

Health Management Intern Program Victoria - 2026

Candidate Guide

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1. Introduction

What is Health Management?

Traditionally, health management work was undertaken in a hospital however, as the health and aged care sector has grown into a diverse, complex and multi-layered industry, this work now takes place in a multitude of different settings. Settings include community health centres, hospitals, aged care facilities, surgeries, government departments, peak bodies, homes and workplaces. Health services can be metropolitan, regional or rural, large or small, public, not-for-profit or privately run.

Not surprisingly, a number of different types of health management roles have developed because of these changes to the health system. Health managers have had to develop, evolve and adapt their skills and competencies to operate successfully in these new areas of health service delivery.

In the past, a history of working in health and health management led to senior roles within the industry, however this is no longer the case. There is an increasing recognition that good managers can and do move between health and other industries and have a variety of different backgrounds.

The Australasian College of Health Service Management (ACHSM) is the peak professional body for health managers in Australasia and brings together health leaders to learn, network and share ideas. The quality of management and leadership in the health sector has a substantial and tangible effect on patient outcomes and experiences, health care costs and the satisfaction of the health workforce. The College plays an integral role in creating, developing and supporting the leaders and managers of the health sector with a view to create better health for all.

People entering the field of health management come from many different areas, including those who trained as doctors, nurses or allied health professionals before specialising in management. Others who enter the field of health management may come from other industries with a business, finance or operational background.

Health Management Internship Program (HMIP)

The Health Management Internship Program (HMIP) commenced in 1990 and operates under the auspices of the Australasian College of Health Services Management (ACHSM). The program's principal aim is to develop future leaders for the health system offering graduates the opportunity to develop their knowledge and understanding of the health sector and skills relevant to health management. An Intern Program is also operating in NSW however, the information in this document pertains to the Victorian Intern Program only.

At the completion of the program there is no single career pathway for Management Interns. Graduates typically secure operational and support positions in hospitals; health planning and corporate services roles; or project, policy and program administration roles. The Management Intern's previous work experience will have an impact on the type of jobs they will be most suited to at the completion of the program.

It is never too early for Management Interns to start thinking about what they would like to do at the completion of the program. Once Management Interns begin to see which areas of health management interest them, and those areas where they have an aptitude, they can begin to network with health professionals who may be able to assist with career guidance and assistance. Whilst there is no guarantee, the prospects of Management Interns who have completed the Program are extremely good with many Management Interns receiving an offer from one of their placement organisations or through a contact made during the Intern Program.

2. HMIP Structure (Victoria)

Throughout the two years of the program, Management Interns are exposed to a variety of different workplace and educational opportunities. Management Interns complete three key components during the HMIP:

- A: Experiential work placements
- B: Academic Component
- C: Better Leadership Program

A. Experiential workplace learning component

Management Interns undertake four, six-month placement rotations in full-time, paid employment in a range of relevant health related organisations. While there is no set format for placements, Management Interns generally complete:

- One Department of Health placement
- Three additional placements. These could be either metropolitan or rural placements at a health service, community health service, primary health care network, aged care service, peak body, other not-for-profit or similar organisation in the health sector.

Management Interns will generally be allocated their placement organisations throughout the program to ensure an appropriate breadth of experience is gained, however, on rare occasions they may be able to negotiate a preferred placement subject to approval by the Executive Officer, Vic/Tas Branch. Management Interns are expected to be willing to participate in both metropolitan and rural placements during the program.

During each placement, Management Interns are assigned a preceptor and/or supervisor to allocate and oversee their work. This ensures the Management Intern has appropriate experiences to be able to complete their workplace assessments. Supervisors/preceptors within the organisation take a guiding role and meet regularly with the Management Intern to discuss and review the progress of projects and provide feedback.

ACHSM staff meet with each Management Intern shortly after the start of each placement to 'check in' and see how work plans and projects are coming together and again, just prior to the end of the placement to review assessments and identify learning gaps that need to be addressed.

