

CEO

• *Melbourne-based national role in health advocacy*

The Australian Association of Practice Management (AAPM) represents primary healthcare managers in specialist, dental, allied health and general practice. It has 2,000 members, revenue of \$2.7 million and ten staff.

Working with a committed board of governance, you will lead and manage AAPM in a proactive and entrepreneurial spirit, driving reputation, relevance and revenue. The role spans day-to-day operational excellence in managing a federated structure, plus active advocacy and external stakeholder relationship building.

You are a well-credentialed senior executive with a record of success in a member-oriented environment and a sound grasp of emerging issues in the delivery of contemporary primary healthcare. Your influencing skills and proven ability to realise an association's vision will equip you to take AAPM into the next phase of its expansion.

Please view the Position Description on www.brookerconsulting.com.au and send a brief CV (Word format, up to 5 pages) to career@brookerconsulting.com.au or ring Jeremy Wurm on 03 9602 1666, in confidence.

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Australian Association of Practice Management

Applicant Information Kit



About the Australian Association of Practice Management (AAPM)

Practice Managers play a vital role in the administration and management of the delivery of services in the primary health sector. They are key to the effective management of primary health practices, ensuring the delivering of quality health and financial outcomes. Practice Managers are the vital hub between clinicians, the government, industry stakeholders, the community and patients.

AAPM is the peak body for the sector, representing the administration of primary health practices incorporating general practice, specialist, dental and allied health practices.

With a national membership of over 2000, the organisation operates under five pillars:

- Advocacy
- Membership and marketing
- Education
- Networking
- Operations

The national office, based in North Melbourne with a staff of 10, administers the strategic plan as developed by the national board. The national office works with a federated structure of state-based committees for the delivery of education and networking events. Each state has an elected president and committee.

The organisation has evolved from a management committee structure to an appointed executive who is responsible for the governance, compliance, strategy and the effective and efficient development of its reputation, its relevance to members and the market, and ensuring revenue is growing.



The organisation has a highly qualified board of directors representing each state and includes three independent directors. The board reviews and ensures the constitution of the organisation provides direction. Strategy is developed on a bi-annual basis with a working review of business plans annually.

Mission

Our mission is to lead, promote and support excellence in healthcare practice Management.

Vision

Practice management to be universally recognised and valued at the centre of effective healthcare systems and sustainable businesses for optimal patient outcomes.

Values

AAPM has developed its Vision and Mission statements which reflect its community of interest. It also has established a code of ethical conduct and core principles for members to follow. The national office has formulated a set of values to provide guidance on the manner in which the organisation operates:

Integrity

AAPM members and employees act with honesty and integrity, when dealing with fellow members and employees, suppliers, government agencies and other stakeholders. Members and employees abide by AAPM's Code of Ethics at all times.

Support



AAPM provides members with support to maintain and improve their skills and knowledge and advance their careers. It delivers programs which are highly valued by members and the broader health care management community. AAPM also provides quality advocacy as the voice of health care management.

Progressive

AAPM strives to be a leader in healthcare management principles and to continually improve services to members and to keep them up to date with changes in the healthcare environment.

Inclusive

AAPM encourages the sharing of information between members through networking and mentoring. It provides support to members from all types of healthcare practices.

Respect

AAPM members and staff treat each other with respect and dignity.

Excellence

AAPM promotes excellence in healthcare practice management, striving at all times to provide best practice services to members and the health care community.



THE POSITION

The incumbent Chief Executive Officer (CEO) was the inaugural appointment of a salaried chief executive and her task was to establish a national executive to sustain and grow the organisation. On every measure over the last six years the expectations of the CEO have been met. She is about to retire at the end of July.

It is expected a new appointee will build on this strategically established organisation and significantly grow the organisation in all pillars. The board are looking for leadership whilst driving an entrepreneurial spirit within the organisation and its federated structures. This is not a reactive role – it is a proactive position driving reputation, relevance and revenue.

The new Chief Executive will need to have the skills and experience to run both the day-to-day operations of the national office and the externally related functions (advocacy, media, external stakeholder representation, and building alternate revenue channels, etc).

More specifically, the CEO is responsible for the following:

- Ensuring effective and efficient governance and compliance of the organisation.
- Meeting all requirements to achieve the strategic plan and meeting revenue growth expectations.
- Increasing all aspects of advocacy, developing policy, managing all government interaction, ensuring representation on government industry and advisory committees, including briefing sessions for federal politicians and relevant Departmental officials.
- Initiating membership growth strategies and building alternate channels of revenue.
- Ensuring an education platform is relevant and deliverable, in accordance with strategic goals.



