



QUALIFICATION  
REVIEW

# Health Administration and General Practice Functional Analysis Report



HumanAbility



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## Executive summary

As part of the health administration and general practice training package review, a functional analysis has been conducted to systematically define the roles, tasks, and skill requirements within the health administration and practice management. This structured approach breaks down the occupation into core and supporting functions, identifying the knowledge and performance outcomes required across different job roles.

Grounding qualifications in functional analysis strengthens their credibility, providing a defensible, evidence-based foundation for decisions on content, structure, and industry relevance.

A comprehensive functional analysis has been undertaken to review and modernise the qualifications to ensure alignment with current industry and occupational requirements, support clear and sustainable career pathways and specialisations, and enhance the relevance and applicability of qualifications to meet growing industry demand and evolving challenges. Rapid technological advancements, evolving professional standards, and increased demand for specialised care services have emerged, necessitating updates to align health administration and practice management qualifications with current and future industry needs.

This proactive, industry-informed approach supports the development of robust qualifications and units of competency that are driven by real occupational outcomes of roles such as medical receptionist, health practice manager and medical practice assistant, rather than being shaped solely by curriculum content. It also ensures alignment with current and emerging workforce demands while supporting compliance with national training package policies, which mandate that qualifications are anchored in clearly defined job roles and consistent occupational outcomes.

This research explores the current state and future outlook of the health administration and practice management sector in Australia. The research aims to provide evidence on current workforce requirements, skill gaps, and future training needs to inform updates to the qualifications. The findings support the alignment of training products with industry practice, emerging technologies, and changing consumer health needs. A mixed methods approach was used, incorporating desktop research, employer interviews and workforce data analysis.

Desktop research and job market analysis indicate that the health administration and practice management workforce is evolving in response to changes in healthcare delivery, workforce expectations, technological advancement and increasing service complexity. The findings highlight the importance of maintaining workforce capability that supports contemporary healthcare environments, while ensuring occupations remain responsive to emerging industry trends, changing business practices and future service delivery requirements.

Consultation with employers highlighted the critical role that health administration and practice management workers play in supporting efficient, patient-centred healthcare services. Stakeholders emphasised the need for workforce capability that reflects contemporary workplace practices, evolving technologies, changing models of care and increasing expectations for service quality, coordination and operational effectiveness. Employers also identified the importance of ensuring workforce development remains aligned with current industry needs and future workforce priorities.

The health administration and practice management qualifications must evolve to meet the changing needs of the workforce. Stakeholder feedback highlights the need for qualifications; skill sets and workforce development initiatives that remain relevant to contemporary healthcare environments and responsive to emerging industry trends. The findings reinforce the importance of supporting workforce capability development, clear occupational pathways and ongoing alignment with industry practices, technologies and service delivery models to ensure the workforce is equipped to meet current and future healthcare needs.

# 1 Introduction

## 1.1 Purpose of the functional analysis

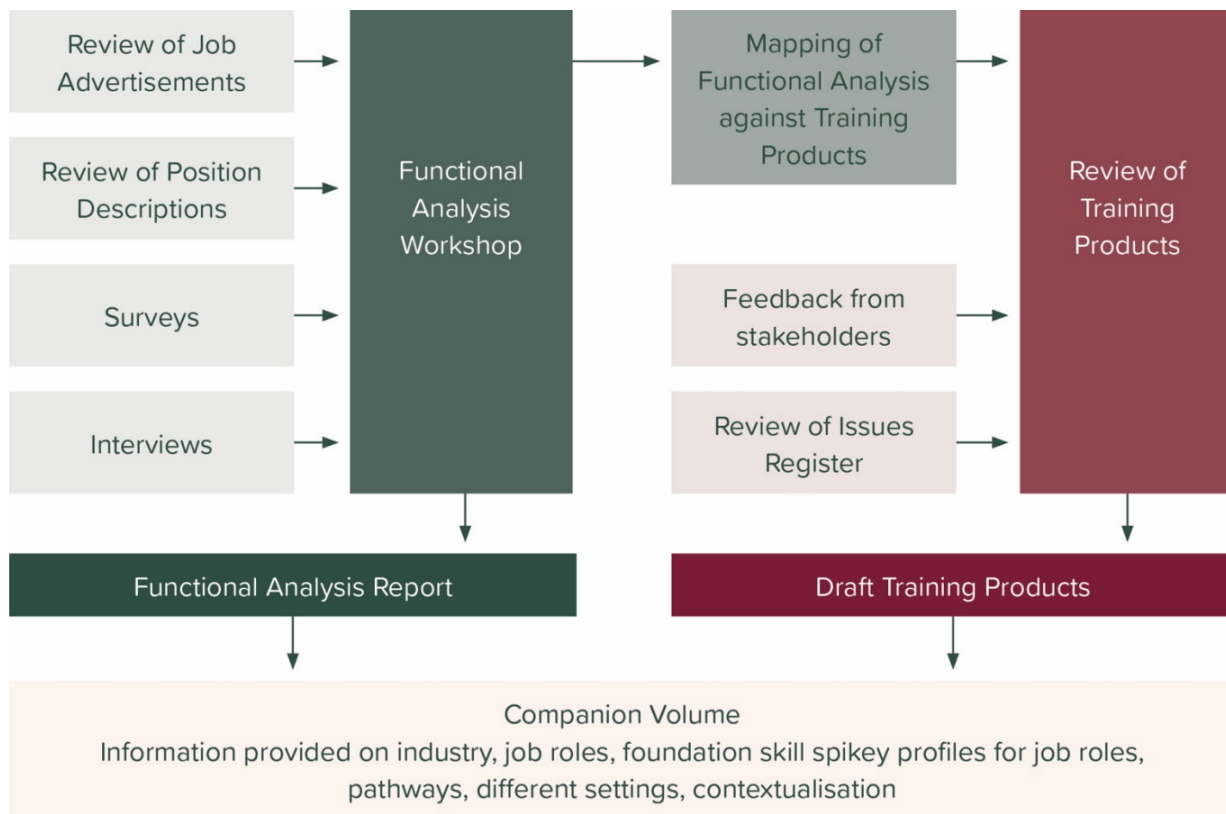
The functional analysis is a critical step in pinpointing the precise skills, knowledge and capabilities required to perform job tasks effectively within the health administration and practice management sector. It establishes a robust foundation for the design of training products and targeted workforce development. By directly aligning qualifications and units of competency with real-world occupational outcomes, the analysis ensures that training is industry-relevant, future-focused and capable of addressing current and emerging skills demands. In particular, the functional analysis:

- examines roles, functions and sub-functions to describe what people do in practice
- captures responsibilities, decision-making and role boundaries
- establishes occupational outcomes grounded in real work rather than legacy training structures.

The functional analysis is conducted through a systematic process of evidence gathering, synthesis and validation. This process is designed to remain focused on work performed in roles and typically involves:

- defining the roles in scope and work settings
- reviewing existing information about work, including industry and workforce material
- analysing job advertisements and position descriptions to identify patterns in tasks and responsibility
- engaging with industry stakeholders through interviews, surveys or workshops designed to elicit descriptions of work
- synthesising evidence to identify functions and sub-functions that describe how work is organised and carried out
- validating draft findings with industry to test accuracy and completeness.

**Figure 1:** The functional analysis process



To ensure that training and assessment in the field of health administration and practice management align with industry requirements, this analysis will form the basis for reviewing the following:



## 1.2 Intended audience

This report is designed to inform a broad range of industry stakeholders of the current and emerging skills requirements within the health administration and practice management sector. It delivers evidence-based insights to support strategic training development, workforce planning, and policy formulation, ensuring the sector remains responsive, competitive and future-ready. Therefore, the intended audience includes, but is not limited to:

- HumanAbility, to build on evidence-based practices and contribute to broader workforce research and training package review.
- Peak bodies, industry associations, and professional networks, to support advocacy, professional standards, and sector-wide coordination.
- Industry representatives and stakeholders, to ensure workforce development initiatives are aligned with real-world occupational needs and future directions.
- Registered training organisations (RTOs) and vocational education and training (VET) professionals, to assist in developing and delivering training programs that are relevant, up to date, and outcomes focused.
- Skills ministers and relevant government representatives, to support informed decision-making on workforce development priorities and training policy.
- The Department of Employment and Workplace Relations (DEWR), to contribute to national skills strategies and program design.

By engaging this diverse stakeholder group, the report aims to foster a shared understanding of workforce challenges and opportunities, and to ensure that training solutions are industry relevant, practical, and aligned with real-world demands.

### 1.3 Project goal

Given the significant industry and workforce changes since the last review it is important to update the qualifications and skill set:

- *HLT37315 Certificate III in Health Administration*
- *HLT47321 Certificate IV in Health Administration*
- *HLT47715 Certificate IV in Medical Practice Assisting*
- *HLT57715 Diploma of Practice Management*
- *HLTSS00043 Telehealth Administration skill set.*

Rapid technological advancements, evolving professional standards, and increased demand for specialised care services have emerged, necessitating updates to align health administration and practice management qualifications with current and future industry needs. Over the past decade, substantial changes within Australia's healthcare and social assistance sectors have significantly altered workforce demands, role expectations, and skill requirements, rendering current health administration and practice management qualifications outdated.

Currently, the qualifications contain outdated and superseded elective units, leading to skill inconsistencies and shortages in the industry.

A comprehensive functional analysis has been undertaken to critically review and modernise the qualifications with the aim to:

- ensure qualifications are driven by real occupational outcomes of respective roles such as medical receptionist, health practice manager and medical practice assistant, rather than being shaped solely by curriculum content.
- map career progression pathways within the health administration/management sector and across related health and other industries to support workforce mobility, upskilling and long-term professional development.
- enhance the relevance and applicability of qualifications, thereby increasing the industry's capacity to meet growing demand and evolving challenges.

## 1.4 Project scope: boundaries for functional analysis

This functional analysis examines the roles, functions and skill requirements associated with health administration and practice management job roles within the Australian healthcare sector, as part of the current review of health administration and practice management qualifications and skill sets in the *HLT Health Training Package*.

The analysis focuses on a range of administrative and coordination roles operating across healthcare settings including general practice, specialist medical services, allied health services, community health services, hospitals, aged care services and multidisciplinary healthcare environments.

The analysis covers multiple related job roles and examines both shared and role-specific functions across operational, administrative, coordination and support activities. This includes health administrators, medical receptionists, medical administration officers, practice managers, and medical practice assistants along with workers undertaking telehealth administration and clinical support functions within their defined scope of practice. The analysis considered emerging industry requirements including digital capability, use of healthcare technologies and changing models of healthcare delivery.

It should be noted that:

- The scope of this analysis does not include regulated clinical professions or specialist clinical occupations outside the intended vocational outcomes of the reviewed training products.
- While industry trends, workforce challenges and evolving service delivery models are considered where relevant to occupational outcomes and skills requirements, the analysis does not extend to broader system-level workforce policy matters, healthcare reform policy considerations or industry regulations.
- While findings from the analysis may inform qualification structures, this functional analysis is also separate from training product design, delivery and assessment implementation considerations

## 2 Methodology

This functional analysis draws on diverse data sources and input from stakeholders across industry. It focuses on identifying current and emerging job roles, qualification requirements, and skills expectations to guide workforce development and inform future revisions of the health administration and practice management qualifications. The methodology involved:

- reviewing publicly available job advertisements to determine workforce skills in demand
- analysing position descriptions and organisational structures from employer websites and industry sources
- capturing employer insights through employers' interviews and workshop
- identifying trends and gaps in knowledge and practice based on desktop research and stakeholder input.

### 2.1 Desktop research

Research was conducted using a desktop analysis methodology, with a focus on examining publicly available online sources. Desktop research involved 3 months review of public documents between September 2025 to November 2025, including job advertisements, position descriptions and industry standards. (**Appendix A: Job Advertisements**). The aim was to identify common qualifications, workforce skills requirements, and job role structures within the health administration and practice management sector. This approach supports evidence-based workforce planning and informs the potential development or revision of following qualifications and skill set:

- *HLT37315 Certificate III in Health Administration*
- *HLT47321 Certificate IV in Health Administration*
- *HLT47715 Certificate IV in Medical Practice Assisting*
- *HLT57715 Diploma of Practice Management*
- *HLTSS00043 Telehealth Administration skill set.*

The analysis focused on:

- reviewing position descriptions for roles related to hearing services across a range of employment levels (for example medical receptionist, health practice manager and medical practice assistant)
- analysing job advertisements to identify recurring technical, interpersonal, and foundational skills in demand
- examining organisational structures and team hierarchies as presented on company websites and industry publications
- identifying emerging trends, future-facing job requirements, and potential gaps in workforce capabilities
- synthesising findings to provide actionable insights for qualification development and sector-specific skills planning.

### Job boards and advertisements

- Seek, Indeed and LinkedIn were used to gather a wide sample of job advertisements for roles across the health administration and practice management workforce.
- Job descriptions were reviewed to extract details on required qualifications, certifications, technical competencies, soft skills, and experience levels.

### Company websites

Healthcare provider websites were reviewed for:

- organisational charts and role hierarchies
- career pathway information and training expectations
- insights into in-house training models and workforce development practices.

## 2.2 Employer interviews

To identify the current and emerging skill needs within the health administration and practice management sector, a series of interviews were conducted with employers and other key stakeholders. These interviews provided valuable first-hand insights into the practical functions, tasks, and workforce requirements across various industry settings, including community health services, hearing clinics, retail hearing care providers, and specialist audiology practices. (*Appendix B: List of organisations that participated in the functional analysis interviews*)

Employers discussed a range of topics, including current job roles, day-to-day responsibilities, career progression pathways, and the specific competencies they prioritise when recruiting and developing staff. (*Appendix C: Employer interview questionnaire*). These conversations highlighted both technical and non-technical skill needs, as well as the challenges faced in attracting and retaining a skilled workforce in a sector experiencing rapid technological and service delivery changes.

The qualitative data gathered through these interviews helped clarify the real-world expectations of employers and shed light on the practical application of skills in diverse workplace contexts. The insights were instrumental in defining the core and supporting functions of health administration and practice management roles, and in shaping a more accurate understanding of how the workforce operates at different levels.

Importantly, the findings from these interviews inform workforce development and training strategies, ensuring that qualifications and skill sets are designed in alignment with current and future industry needs. The outcomes contribute directly to the functional analysis process and support evidence-based recommendations for updates to the health administration and practice management qualifications and other training products in this sector.

## 2.3 Functional analysis workshop

The functional analysis workshop brought together stakeholders, employers, and training providers from the health administration and practice management sector to review, validate, and refine the findings from research and employer consultations. The workshop aimed to confirm the identified functions, sub-functions, and skill requirements of health administrators and practice managers, while also capturing additional insights into emerging trends, new competencies, and evolving role expectations. This collaborative process ensured analysis was aligned with both current industry demands and anticipated workforce developments.

