



STRATEGIC PLAN 2016 - 2017
DEPARTMENT OF GENERAL PRACTICE
School of Medicine, Western Sydney University
Reviewed March 2018

MISSION & VISION

The Department of General Practice will work collaboratively to deliver best practice teaching and learning experiences so that WSU Graduates will understand and value the many roles of General Practitioners in Primary Health Care, and are inspired to consider a career in General Practice, particularly in areas of need.

To achieve this vision the Department will build the teaching and research capacity of the General Practitioners and other primary health care providers who work with us. Our research agenda will focus on contributing to the evidence base in primary health care and general practice education.

VALUES

In alignment with the mission of the School of Medicine, the work of the Department of General Practice will be informed by the following core values:

Social Justice

We promote equity, prioritising areas of need in health, education and the healthcare workforce.

Collaboration

We work collaboratively within the School of Medicine, and more widely across Western Sydney University and beyond. We will build and sustain respectful and effective partnerships with General Practitioners and other primary health care providers, their related organisations, teaching and healthcare institutions and with the communities in which we work.

Excellence through innovation

We use innovative, evidence based teaching and research activities that are informed by and will inform other programs, locally, nationally and internationally.

People focused

In all our work we value people and respond to the needs and hopes of the patients, students, colleagues and community members with whom we work.

KEY RESULT AREAS

- Build and develop the Department of General Practice within the School of Medicine and beyond
- Develop and implement a sustainable best practice learning and teaching program in General Practice
- Build General Practice / Primary Health Care research capacity
- Engage with local communities to inform our work and build mutually beneficial sustainable relationships

STRATEGIES

Strategies	Tasks	Role	Timeline	Outcomes/ Indicators	Update March 2018
1. Build and develop the Department of General Practice within the School of Medicine and beyond					
1.1 Recruit staff to carry out core responsibilities and seek funding for additional staff as required	Clarify roles/ responsibilities	Peter Brennan Chair	October 2009 and ongoing	Unit has staffing capacity to achieve work targets	Acting Lead AO and waiting approval to advertise ongoing role. Shared services staff to cover a range of previous departmental responsibilities. SL and research roles filled
	Seek funding as required	Chair and Deanery	Ongoing		
	Recruit and orientate new staff	Peter Brennan Chair and HR	Ongoing		
1.2 Develop knowledge and skills of staff members	Complete training and seek opportunities for advancement as required	GP Team	Ongoing; 12 monthly review	Staff have appropriate level of knowledge and skills	Staff encouraged to undertake training as required Database of training undertaken maintained Steve elected to WSU academic senate All engage in university performance review
	Target conference attendance	GP Team	Ongoing; 12 monthly review		Staff attending conferences Database maintained on X-Drive (also on Compass) All staff encouraged to attend relevant conferences All engage in university performance review

	Support study and training for additional qualifications	Chair	Ongoing		Penny Abbott undertaking PhD and Miriam Brooks Masters of Research
1.3 Maintain effective team communication	Convene regular meetings with agreed agenda	GP Team	Ongoing	Staff are aware of each others' roles, responsibilities and key work commitments. Actions are delivered within the agreed timelines. Shared documents can be readily sourced Effective communication is maintained between meetings	Meetings convened: Team meetings (2 monthly); Research Meetings (2 monthly); Curriculum Meetings (monthly).
	Map and Maintain shared drive	Admin staff and GP Team	Ongoing; review mid 2018		Documents are uploaded to X Drive each month Waiting wider university initiative before re-mapping X Drive.
	Share calendars	Admin staff and GP Team	Ongoing		Calendars shared via outlook.
	Establish and implement agreed E Mail protocol	GP Team	Ongoing		Email protocol reviewed and agreed by team
	Use Zoom for communication cross campus/ RCS	GP Team	Ongoing	Meetings are held across all sites of activity	Meetings usually held in Campbelltown on Tuesdays when most staff are on the same campus. Zoom available for Rural Sites
1.4 Establish and maintain effective administrative processes	Develop and maintain a procedure manual and support documents	Admin Officer	Ongoing	A working document is kept current for staff reference Support documents developed e.g. staff travel/ conference databases	Ongoing updates, SOP manual available on shared drive.
1.5 Establish and maintain good relationships with other units of the SoM, the wider university and community	Map key meetings and ensure Dept of GP representation	Chair and all staff	Ongoing	Dept of GP representation at key meetings All key internal and external stakeholders are able to access information about the Dept of GP Database and Website are up to date	All staff attending relevant meetings
	Report back at team meetings re outcomes of meetings attended	GP Team	Ongoing		Reporting back attended.
	Establish and maintain database of contacts	Admin Officer	Ongoing		Database updated on ongoing basis.
	Establish and maintain Dept of GP Website	Admin Assistant	Ongoing; 6 monthly review		Supervisor Web page established

