

2026 Candidate Profiles

Candidate information pack

Candidates

[FRANEY, Kevin](#)

[HINCKS, Jason](#)

[SHARMA, Rashmi](#)

[STUBBS, Kerry](#)

[YEOMANS, Catherine](#)

We acknowledge the Traditional Custodians of the lands across our region, which includes the Githabul, Bundjalung, Yaegl, Gumbaynggirr, Dunghutti and Birpai Naations. We pay respect to the Elders past, present and those on their journey. We recognise these lands were never ceded and acknowledge the continuation of culture and connection to land, sky and sea. We acknowledge Aboriginal and Torres Strait Islander peoples as Australia's First Peoples and honour the rich diversity of the world's oldest living culture.

Kevin Franey

Overview

Kevin brings extensive governance capability through his current roles as Director and Chair of the Audit Committee at Summerland Bank, Chair of the Audit & Risk Committee for the Australian Pesticides and Veterinary Medicines Authority, and his appointment to the merged Summerland Bank and Regional Australia Bank Board. His governance expertise is underpinned by more than 25 years as an Audit & Assurance Partner advising government, health, not-for-profit and commercial organisations on governance, audit, risk management, and financial oversight. Supported by his Chartered Accountant, Certified Internal Auditor, Risk Management Specialist and Australian Institute of Company Directors qualifications, Kevin offers strong governance, independent judgement, and board leadership.

Kevin has demonstrated strong strategic leadership throughout his executive career, combining commercial management with governance expertise. As Managing Partner of HLB Mann Judd Gold Coast & Northern Rivers, he led an 80-person multidisciplinary business, overseeing strategic planning, business development, finance, human resources, and technology while successfully establishing and growing the firm's Robina office. His experience advising boards across a diverse range of sectors provides a broad strategic perspective and a strong understanding of organisational sustainability.

Throughout his career, Kevin has developed trusted relationships with government agencies, health organisations, local government, universities, not-for-profit organisations, and commercial enterprises. His extensive experience advising Public Health Networks, General Practice Networks and Hospital and Health Services has provided him with a sound understanding of the health sector and the importance of effective stakeholder engagement, collaboration, and governance within complex operating environments.

Kevin offers exceptional financial, audit and risk management capability developed over more than 25 years as an Audit & Assurance Partner.

He has extensive experience in external and internal audit, financial reporting, governance, enterprise risk management, performance frameworks, and commercial advisory services across large and complex organisations. His current leadership of audit and risk committees further strengthens his ability to provide effective financial stewardship, governance oversight, and strategic risk management.

Kevin's long association with health, primary care and not-for-profit organisations demonstrates a strong commitment to supporting community outcomes through sound governance and financial stewardship. His extensive experience working with Public Health Networks, General Practice Networks and public health organisations has provided him with valuable insight into the governance challenges facing the health sector and aligns well with

Healthy North Coast's purpose of improving health outcomes for regional communities.

Kevin would bring exceptional expertise in governance, financial leadership, audit, risk management, and organisational performance to Healthy North Coast's Board. His combination of current board leadership, extensive health sector audit experience and deep understanding of governance and assurance would significantly strengthen the Board's capability in financial oversight, risk governance, and strategic decision-making.

The cultural fit:

Kevin presents as a collaborative, measured and highly professional leader who values integrity, accountability and sound governance. His long-standing career advising organisations across the health, government and not-for-profit sectors demonstrates a pragmatic, team-oriented approach and a commitment to supporting sustainable organisational outcomes. He would align well with an organisation that values strong governance, financial stewardship, collaboration and community impact.

Professional background and qualifications

Current Directorships

I bring a wealth of governance experience in large and complex organisations. I currently hold the following positions.

Summerland Bank

Director and Chair of Audit Committee

- Summerland Bank is merging with Regional Australia Bank to deliver greater benefits to our members.
- The merged bank will have over 400 employees, 50 branches and loans to customers exceeding \$6bn.
- Following a rigorous selection Process, I have been selected as a director of the merged entity because of my experience and skillsets.

