



# Health Purchasing Victoria

## Strategic Plan 2012-2017

## Our purpose

Health Purchasing Victoria achieves best value supply chain outcomes for Victoria's health sector.

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## 1. Introduction

We are pleased to present the HPV Strategic Plan 2012-2017. The Plan has been developed with extensive input from HPV staff and stakeholders via a series of regional consultation forums during 2011 and capitalises on the achievements of the last three years.

Over the last three years, working collaboratively with the health sector, HPV has almost doubled the value under HPV contract from \$237 million per annum to \$425 million per annum. Over that time HPV has delivered cumulative cost savings of at least \$72 million plus a further \$50 million in cumulative cost avoidance.

Our Strategic Plan 2012-2017 is designed to fully address our legislative responsibilities as prescribed by the Health Services Act 1988. It specifically addresses the areas identified as significant gaps by the Victorian Auditor-General in his 2011 report into *Procurement Practices in the Health Sector* including ensuring probity, providing education and other support, driving the use of technology and increasing the value under HPV contract.

Over the next five years we will:

- ✓ Significantly expand the statewide tender and contract management program
- ✓ Lead collaboration on medical equipment procurement
- ✓ Support end-to-end supply chain efficiency gains
- ✓ Strengthen health sector procurement and probity capability
- ✓ Ensure evidence-based knowledge drives supply chain decisions
- ✓ Build capability and capacity within HPV

We will undertake our Strategic Plan 2012-2017 in the broader context of increasing demand for healthcare services, the need for financial sustainability of the health sector and the National Health Reform agenda.

The strategic initiatives outlined in this Strategic Plan represent new and expanded activities which cannot be absorbed by the small organisation which is HPV today. To deliver our Strategic Plan we must significantly increase our revenue base to support the organisational growth needed to take on these activities. In addition, to deliver early benefits we must commence working with our stakeholders as soon as possible to identify and prioritise opportunities that will increase the benefit delivered by HPV and to achieve our purpose of *achieving best value supply chain outcomes for Victoria's health sector*.

We thank everyone involved in the development of this Strategic Plan and look forward to working collaboratively to achieve our Strategic Goals over the next five years for the benefit of the people of Victoria.



Felix Pintado  
Board Chair



Megan Main  
Chief Executive

## 2. Context

### About HPV

Health Purchasing Victoria is a statutory authority established in 2001. The HPV Board is appointed by and reports to the Victorian Minister for Health. HPV is funded through the Department of Health. HPV's legislative functions<sup>1</sup> are to:

- Undertake procurement on behalf of the health system
- Put in place and monitor procurement and probity policies and practices
- Provide advice, training and consultancy services
- Monitor compliance
- Drive improvements in use of technology to assist procurement
- Maintain relevant data for use by HPV and health services
- Ensure probity

### Global trends

Our health supply chain faces many of the challenges and opportunities as faced by health systems around the world, in particular:

- Increasing awareness of the potential to reduce overall health costs by addressing non-labour expenditure
- Focus on reducing clinical variation as a means to reducing health costs while improving clinical outcomes
- Health supply chain consolidation including supplier buy-outs and outsourcing
- Increase in direct purchasing by health providers
- Increase in sophistication and user-acceptability of low cost and generic products
- Increasing sophistication of hospital and health system supply chain management and a 'professionalisation' of health supply chain workers
- Application of robust supply chain and procurement principles to capital equipment including coordinated demand planning and procurement
- Increasing transparency in procurement transactions, industry Codes of Conduct and reduction in the use of incentives and other distortionary measures

### National trends

In addition to the above global trends, national trends include:

- Growing demand for healthcare and complexities associated with an aging population
- Rising healthcare costs and pressure on financial sustainability of the health sector
- The Federal Government's National Health Reform Agenda and implications for non-labour components of national efficient prices
- The National e-Health Transition Authority's (NeHTA's) National Product Catalogue and e-Commerce initiatives and resultant standardisation
- Increased jurisdictional collaboration and knowledge sharing
- Reform of supply chain operations including logistics and warehousing rationalisation and increased contract management activity as a means to reducing total cost

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<sup>1</sup> Refer Appendix 2 for extract of the Health Services Act 1988

### **3. Purpose and values**

Our Strategic Plan 2012-2017 includes confirmation of our Values and a new statement of Purpose which replaces our previous Vision and Mission.

