

Practice Sustainability Framework

Succession Planning in General Practice | SWSPHN Webinar Resource

Use this framework to understand the four pillars that underpin a sustainable, succession-ready practice.

Succession planning is not just about retirement — it underpins every pillar of a sustainable practice.

Reflect on each dimension below. Where is your practice strong? Where does work remain?

Leadership & Workforce Planning

A sustainable practice has a plan for who leads next. Relying on one or two key people creates fragility — especially as retirement approaches.

1

- Do you have identified internal leadership candidates?
- Is there a formal mentoring or development pathway for junior partners?
- Are GP recruitment pathways active and documented?
- Would the practice function if a key clinician left tomorrow?

Action: Map your current workforce, identify gaps and start a leadership development conversation today.

Financial & Business Viability

A financially healthy practice is an attractive one — whether you're bringing in a partner, selling, or merging. Understand your practice's value now.

2

- Do you have current, accurate financial statements?
- Have you explored ownership structures?
- Do you understand the market value of your practice?
- Is your billing and revenue management optimised?

Action: Engage a healthcare-specialist accountant or broker to understand your practice's financial position.

Patient Continuity & Community Access

Your patients have trusted your practice — sometimes for decades. Succession planning protects that relationship and keeps primary care accessible in your community.

3

- Are patient records well-maintained and transferable?
- Is there a plan for communicating transition to patients?
- Do patients have access to other GPs within the practice?
- Are chronic disease patients actively managed and supported?

Action: Review patient communication plan and ensure clinical records are complete and up to date.

Collaborative Relationships

Practices that have strong ties with neighbouring clinics, PHN, specialists and allied health are better placed to manage transitions and share load when needed.

4

- Do you have relationships with nearby GP practices?
- Are specialist and allied health referral pathways in place?
- Are you connected to your local PHN support team?
- Have you explored formal networks or co-operative?

03026

Contact SWSPHN's Practice Support team or email primarycareworkforce@swsphn.com.au

South Western Sydney PHN | swsphn.com.au

Succession Planning Webinar 2026

phn
SOUTH WESTERN
SYDNEY

An Australian Government Initiative