**Gippsland Health Network Limited, trading as Gippsland PHN – Board Skills Matrix**

**Purpose**

The Gippsland PHN Skills Matrix outlines the range of skills which are desirable in the position of Board Directors with Gippsland PHN.

In particular, the matrix is developed to inform the nomination process for the election of Directors, and as a guide, for the purpose of appointment or election of Directors to the Board.

## **Gippsland PHN Governance**

The Gippsland PHN Board will comprise of Directors who collectively have the skills, knowledge and experience to effectively govern and direct the organisation, reflecting the principles of diversity and contemporary practice for not-for-profit governance.

The collective skills required of Directors can be broadly categorised as:

* Professional skills (skills directly relevant to performing the Boards key functions) and,
* Sector skills (skills relevant to the sector or sector in which the organisation predominantly operates)

These skills are categorised as either ‘Highly Desirable’ or ‘Desirable’ to have on the Board.

It is important to note that individual Directors are not expected to have all professional and industry skills. These skills should be held collectively by the Board.

**Instructions for Completing the Skills Matrix**

1. **Review the Skills Rating Definitions** (see below).
2. *Complete the ‘Rating’ column*\* (second last column) by selecting one of the following codes to represent your skill level for each area:
   * **C – Commendable**: Specialized skill and/or 5+ years’ experience
   * **E – Established**: Consistently applied skill with 3–4 years’ experience
   * **D – Developing**: Skill is in development with 1–2 years’ experience or training
   * **P – Preliminary**: Basic or early-stage skill with less than 1 year of experience or training
3. **Provide evidence in the ‘Key Strengths**’ **column** only for the skills you rated as **Commendable (C)** or **Established (E)**:
   * Add **3–4 bullet points** that demonstrate your relevant experience, qualifications, or achievements for each of these skills.
4. **Complete the ‘Top 4 Skills**\*’ column\*\*:
   * Identify your **top 4 strongest skill areas**, and **rank them from 1 to 4**, with **1** being your strongest.

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| **Skill Area** | | **Description** | | **H (Highly Desirable)**  **D (Desirable)**  **P (Purchasable)** | **Key Strengths\*\***  Please provide 3-4 dot points of evidence of your skills for those areas you have rated as ‘Commendable’ or ‘Established’, with reference to the following questions.   * What is the most complex source of experience? * What is the highest level you have operated at with that skill? * Examples of experience / what you have done. | **Rating\***  (Insert relevant code) | **Ranking of top 4 skills\*\*\***  **(1-4)** |
| **Strategy** | | Demonstrated ability to think strategically and critically evaluate emerging opportunities, risks, and trends. Capable of shaping and guiding long-term strategies aligned with Gippsland PHN’s objectives and national and local health priorities. | | Highly Desirable |  |  |  |
| **Policy development** | | Ability to identify key policy issues relevant to Gippsland PHN and contribute to the development of clear, effective policies that define operational boundaries and support strategic goals. | | Desirable |  |  |  |
| **Primary health care & population health planning** | | Experience in designing and delivering innovative primary health care models, particularly addressing health inequities and disadvantage. Includes understanding of general practice, allied health, and integration with acute care services. | | Desirable |  |  |  |
| **Financial Performance** | | Proven financial acumen, including the ability to:   * Interpret and analyse financial statements * Assess financial sustainability and performance * Contribute to long-term financial strategy * Oversee budgeting and resource allocation * Monitor funding arrangements and ensure accountability | | Desirable |  |  |  |
| **Risk and compliance oversight** | | Ability to identify and assess organisational risks across clinical, legal, financial, and operational domains. Experience in overseeing compliance frameworks and ensuring adherence to regulatory obligations. | | Highly Desirable |  |  |  |
| **Corporate governance** | | Sound knowledge of governance principles and experience applying best-practice governance frameworks, particularly within not-for-profit or health sector contexts. | | Desirable |  |  |  |
| **Clinical quality and safety** | | Understanding of clinical governance systems and quality assurance processes, including:   * Consumer-centred care * Clinical risk management * Evidence-based practice * Workforce capability and continuous education | | Highly Desirable |  |  |  |
| **Information technology strategy and governance** | | Experience in the strategic oversight of:   * Information and digital systems * Data governance and stewardship * Use of analytics for performance monitoring and decision-making | | Desirable |  |  |  |
| **Executive management** | | Leadership experience at an executive level, with the ability to:   * Appoint and evaluate the CEO * Oversee strategic workforce planning and industrial relations * Lead and manage complex organisational change | | Highly Desirable |  |  |  |
| **Commercial experience** | | Broad commercial insight, ideally within Small and Medium Enterprises or commissioning environments, including:   * Marketing, branding, and communications * Business systems and process improvement * Commercial acumen in service delivery models | | Desirable |  |  |  |
| **Connection to Gippsland** | | Demonstrated commitment to community including:   * Regional knowledge and connection to Gippsland * Innovative thinking and responsiveness to community needs | | Highly Desirable |  |  |  |
| **Personal Attributes and Diversity** | | * Commitment to integrity, transparency, ethical conduct, inclusive leadership. Brings lived experience or understanding of diverse communities, including cultural, gender, ability, and LGBTQIA+ perspectives. * Collaborative and respectful teamwork | | Highly Desirable |  |  |  |