


# Business Planning & Setting Goals in 2022



HOSTED BY  
**Riwka Hagen**  
Medical Business Services



**WED**  
**16 FEB**  
**12:30pm AEDT**

The background is an abstract composition of textures. On the left, there is a vibrant green area with a fine, pebbled texture. On the right, there is a warm orange area with a similar pebbled texture. A large, irregular white shape, resembling a splash or a piece of paper, is positioned in the center, overlapping both the green and orange areas. The text is centered within this white shape.

**In the spirit of reconciliation, HotDoc acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community.**

**We pay our respect to their elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.**

# Session Outline

1

**RACGP Standard 3**  
Practice governance & management

2

**Goal Setting | Business Planning**

3

**How do I start?**

4

**Reporting on your plan**

# 5<sup>th</sup> Edition RACGP Standard 3

## Practice governance & management

“ Our practice has integrated governance and management systems that maintain and improve the *quality of care* provided to patients ”

...must meet intent of Standard, with flexibility on ‘how’

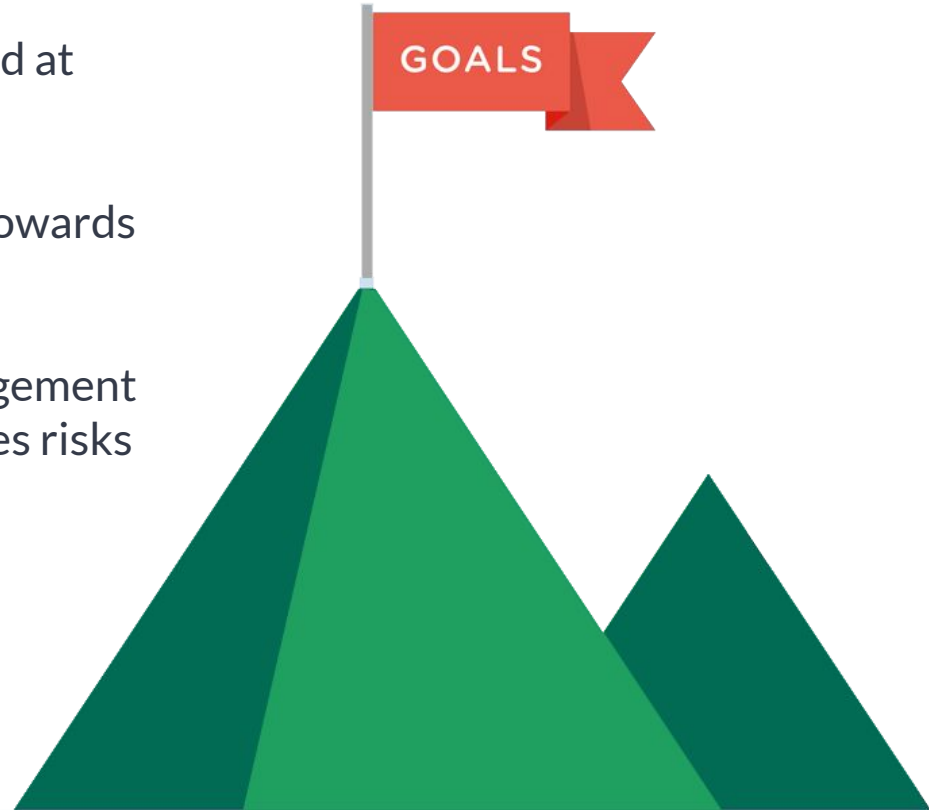
# 5<sup>th</sup> Edition Standard 3 - Indicators

**C3.1A** Our practice *plans and sets goals* aimed at improving our services

**X C3.1B** Our practice *evaluates its progress* towards achieving its goals

**C3.1C** Our practice has a *business risk* management system that identifies, monitors and mitigates risks in the practice

**C3.1D** Our practice has a *complaints* resolution process



# Why is goal setting important?

“If we always do what we’ve always done we’ll always get what we always got”



Achieving business goals/objectives



Measure progress



Environment for delivery of quality care



Plan for change

# Goal Setting | Business Planning



Define governance structures appropriate to **YOUR** practice

- Solo GP

- Partnership

- Trust

- Corporate

- Small / Medium / Large

- Associateship

- Not-for-profit / for-purpose

# Options | Goal Setting

Appropriate  
for smaller  
practices

Starting  
out

Limited staff  
resources

Informal  
business  
structure

S.M.A.R.T.  
Goals

P.D.S.A.  
cycles

QI - PIP



# Options | Business Plan

- Suitable for any size practice
- More formal
- Some experience with goal setting
- Basic to advanced plan
  - Build on the plan as you go
  - Start small
  - Focus areas
- Think of structure – easy to use
- Excel is your friend!



