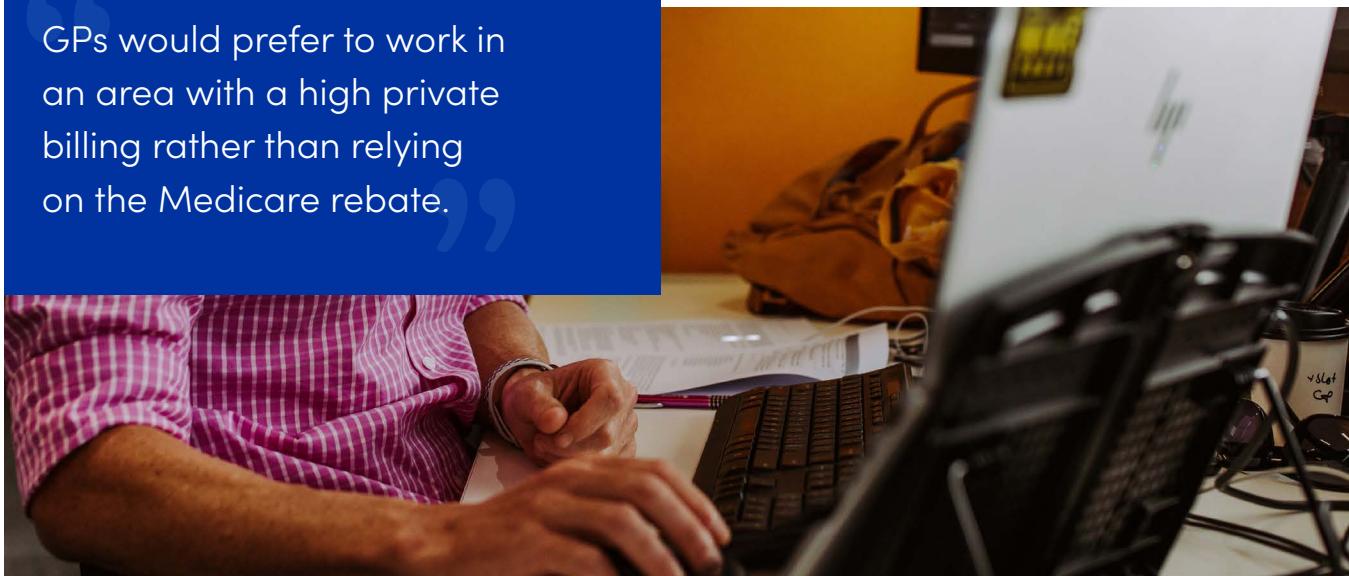
The Viability Assessment Survey found that 75% of practices are looking for innovative ways to maximise income through optimising MBS billing and generating non-MBS income. However, only 21% of these practices are considered viable

and sustainable. This indicates that the majority of practices are facing pressure to remain viable, even when they try to optimise billing and explore other income sources.

These findings highlight the importance of practices regularly reviewing their income generation and helps explain the trend towards private billing in recent years.

Participants expressed frustration regarding the complexity of the MBS and the lack of clear guidance to front line workers.

“GPs would prefer to work in an area with a high private billing rather than relying on the Medicare rebate.”



DIGITAL HEALTH TECHNOLOGIES AND GENERAL PRACTICE VIABILITY

Integration of digital technology within the primary healthcare sector presents an opportunity to revolutionise service delivery and enhance health outcomes for our communities. Respondents to the SAVI survey emphasised the need for online booking systems and effective utilisation of third-party software to alleviate administrative burdens. However, only 54.9% reported engaging in meaningful use of digital health solutions.

74.7% of primary care providers are ready for digital change, there is variability in digital health maturity across practices, influenced by factors such as size, location, and type. Attention is required in areas such as cybersecurity and disaster recovery, underscoring the importance of comprehensive business continuity planning, infrastructure, and policies.

Addressing digital health literacy among healthcare providers and consumers is imperative to ensure equitable access to digital health services. Patient education plays a pivotal role, emphasising the significance of educating patients on quality healthcare practices.

Telehealth compliance is a widespread challenge, indicating the need for standardised platforms and meaningful use protocols.