## 2.4 Job analysis

The job analysis is based on a dataset of 61 individual job postings collected over [8] weeks: September 2025 to November 2025. Seven focus areas were examined:

1. **Job titles:** Identifying the range of job titles that are used across the sector
2. **State and Territory:** Identifies geographic concentration and demand patterns
3. **Type:** Explores organisation type, location type, and employment type distributions
4. **Hourly salary analysis:** Compares wage ranges across roles and locations
5. **Education analysis:** Outlines essential qualifications
6. **Experience analysis:** Highlights typical years of experience or prior credentials required
7. **Skills analysis:** Summarises the most sought-after skills, both essential and desirable.

The analysis revealed how health administration and practice manager positions vary by providing a strategic snapshot of current industry demands, assisting stakeholders (employers, employees, training providers and relevant peak bodies) align training programs and career pathways with real-world workforce needs.

## 3 Industry and workforce context

The desktop research provided valuable insights into the evolving skills requirements of the workforce, the configuration of job roles, and how these roles are positioned within organisational structures. By systematically analysing position descriptions and company frameworks, the research identified recurring qualifications and core competencies in demand across the sector. It also uncovered emerging trends in job responsibilities and structural models, offering critical evidence to inform strategic workforce planning, role design, and future training development.

### 3.1 Overview of the health administration and practice management industry

The general practice medical services industry in Australia operates under the Australian and New Zealand Standard Industrial Classification (ANZSIC) industry code Q8511. Industry firms and practitioners primarily provide general practice medical services. Related terms covered in the general practice medical services industry in Australia include primary care, bulk-billing, schedule fee, out-of-pocket expense and throughput. The general practice medical services industry is often the first point of contact Australian residents have with the medical system. General practitioners (GPs) provide direct treatment to patients, diagnosing health problems and referring patients to specialists or general hospitals for further treatment. In recent years, the issue of bulk-billing rates has dominated the industry's operating landscape amid a cost-of-living crisis and the growing number of Australians struggling to find affordable health care.

Health administration and practice management occupations operate within Australia's broader health care and social assistance sector. These roles support the delivery, coordination and business operation of health services across general practice, specialist medical services, allied health, community health, hospitals, aged care, dental, diagnostic and multidisciplinary healthcare settings.

The industry includes a wide range of administrative, operational and coordination functions that enable safe, efficient and patient-centred service delivery. Health administration workers commonly support reception, patient enquiries, appointment scheduling, patient records, billing, referrals, communication with health professionals, privacy and confidentiality processes, digital systems and general practice workflows. Practice managers undertake higher-level responsibilities relating to the coordination of staff, administrative systems, operational processes, financial administration, compliance, quality systems and practice resources.

Practice management occupations are particularly important in small to medium health practices, where the practice manager may oversee business operations, human resources, compliance, patient administration systems, information management, digital platforms, infection prevention processes and coordination of day-to-day service delivery. In larger health organisations, these functions may be distributed across more specialised administrative, operational, records, finance, reception, quality or service coordination roles.

The sector is influenced by growth in primary healthcare demand, ageing population needs, chronic disease management, multidisciplinary care, increasing use of digital health systems, telehealth, changes

to Medicare and billing processes, privacy and cybersecurity requirements, workforce shortages and broader pressure on health service accessibility.

### 3.1.1 Medical receptionist

#### ANZSCO occupation description

Greets patients and other clients in a health facility, such as a clinic, practice, centre or surgery, and responds to personal, telephone and written inquiries and requests.

Unit group: 5421 Receptionists  
 Occupation group: 542114 Medical Receptionist  
 Skill Level: 4

#### OSCA occupation description

Greets patients and other clients in a health facility, such as a clinic, practice, centre or surgery, and responds to personal, telephone and written inquiries and requests.

Unit group: 5521 Medical Receptionists  
 Subcategory: 552131 Medical Receptionist  
 Skill Level: 4

Main tasks:

- greets and welcomes patients and clients
- schedules appointments for patients and manages the appointment calendar
- assists with billing and payment processes
- responds to enquiries and requests from patients and clients in person, over the phone and through written communication
- registers patients by collecting and verifying personal and insurance information
- coordinates with health care providers to ensure smooth patient flow
- maintains patient records and ensures confidentiality of patient information
- provides information to patients regarding clinic policies, procedures and services
- handles and resolves patient complaints and concerns.

### 3.1.2 Health practice managers

#### ANZSCO occupation description

Organises and controls the functions and resources of a health practice such as administrative systems and practice personnel.

Unit group: 5122 Practice Managers  
 Occupation group: 512211 Health Practice Manager  
 Skill Level: 2

#### OSCA occupation description

Organises and controls the functions and resources of a health practice such as administrative systems and practice personnel.

Unit group: 1713 Practice Managers  
 Subcategory: 171331 Health Practice Manager  
 Skill Level: 2

**Main tasks:**

- manages and coordinates the rosters and activities of practice personnel to ensure the practice operates smoothly on a daily basis
- manages national health scheme payments, claims, private billings, debt collection and banking
- implements quality improvement initiatives to enhance the delivery of health care services
- implements and manages administrative systems, technology infrastructure, policies and procedures for the health practice
- may develop and implement marketing strategies to promote the practice and attract new patients.

Health administration and practice management occupations represent a significant workforce within Australia's healthcare sector. Jobs and Skills Australia data indicates approximately 22,800 health practice managers and 71,500 medical receptionists are employed nationally. These occupations are characterised by:

- a predominantly female workforce (91–96%)
- significant part-time employment, particularly among medical receptionists (69%)
- a mature workforce profile, with median ages ranging from 42 to 48 years.

The data highlights the importance of these occupations in supporting healthcare delivery and suggests ongoing demand for skilled workers capable of managing increasingly complex administrative, digital, operational and compliance requirements across healthcare settings.

**Table 1:** Occupation and employment data: health administration and practice management

Occupation	ANZSCO code	Employed	Female share	Part-time share	Median age	Median weekly earnings
Health practice managers	512211	22,800	91%	42%	48 years	N/A
Practice managers (all industries including health)	5122	30,600	86%	32%	44 years	\$1,655
Medical receptionists	542114	71,500	96%	69%	42 years	N/A
Receptionists (all industries)	5421	181,300	89%	57%	36 years	\$1,229

Source: Jobs and Skills Australia Occupation Profiles

**Table 2:** Internet Vacancy Index (IVI) – April 2026

Occupation	Australia	NSW	QLD	SA	WA	TAS	NT	ACT	
Practice managers (5122)	339.3	98.3	65.3	98.0	24.7	34.0	8.7	1.7	8.7
Receptionists (5421)	2353.0	630.3	561.3	555.0	194.3	279.0	51.0	21.7	60.3

Source: Jobs and Skills Australia (JSA) Internet Vacancy Index, ANZSCO 4-digit occupations, April 2026.

#### Notes

- Figures represent the 3-month average number of online job advertisements for April 2026.
- “Practice Managers” includes health practice managers as part of the broader occupation group.
- “Receptionists” includes medical receptionists and other receptionist occupations.
- Values are rounded to one decimal place.

Jobs and Skills Australia Internet Vacancy Index data indicates continued demand for administrative and practice management occupations across Australia. In April 2026, the 3-month average number of online vacancies for practice managers was approximately 339 nationally, while receptionists recorded approximately 2,353 online vacancies nationally. Vacancy demand was highest in New South Wales, Victoria and Queensland, reflecting the concentration of healthcare and business service activity in these states. The data supports evidence of ongoing workforce demand for health administration, reception and practice coordination functions across healthcare settings.

### 3.1.3 Occupations in Scope

The key occupations relevant to this analysis include:

- medical practice managers
- practice managers in allied health, dental, physiotherapy, chiropractic and specialist medical settings
- health administrators
- medical administration officers
- medical receptionists
- ward clerks and administrative support roles in healthcare settings
- medical practice assistants where the role combines administrative and delegated clinical support functions
- telehealth administration and coordination workers
- patient services, booking, billing and records administration roles.

## 3.2 Legislative, regulatory and policy settings

Health administration and practice management roles are shaped by several legislative, regulatory, professional and policy settings.

### 3.2.1 Privacy and health information

Health service providers must comply with privacy requirements when collecting, using, storing and disclosing patient information. Health information is sensitive information and must be handled with a high level of care. Workers must follow requirements relating to confidentiality, patient consent, secure storage, access controls, disclosure, recordkeeping and patient access to health information. Relevant sources include:

- Privacy Act 1988
- Australian Privacy Principles
- OAIC guidance on health privacy
- My Health Record access and information handling requirements
- State and Territory health records legislation where applicable.

### 3.2.2 Work health and safety (WHS)

Health administration workers and practice managers must follow work health and safety requirements relevant to healthcare environments. This may include safe work practices, emergency procedures, infection prevention processes, manual handling, workstation safety, incident reporting, workplace violence and aggression procedures, and risk management.

Practice managers may have responsibilities for supporting WHS systems, maintaining procedures, coordinating staff training, managing workplace risks and ensuring compliance with organisational requirements.

### 3.2.3 Infection prevention and control

Infection prevention and control remains important in general practice and other office-based healthcare settings. While clinical staff may lead clinical infection control responsibilities, administrative and practice management workers contribute to infection prevention through patient flow, cleaning schedules, waste processes, PPE coordination, appointment management, signage, screening procedures and communication of practice requirements.

Royal Australian College of General Practitioners (RACGP) standards and infection prevention guidelines are key reference points for general practice and office-based healthcare settings.

### 3.2.4 Professional and accreditation standards

General practices and other healthcare services may be subject to accreditation or professional standards. The RACGP *Standards for general practices* are particularly relevant for general practice settings and include expectations relating to patient safety, privacy, information management, infection prevention and quality improvement.

Practice managers often support accreditation preparation, documentation, staff coordination, policy implementation and evidence collection.

### 3.2.5 Employment conditions and industrial instruments

Many health administration and support roles are covered by the *Health Professionals and Support Services Award 2020* or other relevant awards, enterprise agreements or employment instruments. These set out minimum employment conditions, classifications, pay rates and other employment requirements.

Medical receptionists and general administrative services employees are included within the coverage of the *Health Professionals and Support Services Award 2020* where applicable.

### 3.2.6 Medicare, billing and health service funding

Administrative and practice management workers may be required to understand healthcare billing arrangements, including Medicare, private billing, direct billing, Department of Veterans' Affairs, workers compensation and other third-party billing processes. Practice managers may also support business models, billing policies, claims processes, financial administration and compliance with funding or claiming requirements.

### 3.2.7 Digital health policy

Digital health policy is increasingly relevant to health administration and practice management. Key policy settings include:

- National Digital Health Strategy 2023–2028
- Digital Health Blueprint 2023–2033
- My Health Record requirements
- secure messaging and interoperability initiatives
- digital health capability frameworks
- cybersecurity and information security expectations.

These settings affect workforce capability requirements, especially in relation to electronic records, telehealth, secure communication, data quality, privacy, cybersecurity and digital inclusion.

## 3.3 Key workforce characteristics

The health administration and practice management workforce supports the operational, administrative and coordination functions of healthcare services across Australia. Desktop analysis and stakeholder consultation identified that the workforce operates in diverse healthcare settings and is increasingly required to combine administrative, digital, communication, operational and service coordination capabilities within fast-changing healthcare environments.

### 3.3.1 Diverse work settings and service contexts

Health administration and practice management workers are employed across a wide range of healthcare settings and service models, including:

- general practice clinics
- specialist medical practices
- allied health services

- dental and oral health practices
- optical and audiology practices
- hospitals and outpatient services
- community and public health services
- Aboriginal and Torres Strait Islander health services
- aged care and disability-related health services
- multidisciplinary healthcare organisations
- telehealth and virtual care services
- pathology, diagnostic and imaging services
- training practices and education-focused health services.

The work setting significantly influences workforce responsibilities, service delivery expectations and role scope. Smaller practices commonly require workers to undertake broad operational and administrative responsibilities across reception, patient communication, billing, records management, compliance support and coordination activities. Larger organisations generally have more specialised workforce structures with dedicated teams for administration, finance, workforce coordination, referrals, quality and operational support.

Regional, rural and multidisciplinary healthcare settings often require workers to support multiple service streams, visiting specialists, telehealth operations and broader patient coordination activities. Workforce flexibility is particularly important in smaller and rural healthcare settings where staffing levels and service demands require workers to undertake varied responsibilities.

Common role titles identified across the sector include:

- receptionist
- medical receptionist
- senior receptionist
- health administrator
- office administrator
- office manager
- reception team leader
- assistant practice manager
- operations manager
- business manager
- practice manager.

Desktop analysis and consultation also identified inconsistencies in role titles and responsibilities across organisations. Workers with similar job titles may perform substantially different duties depending on organisational size, patient cohort, healthcare setting and service model.

### 3.3.2 Strong administrative, operational and service focus

Health administration occupations require a combination of customer service, communication, digital capability, organisational and healthcare-specific administrative skills. Workers are expected to manage administrative operations while supporting positive patient experiences and maintaining efficient practice workflows.

Typical workforce responsibilities include:

- appointment scheduling and coordination
- patient communication and enquiry management
- records management and documentation
- Medicare, insurance and billing administration
- referral and correspondence coordination
- management of recalls and follow-up systems
- handling confidential and sensitive information
- use of patient management systems
- coordination of administrative workflows
- responding to routine and non-routine operational issues.

The work environment is often fast-paced and requires workers to manage competing priorities, interruptions and changing operational demands. Workers regularly balance patient needs, appointment availability, clinical instructions, business processes and privacy obligations while maintaining professional communication and service standards.

The workforce also requires strong interpersonal and problem-solving skills. Workers are often the first point of contact for patients and are expected to respond appropriately to distressed, anxious or vulnerable patients while maintaining professionalism and confidentiality.

### 3.3.3 Increasing complexity of practice management roles

Practice management roles now involve broad operational, business, workforce and compliance responsibilities. Desktop analysis and stakeholder interviews identified that practice managers are increasingly required to oversee both day-to-day operations and longer-term business sustainability functions.

Depending on the practice size and structure, responsibilities may include:

- workforce recruitment and onboarding
- staff supervision and performance management
- payroll and rostering
- budgeting and financial reporting
- operational planning and workflow coordination
- accreditation and quality improvement activities
- compliance and risk management

- policy and procedure implementation
- stock and resource management
- business reporting and KPI monitoring
- digital systems oversight
- workplace health and safety responsibilities
- patient experience and service quality improvement.

Practice managers in smaller practices commonly undertake hands-on operational tasks in addition to management responsibilities. This may include troubleshooting technology issues, supporting reception staff, responding to patient concerns, managing operational disruptions and coordinating day-to-day workflow requirements.

The role increasingly requires understanding of healthcare funding systems, accreditation requirements, workforce planning, digital systems, privacy obligations and organisational governance requirements.

### **3.3.4 High reliance on digital systems and technology**

Digital capability is now a core workforce requirement across health administration and practice management occupations. Digital health systems and electronic communication platforms are embedded in routine healthcare operations and service delivery.

Commonly used systems and technologies include:

- patient management systems
- electronic health records
- appointment and booking systems
- Medicare and private billing platforms
- secure messaging systems
- telehealth platforms
- online referral systems
- reporting and analytics tools
- cloud-based document management systems
- payroll and rostering systems
- cybersecurity and privacy protection systems.