Management Interns will be assessed over the 2 years against the ACHSM Health Management Competency Framework. The competencies are:

Enabling competencies: reflect the personal attributes of a health manager and health leader. They are what differentiates healthcare leadership as a profession, and

Action competencies: contain those competencies relevant to the direct work of managers and leaders in their Organisation.

ENABLING DOMAINS



ACTION DOMAINS



More information about the competencies may be found on the College website www.achsm.org.au

(i) Health service placements

Within each health service organisation (including acute and community health, primary health and aged care services) comes a range of different organisational and operating structures and Management Interns will be exposed to different operational models and experiences. Large metropolitan and some regional health services for example, will maintain a corporate executive with associated support staff, who often work in a separate corporate office. These types of administrators (usually senior health executives) are responsible for all financial and resource allocation for the health service as well as overarching health service planning within the organisation's catchment area. A placement in an organisation such as this, is more likely to involve 'big picture' health service planning, resource allocation or clinical service planning. These placements generally provide Management Interns with the opportunity to be exposed to strategic planning and larger scale projects.

In contrast, a placement within a smaller health service, single entity hospital or rural health service, is more likely to provide Management Interns with more 'hands-on' operational experience and will put them in contact with projects and people directly concerned with the delivery of health services to patients and the local community.

Whilst any placement will typically involve project work, it is also important for Management Interns to develop an understanding of how the health organisation functions and the roles of various departments and staff.

(ii) Department of Health (DH) placements

The [DH](#) is the State government department working to achieve the best health, wellbeing and safety for all Victorians. The DH is responsible for planning, policy development, funding and regulation of health service providers, and activities that promote and protect Victorian's health. Services overseen include public health services, public hospitals and external organisations that deliver health, mental health and aged care services in metropolitan, rural and regional Victoria.

The DH offers Management Interns a number of different workplace experiences such as policy work, direct contact with health services and senior leaders from the sector, data analysis, and project work. Placements within the DH provide Management Interns with a unique insight into the workings of government and the role the DH has with the health sector. Placement within the DH will typically involve Management Interns undertaking work at either a policy or project officer level. A placement in the DH may also offer other opportunities such as short courses on writing for government.

(iii) Additional placements

Additional placements may be undertaken within any health care or service delivery setting (metropolitan or rural), subject to approval from ACHSM. Historically this placement has been pursued within many different settings, including, not-for-profit organisations and other peak bodies.

B. Academic Component - Master of Health Services Management (MHSM)

The second component of the HMIP is the academic program of study. While completing the HMIP, Management Interns undertake the Master of Health Services Management (MHSM), a course that sits within the Faculty of Dentistry, Medicine and Health at Griffith University (www.griffith.edu.au)

Management Interns complete this fully funded, post-graduate qualification as part-time distance education students through Griffith University which must be completed within the 2 years of the intern program. You will develop skills and knowledge in current management theory and practice, develop your leadership skills and style and gain an in-depth understanding of health workforce planning. You will also learn about managing human resources, planning and implementing health programs, and managing performance and health budgets from respected industry practitioners and academics. Additionally, you will develop skills in strategic decision making and change management and an understanding of the role of innovation and the application of technology in health services management

General information, admission information, and program structure including core subjects, available electives and their trimester on offer can be found on the link below. Interns should make themselves aware of the University's Policies and Procedures.

<https://www.griffith.edu.au/study/degrees/master-of-health-services-management-5586>

It is strongly recommended that interns complete the following core subject in first year

7411MED Leadership in Management for Health Services

Professional Recognition: The Master of Health Service Management is accredited by the Australasian College of Health Service Management (ACHSM).

Candidates can apply for the HMIP if they already have a Masters or Higher post-graduate degree in a relevant health management field (ie, health service management, health management, health administration or international health management) and as such may be exempt from the requirement of completing the MHSM. Individual potential candidates who fall in this category should contact Vic/Tas Branch ACHSM to ascertain if an exemption is applicable to them.