Successful implementation of digital solutions hinges on effective change management and clinical engagement, necessitating strong leadership, comprehensive training programs, and ongoing support. Collaboration with artificial intelligence platforms and software, as well as the integration of emerging technologies, offers promising avenues for streamlining processes and enhancing practice efficiency. By building upon foundational elements such as secure messaging, telehealth and data analytics, and embracing advanced technologies like artificial intelligence, practices can unlock the full potential of digital workforce solutions and drive innovation in primary healthcare delivery.

Other barriers to the adoption and implementation of digital health technologies include the costs and also the increasing complex nature of the digital environment which requires upskilling of the current workforce.



GENERAL PRACTICE VIABILITY OVERARCHING RECOMMENDATIONS

Following the viability assessment the PHN identified the key issues that are affecting general practices across our region, and developed three overarching viability recommendations, along with suggested actions, to address issues and achieve the recommendations. The following table outlines these:

Viability Overarching Recommendation	Issues	Actions
Work with State governments and relevant peak bodies to institute attractive place based and locally supported incentives for health professionals to live and work in regional and rural locations.	<p>Solo GP and Small (2-5 GPs) Practices have greater workforce vulnerability</p> <p>Almost 60% of practices make time for clinically urgent appointments, which has a disproportionately high impact on smaller practices – often in rural areas</p>	<p>Increase MBS items and/or incentives in outer metro, regional & rural locations</p> <p>Consider further urgent care incentives in rural areas for existing practices</p>
Work with all relevant stakeholders to support a multidisciplinary team approach to delivering primary health care services to community.	<p>Practice viability is linked with availability of trained practice nurses in the view of 84% of practices</p> <p>Availability of multidisciplinary services is reported by practices to have a positive impact on viability</p>	<p>Increase practice nurse MBS items and/or incentives, particularly in regional & rural locations</p> <p>Increase funding for commissioning of multidisciplinary teams to support small & solo general practices</p>
Support improved general practice systems and training – targeted towards practices at higher viability risk	<p>Lack of practice manager qualifications is associated with poorer viability for nearly 20% of practices</p> <p>34% of practices are utilising software to minimise manual administration processes</p> <p>Almost 75% of practices are ready for digital change</p> <p>Even when trying to optimise billing, the majority of practices are under pressure to sustain viability</p>	<p>Provide funding for practice manager training for high-risk practices</p> <p>Provide education and small grants for high-risk practices to improve administrative software systems</p> <p>As per digital health policy paper</p> <p>Consider funding PHNs to perform viability assessment and support as a part of their core function</p>

CORE ISSUES AND HNECC PHN STRATEGIES

- A spotlight on better business and profitability

Issue	Impact	PHN Response	Vision
Knowledge gaps and desire to access specialised business management support including business coaching.	<p>Poor business management can adversely affect all aspects of the business including sub-optimal financial management, inefficient use of resources, uninformed decision making, lack of monitoring and evaluation, poor people management, lack of a strategic approach, businesses can become reactive subjecting them to being vulnerable to change and being unviable.</p> <p>Businesses that consistently run at a financial loss could be at a higher risk of becoming financially unviable which could have wide- reaching impacts on the operational and workforce aspects of the business and the ability to provide patient care.</p>	The PHN is developing alliances with business mentoring partners to facilitate business coaching and development opportunities for practices.	To support the organisational development of General Practice Businesses so they are efficient, effective, proactive, profitable, reputable, and resilient through periods of change and capable of providing access to care for the patient population in the future.
Financial stress and a gap in capacity (knowledge, resources, or time) for adequate financial management.	<p>Inability to meet creditor obligations raises concerns about budget and account management, supporting the viability crisis of general practice businesses. Equipment failure or expiration is a common challenge, and the inability to replace vital resources could lead to disruptions in patient care and immunisations. This highlights the urgency for financial assessment and strategic planning to ensure uninterrupted service delivery.</p>	The PHN is developing pathways and funding opportunities practice owners and managers to receive proper training to appropriately manage the accounts such as for budgets, financial planning or cashflow management and resourcing them to identify potential areas for cost savings and income optimisation.	To build the reputation of general practice as an attractive career path for medical graduates, practice managers, registered nurses and other clinical staff, administration, and business investors alike.

