

Health Purchasing Victoria Member

Position Description

About Health Purchasing Victoria

Health Purchasing Victoria works collaboratively with the health sector to help ease cost pressures on health services through strategic procurement. Health Purchasing Victoria supplies or facilitates access to the supply of goods and services to public hospitals and other health or related services on best value terms in relation to the supply of goods and services to public health services and public hospitals. This includes the management and disposal of goods by public hospitals, developing, implementing and reviewing policies and practices to promote best value and probity; and providing advice, staff training and consultancy services.

General attributes of the role

- Help set, communicate and promote the organisation's mission and programs to the community. Be alert to community concerns that can be addressed by the organisation's mission, objectives, and programs.
- Attend and actively participate in a minimum, 75 per cent of board meetings and any committee meetings you are involved in that are held during the year.
- Participate on a sub-committee of the board, and serve on ad-hoc committees as necessary.
- Act in good faith in the best interests of the organisation, and act with care, skill and diligence.
- Act with the degree of care and diligence that a reasonable person might be expected to show in the role, and do not improperly use the position to gain an advantage for you or someone else or to the detriment to the organisation.
- Adhere to the Victorian Public Sector Commissioner's directors' code of conduct including bringing any conflict of interest or potential conflict of interest to the attention of the chairperson of the board.
- Use the information gained in the course of your directorship properly and not for the purposes of gaining an advantage for yourself or someone else or to the detriment of the organisation.
- Undertake identified and agreed training and development in order to fully discharge your responsibilities.
- Become familiar with the organisation's finances, scope of service, strategic context and legal framework.

Minimum competencies required of all board directors

All board members are required to have:

- sufficient financial literacy to understand and interpret financial reports, in particular the audited financial statement in the organisation's Annual Report
- sufficient clinical governance awareness to ensure the delivery of safe, high quality services is always front of mind
- sufficient legal literacy to understand the board's primary obligations under its constituting legislation and other major legal obligations (such as occupational health and safety)
- sufficient governance skills to understand the role of the board vis a vis the organisation's executive and the accountability mechanisms for the agency, including the board's ultimate accountability to the Minister for Health.

This does not mean that every board member must be a clinician or an accountant or a lawyer, however, all must have these minimum competencies to discharge their duties as directors and to ensure delivery of safe clinical services.

Selection criteria

The following are the selection criteria required to be addressed as part of the application submitted by interested applicants for Health Purchasing Victoria:

1. Possession of demonstrable expertise or qualifications that would be advantageous to the governance of health services, within the following disciplines (see below for definitions):
 - Asset management
 - Clinical governance
 - Community services
 - Corporate communications
 - Corporate governance
 - Economics
 - Executive management
 - Finance (includes managerial finance, accounting and audit)
 - Health and/or medical industry
 - Human resource management (includes organisational development and industrial relations)
 - Information and communications technology
 - Law
 - Procurement
 - Registered provider
 - Risk management
 - Supply Chain Management
2. The perspective of users of health services
3. Continuing high levels of performance in their fields of endeavour.
4. Integrity and a high standing in the community.
5. Appreciation or understanding of the broader policy context and issues surrounding the delivery and planning of public health services.
6. Good working knowledge and understanding of accountability relationships and corporate governance, including the separation of governance and management, and the roles, duties and obligations of non-executive directors.
7. Demonstrated strategic thinking, planning and leadership skills, and experience at high-level decision-making.
8. Experience in effective consultation and collaboration with stakeholders.

Definitions of Selection Criteria

The definitions below provide guidance on the sort of skills, qualifications and/or experience required in order to meet the criteria. The definitions include a basic minimum standard as well as providing guidance on what a more highly skilled candidate would possess. Further, the definitions indicate the types of responsibilities the candidate might be required to undertake should they be selected as a director of a board.

Be prepared in your application and at interview to articulate your expertise in the areas you identify as your key skills / expertise and how it was obtained, for example: professional qualification, vocational experience and/or prior board experience.