					Dept GP website updated regularly Chair leading until RA position filled Waiting university wide changes to websites- Amy Chandler (Web Coordinator) and Fiona Pacey leading
	Publish and disseminate regular newsletters	Admin Assistant	6 monthly		Newsletter emailed, faxed and posted on website twice a year with in-between email updates. On line version started 2015 – waiting RA support to continue.
	Review tasks and activities 12-monthly Report annually on achievements of the Dpt of GP and disseminate to key stakeholders	Chair and GP Team	Ongoing	End of year review of the strategic plan is conducted A report is compiled and disseminated in February/ March each year	Reviewed November 2016 Newsletter provides update GP publication disseminated in 2017 – “GP at WSU: The story so far” Widely disseminated
1.6 Maintain adequate equipment and infrastructure	Monitor ongoing needs	Chair and Admin Officer	Ongoing	The department is adequately supported to work effectively	Adequate support Places at Blacktown All staff are equipped with a working space and adequate equipment.
	Identify additional requirements and funding support	Peter Brennan Chair and Admin Officer	Ongoing		
	Establish Asset Register	Admin Officer	Ongoing	Accurate and up to date register of Dept. assets	Research Asset register on X-Drive. Teaching equipment register established Computer lease and asset register held by Jill Harvey (SoM Admin Officer)

2. IMPLEMENT AND CONTINUALLY IMPROVE A BEST PRACTICE LEARNING AND TEACHING PROGRAM IN GENERAL PRACTICE

Strategies	Tasks	Who	Timeline	Outcomes/ Indicators	March 2018 review/ comments
2.1 Implement and continually improve our General Practice curriculum	Deliver GP curriculum in urban sites, including: <ul style="list-style-type: none"> • Learning Outcomes • GP Placements & BtB sessions • Learning and Study Guides • Reading list and Resources • Supervisor's Guide • Conference Week • Assessments • Work with our Rural Clinical Schools to deliver GP learning outcomes and teaching program at rural sites. 	Chair /Senior Lecturer 1/ Admin Team / GP Team	Ongoing	Timely delivery of GP teaching and learning materials to allow adequate student and supervisor preparation	<ul style="list-style-type: none"> • Contribution to Year 3 and 5 Barrier assessments (questions and marking) • Conference week teaching delivered in Years 3, 4 and 5 with lectures in Years 1-2 • New Clinical Attachment Descriptor (CAD) and assessment forms for 2017-18 completed • vUWS site for 400811 and 400978 populated and published. • Readings and resource list, supervisor guide with FAQs for students and supervisors reviewed and updated • PBLA review in progress • Year 3 GP curriculum reviewed 2016 with learning plan and log book introduced 2017
	Continue to benchmark our curriculum against best practice and external reference points	Chair / Senior Lecturer 1 and 2	Ongoing	Curriculum is referenced to external benchmarks including literature and accepted professional standards.	GP curriculum development informed by key external developments e.g. 2016 RACGP curriculum GP curriculum
	Continue to review GP curriculum in light of other SoM teaching	Chair / Senior Lecturer 1 and 2	Ongoing	GP Curriculum is relevant and does not duplicate other learning opportunities	GP teaching regularly reviewed and re-aligned with SoM curriculum roadmap. Conference Week content compared with other Yr 3-5 CWs for 2016/17. MiC curriculum, CAD, CAA,