Our Purpose and Values support our Strategic Goals and describe how we work together.

#### **Purpose**

Health Purchasing Victoria achieves best value supply chain outcomes for Victoria's health sector.

#### **Values**

Our values drive our culture, processes and behaviours, how we work internally and externally, to achieve our purpose.

<b>We value:</b>	<b>This means we:</b>
COLLABORATION	<ul style="list-style-type: none"> <li>▪ Place priority on effective stakeholder relationships</li> <li>▪ Work with stakeholders for mutual benefit</li> <li>▪ Seek input and incorporate feedback</li> </ul>
ACHIEVEMENT	<ul style="list-style-type: none"> <li>▪ Encourage initiative and aspire to excellence</li> <li>▪ Promote continual learning and improvement</li> <li>▪ Deliver outcomes that benefit our partners</li> </ul>
TEAM WORK	<ul style="list-style-type: none"> <li>▪ Contribute beyond our own tasks to achieve our purpose and goals</li> <li>▪ Value the contribution of our external stakeholders and staff</li> </ul>
INTEGRITY	<ul style="list-style-type: none"> <li>▪ Say what we mean, do what we say</li> <li>▪ Be honest, open and transparent, demonstrating a consistent approach in all our dealings</li> </ul>
RESPECT	<ul style="list-style-type: none"> <li>▪ Equally recognise value of, listen to and acknowledge the contribution of all</li> </ul>
COMMUNICATION	<ul style="list-style-type: none"> <li>▪ Share information openly in a timely and appropriate way</li> </ul>

## 4. Strategic Plan 2009-2012 achievements

During the three years from 2009 to 2012 HPV grew from an organisation of thirteen people with \$237m per annum under HPV contract to a team of twenty five with \$425m under contract and a significantly expanded scope of activities.

The HPV Strategic Plan 2009-2012 included a number of deliverables against three Strategic Directions as well as two Strategic Enablers seen as vital to the successful achievement of our Strategic Directions. Highlights of the last three years include:

Strategic Direction 2009-2012	Highlights 2009-2012
<b>Tender and Contract Management Strategy</b>	<ul style="list-style-type: none"> <li>• Average return on investment of 16:1 since 2009</li> <li>• Total cost savings of \$72m and cost avoidance of \$50m over three years 2009-2012</li> <li>• Close to doubling in value under HPV contract from \$237m pa to \$425m pa and more than doubling in average tender value from \$4.8m to \$11.7m</li> <li>• Successful expansion into complex prostheses, medical equipment and clinical services tender categories</li> <li>• Move away from one-size-fits-all tender strategy</li> <li>• Individual impact reports now provided to larger health services</li> <li>• Implementation of sustainable procurement principles in HPV activities</li> <li>• Dedicated focus on Pharmaceutical category management</li> </ul>
<b>Supply Chain Improvement</b>	<ul style="list-style-type: none"> <li>• Completed Phase 2 and Phase 3 of Victorian Product Catalogue (VPC) project</li> <li>• National Product Catalogue (NPC) data fields mandatory in 5 HPV tenders</li> </ul>
<b>Optimising Relationships</b>	<ul style="list-style-type: none"> <li>• Executive Reference Group process established for complex tenders</li> <li>• Pre-tender engagement strengthened</li> <li>• Tender outcome evaluation and endorsement process strengthened</li> <li>• Strong support from Minister for Health and Department of Health</li> <li>• First fifteen health participants undertaking HPV Procurement Professionals Program diploma</li> </ul>

