



# SACS Consulting

## Competency Based Recruitment Assignment Specification

### Chief Executive Officer

for

### Western Victoria Primary Health Network

Briefed by:

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Chair

Jim Elvey  
Deputy Chair

Mark Harris  
Director

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## organisation background



Western Victoria Primary Health Network has an important role in facilitating the delivery of best practice primary health care across the region, which comprises 21 local government areas and a total population of approximately 618,000 people. It is a not for profit membership based organisation which works collaboratively with health services, health providers, community organisations and individuals. The organisation identifies priority health issues and develops region wide and localized programs that directly respond to health care needs.

Western Victoria PHN's core function is to use their knowledge and understanding of local health and health care needs to:

- ◆ Support general practice (including Aboriginal medical services)
- ◆ Commission or purchase locally-needed services
- ◆ Integrate local services and systems.



## Board

### **Lynne McLennan – Chair**

Lynne is an experienced Chair and brings strong governance and leadership skills and knowledge to the board. She has a thorough understanding of the challenges associated with the primary health sector, having worked for more than 20 years in primary care redevelopment roles in rural and regional areas, across all levels of government. Lynne has been Chief Executive Officer of UFS Dispensaries Ltd since 2001, is currently the National President of the Australian Friendly Society Pharmacies Association and has previously been President of Ballarat Health Services for seven years.

### **Jim Elvey – Deputy Chair**

Retired and living in Meredith, Jim has worked at a high level in local government, conducted a consulting practice over several years, performed as chief executive officer to a national board and held the positions of Director and Deputy President of Ballarat Health Services. Jim was formerly Chair of Grampians Medicare Local. Jim brings extensive organisational management experience to the Board.

### **Mark Harris – Director**

Mark brings to the organisation the perspective of an experienced allied health professional, currently providing clinical services to the Geelong community. Having worked in health management at both government and local levels, he understands the complexities of health care and the need for the right services to be delivered at the right place at the right time.

### **Karen Foster – Director**

Karen is a communications professional with many years' experience in journalism, public relations and marketing. A Port Fairy resident, Karen operates a design and communications agency from Warrnambool. As Executive Officer for the Great South Coast region's peak advocacy body, the Great South Coast Group, she also brings to the board extensive regional networks and knowledge.

### **Prof Susan Brumby – Director**

Susan is the founding Director of the National Centre for Farmer Health and has many years' practical experience as a rural nurse, midwife and primary health care manager. As an Executive Director of Western District Health Service since 2000, she brings to the board extensive understanding of the daily workings of regional and rural health services and primary care interfaces. She has published widely and presented nationally and internationally on rural and regional health with specific expertise in farmer health. She is Course Director for Agricultural Health and Medicine at School of Medicine at Deakin University, a current member of the Victorian Agricultural Advisory Council, and a board member of South West TAFE.

### **Dr Jane Opie – Director**

Jane has worked as a General Practitioner since the early 1990s including roles as a practice owner, GP subcontractor and Clinical Director overseeing clinical governance.

She supervises GP Registrars and medical students, holds the position of senior clinical lecturer with Deakin University's School of Medicine and holds a Masters Degree in Public Health. Jane was previously the medical advisor for WVPHN. She is passionate about improving health, wellbeing and health care services to the community and continues to work to reduce inequity and champion quality preventive health care.

### **Tyrone McCuskey**

Tyrone is currently Chief Executive Officer of McCallum Disability Services and has over 25 years commercial management experience across a number of industries, in particular the health sector. His most recent roles include General Manager Corporate Services Ambulance Victoria and CFO UFS Dispensaries Ltd plus several Directorships with specific proficiency within disability organisations. Tyrone is a CPA and AICD member and Williamson Fellow.

