

| Where are we today? | Where do we wish to be? | How are we going to get there? | | |
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| <p>Situation analysis</p> | <p>Vision: A healthier community through excellence in general practice education and training</p> | <p>Mission: Provide high quality education, training and support for GP learners, supervisors and training practices delivering health care across eastern Victoria</p> | | |
| <p>External issues</p> <ul style="list-style-type: none"> Unknown future for RTOs under the College-led paradigm for GP training Delay in transition to the College-led model may lead to compressed response timelines Declining numbers of applicants for AGPT EV lack of an external presence particularly in relation to influencing government priorities (state and commonwealth) and actions for the sector The increased focus on workforce and skills distribution particularly in areas of disadvantage University interest in more active contribution to vertically integrated training Ageing rural supervisor cohort Alternate employment models for registrars Reduced AGPT delivery funding <p>Internal issues</p> <ul style="list-style-type: none"> Finite funding limits ability to plan beyond 2-3 years Balancing the supply of training practices in accord with stakeholder demand and the need to adapt to workforce imperatives EV continues to develop a competent and secure workforce particular in a Co-vid 19 environment | <p>Objectives</p> <p>Flexible, efficient, integrated and sustainable models of education and training for GPs</p> <p>Responsible governance and risk management</p> | <p>Priorities</p> <p>Work collaboratively with relevant agencies and governments to support a well-managed transition of responsibility for GP training from the Australian Government to the Colleges</p> <p>Research to inform the design, implementation and evaluation of best practice training models within EV</p> <p>Deliver vertically integrated (including interns and junior doctors) education and training programs in general practice</p> <p>Develop a sustainable pipeline of capacity from registrar through to medical educators and/or supervisors and mentors</p> <p>Manage our financial and resource base for the long-term viability of EVGPT</p> <p>Build an efficient, innovative and progressive organization</p> | <p>Key Support Actions</p> <ul style="list-style-type: none"> Develop an EV engagement and influencing strategy Position EV as a participant organisation on relevant and impactful external committees and working groups Embed research and data analytics across all aspects of the organisation Partner State and enabling organisations to produce an integrated GP pipeline Work with local agencies to better influence, target and implement community health strategies Develop and document an EV GP recruitment plan focussing on proactively engaging with interns and junior doctors and their host organisations Actively engage and recruit supervisors and medical educators Continually review and align current registrar, medical educator and supervisor capacity to program and workforce need Deliver an effective and affordable professional development framework and program for supervisors and medical educators Develop and regularly review organisational budget Maintain and develop connection with key partners and funding agencies Identify and pursue new funding opportunities and alternative sources of revenue Deliver and monitor organisational risk management strategy Develop and implement a proactive quality improvement agenda Effective review and continuous development and use of our digital infrastructure Embed research and data analysis across all areas of the organization | <p>Key Performance Indicators</p> <ul style="list-style-type: none"> Number of GP communications Increase in target market hits and references Increase in representative committees and working groups Research grants received Number of research publications, presentations Expansion of data and research references within EV Increase in AGPT applicant numbers and especially rural applicants Frequency count on engagements with local agencies Frequency count as lead or participant on new and/or modified health initiatives Number of successful tenders Revised Supervisor professional development framework implemented Total funding received Total new funding received Level of funding continuity Percentage targets for re-investment established and realised Quality informed outcomes from QA review and design of education and training model Risk register maintained, reported as required Audit of digital and capital base Upskilling of EV staff in astute dealing with data collection and usage |

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| <ul style="list-style-type: none"> Retention of expertise and succession planning Maintaining awareness/support and satisfaction of key stakeholders Lack of data and data analytics to inform strategic and operational planning | <p>A collaborative and engaged organisation, proactive and responsive in relation to the needs of our stakeholders</p> | <p>Develop strong and mutually beneficial relationships with key stakeholders</p> | <ul style="list-style-type: none"> Develop and implement communication strategy for stakeholders Establish and maintain internal and external networks with identified relevant/key stakeholders | <ul style="list-style-type: none"> Stakeholder survey results Number and longevity of formal and informal relationships |
| | | <p>Understand and respond to stakeholder needs Strongly market EV achievements, contributions and implicit role in improving GP training and community health</p> | <ul style="list-style-type: none"> Implement systematic collection and analysis of our operating environment Conduct research informed by the needs and issues of the sector Disseminate EV achievements and contributions to target audiences | <ul style="list-style-type: none"> Review data collection and analytic capabilities Research grants received Number of research publications, presentations |
| | | <p>Engage with relevant external organisations</p> | <ul style="list-style-type: none"> Develop and implement communication strategy for stakeholders Develop effective partnerships and collaborations | <ul style="list-style-type: none"> Number of partnerships, collaborations Number of effective stakeholder interactions |
| | <p>A respected leader in the sector focused on improving health outcomes for our communities and in particular the health and welfare of our Aboriginal and Torres Strait Islander community</p> | <p>Advocacy and thought leadership</p> | <ul style="list-style-type: none"> Establish Working Groups to develop policy and/or submissions on key issues Participate in relevant external policy forums and decision-making processes | <ul style="list-style-type: none"> Number of submissions, policy papers Attendance at external forums Attendance at professional events Number of research publications, presentations Number of EVGPT generated events Attendance at EVGPT generated events |
| | | <p>Improved EV response to Aboriginal and Torres Strait Islander Health</p> | <ul style="list-style-type: none"> RAP implemented and integrated across the organisation Actively support professional development initiatives across all sectors of the organisation. Engage with local and national agencies to improve opportunities for participation and contribution to Aboriginal and Torres Strait Islander health initiatives | <ul style="list-style-type: none"> Increase in Aboriginal and Torres Strait Islander health programs and participation levels Implementation of EV RAP Increase the number of Aboriginal and Torres Strait Islander posts and initiatives |
| | | <p>Engage with current and emergent issues</p> | <ul style="list-style-type: none"> Influence effective GP transition and development of education and training models through participation in committees, working groups and response to policy and system improvement papers and reviews | <ul style="list-style-type: none"> Number of meetings with key stakeholders Establish measures to determine level of EV influence |
| | <p>An employer of choice, with staff that are valued and respected</p> | <p>Uphold and promote EVGPT's shared values</p> | <ul style="list-style-type: none"> Survey staff about their experiences of EVGPT's shared values | <ul style="list-style-type: none"> Staff survey results |
| | | <p>Manage organisational change</p> | <ul style="list-style-type: none"> Engage additional expertise as needed, within available funds Review our internal communication strategy | <ul style="list-style-type: none"> Number of communications all staff Staff turnover Number of cross- team initiatives Number of team collaborations (i.e. re-deployment of staff) |
| | | <p>Encourage and support staff to develop their professional potential</p> | <ul style="list-style-type: none"> Facilitate leadership training and skill development for interested staff | <ul style="list-style-type: none"> Staff participation in professional development activities Participation in leadership roles within the organisation |

Critical Factors

| Strategic Choices | Organisational Choices | Operational Choices |
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| <ul style="list-style-type: none"> Engagements/collaborations to foster – Colleges, other RTOs, Health Departments and Health Services Optimal governance arrangements – as per current Criteria for new or expanded activities/programs – affordability, alignment with strategic objectives | <ul style="list-style-type: none"> Staffing profile to provide flexibility to allow new programs to be efficiently incorporated – may need to change over transition to reflect moving landscape | <ul style="list-style-type: none"> Effective ways to gather information from training practices and supervisors – identification of effective information capture and management tools Monitor and evaluate efficiency and effectiveness of programs and activities – QA involvement in whole of organisation approach to developing revised model of education and training |