Strategic Enablers 2009-2012	Highlights 2009-2012
<b>Data, Systems and Reporting</b>	<ul style="list-style-type: none"> <li>• Sales Data Strategy developed and implementation underway</li> <li>• New IT hardware and software to support increased systems needs</li> <li>• New website launched with improved functional</li> </ul>
<b>Organisational Sustainability</b>	<ul style="list-style-type: none"> <li>• Human Resource Management policies, practices and reporting embedded</li> </ul>

In July 2010 HPV celebrated its tenth anniversary and in October 2011 the Victorian Auditor-General reported that HPV was performing central procurement well and with integrity and transparency and was delivering significant savings. The report also found that HPV was not fulfilling some key legislative requirements<sup>2</sup>. The gaps included ensuring probity, greater role in education and other support, driving the use of technology and increasing the value under HPV contract.

<sup>2</sup> Procurement practices in the health sector, VAGO, 2011

The Victorian Auditor-General recommended that:

- the Department of Health:
  - complete implementation of the medical equipment asset management framework
  - expedite implementation of the Victorian Product Catalogue
  - review HPV resourcing to enable HPV to undertake its full legislative responsibilities
- HPV:
  - align its plans and resources with its legislative functions
  - purposefully lead procurement improvement across the sector
  - do more tenders
  - actively assure the probity of health services' practices
- Victoria's health services revise their procurement strategies and practices to ensure they are consistently robust and transparent

### Development of the HPV Strategic Plan 2012-2017

Our Strategic Plan 2012-2017 has been developed against this backdrop of HPV achievements, the *Health Services Act 1998* and the Victorian Auditor-General's Office 2011 report. The plan also reflects global and national trends, takes into account the current fiscal environment and was informed by input from state-wide consultations with the health services and with the Department of Health<sup>3</sup>. The strategic plan requires a shift from HPV's current largely opportunistic approach to selecting areas for procurement to a strategic, end-to-end supply-chain focused approach.

### Our Strategic Planning Framework

Our Strategic Plan 2012-2017 is part of a broader strategic planning and monitoring framework designed to enable us to translate our long-term strategic goals into our day-to-day operations.

The annual Business Plan will be the key link in realising the Strategic Plan 2012-2017, with annual Business Plan actions directly linked to the strategic goals, objectives and actions articulated in the Strategic Plan.

The Annual Business Plan will directly align with the Key Performance Indicators negotiated with the Department of part of the funding arrangement between us.

The Annual Business Plan will cascade through to performance planning at an individual level and professional development activities of staff. In addition, a number of specific plans will also be developed and refined over the next five years to support the delivery of the Strategic Plan 2012-2017.

These Plans include the HPV Information and Communication Technology Strategy and the HPV Communication Plan.

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<sup>3</sup> See Appendix 3 for key themes from these consultations

## 5. Strategic Goals 2012-2017

<b>Strategic Goal</b>	<b>To achieve our goal we will:</b>
1 Increase the benefit to Victoria's health sector from collective procurement of goods and services	<ul style="list-style-type: none"> <li>❖ Expand the goods and services tender program while maintaining minimum 10% saving on greenfield tenders</li> <li>❖ Improve the value realised from critical HPV contracts</li> <li>❖ Expand the HPV customer base to achieve greater benefit to Victorian public health</li> <li>❖ Improve value delivered to health by non-HPV group purchasing arrangements such as Whole of Victorian Government contracts</li> <li>❖ Improve sustainable health procurement practices</li> <li>❖ Improve clinician awareness of and input to HPV</li> </ul>
2 Achieve economies of scale in equipment procurement	<ul style="list-style-type: none"> <li>❖ Establish a collective equipment management program</li> <li>❖ Manage collective procurement of agreed categories of equipment</li> </ul>
3 Drive measurable end-to-end supply chain efficiencies	<ul style="list-style-type: none"> <li>❖ Scope potential improvements to health supply chain cost and efficiency</li> <li>❖ Secure funding for supply chain improvements</li> <li>❖ Drive supply chain improvements</li> <li>❖ Manage a supply chain improvement program across the sector</li> </ul>
4 Support procurement and probity practice improvement	<ul style="list-style-type: none"> <li>❖ Establish and support best practice procurement and probity standards</li> <li>❖ Strengthen procurement and probity knowledge</li> <li>❖ Monitor procurement and probity compliance</li> </ul>
5 Improve the integrity and availability of the information used to drive supply chain decisions	<ul style="list-style-type: none"> <li>❖ Improve the quality and availability of supply chain data</li> <li>❖ Improve communication and information sharing</li> <li>❖ Deliver the Victorian Product Catalogue project</li> <li>❖ Drive development and implementation of essential information standards across the health sector</li> </ul>
6 Build capability and capacity	<ul style="list-style-type: none"> <li>❖ Ensure excellence in governance, management, staffing and processes</li> <li>❖ Maintain and continually strengthen key relationships based on respect and trust</li> <li>❖ Improve key HPV business sustainability functions</li> </ul>

