



GUIDE FOR DIRECTOR APPLICANTS

February 2017

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INTRODUCTION

Thank you for your interest in applying to join the Board of Directors of NPS MedicineWise.

About NPS MedicineWise

Established in 1998, NPS MedicineWise is an independent, non-profit and evidence based organisation focused on promoting and supporting quality use of medicines, medical tests and other health technologies. Globally recognised for our work, we support effective decision making and positive behaviour change for both consumers and health professionals through the provision of information, resources and tools in multiple formats and via multiple channels. Our work achieves measurable improvements at all levels of the health system and is underpinned by a robust research and evaluation methodology.

Established under the auspices of Australia's National Medicines Policy, our initial work focussed on quality use of medicines and then evolved to include quality use of medical tests and other health technologies and choices. As the organisation grows and matures, we are extending our reach into additional areas of the health system such as e-Health.

NPS MedicineWise is incorporated as a company limited by guarantee with a membership of peak health, medical and consumer organisations. We receive a substantial portion of our income through a contract with the Australian Government Department of Health, and have a small but growing portfolio of other funders including international agencies.

Our programs are guided by expert and stakeholder advisory groups with expertise in a wide range of areas. Advisory group members include GPs, specialists, consumers, nurses, pharmacists, government and pharmaceutical industry representatives, academics and educators. We also enjoy strong partnerships with a range of stakeholders across health and have a membership base that shares our commitment to enabling good decision making and improving use of health resources.

NPS MedicineWise operates a wholly owned subsidiary, VentureWise Pty Ltd and is its sole shareholder. VentureWise was established to leverage the capability, products and services of NPS MedicineWise in different markets and with new customers. VentureWise operates as an independent entity with its own management and board separate to NPS MedicineWise.

For more information on the work and history of NPS MedicineWise, please visit our website at www.nps.org.au/about_us

Membership structure

NPS MedicineWise is constituted as a member-based organisation and currently has 47 member organisations representing GPs, pharmacists, specialists, nursing, other health professionals, consumers, government and the pharmaceutical industry. These peak health bodies are active partners in quality use of medicines. A list of our member organisations can be found on our site, at www.nps.org.au/about-us/who-we-work-with.

BOARD OF DIRECTORS

Composition

The composition of the Board of Directors is stipulated in the NPS MedicineWise Constitution (copy enclosed) and provides for a minimum of 3 and a maximum of 11 directors, appointed by the Board.

Role of directors

All directors are responsible for the governance of the organisation and are accountable to NPS MedicineWise membership as outlined by statutory requirements and the Company's Constitution. This requires a good working knowledge of the roles and responsibilities of a company director and of the Board generally.

In addition to having an articulated set of values, the Company has adopted a Code of Conduct outlining the standards of personal and corporate behaviour required of all officers and employees. This reinforces an already strong ethical culture for the benefit of all stakeholders and has application to directors' conduct. Further information on the specific duties and responsibilities of NPS MedicineWise directors is set out in the Board Charter (copy enclosed).

Time commitment and remuneration

In applying for this position, it is important to consider whether you have the capacity in terms of time commitment to fulfil the requirements of the role. The following information is provided as a guide to assist you in making that assessment. It also outlines the remuneration package available to NPS MedicineWise directors.

1. Remuneration

The current director remuneration is \$34,989 per annum and is paid on a quarterly basis which includes full remuneration for attendance and participation at:

- ▷ Board meetings (up to 8 days annually)
- ▷ Board planning days (usually 2 days annually)
- ▷ National Symposium (up to 3 days biennially)
- ▷ Annual General Meeting (one day)
- ▷ Members' Day
- ▷ Incidental meetings with members or other stakeholders held on behalf of NPS MedicineWise
- ▷ Conferences attended at the request of the Director and professional development
- ▷ Orientation activities, including attendance at Advisory Group meetings in an observer capacity for the purposes of orientation.

