

Australian Primary Health Care Nurses Association (APNA)

**POSITION DESCRIPTION: Chief Executive Officer (CEO)**

**Location:** Melbourne, Victoria

**Reporting To:** APNA Board of Directors

**Direct Reports:**

General Manager Finance

General Manager Nurse Education and Engagement

General Manager Career Pathways

General Manager Health Care Solutions

General Manager Research and Innovation

Nurse Ambassador

HR & Office Manager (this role does not form part of the leadership team)

**Budget:** Approximately $15 Million

**Staff:** Approximately 80 FTE

**Membership:** Approx 10,000

**1. About APNA**

The Australian Primary Health Care Nurses Association (APNA) is the peak professional body for all nurses working outside of a hospital setting in Australia. APNA champions the vital role of primary healthcare nurses to advance professional recognition, ensure workforce sustainability, nurture leadership in health, and optimise the role of nurses in patient-centred care. APNA is a dynamic, future-focused organisation that reflects the views of its diverse membership and the broader profession, actively representing, advocating, promoting, and celebrating the achievements of primary healthcare nurses across Australia. With a significant and rapidly expanding workforce, primary healthcare nurses account for around one in eight of Australia's 640,000 registered health professionals.

**2. Position Summary**

The Chief Executive Officer (CEO) is the most senior executive leader of APNA, responsible for the overall strategic leadership, operational management, and financial performance of the Association. Working in close collaboration with the Board of Directors, the CEO will translate APNA's strategic vision into actionable plans, drive impactful advocacy for primary healthcare nursing, enhance member value, ensure organisational sustainability, and foster a high-performing and collaborative team culture. The CEO, together with the APNA President, will be a key external representative for APNA, building strong relationships with government, industry, stakeholders, and the broader community.

**3. Key Responsibilities**

**Strategic Leadership & Vision**

* In partnership with the Board, lead the development, articulation, and execution of APNA's strategic plan, ensuring alignment with the organisation's mission, vision, and values.
* Anticipate and respond to emerging trends and policy changes within the Australian healthcare landscape, particularly those impacting primary healthcare nursing.
* Drive innovation and growth initiatives to enhance APNA's relevance, influence, and impact for its members and the broader healthcare system.
* Champion the profile and recognition of primary healthcare nurses across all sectors and levels of government.

**Advocacy, Representation & Stakeholder Engagement**

* Serve as a key public representative and advocate for APNA, representing the Association with authority and credibility at local and national forums.
* Cultivate and maintain strong, productive relationships with key stakeholders, including:
	+ Federal and State/Territory governments (Ministers, Departments of Health, policymakers)
	+ Health professional bodies and peak associations (e.g. ACN, ACM, ANMF, AMA, allied health groups)
	+ Funding bodies and research institutions
	+ Primary Health Networks (PHNs) and other regional health organisations
	+ Educational institutions and universities
	+ Corporate partners and sponsors
	+ Media
* Lead APNA's policy development and advocacy efforts, ensuring evidence-based submissions and proactive engagement on critical issues affecting primary healthcare reform.

**Organisational Management & Operational Excellence**

* Provide effective leadership and management to a diverse team of staff, fostering a culture of collaboration, accountability, and continuous improvement.
* Ensure a pro-active approach to the personal and professional development of the leadership team.
* Oversee the efficient and effective day-to-day operations of APNA, ensuring high standards of service delivery to members and stakeholders.
* Ensure robust governance frameworks, policies, and procedures are in place and adhered to, in compliance with all relevant legislation and regulatory requirements (e.g., ACNC, Fair Work Act, Privacy Act).
* Drive digital transformation and the adoption of technology to enhance organisational efficiency, member experience, and data-driven decision-making.

**Financial Management & Sustainability**

* In collaboration with the General Manager Finance and Board, develop and manage the annual operating budget ensuring sound financial stewardship and long-term sustainability.
* Identify and pursue diverse revenue streams, including membership growth, government funding, grants, sponsorships, and commercial partnerships.
* Monitor financial performance against budget and strategic objectives, providing regular, transparent reports to the Board.
* Ensure effective risk management strategies are in place across all aspects of the organisation.

**Member Value & Engagement**

Prioritise and enhance the value proposition for APNA members, ensuring the delivery of high-quality services, education, professional development, and support programs.

* Drive strategies for membership acquisition, retention, and engagement, ensuring APNA remains the premier professional choice for primary healthcare nurses.
* Oversee the development and delivery of impactful events, conferences (e.g., Festival of Nursing), and online learning opportunities.

**4. Qualifications**

Tertiary qualifications in a relevant field (e.g. Business Management, Health Administration, Public Policy, Nursing).

**5. Key Selection Criteria (Skills, Experience & Attributes)**

**Essential:**

* **Communication:** A proven communicator with excellent presentation, storytelling, active listening and conversation skills. Able to connect with diverse audiences with clarity and confidence.
* **Strategic Acumen:** Thinks long term and sees the big picture. A visionary leader who can shape direction and priorities to help APNA thrive.
* **Strategic Alignment:** Understands how to bring strategy, goals and priorities to life across APNA, so everyone has shared clarity and knows how their role contributes.
* **Systems Thinking:** Understands how the different parts of the organisation and the broader health system are connected, and makes decisions with the whole in mind.
* **Change Management Expertise:** Leads change in a thoughtful, planned, supportive, and agile way – helping people adapt while keeping momentum.
* **Board & Governance:** Experienced in reporting to a Board, preferably at CEO level, and understands what good governance looks like, including legal and ethical responsibilities.
* **People Leadership:** Inspires, supports, and develops others while creating and embedding a positive, productive, and values-driven culture.
* **Stakeholder Engagement:** Builds trusted relationships with members, government, the health sector, and the community – listens well and works in partnership.
* **Operational Leadership:** Skilled in managing day to day operations, services, and teams, ensuring APNA runs smoothly and effectively.
* **Financial Acumen:** Understands budgets, funding, and financial reporting, and makes smart decisions to ensure financial sustainability.
* **Risk Management:** Identifies and manages strategic, financial, operational, reputational, and compliance risks. Puts strong systems in place to prevent issues and respond effectively if they arise.

**Desirable:**

* **Health Sector Knowledge:** Has a good understanding of the Australian health system, particulary primary health care and nursing, including funding and policy contexts.
* **Membership Experience:** Has worked in or with membership-based organisations and understands how to engage, support, and grow a diverse membership base.
* **Policy Development:** Understands how policy affects APNA, members, the primary health care profession, and the community, and can contribute to policy development and influence.
* **Digital Knowledge:** Is up to date with digital technology and AI,and knows how to use these tools to benefit the organisation and its members.
* **Innovation Expertise:** Brings new ideas and encourages creative thinking and knows how to turn good ideas into action and outcomes.

**5. Personal Attributes**

* **Emotional Intelligence:** Understands and manages their own emotions, and relates to others with empathy, respect and self-awareness.
* **Values and Ethical Fit:** Demonstrates integrity, fairness and care. Models behaviours that align with the organisation’s values and purpose.
* **Growth Mindset:** Learns from experience, adapts to change, and encourages improvement and innovations. Sees challenges as opportunities.
* **Visionary & Inspirational:** Inspires and leads with a clear vision, articulating a compelling future for primary healthcare nursing.
* **Collaborative & Engaging:** A natural collaborator who builds trust and fosters strong relationships internally and externally.
* **Resilient & Adaptable:** Capable of navigating complex and evolving environments, demonstrating resilience and adaptability in the face of challenges.

June 2025