					<p>Supervisor's guide, New teaching sessions developed in 2017 and in planning for 2018</p> <p>Continued liaison with Population Health and clinical disciplines through Year Committee meetings.</p> <p>Umbrella curriculum mapping of GP teaching across the curriculum completed 2017 and program revised in light of this</p>
	Consult with communities and GP stakeholders including Universities, PHNs, Training Providers, and Educators	Chair /Senior Lecturers	Ongoing	Communication with other university departments of general practice through AAAPC and Annual HOD meeting Regular documented meetings with RTPs and GP Organisations.	<p>JR liaising with GP Synergy</p> <p>Regular meetings with PHNs - through PEER (Partners in Education, Evaluation and Research), Clinical Council NBM PHN and workforce committee and meetings with CEO SWS PHN - JR reporting</p> <p>NBM PHN: Shared consumer engagement lead taken by Brahm Marjadi on behalf of whole of SoM</p> <p>Considering role of social media</p>
	Seek further opportunities to include interprofessional learning	Chair / Senior Lecturer 1 and 2	Ongoing	Students, supervisors and staff evaluate interprofessional learning opportunities as being effective.	<p>Established CW wound care workshop with nursing, podiatry and medical input.</p> <p>Sports medicine workshop with physios and GPs continue during Year 4 campus-based learning; and prescribing workshops with pharmacists for Year 5 conference week.</p> <p>Yr 5 GP students required to visit 4 community-based health professionals</p> <p>Ongoing commitment to Tahmoor (Wollondilly) and Warragamba community Health days</p> <p>Homeless health community</p>

					engagements conducted in coordination with SONM and others from School of Health Sciences via STITCHES collaboration
	Recruit alternative primary health care attachments and set up combination GP/ special interest rotations	Team to identify opportunities	Ongoing	Students have opportunities to complete Year 5 rotations that include areas of interest such as Justice health and Aged care	<ul style="list-style-type: none"> Justice Health continues to be very popular. Aged Care: partnership & MoU with RSLlifecare also Kennedy Health care and Bupa on hold for 2017 – will be reviewed for 2018; Placements completed for 2017
	Conduct student and teacher evaluations of GP curriculum	Chair / Senior Lecturer 1	Ongoing	Documented Evaluation Plan for GP curriculum. Annual report of evaluation results. Students, supervisors and staff evaluate GP attachment as an effective learning strategy.	<ul style="list-style-type: none"> Student and GP Supervisor evaluations of Yrs 3& 5 2016/17 have been collated and reported. Feedback generally positive from students and supervisors. Overall good CW evaluations received. Evaluations presented to AMC Formal evaluation of Justice Health placement ongoing. Feedback being provided to GP supervisors
	Develop improvement strategies from evaluations and other inputs such as external benchmarks	Chair / Senior Lecturers	Ongoing	Annual review of program, including Learning Outcomes Ongoing implementation of improvement strategies	Program reviewed annually with modifications. CW evaluation informs ongoing CW planning. Feedback from students and GP supervisors taken into account.
	Build teaching capacity within the Department of General Practice through staff training and professional development	Academic GP Team members	Ongoing; review 12-monthly	See 1.2	Teaching and learning resources shared. Professional development plans developed with Head of