- Building a solid network of events in partnership with the state committees and ensuring solid communication between state presidents is maintained.
- Managing all aspects of the national office and ensuring staff are capable and fully resourced to achieve strategic plans.
- Maintaining and building stakeholder relationships.
- Acting as media spokesperson for AAPM where appropriate, proactively and reactively as required.

The successful candidate will be an individual of high integrity, able to role-model AAPM values. Importantly, the person will:

- possess a strong record of senior leadership;
- have empathy for, and a proven capacity to engage with, the primary health sector;
- have the ability to build strong relationships with key stakeholders at the highest levels across all levels of government; and,
- a demonstrated aptitude for shaping organisational capability and managing significant organisational change.

SELECTION CRITERIA

When tailoring your resume to apply for the vacancy, please consider the following criteria and how you can demonstrate your suitability – specifically consider the AAPM pillars and how you can bring your experience and aptitude to the organisation.



- **Shapes strategic thinking:**

- inspires a sense of purpose and direction;
- has strategic focus, sets a strategic vision and inspires others to achieve this;
- recognises opportunities and harnesses information;
- shows a high level of judgement, intelligence and common sense;
- is innovative in dealing with issues; and
- articulates a clear direction for the organisation.

- **Manages national operations including volunteer state committees:**

- achieves results within the context of organisational policy;
- utilises professional expertise to ensure closure and delivery;
- exhibits strong people management skills;
- possesses robust financial management, ensuring efficient, effective and ethical use of resources; and
- understands and is committed to quality organisational governance.

- **Exemplifies personal drive and integrity:**

- demonstrates a high standard of professional and personal integrity, and capacity to promote these in an organisation;
- takes calculated risks and demonstrates personal courage; and
- shows a high level of resilience, self-awareness and a commitment to personal development.



- **Cultivates productive working relationships:**
 - operates collaboratively with others to meet organisational objectives;
 - nurtures internal and external relationships;
 - facilitates co-operation and partnerships;
 - guides, mentors and develops colleagues; and
 - listens to people and values different perspectives.

- **Communicates with influence:**
 - communicates clearly and negotiates persuasively; and
 - listens, understands and adapts to different audiences.

- **Has the ability to:**
 - build the confidence of the primary health market and practice managers,
 - empathise with, and understand the unique challenges faced by primary health practitioners and the vital relationship of practice managers; and
 - conduct projects, manage inquiries and public hearings, and write reports and present performance reports accurately and on time.

- **Possesses qualifications and significant experience relevant to the role of Chief Executive officer.**



KNOWLEDGE AND SKILLS

- Excellent numerical, investigative, conceptual and analytical skills including high attention to detail, and the ability to identify emerging issues and potential risks, preferably within a large and complex organisation.
- Demonstrated experience in building revenue, preferably within a national membership organisation.
- Highly developed written and presentation skills and the ability to produce clear, well defined reports and documents for a range of audiences.
- Exceptional leadership and people management skills as demonstrated by the ability to motivate others to accomplish common work objectives whilst shaping culture.
- Prior experience providing management support to a high-level executive that involved overseeing commitments and ensuring priorities were met, and logistics were efficiently addressed in an intense, dynamic environment.
- Exceptional ability to plan, organise, coordinate and direct multiple projects and activities with varied deadlines; utilise sound judgment, be a strategic thinker and effective in moving strategic agendas; be politically savvy and ensure the utmost discretion and confidentiality in all matters.

Excellent interpersonal skills with the capacity to interact with diverse internal and external constituents.

- The ability to develop and maintain professional networks at the highest level in order to monitor the environment and create effective strategic responses to emerging trends and opportunities.



- Proven ability to lead and manage change, including demonstrated advocacy and negotiation skills in order to persuade others to accept a point of view.

HOW TO APPLY

Before deciding to apply, please read this Information carefully, to understand the profile of the person who will be appointed and research the AAPM to develop your knowledge of the organisation, its financial position, and determine what you may be able to offer the organisation.

Rather than providing a cover letter with a Resume, plus a separate document addressing the Selection Criteria, please tailor your Resume to reflect your alignment with the brief in a single document of no more than five pages.

Confidential phone enquiries to Jeremy Wurm on 03 9602 1666 are encouraged, prior to submitting an application.