

<b>Reports to</b>	Chief Procurement Officer (CPO)
<b>Direct reports</b>	<ul style="list-style-type: none"> <li>Heads of Sourcing (Clinical, Equipment, Indirect Products and Services, ICT and Pharmaceuticals)</li> <li>Senior Manager Sourcing Analytics</li> </ul>
<b>Band classification</b>	HSV ELT
<b>Date approved</b>	June 2025

## 1. HealthShare Victoria

HealthShare Victoria is a Victorian public sector entity established on 1 January 2021 as an independent, commercially oriented public sector provider of supply chain services (surety, procurement and logistics) to Victoria's public health sector.

Our purpose is to partner with Victoria's public health services, suppliers and government to ensure the right products and services are delivered to the right place at the right time, supporting better value for our public health services and better outcomes for their patients.

We work with Victoria's public health services to understand their requirements. We meet these needs by establishing collective agreements (purchasing contracts) for medical consumables, pharmaceuticals and medical equipment, as well as non-medical products and services they need via large-scale tenders.

We also play a critical role in ensuring Victoria's public health services have access to goods and services that may be in higher demand or difficult to access, including personal protective equipment (PPE), medical consumables, ICU equipment and pharmaceuticals.

We administer several compliance-related functions, and work with health services to assist them in meeting their legislative, compliance and probity obligations.

As well as providing an end-to-end health supply chain for Victoria's public health services, we extend access to our collective agreements to health or related services assessed as 'eligible services'.

Building on a spirit of change and transformation, our work supports our health service customers to deliver safe, high quality and sustainable healthcare for all Victorians.

## 2. Position summary

- Reporting to the Chief Procurement Officer (CPO) the General Manager Procurement Delivery (GMPD) is responsible for collaboratively planning with our Health Service partners and delivering commercial benefits realisation across the Victorian health network. Delivery is across the Equipment, Indirect Products and Services, Medical Consumables Pharmaceuticals and ICT category delivery streams. Commercial benefits include (but not limited to) monetary savings (short, medium and long term), working capital, supply chain end to end efficiencies, ESG, while maintaining or improving patient outcomes.
- As HSV services to Health Services expands, the GMPD is accountable for developing, adopting and implementing a procurement strategy that delivers to the broader HSV strategy of end state consolidated logistics offering, focusing on value delivery.
- The GMPD is responsible for working collaboratively with our Health Service partners in scoping and reviewing the market size and opportunities and ensuring that key stakeholders (CPO, HSV employees, HSV Board, Department of Health, health services) understand and agree the opportunities to unlock value, how the value is measured and the phasing of delivery including any dependencies.
- The GMPD is responsible for maintaining the continued supply of HSV contracted goods and services to the public health sector in conjunction with the Supplier Relationship Management (SRM) Team. Together they will be accountable for engaging with internal and external stakeholders regularly to identify and implement state-wide and federal supply risk mitigation activities.
- The GMPD is accountable for defining and implementing category strategies and strategic supply partnerships (coordinated across HSV, under HSV umbrella strategies) across across the Equipment, Indirect Products and Services, Medical Consumables Pharmaceuticals and ICT category delivery streams that minimise financial, organisational and reputational risk, and drive mutually beneficial qualitative and quantitative benefit.
- The GMPD as part of the HSV Procurement Leadership Team will support the CPO to grow the capacity, capability, culture and maturity of HSV Procurement, by actively participating in HSV's strategic procurement development, delivering to the HSV strategy and annual business plan. This will include (but is not limited to) reporting against the Business Plan, Statement of Priorities, Organisational Key Performance Indicators (KPIs), people development and strategic objectives, as they relate to the Procurement Delivery Team.
- HSV's Executive leaders have a future-focused, continuous improvement mindset coupled with strong commercial acumen. They are collaborative and communicate clearly with internal and external stakeholders.

With a safety-first mindset, they innovate and challenge those around them to collaborate and work efficiently to grow HSV, keeping customer centricity in everything they do. They are resilient and resourceful leaders who role model HSV's Values. Executive leaders are active mentors and support people reaching their full potential.