## Appendix 1 Strategic action plan 2012-2017

Strategic Goal	Strategic Objective	Action
<b>Strategic Goal 1 - Increase the benefit to Victoria's health sector from collective procurement of goods and services</b>	Expand the goods and services tender program while maintaining 10% saving target on greenfield tenders	Analyse expenditure to identify and prioritise new categories for collective procurement
		Determine and map strategic procurement priorities for statewide, regional and hospital level procurement
		Match tender and contract management processes and resources to category complexity
		Increase the range and value of goods and services under collective procurement
		Assess the criticality of each HPV category and apply appropriate category management to highest priority categories including procurement strategy
	Improve the value realised from critical HPV contracts	Proactively manage contract utilisation and compliance by health services
		Establish process to share targeted analysis and advice to ensure best value is achieved
		Support reduction in clinical variation and, where feasible and appropriate, product rationalisation and standardisation
		Improve supplier compliance with promised contract benefits
		Establish regional champions to work closely with HPV to deliver best value from HPV contracts and lead regional improvement
	Expand the HPV customer base to achieve greater benefit to Victorian public health	Test the benefits of collaborative procurement with other jurisdictions
		Proactively extend access to existing HPV contracts to other health and related services where there is a public health benefit
		Undertake procurement of health-related goods and services on behalf of organisations for whom procurement is not 'core business'
	Improve value delivered to health by non-HPV group purchasing arrangements such as Whole of Victorian Government contracts	Analyse benefit opportunity of health services accessing Whole-of-Victorian-Government and other group purchasing arrangements and establish business cases as appropriate
		Facilitate access and assist implementation on behalf of health services
	Improve sustainable health procurement practices	Continue to embed sustainable procurement practices in the health sector
	Improve clinician awareness of and input to HPV	Increase the focus on engagement of senior clinicians to serve as advocates of HPV and to assist in opportunity identification
		Ensure consistently high calibre members of expert reference and advisory groups
<b>Strategic Goal 2 - Achieve economies of scale in equipment procurement</b>	Establish a collective equipment management program	Map current equipment asset management, funding and procurement policies and practices against best practice with the Department of Health and health services and define new, expanded HPV role
		Establish a database of relevant information to support ongoing prioritisation of opportunities for collective procurement