Asset management:

Has experience of overseeing the planning, management and renewal of major assets, including buildings and other infrastructure. Qualifications in engineering, planning, land management, architecture, surveying or similar would be an advantage. An applicant should be able to demonstrate experience in using best practice systems to monitor and maintain things of value to an entity or group. This would include tangible (for example, buildings, equipment and vehicles) and intangible (for example, good will and intellectual property) assets. Experience in conducting fabric surveys and/or structural due diligence-type assessments and/or asset depreciation management will be highly regarded.

A candidate with these skillsets should be prepared to sit on relevant sub-committees of the board that deal with matters including specific projects and risk. If the candidate also has sufficient governance experience they may be asked to chair such a committee

Clinical governance:

Understands and has experience in the application, design and evaluation of clinical governance systems to ensure the provision of safe clinical care and drive continuous improvement of patient outcomes. It requires transparent responsibility and accountability for maintaining standards and allows excellence in clinical care to flourish. Clinical governance systems encompass: leadership and culture, consumer partnerships, risk management, clinical practice and workforce. This requires the ability to critically analyse and interpret data to facilitate continuous evidence based quality improvement. An understanding of accreditation frameworks and processes is desirable. It is anticipated that most candidates with clinical governance skills would also be from a hospital-based clinical field, however, this is not a requirement to demonstrate clinical governance competence (for example an incident investigator at a hospital, medico-legal counsel and other similar sectors may also be able to demonstrate clinical governance capability).

All successful candidates with only minimal or no clinical governance skills will be required to undergo clinical governance training within their first year to ensure they meet minimum standards.

Community services:

Has professional expertise and experience in the delivery of social services to members of the community particularly for users who may come from disadvantaged backgrounds or are vulnerable at the time of seeking that service. This might include experience working in senior management, the executive or on the board of a not-for-profit community service agency and/or working directly with clients of such services.

Experience advocating for people with a lived experience of disability or mental illness is an advantage and/or experience providing assistance to disadvantaged and/or vulnerable members of the community (such as people impacted by family violence). This is particularly the case where the experience enables the candidate to have a better understanding of how this might impact patient experience in health settings. A qualification or strong experience in social work, youth work, disability care, advocacy, counselling or similar social service roles is an advantage.

Corporate communications:

Has a good understanding of the key elements of communications and effective stakeholder engagement in the context of providing a public service, and the importance of transparency and public reporting. This would include the activities involved in managing and orchestrating all internal and external communications aimed at creating favourable point-of-view among stakeholders on which the organisation depends, and experience of ensuring effective insight into and response to the views and expectations of key stakeholders within and

outside the organisation. Experience in procuring communications such as marketing/advertising would also be highly regarded.

Qualifications and/or experience in corporate communications, marketing, facilitation, stakeholder engagement, event management, media/public relations, and/or journalism would be advantageous.

A candidate with these skillsets should be prepared to sit on relevant sub-committees of the board that deal with matters such as consumer engagement, organisational culture and risk. If the candidate also has sufficient governance experience they may be asked to chair such a committee.

Corporate governance:

In addition to the basic governance knowledge expected as a core competency, candidates who indicate corporate governance as one of their three areas of expertise should possess a good working knowledge and understanding of accountability relationships and corporate governance, including the separation of governance and management, and the roles, duties and obligations of non-executive directors. Corporate governance is the framework of rules, relationships, systems and processes within and by which authority is exercised and controlled in organisations. This includes familiarity with the fiduciary duties of a director and the Victorian Public Sector Commission's Director's Duties. In this context, the candidate would also need to understand the direct accountability to the Minister for Health.

A candidate with these skillsets should be prepared to sit on relevant sub-committees of the board that deal with matters including remuneration, strategy, audit, finance, research and ethics and risk. If the candidate also has sufficient governance experience they may be asked to chair such a committee. A member of an audit committee has minimum qualifications as defined by the 'Standing Directions of the Minister for Finance under the *Financial Management Act 1994*'. This includes basic financial and legal literacy; reasonable understanding of the organisation's risks and controls; independence of judgment; and additional time commitments.