The increased use of digital health technologies has changed workforce expectations across the sector. Workers are now expected to manage digital information securely, support patients to access digital services, maintain electronic records accurately and follow privacy, cybersecurity and data protection requirements.

Digital literacy requirements continue to increase due to telehealth expansion, electronic prescribing systems, online patient communication, cloud-based practice systems and increasing reliance on integrated digital healthcare platforms.

### 3.3.5 Overlap between administration, coordination and management functions

There is significant overlap between administrative, operational and management responsibilities, particularly in small and medium-sized healthcare practices.

Workers may perform combined responsibilities across:

- reception and front desk operations
- patient communication
- billing and accounts administration
- records management
- stock ordering and supply coordination
- workforce support
- appointment coordination
- compliance and accreditation support
- operational troubleshooting
- delegated clinical support tasks in some settings.

The boundaries between administration and management roles are often flexible rather than fixed. Senior administration staff may coordinate workflows, supervise teams or support operational management functions, while practice managers may continue to undertake direct administration tasks where workforce resources are limited.

Medical practice assistants may also undertake both administrative and delegated clinical support activities under supervision arrangements, depending on workplace context and organisational policies.

### 3.3.6 Strong patient-centred and communication expectations

Desktop analysis and stakeholder consultation identified increasing expectations for patient-centred service delivery across healthcare administration roles.

Workers are expected to communicate professionally and sensitively with patients from diverse backgrounds, including:

- older people
- patients with chronic or complex health conditions
- culturally and linguistically diverse communities
- Aboriginal and Torres Strait Islander peoples
- patients experiencing distress, anxiety or vulnerability.

Communication expectations extend beyond routine reception tasks and increasingly involve service coordination, managing patient concerns, responding to complaints, supporting continuity of care and facilitating communication between patients, clinicians and external service providers.

Workers are also expected to understand privacy, confidentiality and duty of care obligations when managing patient information and responding to patient enquiries.

### 3.3.7 Compliance, privacy and quality requirements

Healthcare administration and practice management roles operate within highly regulated environments. Workers are required to comply with organisational procedures, legislative requirements, accreditation standards and privacy obligations.

This includes requirements relating to:

- patient privacy and confidentiality
- health records management
- informed consent processes
- workplace health and safety
- infection prevention and control
- Medicare and billing compliance
- accreditation standards
- cybersecurity and information security
- incident reporting and documentation.

Practice managers and senior administration staff may also support quality improvement activities, accreditation preparation, policy implementation and organisational compliance monitoring.

### 3.3.8 Workforce adaptability and changing service delivery models

The sector is experiencing ongoing change due to digital transformation, workforce shortages, changing patient expectations and evolving healthcare delivery models.

Healthcare organisations increasingly require adaptable workers who can:

- work across multiple systems and service areas
- respond to changing operational demands
- support telehealth and hybrid service models
- manage increasing administrative complexity
- work collaboratively within multidisciplinary teams
- adapt to new technologies and workplace systems.

Workforce shortages and recruitment challenges in some healthcare settings have also increased expectations for multi-skilled workers capable of undertaking a broad range of administrative and coordination responsibilities.

## 3.4 Core skill categories

Based on the analysis of job advertisements reviewed to date, together with themes consistently raised during employer consultations and stakeholder interviews, several core skill categories emerge across health administration and practice management occupations. These findings indicate that the workforce requires a combination of administrative, interpersonal, digital, operational and leadership capabilities to

support increasingly complex healthcare environments. While the scope and complexity of responsibilities vary between occupations, employers consistently seek workers who can effectively manage patient interactions, administrative processes, digital systems and organisational requirements within fast-paced healthcare environments.

### **3.4.1 Communication and interpersonal skills**

Communication skills were among the most consistently requested capabilities across all reviewed occupations. Workers are required to communicate with patients, carers, health professionals, hospitals, insurers, government agencies and other service providers on a daily basis.

Advertisements from organisations such as Western Health, Northside Health NT, Grow Medical Group and Your Community Health highlighted the importance of verbal communication, active listening, professionalism and the ability to build positive relationships with patients and colleagues.

Communication skills are particularly important when managing enquiries, explaining administrative processes, coordinating appointments, handling sensitive situations and supporting patients who may be anxious, distressed or unfamiliar with healthcare systems.

Stakeholder consultations similarly identified communication as a foundational capability that supports patient-centred service delivery and effective coordination across multidisciplinary healthcare teams.

### **3.4.2 Customer service and patient engagement**

Providing positive patient experiences emerged as a key expectation across both administrative and management roles. Employers consistently sought applicants who could demonstrate empathy, professionalism, patience and a strong service orientation.

Many advertisements emphasised the importance of creating welcoming environments, responding to patient concerns, supporting vulnerable clients and contributing to a positive patient journey. This was particularly evident in advertisements from allied health clinics, specialist practices, community health services and general practices.

Consultation feedback indicated that administration staff are increasingly viewed as an important part of the patient care experience, rather than solely performing transactional administrative functions.

### **3.4.3 Administrative and organisational skills**

Strong organisational capabilities were identified as a core requirement across all role categories. Workers are commonly responsible for coordinating appointments, managing referrals, maintaining records, processing documentation and supporting operational workflows.

Advertisements frequently referred to the ability to prioritise competing tasks, maintain accuracy, manage deadlines and support efficient service delivery. Roles within organisations such as Western Health, Royal Melbourne Hospital, Metro South Health and numerous private practices highlighted the importance of coordinating multiple activities simultaneously while maintaining high standards of administration.

Stakeholders also noted that increasing service complexity has expanded the administrative responsibilities of many health administration workers, particularly in multidisciplinary and high-volume healthcare settings.

### **3.4.4 Digital literacy and health information systems**

Digital capability was one of the most prominent themes identified across the advertisements reviewed. Employers increasingly expect workers to operate confidently within technology-enabled healthcare environments.

Advertisements regularly required experience with Microsoft Office applications, electronic medical records, patient management systems, telehealth platforms, scheduling systems, billing software and digital communication tools.

Stakeholder feedback reinforced the growing importance of digital skills, particularly as healthcare organisations continue to adopt telehealth services, integrated information systems, electronic records and digital communication platforms.

### **3.4.5 Information management, privacy and confidentiality**

The management of sensitive patient information was a common responsibility across almost all occupations reviewed. Employers consistently highlighted the need for confidentiality, information security and accurate record management.

Workers are frequently responsible for maintaining patient records, handling correspondence, managing clinical documentation, processing referrals and supporting compliance with privacy requirements. Health information services, medical administration and practice management roles particularly emphasised documentation accuracy and information governance.

Consultation findings similarly identified privacy and confidentiality as critical capabilities due to increasing regulatory requirements and the growing use of digital health information systems.

### **3.4.6 Teamwork and collaboration**

Health administration and practice management workers operate within multidisciplinary healthcare environments and must collaborate effectively with a wide range of stakeholders.

Advertisements regularly referred to working closely with general practitioners, specialists, nurses, allied health professionals, practice managers and external service providers. Employers sought individuals who could contribute positively to team environments while also working independently when required.

Stakeholders highlighted that healthcare delivery is becoming increasingly integrated, requiring administration personnel to support communication and coordination across multiple services, providers and locations.

### 3.4.7 Attention to detail and accuracy

Attention to detail was consistently identified as an essential capability across administrative, clinical support and management roles.

Examples included maintaining accurate patient records, processing Medicare claims, managing billing activities, preparing documentation, handling referrals and supporting reporting requirements. Errors in these areas can affect patient care, financial processes and organisational compliance.

Employers across hospitals, specialist practices, allied health services and primary care settings frequently highlighted accuracy as a critical workforce requirement.

### 3.4.8 Adaptability, initiative and problem solving

Healthcare environments are often dynamic and require workers to respond to changing priorities and unexpected situations.

Advertisements commonly sought individuals who could work independently, use initiative, solve problems and adapt to changing operational demands. Examples included managing appointment changes, responding to patient concerns, addressing administrative issues, supporting workflow improvements and maintaining service continuity during busy periods.

Stakeholder consultations similarly identified adaptability as increasingly important due to workforce shortages, service redesign, digital transformation and changing patient needs.

### 3.4.9 Healthcare billing and financial administration

Many advertisements identified healthcare billing and financial administration as important responsibilities, particularly within medical reception, administration and practice management roles.

Common tasks included Medicare processing, Department of Veteran Affairs (DVA) claims, WorkCover claims, private billing, invoicing, receipting, account management and financial reporting. Knowledge of healthcare funding arrangements and billing processes was frequently identified as a desirable or essential capability.

Employers noted that administration staff often play a significant role in supporting the financial sustainability of healthcare services through accurate billing and administrative processes.

### 3.4.10 Professionalism and ethical practice

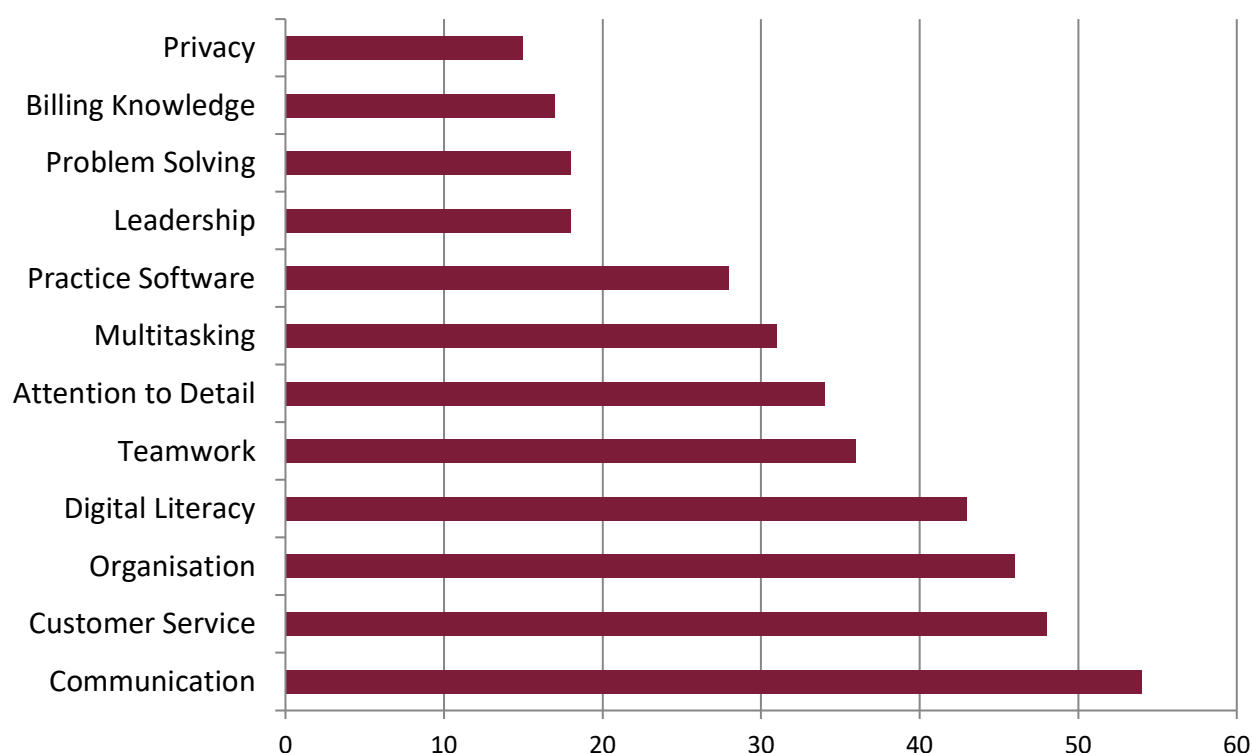
Professional conduct, reliability and ethical behaviour were consistently identified across the reviewed advertisements.

Employers frequently referred to professionalism, integrity, accountability, discretion and respect when interacting with patients, colleagues and external stakeholders. These expectations reflect the trust placed in health administration workers who routinely handle sensitive information and support healthcare service delivery.

Stakeholder feedback similarly highlighted the importance of professional behaviour, particularly when working with vulnerable populations, culturally diverse communities and patients experiencing complex health needs.

The analysis indicates that health administration and practice management occupations share a common foundation of communication, customer service, organisational capability, digital literacy, privacy awareness, teamwork and professionalism. While the complexity and application of these skills vary across roles, they collectively underpin effective healthcare administration and support the delivery of safe, efficient and patient-centred healthcare services.

**Figure 2:** Most frequently requested skills identified in job advertisements



Source: Desktop research of job advertisements

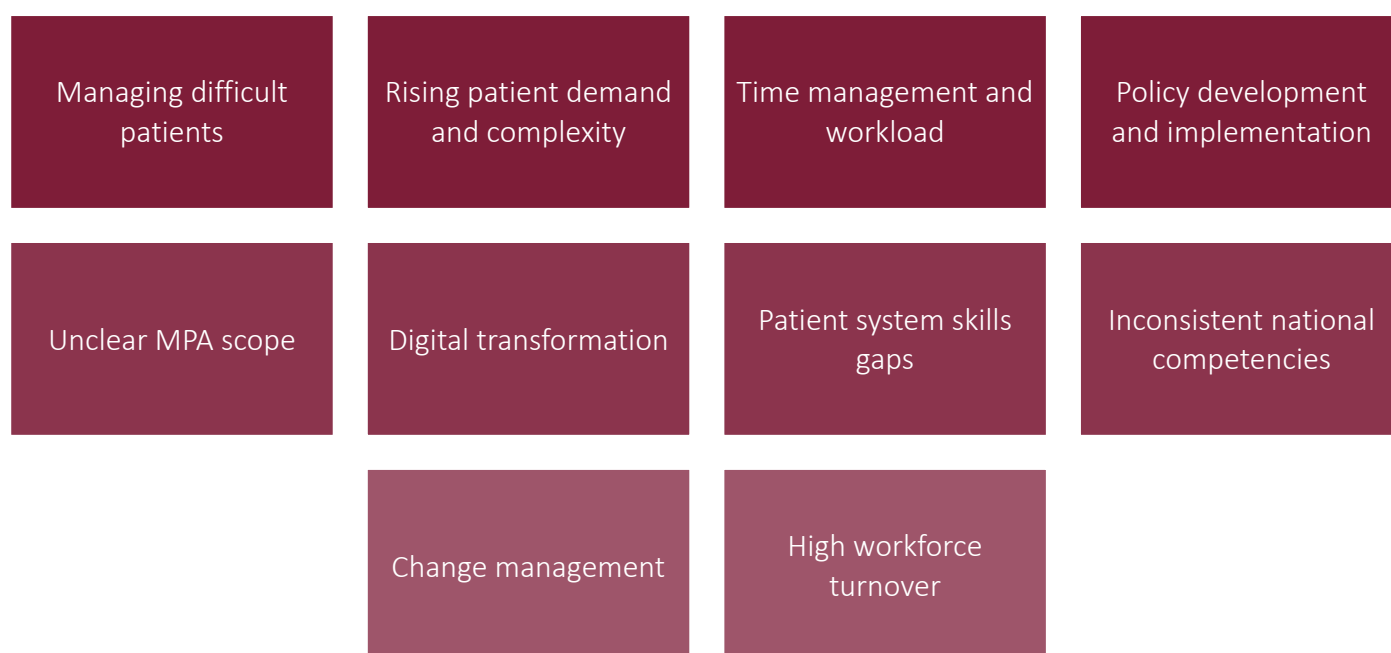
### 3.5 Workforce capability gaps and challenges identified by employers

Several recurring themes emerged regarding areas where employers reported capability gaps among new and existing workers:

- confidence using healthcare-specific digital systems and software
- understanding of healthcare workflows and service delivery models
- knowledge of Medicare, billing and funding processes
- medical terminology and healthcare documentation skills

- communication and customer service skills in healthcare environments
- ability to manage competing priorities and work independently
- understanding of privacy, confidentiality and information governance requirements
- problem-solving and initiative within administrative roles
- leadership and people management capability for emerging supervisors and coordinators
- confidence supporting telehealth and digitally enabled service delivery.