<b>Strategic Goal</b>	<b>Strategic Objective</b>	<b>Action</b>
		<p>Embed sustainable procurement principles and whole of life asset management costing into equipment procurement decision-making</p>
	Manage collective procurement of agreed categories of equipment	<p>Analyse statewide equipment funding streams, future demand and historical expenditure to identify and prioritise potential categories for collective procurement</p> <p>Apply HPV procurement and probity processes to the procurement of agreed equipment categories</p> <p>Test the benefits of collaborative equipment procurement with other jurisdictions</p>
<b>Strategic Goal 3 - Drive measurable end-to-end supply chain efficiencies</b>	Scope potential improvements to health supply chain cost and efficiency	<p>Define current practices and cost of end-to-end health supply chain operations including external and internal to health services</p>
		<p>Assess the end-to-end health supply chain against best practice and prioritise improvement opportunities</p>
	Secure funding for supply chain improvements	<p>Develop a plan (or multiple plans) for achieving required changes and benefits by end 2016-17</p> <p>Establish supply chain improvement project(s)</p>
	Drive agreed supply chain improvements	<p>Ensure implementation of required changes on time and with anticipated benefits realised</p>
	Manage a supply chain improvement program across the sector	<p>Establish an agreed framework for assessing and prioritising project requests</p> <p>Manage funding pool and allocate based on cost versus sector wide benefit analysis</p> <p>Monitor projects and facilitate sharing of benefits and learnings across the sector</p>
<b>Strategic Goal 4 - Support procurement and probity practice improvement</b>	Establish and support best practice procurement and probity standards	<p>Develop and agree minimum acceptable procurement standards</p>
		<p>Develop and provide on-line, a suite of policies, guidelines, templates, check-lists and best practice examples</p>
		<p>Provide expert procurement advice as requested</p>
		<p>Assist evaluation and benchmarking of health service processes or activities to highlight opportunities for improvement</p>
		<p>Synthesise current and emerging procurement and probity requirements and assist the sector to comply</p>
		<p>Provide on-site consultancy support where appropriate, either locally or across one or more regions</p>
	Strengthen procurement and probity knowledge	<p>Identify and facilitate opportunities for professional development of the sector</p>
	Monitor procurement and probity compliance	<p>Facilitate the development of processes for periodic self-assessment and testing of compliance</p> <p>Provide assistance to address compliance issues requiring corrective action</p> <p>Evaluate sector-wide improvements every two years against the 2011 baseline</p>

<b>Strategic Goal</b>	<b>Strategic Objective</b>	<b>Action</b>
<b>Strategic Goal 5 - Improve the integrity and availability of the information used to drive supply chain decisions</b>	Improve the quality and availability of supply chain data	<p>Improve the capture, management and analysis of sales data for all health service expenditure</p> <p>Enable access by health services to HPV data</p> <p>Enhance the HPV Index until the Victorian Product Catalogue (VPC) provides health services with the ability to search for products</p> <p>Improve tender outcome reporting at individual health service level</p> <p>Strengthen benchmarking capability and outcomes</p> <p>Investigate tendering and contract management systems for HPV and the sector</p>
	Improve communication and information sharing	<p>Strengthen communication with stakeholders via the HPV intranet, HPV website, newsletters and other online tools</p> <p>Ensure ease of participation in HPV processes for expert advisory group members and other stakeholders</p>
	Deliver the Victorian Product Catalogue project	<p>Complete the VPC technology solution</p> <p>Support health services to effectively and fully implement the VPC</p> <p>Establish and manage ongoing synchronisation of data between the National Product Catalogue, VPC and health services</p>
	Drive development and implementation of essential information standards across the health sector	<p>Facilitate development of e-Commerce standards for the sector that are consistent with NeHTA standards</p> <p>Support optimal realisation of benefits from the HealthSmart FMIS</p> <p>Drive adoption of standard UNSPSC classifications for goods and services expenditure</p>
<b>Strategic Goal – 6 Build capability and capacity</b>	Ensure excellence in governance, management, staffing and processes	<p>Ensure an appropriate organisational design and mechanisms to effectively lead and manage the growth of the HPV team over the next five years</p> <p>Maintain an appropriate level of resources to deliver outcomes as HPV scope expands</p> <p>Continue to strengthen targeted recruitment and retention</p> <p>Ensure strong collaboration with the health sector through two-way secondments</p>
	Maintain and continually strengthen key relationships based on respect and trust	<p>Develop a relationship management and communication strategy including regional forum purpose</p> <p>Provide leadership and expertise on current and emerging issues and possible implications and benefits for the health sector</p> <p>Showcase health sector initiatives and successes (for example supplier awards)</p>
	Improve key HPV business sustainability functions	<p>Improve management systems and investigate tools to assist productivity</p> <p>Improve monitoring of organisational key performance indicators and reporting</p>