Australian Pesticides & Veterinary Medicines Authority

Chair of Audit & Risk Committee

- Prosper Northern Rivers Advisory Board

Previous Experience:

HLB Mann Judd Gold Coast & Northern Rivers

Partner, Audit & Assurance (Recently Retired)

Over 25 years as Partner responsible for financial audit, internal audit and business advisory (including risk management and governance) to government and private sector entities in New South Wales & Queensland including but not limited to:

- Public Health Networks
- General Practice Networks
- Health (State Govt Hospital Health Services)
- Local Government (NSW & QLD)
- Universities
- State Government Statutory Bodies
- Companies
- Co-operatives
- Not-for-profit.

HLB Mann Judd Gold Coast and Northern Rivers

Managing Partner

Over 5 years as managing partner responsible for all aspects of a business with 80 personnel and three business divisions including:

- Business development
- Stakeholder engagement
- Strategic planning and implementation

- Finance
- Human Resources
- Information technology

Responsible for establishing and growing the Robina (Gold Coast) office and generating business via networking and other business development activities.

Key Skills and Strengths

- Board Experience
- Financial Leadership
- Risk Management
- Technology
- Internal & External Audit
- Strategic Planning
- Commercial Acumen
- Excellent Communication
- Performance Frameworks
- Team Player.

Education and Training

- Fellow Chartered Accountant
- Certified Internal Auditor
- Risk Management Specialist
- Graduate - Australian Institute of Company Directors.

Jason Hincks

Overview

Jason brings extensive governance and board capability through his current role as Board Member and former Chair of the Australian Marine Conservation Society, together with five years as a Board Director of Interrelate. These roles have provided significant experience in board composition and renewal, strategic oversight, organisational risk management, stakeholder engagement, and fiduciary stewardship. Complemented by executive leadership as CEO and COO across several complex organisations, an MBA and completion of the Australian Institute of Company Directors course, Jason demonstrates a strong understanding of the distinction between governance and management, sound judgement, and the ability to constructively support and challenge executive leadership.

Jason has an established track record of shaping organisational strategy and leading transformational change across complex national and international organisations. As Global Chief Operating Officer of Movember, Chief Executive Officer of Foodbank Australia and in his current role with Salesforce, he has led strategic planning, organisational transformation, digital innovation, and long-term sustainability initiatives. His experience advising nonprofit organisations across the Asia-Pacific region on digital transformation, AI strategy and organisational capability demonstrates strong systems thinking and an ability to balance immediate operational priorities with long-term strategic outcomes.

Throughout his career, Jason has successfully built and maintained relationships across government, boards, community organisations, technology providers, and executive leadership teams. His leadership of nationally recognised organisations including Foodbank Australia and Movember required collaboration with diverse stakeholder groups to deliver shared outcomes, while his current advisory role at Salesforce involves partnering with nonprofit leaders across the region to support strategic technology adoption. His collaborative leadership style, strong communication skills, and ability to navigate complex stakeholder environments position him well to contribute to Healthy North Coast's broad network of government, community, and healthcare partners.

Jason offers significant commercial and governance capability developed through numerous CEO appointments and ongoing board service. He has overseen organisational performance, financial sustainability, enterprise risk, and governance across complex nonprofit and technology environments. His experience leading organisations through growth, transformation, and acquisition, together with his current work advising boards on AI governance, cyber security and digital risk, demonstrates sound financial literacy, commercial judgement, and a contemporary understanding of emerging governance risks relevant to the health sector.

Jason's specialist expertise in technology, digital transformation and AI governance would significantly strengthen Healthy North Coast's Board over the next three to five years. Through his current leadership role at Salesforce, he brings contemporary experience advising nonprofit organisations on AI strategy, cyber security, digital transformation and responsible technology governance. Combined with his extensive CEO and board experience,

Jason offers valuable insight into organisational transformation, strategic growth and governance, with expertise that aligns strongly with Healthy North Coast's strategic priorities and future capability needs.