Key workforce challenges identified are listed below.



### 3.6 Expectations regarding autonomy, experience and decision-making

Analysis of job advertisements and stakeholder consultation findings indicate that expectations regarding autonomy, decision-making and responsibility vary significantly across health administration and practice management occupations. While all roles are expected to work independently within established organisational procedures, the level of responsibility and decision-making authority generally increases with role complexity and seniority.

#### 3.5.1 Medical receptionists and medical secretaries

Medical receptionists and medical secretaries are generally expected to work independently when undertaking routine administrative tasks and managing day-to-day patient interactions. Responsibilities commonly include appointment scheduling, patient enquiries, billing activities, records management and communication with patients and service providers.

While these workers frequently exercise judgement when prioritising tasks, managing competing demands and resolving routine administrative issues, decision-making authority is generally limited to established organisational procedures and role responsibilities. Clinical decisions, interpretation of health information and advice relating to patient care remain the responsibility of appropriately qualified health professionals.

Advertisements commonly sought applicants with prior experience in medical reception, administration or customer service environments, reflecting employer expectations that workers can operate with minimal supervision following orientation and workplace induction.

### **3.5.2 Health administration officers and administrative coordinators**

Health administration officers and administrative coordinators are typically expected to demonstrate a greater degree of autonomy than reception-based roles. These workers often coordinate administrative processes across teams, services or programs and may be responsible for managing workflows, records, reporting requirements and stakeholder communication.

Advertisements frequently required workers to independently manage competing priorities, coordinate activities across multiple stakeholders and contribute to operational problem-solving. While decision-making remains largely administrative in nature, these roles often involve greater responsibility for process coordination, information management and compliance activities.

Employers commonly sought applicants with previous administrative experience, healthcare administration experience or demonstrated capability in managing complex administrative functions.

### **3.5.3 Medical practice assistants and clinical administrative support roles**

Medical practice assistant and clinical support roles occupy a unique position between administrative and clinical functions. Stakeholder consultations consistently reinforced that these workers provide support to healthcare professionals but do not independently undertake clinical assessment, diagnosis, interpretation or clinical decision-making.

Advertisements and consultation findings indicate that workers are expected to exercise judgement within clearly defined role boundaries while working under the direction, delegation or supervision of health professionals. Responsibilities may include supporting clinical procedures, preparing equipment, assisting with routine measurements, coordinating patient flow and managing associated administrative activities.

Although workers may perform delegated tasks independently once competency has been established, the overall responsibility for patient assessment, clinical interpretation and treatment decisions remains with the supervising health professional. This distinction was strongly reinforced during stakeholder consultations and aligns with the intended scope of medical practice assisting roles.

### **3.5.4 Practice managers**

Practice managers/clinic managers are expected to operate with a high degree of autonomy and decision-making authority. These roles frequently involve responsibility for operational management, workforce leadership, financial oversight, compliance management and strategic planning.

Advertisements commonly sought candidates who could independently manage business operations, supervise staff, resolve operational issues, implement organisational improvements and contribute to business growth. Practice managers are often required to make decisions relating to staffing, resource allocation, workflow design, quality improvement activities and business performance.

Employer feedback indicates that these roles increasingly require both healthcare sector knowledge and broader business management capabilities, reflecting the growing complexity of healthcare service delivery.

### **3.5.5 Emerging expectations across the workforce**

Across all occupational groups, employers increasingly expect workers to demonstrate initiative, adaptability and problem-solving capabilities within the scope of their role. The ability to work with reduced supervision, manage competing priorities and effectively use digital systems was frequently identified across advertisements.

However, stakeholder consultations consistently emphasised the importance of maintaining clear role boundaries, particularly for medical practice assistants and clinical support workers. While these roles may undertake a broader range of delegated support activities than traditional administrative positions, they are not expected to make independent clinical decisions or operate outside established organisational procedures and supervision arrangements.

The analysis demonstrates a continuum of autonomy across the workforce. Medical receptionists and administration officers are generally expected to operate independently within established administrative procedures. Medical practice assistants exercise judgement within delegated responsibilities while working under clinical direction and supervision. Practice managers and clinic managers are expected to operate with significant autonomy and decision-making authority across operational, workforce and business management functions. These distinctions were consistently reflected in both job advertisements and stakeholder consultation findings and provide important considerations for qualification design and workforce capability development.

## **3.7 Major sectoral considerations and emerging needs**

Findings indicate that health administration and practice management roles are being reshaped by increased service demand, digital transformation, changing models of care, workforce pressures and stronger compliance expectations. These changes are influencing both the scope of administrative roles and the capabilities required across general practice, specialist practice, allied health, community health, Aboriginal Community Controlled Health Organisations (ACCHOs), hospital services, telehealth and private practice settings.

### **3.7.1 Increased complexity of health administration work**

Health administration roles are no longer limited to front-desk reception and routine clerical duties. Advertisements across hospitals, general practices, specialist clinics, allied health and telehealth services show that workers are increasingly expected to coordinate patient flow, manage referrals, maintain

electronic records, support billing processes, liaise with multiple providers and contribute to service quality. This aligns with broader sectoral demand, with Australian Institute of Health and Welfare (AIHW) reporting around 200.3 million non-hospital Medicare-subsidised primary care services in 2024–25, including general practice, allied health, nurse and Aboriginal and Torres Strait Islander health worker services.

### **3.7.2 Digital health capability as a core requirement**

Digital capability is now a baseline requirement across health administration and practice management roles. The advertisements frequently referenced Microsoft Office, electronic medical records, practice management software, billing systems, telehealth platforms, cloud-based systems and data reporting tools. This reflects national digital health priorities, including the Australian *Digital Health Blueprint and Action Plan 2023–2033*, which notes that Australians increasingly expect digital capabilities to support their health and wellbeing journey. The *Australian Digital Health Capability Framework* also links digital capability to the *National Digital Health Strategy (2023–2028)* and the move toward a connected, digitally enabled health system.

### **3.7.3 Growth of telehealth, virtual care and remote administration**

Several advertisements demonstrated the emergence of virtual and hybrid administration models, including telehealth medical administration, digital patient navigation, remote medical reception and work-from-home specialist practice support. These roles require workers to manage patient communication, digital records, appointment coordination, billing, confidentiality and technical support without always being physically located in the clinic. This indicates a need for training products to reflect virtual workflows, remote communication, digital professionalism, online patient support and telehealth administration processes.

### **3.7.4 Greater emphasis on privacy, confidentiality and information governance**

As more healthcare services rely on digital systems, electronic records and cross-provider communication, privacy and information management have become major workforce considerations. Advertisements repeatedly referred to patient confidentiality, accurate records, electronic medical records, scanning, data entry, documentation, correspondence management and information security. Employers and stakeholders also identified that administrative staff must understand the consequences of errors in records, billing, referrals and communication. This supports the need for strong capability in privacy, confidentiality, data accuracy and health information handling.

### **3.7.5 Increasing need for patient-centred communication and service navigation**

The advertisements show strong demand for workers who can support patients with empathy, professionalism and clarity. This includes greeting patients, managing anxious or vulnerable clients, explaining administrative processes, supporting referrals, coordinating appointments and helping patients navigate complex service pathways. This was evident across specialist practices, community health, allied health, hospitals, Aboriginal health services and virtual care models. Stakeholder feedback similarly indicated that administrative workers are an important part of the patient experience and are often the first point of contact in the healthcare journey.

### **3.7.6 Broader coordination role across multidisciplinary care**

Health administration workers increasingly support multidisciplinary care involving GPs, specialists, nurses, allied health professionals, hospitals, radiology providers, pharmacies, insurers, NDIS services and community organisations. Advertisements for specialist clinics, allied health practices, community health services and practice management roles commonly required liaison and coordination across multiple service providers. This reflects broader health system shifts toward integrated care and reinforces the need for skills in coordination, referral management, information exchange and teamwork.

### **3.7.7 Clear role boundaries for clinical support and medical practice assisting**

Medical practice assistant and clinical support roles show an emerging blended function, combining administration with delegated support to clinicians. However, stakeholder feedback highlighted that clear boundaries are essential. These roles may support routine clinical activities, patient flow, equipment preparation, investigations and administrative follow-up, but they do not involve independent clinical assessment, diagnosis, interpretation or treatment decision-making. Training products should therefore clearly define delegated responsibilities, supervision requirements, scope of practice and escalation processes.

### **3.7.8 Stronger business, leadership and compliance expectations for practice managers**

Practice manager and clinic manager advertisements showed a much broader skill profile than administrative roles. Employers commonly required leadership, staff supervision, recruitment, performance management, billing oversight, financial reporting, compliance, quality improvement, workflow optimisation and business development. These expectations reflect the growing complexity of healthcare business operations, particularly in general practice, specialist practice, allied health, NDIS-funded services and multidisciplinary clinics.

### **3.7.9 Workforce shortages and need for transferable entry pathways**

Many advertisements accepted applicants with customer service, administration or business backgrounds, particularly where full training was provided. This suggests employers are open to transferable skills pathways due to workforce shortages and recruitment challenges. At the same time, many specialist or senior roles required previous healthcare experience and software knowledge. This indicates a need for qualifications and skill sets that support both entry-level transition into health administration and progression into specialised or management roles.

### **3.7.10 Cultural safety and community-focused service delivery**

Advertisements from Aboriginal Community Controlled Health Organisations (ACCHOs) and First Nation health services highlighted the importance of cultural awareness, community engagement, Aboriginal community control, cross-cultural communication and respect for local communities. These requirements indicate that health administration workers in community and Aboriginal health settings require more than generic administration skills; they need cultural safety, relationship-building capability and understanding of community-led service models.

### 3.7.11 Compliance with healthcare standards, funding and billing systems

The advertisements frequently referenced Medicare, Department of Veterans Affairs, WorkCover, Transport Accident Commission (TAC), private health insurance, NDIS, billing systems, accreditation, quality standards, risk management and healthcare regulations. Practice managers in particular were expected to understand business systems, compliance requirements and financial processes. This indicates a continuing need for training in healthcare funding models, billing procedures, regulatory awareness, quality systems and operational risk management.

Overall, the evidence indicates that health administration and practice management roles are becoming more complex, digitally enabled and patient-centred. The sector requires workers who can combine strong communication and administrative skills with digital capability, privacy awareness, system navigation, billing knowledge and multidisciplinary coordination. At higher levels, practice managers require leadership, financial, compliance and business management capability. These emerging needs should be reflected in qualification design, unit content, assessment conditions and pathways across health administration, medical practice assisting and practice management training products.

## 4 Functions and subfunctions

The functions and sub-functions of the roles examined were developed through synthesis of evidence across desktop research, job advertisement analysis and industry consultation. Evidence from each source was compared and triangulated to identify consistent areas of work, responsibilities and decision-making associated with the roles in scope. Functions reflect broad groupings of work evident across sources, while sub-functions describe the key tasks and processes that make up those areas of responsibility in practice.

Four broad occupational groupings were identified within the health administration and practice management workforce. While responsibilities vary across settings, common functions and sub-functions were identified that can inform qualification design, training product development and workforce capability requirements.

**Table 3:** Workforce roles and job titles

Category	Roles identified across interviews	Patterns identified
<b>Front desk and administration</b>	<ul style="list-style-type: none"> <li>• Medical receptionist</li> <li>• Medical secretary</li> <li>• Health administration officer</li> <li>• Administration assistant</li> <li>• Administration officer / telephonist</li> <li>• Ward clerk</li> <li>• Outpatient clerk</li> <li>• Claims/accounts officer</li> </ul>	<ul style="list-style-type: none"> <li>• Many front-desk roles now combine appointments, billing, scanning, data entry, triage and basic patient management.</li> <li>• Hospital roles are more task-segmented, for example: <ul style="list-style-type: none"> <li>• ward clerks</li> <li>• booking clerks</li> <li>• outpatient clerk / outpatient administrator</li> <li>• surgery bookings officer</li> <li>• health information administration roles</li> </ul> </li> </ul>
<b>Senior administration level / administration coordination</b>	<ul style="list-style-type: none"> <li>• Team leader</li> <li>• Front office coordinator</li> <li>• Front desk coordinator</li> <li>• Administration manager</li> <li>• Office manager</li> <li>• Assistant practice manager</li> </ul>	<ul style="list-style-type: none"> <li>• These roles typically emerge in larger, multi-provider practices such as GP corporates, large dental clinics, and specialist clinics.</li> </ul>
<b>Practice management and leadership</b>	<ul style="list-style-type: none"> <li>• Practice manager</li> <li>• Business manager</li> <li>• Operations manager</li> <li>• Clinical manager</li> </ul>	<ul style="list-style-type: none"> <li>• 'Practice Manager' is the most universally recognised title across all settings.</li> </ul>

Category	Roles identified across interviews	Patterns identified
		<ul style="list-style-type: none"> <li>• Scope varies from doing administrative work in small clinics to full HR/finance/compliance leadership in large practices.</li> </ul>
<b>Medical practice assistant (MPA)</b>	<ul style="list-style-type: none"> <li>• Medical practice assistant</li> <li>• Medical assistant</li> <li>• Clinical assistant</li> <li>• Clinical support staff</li> </ul>	<ul style="list-style-type: none"> <li>• Medical practice assistant is an emerging role, but not widely used or recognised nationally</li> <li>• Medical practice assistants often perform tasks like ECGs, sterilising, preparing treatment rooms, patient recalls, basic clinical support.</li> </ul>

To support the functional mapping process, the following sections define the 4 broad occupational groupings. Drawing from desktop research and employer interviews, the roles are described in terms of their primary purpose and associated functions and tasks.

## 4.1 Medical Receptionists

Medical receptionists and medical secretaries provide frontline administrative and customer service support within healthcare organisations. They act as a primary point of contact for patients, visitors, health professionals and external stakeholders, supporting access to healthcare services through appointment management, communication, records administration and billing activities. These roles contribute to the efficient operation of healthcare services by facilitating patient flow, maintaining accurate information and supporting administrative processes in general practice, specialist practice, allied health, community health, hospital and other healthcare settings.