**Appendix 2 Extract from *Health Services Act 1988***

**Health Services Act 1988**

**Extract from Part 6 - Health Purchasing Victoria**

**131 Functions of HPV**

HPV has the following functions—

- (a) to supply or facilitate access to the supply of goods and services to public hospitals and other health or related services on best value terms;
- (b) in relation to the supply of goods and services to public hospitals and the management and disposal of goods by public hospitals—
  - (i) to develop, implement and review policies and practices to promote best value and probity; and
  - (ii) to provide advice, staff training and consultancy services;
- (c) to provide advice, staff training and consultancy services in relation to the supply of goods and services to, and the management and disposal of goods by, health or related services other than public hospitals;
- (d) to monitor compliance by public hospitals with purchasing policies and HPV directions and to report irregularities to the Minister;
- (e) to foster improvements in the use and application of purchasing systems and trading by electronic transactions by health or related services;
- (f) to establish and maintain a database of purchasing data of public hospitals and supply markets for access by public hospitals;
- (g) to ensure that probity is maintained in purchasing, tendering and contracting activities in public hospitals;
- (h) any other functions conferred on HPV by this or any other Act.

**132 Powers of HPV**

- (1) HPV has all the powers necessary to perform its functions.
- (2) Without limiting subsection (1), HPV may—
  - (a) enter into contracts or arrangements, including joint ventures, on its own behalf or on behalf of one or more health or related services;
  - (b) call and award tenders and advertise;
  - (c) give written directions to one or more public hospitals—
    - (i) relating to the purchase of goods and services by public hospitals and the management and disposal of goods by public hospitals;
    - (ii) to ensure that probity is maintained in purchasing, tendering and contracting activities;
  - (d) require the chief executive officer of a public hospital to audit compliance with purchasing policies and HPV directions and provide audit reports to HPV;

### Appendix 3 Key themes from consultations

To assist in developing the Strategic Plan 2012-2017, we consulted with key stakeholders across Victoria's health sector.

Key themes from these consultations include:

- The current strength of HPV tender and probity processes
- The value delivered by HPV to the sector
- The 'can do' attitude of HPV staff
- Requests to do more in the areas of:
  - Leading and supporting best practice supply chain across the sector
    - Including continuing and expanding education endeavours, advice and support, and adding tools and templates
    - Being the centre of procurement excellence across Victoria
    - Doing procurement currently done by the department of Health, including equipment
    - Leading a central asset management strategy
    - Facilitating sector-wide supply chain assessment for best practice evidence and gaps
  - Contract management and sector assistance to optimise value from HPV contracts
  - Compliance monitoring and assistance
  - Awareness about HPV within health services
  - Better use of technology to streamline communication and information transfer
  - Providing leadership and support on probity without becoming the 'probity police'
- Consider greenfield tendering e.g. energy and other services
- Drive common catalogue integration and efficiencies
- Assist with leveraging whole-of-government contracts
- Take a regional approach to customers
- Extend role beyond Victoria when this value-adds to Victoria
- A range of challenges including
  - Length of HPV tendering process
  - HPV resources including staff numbers, skills and remuneration profiles, and high turnover
  - Dichotomy between reducing costs and health service budgets being potentially reduced
  - Ensuring clinical engagement from beginning to end of the supply chain
  - Need for better data for transparency of overall sector spend and cost drivers
  - Sector versus local outcomes
  - Complexity of HPV's scope of stakeholders
  - The balance between centralised and decentralised supply chain efforts
  - The time-line for VPC and system readiness for its implementation
  - Market competition to attracting and retaining staff

## Acknowledgements

We acknowledge the generous contribution of time by the following people during the consultation phase, either one-on-one or via regional workshops.