Economics:

Understands the ways to predict, model and analyse the production, distribution, and consumption of goods and services. In particular, the applicant understands the impacts of human choices and utilising of scarce resources on a population or sector. It is expected that a candidate would have specific qualifications in economics or a specialised subset, such as health economics. The applicant should demonstrate a keen understanding of markets, performance of national and local economies, and approaches for analysing and interpreting data. A strong applicant will have both formal qualifications in economics and extensive skill in facilitating better decision making for business and/or government through application of economic reasoning and/or analysis.

Executive management:

Having served in positions at the highest level of organisational management who have the day-to-day responsibilities of managing an organisation. Of particular interest would be those within health and hospital sectors, where positions were heads of departments, or chief officer roles.

The candidate can identify and critically assess strategic opportunities and threats to an organisation, and develop objectives and strategies in the context of organisational policies. Demonstrates strategic thinking, planning and leadership skills, and experience of high-level decision-making. This would usually require strong experience in an executive role reporting to a board; and/or experience as a senior manager with responsibility of delivery of outcomes by an entity.

A candidate with these skillsets should be prepared to sit on relevant sub-committees of the board that deal with matters including remuneration, strategy, audit, finance, research and ethics and risk. If the candidate also has sufficient governance experience they may be asked to chair such a committee. A member of an audit committee has minimum qualifications as defined by the 'Standing Directions of the Minister for Finance under the *Financial Management Act 1994*'. This includes financial literacy; reasonable understanding of the organisation's risks and controls; independence of judgement; and additional time commitments

Finance & Audit:

Has professional expertise adequate to meet the requirements of the *Financial Management Act 1994* and the accompanying Standing Directions of the Minister for Finance. [The candidate would need to demonstrate, via qualifications and/or experience, sufficient financial literacy to read and understand financial statements \(including income statement; balance sheet; statement of recognised income and expense; and, cash flow statement\) and understand generally accepted accounting principles \(GAAP\).](#) This would include expertise and experience in the efficient and effective management of finances to accomplish the objectives of an organisation, including analysing statements, assessing financial viability, overseeing financial planning and funding arrangements. This would usually involve having had oversight or advisory responsibility for preparing and reporting on substantial budgets.

[Has professional expertise and or qualifications in examining financial reports and forming a view on whether the information presented, taken as a whole, reflects the financial position of the organisation.](#) Knowledge of legal and regulatory requirements, especially those pertaining to the health sector, and experience of monitoring compliance. Can apply this to broader risk frameworks and risk mitigation, in addition to codes of practice to comply with the range of internal controls required of a major entity.

Professional qualifications in accounting and professional recognition is highly regarded (particularly CA, CPA or equivalent) and in some cases will be required as a minimum due to the size and complexity of the organisation. Experience in financial oversight; preparation and delivery of budgets; and, interpreting a chart of accounts of a large entity will also be an advantage.

A candidate with these skillsets should be prepared to sit on relevant sub-committees of the board that deal with matters including audit, finance and risk. If the candidate also has sufficient governance experience they may be asked to chair such a committee. A member of an audit committee has to meet minimum qualification requirements as defined by the 'Standing Directions of the Minister for Finance under the *Financial Management Act 1994*'. This includes financial literacy; reasonable understanding of the organisation's risks and controls; independence of judgement; and additional time commitments.

Health and/or medical industry:

[Experience working with or alongside the sector that provides goods and services to treat patients with curative, preventive, rehabilitative, and palliative care.](#) Preferably, the candidate will have worked within a health or medical industry in a capacity to enable a strong understanding between the sort of materials that might be purchased for service provision and the outcomes associated with these. For example, understanding the cost benefit versus efficacy of products for similar purposes produced by different suppliers.