					Department. PD provided every second Team meeting
2.2 Recruit and support GP and community Supervisors	Ongoing recruitment of new GP practices	Senior Lecturer 1 and 2 / Admin Officer	Ongoing; review 6-monthly	At least two recruitment cycles per annum in each location.	Recruitment strategy is documented and is being implemented by Senior Lecturers and Admin Officer. Continued recruitment of new supervisors through EoI, informal contact & student self-selection; regular practice visits by SLs Geo-targeted recruitment based upon student place of residence and student self-placements.
	Regular communications with GP and community supervisors.	Chair / /Senior Lecturers	Ongoing; review 6-monthly	Provision of timely feedback on teaching. Program of visits to GP and community supervisors	Phone or personal contact with new supervisors. Contact with Year 3 & 5 supervisors as needed with 6-monthly thankyou letters and evaluation forms. Survey Monkey for GP Evaluations Ongoing Face to face visits with interim email/fax useful info
	Training and teaching support for GP and community supervisors	Academic GP Team members	Ongoing; review 6-monthly	At least two training sessions offered to GP and community supervisors per annum	Supervisor workshop shared with U Syd first half of 2017 Supervisor training 26 th September 2017 well received Evidence Based Journal Clubs convened in second half of 2017
	Promote GP and community supervisor participation in student research projects	Peter Brennan Chair/ / Community Res Lecturer	Ongoing	Disseminate information and support Supervisors of Community Research Projects	Supervisor manual and Dpt GP newsletter includes CR information. Opportunistic advertising at GP meetings. Email invitation sent to GP supervisors and conjoints GP supervisor research w'shops under consideration for 2018

	Work with Rural Clinical School staff to implement tasks under Strategy 2.2 at rural sites.	Chair with Rural Team	Ongoing; review 6-monthly	As above for Rural Clinical Schools	Programs in NR and Bathurst going well. Supervisor training meetings held in Bathurst and NR
2.3 Provide GP expertise to appropriate components of the WSU MBBS program	All Years: provide a GP and community based perspective to MBBS curriculum. Offer teaching opportunities to GPs, including ICMs, PBLs, PPD, MiC and CW.	Academic GP Team members	GP team	GPs teach in relevant parts of the MBBS program. Up to 20% of assessments in the MBBS program to be based in General Practice and/or primary care settings. Students perceive General Practice as relevant to their medical training and value the expertise of their GP teachers.	Yr 3 - 5 CW taught by practicing GPs and role models. GP questions contributed and marked in Yr 1-5 written assessments. Student evaluations of CW and Yr 5 attachments include question on relevance of GP Regular lectures by GP academics in Yr 1-2 Dept of GP advising on renewed Year 1-2 PBLs (diabetes, obesity, melanoma)
	Orientation of new students	Academic staff to develop and implement orientation for new students			JR and SLs attend orientation / welcome of new students
	Year 3: Medicine in Context Develop and implement learning outcomes for GP attachments.	Chair/ Senior Lecturer 3	Ongoing; review annually		MiC Attachment Descriptor and curriculum revised for 2018
	Year 4: Electives Develop and advertise electives in GP and community settings.	Senior Lecturer 2	Ongoing		Opportunities for Western Sydney students in Nepal and Bolivia for electives

	Honours and Summer Scholarships Develop and supervise students in research projects including in Departmental research.	Academic GP Team members	Ongoing		SoM Website being updated. Opportunity for advertising summer scholarships and Honours student accepted for 2017 Two 2017 GP Synergy student scholarships supervised by Research team completed and 2 students accepted for 2018 Summer Scholarship student 2017/2018 working with WATCH 1 student from Macquarie University and 1 student from WSU volunteered to assist with research projects in 2017
2.4 Support and encourage student interest in General Practice beyond the teaching program	Establish presence at student events, including Orientation	GP team	Ongoing	Students are aware of the work of the Dept of GP and regard the team as being accessible.	Attend OW events for new students. Student Prizes for GP Year 3 (MiC) and Year 5 as well as Dermatology Prize
	Engage with student groups including GPSN and MedSoc	GP team	Ongoing		Regular meetings with GPSN and support for their events.
	Encourage student membership of RACGP	GP team	Ongoing; review 6-monthly		Advertised resources and in Year 5 CW Fund raising for Nick Collins Scholarship for student to attend RACGP Annual conference Awarded to Vanessa Tent 2017
	Offer mentoring to interested students	Academic GP Team members and Conjoints	Ongoing; review annually	Students with an interest in General Practice are supported and encouraged in that interest	2017 mentoring feedback positive