Candidates may apply for credits from Griffith University. However, these are not guaranteed and are determined by Griffith University in accordance with University policy. In general, advanced standing is only considered when a subject is considered to be equivalent in content and standard to those currently offered by the University and when they are of relevance to the students planned course of study.

Information regarding Credit Transfers and Advanced Standing may be found by following the link below

<https://www.griffith.edu.au/apply/credit-transfer>

NB It is a mandatory requirement of HMIP Interns to complete the Master degree within 2 years.

Management Interns undertaking the Master degree must complete this course before they can graduate from the HMIP i.e. all subjects must be passed before Management Interns can

graduate from the HMIP. If there are subjects outstanding at the end of 2 years, the Management Intern will be ineligible to graduate from the HMIP and will be liable for the costs of these subjects if they wish to continue with the Masters.

Management Interns are required to pay the University fees to repeat any failed or deferred subjects during the 2 years or the full University fees after the 2 years.

If a Management Intern fails a subject, they may be terminated from the HMIP.

C. ACHSM Better Leadership Component

The Better Leadership Program is an accelerated management training program. The following are mandatory Better Leadership Components of the Program:

- The Orientation Program provided in Melbourne over two days. One in early December 2025 and one in January 2026 on the first day of the internship;
- Dedicated HMIP professional development days. These are facilitated by ACHSM and provide training in key management areas such as communication skills, financial management, project management and leadership;
- ACHSM (Vic/Tas) Breakfast Forums, workshops, webinars and/or other professional development programs as determined by the College (Some of these maybe held after hours);
- Membership of the College for the 2-year duration of the Intern Program. Benefits of the College may be found on the [College website](#);
- Attendance at the Asia-Pacific Annual Congress. The College will fund the accommodation and registration, but the intern is responsible for their own travel costs including airfare;
- Engagement with their allocated mentor, who is a senior health service manager and ACHSM member; and
- Networking opportunities with other Management Interns and senior health professionals through the ACHSM membership base and placement organisations.

Optional activities include membership of the ACHSM Emerging Health Managers (EHM) special interest group that hosts seminars and workshops. In addition, Management Interns are often provided with opportunities to attend professional development programs and learning opportunities within their Placement Organisations.

A comprehensive intern manual is supplied to successful candidates at the Orientation in December which outlines the obligations and expectations of the Program.

Like so many things, 'you only get out of it what you put into it.' HMIP provides the opportunity for Management Interns to network, learn and experience the diverse Victorian health sector. It is therefore in each Management Intern's best interest to attend as many functions, seminars and conferences as possible. Attending these functions should be viewed as self-investment and any expenses incurred in addition to the level supported by the ACHSM are the intern's responsibility.

3. Recruitment and Selection

Entry into the program in recent years has been very competitive, with a large number of applicants each year from a diverse range of backgrounds. Victoria's culturally diverse community is reflected in our health services and ACHSM is committed to building a diverse workforce.

To be eligible for the program, applicants must:

- i. Have an undergraduate degree in any field (preferably health related). Examples include but are not limited to; Health Management, a Clinical degree, Public Health, Health Promotion, Population Health, Health Information Management, or Health Service Management. You must provide your undergraduate transcript as part of the application process.
- ii. It is preferred that applicants have at least 3 years work experience before applying for this program. Unlike other graduate programs, this is a demanding and rigorous program best suited to those beyond entry level experience.
- iii. Applicants who can demonstrate high performance and achievements in academic courses, admission to other talent identification programs, excellence in other fields (awards, scholarships etc), work or volunteering accomplishments (relative to your career stage), may and are encouraged to apply. References will be sought to verify your performance.
- iv. Possess Australian citizenship or be a permanent resident or have the permanent right to work in Australia when applying. Proof of citizenship, permanent residency or the right to work will be required if you progress to interviews.