Jason's career reflects a longstanding commitment to improving community outcomes through leadership in purpose-driven organisations. His executive roles with Movember and Foodbank Australia demonstrate a strong focus on addressing health and social inequity at scale, while his governance contributions to the Australian Marine Conservation Society and Interrelate further reinforce his commitment to organisations delivering public benefit. Jason has expressed a strong alignment with Healthy North Coast's strategic priorities of health equity, integrated care, digital innovation and value-based commissioning, and his combination of executive, governance and technology expertise would provide valuable capability to support the organisation's mission and long-term strategic objectives.

Professional background and qualifications

Executive Roles:

Salesforce Sydney

Industry Solution & Strategy Director, Nonprofit

2021 – Present

SAP, Sydney

Chief Executive Officer - AU User Group

2019 – 2021

4mation Technologies Sydney

Chief Executive Officer

2017 – 2019

Karrikins Group (Acquired by EY) Sydney

Chief Executive Officer

2016 – 2017

Foodbank Australia Sydney, Australia

Chief Executive Officer

2014 – 2016

Movember, Melbourne / Los Angeles

Chief Operating Officer - Global

2010 – 2014

The Arts Centre, Melbourne

Director - Marketing and Digital

2009 – 2010

Big Red Frog, New York

VP, Media and Entertainment

2005 – 2009

Sony Music, Festival Mushroom & Rialto Entertainment

Various Management Roles

1996 – 2006

Governance Roles:

Australian Marine Conservation Society

Chair / Board Member

2015 – Present

Interrelate

Board Director

2019 – 2024

Volunteer Work:

University of South Australia

Mentor

2011 – Present

City Harvest, New York

Volunteer

2006 – 2009

Relevant Board Skills

Technology, Digital Transformation and AI Governance

- In my current role as Industry Solutions & Strategy Director, Nonprofits at Salesforce, I work at the intersection of technology strategy and sector impact, advising nonprofit and for-purpose organisations across the Asia-Pacific region on digital transformation, AI adoption, CRM and data architecture, and the governance frameworks required to deploy these technologies responsibly.

- AI governance has become a defining focus of my thought leadership work. I regularly present at technology conferences, sector events and executive workshops on topics including AI strategy for nonprofits, AI governance frameworks for nonprofit boards, digital fundraising, case management and service delivery transformation, and cyber security risk. I have developed AI governance content specifically designed to help nonprofit boards, including those in health and community services ask the right questions, establish appropriate oversight mechanisms, and embed responsible AI practices into organisational policy.
- This directly maps to one of HNC's identified capability priorities: Technology, digital transformation, AI, and cyber security. I understand the complexity of deploying AI and digital health tools in a regulated, mission-driven environment — and the board-level accountability that must accompany them. I would bring practical, current expertise in this space that is rare at the governance table in the health sector.

Executive Leadership in Complex Nonprofit Organisations

- My career is grounded in senior executive leadership of large, complex nonprofit organisations with significant commissioning and funding responsibilities.
- As Global Chief Operating Officer of Movember, I led international operations across multiple regions, overseeing strategic planning, organisational governance, digital infrastructure, and cross-functional performance at the scale of a globally recognised health promotion charity. As Chief Executive Officer of Foodbank Australia, I led Australia's largest food relief organisations through a period of significant growth and system transformation.

Board Governance and Director Experience

- I am currently Board member and prior Chair of the Australian Marine Conservation Society (AMCS), where I lead governance across a nationally operating environmental nonprofit, including board composition and renewal, strategic oversight, stakeholder engagement, and organisational risk management. This active governance role has deepened my appreciation for the discipline and culture required of a high-performing board, the constructive challenge of executive leadership, the quality of strategic dialogue, and the responsibility of fiduciary stewardship.
- Prior to this, I served for five years as a Board Director of Interrelate, a community services organisation delivering relationship and family support programs across New South Wales. Across these roles, I have developed strong governance instincts and a clear understanding of how boards can best support and appropriately challenge executive leadership teams in mission-driven organisations.
- I hold an MBA from the University of South Australia and I am a Graduate of the Australian Institute of Company Directors