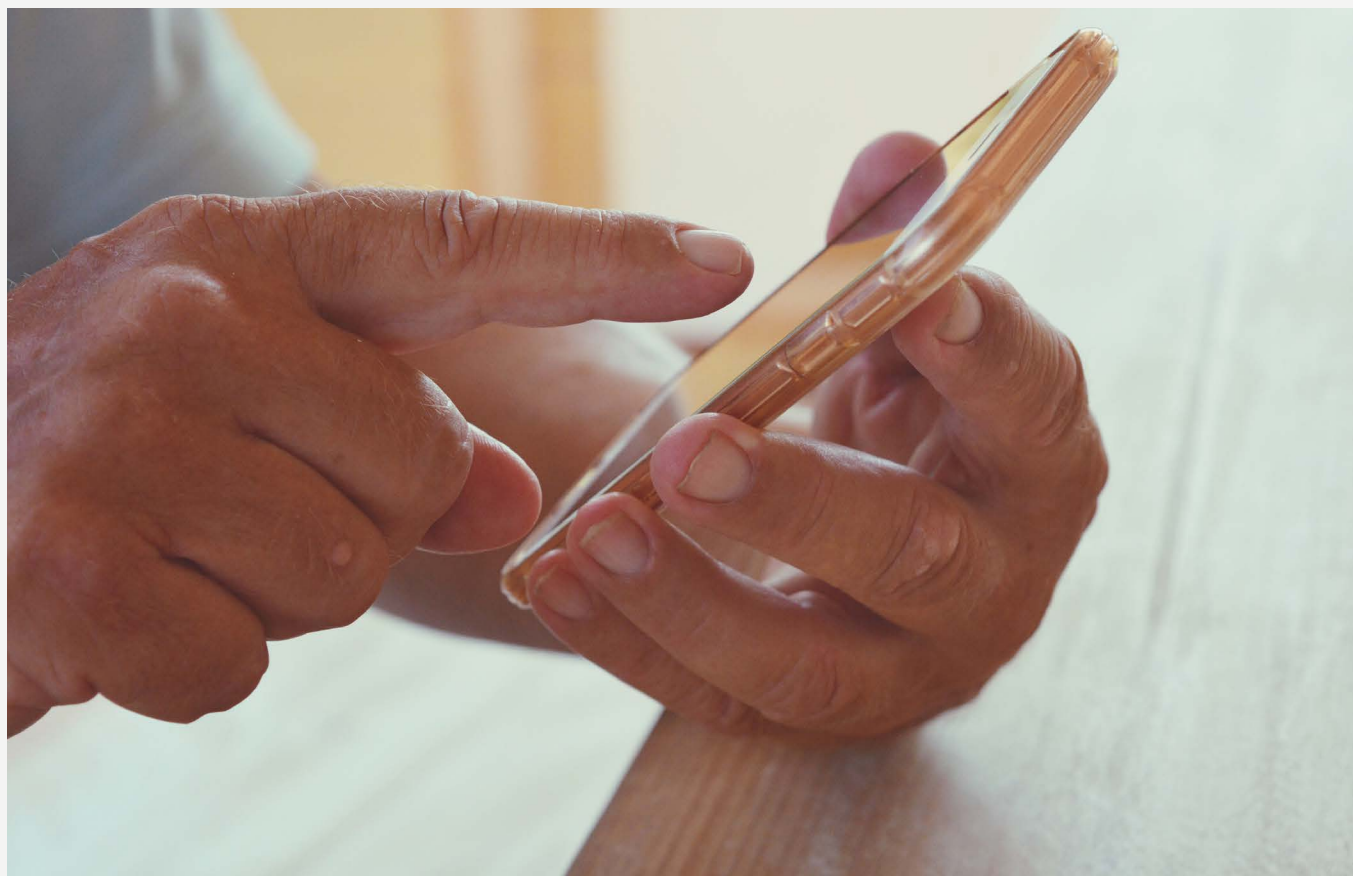
- Empowered Leaders and high performing teams