### 3. Specific duties and accountabilities

#### Benefits Delivery:

- a. Ensure any value benefits are objectively and consistently measured, timely and meaningful to the relevant stakeholders.
- b. Identify (and work with HSV peers and governance bodies to resolve) any ambiguity or benefits measurement gaps or shortcomings.
- c. Assist the CPO, to expand the recognition of HSV's value benefit beyond the primary measure of performance being cost savings to include:
  - i. Patient Outcomes
  - ii. Productivity savings through end to end operational/supply chain efficiencies
  - iii. Delivery of Sustainable initiatives
  - iv. Delivery of the targeted value delivery set out in each year's Statement of Priorities as well as establishing and maintaining a rolling activity roadmap aligned with cost reduction targets year on year.

#### Procurement Strategy & Delivery

- a. Lead the development and delivery of procurement strategy across productivity, supply security, sustainability and better patient outcomes for each of HSV's category streams
- b. Develop a category strategy roadmap for each stream, to support the unlock in cost benefit targets, and sector requirements.
- c. Redesign and implement appropriate approaches to ensure appropriate procurement approach is taken during the 'go to market' phase and extending throughout the entire contract lifecycle.
- d. Utilise the Supplier Relationship Management framework that is put in place to drive category strategy and productivity targets.
- e. Support the broader HSV network strategy, ensuring alignment with Logistics, Finance and Legal to be an enabler of health service logistics consolidation, ensuring Procurement contracts are aligned with a centralised distribution model.
- f. Deliver value levers appropriate for the Procurement Delivery team that includes:
  - i. **Commercial Management:** Securing cost savings, risk reduction and supply security
  - ii. **Relationship Management:** Engaging internal customers and partnering with suppliers to reduce cost and risk, improve service and access new value, and
- g. Manage the financial position and status of the Procurement Delivery budget providing accurate and timely advice to key stakeholders
- h. Drive and oversee the development of quality sourcing proposals and outcome briefs for the CPO and Procurement & Supply Chain Committee (PSCC) which provide quantitative and qualitative information and risk analysis to enable sound decision making processes.
- i. Represent HSV at forums with other procurement bodies, Victorian Government and others, to identify areas for continuous improvement including greater alignment within the sector and ways to improve HSV efficiencies.
- j. Engage inter-jurisdictional counterparts to collaborate in procurement strategy and activities to maximise value outcome.

#### Stakeholder engagement

- a. Working with the CPO, General Manager Supplier Relationship Management, General Manager of Customer Engagement and General Manager Procurement Design & Capability to establish and implement a clinical engagement framework designed to maximise value outcomes through the contract lifecycle.
- b. Identify key opportunities and engage with key clinical influencers in the public health sector to prioritise and deliver outcomes aligned with positive patient outcomes and key financial deliverables.
- c. Ensure cross functional alignment across HSV and its upstream suppliers and downstream Health Services customers.
- d. Foster a customer centric culture that makes HSV a unique customer service-oriented organisation ensuring readiness of information on category management activities and further opportunities, so customer benefits are maximised.

- e. Foster the participation of other HSV staff in the execution of the procurement strategy from planning to contract deployment through establishing mutually beneficial stakeholder management practices and positive constructive interpersonal relationships with HSV peers, Health Services, the Department of Health and suppliers.
- f. Develop strategic partnerships, including with other parts of government, the Health Services, relevant regulatory entities, Advisors and Suppliers.

### **Surety**

- a. Collaborate with the SRM and Surety team to apply the centralised supply chain surety framework at HSV, to minimise the risk of disruption to products and services which are essential to the health of Victorians.
- b. Contribute to recommendations to the Department of Health to enable fast and informed decisions and where required participate in the management and execution of approved mitigation strategies until supply has returned to normal.
- c. Through effective relationship management build a network of suppliers, providers, distributors, product buyers and users (worldwide and interstate), clinicians, reference groups, etc. to help gather information, understand market dynamics and developments and plan, and incorporate surety considerations into stream strategies.

