



# professional practice

## Manager Development Program





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practice made perfect

**UNE Partnerships' customised training programs have been specifically designed to meet the changing needs of the profession in 2010 and beyond.**

Our three stand-alone qualifications have been developed after extensive input from key industry groups and the Australian Association of Practice Managers (AAPM) to create a relevant education program for staff and managers in professional practices.

## Certificate III in Business Administration (Medical) (BSB31107)

Designed for administrative staff working in medical or general healthcare administration. Also available as a traineeship in some states.



## Certificate IV in Professional Practice Management (91482NSW)

Designed for staff responsible for the operational management of a practice or who lead a team within a professional practice structure. It is also suitable for those new to the sector, wanting to develop the necessary skills and knowledge to work within a practice.

## Diploma of Professional Practice Management (91483NSW)

Designed for experienced practice or business managers, with a more strategic focus across the management of a practice. It develops skills in leadership, human resource management, strategic planning, finance and continuous improvement.

## Benefits for you and your practice

- Practical training with immediate application in the workplace
- Assessment projects that enhance practice outcomes
- Knowledge and skills that are transferrable across industries
- Opportunity to balance work, study and family commitments





# Health • Dental • Veterinary customisations

After extensive consultation with industry experts and associations, the **Certificate IV in Professional Practice Management** and the **Diploma of Professional Practice Management** are customised for the specific needs of these industry sectors.

essential skills to improve the business of your practice

## Comprehensive package

The course fee provides:

- Course guide and study notes for each module
- Activities and readings
- Details of assessment projects
- Access to online resources
- Administrative assistance throughout the study period
- Academic support via phone and email – ensuring that you have access to best practice methods and current techniques

## Flexible distance education

- Enrol at any time
- Study at your own pace
- Study from anywhere

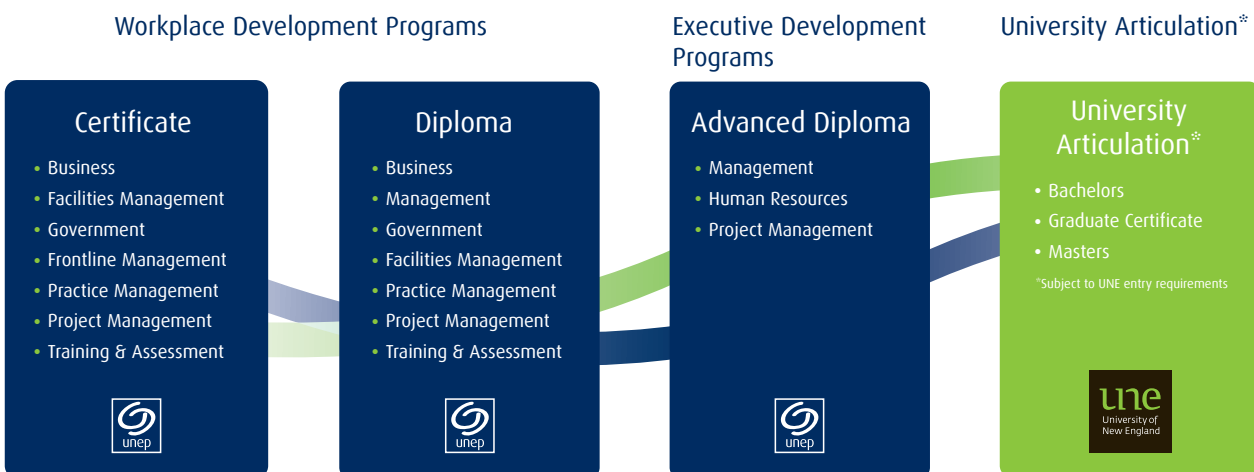
## Face-to-face delivery

- Workshops and Residential Schools are designed to optimise your study experience by providing a supportive learning environment and the opportunity to share knowledge and troubleshoot practice issues
- Workshops are delivered at regular intervals over 12 months
- Residential Schools offer an intensive study mode held over consecutive days
- Enrolling in the full course is a requirement

## Employability skills

Introduced by the Department of Education, Employment and Workplace Relations (DEEWR), employability skills are incorporated into individual units of competency as part of the performance requirements. For more information please visit [www.unep.edu.au](http://www.unep.edu.au) and select the relevant qualification.

