

Victorian Health Leadership Network (VHLNet) Steering Committee: Terms of Reference

Background

The Victorian Healthcare Association (VHA) is establishing the Victorian Health Leadership Network (VHLNet) to support leadership capability development across the Victorian public healthcare sector. In 2026 VHLNet's primary focus will be to support VHLNet members with the implementation of the [Health LEADS Victoria](#) leadership capability framework (the 'Framework'). The VHLNet will provide a platform for learning, collaboration, and sharing of practical leadership insights through a series of Community of Practice (CoP) sessions and other initiatives.

VHLNet Steering Committee purpose

To enable this work, the VHA is establishing the VHLNet Steering Committee (Steering Committee), which will guide and champion the Framework across the sector, and actively pilot its implementation within their organisations.

Objectives

The VHLNet Steering Committee will:

- Act as ambassadors for the VHLNet, promoting engagement across their networks.
- Pilot the implementation of Health LEADS Victoria within their organisations (where applicable).
- Test tools, share insights, and generate practical examples of Framework application.
- Contribute to the creation of resources such as case studies and templates for VHLNet's digital resource hub.
- Model transparency, collaborative practice, and knowledge sharing.
- Identify and nominate case studies, presenters, and content for CoP sessions.
- Participate as needed, in introductory and orientation sessions to build awareness of the Framework.
- Support outputs for the digital hub, including case studies, templates, and practical tools.

Membership

The Steering Committee will comprise of a small group of VHA members and stakeholders, that are senior leaders and subject matter experts with decision-making authority, expertise and commitment to support the implementation of the Framework in Victorian public health services. Membership is structured to ensure strong implementation capability, academic rigour, and system-level sponsorship.

Membership types, roles and responsibilities:

1. Implementation champions (5 members)

These Committee members must:

- Be currently employed in a VHA member organisation
- Hold a senior role in leadership development (e.g., Organisational Development (OD), People & Culture (P&C), and/or Learning & Development (L&D) leaders) with responsibility for organisational development, workforce capability, learning and development, talent management, or related functions.
- Have direct influence over leadership development strategy and/or implementation within their health service.
- Demonstrate organisational commitment to implementing Health LEADS Victoria, and to sharing learnings, insights and resources on an ongoing basis.
- Participate in a 3-day in-person (Melbourne CBD) [LEADS Global Facilitator Certification Training](#) 27-29 April 2026, including all required pre and post session learning requirements.

Implementation champions are expected to:

- Pilot the Framework within their organisations, testing tools and developing localised approaches
- Share insights, challenges, and practical examples/case studies to support sector-wide learning
- Identify case studies and presenters for CoP sessions
- Act as ambassadors for VHLNet, promoting engagement and uptake
- Participate and contribute to meetings and VHLNet events
- Represent sector interests rather than solely organisational interests.

NB: In smaller services where OD/P&C/L&D roles may not exist, CEOs are eligible to apply as a health service implementation leader.

2. Academic, research or subject matter experts (2–3 members)

Academic, research or subject matter experts must:

- Hold an academic or research appointment within an academic institution or work as a subject matter expert within a health institution, with relevant expertise in leadership capability frameworks, leadership development, workforce development, or related field.
- Demonstrate a track record of relevant research, publications, or applied sector engagement relating to leadership capability.

Academic, research or subject matter expert committee members are expected to:

- Bring recognised expertise in leadership research, health workforce development, organisational culture, or implementation science
- Identify key leadership academic articles for sharing with the VHLNet
- Provide advice on evidence alignment, theoretical integrity and evaluation approaches
- Contribute to thought leadership and sector publications where appropriate
- Participate and contribute to meetings and VHLNet events
- Represent sector interests rather than solely organisational interests

3. CEO system champions (2-3 members)

CEO system champions must:

- Hold a Chief Executive Officer or equivalent executive-level position within a VHA-member organisation.
- Commit to implementing the Framework in their organisations, and to sharing learnings, insights and resources on an ongoing basis.

CEO system champions are expected to:

- Champion the Framework within executive, board and system level settings
- Advise on alignment between the Framework and broader system reform priorities
- Advocate for and help remove barriers to sector-wide adoption and cross-service collaboration
- Support engagement with government other key stakeholders
- Participate and contribute to meetings and VHLNet events
- Represent sector interests rather than solely organisational interests.

The VHA will chair the Steering Committee and provide secretariat support. The VHA will:

- Coordinate and host a 3-day in-person [LEADS Global Facilitator Certification Training](#) in April 2026 with a facilitator from LEADS Global.
- Coordinate Steering Committee activities and meetings.
- Facilitate Steering Committee meetings and coordinate input from members.
- Collaborate on the identification and documentation of shared insights, case studies, tools and templates for inclusion on the VLH Networks' Digital Resources Hub.
- Incorporate feedback and recommendations from the Steering Committee into the VHLNet's planning, initiatives and resources.

Membership will be confirmed through an Expression of Interest process and scored against the following criteria: Demonstrated expertise and experience, capacity to influence and implement, commitment to sector collaboration and knowledge sharing, and strategic and system thinking. VHA will ensure membership represents the diversity of Victorian public health services (metro, regional, small rural, community health, specialist etc.).

Meetings

- The Steering Committee will meet monthly.
- Meetings will be convened virtually or in-person as appropriate.
- Additional consultation may occur via email, working groups, workshops or CoPs as required.
- The VHA will aim to circulate an agenda and papers at least one week prior to each meeting.

Term

- The Steering Committee will operate ongoing commencing from April 2026 for Health service implementation champions and June 2026 for all other members.

- Members are expected to commit to a minimum term of twelve months.
- Membership, structure and continuation of the Steering Committee will be reviewed annually.

Decision making

- The Steering Committee is advisory in nature and does not hold formal decision-making authority.
- Recommendations and insights from the Committee will inform the VHA's establishment and operation of the VHLNet.

Confidentiality

Members are expected to:

- Maintain confidentiality of discussions and materials.
- Declare any conflicts of interest.
- Participate respectfully and collaboratively, valuing diverse perspectives.