### **Governance**

- a. Ensure adherence to the HSV risk and governance framework within the Procurement Delivery team driving compliance with legislative and statutory obligations and process integrity.
- b. Use awareness of better current practice and practical governance challenges to identify and propose improvements to procurement governance across the state, which may include resolving process failures or gaps or delivering process simplification.
- c. Contribute to and implement changes to procurement governance across the state.
- d. Oversee the implementation and communication of all procurement policies and procedures within the Procurement Delivery team.
- e. Support and assist the CPO, through working with the GM Supplier Relationship Management and GM Customer Engagement and GM peers in Logistics and Finance in developing risk mitigation strategies, ensuring probity compliance and addressing risk associated with supply chain functions.
- f. Provide input for the effective management of any external complaints within the Procurement Delivery team and the implementations actions for continuous improvement.
- g. Support and assist health services via education and guidance (where requested) to ensure adherence to the requirements of individual panel arrangements.

### **Reporting**

- a. Drive accurate, relevant and timely performance reporting relevant for the Procurement Delivery team including but not limited to; reporting against the Business Plan, Statement of Priorities, Organisational Key Performance Indicators (KPIs), Benefits, Opportunities, Victorian Industry Participation Program (VIPPP), Exemption, Board, PSCC and Audit and Risk Committees.
- b. Drive the agenda for PSCC reporting relating to plans, challenges and outcomes for the Delivery team and / or any other sourcing activity.
- c. Be accountable and responsible for contributing to associated data sets per the Data Management Standard.

### **Leadership & Business Continuity**

- a. Maintain and develop open and transparent lines of communication with other Executives and Senior leaders, including participating in meetings at the individual and divisional levels, email communication and other regular interpersonal communication.
- b. Provide oversight and direction to a team of direct reports, supporting them in the successful delivery of their business plan deliverables and overseeing project delivery, workload prioritisation, performance, and professional development needs.
- c. Drive the performance review process and the development of direct reports through performance management and development processes providing timely feedback through a context and framework that encourages employee contribution and encompasses goal setting, feedback, and development planning.
- d. Identify and make recommendations on opportunities for HSV to improve processes, workplace health and safety, and quality and service delivery outcomes.
- e. Deputise for other Executives when called upon to do so and contribute to the Execution of deliverables in other functional business areas when required.
- f. Undertake other tasks or responsibilities as agreed with the CPO from time to time.

- g. Foster a workplace culture that is consistent with overall organisational culture, emphasising the values of HSV.
- h. Support organisational change and growth to assist HSV in fulfilling its business objectives and legislative functions.
- i. Represent and advocate for the Procurement Delivery team as a member of the ELT, whilst simultaneously supporting and contributing to the full range of HSV cross functional initiatives.
- j. Understand and positively influence the internal operating environment, by demonstrating and championing HSV's values (being customer centric, accountable, respectful, solutions focussed and open) and acting on a "best for HSV and Victoria" basis.

#### Environmental awareness and impact

- a. Understand the external operating environment (government, health, economic, commercial and social) domestically and internationally. In particular, holding (and continuing to develop) a strong understanding of the needs of Health Services and the Victorian government, and how HSV can help meet them.
- b. Maintain strong awareness of current and emerging trends and appreciating the opportunities and threats they present to HSV and customer Health Services.

#### Health, Safety and Wellbeing (BeSafe)

- a. Builds a culture of physical and psychological safety and encourages proactive safety behaviours
- b. Shares a vision of the team's safety goals and communicates the way to achieve them
- c. Actively cares for the health, safety and wellbeing of individuals within the team
- d. Role models safety behaviours and clearly sets expectations
- e. Take reasonable care for your own safety and act in a safe manner to reduce risk to others
- f. Reports hazards, incidents and injuries and takes part in actions to eliminate hazards
- g. Attend BeSafe activities, forums and training to help create a robust safety culture at HSV

#### HSV values

Uphold the HSV values:



#### Collaboration at HSV (select which level applies and delete the others)

- a. Builds a culture of collaboration across HSV and externally
- b. Identifies and overcomes barriers to communication with internal and external stakeholders
- c. Establishes and manages complex, multi-stakeholder relationships

#### HSV strategy, policies and procedures

- a. Contribute to the delivery of HSV's strategic plan and roadmap initiatives.
- b. Comply with HSV policies and procedures and report breaches and/or risks to your people leader or another relevant stakeholder.

#### Other duties

While the principal duties are detailed above, this position may be required to undertake other duties from time to time.