3. BUILD GENERAL PRACTICE / PRIMARY HEALTH CARE RESEARCH CAPACITY/OUTPUT

Strategies	Tasks	Who	Timeline	Outcomes/ Indicators	March 2018 review / comments
3.1 Plan and implement research agenda	Engage with other Universities and PHNs/ RTOs to identify opportunities for collaboration	GP Team	Ongoing	Dept. of GP is actively engaged in a range of relevant research. Research funding supporting Research Admin Role.	Current projects total 27, Completed 16, Shelved and On Hold 12. External funding for 8 projects and external partnering in 8 JR/ PA and LT contributing to partnerships in 7 SPHERE streams Ongoing work with WentWest and U Sydney on PCMH
	Seek research opportunities with other Units in the School of Medicine	GP Team	Ongoing		ST, PA and JR members of THRI ST attending meetings with THRI and REDI
	Evaluate and prioritise research opportunities using research screening tool	GP Team	Ongoing		Priority list is actioned at each Dept Research Meeting when required.
	Identify and disseminate research funding opportunities	GP Team	Ongoing		Funding opportunities are discussed at each 2 monthly Dept Research Meeting. Monthly updates added to X Drive
	Attract competitive funding	GP Researchers	Opportunistic		Two current NHMRC Grants (\$M4.1M) Integration Evaluation Project funded by WSLHD completed 2017 Funded PCMH Evaluation work completed 2017 Funded evaluation on cancer screening initiatives in Nepean Blue Mountains in progress
	Develop potential "shelf" research projects	GP Team	Ongoing		Current Research Activities_ Internal include shelf projects included on X-Drive file

3.2 Build postgraduate opportunities	Identify and promote Post Graduate research opportunities in the Department	GP Team	Ongoing; review 6 monthly	Students and registrars complete research projects through the Dept. of GP Increased number of GP Supervisors with post graduate research qualifications	Opportunities for post graduate quals to be advertised on website in 2018
	Promote and provide opportunities for GP Registrar attachments	Chair / Senior Fellow	March 2011 - ongoing		2 Academic registrars in 2017. No Registrar for 2018.
	Create and promote opportunities for GP supervisor to achieve postgraduate research qualifications	GP Team	Ongoing		SoM research support opportunities advertised to GP Conjoints Information disseminated to supervisors and conjoints through newsletters, personal invitation
3.3 Build GP research capacity/output	Engage with other Universities and DGPs/ RTOs to plan and deliver research/ training to GPs	GP Team	Ongoing; review 6 monthly	GPs in Greater West Sydney are liaising with GP Unit to partner in research projects	No cross university activity in 2016
	Work towards the establishment of a GP Practice Based Research Network (PBRN) in western Sydney	Peter Brennan Chair / Senior Fellow / Research Officer	Ongoing; review 6 monthly		EB Journal club conducted in 2017.
	Identify, develop and support research opportunities for GP trainers and GPs in western Sydney	GP Team	Ongoing		Encouraging GP conjoints to participate in student research. Survey of GP conjoints to gauge preferences around student research undertaken Supervisor research training under consideration in 2018
3.4 Maintain individual staff research interests	Take leave/ attend meetings as required and agreed upon	GP Team	Ongoing; review 6 monthly	Staff of the Department have active research involvement reflected in funding and publications Staff have skills appropriate to the work of the Department	GP Researchers have attended numerous meetings, fora and seminars and several conferences in 2016.
	Report back on external meetings	GP Team	Ongoing; review 6 monthly		Reports of meetings are given at Dept of General Practice Research Meetings