**Table 4:** Key functions and subfunctions

Function performed	Sub functions
Patient reception and engagement	<ul style="list-style-type: none"> <li>• Welcome patients, carers and visitors professionally</li> <li>• Confirm patient identity and appointment details</li> <li>• Support patient registration and check-in processes</li> <li>• Provide information regarding services, appointments and clinic procedures</li> <li>• Respond to patient enquiries within role boundaries</li> <li>• Monitor waiting room activities and patient flow</li> <li>• Support culturally safe and patient-centred interactions.</li> </ul>
Appointment management	<ul style="list-style-type: none"> <li>• Schedule and reschedule appointments</li> </ul>

Function performed	Sub functions
	<ul style="list-style-type: none"> <li>• Manage clinician diaries and room allocations</li> <li>• Coordinate recalls and reminder systems</li> <li>• Manage appointment cancellations and waiting lists</li> <li>• Support chronic disease management and follow-up appointment scheduling.</li> </ul>
Telephone and communication management	<ul style="list-style-type: none"> <li>• Answer and direct telephone calls</li> <li>• Respond to email and electronic enquiries</li> <li>• Record and relay messages accurately</li> <li>• Coordinate communication between patients and health professionals</li> <li>• Escalate clinical enquiries according to organisational procedures.</li> </ul>
Billing and payment administration	<ul style="list-style-type: none"> <li>• Process Medicare, Department of Veterans Affairs and private billing</li> <li>• Process payments and issue receipts</li> <li>• Prepare invoices and account documentation</li> <li>• Reconcile daily transactions and banking records</li> <li>• Explain billing processes and payment options to patients.</li> </ul>
Patient records and information management	<ul style="list-style-type: none"> <li>• Create and maintain patient records</li> <li>• Update demographic and administrative information</li> <li>• Process referrals, correspondence and results</li> <li>• Scan, file and retrieve documentation</li> <li>• Maintain information accuracy and record integrity</li> <li>• Apply privacy, confidentiality and information security requirements.</li> </ul>
Administrative and operational support	<ul style="list-style-type: none"> <li>• Prepare administrative documentation</li> <li>• Manage incoming and outgoing correspondence</li> <li>• Maintain reception resources, forms and supplies</li> <li>• Support clinician administrative requirements</li> <li>• Complete opening and closing procedures</li> <li>• Maintain reception and waiting areas</li> </ul>

## 4.2 Health administration officers/administrative coordinators

Health administration officers, senior administrators and administrative coordinators provide administrative coordination and operational support across healthcare services. They are responsible for organising and monitoring administrative processes, supporting information management, coordinating workflows and assisting with service delivery requirements. These roles often act as a link between administrative staff, health professionals and external stakeholders, contributing to the effective operation of healthcare services while supporting compliance, reporting, quality and patient service requirements. Work may be undertaken across a range of healthcare settings, including primary care, specialist services, hospitals, community health and multidisciplinary healthcare organisations.

**Table 5:** Key Functions and subfunctions

Function performed	Sub functions
Front desk and workflow coordination	<ul style="list-style-type: none"> <li>• Monitor reception workflows and service delivery activities</li> <li>• Allocate administrative tasks to team members</li> <li>• Coordinate staff coverage and workload distribution</li> <li>• Identify and address workflow issues</li> <li>• Support workflow improvements and service efficiency.</li> </ul>
Administrative coordination	<ul style="list-style-type: none"> <li>• Coordinate appointments, referrals and service bookings</li> <li>• Support multidisciplinary communication and information exchange</li> <li>• Coordinate documentation and correspondence processes</li> <li>• Support operational and service delivery activities</li> <li>• Facilitate information flow between internal and external stakeholders.</li> </ul>
Staff support and onboarding	<ul style="list-style-type: none"> <li>• Support induction and onboarding activities</li> <li>• Provide guidance on administrative procedures</li> <li>• Assist with staff training and capability development</li> <li>• Support implementation of organisational processes</li> <li>• Promote consistent administrative practices.</li> </ul>
Information and records management	<ul style="list-style-type: none"> <li>• Monitor recordkeeping processes</li> <li>• Maintain information quality and data integrity</li> <li>• Manage information requests and documentation workflows</li> <li>• Support reporting and information management activities</li> <li>• Maintain secure storage and retrieval of information.</li> </ul>

Function performed	Sub functions
Monitoring and quality support	<ul style="list-style-type: none"> <li>• Support privacy and confidentiality requirements</li> <li>• Monitor compliance with organisational procedures</li> <li>• Support audit and accreditation activities</li> <li>• Participate in quality improvement initiatives</li> <li>• Report operational issues and risks according to procedures.</li> </ul>
Patient experience coordination	<ul style="list-style-type: none"> <li>• Respond to escalated enquiries and complaints</li> <li>• Monitor patient access and service responsiveness</li> <li>• Support service quality activities</li> <li>• Coordinate patient communication activities</li> <li>• Support implementation of patient-centred service practices.</li> </ul>
Resource and operational support	<ul style="list-style-type: none"> <li>• Coordinate office resources and supplies</li> <li>• Support procurement and stock management activities</li> <li>• Assist with facilities and equipment coordination</li> <li>• Monitor availability of administrative resources</li> <li>• Support business continuity activities.</li> </ul>

### 4.3 Medical practice assistants

Medical practice assistants provide administrative and delegated clinical support to healthcare professionals within medical and healthcare environments. They contribute to the delivery of patient services by supporting healthcare workflows, coordinating patient-related activities and assisting with routine clinical and treatment room functions within established organisational procedures and supervision arrangements. These roles work alongside medical practitioners, nurses and other health professionals and support both administrative and clinical aspects of healthcare service delivery. Medical practice assistants do not independently assess, diagnose, prescribe or make clinical decisions and work within clearly defined role boundaries and delegation arrangements.

**Table 6:** Key Functions and subfunctions

Function performed	Sub functions
Administrative support	<ul style="list-style-type: none"> <li>• Provide reception support as required</li> <li>• Coordinate appointments, recalls and reminders</li> <li>• Process billing, Medicare and administrative documentation</li> <li>• Maintain patient records and correspondence</li> <li>• Support healthcare information management activities</li> <li>• Use healthcare administration and practice management systems</li> </ul>
Care coordination support	<ul style="list-style-type: none"> <li>• Follow up patients under practitioner direction</li> <li>• Support continuity of care activities</li> <li>• Coordinate communication between patients and healthcare providers</li> <li>• Support referral and follow-up processes</li> <li>• Assist with care planning and service coordination activities</li> </ul>
Clinical preparation and treatment support	<ul style="list-style-type: none"> <li>• Prepare treatment rooms for procedures</li> <li>• Prepare equipment, consumables and supplies</li> <li>• Restock treatment room resources</li> <li>• Maintain treatment room readiness</li> <li>• Support treatment room operations and workflow activities</li> </ul>
Basic clinical measurements and testing	<ul style="list-style-type: none"> <li>• Measure height, weight and BMI</li> <li>• Obtain blood pressure, temperature, pulse and respiration measurements</li> <li>• Perform delegated blood glucose testing</li> <li>• Conduct other delegated testing</li> <li>• Record and report results according to procedures</li> </ul>
Supporting clinical procedures	<ul style="list-style-type: none"> <li>• Assist with ECG procedures</li> <li>• Assist with wound dressings and wound care activities</li> <li>• Assist with plaster application and removal activities</li> <li>• Assist with specimen collection activities</li> <li>• Assist with other delegated procedures according to organisational requirements</li> </ul>
Infection prevention and control	<ul style="list-style-type: none"> <li>• Apply infection prevention and control procedures</li> <li>• Use personal protective equipment appropriately</li> <li>• Clean and maintain equipment and clinical environments</li> </ul>

Function performed	Sub functions
	<ul style="list-style-type: none"> <li>• Manage clinical waste according to procedures</li> <li>• Maintain safe and hygienic clinical environments</li> </ul>
Documentation and information management	<ul style="list-style-type: none"> <li>• Record clinical and administrative information</li> <li>• Maintain treatment and patient records</li> <li>• Support information management processes</li> <li>• Process clinical documentation</li> <li>• Apply privacy and confidentiality requirements</li> </ul>
Emergency response and safety support	<ul style="list-style-type: none"> <li>• Assist with emergency response activities</li> <li>• Maintain emergency equipment readiness</li> <li>• Support emergency preparedness activities</li> <li>• Report incidents and hazards according to procedures</li> </ul>

## 4.4 Practice managers

Practice managers and clinic managers are responsible for overseeing the operational, administrative and business functions of healthcare services. They provide leadership and coordination across workforce, financial, compliance, quality and service delivery activities to ensure healthcare services operate effectively, efficiently and in accordance with regulatory and organisational requirements. These roles support organisational performance, workforce capability and patient service outcomes while managing the resources, systems and processes required for sustainable healthcare operations. Practice managers and clinic managers may work in general practice, specialist medical practices, allied health organisations, community health services, Aboriginal Community Controlled Health Organisations and other healthcare settings.

### 4.4.1 Functions and subfunctions- Practice managers

To support the functional mapping process, this section defines the primary role of the Practice Managers. Drawing from desktop research and employer interviews, the role is described in terms of its primary purpose and associated functions and tasks.

**Table 7:** Key Functions and subfunctions

Function performed	Sub functions
Workforce leadership and people management	<ul style="list-style-type: none"> <li>• Recruit and onboard staff</li> <li>• Coordinate workforce planning and rostering</li> <li>• Conduct performance reviews and performance management activities</li> <li>• Support staff development and training</li> <li>• Manage workplace issues and conflict resolution</li> <li>• Foster a positive workplace culture</li> </ul>
Operational management	<ul style="list-style-type: none"> <li>• Manage day-to-day healthcare operations</li> <li>• Coordinate facilities, equipment and resources</li> <li>• Monitor workflow efficiency and service delivery</li> <li>• Support business continuity and operational planning</li> <li>• Oversee administrative and clinical support systems</li> </ul>
Financial management	<ul style="list-style-type: none"> <li>• Develop and monitor budgets</li> <li>• Monitor revenue, expenditure and cashflow</li> <li>• Oversee billing, claiming and payment processes</li> <li>• Support payroll and financial reporting activities</li> <li>• Monitor financial performance and business sustainability</li> </ul>
Governance and compliance management	<ul style="list-style-type: none"> <li>• Ensure compliance with healthcare legislation and regulations</li> <li>• Support accreditation requirements</li> <li>• Implement organisational policies and procedures</li> <li>• Monitor privacy, WHS and information governance requirements</li> <li>• Manage contractual and regulatory obligations</li> </ul>
Quality improvement and risk management	<ul style="list-style-type: none"> <li>• Conduct audits and quality improvement activities</li> <li>• Monitor operational and organisational risks</li> <li>• Manage complaints and incident reporting processes</li> <li>• Implement corrective and preventive actions</li> <li>• Lead continuous improvement initiatives</li> </ul>
Information systems and digital management	<ul style="list-style-type: none"> <li>• Manage practice management systems</li> <li>• Support digital health technologies and telehealth systems</li> <li>• Monitor data quality and reporting activities</li> <li>• Support information security and cybersecurity requirements</li> </ul>

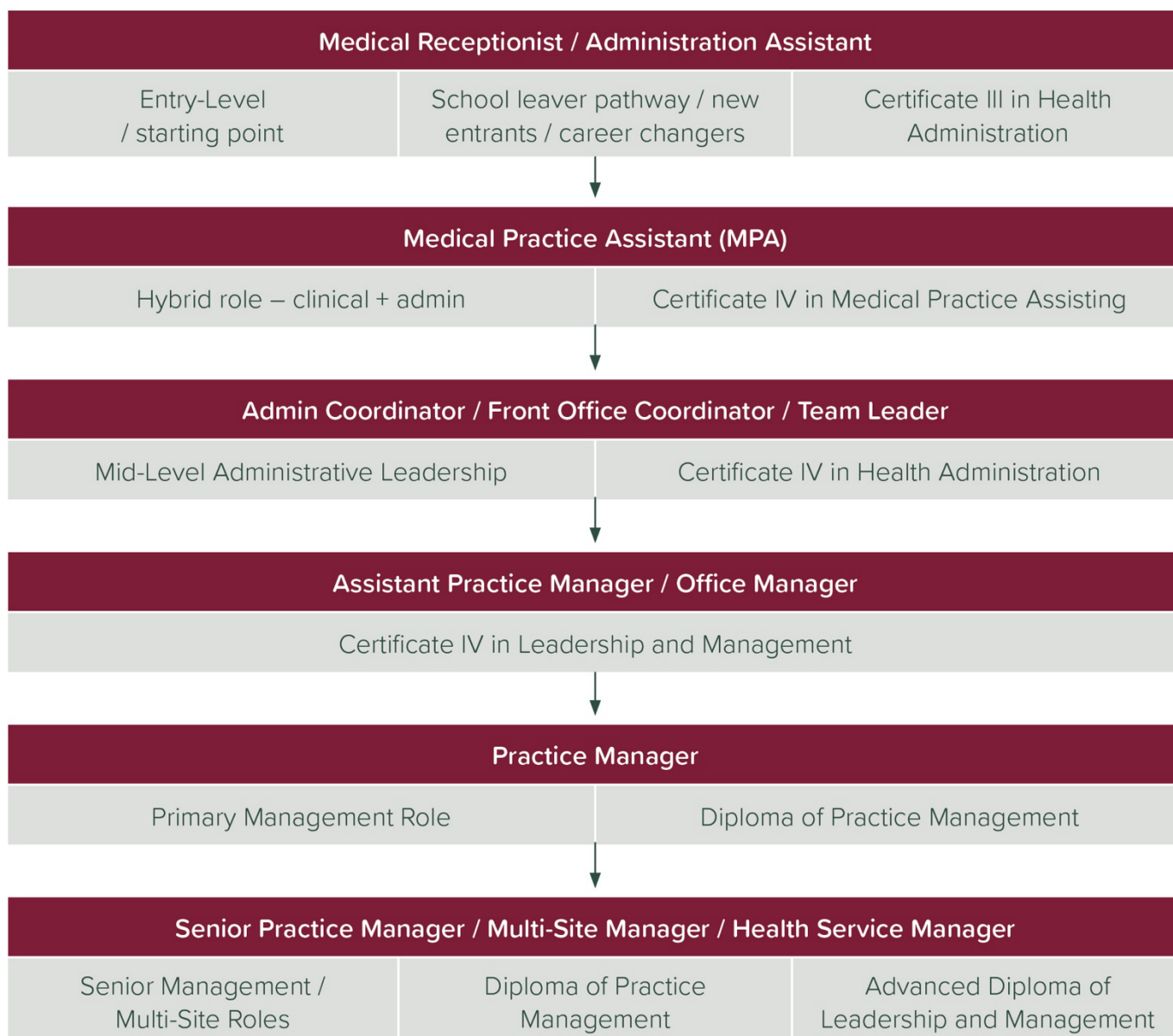
Function performed	Sub functions
	<ul style="list-style-type: none"> <li>• Evaluate and implement new technologies and systems</li> </ul>
Stakeholder and service management	<ul style="list-style-type: none"> <li>• Liaise with clinicians and healthcare professionals</li> <li>• Manage relationships with suppliers, service providers and external stakeholders</li> <li>• Coordinate patient engagement and service quality initiatives</li> <li>• Support multidisciplinary collaboration and service integration</li> </ul>
Strategic planning and business development	<ul style="list-style-type: none"> <li>• Develop business and operational plans</li> <li>• Monitor organisational performance and key performance indicators</li> <li>• Identify service improvement and growth opportunities</li> <li>• Support marketing and community engagement activities</li> <li>• Contribute to long-term organisational sustainability and development</li> </ul>

## 6 Career pathways

Analysis of job advertisements, stakeholder consultations and publicly available workforce information indicates that health administration and practice management occupations provide multiple career entry, progression and transition opportunities across the healthcare sector. Career development may occur through increased responsibility within an occupational stream, movement into leadership and management roles, or transition into related healthcare occupations.