## Pathways for career development



# Certificate III in Business Administration (Medical)



This qualification is designed to provide a foundation for receptionists and those undertaking administrative tasks in healthcare practices. The course develops skills and knowledge to support the increasing demands placed on practice receptionists/administrators in responding to the changing needs of a professional practice.

## Workload and duration

It is estimated that students will require 315 hours of study, or approximately 6 hours per week over 12 months, to complete the course requirements by distance education.

## Assessment

Assessment consists of small work-based assessment tasks for each module, along with questioning and discussion. The assessment relates to what you learn and is directly applicable to your place of work. There is no examination, but you will be required to undertake a supervised keyboarding test in your workplace.

## Outline

### Work priorities and scheduling

Looking at organisation within the Practice, this module covers the use of filing and appointment systems. It also addresses how to deal with patients and practitioners with regard to organising appointments and schedules.

- Organise personal work priorities and development (BSBWOR301A)
- Organise schedules (BSBADM307B)

### Working with practice administration

The focus is on the importance of good records, both to the practice and the patient. It includes record security, maintenance and confidentiality, as well as stock control. There is an introduction to the electronic environment for clinical records and front desk billing system software - how to process accounts and issue receipts, how to claim payments from government bodies such as Medicare, and how to refer patients to specialists.

- Prepare and process medical accounts (BSBMED302B)
- Maintain patient records (BSBMED303B)
- Assist in controlling stocks and supplies (BSBMED304B)

### Working in the practice environment

Concentrates on improving typing speed and accuracy, and also addresses OHS policies and procedures in a healthcare practice to ensure your own safety and that of others.

- Develop keyboarding speed and accuracy (BSBITU307A)
- Participate in OHS procedures (BSBOHS201A)



### An awareness of medico-legal issues

Ensures the awareness of legal and ethical responsibilities with regard to the administrative role, including professional confidentiality, patient complaints and drugs of addiction.

- Apply the principles of confidentiality, privacy and security within the medical environment (BSBMED305B)

### Communication and the practice

Looks at communication with patients, practitioners and others within the practice environment. This covers verbal, written and electronic communications, and also addresses correct telephone techniques and managing caller behaviour.

- Deliver and monitor a service to customers (BSBCUS301A)
- Interpret and apply medical terminology appropriately (BSBMED301B)

### Financial record-keeping

Allows for an understanding of account procedures by exploring them in more depth. Using both manual and computer-based procedures you will learn more about petty cash, accounts receivable, accounts payable, and payroll.

- Process payroll (BSBFIA302A)
- Process accounts payable and receivable (BSBFIA303A)
- Maintain a general ledger (BSBFIA304A)

Available as a traineeship in some states.  
Call us for more information  
1800 066 128

# Certificate IV in Professional Practice Management



This qualification develops the skills and knowledge to manage the daily operation of a practice. Strong focus on staff management and supporting client/patient needs is complemented by an understanding of risk management and compliance. It also includes financial reporting, planning operations including your own work schedules and performance, marketing and promotion, and continuous quality improvement to influence the ongoing development of the practice.

## Workload and duration

It is estimated that students will require 470 hours of study, or approximately 6 hours per week over 18 months, to complete the course requirements by distance education.

## Assessment

The assessment is composed of four work-based projects which together address the units of competency required for successful completion of the qualification. Learning activities and assessment tasks are designed around real practice situations so the learning experience can be applied directly to the workplace.

## Outline

To receive the qualification students must successfully complete 11 units of competency across five modules as outlined below.

### Taking control of your career

Following an introduction to the certificate course, this module focuses on understanding your own work style and skills and how these fit into the business of the practice.

- Develop work priorities (BSBWOR404A)

### Risk and compliance

Practices have to deal not only with the issues of medico-legal risk but increasingly with business risk. This module provides an overview of risk management and the tools available. Compliance with government and professional body regulation is now a routine part of professional practice. The module also introduces many techniques to help your practice in this vital area.

- Identify risk and apply risk management processes (BSBRISK401A)
- Organise and monitor the operation of compliance management system (BSBCOM401B)

### Recruitment and team effectiveness

Recruiting the right people for the job, ensuring they know what to do and then helping them achieve their best in your team is what will drive your practice forward. Learn what you need to do to attract and retain your key people.