Alignment with Healthy North Coast's Mission and Priorities

- Healthy North Coast's 2023–2030 Strategic Plan — with its emphasis on digital innovation, value-based commissioning, health equity, and integrated care reflects precisely the domains in which I work and think every day. The organisation's commitment to culturally safe care and its recognition of digital capability as a strategic priority signal a board that understands the contemporary landscape of primary health reform.
- I am drawn to the opportunity to contribute to an organisation of HNC's scale and ambition, managing approximately \$89 million in regional commissioning and funding, operating across a geographically complex region, and accountable to the communities it serves. I believe the combination of my technology strategy expertise, my track record of executive leadership in for-purpose organisations, and my active engagement in nonprofit board governance makes me a strong candidate for the capability areas the board is seeking to strengthen.

Education and Training

Master of Business Administration

- 2008 – 2010 | University of South Australia

Design Thinking for Innovation

- 2019 | University of Virginia

Graduate

- 2022 | Australian Institute of Company Directors

Rashmi Sharma

Overview

Clin Assoc Prof Rashmi Sharma OAM is an experienced “portfolio General Practitioner “ with vast experience across the health care sector. She is a practicing General Practitioner and Head of Training, North Coast, NSW for the RACGP GP training program, and is a GP supervisor and medical educator. She is a previous Practice Principal of a large award winning multidisciplinary teaching practice in Canberra and holds academic title at the Australia National University Medical School.

Her expertise has resulted in multiple current Commonwealth Ministerial appointments on the Pharmaceutical Benefits Advisory Committee, Advisory Committee on Medicines TGA and as a Deputy Director with Professional Services Review .

Previous board memberships include Chair of the ACT Division of General Practice , Chair of the ACT Medicare Local and directorship of Coast City Country GP Training . As well as her board membership of HNC , she is a board member of AMA ACT , as well as Chair of their Clinical Advisory Council . Rashmi is also a director of National Seniors Australia, (a peak advocacy organisation for older Australians) where she Chairs their Research Committee.

Significant experience in health policy has resulted in her being appointed as Chair of the Funding and Health System Reform Expert Committee of the RACGP. She also Chairs the Multidisciplinary Teams Working Group and the Vision for General Practice Working Group for RACGP.

Her commitment to multidisciplinary team care and interdisciplinary teaching has resulted in her being awarded national awards for innovation from GP Education and Training for the development of resources for Practice Nurses and Community Pharmacists in their roles as teachers. She has worked with multiple other organisations and sat on many working groups and committees in the Department of Health and Ageing, as well as multiple other organisations.

Rashmi was awarded an OAM for her services to medicine and professional organisations in 2015.

Professional background and qualifications

Skills

Broad-based clinical exposure from metropolitan Australia to remote outback
 Leader in health care with experience across governance, health policy, education stakeholder engagement, business and clinical excellence focus on improvement and quality
 Critical innovative thinker with excellent interpersonal, strategic and management skills
 Highly motivated and dedicated
 Excellent organisation and time management skills
 Team player with strong communication and interpersonal skills
 Consumer of health care

Professional memberships

Fellow of the Royal Australian College of General Practitioners
 Member of ACT Capital Health Network
 Member of General Practice Medical Education Inc
 Member of GP Supervisors Association
 Member of the Australian Medical Association
 Member of Health Care Consumers Association ACT
 Member of Australian Institute of Company Directors
 Member of National Seniors Australia

Qualifications

1987-1993	United Medical and Dental Schools of Guys and St Thomas', University of London
1990	BSc (Hons) Basic Medical Sciences and Clinical Pharmacology First Class Honours
1993	MBBS
1994	AMC
1996	DRANZCOG
1998	FRACGP
2005	Grad. Cert. in Higher Education (ANU)
2014	Graduate Australian Institute of Company Directors
2014	Essential Skills in Medical Education Leadership Course
2018	IHI Open School - Basic Certificate in Quality and Safety