The transferability of administrative, communication, digital, coordination and healthcare knowledge skills enable workers to move across a range of healthcare settings and occupations.

**Figure 3:** Career pathways: Health administration and practice management



**Supporting skill sets (Up-skill at any stage)**

**Health administration & telehealth pathways**

- Telehealth Administration Skill Set
- Clinical Support Skill Set

**Customer service and operational pathways**

- Customer Service Skill Set
- Business Operations Management Skill Set
- Introduction to Team Management Skill Set
- Business Development Skill Set



**Emerging specialisations**

- Telehealth coordination
- Health information & systems administration
- Clinical support services
- Quality and compliance support
- Digital healthcare administration workflows
- AI-assisted administration workflows

## 6.1 Medical receptionists

Medical receptionist and medical secretary roles commonly provide an entry point into the healthcare workforce. These occupations develop foundational skills in patient communication, appointment coordination, healthcare administration, medical terminology, records management and billing processes. With experience, workers may progress into senior administrative, coordination and *supervisory positions*.

These roles may also provide pathways into related occupations. These pathways may typically require additional qualifications, registration or industry-specific training.

**Figure 4:** Career pathways into related occupations: medical receptionists



## 1.2 Health administration officers/administrative coordinators

Health administration officers and administrative coordinators generally progress through increasing levels of responsibility in workflow management, information management, reporting, compliance and service coordination. These roles often provide a pathway into supervisory and operational management positions.

These roles may also provide pathways into related occupations. These pathways may typically require additional qualifications, registration or industry-specific training.

**Figure 5:** Career pathways into related occupations: health administration officers/administrative coordinators



## 6.2 Medical practice assistants

Medical practice assistants occupy a unique position within the healthcare workforce because they develop both administrative and delegated clinical support skills. This combination provides opportunities to progress into a range of healthcare support and clinical occupations.

These roles may also provide pathways into related occupations. These pathways may typically require additional qualifications, registration or industry-specific training.

**Figure 6:** Career pathways into related occupations: medical practice assistants

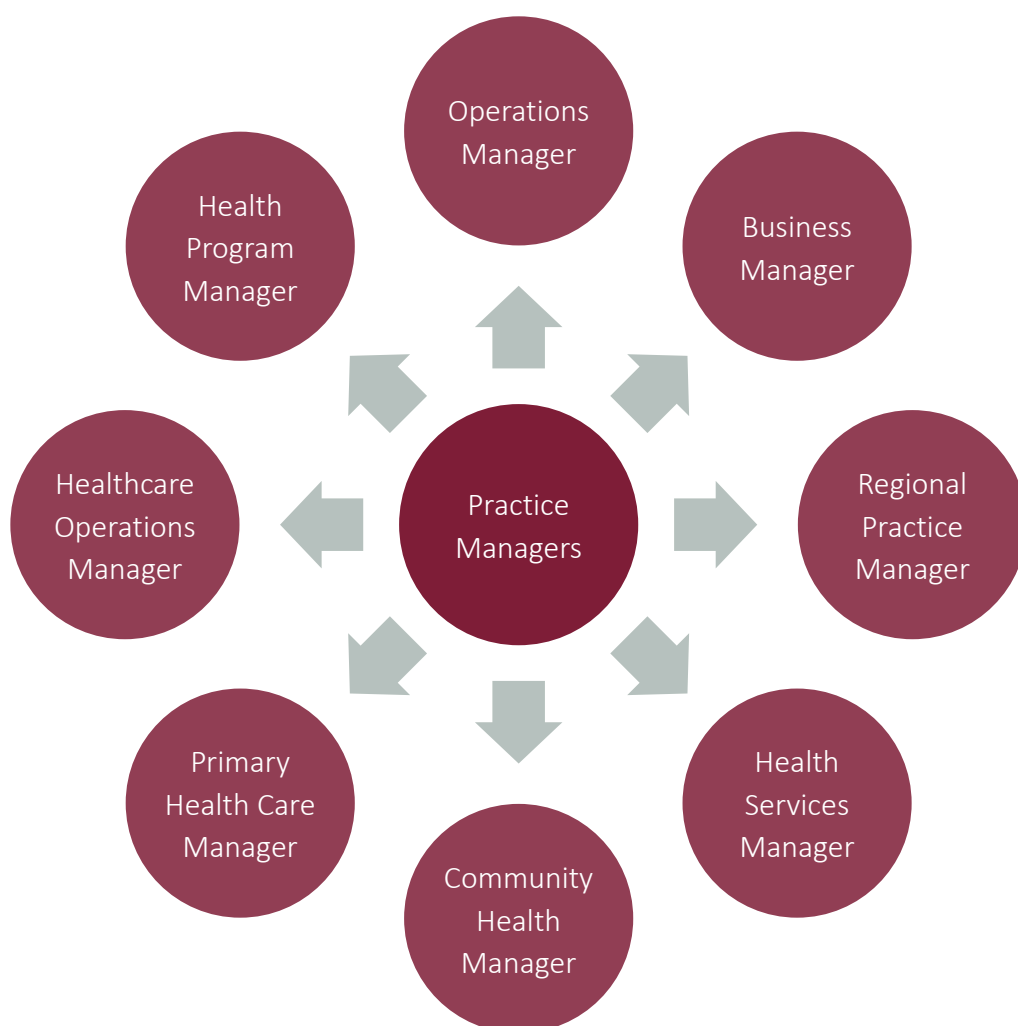


### 6.3 Practice managers

Practice managers and clinic managers represent senior operational and leadership positions within healthcare organisations. These roles typically require significant experience in healthcare administration, business operations, workforce management and service delivery.

These roles may also provide pathways into related occupations. These pathways may typically require additional qualifications, registration or industry-specific training.

**Figure 7:** Career pathways into related occupations: practice managers



## 7 Conclusion

The functional analysis considered the purpose of each role, the functions and sub-functions performed in practice, workforce characteristics, career pathways, autonomy and decision-making expectations, and emerging sectoral considerations influencing current and future workforce requirements.

The analysis identified a range of common and role-specific functions that contribute to the effective delivery of healthcare services. While responsibilities vary according to role level and work setting, the findings demonstrate strong commonality across occupations. The functional mapping process identified the key functions and sub-functions performed across the workforce and provides a contemporary description of work as it is undertaken within healthcare organisations.

The completed functional analysis provides a foundation for the next stages of the project. The findings will inform the review of qualifications, skill sets and units of competency, support the identification of workforce capability requirements and assist in ensuring that training products continue to align with contemporary industry needs and future workforce expectations.

### 7.1 Implications for qualification design, training and workforce development

The findings support the need for clear workforce pathways across health administration, clinical support and practice management occupations. Career progression opportunities were identified from reception and administration roles into coordination, supervisory and management positions, as well as pathways into related healthcare occupations. The analysis also highlights the value of transferable skills that enable workforce mobility across healthcare settings and occupational groups.

Several emerging workforce needs were identified through both employer consultation and job advertisement analysis, including telehealth administration, digital health workflows, patient navigation, care coordination, quality and compliance support, health information management and technology-enabled service delivery. These areas reflect the evolving nature of healthcare services and the increasing complexity of administrative and operational functions performed within healthcare organisations.

Employers and stakeholders also highlighted the growing impact of artificial intelligence (AI) and automation on administrative functions. While AI is not replacing administrative roles, there is an increasing expectation that workers understand and effectively use AI-enabled systems, automated workflows, digital communication tools and emerging healthcare technologies. This indicates a growing need for workforce capability in digital literacy, critical evaluation of information, technology-enabled work practices and the safe and ethical use of digital tools.

Stakeholders further emphasised the importance of ensuring workforce capability remains aligned with contemporary workplace practices, current healthcare terminology, industry-standard technologies and modern service delivery models. This includes familiarity with digital health systems, telehealth platforms,

electronic records, healthcare funding and billing systems, privacy requirements and integrated models of care.

The analysis also identified ongoing workforce demand for medical practice assistants who can support both administrative and delegated clinical activities within healthcare settings. The findings highlight the value of workforce development pathways that support these hybrid capabilities while maintaining clear role boundaries and appropriate supervision arrangements.

Overall, the findings provide valuable insights into current and emerging workforce requirements across the health administration and practice management sector. They highlight key areas of workforce capability that may warrant consideration during future qualification review, workforce planning and skills development activities, ensuring alignment with industry expectations, evolving healthcare environments and future service delivery needs.

## 7.2 Next steps

The functional analysis provides an evidence-based understanding of the roles, functions, workforce requirements and emerging needs associated with health administration and practice management occupations. The findings establish a foundation for the next stages of the project and will be used to inform subsequent review and consultation activities.

The immediate next stage of the project will involve reviewing the existing qualifications, skill sets and units of competency against the outcomes of the functional analysis. This review will consider the extent to which current training products reflect contemporary workplace practices, workforce requirements, emerging technologies and industry expectations identified through desktop research, job advertisement analysis and stakeholder consultation.

The functional analysis will also be used to support mapping activities that compare current training products with the functions, sub-functions and workforce capabilities identified through the research. This process will assist in identifying areas of alignment, opportunities for improvement, potential gaps and emerging capability requirements across the health administration and practice management workforce.

Findings from the functional analysis will be further considered through ongoing engagement with the Technical Committee and other industry stakeholders.

This consultation process will support validation of proposed directions and ensure that any future recommendations are informed by industry expertise and workforce needs. Following technical committee review and project governance processes, proposed changes and recommendations will be subject to broader public consultation.

Importantly, the functional analysis outcomes have provided a structured evidence base that will inform subsequent review, consultation and decision-making activities.

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## Appendices

### Appendix A: Job advertisements

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
1	Medical Practice Manager	Manage day-to-day operations, staff scheduling, inventory management, facility maintenance, patient flow, administrative processes, compliance, process improvements, lead and develop administrative staff	Healthcare industry knowledge, leadership, organisation, multitasking, communication, interpersonal skills, proficiency in medical practice management software and electronic health record systems	Minimum 5 years of experience in a medical practice management or healthcare administration role, bachelor's degree in healthcare administration, business management or related field highly regarded	Grow Medical Group (WA)	\$39–\$42 per hour
2	Casual Medical Assistant	Facilitate onsite health clinics, work across mobile practice locations, support clinical team, manage patient flow and clinic schedule, data entry, assist with general health check tests, patient	Intermediate computer literacy, ability to learn new software and processes quickly, previous medical software experience desirable, flexibility to travel,	No experience required, full training provided, previous health or medical environment experience desirable,	Medic At Work (VIC and QLD)	Not stated

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
		education, maintain privacy and confidentiality	professionalism, teamwork, privacy and confidentiality awareness	Australian citizen, current driver's licence		
3	Medical Administrative Assistant	Greeting patients and managing front-of-house enquiries, scheduling appointments and managing clinic diary, answering phone calls and patient enquiries, data entry, scanning, filing, supporting clinicians, maintaining reception and waiting areas	Strong communication, confidence speaking with patients, multitasking, prioritising, positive attitude, teamwork, basic computer literacy, willingness to learn new systems, maturity and integrity with confidential information	Previous experience in administration, reception or customer service in any industry, no medical background required, full training provided, unrestricted work rights in Australia	Private Emergency Health Australia (PEHA), Tom Price Medical Centre / Paraburdoo Medical Centre (WA)	Not stated
4	Virtual Health Medical Administrative Assistant	Support client virtual health journey, client administration and admission, eligibility checks, invoicing, documentation for claiming, scripts and discharge letters, pharmacy liaison, delivery tracking, medical certificates, Medicare rebating, follow-up letters, ultrasound liaison, telehealth appointment checks	Proficiency in Office 365 and general computer skills, client administration systems, communication, interpersonal skills, problem-solving, attention to detail, records integrity, quality data management, confidentiality, organisation and prioritisation	Previous experience in Medical Administration/Medical Reception, pro-choice advocate, ability to work independently and communicate with clinicians, pharmacy staff and clients	Marie Stopes Australia / MSI Australia (QLD)	Not stated

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
5	Leading Outreach Medical Assistant	Engage with clients at outreach sites, support regional outreach teams, data collection, reporting, MBS claiming, phone calls and follow-ups, assist healthcare practitioner within scope, vehicle preparation, stocktaking and restocking, drive vehicle, collect patient feedback, promote service	Communication, outreach coordination, reporting, stock control, safe vehicle use, client engagement, flexibility, ability to use healthcare administration systems and reporting processes	Background in healthcare such as RN, EN or Paramedic would suit the role	Moreton Group (TAS)	Not stated
6	Health Information Services Clerk	Operate and maintain computerised health information systems, collect, prepare, scan and quality-check medical record documents, liaise with departments, handle patient information requests, monitor documentation deficiencies, support MRN merging, follow HIS procedures	Computerised health information systems, medical records systems, documentation accuracy, attention to detail, communication, safety and quality focus	Not stated	The Royal Melbourne Hospital (VIC)	Not stated

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
7	Clinical Operations Coordinator	Support incident coordination, risk management, patient experience, compliance and governance, clinical support, triage incident management, documentation, policy and quality systems, accreditation support, audits, patient feedback, clinical liaison, reports and continuous improvement	Clinical governance systems, incident management systems, communication, data management, teamwork, multidisciplinary collaboration, Microsoft Office skills, RiskMan experience	Tertiary qualification in Medical Imaging, Nursing or relevant health discipline desirable, current AHPRA registration if applicable, minimum 3 years' clinical experience in healthcare	Queensland X-Ray (QLD)	Not stated
8	Clinical Co-ordinator	Manage clinical schedules, support practitioners, coordinate day-to-day clinic operations, stock ordering, liaise with practitioners, labs and external providers, maintain records, treatment room readiness, patient communication and follow-up, compliance with health and safety standards	Practice management software, digital workflows, organisation, communication, interpersonal skills, attention to detail, multitasking, patient-first attitude	Experience in a dental or medical clinical setting preferred	Private Advertiser (QLD)	Not stated
9	Clinical Coordinator	Coordinate service delivery for clients with complex care needs, develop and review care plans,	Computer skills, autonomous remote work capability, communication, organisation,	Current AHPRA registration as a Registered Nurse with	Drake International / Drake Medox (NT)	Superannuation

