**This template may be helpful in putting together a proposal for admin/2IC support. It is meant to give you an idea of what you might want to cover and present to practice principals/owners to allow for discussion and negotiation.**

# Template - Proposal for 2IC Practice Manager

This proposal outlines the rationale, role, and benefits of appointing a 2IC Practice Manager to support the Practice Manager in the day-to-day operations of our general practice. This addition will ensure business continuity, enhance leadership capacity, and support the growth and sustainability of the practice.

## Background

**What is the rationale behind the proposal? Why does your practice need additional administrative assistance?**

For example:

* Growth of the practice
* Increase in doctors
* Increasing complexity of general practice management – e.g. MyMedicare
* Demands on the practice manager – e.g. registrar training, HR challenges
* Transition to retirement
* Burnout
* Additional workload but no assistance, longer hours than reasonable
* Absence of a second-in-command poses risk to business continuity, especially during leave, illness
* No support during times of leave
* Succession planning
* Practice needing a strong leadership team
* PM to focus less on day to day and more on strategic management
* PM needing to focus on a major project, e.g. building a new practice
* Faster response to daily issues and improved support for frontline admin staff.

## Proposed Role

**What will the role entail? What tasks will the 2IC be taking over? What projects?**

Be specific e.g. rostering of reception staff and nurses, admin of the DVA CVC program, PM leave cover

## Structure

**What are the logistics of the role?**

* Reporting structure: Who does the 2IC report to? Does anyone report to them? e.g. reception staff. In what capacity?
* Employment status: How many hours a week? What days?
* Level: What award level will they be on?
* Pay rate: What is their suggested pay rate?
* Candidate: Recruit from within the team or externally?
* List the key attributes the 2IC needs and if you have someone on the team that you are thinking of, include them and why they would be a good fit for the role.

## Selection Criteria (Either new hire or internal applicant)

**Selection criteria are practice and role specific.**

These are some general criteria to consider:

* Strong knowledge of general practice operations
* Familiarity with clinical software and billing processes.
* Administrative experience
* Team leadership
* Staff training
* Excellent communication and leadership skills.
* Capacity to manage workflows and staff dynamics.
* Problem-solving skills and the ability to work under pressure.
* Previous team leadership or senior administration experience preferred.
* Curiosity and keenness to learn

## Benefits to the Practice

**Document the benefits to the practice as a whole.** This might be the ability to implement new programs, help with accreditation, succession planning, cover for planned or unexpected leave. Whatever is relevant to your practice. This is the one of the key rationales for the proposal. Be specific.

General benefits might include:

* Business continuity: Smooth functioning when the practice manager is away
* Leadership development: Building internal capacity for future management needs, succession planning
* Leadership capacity: Group leadership supporting the practice manager and practice
* Support: Practice manager able to take holidays/personal leave
* Reduced burnout: More reasonable workload for the Practice Manager.
* Improved team morale: Faster response to daily operational issues.
* Operational efficiency: More proactive management of patient and staff needs.

## Financial logistics

**What will be the cost to the practice of the new role?**

Consider:

* Hourly rate x number of hours – work this out weekly or per quarter or annually or all.
* Include superannuation
* Additional costs, e.g. hiring costs if replacing a reception role
* Any new office equipment

There may be funding or grants available through various workforce agencies for staff training/upskilling.

## Offset costs

**What improvements will be made? What will be the financial benefit to the practice of the new role?**  This might be the implementation of a new program or the improvement to a current one. Financial benefit is not just about the dollars. If there is an improvement in risk management and compliance then this has potential to save the practice a lot of money (as well as time and stress).

For example:

* DVA CVC program compliance and billing improvement
* Debtor control
* Chronic disease management program administration
* Recall/result follow up
* Practice manager overtime in completion of tasks V tasks done in hours at 2IC rate

**Example:**

Spell out how it will work. This is a simplified example but will give you the idea.

* 2IC at $40 per hour for 10 hours a week = $400 plus super (12% 1 July) $48 = $448 per week
* Currently $12,300 in outstanding debtors. Expected improvement in 3 months to $4,500
* $7,800 back to the practice in 12 weeks
* 12 weeks X $448 = $5,376
* $2,424 “profit” and this is only one aspect of the financial benefits.

## Implementation Plan

**Explain how the role will take shape and what is necessary for success.** There may be a staged implementation, starting with a few hours per week and one specific task and then slowing increasing hours and responsibilities.

* Position description and clarification of tasks
* Salary
* Consider internal or external applicants
* Discussion/interview with the candidate
* Explain the role
* What their responsibilities will be
* What tasks will be involved
* When the role will start and what the hours will be
* When they will start
* Probation period and what happens if the role doesn’t work out
* Where they will work from
* What training will be provided
* Employment agreement. Recommend expert advice in drawing up employment agreement.
* Timelines for training, handover
* Allocation of training time
* Add to staffing roster
* Induction
* Confirm regular meeting schedule

## Training

**What sort of training are you going to offer?**

For example:

* PM/2IC one on one 4 hours per week for 2 weeks then 2 hours per week for 4 weeks
* MBS online
* FairWork HR compliance
* Software upskilling (Practice management systems, online booking systems)
* Establish Practice Support – New Manager Program or Practice Management Essentials:

 2IC/Admin Development Program

## Trial Period - Review and Evaluation

**How will you tell if the new position has been successful?**

The effectiveness of the 2IC Practice Manager role will be reviewed after 6 months, with feedback from the practice principals, practice manager, GPs and support team.

**How will you measure if the trial is a success?**

Example: Key success indicators will include operational improvements, staff satisfaction, and management sustainability.

**How will you monitor progress?**

Example: There will be weekly catch up meetings between the practice manager and 2IC for support, questions and project planning.

Monthly catch up meetings to evaluate how the role is progressing and provide any training and support.

**If the trial is unsuccessful what happens?**

Why was the trial unsuccessful?

Examples:

* The candidate wasn’t the right fit
* The training wasn’t suitable
* The practice manager had difficulty in delegating tasks and structuring the role
* Not enough resources to provide training

What happens next?

* External candidate may have employment terminated
* Internal candidate goes back to original employment
* Check your legal responsibilities before these decisions are made, recommend obtaining expert advice to draw up employment agreements.

This template is an example only. Each practice is different and each position is different. The content provided within this template is a guide only. This is not an exhaustive treatment of the subjects. No liability is assumed for losses or damages due to information provided. You are responsible for your own choices, actions and results.

You should consult with your accountant, lawyer, HR advisor for further advice.