We value the individual and collective knowledge, skills and leadership capabilities of all First Nations people in our workforce. ACHSM seeks to support Aboriginal people to participate in the HMIP and will arrange appropriate cultural and organizational supports to enable the success of Management Interns who identify as Aboriginal or Torres Strait Islander. For more information on the available First Nations support please contact Julie.owen@achsm.org.au

Applicants will be required to consent to all pre-employment checks required for employment which include but may not be limited to:

- Criminal Record Checks
- Working with Children Checks
- Health Clearances including vaccinations such as COVID and flu

The annual recruitment and selection for the program usually commences in July of each year with exact dates advertised on the ACHSM website. The process includes both written and face-to-face selection components and commences with an online application, followed by completion of a comprehensive application questions, followed by shortlisting of suitable applicants who then participate in panel interviews and group task activities.

Preliminary offers are made in October, the first orientation day is held in December and the Program commences in January of the following year. If you accept the placement a one-off Program fee of \$1200+ GST is applicable.

The College reserves the right not to appoint to the Program.

4. Employment Arrangements

ACHSM issues employment contracts to individual Management Interns. Management Interns are employed under the National Employment Standards.

Management Interns remain an employee of ACHSM, with their placement into each organisation formalised by a Placement Agreement. A Placement Agreement is a document signed by both ACHSM and the relevant organisational contact (e.g. department head or preceptor/supervisor), which outlines the agreed aims and outcomes of the placement. The document includes the start and finish dates of the placement, as well as learning and assessment requirements for each placement. The agreement is read in conjunction with the Intern Manual.

Whilst some placements may have flexible work arrangements no intern should expect to work from home. All interns should expect to work on-site 5 days a week.

Management Interns must abide by the Code of Conduct and the Policies and Procedures of the College and each of the placement organisations attended. On the rare occasions where a Management Intern's performance or conduct is deemed unsatisfactory (and needs to be addressed), the initial process is for the workplace supervisor/preceptor to manage the issue locally and notify ACHSM. Thereafter, if the issue persists, the matter should be escalated to ACHSM for ongoing management, first through informal means and thereafter if the issue isn't resolved, through a formal performance process. Management Interns may be terminated from the Program if their performance or associated workplace conduct is deemed unsatisfactory.

Annual leave consists of one-week mid-year between placements and three weeks leave between Christmas and the commencement of the next year's program.

The annual salary at the time of publication is:

First Year: \$60,000 paid fortnightly

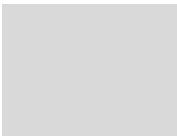
Second Year: \$62,000 paid fortnightly

Superannuation is paid at the current superannuation guarantee percentage.

Annual Leave Loading for 4 weeks leave 17.5%

In addition to this, University Fees and mandatory Professional Development registration costs are also covered by the Program as outlined in the contract and the intern manual. Any Professional Development travel or university costs (except fees) must be met by the intern.

Full details will be covered in HMIP Contract and 2026 Intern Manual.



5. Assessment Criteria

Abstract Ability

- Deals with concepts and complexity comfortably
- Uses analytical and conceptual skills to reason through problems
- Has creative ideas and projects how these could link to innovations

Teamwork

- Cooperates and works well with others in the pursuit of team goals
- Collaborates and shares information
- Shows consideration, concern and respect for others' feelings
- Accommodates and works well with others' different working styles
- Encourages resolution of conflict in a group

Written Communication

- Uses clear, concise and grammatically correct language
- Organises information in a logical sequence
- Ensures written communication contains necessary information to achieve its purpose
- Uses appropriate style and format

Verbal Communication

- Clearly explains information and listens to feedback
- Uses a polite and considerate manner when dealing with others
- Confidently conveys ideas and information in a clear and interesting way
- Understands and meets the needs of the target audience
- Sees things from others' points of view and confirms understanding

Initiative and Accountability

- Proactive and self-starting
- Seizes opportunities and acts on them
- Takes responsibility for own actions

Flexibility

- Has strategies and mechanisms for adapting to change and stress
- Is open to new ideas
- Accepts changed priorities without undue discomfort
- Recognises the merits of different options and acts accordingly

Values

- Integrity
- Responsiveness
- Impartiality
- Accountability
- Respect
- Leadership
- Compassion

6. Recruitment

Please note: Applications will be assessed as they are received.

