

Skills Matrix

Board of Directors

July 2016. Version 2

This skills matrix is used to ensure the Primary Health Tasmania Board has the right balance of people to retain positive control of the organisation, achieve the organisation's strategic goals, and direct the organisation's future.

All directors will be expected to possess the full set of **personal attributes** in addition to sound **professional skills**, and to contribute to the collective **industry skills** set held by the Board.

Personal Attributes

All directors are expected to possess the full set of attributes in order to operate as an effective director.

- 1. Integrity (ethics)** – A commitment to:
 - understanding and fulfilling the duties and responsibilities of a director, and maintaining knowledge in this regard through professional development
 - putting the company's interests before any personal interests
 - being transparent and declaring any activities or conduct that might be a potential conflict
 - maintaining Board confidentiality.
- 2. Effective listener and communicator** – The ability to:
 - listen to, and constructively and appropriately debate, other people's viewpoints
 - develop and deliver cogent arguments
 - communicate effectively with a broad range of stakeholders.
- 3. Constructive questioner** – The preparedness to ask questions and challenge management and peer directors in a constructive and appropriate way.
- 4. Contributor and team player** – The ability to work as part of a team, and demonstrate the passion and time to make a genuine and active contribution to the Board and Primary Health Tasmania.
- 5. Commitment** – A visible commitment to the purpose for which the Primary Health Tasmania has been established and operates, and its on-going success.
- 6. Influencer and negotiator** – The ability to negotiate outcomes and influence others to agree with those outcomes, including an ability to gain stakeholder support for the Board's decisions.
- 7. Critical and innovative thinker** – The ability to critically analyse complex and detailed information, readily distil key issues, and develop innovative approaches and solutions to problems.

Professional Skills

All directors are expected to possess sound professional skills.

- 8. Strategy** – The ability to think strategically and identify and critically assess strategic opportunities and threats and develop effective strategies in the context of the strategic objectives of Primary Health Tasmania and relevant national policies and priorities.
- 9. Policy development** – The ability to identify key issues for Primary Health Tasmania and develop appropriate policies to define the parameters within which the organisation should operate.
- 10. Financial performance** – Knowledge of the organisation's funding drivers and funding cycles and the ability to:
 - analyse key financial statements
 - critically assess financial viability and performance
 - contribute to strategic financial planning
 - oversee budgets and the efficient use of resources.

11. Risk and compliance oversight – The ability to identify key risks to the organisation in a wide range of areas including legal and regulatory compliance, and monitor risk and compliance management frameworks and systems.

12. Corporate governance – Knowledge and experience in best practice corporate governance including the fiduciary and legislative frameworks that underpin the company particularly in the not-for-profit context.

Industry Skills

All directors are expected to demonstrate expertise in least two of the industry skills.

13 a) General practice – Experience as a medical practitioner including the ability to demonstrate clinical leadership and/or clinical network experience.

b) Primary health care – Experience in the workforce that delivers and supports the delivery of primary health care services in the community, for example, nursing, allied health, medical specialties, pharmacy, aged care, and/or state-funded community health service provision including the ability to demonstrate clinical leadership and/or clinical network experience.

14. Health service design and delivery – Knowledge, experience and networks including emerging technologies, health policy, community health and well-being, population health needs assessment and planning, resource allocation and service delivery.

15. Clinical governance – Knowledge and experience in clinical leadership, practice and governance, safety and quality standards of service delivery in general practice and primary health care, and associated performance measurement and reporting.

16. Community and stakeholder engagement – High level reputation and networks in the local community including with community members (consumers) and organisations, and the ability to effectively engage and communicate with those stakeholders.

17. Regional knowledge and experience – Knowledge and industry experience of Tasmania and its regions.

18. Executive management – Experience at an executive level including the ability to:

- select and evaluate the performance of the CEO
- oversee strategic human resource management including workforce planning, and employee and industrial relations
- oversee large scale organisational change.

19. Commercial experience – A broad range of commercial/business experience, preferably in the small to medium enterprise context, in areas including IT, legal, financial management, communications, marketing, branding and business systems, practices and improvement.

20. Contract management – Detailed understanding of the contracting process particularly in health service procurement.