A MEDIUS GLOBAL REPORT

The Zoo: who owns Australian general practice

337 group operators run 2,041 practice sites between them. Another 391 practices run 10 or more GPs each and belong to no group at all. The national picture: who holds what, where, and how the turf divides.

Data current to 17 July 2026 · Medius Global

Medius tracks the commercial structure of Australian general practice nationally, across every state and territory, in two populations. The group operators: every entity that owns or manages two or more practice sites, sorted by size, footprint and ownership. The large independents: single practices that run 10 or more GPs and belong to no group. Between them, the two sets are where most of the buying and selling happens. This report reads across both.

PART ONE: INSIDE THE ZOO

The group operators

Every entity that owns or manages two or more general practice sites under common control. Multi-brand owners counted once, as a single operator.

337 GROUP OPERATORS	**2,041** PRACTICE SITES	**14,133** GP POSITIONS
~27% OF NATIONAL GP SITES	**~35%** OF THE GP WORKFORCE, AS POSITIONS	**2** MEDIAN SITES PER OPERATOR

Most operators are small. The median runs two sites, the average six. A handful are ASX-listed health companies and private equity platforms with national footprints. The GP figure is a unique headcount within each operator: a GP working across several of that operator's sites is counted once, and a GP working for two different operators is counted at each. The workforce share reads as GP positions against the national benchmark of 40,375 GPs. Sites, GP numbers and state presence come from operator websites, booking platforms and direct verification.

The biggest operators

By practice sites. Medibank, ForHealth and Bupa shown as single operators, their brands aggregated.

Operator	Sites	Share	GPs	GPs/site
Amplar Health (Medibank)	175	8.6%	1,377	7.9
IPN (Sonic Healthcare)	143	7.0%	1,390	9.7
ForHealth (incl Health&Co)	117	5.8%	1,338	11.4
Family Doctor	105	5.2%	727	6.9
Bupa (incl Partnered Health)	84	4.1%	679	8.1
Ochre Health	67	3.3%	212	3.2
Doctors & Co	47	2.3%	198	4.2
Qualitas Health	40	2.0%	300	7.5
Jupiter Health	36	1.8%	194	5.4
Spectrum Health	34	1.7%	142	4.2

An insurer, a pathology conglomerate's clinics, a private equity platform and a GP founder. The top four hold 540 sites between them, 26.6% of the group footprint, and none of them run the same business. Site count tells you how big an operator is. GPs per site tells you what kind. ForHealth runs 11.4 GPs a site, Ochre Health 3.2. Same order of footprint, different animal.

For the multi-brand parents, GPs per site is the blend across their brands, which run different models: Amplar's Myhealth runs 8.0 and Better Medical 7.5; ForHealth's medical centres 11.8 and Health&Co 10.1; Bupa's medical centres 6.5 and Partnered Health 8.8.

No single operator controls more than 9% of group sites

The sector is fragmented. The weight sits at the top.

Share held by	Of sites	Of GPs
Top 5 operators	30.6%	39.0%
Top 10 operators	41.5%	48.0%
Top 20 operators	50.6%	57.8%

Share held by	Of sites	Of GPs
Top 50 operators	63.6%	68.6%

Amplar Health (Medibank) leads at 175 sites, 8.6%. GP concentration runs ahead of site concentration at every tier, because the larger operators run larger, GP-dense practices: the top 10 hold 41.5% of sites but 48.0% of GPs.

Pathology has three operators holding more than 85% of the market; imaging has two holding roughly half. General practice is nowhere near that, and the GP contractor model, the Medicare schedule and the workforce shortage all hold the pace down.

How the sector is shaped

Operator size	Operators	Share	Sites	Share of sites
2 to 5 sites	284	84.3%	724	35.5%
6 to 9 sites	24	7.1%	178	8.7%
10 to 25 sites	19	5.6%	291	14.3%
26 to 50 sites	4	1.2%	157	7.7%
51 to 100 sites	2	0.6%	151	7.4%
100+ sites	4	1.2%	540	26.5%

More than four fifths of operators run five sites or fewer. Four run 100 or more and hold 540 sites between them. Thirty-five operators cross state lines; the other 299 stay in one.

Where they operate

Victoria, New South Wales and Queensland each hold about a quarter of group-owned sites. After that it gets uneven.

State	Sites	Share	Operators	Sites/operator	Largest in state
NSW	545	26.7%	102	5.3	Amplar Health (Medibank)
VIC	532	26.1%	115	4.6	Family Doctor
QLD	469	23.0%	88	5.3	Amplar Health (Medibank)
WA	254	12.4%	33	7.7	Jupiter Health

State	Sites	Share	Operators	Sites/operator	Largest in state
SA	132	6.5%	43	3.1	Amplar Health (Medibank)
TAS	67	3.3%	15	4.5	Ochre Health
ACT	34	1.7%	12	2.8	Ochre Health
NT	8	0.4%	2	4.0	Radiant Doctors Group

Western Australia

The highest density in the country: 254 sites across 33 operators, 7.7 each. Three WA groups, Jupiter, Spectrum and Brecken, hold 91 of them, around 36%. Consolidation came early and the field is narrow. Buying in WA, the enclosure is close to full. Selling, there are fewer groups at the gate.