# Goals, Planning & Strategy



## 1. Business Plan

Mission, vision, values, goals, objectives, activities

## 2. Strategic Differentiation

- What makes you different?
- Market Analysis
- Where do we play?

## 3. Team Engagement

- What's my role?
- Communication

## 4. Strategic Thinking

- How do everyday actions impact?
- Ongoing team involvement

## 5. Business Transformation

- Regular review
- Re-alignment

# Where to Start - ANALYSIS!

## S.W.O.T.

Strengths, Weaknesses, Opportunities, Threats

- What are we good at?
- What are we not doing that we could/should be doing?
- What will stand in our way?

# What does success look like?

## SMART Goals



- Specific
- Measurable
- Achievable
- Realistic
- Time specified

# SMART Goal - Example

## Goal

To be better informed about financial performance on a constant basis and therefore able to respond to issues quickly

## Strategy | Activity

Using practice data extraction, we will analyse our monthly revenue for each doctor by tracking and graphing results

## Performance Measure

The results will be reported by the Practice Manager to the practice principals on a quarterly basis

# Where to from here?

**Take back to  
your team**

## **Involve others in SWOT/Activity planning**

- Strengths, Challenges, Opportunities, Threats
- More ideas to the table
- Collaborative approach
- Team building
- Increase chance of success

**Define  
structure for  
your plan**

# Format of your strategic plan

## One page plan

- Mission, Vision, Values statement
- High level initiatives, outcomes, measures, activities
- Easy to communicate (staff and other stakeholders)
- 'Road map'
- Who is audience?

# Example Medical Centre Strategic Plan 2022 - 2023

Clients	<ol style="list-style-type: none"> <li>1. <b>Responsive, accessible services</b> <ol style="list-style-type: none"> <li>1.1. Provide quality medical services in a timely manner</li> <li>1.2. Identify and address barriers to accessing services</li> <li>1.3. Expand capacity to provide more GP, specialist &amp; allied health services</li> </ol> </li> </ol>	<p style="text-align: right;"><b>VISION</b></p> <p>A modern, responsive and highly regarded medical service</p>
Quality	<ol style="list-style-type: none"> <li>2. <b>Excellence in service provision</b> <ol style="list-style-type: none"> <li>2.1. Provide services based on best practice evidence</li> <li>2.2. Meet required standards of quality service provision</li> <li>2.3. Measure the effectiveness of our services</li> </ol> </li> </ol>	<p style="text-align: right;"><b>MISSION</b></p> <p>Excellence in health and wellbeing through the provision of exemplary general practice care</p>
Community	<ol style="list-style-type: none"> <li>3. <b>Planning and service provision</b> <ol style="list-style-type: none"> <li>3.1. Create a sustainable, growing and thriving medical service</li> <li>3.2. Market our services using modern and visible platforms</li> <li>3.3. Engagement with our stakeholders</li> </ol> </li> </ol>	<p style="text-align: right;"><b>VALUES</b></p>
Staff	<ol style="list-style-type: none"> <li>4. <b>Highly skilled and well supported staff</b> <ol style="list-style-type: none"> <li>4.1. Ensure staff access quality learning opportunities</li> <li>4.2. Share practice skills and knowledge</li> </ol> </li> </ol>	<p style="text-align: right;">Commitment</p> <p style="text-align: right;">Compassion &amp; Empathy</p> <p style="text-align: right;">Integrity</p> <p style="text-align: right;">Flexibility</p> <p style="text-align: right;">Confidentiality</p>
Business	<ol style="list-style-type: none"> <li>5. <b>A strong organisation</b> <ol style="list-style-type: none"> <li>5.1. Embrace changes in the primary care sector</li> <li>5.2. Develop technological capacity to bring innovative healthcare solutions</li> </ol> </li> </ol>	



# Your practice strategic plan 2022-2023



## Finance

- We respond to MBS changes/ challenges
- We remain financially viable
- We will develop passive income opportunities