In addition to attendance at Board meetings, NPS MedicineWise directors are usually asked to sit on one of the Board's two sub-committees (Audit & Risk Committee or Board Governance & Nomination Committee). The approximate time commitment for this is four face-to-face meetings plus two 2-hour teleconferences annually. A director participation fee, in addition to the standard director remuneration payment, of \$3,500 per annum applies.

Orientation

All new directors will receive an orientation to NPS MedicineWise, the Board and their role as a director. This will include activities such as meeting with the Board Chair, the Chief Executive and relevant Executive Managers and attending a meeting of one or more of the NPS MedicineWise advisory groups as an observer. These activities are included in Directors' fees. New directors will also receive an induction pack containing key pieces of information relating to their role.

Notice of meetings

Dates of Board, Audit & Risk Committee and Board Governance & Nomination Committee meetings are usually set at least six months in advance. Except in cases of urgency, meeting papers are circulated at least five working days in advance of the meeting.

Expenses

Reasonable out of pocket expenses incurred whilst engaging in NPS MedicineWise Board business will be reimbursed by NPS MedicineWise. Director travel and accommodation for Board related activities are booked by the Assistant to the Chief Executive.

APPLYING FOR DIRECTORSHIP

Eligibility requirements

Legal and statutory requirements

There are a number of legal and statutory requirements relating to eligibility to hold a directorship of a company limited by guarantee. More information can be found on the Australian Securities and Investment Commission website at: <http://asic.gov.au/for-business/running-a-company/company-officeholder-duties/>

Experience, skills and expertise – selection criteria

In addition to these legal and statutory requirements, all applicants for directorship of NPS MedicineWise must address criteria set by the Board as applications are ranked and shortlisted according to the information provided. These criteria are set out on the application form.

These criteria comprise 'core' criteria which are applicable to all NPS MedicineWise directors, together with criteria specific to the particular vacancy. These criteria are reviewed regularly and on the needs of the Board

Success profile

The Board success profile reflects the critical aspects, characters and attributes necessary for a director to perform his/her duties these are detailed in Appendix A.

Directors are expected to demonstrate capability across all four quadrants of the success profile with particular focus on the Board competencies.

Competencies

The Board has identified a number of competencies which it looks for in candidates for directorship.

The behaviours associated with each of the competencies are provided at Appendix B. The interview questions will be based around these competencies.

Academic / Professional Qualifications

Any claims you make with regard to academic and/or professional qualifications must be capable of being verified with the relevant institution.

Preparing your application

The Board has developed a rigorous process for assessing candidates for directorship and extensive consideration is given to the selection criteria.

With this in mind, we would recommend you obtain as much information as possible about the duties and responsibilities of the role and about NPS MedicineWise by reading the information provided in this document, accessing information available on our website at www.nps.org.au and contacting us with any questions. Our Annual Reports and Evaluation Reports can be found on our website.

CPA Australia and Cameron Ralph Pty Ltd have produced a guide [Finding the right Board for you: 10 Questions to ask before joining a Board](#) which you may find of value. The guide highlights some important questions and issues to explore when considering a directorship.

The application form on which you will be asked to address the selection criteria is the most important part of your application and is the basis on which the Board Governance & Nomination Committee will shortlist candidates.

Under each criterion you should explain the relevance of your skills, experience, abilities, and personal qualities which relate to that criterion and the duties of the role. It is important that your statement be comprehensive but succinct and not exceed 200 words (approx. one third of a page) for each criterion.

Your application **must** include:

- ▶ A completed Application Form which clearly addresses each of the criteria
- ▶ Your curriculum vitae
- ▶ A letter of support from any nominating organisation(s) – if applicable
- ▶ A letter from you, the candidate, accepting the nomination – if applicable.

Lodging your application

All documentation relating to your nomination must be received by the advertised closing date.

Completed documentation must be sent to:

Dr Lynn Weekes AM
Chief Executive
NPS MedicineWise
PO Box 1147
Strawberry Hills NSW 2012

Street address for courier deliveries:
Level 7 / 418A Elizabeth Street
Surry Hills NSW 2010

Email: ceo@nps.org.au

Privacy

Information you provide to NPS MedicineWise as part of this selection process is collected solely for this purpose and will be disclosed only to the Board of Directors, its secretariat and the Chief Executive.