Name	Health Service	Position
Rebecca Porter	Albury Wodonga Health	Manager, Financial Operations
Robert Lees	Albury Wodonga Health	Senior Procurement Officer
Karen McMillan	Alfred Health	Material Resource Manager (Theatre)
Karen Flett	Alfred Health	Clinical Product Advisor
Mark Berryman	Alfred Health	Director Supply
Ian Broadway	Austin Health	Chief Financial Officer
Leanne Turner	Austin Health	CSU Director Specialty
Joe Neill	Austin Health	Director Supply & Contracts
Michele Gardner	Bairnsdale Regional Health Service	Director of Corporate Services & Business Development
Andrew Kinnersley	Ballarat Health Services	Chief Finance Officer
Aldo Santo	Bass Coast Regional Health	Purchasing Manager
Ron Hiller	Benalla Health	Supply Manager
John Mulder	Bendigo Health Care Group	CEO
David Ray	Bendigo Health Care Group	Procurement Manager
Karen Shepard-Clark	Bendigo Health Care Group	Supply Manager
Graem Kelly	Castlemaine Health	CEO
Jennifer Labourne	Colac Area Health	Director Finance and Business
Trevor Nelson	Colac Area Health	Manager Support Services
Darren Brown	Colac Area Health	Head Chef
Amanda Tout	Colac Area Health	Nurse Unit Manager
Jill Mahoney	Colac Area Health	Care Coordinator
Tim O'Sullivan	Colac Area Health	Supply Officer
Lisa McPherson	Eastern Health	Clinical Products Advisor
Kim Bennetts	Echuca Regional Health	Hotel Services
Karen Graham	Goulburn Valley Health	Associate Nurse Unit Manager
Anne-Marie Lawless	Goulburn Valley Health	Associate Nurse Unit Manager
Peter Barton	Hepburn Health Service	Finance Manager
Nick Moisis	Latrobe Regional Hospital	General Manager Financial Services
Catherine Greaves	Latrobe Regional Hospital	Director Corporate Services
Santo Cavalieri	Melbourne Health	Manager Supply
Theo Kalkandis	Northeast Health Wangaratta	Supply & Chain Manager
Cheryl Connor	Numurkah District Health Service	Supply Supervisor and Waste Management Officer.
Dana Peters	Peter MacCallum Cancer Centre	Supply Manager
Vicki Shawcross	Robinvale District Health Services	Manager Facilities & Admin
Peter Rickard	Robinvale District Health Services	Manager Supply
Glenda Prewett	Royal Victorian Eye & Ear Hospital	Procurement Co-ordinator
Darren Fewster	Southern Health	Acting Director Procurement
Rohan Fitzgerald	Stawell Regional Health	CEO
Dean Knights	Stawell Regional Health	Supply Manager
Dianne Fletcher	The Royal Women's Hospital	Director Contracts and Clinical Support
Ray Sharpe	The Royal Women's Hospital	Equipment Officer Neonatal Services
Sean McLeish	West Gippsland Healthcare Group	Supply Manager

## 2012-2017 HPV Strategic Plan FINAL

<b>Name</b>	<b>Health Service</b>	<b>Position</b>
Nick Starkie	Western District Health Service	Manager Finance & Budget
Kath Cook	Western Health	CEO
Susan Gannon	Western Health	Divisional Director, Women's & Children's Services
Mark Knights	Wimmera Health Care Group	Director of Finance
Craig Butcher	Wimmera Health Care Group	Procurement & Logistics Manager
Fran Thorn	Department of Health	Secretary
Frances Diver	Department of Health	Executive Director
Lance Wallace	Department of Health	Executive Director
Chris Brook	Department of Health	Executive Director
Karlene Edwards	Department of Health	Executive Director
Mark Darmody	Department of Health	Chief Finance Officer
Sasha Oliver	Department of Health	Commercial Manager
Leanne Price	Department of Health	Director, Capital Projects & Service Planning
Steve Schinck	Department of Treasury and Finance	Director Strategy and Policy

Thank you to Gillian Biscoe for her invaluable work facilitating our stakeholder consultation and strategic planning processes and for her enthusiasm for the work of HPV.

We also thank the Board and employees of HPV for their extensive input via planning workshops and their review of draft documents.