## Services

- We provide accessible, holistic and comprehensive services
- Our focus is Quality Improvement and team-based care
- We seek partnerships with other health providers to provide an excellent range of services



## People

- We value and invest in our staff
- We are focused on attraction and retention of GPs



## Business

- Our business systems support excellent outcomes
- We will develop our services using innovative solutions
- We promote our services to our community

# Your practice strategic plan 2022-2023

## Mission

We aim to provide exemplary, holistic and coordinated care encompassing family care and hospital support services

## Vision

We are regarded as the practice and employer of choice for our community

## Values

- Service excellence
- Honesty
- Respect
- Responsibility & reliability
- Empathy & kindness

Culture

Leadership

Succession

# Format of your business plan

- Operational plan
- SMART goals
- PDSA cycles

What / Who /  
When / How

# Action Plan | Free Download

DOMAIN	FOCUS AREA	GOAL	PRIORITY	ACTIVITIES   NOTES	SUCCESS MEASURE(S)	Who	Time Frame	Progress
Planning	Finance	We remain financially viable in an environment of many challenges	1	Review the cash handling system of the practice to provide effective financial control and minimise risk of fraud or mismanagement. Appropriate financial delegations, management, systems and processes are implemented.	Appropriate processes are implemented and reviewed on a regular basis.		Dec-19	Commenced
systems & Processes	Building & Infrastructure	We provide a high quality environment to enhance our service delivery and client experience	1	Assessment of works to be undertaken. Tidy up of all rooms, update the external signage, remove posters & instructions from walls	The practice provides a clean, modern, welcoming and consistent look.		Jan-20	Commenced
Systems & Processes	Marketing & Promotion	Our patients are aware of unique services offered. Specialty in youth services actively promoted	1	Strategies to explore: SEO optimisation, local newspaper advertising, social media posts and boosts, school based promotion/support for health literacy program	Chosen strategies have been costed and implemented.		Jan-20	Not yet commenced
systems & Processes	Marketing & Promotion	We seek feedback from our clients to help drive quality improvement	1	Develop a short 1 page survey, run a minimum of 30 surveys per doctor consecutively, assess results. Include question on how clients access service (car/walk/PT etc) as well as satisfaction with waiting times, GP and staff performance	Survey summary documented and results analysed.		Dec-19	Not yet commenced
People & Culture	Staffing & HR	We value and invest in our staff	2	Introduce celebration activities such as birthday recognition and social events	A calendar of all staff birthdays has been created. A number of social events are planned/held		Dec-19	Not yet commenced
Planning	KPIs	We measure and track key performance indicators to allow for effective control and business decision making	2	Develop a simple reporting structure that tracks patient attendances, revenue and key MBS or service items delivered per month. For example, consultation items, care planning, health assessments and skin/cosmetic services	KPIs are documented, graphed and reported on a monthly basis.		Dec-19	Not yet commenced
Quality & Risk	Compliance & Governance	We maintain high quality services that meet all accreditation and regulatory requirements	2	Obtain support in the preparation for accreditation. Commence activities October 2019	Full accreditation is achieved in July 2020.		Oct-19	Active progress

# Reporting on your plan











Format in line with requirements for your business

Examples:

- Quarterly planning meetings
- Report on activities and outcomes
  - Accountability
  - Systems approach
  - Spreadsheets are easy to use for this!
- Has anything changed?
  - Responsive
  - Warning signs
  - Update strategic / business / operational plans

# Key Messages

-  Planning has many components
-  Big picture thinking
-  Systems approach
-  Involve the whole team
-  Appropriate plans for your business
-  Analysis & interpretation
-  Regular reporting and review
-  The first one is the hardest! Start now...

 **HotDoc** | CPD WEBINAR

# Managing Patient Aggression in Your Practice



HOSTED BY  
**Kim Poyner**  
MediCoach



**WED**  
**9 MARCH**  
**12:30pm AEDT**





**QUESTIONS?**



# Resources

[www.medicalbusiness.services/business-planning-request](http://www.medicalbusiness.services/business-planning-request)



Free SWOT Analysis Template



**Free Simple Action Plan**



Other resources links

Contact us:

[hello@medicalbusiness.services](mailto:hello@medicalbusiness.services)

[www.medicalbusiness.services](http://www.medicalbusiness.services)