Selection process

The selection of NPS MedicineWise directors is based on merit. The short-listing and interview process is conducted by the Board Governance & Nomination Committee which then makes a recommendation to the Board.

The selection process usually takes about up to one month from the closing date to selection of the successful candidate. These timeframes are dependent on Directors' availability and the timing of Board meetings.

Only short-listed candidates, and their nominating bodies where relevant, will be contacted about the next phase of the selection process. Those candidates who do not proceed to the next phase of the selection process and their nominating bodies may not be offered feedback until the selection process has been finalised.

Short-listing

The short-listing of candidates for NPS MedicineWise directorship is based on merit and is undertaken by the Board Governance & Nomination Committee. The Committee will read each application and assess applications against the selection criteria. All shortlisted candidates will be invited for interview, including the current director should they be standing for reappointment.

Background checks

NPS MedicineWise will carry-out statutory background checks to substantiate information provided by a candidate about themselves.

Interviews

Candidates invited for interview will be contacted by the Chief Executive's office to arrange a suitable date. Interviews will usually and preferably be held in person. However, in exceptional circumstances, interviews may be conducted by telephone or videoconference.

The interview will be with a panel of three directors and will last approximately one hour. Interview questions will be based around the selection criteria (see Application form) and the director competencies (see end of this guide) and will include asking you to provide examples of actions that you have taken in the past that demonstrate your skills and behaviours in relation to those criteria and competencies. The tentative date for interviews for this position is Wednesday 5 April 2017.

Appointment

Once the short-listing and interview process is complete, the Board Governance & Nomination Committee will meet to agree on a recommendation to the Board.

The Board Governance & Nomination Committee may recommend a particular candidate or choice of candidates to the Board. Alternatively, it may recommend that none of the candidates are suitable.

The Board will consider the recommendation of the Board Governance & Nomination Committee at its next meeting. The Board will be provided with the documentation for all candidates (including those not shortlisted for interview) to ensure they reach an informed decision.

Notice of appointment

NPS MedicineWise will send a letter advising of the result of the selection process either to the nominating organisation where relevant or direct to the candidate. It is the responsibility of the nominating organisation where relevant to inform the candidate(s) of the result. However, NPS MedicineWise will notify the *successful* candidate, in addition to their nominating organisation.

If a candidate was shortlisted for interview, the chair of the interview panel will contact them by telephone to advise them of the Board's decision and provide feedback on the interview.

Mission: To enable the best decisions about medicines, health technologies and other health choices for better health and economic outcomes



Vision: The MedicineWise Group will lead innovation and improvement in health care by building trust, implementing change and demonstrating impact



Our Values: COURAGE CUSTOMER CENTRICITY COLLABORATION INTEGRITY ACCOUNTABILITY



WE CAUSE AN EFFECT



Goal : To improve healthcare through meaningful interventions that embed evidence into practice and create measurable impact where it makes most difference



OBJECTIVES

Grow our reputation and brand by building trust, credibility and reliance on our products/services

Diversify customer base to maintain and build capacity and capability

Innovate for better solutions to intractable and new problems

Grow revenue and capture value

Customers	Speak out for what we believe and take a lead in health and policy debate	Invest in innovation that creates customer value	Integrate products and services into customer systems, policy and business imperatives	Deliver on all contracts and show impact
Financial	Set up for new 4 year contract with Department of Health	Make sales to Primary Health Networks, pharmaceutical companies, health funds, data analysts, researchers	Make sales to Commonwealth Government, State Governments and hospitals	
Systems	Ensure quality, data and IT/data security systems are appropriate and fit for purpose		Keep operations lean and reduce waste	
People	Build a culture of customer centricity, adaptability and innovation	Prioritise capability development in health informatics, business development and customer service		Develop talent and offer diversity and growth in roles