- Recruit, select and induct staff (BSBHRM402A)
- Promote team effectiveness (BSBWOR402A)

### Customer service

In professional practice it is important to understand patient/client needs, appreciate how the marketing effort can be used to meet these needs and then put in place systems to monitor and improve on service levels. These areas are covered in detail in this module.

- Coordinate, evaluate and improve customer service (FNSICCUS403B)
- Implement a service support system (FNSICCUS404B)
- Undertake marketing activities (BSBMKG414A)

### Business management systems and operations

The final module brings together aspects of financial reporting, operational management and implementation of plans with a focus on continuous improvement. The links between people, good practice and planning are explored.

- Report on financial activity (BSBFIA402A)
- Implement operational plan (BSBMGT402A)
- Implement continuous improvement (BSBMGT403A)



# Diploma of Professional Practice Management



This qualification is designed to meet the needs of professional practice managers in shaping the future direction of their practice. With an overall focus on developing strategic skills and actively managing staff to maximise their performance, the course provides a sound base for a progressive practice in the 21st century. If continuous quality improvement and planning is an important part of your practice, this course will build your skills and knowledge to take on a leadership role.

## Workload and duration

It is estimated that students will require 650 hours of study, or approximately 6 hours per week over two years, in which to successfully complete the qualification by distance education.

## Assessment

Five assessment projects address the units of competency required to achieve the qualification. Learning activities and assessment tasks are designed around real practice situations so that the learning experience can be applied directly to the workplace.

## Outline

To receive the qualification students must successfully complete 13 units of competency across seven modules as outlined below.

### Managing a practice - Introduction

An overview of the course, introducing concepts and providing context for the program.

### Risk and compliance II

Risk management is becoming an increasingly significant issue for practices dealing with both medico-legal risk and business risk. This module addresses the fundamentals of risk management in a modern professional practice. It also covers more advanced areas of compliance with government and professional body regulation and examines some aspects of design of compliance systems.

- Identify risk and apply risk management processes (BSBRSK401A)
- Identify and interpret compliance requirements (BSBCOM501B)

### Managing people performance

People are the key to a successful practice. From recruitment to teamwork to performance appraisal, this module addresses the techniques for employing the right people and building on their skills, knowledge and contribution to a harmonious workplace.

- Recruit, select and induct staff (BSBHRM402A)
- Promote team effectiveness (BSBWOR402A)
- Manage people performance (BSBMGT502B)

### Budgets - a strategic tool

Financial control is an important aspect of professional practice management. This module focuses in particular on the development of good budgeting tools and the links between budgets and plans.

- Develop a budget (FNSICORG501B)
- Manage a budget (FNSICORG502B)

### Managing customer service

Recognising that meeting patient needs is paramount, this module focuses on the development of systems to manage the customer or patient experience and ensure that the quality of the service is maintained and enhanced by all staff.

- Monitor client requirements (FNSICCUS02B)
- Review service performance (FNSICCUS03B)
- Facilitate continuous improvement (BSBMGT516A)

### Leadership in the 21st century

A high performing workplace requires leadership. Leadership is a not an innate skill but one that can be learned. This module explores your current leadership style and, by presenting the main models and theories, offers opportunities for you to consider your own role and development as a leader.

- Provide leadership across the organisation (BSBMGT605B)

### Planning the future of your practice

The final module brings together all aspects of managing a practice and focuses on the integration of the knowledge and its application in the development of business and strategic plans. It also examines the concepts of knowledge management and how these tools can assist the professional practice manager.

- Manage a practice (HLTCOM503B)
- Manage an information or knowledge management system (BSBINM501A)

## Entry requirements

- Higher School Certificate or equivalent or workplace experience relevant to the qualification.
- Working in or with access to a healthcare, dental or veterinary practice, including specialist practices
- Those not currently working in a healthcare, dental or veterinary practice should contact UNE Partnerships to discuss options for the assessment.

## Exit point

If participants exit prior to completion of the program, they will receive a Statement of Attainment for all units of competency satisfactorily completed to that point.