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
		clinical documentation, identify and remediate clinical issues, staff inductions and training, competency assessments, stock orders, progress note reviews, clinical compliance, stakeholder liaison, client visits	clinical documentation systems knowledge, NDIS/TAC understanding desirable	nil restrictions, current right to work in Australia		
<b>10</b>	Clinical Care Coordinator	Create and implement clinical care plans, provide clinical care, organise allied health services, liaise with care workers and provide training, implement quality improvement, maintain documentation, reporting, compliance and client records	Microsoft Office and Excel skills, communication, organisation, customer focus, documentation and compliance capability	Current AHPRA Nursing registration essential, good clinical knowledge and skill essential, driver's licence and own vehicle, full Australian working rights	My Guardian (NSW)	Competitive salary package
<b>11</b>	Clinical Assistant and Medical Receptionist	Appointment bookings and confirmations, coordinate appointments and procedures, referrals and specialist records management, patient enquiries, Medicare/DVA and third-party billing, theatre bookings,	Ability to work autonomously and use initiative, strong communication and patient service skills, teamwork, coordination skills, professionalism, willingness to learn cardiology	Training provided in cardiology reception and investigations	Canberra Heart Rhythm / CHRC (ACT)	AUD 60,000–80,000 plus annual bonus

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
		treatment coordination, assist with ECG, stress tests and BP monitoring, assist with device clinic support	investigations and specialist systems			
<b>12</b>	Clinical Administrator	Deliver administrative services and products, maintain clinic systems, processes and schedules, support therapists, manage appointments and diaries, answer enquiries and calls, process payments and receipts, maintain clinic presentation and client records	Customer service skills, administration and scheduling skills, organisation and time management, ability to manage people, communication skills, computer and clinic systems skills, ability to support continuous improvement	Experience in administration, medical administration preferred, experience managing people desirable	Health First Group (NT)	Not stated
<b>13</b>	Clinical Administration Coordinator	Provide administrative support to allied health team, manage appointments and enquiries, maintain client records, support clinicians and coordinate front desk operations	Administrative coordination, customer service, communication, organisation, ability to support allied health teams, computer literacy and administration systems skills	Administrative support experience preferred	Total Support Services / Clinical Administration Coordinator (SA)	Not stated

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
14	Clinic (Practice) Manager	Lead client care and therapy teams, monitor clinic-wide targets, oversee NDIS compliance, mentor staff, identify training opportunities, oversee accounts, improve client journey processes, resolve complaints and risks, support clinic operations and growth	Leadership and operational management, financial reporting and data interpretation, understanding of NDIS, interpersonal skills and emotional intelligence, tech-savvy with Splose, Asana, Gmail and TyroHealth, problem-solving and independent work capability	Leadership experience required, allied health or NDIS experience highly valued	Bambini Health (NSW)	\$70,000 – \$80,000 per year
15	Client Services Officer	Manage reception, coordinate appointments, maintain client records, answer calls and enquiries, support management systems, assist clinical and client-facing staff with administration tasks	Highly developed customer service skills, ability to manage high-volume client interactions, sound knowledge of Word, Excel and Outlook, teamwork and organisational support capability	Relevant customer service experience	Your Community Health (VIC)	Salary packaging options including \$15,900 annually and \$2,650 meal and entertainment allowance

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
16	Assistant Practice Manager	Support day-to-day operations of medical centre, assist Practice Manager, support staff and patient services, maintain operational workflows and administration systems	Leadership and team support capability, customer service, communication, organisational skills, ability to work in fast-paced healthcare environment, operational coordination skills	Emerging leadership experience desirable	ForHealth Group (NSW)	Industry market rate
17	Casual PT Allied Health Administration	Greeting patients, scheduling appointments, answering phones, supporting therapists, processing Medicare/DVA/third-party accounts, HICAPS claims, clinic cleaning and maintenance, reconciling accounts, processing emails, scanning and general administration	Strong computer skills, communication skills, organisation, professionalism, teamwork, reliability, flexibility, customer-focused attitude	Medical/allied health administration experience required	Private Advertiser (VIC)	\$27 – \$33 per hour
18	Allied Health Clinic Receptionist	Manage appointments and enquiries, support practitioners and clients, maintain smooth front desk operations, support allied health clinic administration	Warm and professional communication, organisation, proactive approach, customer service skills, experience using Zanda	Allied health receptionist experience preferred	Bentleigh Allied Health Pty Ltd (VIC)	\$35 per hour

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
			Health software and Tyro payment systems			
<b>19</b>	Administration Support Officer	Provide administrative support to clinical and operational teams, manage appointments and enquiries, coordinate correspondence and records, process Medicare and WorkCover billing, maintain client documentation, contribute to continuous quality improvement	Administration and organisational skills, communication and customer service skills, records management, billing systems knowledge, ability to work in inclusive and respectful healthcare environments	Identified Aboriginal and Torres Strait Islander position	Metro South Health (QLD)	\$38.81 – \$43.16 per hour
<b>20</b>	Clinical Care Coordinator	Create and implement clinical care plans, organise allied health services, liaise with care workers, provide training and supervision, implement quality improvement activities, maintain client records and compliance documentation	Microsoft Office and Excel skills, communication, organisation, customer service focus, documentation and compliance capability	Current AHPRA Nursing registration essential, driver's licence and own vehicle required	My Guardian (NSW)	Competitive salary package
<b>21</b>	Administration Officer	Oversee scheduling, patient records and communication, support healthcare professionals,	Ability to manage multiple tasks, strong verbal and written communication skills,	Administration experience in healthcare desirable	Western Health (VIC)	Grade 1 plus super plus

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
		provide service to patients and families, maintain confidential patient information, support administrative process improvements	collaborative teamwork, proficiency in healthcare management software and relevant digital tools			salary packaging
<b>22</b>	Administration Officer	Support operational activities and office administration, support programs and community activities, implement filing systems, data entry for accounts payable/receivable and payroll, maintain stock supplies, support compliance and operations	Proficient in MS Office, Microsoft SharePoint skills, customer service, data entry, stakeholder communication, confidentiality, compliance awareness, organisational skills	Full driver's licence, preferably 4WD experience/certification	Bagala Aboriginal Corporation (NT)	\$70k–\$80k pa plus salary sacrifice plus 5 weeks leave plus accommodation
<b>23</b>	Administration Assistant	Support Practice Manager and 2IC, assist with administrative and reception functions, support patient experience, cover 2IC duties when required	Intermediate computer skills including Best Practice, Word, Excel and Xero, leadership and teamwork capability, customer service, communication and organisational skills, understanding of WHS and privacy	Previous administration experience, medical receptionist experience advantageous	Harding Street Medical Centre (VIC)	Not stated

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
24	Digital Patient Navigator	Respond to inbound calls, emails and messages, patient onboarding, process referrals and bookings, update electronic medical records, technical support for participants, reporting, audits and provider credentialing support, maintain patient databases	High levels of IT literacy, organisational and analytical skills, customer service and problem-solving skills, ability to work remotely, electronic medical records capability, reporting and database management	Demonstrated knowledge and experience in a health organisation	Valion Health (VIC – Remote)	\$28 – \$32 per hour plus super
25	Primary and Population Health Clinic Manager	Oversee clinic operations, workforce and service delivery, drive clinical quality improvement, manage strategic initiatives and risks, ensure Medicare compliance, build workforce capability	High-level leadership and organisational skills, analytical and problem-solving skills, knowledge of Aboriginal Community Controlled Health Services, program and clinical management capability	Understanding of Aboriginal Community Control and self-determination, experience in Aboriginal Community Controlled Health Services	Miwatj Health Aboriginal Corporation (NT)	Competitive package circa \$165K
26	Administration and Support Officer (WWFPP)	Provide administrative support to program staff, front office telephone and reception services, client liaison, support community engagement and cultural liaison	Administration and reception skills, community liaison capability, cultural awareness, communication skills, organisational skills	Previous administrative support experience, Certificate II/III in Business Administration desirable, NT Driver's	Wurli-Wurlinjang Health Service (NT)	\$56,635 – \$70,799 per year

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
		activities, support program operations		Licence, Working with Children Clearance, Police Check		
<b>27</b>	Medical Receptionist	Open and close clinic, greet patients, answer calls, manage appointments, process Medicare bulk billing, maintain patient records, scan and file documents, support doctors and nurses with administration tasks	Experience with medical software such as Best Practice and Medical Director, customer service, communication, organisation, multitasking, understanding of privacy and infection control	Previous experience in medical reception or similar customer service role preferred	MedCentral GP Clinic (NT)	Not stated
<b>28</b>	Medical Receptionist	Meet and greet patients, answer telephones, book consulting and theatre appointments, manage invoicing and payments, handle patient enquiries	Experience with Genie and Clinic to Cloud software, knowledge of Medicare and hospital fund billing regulations, understanding of medical ethics and privacy, organisation and time management skills	Previous experience in specialist medical rooms preferred, Police clearance required	Emma Sutter Healthcare Consulting / Darwin Urology (NT)	Not stated

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
29	Medical Secretary / Executive Assistant to Surgeon	Reception and secretarial support, manage appointment diaries, book surgeries, liaise with hospitals and providers, process Medicare claims and surgery billing, prepare clinic lists, maintain records and consumables, provide executive support to surgeon	Experience with Shexie Platinum medical software, communication skills, multitasking, diary and email management, confidentiality, fast-paced clinical administration capability	Certificate in Medical Reception, Medical Administration or equivalent	Sydney Melanoma and Surgical Oncology (NSW)	Not stated
30	Medical Secretary and Receptionist	Manage appointments across multiple locations, answer and screen calls, maintain electronic medical records, coordinate tests and referrals, support specialist medical practitioner, provide reception and administrative support	Clinic to Cloud software, patient management systems knowledge, communication and interpersonal skills, confidentiality, organisational skills, ability to work semi-autonomously	Previous practice software experience desirable, Police Check required	Dr Vivek Arora / Yanada Women's Health Pty Ltd (NSW)	\$35 – \$40 per hour
31	Medical Receptionist / PA Support	Answer phones, liaise with surgeons and secretaries, assist with office tasks, manage appointment bookings, support patients on arrival, complete administrative duties	Microsoft Office skills, customer service, communication and listening skills, multitasking, ability to work independently and	Previous administration experience, Police Check, Working with Children Check, COVID immunisation	OMFS Services (VIC)	Not stated

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
			within teams, organisational skills			
<b>32</b>	Medical Receptionist (Medical Imaging)	Respond to calls and emails, schedule appointments, manage medical records, coordinate insurance billing, provide Medicare and private pricing information, support radiology appointment operations	Electronic medical record and billing system skills, customer service, communication, multitasking, remote work capability, attention to detail, ability to work autonomously	Proven medical receptionist experience, preferably radiology background, VCE or equivalent, post-secondary education preferred	AffinityMSP (VIC – Remote)	\$27 – \$28.50 per hour
<b>33</b>	Medical Admin	Reception and patient support, scheduling, billing and Medicare claims, manage correspondence and referrals, liaise with GPs and specialists, maintain records, support workflow improvement	Microsoft Office and medical software skills, communication and interpersonal skills, confidentiality, ability to manage multiple tasks independently, attention to detail	Previous medical receptionist or administration experience, experience with Halaxy or Best Practice desirable	195 Specialist Centre (VIC)	\$36 per hour
<b>34</b>	Medical Administrator	Front-of-house operations, manage calls and emails, coordinate surgery bookings, provide quotes, manage billing,	Customer service, organisational skills, ability to work independently, front-of-house communication	Previous medical administration experience highly regarded	Berwick Colorectal and Surgical Specialists (VIC)	Attractive salary package

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
		customer service and reception support	capability, Genie software desirable			
<b>35</b>	Administration Officer	Manage reception desk, organise appointments, prepare admission paperwork, patient billing and Medicare rebates, reporting, reminder calls, record management and clerical duties	MS Office skills, communication and organisational skills, ability to prioritise tasks, data entry, medical record preparation	Minimum 1 year administration experience, medical administration desirable, Police Check, WWCC where applicable	John Fawkner Private Hospital (VIC)	Up to \$29.83 per hour
<b>36</b>	Medical Administrator	Manage bookings, liaise with patients and referrers, support telehealth psychiatry service growth, respond to enquiries, administrative coordination	Excellent communication, empathy, autonomy, initiative, teamwork, Excel, Word and Teams skills, KPI management	Psychiatry experience preferred, Coreplus software experience preferred	Acumen Psychiatry (VIC – Remote)	\$30 – \$40 per hour
<b>37</b>	Medical Receptionist / Administrator	Front desk communication, scheduling appointments, Medicare billing, data entry, liaising with GPs and specialists, administrative support to clinical team	Medical practice software and Medicare billing familiarity, organisational skills, bookkeeping/finance administration desirable, communication skills, compassionate patient care	Previous experience in medical reception or healthcare administration, Police Check required	Regional Vascular Services (VIC)	\$30 – \$35 per hour

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
38	Medical Receptionist and Patient Liaison	Greet patients, manage clinic flow, process payments, upload documents, liaise with virtual administration team, maintain clinic presentation	Communication and rapport-building, empathy, tech-savvy with cloud systems and smartphone apps, confidentiality, ability to work under pressure	Previous medical reception experience highly regarded; hospitality or corporate reception backgrounds also suitable	Zento Recruitment Pty Ltd (VIC)	\$35 – \$40 per hour
39	Medical Receptionist	Manage appointments, process EFTPOS/HICAPS/Medicare/WorkCover/TAC payments, maintain referrals and correspondence, support medical and admin teams, maintain infection control and confidentiality	Best Practice software, Microsoft Office skills, multitasking, communication, customer service, patient care focus, initiative, organisational skills	Previous GP practice, hospitality, retail or customer service experience highly regarded	Prahran Square Family Clinic (VIC)	\$28 – \$34 per hour
40	Medical Receptionist / Secretary	Front desk administration, manage appointments, process payments and Medicare claims, communicate with patients and specialists, provide administrative and medical support	Customer service, computer skills, organisation and time management, teamwork, Genie software desirable	Healthcare or customer service background preferred	Reef Orthopaedic Clinic / Private Advertiser (QLD)	\$30 – \$32 per hour