	Support research capacity development and opportunities for research for Dept of GP staff	GP Team	Ongoing; review 6 monthly		Training in use of research tools and qualitative research methodologies are regularly being undertaken. All 0.5 FTE SLs undertaking research – One SL and Chair undertaking PhD and one SL completing a Masters.
3.5 Incorporate a research focus into departmental activities whenever relevant	Incorporate a strong evaluation framework into all appropriate activities	GP Team	Ongoing; review 6 monthly	Key departmental activities are evaluated	Regular evaluation of all teaching and evaluation of educational research projects. ROs assist academics when required. Evaluation of EBJC program being written up in 2018. Evaluation of Prison health student placements completed.
	Document and disseminate all appropriate departmental initiatives through preparing papers for publication and conference presentations	GP Team	Ongoing	Department members publishing in high ERA ranked journals Department members presenting at key national conferences	11 Publications in 2017 20 oral presentations and 1 poster by Dept researchers at PHCRIS, GPTEC, GP17, and other national and international conferences.

4. ENGAGE WITH LOCAL COMMUNITIES TO INFORM OUR WORK AND BUILD MUTUALLY BENEFICIAL RELATIONSHIPS					
Strategies	Tasks	Who	Timeline	Outcomes/ Indicators	March 2018 review and comments
4.1 Develop and implement a plan for ongoing community engagement in teaching and research activities	Establish Reference / Advisory Group structures and develop regular program of engagement	Chair / Admin Team	Ongoing	A process for community engagement is developed and implemented	Brahm Marjadi developing SoM consumer engagement strategy – Dept GP to contribute JR attends SoM community fora
	Identify teaching opportunities for community engagement	Chair	Ongoing		Regular consumer engagement in CW 5.1
	Inform the community of teaching opportunities via email / website	GP Team	Ongoing		Website/ Social Media/ Staff profiles/Newsletter up to date Databases enable email communication
	Keep the community informed of outcomes from community engagement	GP Team	Ongoing; review 6 monthly		Newsletter disseminated twice a year and e newsletter since Winter 2015. Website up to date
4.2 Attend relevant community meetings / events	Maintain community mailing lists	Admin Team	Ongoing; review 6 monthly		2017: as part of STITCHES Collaboration with SoNM, SoSH: Homeless Connect: Parramatta, Bankstown and Campbelltown; International Women's Day Wollondilly; Senior's week Warragamba
	Join email community bulletin lists	Admin Team	Ongoing; review 6 monthly		Nil currently
4.3 Seek opportunities to extend teaching to communities	Assess communities interests/ needs through community engagement above	GP Team	Ongoing	Dept. GP actively engaged in teaching in communities of GWS	Community education – in planning for Toongabbie.
	Plan and implement community education events	GP Team	Ongoing		As above
4.4 Support engagement with international	Support staff interests and engagement	Chair and other academic staff	Ongoing	Dpt GP staff are actively engaged with a variety of international teaching and research endeavours	JR on International Advisory Board of Patan Academy of Health Sciences (Nepal) PA attended first Asia Pacific

communities					conference on Prison Health (International Committee of the Red Cross) MB attended “Creating Futures” Fiji conference on mental health in the Pacific Islands LT presented at a Hainan GP training course May 2017
	Create teaching and research opportunities for the Department and the wider university including for students	GP Team	Ongoing		Funding for PAHS/ UWS Student exchange will expire end of 2018 JR seeking new source of funding
4.5 Use GP networks to connect with community	Discuss with GPs, potentially through GP research training networks and PBRNs, strategies to connect with the community to build a community engaged research agenda	Chair / Senior Fellow / Research Officer	Ongoing	Research activities within the Department are undertaken in close collaboration with relevant communities	2017 Research with Assyrian refugees in western Sydney Research continues with Pacific Islander communities in western Sydney

Current Staff as at March 2018

Peter Brennan Chair – Jenny Reath
Senior Lecturers – Lawrence Tan, Penny Abbott, Miriam Brooks, Winston Lo,
Research Fellow– Steve Trankle
WATCH Trial Research Officers – Robyn Walsh, Jessica Armstrong Kearns
NBM Cancer Prevention Research Officer – Christine Metusela
Administrative Officers – Vicki Bradley
Research Assistants – Nicole King, Sam Wager and Deborah Blair