A detailed application will need to be completed and may be obtained by emailing victoria@achsm.org.au

7. Contact

Please contact the Executive Officer with any enquiries:

Email: julie.owen@achsm.org.au

Telephone: Julie Owen, 0409 553 047

Please note that when contacting us you may need to leave a message and your call/email will be returned as soon as possible.

Appendix A - Frequently Asked Questions (to be read in conjunction with the 2026 Candidate Guide)

1. What is the ACHSM Health Management Internship Program?

Australasian College of Health Service Management (ACHSM) Health Management Internship Program (HMIP) is a 2-year program involving full-time employment across four different (metropolitan and/or rural) placement organisations across the Health sector. During the 2 years, Management Interns work alongside senior managers and other staff gaining experience in the healthcare system and developing leadership and management skills. Management Interns are required to complete a funded Master of Health Services Management (MHSM) from Griffith University undertaken part time via external study and complete the Better Leadership Program. The HMIP is administered by ACHSM who deliver regular professional development sessions for Management Interns to further develop management and leadership skill.

2. What are the eligibility criteria?

To be eligible for the HMIP, you must:

- i. Have an undergraduate degree in any field (preferably health related). Examples include but are not limited to; Health Management, a Clinical degree, Public Health, Health Promotion, Population Health, Health Information Management, Health Service Management.
- ii. Minimum 3 years work experience is highly desirable.
- iii. Possess Australian citizenship or be a permanent resident or have the permanent right to work in Australia when applying. Proof of citizenship, permanent residency or the right to work will be required if you progress to interviews.
- iv. We value Aboriginal people's individual and collective knowledge, skills and leadership capabilities in our workforce. To be eligible the person must identify as an Aboriginal person and meet all of the other HMIP eligibility criteria.

3. Can I apply if I am in my final semester of an undergraduate degree?

Yes, you are able to apply if you are in your final semester. However, you would need to provide evidence you have an exceptional achievement level. Please note though that applicants with at least 3 years work experience are preferred.

4. Does it matter if I do not have any management experience?

No. The recruitment process is aimed at identifying those with management potential and the program itself is designed to build on this capacity.

5. What is a Placement Organisation?

These are the organisation/s in the health sector where Management Interns rotate throughout the two years of the program. The organisations can be from a number of different sectors, including public health, private health, allied health, community health, primary health, aged care or other health related areas. Placements may be in metropolitan or rural areas.

6. Do I need to find my own placements?

No, this is done by ACHSM in conjunction with placement organisations.

7. What is my salary?

At the time of publication, the salary for the Interns in the Victorian program is currently \$60,000 - \$62,000 p.a. over the course of the 2-year program. In addition, a funded Master Program and Professional Development Program are provided.

8. How is the Masters provided?

Management Interns undertake the Master of Health Services Management (MHSM) currently, through Griffith University. This is part time, 2 units per trimester over the 2 years, and is fully external i.e. no on-campus requirements. If Management Interns already hold a post-graduate degree in a relevant field from an Australian University there maybe no requirement to complete the MHSM. Relevant health field includes health science, health service management, health management, health administration or international health management. This should be discussed with the Executive Officer Vic/Tas Branch

9. Can I choose a different University to provide the Masters component of the Program?

No. ACHSM and the nominated University have a service agreement to provide the Masters program.

10. Can I seek credit towards MHSM for previous study?

If you have previously undertaken studies in relevant subjects at a Master or PhD level, **you may** be eligible to apply for credit towards the degree directly through the University This process will be explained at University orientation if you are successful in your application. However, credit is in accordance with the policies and at the discretion of the University.

11. Is it possible to only complete the Masters?

No. The HMIP involves all the requirements, including the Better Leadership Professional Development program and the workplace placements.