It is expected that there may be some overlap between this and other criteria such as Registered Provider and Clinical Governance.

Human resources management (HRM) (including organisational development (OD) and industrial relations (IR)):

[Has professional expertise in key aspects of managing an organisation's workforce, such as investing in leadership development and culture, ensuring compliance with employment and labour laws, managing industrial relations, and overseeing organisational change.](#) It would be advantageous to have qualifications and/or experience in organisational change management, cultural awareness and/or occupational health and safety.

For Health Purchasing Victoria, experience in HRM, OD and IR are of particular interest. These can be defined as:

- HRM - The management of an organisation's workforce, or human resources while also overseeing organizational leadership and culture and ensuring compliance with employment and labour laws.
- OD –is an ongoing, systematic process of implementing effective organisational change.
- IR – sometimes referred to an employee relations that incorporates trade unionism, collective bargaining and labour-management relations, and the national labour policy and labour law within which they are embedded.

A candidate with these skillsets should be prepared to sit on relevant sub-committees of the board that deal with matters such as remuneration, CEO recruitment and performance management and organisational culture. If the candidate also has sufficient governance experience they may be asked to chair such a committee.

Information & communications technology:

Has expertise in managing information and communications technology, particularly oversight of substantial IT programmes, and knowledge of IT governance, including privacy, data management and security. It would be advantageous to have overseen or been involved in oversight, development, rollout and/or maintenance of enterprise systems (for example relating to records management), digital strategies, and security infrastructure. The candidate will have experience in multiple types of technologies for gathering, storing, retrieving, processing, analysing, and transmitting information.

A candidate with these skillsets should be prepared to sit on relevant sub-committees of the board that deal with matters including specific projects (particularly if relating to ICT) and risk. If the candidate also has sufficient governance experience they may be asked to chair such a committee.

Law:

At a minimum, the candidate would need to have a relevant legal qualification (for example, LLB, Juris Doctor or equivalent). Furthermore, the candidate would need to demonstrate capacity and/or experience of interpreting and applying legislation, in particular that related to the health system (e.g. *Health Services Act 1988*).

It would be advantageous if the candidate has been admitted to the Supreme Court of Victoria and a further advantage if the candidate practices law within the fields of health law; mental health law; industrial relations; corporations/governance law; and/or administrative law. An understanding of accreditation frameworks and processes is desirable.

A candidate with these skillsets should be prepared to sit on relevant sub-committees of the board that deal with matters such as clinical governance, remuneration, specific projects, research and ethics and risk. If the candidate also has sufficient governance experience they may be asked to chair such a committee.

Procurement:

Strong experience in the acquisition of goods, services or works from an external source and the development, implementation and monitoring of appropriate (probity) controls. A candidate with procurement expertise should have a strong understanding of probity in procurement and the range of controls used to mitigate risk of fraud or improper purchases. A candidate should also have expertise in assurance processes to ensure a product, good or service procured is favourable, that the goods, services or works are appropriate and that they are procured at the best possible cost to meet the needs of the purchaser in terms of quality and quantity, time, and location.

A candidate with these skillsets should be prepared to sit on relevant sub-committees of the board that deal with matters including audit, finance and risk. If the candidate also has sufficient governance experience they may be asked to chair such a committee. A member of an audit committee has to meet minimum qualification requirements as defined by the 'Standing Directions of the Minister for Finance under the *Financial Management Act 1994*. This includes financial literacy; reasonable understanding of the organisation's risks and controls; independence of judgment; and additional time commitments.

Reflective of the perspective of users of health services:

Has extensive experience as a user of health services (or as carer/guardian of a person that is a frequent user) and is able to facilitate engagement with consumers, and use consumer feedback to drive system wide and hospital-wide improvements in patient centred care. The applicant should have had experience in spaces (such as consumer advisory committees or complaints management and response) that tap into the views of patients more generally to provide a broad and authentic perspective on behalf of patients. This is someone who has developed an unique understanding from their experience and can draw on this knowledge to improve patient experiences and outcomes, and facilitate consumer partnerships. This person will offer insight into how to promote shared decision making in patient care and consumer input into the particular entity's organisational design and operating model.

