GP Supervisors Australia – Strategic Plan 2022 – 2025

Where are we today?	Where do we wish to be?	How are we going to get there?		

Situation analysis

Vision:
As the pre-eminent body advocating for GP supervisors, GPSA is recognised as integral and indispensable to the highest quality delivery of training in general practice

Mission:
Provide support and advocacy for GP supervisors and training practices – and ensure they receive recognition, respect and reward for the supervision they provide – to enable the realisation of a sustainable, high quality GP workforce to meet the health needs of the Australian community.

Headwinds / Tailwinds	Objectives	Strategies	Activities	Key Performance Indicators
Headwinds ▪ The system is currently in transition and the future landscape is not clear ▪ Challenging relationships with external stakeholder groups, esp. the Colleges ▪ Crowded organisational environment, with overlapping remits ▪ Advancement of university-led training of GPs ▪ GP workforce is shrinking, ageing and burnt out ▪ GP training programs under-resource and undervalue the role of GP supervisors and training practices ▪ The NTCER is to be negotiated in 2022 ▪ Uncertainty over alternative employment models ▪ Proliferation of GP training programs	GPSA is a thought leader in GP supervision	Develop and promote GPSA policy positions on key issues	▪ Maintain awareness of issues with the potential to impact on core business ▪ Provide leadership commentary on contemporary issues in health workforce ▪ Use social media channels (esp LinkedIn) to promote GPSA positions, policies, etc ▪ Update the GPSA website	▪ Number of policy & position papers published ▪ Social media promotion of policy and position papers and member engagement
		Membership of relevant national and international bodies	▪ Participate in relevant external policy forums and decision-making processes ▪ Lobby for inclusion on all relevant committees and bodies	▪ Attendance at external events
		Maintain and improve relationships with relevant external stakeholders and organisations	▪ Implement the engagement strategy for government and the Colleges ▪ Develop and implement engagement strategies for other current and emerging stakeholders/organisations ▪ Pursue strategic partnerships	▪ Number of collaborations, partnerships and engagements
Tailwinds ▪ Anticipated funding for next triennium ▪ Positive reputation across membership and all external stakeholder groups ▪ Seen as an agile, efficient and independent organisation ▪ Dynamic and engaged Board ▪ Large, diverse membership base ▪ Well-established and much-loved online resource platform ▪ Perceived as a financially responsible and solutions-focused organisation ▪ Stable and professional staff	GP supervisors are supported to be effective	Meet the supervision-related needs of GP supervisors	▪ Regular needs analysis of GP supervisors ▪ Collect *ad hoc* feedback from GP supervisors	▪ Needs analysis completed by June each year ▪ Participation in prof development activities
		Meet the supervision-related needs of training practices	▪ Needs analysis of non-GP supervisors of GP training and supervisors of non-registrars ▪ Regular needs analysis of training practices ▪ Collect *ad hoc* feedback from Practice Managers and Practice Nurses	▪ Needs analysis completed by June each year ▪ Participation in prof development activities
		Advocacy	▪ Publish Policy and position papers on the GPSA Website and promote on social media	▪ Number of policy & position papers published ▪ Social media promotion of policy and position papers and member engagement
	GP supervision follows best practice	Implement the GPCLE Framework	▪ Disseminate information about the GPCLE Framework across the sector ▪ Develop implementation tools/resources for the framework	▪ Level of awareness about the GPCLE Framework across GP supervisors and training practices
		Promote scholarship, research and the uptake of research findings	▪ Sponsor/support local research that is informed by the needs and issues of the sector ▪ Monitor national and international research relevant to GP supervision and disseminate key findings ▪ Sponsor/support local initiatives to translate best evidence into practice	▪ Number of research projects underway/completed ▪ Number of translation initiatives underway/completed
	GPSA is a flourishing organisation	Best practice HR arrangements for staff	▪ Regularly review and update organisational HR policies and procedures ▪ Implement competitive working conditions ▪ Provide professional development opportunities for all staff	▪ Staff participation in professional development activities ▪ Staff satisfaction levels
		Ongoing development of high-quality advice, resources and professional development opportunities	▪ Review and update resources ▪ Identify additional resource requirements of supervisors	▪ All resources are reviewed annually ▪ Consistent messaging and branding across communications channels (website/social media/webinars/resources etc)
		Develop the leadership culture of the organisation	▪ Encourage professional development of Board members with respect to governance and leadership ▪ Engage SLOs in bi-annual leadership activities ▪ Engage staff in leadership development activities	▪ Board member participation in professional development activities ▪ SLO participation in activities ▪ Staff participation in leadership activities
		Develop the organisation's capacity for innovation	▪ Regularly engage staff and stakeholders in reflection on gaps and areas for improvement ▪ Regular feedback activities for stakeholders	▪ Number of communications channels ▪ Frequency/timeliness of engagement activities
		Proactive approach to risk management	▪ Regular review of the organisational risk management strategy ▪ Regular review of objectives and strategies ▪ Identify and engage with potential future Board members ▪ Succession planning for key staff positions ▪ Update DoH funder of GPSA on the 2022-25 strategic plan	▪ Risk register is updated every 2 months

Critical Factors

Strategic Choices	Organisational Choices	Operational Choices
▪ *What criteria should be applied to new/expanded activities?* ▪ *What criteria should be applied to potential new funding sources?*	▪ *What skills and training should Board members have/undertake?* ▪ *What mix of skills and experience is needed across the Board membership?*	▪ *What non-financial indicators should GPSA monitor to evaluate the efficiency and effectiveness of its activities?*