12. What makes a good intern?

An intern should have excellent communication skills (both verbal and written) with a keen desire to learn. Curiosity and a willingness to ask questions is essential for engagement with the Program. High level time management skills are required to manage the balance of all three components of the Program.

13. What else is involved in being a Management Intern?

When you commence the HMIP you will be required to attend two orientation sessions conducted in Melbourne in December and early January. You will also be required to attend Professional Development sessions through the course of the program, organised by ACHSM. This will include ACHSM Asia-Pacific Annual Congress. Successful applicants into the HMIP will be required to pay a one-off Program Entry Fee of \$1,200 plus GST when offered a position. The ACHSM also provides a Mentorship Program where Management Interns are coached/mentored by an experienced health service manager. Mentors will be 'matched' by the College and it is expected you are an active member of the mentor program. Management Interns are also required to prepare placement plans, provide regular capability checklists and complete competency and performance reviews with supervisors throughout the two years of the program and provide all documentation to ACHSM. Management Interns are assessed over the 2 years based on the ACHSM Health Service Management Competency Framework.

14. How do I apply?

The application process is explained on the ACHSM [website](#).

15. When does the Program start?

Interns commence the program in early January of the year following the recruitment process.

16. Am I guaranteed a job at the completion of the Program?

No. In most cases towards the end of your second year you will need to begin looking for future employment. However, the prospects of Management Interns who have completed the program are extremely good and the majority of interns receive offers of employment through placement organisations or contacts via the internship.

17. Is there an age limit?

No. People of all ages are encouraged to apply.

18. What support is available to Management Interns in the Program?

Management Interns are very well supported throughout the 2-year program. Each Management Intern is allocated a Supervisor at each placement organisation to guide them through their respective placements. As a Management Intern you will be expected to take part in the ACHSM Mentor Program, as a mentee. This will support your professional development as a Health Manager. Support will also be available from the Executive Officer at ACHSM to assist Management Interns and Supervisors. Furthermore, the Management Intern cohort across 1st and 2nd year acts as a network of support, with regular opportunities for liaison at professional development days.

19. Can I apply if I have applied for a previous year's intake?

Candidates who have previously applied for the Program are encouraged to apply again. Every year we do receive a strong cohort of applicants, however, an additional year of other work experience or further study can assist your application.

20. How is the recruitment process structured?

The recruitment/application process in Victoria is as follows:

Stage 1 – Information session –watch the information video on the ACHSM website. Also ensure you read the candidate guidelines

Stage 2 -Apply via

- The online application process directly via the College website: Complete and submit the detailed application form by due date, or
- apply via SEEK. You will also be required to subsequently complete a more detailed application form.

Stage 3 - Short-listed applicants contacted: All shortlisted applications will be advised via email and/or telephone. Each shortlisted applicant will be required to complete an online test and be prepared to come to Melbourne for group interviews on a specific date. The group interview will be a 2-3-hour session comprised of different tasks to assess your ability to critically think, problem solve, work in teams, prioritise information, analyse data and present information.

Stage 4 - The individual interviews: will be conducted by a panel of 3-4 individuals and will be approximately 50 minutes in duration and may be held online via Zoom. Panel members will typically comprise representatives from ACHSM, one a Fellow of the College and representatives from a health service. Candidates also have to present a business case to the panel.

Stage 5 - Preliminary offers to be made: Candidates will be emailed preliminary offers and asked to verbally accept the offer.

Stage 6 - Places confirmed/formal offers completed: Candidates will be emailed formal contracts for signing and return to ACHSM. If you accept the placement, a one-off Program fee of \$1200+GST is applicable.

Stage 7 - Program commencement date: the HMIP in Victoria will commence in January 2026.

21. Do I need to complete a police check prior to applying for the HMIP?

You are not required to conduct a police check prior to applying for the HMIP. If you are successful with your application, you will be required to undergo a police check (and any other checks required by a placement organization) prior to a formal offer of employment.

Please note: The College retain the right to not appoint to the HMIP