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
41	Medical Secretary	Schedule appointments, manage clinic calendars, coordinate theatre lists, manage pre-operative documentation, organise radiology requests and insurer approvals, issue invoices, manage payments, review correspondence, support daily administration	Compassionate communication, organisation, administrative coordination, correspondence management, patient service skills	Experienced medical secretary preferred	Anitha Karunairajah / Breast Surgery Practice (WA)	\$35 – \$40 per hour
42	Medical Secretary	Answer patient enquiries, make appointments, process invoices and payments, liaise with hospitals and insurers, manage confidential patient data, provide administrative support, typing and filing correspondence	Customer service, administration, confidentiality, communication, office administration skills	Minimum 1 year customer service or administration background, medical practice experience advantageous	Sydney Centre for Psychological Medicine (NSW)	\$30 – \$35 per hour
43	Medical Secretary / Specialist Receptionist	Answer phones, greet patients, book appointments, scan reports, billing and receipting, reconciliation and banking, maintain reception area	Communication skills, medical terminology knowledge, professionalism, independence, patient interaction skills	Previous medical receptionist experience, Genie software advantageous	Aurora Holistic Care Pty Ltd (VIC)	Approximately \$35 per hour

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
44	Part-time Medical Secretary (Work from Home)	Specialist gastroenterology reception support, appointment coordination, remote administrative support, patient communication and scheduling	Work-from-home administration capability, communication, specialist practice coordination, remote technology skills	Medical receptionist/secretary experience preferred	Specialist Gastroenterology Practice (QLD)	Not stated
45	Part-Time Practice Manager	Support practice operations, work closely with director, relationship management, oversee administration, support business growth and leadership activities	Leadership, Excel and numerical skills, relationship building, independent work capability, business mindset, people support skills	Practice management, EA/PA or service-business experience desirable	Full Life Psychology (QLD)	\$42 – \$45 per hour
46	Patient Bookings Coordinator	Coordinate surgical bookings, prepare theatre and consent documentation, liaise with clinical staff and surgeons, manage surgical equipment orders, provide patient support	Communication, organisational skills, patient-focused service, scheduling and coordination skills, accuracy	Medical administration experience preferred	Assistant Sydney – Specialist Eye Clinic (NSW)	Up to \$80k package
47	Personal Assistant Secretary (Healthcare / Medical)	Manage specialist diary and procedure scheduling, liaise with patients and healthcare providers, process Medicare and health fund billing, maintain records, prepare	Customer service, communication, organisation, billing skills, patient support capability, workflow improvement skills	Medical administration or nursing background, training provided	MediHealth Partners (VIC)	Not stated

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
		reports and follow-up results, improve workflows				
<b>48</b>	Practice Manager – Allied Health Clinic	Manage clinic operations, supervise reception and allied health teams, oversee client services, manage facilities and resources, contribute to process and policy improvements	Allied health practice management, leadership, NDIS and Medicare claims knowledge, Microsoft Office skills, interpersonal and organisational skills	Practice management experience, WWCC, Driver's Licence, First Aid desirable	Mullum Rd Clinic (VIC)	\$35 – \$45 per hour
<b>49</b>	Practice Manager – Medical Specialist Centre	Oversee practice operations, manage scheduling, billing, staffing and patient care, coordinate multidisciplinary teams, optimise patient flow and operational efficiency	Leadership, multidisciplinary team coordination, operational management, patient care management, billing and scheduling expertise	Experienced practice manager required	Veritas Specialist Centre (WA)	\$95,000 – \$100,000 per year
<b>50</b>	Practice Manager	Lead dental practice operations, support and mentor teams, contribute to business growth and patient care outcomes	Leadership, team support, professional development focus, operational and people management skills	Practice management experience preferred	Lifetime Dental Health Group (VIC)	\$90,000 – \$120,000 per year

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
51	Practice Manager (Small Clinic)	Manage clinic operations, develop and review policies and systems, oversee strategic planning, support clinic growth, coordinate administration team, support clinicians and director	Strategic thinking, operational management, leadership, written communication, systems improvement, organisational skills	Relevant qualifications and substantial senior administrative or management experience in health/clinical settings	YOUUnique Psychology (VIC)	\$35 – \$45 per hour
52	Practice Manager	Oversee front desk and GP coordination, recruit and train staff, maintain compliance and quality standards, manage billing, inventory and workflows, support clinic growth and rebranding	Leadership, healthcare administration, financial management, medical software proficiency, workflow optimisation	3–5 years GP or healthcare practice management experience, Police Check, WWC Check	Myfast Medical (VIC)	\$85,000 – \$95,000 per year
53	Practice Manager	Manage patient scheduling, medical records and billing, oversee staffing, implement office procedures, monitor performance metrics, ensure healthcare compliance, support strategic planning	Problem solving, healthcare administration, communication, medical software skills, operational efficiency	Minimum 5 years practice management or comparable healthcare administration experience	Australian Medical Care (NSW)	Not stated

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
54	Practice Manager	Lead clinic operations across multiple sites, oversee patient experience and workflow optimisation, support clinicians, manage admin team, strategic planning, compliance and risk management	Leadership, NDIS knowledge, financial acumen, patient management software skills, communication, people management	Allied health practice experience essential, experience with recruitment and financial management, WWCC and Police Clearance	Adelaide Active Rehab and Therapy / Therabees (SA)	Not stated
55	Practice Manager	Lead reception and nursing teams, manage daily operations, oversee financials and patient records, support community healthcare services	Leadership, Medicare knowledge, IT skills, time management, collaboration, confidential information management	Proven practice management and leadership background	Independent Practitioner Network – Revesby Family Clinic (NSW)	Not stated
56	Primary and Population Health Clinic Manager	Oversee operations, workforce and service delivery, lead strategic initiatives, manage risks, ensure Medicare compliance, build workforce capability	High-level leadership, analytical and problem-solving skills, program management, cultural capability, risk management	Experience in Aboriginal Community Controlled Health Services and leadership in primary healthcare	Miwatj Health Aboriginal Corporation (NT)	Circa \$165K package
57	Medical Receptionist – Laser Eye Specialist	Patient liaison, appointment scheduling, surgery booking coordination, seminar support,	Communication, organisational skills, attention to detail, problem solving,	Previous admin or medical reception experience advantageous	NewVision Clinics (VIC)	\$70,000 – \$80,000 per year

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
		database maintenance, reception and administrative support	customer service, adaptability			
58	Medical Secretary / Receptionist	Manage bookings and scheduling, maintain patient records, coordinate patient flow, provide administrative support, liaise with healthcare providers, answer enquiries	Communication, organisation, multitasking, practice software proficiency, customer service	Previous healthcare receptionist or medical secretary experience essential	Grow Medical Group (WA)	\$32 – \$35 per hour
59	Senior Administrative Officer – Government / Healthcare	Governance and reporting support, contract management, compliance monitoring, stakeholder engagement, report preparation	Governance, reporting, contract administration, stakeholder management, compliance and record keeping	Experienced administrator in healthcare/government setting	Chandler Macleod (VIC)	Not stated
60	Senior Medical Receptionist / Assistant Practice Manager	Support reception and administration operations, assist practice manager, manage rosters, support private billing clinic operations	Best Practice software skills, multitasking, communication, general practice administration, teamwork	General practice experience and Best Practice software experience required	Northside Health NT (NT)	Not stated

No.	Key Job Role	Core Responsibilities	Workforce Skills Requirements	Required Qualifications / Experience	Advertised by / Organisation Name (State)	Pay if Mentioned
61	Ward Clerk	Manage reception, clerical and data entry duties relating to the patient journey, communicate with teams across the organisation, facilitate patient movements, maintain patient medical records across inpatient wards and day procedure centres	Excellent communication and customer service skills, computer skills, ability to work autonomously and in teams, multitasking, prioritisation, adaptability and flexibility	Knowledge of and experience in healthcare desirable	Western Health (VIC)	Grade 1 plus super plus salary packaging

## Appendix B: List of stakeholder organisations that participated in interviews

Organisation	State	Number of attendees
Kellyville Optical	NSW	1
Dental Business Mastery	VIC	2
Dental Grampians Health	VIC	1
Establish Practice Support	VIC	1
Hornsby Oral and Maxilla Facial Surgery	NSW	1
Dr James Orford Obstetrics and Gynaecology Clinic	QLD	1
Tindale Medical Hub	NSW	1
Victorian Hospitals' Industrial Association	VIC	1
Better Medical	SA	1
Victorian Healthcare Association	VIC	1
Illawarra Shoalhaven Local Health District	NSW	1
Total Participants		12

## Appendix C: Employer interview questionnaire

1. About the organisation	
a) Name and location	
b) Type of organisation	<ul style="list-style-type: none"> <li>• general practice / primary care clinic</li> <li>• specialist medical practice</li> <li>• allied health clinic (for example physiotherapy, optometry, audiology)</li> <li>• Aboriginal Community Controlled Health Organisation (ACCHO)</li> <li>• community health service</li> <li>• hospital or day surgery</li> <li>• diagnostic or pathology service</li> <li>• corporate health provider</li> <li>• aged care or disability service</li> </ul> Other (please specify): _____
c. Organisation size	<ul style="list-style-type: none"> <li>• 1–4 employees (micro)</li> <li>• 5–19 employees (small)</li> <li>• 20–199 employees (medium)</li> <li>• 200+ employees (large)</li> </ul>
2. Workforce roles	
a) Which of the following <b>administrative and management</b> roles exist in your organisation.	<ul style="list-style-type: none"> <li>• receptionist / front desk officer</li> <li>• medical administrative assistant / medical secretary</li> </ul>

<p>Please share if there are any other role titles used in your organization.</p>	<ul style="list-style-type: none"> <li>• health records or data officer</li> <li>• billing / accounts officer</li> <li>• patient services officer / client liaison</li> <li>• administrative coordinator / team leader</li> <li>• practice manager</li> <li>• business manager / operations manager</li> <li>• office manager / practice administrator</li> <li>• other (please specify): _____</li> </ul>
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<p>b) Does your organisation employ dedicated Medical Practice Assistants, or are these functions typically performed within general health administration/reception roles?</p>	
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**3. Job roles and functions**

<p>a) Are you willing to share position descriptions for these roles?</p>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> </ul>
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<p>b) What does a typical day look like for each role? Can you run through standard functions and tasks?</p>	<table border="1"> <thead> <tr> <th data-bbox="996 983 1534 1053">Role</th> <th data-bbox="1534 983 2107 1053">Daily functions</th> </tr> </thead> <tbody> <tr> <td data-bbox="996 1053 1534 1133">1.Receptionist/administrative assistant</td> <td data-bbox="1534 1053 2107 1133"></td> </tr> <tr> <td data-bbox="996 1133 1534 1212">2.Administration coordinator/officer</td> <td data-bbox="1534 1133 2107 1212"></td> </tr> <tr> <td data-bbox="996 1212 1534 1308">3.Medical practice assistant</td> <td data-bbox="1534 1212 2107 1308"></td> </tr> </tbody> </table>	Role	Daily functions	1.Receptionist/administrative assistant		2.Administration coordinator/officer		3.Medical practice assistant	
Role	Daily functions								
1.Receptionist/administrative assistant									
2.Administration coordinator/officer									
3.Medical practice assistant									

	4.Practice manager
c) How have these roles changed in the past 5-10 years?	
d) How long do staff usually stay in these roles?	
e) What other careers or roles do people progress from these positions?	
f) Is training provided to support these pathways? If yes, what type of training is provided?	

**4. Skills and attributes**

a) Which 5 skills and qualities do you think are most valuable or critical in these roles? technical/clinical

Role	Skills/Attributes
Common skills required in all roles	
<b>Specific skills required</b>	
1.Receptionist/administrative assistant	
2.Administration coordinator/officer	
3.Medical practice assistant	
4.Practice manager	

b) Which skills do new staff often lack or find challenging?	<b>Role</b>	<b>Knowledge/Skills gaps</b>
	Common skills in all roles	
	<b>Specific skills required</b>	
	1.Receptionist/administrative assistant	
	2.Administration coordinator/officer	
	3.Medical practice assistant	
4.Practice manager		
c) What type of foundation skills (for example reading, writing, numeracy, digital literacy) are important?	<b>Role</b>	<b>Foundational Skills</b>
	Common skills required in all roles	
	<b>Specific skills required</b>	
	1.Receptionist/administrative assistant	
	2.Administration coordinator/officer	
	3.Medical practice assistant	
4.Practice manager		
d) What are the latest technologies or software being used by health administrators or practice managers		

e) How do you visualise the next 5 years in this industry?  
Emerging trends/technologies/any specialisations required in any of these roles.

f) What skills/knowledge do you think are necessary for health admin and practice managers to effectively manage clients of different backgrounds, age groups and cultures?  
Do you/ they receive specific training?

### 5. Recruitment and retention of staff

a) Who is the typical candidate/applicant for the following roles?

Role	Typical candidates
1.Receptionist/administrative assistant	<ul style="list-style-type: none"> <li>• Male</li> <li>• Female</li> <li>• Approx. Age group-_____</li> </ul>
2.Administration coordinator/officer	<ul style="list-style-type: none"> <li>• Male</li> <li>• Female</li> <li>• Approx. Age group-_____</li> </ul>
3.Medical practice assistant	<ul style="list-style-type: none"> <li>• Male</li> <li>• Female</li> <li>• Approx. Age group-_____</li> </ul>
4.Practice manager	<ul style="list-style-type: none"> <li>• Male</li> <li>• Female</li> <li>• Approx. Age group-_____</li> </ul>

b) When employing staff, what are the organisational preferences?

#### **Recruitment practice (health administrators and practice managers)**

- Employ people **without a qualification** for these roles

- Only employ people who hold relevant qualification
- Employ people currently undertaking training
- Employ **people with experience** without a qualification

Remarks:

c) Which qualifications are considered relevant for these roles

<b>Role</b>	<b>Relevant qualifications</b>
1.Receptionist/administrative assistant	<ul style="list-style-type: none"> <li>• Certificate III in Health Administration</li> <li>• Certificate IV in Health Administration</li> <li>• both</li> <li>• any other</li> </ul>
2.Administration coordinator/officer	<ul style="list-style-type: none"> <li>• Certificate III in Health Administration</li> <li>• Certificate IV in Health Administration</li> <li>• both</li> <li>• any other</li> </ul>
3.Medical practice assistant	<ul style="list-style-type: none"> <li>• Certificate IV in Medical Practice Assisting</li> <li>• Certificate III in Health Administration</li> <li>• Certificate IV in Health Administration</li> </ul>

		<ul style="list-style-type: none"> <li>• any other</li> </ul>
	4.Practice manager	<ul style="list-style-type: none"> <li>• Diploma of Practice Management</li> <li>• any other</li> </ul>
d) How do unqualified staff get on-the-job training?		
e) Do you offer traineeships?		
f) Would you support learners' placements in your organisation, if needed for these qualifications.		
g) Are you familiar with current health admin and practice management qualifications. Do current qualifications meet the training needs of these roles?		
h) What are the critical skills or content that you would like to be included in the qualifications as part of core training? For example digital health technology/ maintaining patient records/ telehealth technology		
<b>6. How are the workforce training needs affected by external factors</b>		
a) Regulatory changes (for example my health records/Medicare/compliance)		
b) Technological changes (for example digital health system, management software, telehealth, use of AI, cyber security, apps)		

c) Socio-economic changes (for example ageing population, culturally diverse clients, staffing shortages, changing patient expectations)	
d) Regional/remote areas' challenges, if any	
Any other factors impacting workforce roles or training needs in health administration and practice management qualifications	



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