The smaller markets

Tasmania runs 67 sites across 15 operators, 19 of them Ochre Health. The ACT has 34 sites across 12 operators. The Northern Territory has two, Radiant Doctors Group and Territory Medical Group, with 8 sites between them.

PART TWO: OUTSIDE THE FENCE

Large independent practices

391 practices that run 10 or more GPs and belong to no group.

391
PRACTICES WITH 10+ GPS

5,346
GP POSITIONS ACROSS THEM

13.6
AVERAGE GPS PER PRACTICE

32
LARGEST SINGLE PRACTICE

71%
HAVE NURSES ON SITE

8%
RUN 20 OR MORE GPS

Median 13 GPs, most with nursing and allied health on site. On GP headcount these match a small group operator, run as one practice rather than a portfolio. That is what makes them targets: a group can add a whole practice worth of GPs in a single transaction, and the scale already sits in one place. Victoria and New South Wales hold more than half of them.

State	Practices	Share	Total GPs	Avg GPs
VIC	116	30%	1,626	14.0
NSW	105	27%	1,442	13.7

State	Practices	Share	Total GPs	Avg GPs
QLD	76	19%	1,028	13.5
WA	51	13%	667	13.1
SA	30	8%	415	13.8
TAS	8	2%	104	13.0
ACT	4	1%	52	13.0
NT	1	0%	12	12.0

By size band

GPs	Practices	Share
10 to 12	188	48%
13 to 15	103	26%
16 to 19	67	17%
20 or more	33	8%

THE BIGGEST ANIMALS OUTSIDE THE FENCE

33 independents run 20 or more GPs

At that size one practice matches a small group operator on GPs and revenue, held by a single owner. These are the largest independent practices in the country. For a group buying scale, they are the cleanest targets going: group-sized headcount in one transaction, no portfolio to unpick.

VIC 11
20+ GP PRACTICES

NSW 10
20+ GP PRACTICES

QLD 6
20+ GP PRACTICES

Practice	Suburb	State	GPs
Condamine Medical Centre	Warwick	QLD	32

Practice	Suburb	State	GPs
Victoria Tower Medical Centre	Burwood	NSW	30
Brunker Road General Practice	Adamstown	NSW	29
Norwest General Practice	Bella Vista	NSW	28
Grace Medical Care	Bateau Bay	NSW	27
Healthcare on Collins	Melbourne	VIC	27
Plumpton Marketplace Medical Centre	Plumpton	NSW	26
Chandlers Hill Surgery	Happy Valley	SA	25
Hampstead Health Family Practice	Lightsview	SA	24
Rowville Health	Rowville	VIC	24

The 10 largest of 33 practices running 20 or more GPs. The full list of 391 large independents, with contacts, sits in the licensable dataset alongside the group operators.

The dashboard shows who is in the zoo. It does not show who is circling whom.

The public dashboard carries the 337 group operators, their sites, GP numbers and state spread. Filter by state, sort by sites or GPs, at **gpzoo.com.au**.

The licensable dataset adds the layers that stay off the public page: each operator's percentile rank and its plausible acquirers, single-state operators matched to the expansion profiles of larger groups, and the full 391 large independents with contacts. If you are building, buying, selling or advising, contact Medius for access.

Method and sources

The group dataset covers every entity operating two or more general practice sites under a common ownership or management structure. The independent set covers standalone practices, not part of a group, with 10 or more GPs. Figures are compiled from operator websites, booking platforms (HotDoc, HealthEngine, AutoMed), regulator listings, ABR records and direct verification.

Operators that run more than one brand (Medibank's Amplar Health, ForHealth, Bupa) are counted once at the operator level; their brands are tracked separately in the underlying dataset. GP counts are the least reliable figures here: some GPs are not listed with the title 'Dr', registrars appear inconsistently across platforms, and in small groups the same GPs can be listed at every site. Deduplication catches some of this, not all. 'GP positions under group management' is a unique headcount within each operator: a GP working across several of that operator's sites is counted once, and a GP working for two different operators is counted at each. For the three multi-brand parents the figure sums each brand's unique GPs, so a GP working across two brands of the same parent can be counted in each. Treat operator details and site counts as indicative, not definitive. Figures current to 17 July 2026 and not warranted for accuracy after that date. If your organisation's details are wrong, we would like to know.

A Medius Global dataset. The interactive dashboard and the full licensable dataset are at gpzoo.com.au. Medius Global works with GP practice owners and group operators on expansion planning, acquisition targeting, sale preparation and operational improvement.
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