Issue	Impact	PHN Response	Vision
A gap in experienced qualified and well-resourced Practice Managers	Practice managers' ability to optimise business performance is limited by lack of experience, qualifications, and support, compounded by non-clinical workforce shortages, resource limitations, and a high-stress work environment	Fund professional development opportunities peak body membership for current and forthcoming Practice Managers with AAPM and UNEP.	Qualified and empowered Practice Managers capable and supported to deliver on business goals across workforce, operations, and finance. Strong alliances between practice owners and practice managers.
Variance in GPs confidence in and/or lack of understanding on how to effectively use the MBS.	GPs are missing out on MBS billing opportunities, reducing practice and GP income, and adding to financial stress.	Develop and fund comprehensive MBS billing education opportunities for GPs and Practice Managers.	GPs confident in maximising income through appropriate and effective use of the MBS.



- Digital Health Technologies

Issue	Impact	PHN Response	Vision
Gap in investment and/or use of Digital Health Technologies	<p>The impact of limited investment in and use of digital technologies is insidious and far reaching. Some cause and effects include:</p> <ul style="list-style-type: none"> - Absence of online booking systems and effective utilisation of third-party software, places undue pressure on receptionists. - Lack of appropriate use of electronic referrals impacts timely patient care and effective care of patients and is a time burden for administration and clinical staff. 	Implement integration of digital health technology in general practice through partnerships, funding, education, and support.	Contemporary General Practice businesses optimising access to and use of appropriate third-party software such as SeNT, Cat4 and online booking systems, and AI to streamline administrative workflows and improve overall operational efficiency, reducing workplace stress, supporting work-life balance of GPs and empowering patients.
Low uptake of digital business management tools	Practices are missing an opportunity to make informed business decisions and measure the impact of those decisions, limiting the business's capacity for success.	Fund the development of a HNECC PHN branded Sustainability Support Tool with a nation leading partner.	Improved access to practice data enabling enhanced goal setting, better billing, resource management, evaluation, and monitoring.



- Culture and Workforce

Issue	Impact	PHN Response	Vision
<p>Poor workplace culture and staff well-being. Despite the presence of strong leadership in most practices, there are various sectoral and internal practice issues that have a negative impact on workplace culture within general practice.</p>	<p>This impact extends to increased workplace stress, low morale, communication issues, low work satisfaction, high workplace turnover, operational issues and impacted patient care and experience.</p>	<p>Develop partnerships and fund activities aimed to support practices to address workplace culture issues, and to build a positive workplace culture.</p>	<p>Practice teams that have a positive workplace experience. Teams that are supported to be capable and confident in their respective roles, have appropriate opportunities for professional development and are more likely to be efficient and effective in meeting business needs. This also contributes to positive patient care and experiences and reduces burnout and staff turnover, along with the associated operational and financial impacts for businesses.</p>
<p>Workforce gaps- attraction, retention, and staff absences. The practice team are finding themselves overworked due to workforce shortages and change fatigue. Retainment of staff is a significant issue with competitive wages unable to be offered at smaller practices.</p>	<p>Ongoing high turnover of staff creates excessive business costs and leads to operational inefficiencies, and impacts team morale, patient care, and business reputation.</p> <p>Participants expressed concerns about high locum hiring costs. GPs struggle to find coverage for their leave impacting practice income. This instability deters new GPs, as workforce capacity fails to meet demands.</p> <p>Some practices are required to close when GPs are on leave impacting patient care and viability.</p>	<p>Develop activities for General Practices to improve the workplace experience of every staff member, including processes that support mutual respect, co-operation, well-being and work-life balance.</p>	<p>Practice teams that have a positive workplace experience. Teams that are supported to be capable and confident in their respective roles, have appropriate opportunities for professional development and are more likely to be efficient and effective in meeting business needs. This also contributes to positive patient care and experiences and reduces burnout and staff turnover, along with the associated operational and financial impacts for businesses.</p>

HNECC PHN'S PRIMARY CARE PRACTICE DEVELOPMENT TEAM

HNECC PHN has introduced a new practice development team along with its General Practice viability support. This team brings a new set of business coaching skills to the PHN and has the capability to provide comprehensive support to General Practice businesses in the region. Additionally, the PHN will be strengthening and expanding its relationships with peak bodies and other industry-leading organisations such as AAPM, UNEP, Cubiko, Semantic and other business and financial partners. With this team, the PHN aims to lead a fundamental shift to enhance and stabilise the General Practice sector in the region, thereby increasing equitable access to primary care for our communities.