NPS MedicineWise Board Success Profile

To be read in conjunction with the Board Charter and Board competencies

Knowledge	Competencies
<p><i>Technical and/or professional information needed to successfully perform job activities</i></p> <p>Prior Knowledge:</p> <ul style="list-style-type: none"> ▷ Contemporary governance processes ▷ Contemporary risk management processes ▷ Contemporary business practices ▷ Legal and statutory obligations binding the company ▷ Financial literacy ▷ Good understanding of relevant health and social policy and sector reform ▷ Interventions and processes relevant to quality use of medicines and medical tests 	<p><i>A cluster of behaviors performed on a job that are critical to success in the role</i></p> <ul style="list-style-type: none"> ▷ Setting the vision ▷ Establishing strategic direction ▷ Leading change ▷ Entrepreneurship ▷ Financial acumen ▷ Courage ▷ Emotional intelligence
Experience	Personal Attributes
<p><i>Educational and work achievements needed to successfully perform job activities</i></p> <ul style="list-style-type: none"> ▷ Qualification relevant to professional domain the position represents ▷ Previous experience working on boards or other senior leadership groups ▷ Previous experience working in the sector relevant to the appointment ▷ Established networks in the sector relevant to the appointment ▷ Demonstrated ability to use networks to influence and support organisational outcomes 	<p><i>Personal dispositions and motivations that relate to job satisfaction, job success or failure</i></p> <ul style="list-style-type: none"> ▷ Willingness and ability to work in a collaborative and consultative culture ▷ Integrity ▷ Commitment to the role ▷ Self-insight and willingness to self-reflect ▷ Enquiring of information to support good decisions ▷ Forthright

NPS MEDICINEWISE BOARD COMPETENCIES and associated behaviours

Setting the Vision

Creating and communicating a compelling view of the future state in a way that helps the organisation and key stakeholders understand and feel how outcomes will be different when the vision and values become a reality.

Key Actions

- ▶ **Paints the picture**—Vividly describes the organisational vision and values in a way that helps others see and feel their potential impact.
- ▶ **Demonstrates benefits**—Convinces others to commit to the vision and values by using facts and sound rationale to convey benefits with personal relevance to the audience.
- ▶ **Inspires passion**—Communicates in a way that captures attention, arouses emotion, and compels others to take action; inspires others to personally contribute to the vision for the long term.
- ▶ **Leads through vision and values**—Uses the vision and values as guideposts for conducting own day-to-day activities.

Establishing Strategic Direction

Establishing and committing to a long-term business direction based on an analysis of systemic information and consideration of resources, market drivers, and organisational values.

Key Actions

- ▶ **Gathers information**—Recognises when and what additional information is needed to create a sound strategy; pursues required information by asking relevant questions and verifying assumptions.
- ▶ **Analyses information**—Analyses qualitative and quantitative data to define the most relevant and systemic organisational problems and issues; compares, contrasts, and combines seemingly independent information to understand system interdependencies, system wide trends, issues, and possible cause-effect relationships.
- ▶ **Determines strategic priorities**—Selects the strategic priorities with the greatest potential for positive impact.
- ▶ **Outlines strategic plan**—Informs how the strategic direction will be achieved by setting short- and long-term goals and objectives; provides strategic advice to support plans to close current gaps, adjusting priorities as circumstances change.
- ▶ **Promotes** – communicates the vision, goals and strategy to internal and external audiences in a positive and engaging manner.
- ▶ **Monitors** – ensures appropriate measures are in place to monitor progress towards the vision and strategic objectives.

Leading Change

Identifying and driving organisational and cultural changes needed to adapt strategically to changing market demands; catalyzing new approaches to improve results by driving transformation of organisational culture, systems, or products/services.

Key Actions

- ▶ **Identifies change opportunities**—Proactively recognises the need for innovation or improvement and initiates efforts to explore alternative solutions.
- ▶ **Stretches boundaries**—Encourages others to question established processes and traditional assumptions; seeks and uses input from diverse sources to generate alternative approaches; promotes experimentation by rewarding early adopters and their progress.
- ▶ **Catalyzes change**—Takes action to improve organisational culture, processes, or products/services; establishes and encourages others to achieve a best practice approach; translates new ideas into concrete actions for leaders.
- ▶ **Removes barriers and resistance**—Strives to understand and break down cultural barriers to change; explains the benefits of change; demonstrates sensitivity to fears about change; helps leaders overcome resistance to change.