## Recognition of Prior Learning (RPL)/ Direct Credit Transfers

Given some participants may already be able to demonstrate their competence in some units, RPL is available and acknowledges skills and knowledge that may have been gained through formal and informal training and/or learning, work experience and life experience.

UNE Partnerships will provide Direct Credit Transfer to students who can supply a relevant Statement of Attainment or Transcript of Competency issued by another Registered Training Organisation under the Australian Qualifications Framework (AQF).

## Australian Association of Practice Managers

The Australian Association of Practice Managers (AAPM) is a recognised professional body, dedicated to supporting effective healthcare practice management. It actively seeks to raise the profile of practice management and to aid professional growth through education and training. AAPM works closely with government, stakeholders and other professional bodies to support its practice management focus.

UNE Partnerships and AAPM have a valued and longstanding relationship in developing education and training. They have been involved in the program's development and continue to provide advice on improvements, ensuring currency and relevance to the practice management sector.



## Presenters and Assessors

UNE Partnerships' presenters are experts in their field with dynamic and approachable teaching styles. All presenters and assessors hold relevant professional qualifications and have extensive experience in delivering distance education. Those who opt to study with us can rely on a rewarding learning experience with encouragement to achieve their professional development outcomes.

### Dr Mark Stallwood Academic Director, Professional Practice Manager Development Program

Mark has been directly involved in the design and compilation of the new program. His wealth of experience in operating his own practices highlighted the benefits of staff training on practice growth. Mark holds postgraduate qualifications and has taught at Griffith University and the Gold Coast Institute of TAFE. He currently lectures at the University of Queensland and also operates a management consultancy specialising in business planning and systems implementation for practices.

### Anne Davis Deputy Academic Director, Professional Practice Manager Development Program

Anne is a practice management/business consultant whose extensive experience in practice management has been invaluable in developing the new program. She is a strong advocate for professionalism in practice management through membership and leadership within the AAPM. Anne holds tertiary qualifications in nursing, practice management, corporate governance and a Masters of Business Administration (MBA).

### Gary Smith Academic Director, Medical Administration

Gary has over 25 years experience in managing large and extended hour medical practices. He consults to the healthcare industry on effective practice management and sits on several health related task groups for the Commonwealth Government. Gary is a surveyor with Australian General Practice Accreditation Ltd (AGPAL) and an Independent Director on the AGPAL and Quality in Practice Boards. He is a Director on the Board of UNE Partnerships, past National President and NSW State President of the AAPM.



# UNE Partnerships

UNE Partnerships (National ID: 6754) is one of Australia's most progressive Registered Training Organisations (RTO) specialising in vocational training programs that are nationally recognised. UNE Partnerships is the wholly owned education and training company of the University of New England – NSW's second oldest university and Australia's oldest and most experienced distance education provider.

UNE Partnerships is committed to the provision of structured, high quality, industry relevant training to promote increased skills and knowledge. Our emphasis is on practical, accredited, nationally recognised qualifications which can be directly applied to the workplace and provide pathways into higher qualifications to enable a structured career path.

The professional development programs we offer are undertaken by individuals, and by contract to private and public sector organisations, throughout Australia and internationally. Short courses, workshops and in-house training can be designed to meet specific needs and workplace demands and commitments.

UNE Partnerships provides specialised training in Business Administration and Management, Facilities Management, Frontline Management, Government/Public Sector, Project Management and Training and Assessment.

UNE Partnerships adheres to a code of practice and follows all Commonwealth and State legislative regulatory requirements.

## Quality Assurance

All course materials provide information on studying with UNE Partnerships (including contact details, learning resources, assessment requirements and submission, Recognition of Prior Learning (RPL) procedures, student support and relevant forms). UNE Partnerships has always prided itself on offering students maximum support services and resources. Our courses provide an online resource site and regular review of student study status. Telephone, email and facsimile support are also available throughout your study period.

UNE Partnerships abides by the Access and Equity Policy of the University of New England (UNE) and follows its disciplinary, grievance, mediation and welfare mechanisms. Further information can be obtained by contacting UNE Partnerships or visiting UNE's website at [www.une.edu.au/eo](http://www.une.edu.au/eo).



creating professional success

Information was correct at the time of printing. UNE Partnerships reserves the right to amend any details contained in this brochure 10/10

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