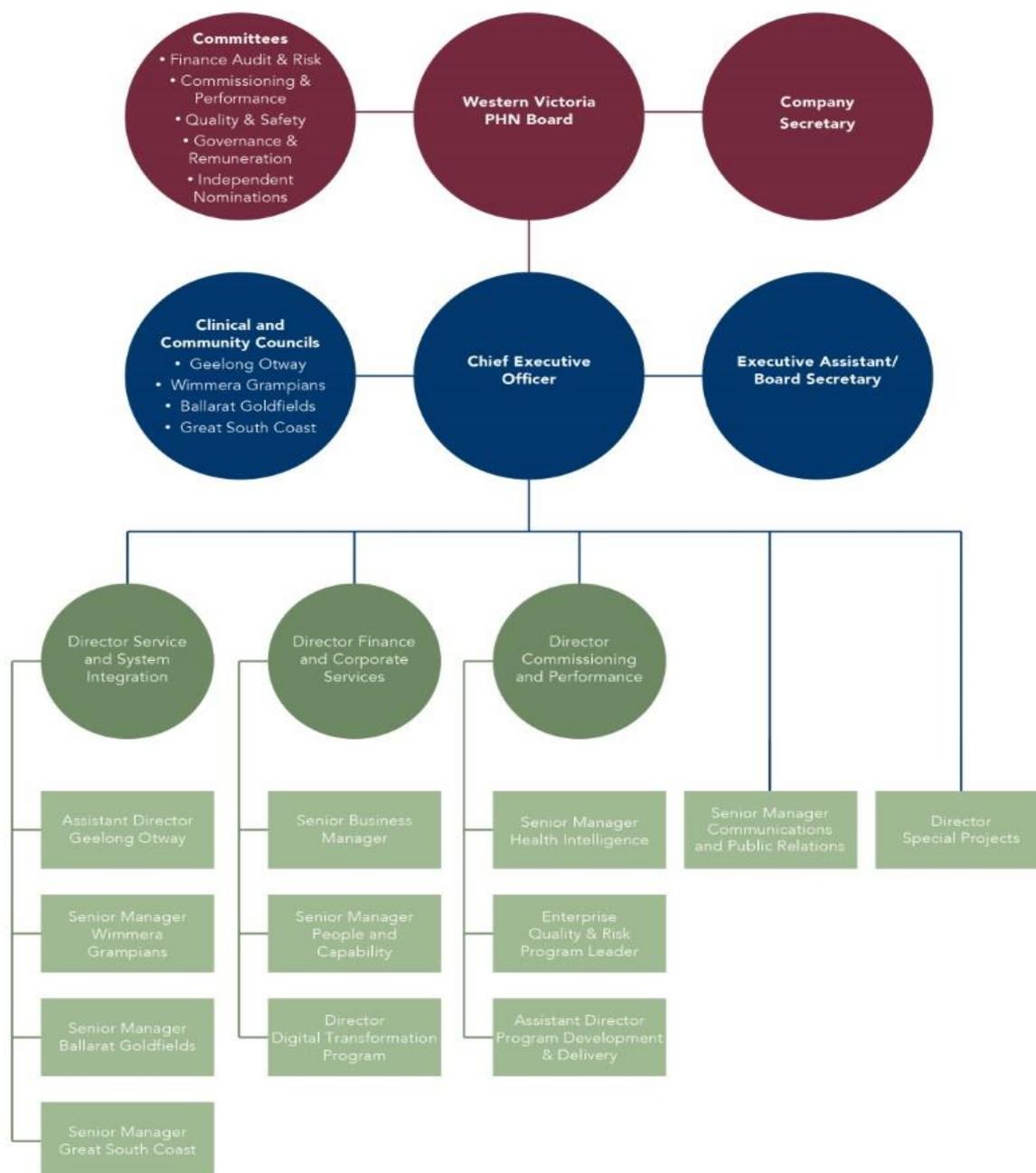
### **Dr Jon Barrell**

Dr Jon Barrell MBBS DRACOG FRACGP has 33 years' experience of Rural General Practice in Daylesford and Trentham and is Director of Hepburn Primary Health Care Pty Ltd (Springs Medical). He is a strong advocate for effective, efficient and sustainable primary care and continues to work to enhance the training of future generations of primary care clinicians. He is a Conjoint Senior Clinical Lecturer in the School of Medicine, Faculty of Health at Deakin University and has been a Board Member of Daylesford District Hospital, Vice Chairman of the Ballarat and District Division of General Practice, Project Manager for the Victorian Rural Divisions Co-ordinating Unit, Captain and President of Hepburn Springs Golf Club and Birch Ward Councillor to Hepburn Shire Council.

### **Dr Amir Rahimi**

Dr Amir Rahimi is an experienced general practitioner and medical administrator with almost 25 years post graduate working experience overseas and in Australia. He returned to Geelong to concentrate on aged care general practice after a few years experiencing diverse settings from large Melbourne hospitals to small rural settings in western Victoria. Dr Rahimi has worked as a GP at Horsham and served as director of medical services in three rural health services. He is committed to emphasising and improving the role of primary health in health care. Dr Rahimi is currently a member of Colac Area Health board and previously served as director for the GP Association of Geelong, Barwon Medicare Local and Western Victoria PHN. Dr Rahimi's qualifications include a masters degree in accounting and he has completed the Australian Institute of Company Director course.

## ORGANISATION CHART



## position specification

### position

**CHIEF EXECUTIVE OFFICER**

### reporting relationships

**Reports to:**  
Board of Directors

### contract term

Full time, ongoing.