#### 4. Qualifications and Experience Required

##### Academic

- a. Relevant tertiary or post-graduate qualifications, preferably encompassing business, procurement, and supply chain (preferred)

##### Experience

- a. Significant executive procurement experience with operational accountability for a portfolio, division or organisation.
- b. Proven experience in driving cost and service improvements in a multi-divisional, decentralised organisation (desirable).
- c. Demonstrated experience successfully leading a team through significant change.
- d. Demonstrable and significant executive leadership experience and capability with a commitment to actively combining a strategic focus with an operational awareness and ability to support staff and resolve problems.
- e. Financial/Commercial skills with a proven track record managing full P&L budgets and developing financial models and high-level reporting.
- f. Experience in developing and implementing leading procurement strategies and capabilities across a range of direct and indirect categories.
- g. Experience leveraging modern procurement systems and delivering value via their application.
- h. Knowledge and experienced in the public health sector procurement, supply chain and clinical engagement (preferable):
  - i. In-depth understanding with hands on experience and demonstrated successes in Health services management and clinical engagement.
  - ii. In-depth understanding of the health sciences supplier market.
- i. Experience working with governance requirements and risk management systems within a statutory authority.

##### Personal

- a. Strong business acumen, with high level of understanding of broader business issues.
- b. Articulate communicator. Demonstrated success in influencing supplier business and clinical decision outcome highly preferable.
- c. A determined, yet cooperative style with the ability to manage a number of competing priorities and be prepared to roll up their sleeves to support the team as required including to achieve tight timeframes.
- d. Outstanding problem-solving skills and sound judgement to resolve complex business issues that is underpinned by a strong analytical mindset.
- e. Superior negotiation skills that have been applied to large commercial contracts.
- f. Ability to identify and sell procurement's value to our client base.
- g. Demonstrated ability to successfully lead and implement change resulting in measurable improvement with multiple stakeholders.
- h. Understanding of government processes and procurement requirements as well as the inner working in the public health services Strong 'team builder' with the ability to develop and maintain positive working relationships with people at all levels within and outside the organisation; ability to lead a team to best practice outcomes.
- i. Superior communication skills in providing information and advice to external and internal stakeholders both written and verbal.
- j. Excellent interpersonal skills, including an ability to negotiate and influence others with diplomacy, tact and discretion.
- k. Enthusiasm, energy, inquisitiveness, initiative and innovative thinking.
- l. Able to comply with the inherent requirements of positions at HSV: of "good character" and a "fit and proper person" to perform the position; able to uphold the HSV Code of Conduct and the Code of Conduct for Victorian Public Sector Employees; able to perform the position without posing an unacceptable risk to the occupational health and safety of other workers, or to oneself; able to perform the functions or tasks that are necessary to achieve the outcomes of the position; free of conflicts or prejudices that would prevent one from performing the duties of the position in an impartial way.



**5. HSV's Leadership Capability Framework (select which level applies and delete the others)****Executive leaders**

Executive leaders have a future-focused mindset and sound commercial acumen. They excel at collaboration and clear communication and have a track record of converting strategy into outcomes for HSV and our customers. With a safety-first mindset, they innovate and challenge those around them to collaborate and work efficiently to grow HSV whilst maintaining quality. They are resilient and resourceful leaders who role model HSV's Values. Executive leaders are active mentors and support people reaching their full potential.

Priority leadership capabilities for Executive leaders:

- a. Future-focused - Thinks ahead and evaluates opportunities, risks and leading practices and adopts a global perspective
- b. Commercial - Uses data and resources to deliver results, value and commercial outcomes
- c. Strategic thinker - Consolidates priorities, goals and opportunities into clear direction and adapts to changing circumstances
- d. Customer-focused - Understands customer needs and puts them at the centre of our decisions so we deliver exceptional service
- e. Builds talent - Identifies strengths and enables our people to learn, develop and reach their full potential
- f. Drives change and innovation – Is courageous, open to new ideas, champions and navigates change

**Location(s) for Work**

Primary:

- a. CBD Office, 11/50 Lonsdale Street, Melbourne VIC 3000;

Secondary:

- a. Derrimut Distribution Centre: Foxley Court Derrimut, Victoria; and
- b. Dandenong Distribution Centre: Ordish Road Dandenong South, Victoria.
- c. Regular travel and attendance at all HSV locations is a requirement of this position.
- d. Some travel to HSV customer sites is a requirement of this position.
- e. As relevant the position may be required to "work from home" from time to time.