DEFINITIONS

Definitions pertaining to the PHN's Sustainability and Viability Initiative SAVI, and the General Practice Business sector:

Term	Definition
General Practice	<p>The business and premises of a doctor or doctors, who are responsible for the delivery of high-quality, comprehensive primary health care services to meet the psychological and physical health needs of their population.</p> <p>Modern General Practice businesses usually employ a range of non-clinical staff such as administration and Practice Managers and other clinical staff, such as Registered Nurses, who cooperate to meet the patient's health care needs. General Practice services include but are not limited to; the first point of contact for health concerns, comprehensive care, continuity of care, management of acute and long-term health conditions, care coordination, some minor procedures, and preventative services,</p>
General Practitioner	<p>A General Practitioner, including registrars who are working towards Fellowship, is a specialist medical professional who is proficient in treating a wide range of acute and chronic illnesses. They offer preventative care and health education to people of all ages. They play an important role in coordinating care by referring patients to urgent and specialist medical services when required. GPs are specialists in treating the whole person and caring for people of all ages, backgrounds, and medical concerns. They are also concerned about preventative health and are the best resource for advice on how to stay healthy. GPs complete a medical degree, an internship, and additional medical training in general practice.</p> <p>General Practitioner services include but are not limited to; first point of contact for health concerns, comprehensive care, chronic conditions, care coordination, referrals and preventative services.</p>
Viable Practice	<p>Demonstrates the capability to sustain operations, meet financial obligations, and provide consistent, high-quality services. This includes managing resources, adapting to change, and remaining resilient to challenges. A viable practice is well-positioned to navigate uncertainties, implement strategic improvements, and contribute to the overall well-being of both the internal team and the community it serves.</p>
Sustainable Practice	<p>A sustainable practice effectively meets the current healthcare needs without compromising the ability to meet the needs of future generations encompassing environmental, social, and economic aspects. It includes the ongoing efforts to balance the delivery of quality patient care with responsible resource management, ethical considerations, and a commitment to community well-being. A sustainable practice adapts to challenges and proactively prepares for the evolving healthcare landscape.</p>

Term	Definition
Practice Manager	Pivotal administrative leader responsible for overseeing the day-to-day operations and strategic management of a General Practice. Their role encompasses a diverse range of responsibilities, including but not limited to, financial management, human resources, regulatory compliance, facility management, patient relations, and quality improvement initiatives. They serve as a liaison between staff members, healthcare providers, patients, and external stakeholders, ensuring seamless coordination and communication within the practice. Additionally, practice managers play a critical role in driving efficiency, optimising workflows, implementing policies and procedures, and fostering a positive workplace culture conducive to high-quality patient care. They must possess strong leadership, organisational, and problem-solving skills, as well as a deep understanding of healthcare regulations and industry standards. Overall, the practice manager plays a multifaceted role in supporting the operational, administrative, and clinical functions of the practice to deliver optimal healthcare services to patients.
Operations	Operations pertains to the coordinated and streamlined activities within a General Practice. It involves the efficient management of resources, staff, and processes to deliver quality healthcare services. This includes but is not limited to the effective use of digital health and technology, appointment scheduling, patient flow, administrative tasks, and adherence to regulatory standards with a focus on patient experience.
Workforce	The workforce, in terms of General Practice viability, encompasses all the healthcare professionals and support staff who collaborate to deliver quality patient care while managing the practice's operational and financial aspects to their full capacity. The composition, performance, and well-being of the workforce are critical factors in determining the overall success and sustainability of the medical practice. Effective workforce management and development and workforce diversification are essential for achieving the practice's goals and maintaining a high level of patient satisfaction.
Finance	Finance refers to the financial management and health of General Practices. It encompasses budgeting, revenue generation, expense management, billing processes and financial planning.

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