### objectives

The Chief Executive Officer (CEO) will provide leadership to Western Victoria PHN and ensure its effective and efficient management, under the direction of the Board of Directors. The CEO will be responsible for shaping and executing organisational strategy; leading and motivating staff; driving a positive organisational culture; building strategic partnerships with a range of stakeholders; and enhancing the profile of the organisation within the broader community. The CEO will need to be comfortable and accomplished in dealing with a broad range of stakeholders including local, regional and national health related organisations and health practitioners, Commonwealth, state and local governments, peak bodies and the broader community, and the media to develop activities that support the objectives of the organisation.

### position background

The position has become available following the recent resignation of the incumbent who will depart in early April.

### prime attractions of this position

An opportunity to make a significant difference to primary health care outcomes within Western Victoria. Working with a supportive Board, you will liaise with a range of stakeholders and represent the organisation

### key responsibilities

#### **GENERAL:**

- ◆ Aligned with the Commonwealth's objectives for PHNs, the CEO works with the Board to provide positive and inspirational executive and strategic leadership and operational management.
- ◆ Lead the development and implementation of Western Victoria PHN's strategic and annual business plans and budgets and establish appropriate risk control systems.
- ◆ Develop and enhance a high-level Governance Framework, including risk management and strategic planning.
- ◆ Implement strategies to continuously improve operational efficiency, especially in the organisation's approach to commissioning/ procuring services for the community.
- ◆ Motivate and guide the Executive team in the generation of new ideas and innovative approaches as to how the PHN delivers optimal outcomes.

- ◆ Develop and support a culture that values responsible and ethical behaviour, integrity, transparency and accountability, and promotes organisational and individual excellence.
- ◆ Provide advice to the Board on the strategic direction of the PHN, including changes and trends in health care policy, funding and the regional and national operating environment.
- ◆ Analyse, interpret and respond to Government policies and programs in relation to the Western Victoria PHN's key strategic areas.
- ◆ Identify gaps in research, workforce, service structures and service provision aligned to the organisations strategic plan and develop appropriate plans and initiatives to help rectify these gaps.
- ◆ Take an inclusive approach to all aspects of primary health service delivery through close engagement with community and clinical councils, PHN stakeholders and staff.
- ◆ Foster evidence based research and investigation into population health.
- ◆ Develop and enhance the Western Victoria PHN membership value proposition to stakeholders, to encourage engagement and grow membership.

### **PLANNING AND REPORTING**

- ◆ Ensure that all members of the Board are adequately informed and advised on strategic, risk, operational and financial matters and that there are 'no surprises'.
- ◆ Set standards of quality and meet established benchmarks and deadlines with all reports and proposals, submissions and correspondence.
- ◆ Ensure compliance with the Performance and Monitoring Framework for the PHN.
- ◆ Meet the reporting requirements of all relevant regulatory bodies, including Commonwealth and State Health Authorities.
- ◆ Work with members of the Victorian PHN Alliance to enable greater coordination and efficiency of planning and service delivery for PHNs through promoting regional alignment of State and Federal government health care policies.
- ◆ Provide a suite of Board agreed strategic and operational reports to Board and Sub-Committee meetings.

### **ORGANISATIONAL DEVELOPMENT**

- ◆ Ensure that Western Victoria PHN has an effective organisational structure and capacity to set and implement strategic plans to meet the objectives set for PHNs.
- ◆ Be responsible for the overall development and continuous improvement of Western Victoria PHN's human capital, including the evaluation of individual performance, professional development and knowledge management.
- ◆ Be a driver of health system innovation throughout Western Victoria PHN by exploring and pursuing private sector collaboration.

**FINANCIAL AND CORPORATE SERVICES MANAGEMENT**

- ◆ Ensure the development, implementation and maintenance of robust and suitably appropriate financial, risk management and reporting systems within the parameters agreed with the Board.
- ◆ Manage contracts with stakeholders, contractors, consultants and other service providers, and ensure that the financial and service obligations are satisfactorily fulfilled.
- ◆ Ensure compliance with all taxation and statutory requirements.
- ◆ Develop and promote co-investment with Government and the private sector.
- ◆ Maintain best practice ICT systems to support all aspects of the organisation, within parameters agreed with the Board.
- ◆ Ensures all commissioning, procurement and contract management is carried out in accordance with legal and ethical requirements.

**COMMUNICATION, LIAISON AND PUBLIC RELATIONS**

- ◆ Represent the Western Victoria PHN effectively, actively promoting the organisation to all stakeholders, including local, regional and national health related organisations, Commonwealth, state and local governments, peak bodies and the broader community.
- ◆ Work with Local Hospital Networks, General Practitioners, Practice Nurses, Community Health Providers and Allied Health Practitioners on a range of issues including the ongoing functioning of GP-led Clinical Councils.
- ◆ Work with local communities to develop the Community Advisory Committees as an important and relevant voice in regional primary health care.
- ◆ Assess and develop primary health care practice and policy innovation.
- ◆ Build constructive relationships with the media including print, radio, TV, and social media, taking a proactive approach to profile building and issues management
- ◆ Use all forms of internal and external communication channels and social media, to raise awareness of primary health topics among stakeholders.