It is not merely a person who has attended a hospital for a few procedures. A person with user experience is expected to have been at some stage, or still is, a regular user of acute health services (or a carer/guardian of

such a person). This includes people with conditions requiring extensive treatment programs (e.g. cancer treatment), people requiring ongoing support in a hospital setting with a persisting condition (such as a disability or chronic disease). Further to this, specific skills and experience in engaging with consumers, particularly in the health sphere or other public service delivery organization would be advantageous to enable directors to represent the views of health consumers (generally) at the board level.

It is important to remember that a 'user experience' board member is still a director of the board and thus must not act as a representative of any one constituency nor lobby in respect of any single issue. The board will also be advised by a consumer/user advisory committee or similar. It is not the role of this board director to replace such a committee or represent the specific views of the specific users of this service.

A candidate with these skillsets should be prepared to sit on relevant sub-committees of the board that deal with matters including quality and safety; patient experience and consumer engagement; organizational design; complaints response/management and, risk. If the candidate also has sufficient governance experience they may be asked to chair such a committee.

Registered provider:

[At a minimum, the candidate must possess appropriate qualifications in a relevant clinical field and current registration with the Australian Health Practitioner Regulation Agency \(AHPRA\) or other recognised State or National Registry.](#) Experience working as a clinician in a hospital environment is a significant advantage, particularly if this experience provides clinical governance capability also. A registered clinician should be able to demonstrate an understanding of contemporary clinical practice, have a broad understanding of public/population health the social determinants of health and the importance of and mechanisms for patient centered care.

Preferred relevant clinical fields include: Dental; Medical (including general practitioners and specialisations); Nursing and Midwifery; Physiotherapy; Allied health practiced within a hospital environment; medical radiation practice; optometry; ophthalmology; pharmacy; psychology; Aboriginal and Torres Strait Islander Health Practice; paramedical.

Risk management:

[Has professional expertise and or qualifications in identifying, assessing and responding to strategic, financial, operational and reputational risks so as to mitigate their impact or maximize the realisation of opportunities.](#) It would be advantageous if candidate can demonstrate experience in performing / evaluating financial and/or non-financial (performance) audits or similar program/policy evaluations.

The applicant should be skilled at identification, assessment, and prioritization of risks (defined in ISO 31000 as the effect of uncertainty on objectives, whether positive or negative) followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events or to maximize the realisation of opportunities.

A candidate with these skillsets should be prepared to sit on relevant sub-committees of the board that deal with matters including audit, finance, research and ethics and risk. If the candidate also has sufficient governance experience they may be asked to chair such a committee. A member of an audit committee has to meet minimum qualification requirements as defined by the 'Standing Directions of the Minister for Finance under the *Financial Management Act 1994*. This includes financial literacy; reasonable understanding of the organisation's risks and controls; independence of judgment; and additional time commitments.

Supply Chain Management:

[Having strong experience in various forms of supply chain management, that being the movement of materials as they flow from their source to the end customer.](#) Supply Chain includes sourcing, purchasing, manufacturing, warehousing, transportation, customer service, demand planning, supply planning (procure to pay). It is made up of the people, activities, information and resources involved in moving a product from its supplier to customer. A candidate should be able to demonstrate different types of supply chain methodologies and how they best fit different situations.

A candidate with these skillsets should be prepared to sit on relevant sub-committees of the board that deal with matters including audit, finance and risk. If the candidate also has sufficient governance experience they may be asked to chair such a committee. A member of an audit committee has to meet minimum qualification requirements as defined by the 'Standing Directions of the Minister for Finance under the *Financial*

Management Act 1994. This includes financial literacy; reasonable understanding of the organisation's risks and controls; independence of judgment; and additional time commitments.