Entrepreneurship

Ensure that the organisation has an understanding of key market drivers to create and seize business opportunities, expand into new markets, and launch innovative products and services.

Key Actions

- ▷ **Pursues market information**—Continually scans the market and shows understanding of the key market drivers and emerging trends (e.g., technology, competition, pricing, customer demographics).
- ▷ **Identifies business growth opportunities**—Systematically evaluates management’s recommendations on business opportunities to identify those prospects with the greatest potential for competitive advantage, market penetration, revenue generation, and financial viability; ensures that business opportunities align with organisational priorities and resource realities.
- ▷ **Inspires innovation**—Creates a culture where innovative ideas and unconventional approaches are welcomed to create greater competitive advantage and brand value; is willing to allow the organisation to experiment with innovative products, processes, and services to create new business opportunities.
- ▷ **Takes business risks**—builds on existing market strengths while taking appropriate risks to pursue new ventures; models and supports behaviour consistent with the Boards risk appetite.
- ▷ **Collaboration and partnership** – considers and fosters the use of strategic alliances to further organisational objectives; fosters a culture of open dialogue and mutual respect with our partners and collaborators.

Financial Acumen

Utilising financial data to diagnose business strengths and weaknesses and identify the implications for potential strategies; keeping a financial perspective in the forefront when making strategic decisions.

Key Actions

- ▷ **Analyses**—Recognises and assesses key indicators of financial health (e.g., liquidity, profitability, and productivity ratios); identifies trends from financial data; identifies and investigates gaps in financial information.
- ▷ **Integrates**—Organises financial data from multiple sources to identify critical business issues underlying financial trends.

Courage

Proactively confronting difficult issues; entering into constructive and robust debate; making valiant choices and taking bold action in the face of opposition or fear.

Key Actions

- ▷ **Leadership** – through own actions, creates a culture and environment of open discussion and debate of difficult or challenging issues both internally and externally; drives societal and policy debate to improve health outcomes
- ▷ **Takes a stand**—diplomatically says what needs to be said even in the face of pressure or conflict; offers direct and candid feedback.
- ▷ **Reflects on own and others behaviour** – takes time to reflect on own behaviour when under pressure; demonstrates openness and evaluates own and others behaviour and views objectively
- ▷ **Initiates bold action**—Takes critical action to achieve breakthrough results despite the uncertainty of outcomes; confronts difficult problems early.

Emotional Intelligence

Establishing and sustaining trusting relationships by accurately perceiving and interpreting one’s own and others’ emotions and behaviour in the context of the environment; leveraging insights to effectively manage one’s own responses and reactions.

Key Actions

- ▷ **Builds self-insight**—Demonstrates an awareness of own strengths and development needs as well as the impact of own behaviour on others; modifies behaviour based on self-awareness to improve impact; deals with feedback in an open and constructive manner.
- ▷ **Conveys authenticity**—Gains other people’s trust by demonstrating openness and honesty, behaves consistently, and acts in accordance with moral, ethical, professional, and organisational guidelines.
- ▷ **Navigates politics**—Actively maintains a broad awareness of the internal and external environment by accurately perceiving organisational, political, and social dynamics; proactively navigates the stakeholder environment to avoid unwanted or unproductive reactions and consequences.
- ▷ **Influences others**—Creates and executes influence strategies that persuade key stakeholders to take action that will advance shared interests and business goals.

Independent, not-for-profit and evidence based, NPS MedicineWise enables better decisions about medicines and other health technologies. We receive funding from the Australian Government Department of Health.

ABN 61 082 034 393 | Level 7/418A Elizabeth Street Surry Hills 2010 | PO Box 1147 Strawberry Hills NSW 2012
Phone: 02 8217 8700 | Fax: 02 9211 7578 | email: info@nps.org.au | web: www.nps.org.au