## real world outcomes

This document sets out the Real World Outcomes and the resultant core competencies that relate to the position.

Following on from this are the behavioural interview questions that will be part of the interviewing process undertaken during the recruitment process.

RWO	measurement
Optimisation of Corporate Culture	Feedback from staff reflects that they are engaged in their roles and committed to the purpose of Western Victoria PHN. The Board is satisfied that the CEO has effectively fostered a positive staff culture across the organisation and staff turnover is at appropriate levels. Staff behaviours are positive and supportive of colleagues.
Stakeholder Engagement	The CEO has established strong working relationships with external stakeholders – including those across Government, partner community organisations and commercial organisations. Internally, the CEO has strong working relationships with the Board and Western Victoria PHN staff; and engages respectfully and meaningfully with members of the organisation. The Board has received positive feedback about the CEO from stakeholders and is satisfied that the CEO has positively represented the organisation.
Enhance Western Victoria PHN's Reputation	To the satisfaction of the Board, the profile of the organisation has continued to increase, and the organisation's reputation is strong nationally. The Board is satisfied with the recognition of the organisation as well as the CEO's own professional brand with key stakeholders including the PHN CEO alliance and media.
Improved Health Outcomes	The CEO has identified opportunities to develop new and/or innovate existing services, to ensure the best possible health outcomes for the Western Victoria communities to the satisfaction of the Board.
Thought Leadership	The Board is satisfied that the CEO has an up to date knowledge of trends, ideas and concepts impacting the healthcare sector; provides commentary to the Board on these and is able to translate this into the development of new projects.

### Commercial Sustainability

The Board is satisfied that the financials have been effectively managed and that the organisation is in a sustainable financial position. Budgets and financial accounts are accurate and presented in a timely manner. The Board is satisfied that commissioning and contract management is being managed in an optimal manner.

## core competencies

### skills

#### Competencies Required:

1. Proven leadership skills, which include the ability to inspire and motivate staff
2. Demonstrable success in fostering, modelling and maintaining a healthy organisational culture
3. Strong interpersonal skills with the ability to build strong and lasting partnerships with a range of internal and external stakeholders
4. Ability to negotiate with senior levels in government, industry and community organisations
5. Excellent written and oral communication skills with the ability to communicate with all levels internally and externally
6. Strong and effective judgement and decision making; ability to make good judgement about when matters need to be brought to the Board
7. Excellent oral and written communication skills with the ability to present to groups
8. Media management skills – the ability to ensure high levels of probity and decision making
9. Governance skills

### knowledge / experience

#### Competencies Required:

1. Proven experience in senior management positions
2. Strong knowledge of the healthcare system
3. Understands rural and regional healthcare issues and requirements

### qualifications

1. Relevant tertiary qualification

## core competencies

### values / attitudes

#### Competencies Required:

1. Personally impressive – able to gain attention and respect
2. Positive and optimistic
3. Approachable style
4. Energetic
5. Passionate
6. Collaborative
7. Ethical
8. Honest and possessing high levels of integrity
9. Diplomatic – able to convey honest messages without causing offence
10. Non-defensive
11. Resilient

## the application process

Our typical application process is detailed below. Please don't be alarmed if this process alters slightly as from time to time there are unforeseen delays and some of our clients request alterations to the below process.

Your application to SACS will initially involve you applying online and submitting your current resume SACS for our review in relation to a particular position.

Upon review of resumes, candidates whose resume appears to match our client's brief will be emailed a series of behavioural questions (5-8). These candidates will then be requested to email a response of 1-2 paragraphs per question back to SACS. This forms a more formal application to the role and in most cases these answers will be presented to our client in a formal candidate report.

Upon review of responses, you may then be progressed to an interview with 1-2 SACS Consultants. In general your Consultant will be back to you within 10 working days of the interview to advise you if you will be progressing to the panel interview process with our client.

Our client then meets you usually in a panel format, your SACS Consultant may also be on the interview panel.

You will be given a timeframe at the panel interview and we will ensure you are advised of the outcome of your application within the agreed timeframe.

If you are taken forward from the panel interviews you will then be requested to complete psychological testing which we typically ask you to complete online, through the SACS Psychometric Assessment Portal. If you are successful in making it to the final stage of the process, we will request that you provide us with two work related referees.

If you have any questions about your application at any stage please don't hesitate to call us on 1300 130 965.

**To apply** for this exciting position with Western Victoria Primary Health Network please visit our website <https://sacsconsult.com.au/job-seeker/>.