Board Membership

2023 -	Board Member Healthy North Coast PHN
	Member of Audit and Risk Committee
2019 – 2025	GP Medical Education Inc board member
2019 –	National Seniors Australia board member
	Chair of Research Committee
2015 – 2026	AMA ACT board member
	Chair of Clinical Advisory Committee
2011 – 2014	ACT Medicare Local (ACTML) Chair
	Chair of Clinical Governance Committee
2009 – 2015	Coast City Country GP Training Ltd board member
2007 – 2011	ACTDGP President
2006 - 2007	ACTDGP Vice President
2004 - 2006	ACT Division of General Practice (ACTDGP) board member

Awards

2025	Presidents Award – AMA ACT
2016	Order of Australia Medal for Services to Medicine and Professional Organisations
2015	Best Urban GP Supervisor ANU Medical School
2013	Best paper presentation Pharmacy Australia Congress
2013	GPET Innovation Award for "Recognizing and Supporting the General Practice Teaching Team"
2012	\$32000 awarded from GPET to develop "A Resource Kit for Community Pharmacists Who Teach."
2012	\$95000 awarded from GPET to develop a web-based version of the nurse resource kit .
2011	\$45000 awarded from GPET to develop "A Resource Kit for General Practice Nurses Who Teach."
2010	President's Award – AMA ACT

Employment

1998 to 2021 **GP Principal**

Isabella Plains Medical Centre ACT

A large innovative, vertically and horizontally integrated teaching practice, with 18 GPs, 7 practice nurses, a non-dispensing pharmacist, 4 psychologists, a podiatrist, dietician, and diabetic educator, which I built up from 4 GPs and 1 practice nurse in 2000. The practice has over 25,000 active patients and delivers over 60,000 episodes of care a year. It actively participates in various programs with the ACT PHN – Capital Health Network and is always happy to volunteer for new programs.

We undertake training of medical students and GP Registrars of all levels. 2 PGPPP interns per term were hosted by the practice for 7 years. The practice has hosted nursing and pharmacy undergraduate students. We are a member of the ANU PRACNET research group and participate in GP based research at a local, national and international level.

In 2008 we received the Australian General Practice Accreditation Limited Award for Excellence, and the ACT Practice Nurse of the Year award for 2011. The practice was awarded the "Best Urban Teaching Practice" for medical students by the ANU Medical School in 2013. I have been nominated as "Best Supervisor" in 2013, 2015 and 2017. The practice has been visited by Prime Ministers, Health Ministers, local members and even the Princess of Thailand to showcase its innovation and excellence in health care delivery.

We have been successful in receiving infrastructure grants from the ACT Government (GP Development Fund and Bulk Billing Grant), the Commonwealth Government (Primary Care Infrastructure Grant), a Health Workforce Australia Grant totalling in excess of \$610,000.

While the practice was sold in February 2021 I continue to work there as an Associate on a very part time basis.

2016 to 2023 **Regional Head of Education North Coast GP Synergy**

2023 to present **Head of Training North Coast RACGP**

I lead the GP vocational training program for the North Coast region of NSW with a footprint ranging from Tweed Heads to Port Macquarie. I am responsible for the training of future GPs from interview, induction, hospital and GP terms through to Fellowship. I work with a team of 10 local RACGP medical educators as well as approximately 50 "casual GP educators" all situated on North Coast, to provide educational, administrative and pastoral oversight to about 200 GP Registrars.

My role also carries a strategic component that includes relationships with other stakeholders, for example Federal and State members, Local Government, the Primary Health Network and Local Hospital Districts.

A vital part of my role includes developing working, meaningful and respectful relationships with education and training health providers in the region including over 300 GP supervisors as well as practice staff working in close to 100 accredited training GP practices in the North Coast, as well as local hospitals and Universities, and Rural Clinical Hubs. I am also responsible for workforce distribution in rural areas and overseeing procedural skills training.

Committee Representation

Commonwealth Ministerial Appointments

2012 -Present **Professional Services Review Panel and Deputy Director**

This panel assesses whether there has been inappropriate practice by Practitioners regarding claiming of benefits under the Medical Benefits Scheme. It involves viewing randomly selected consultations in a peer review but legal framework and requires excellent communication skills to be able to question the Practitioner Under Review in a respectful but firm manner. I was promoted to a Deputy Director in 2017.

2009 – 2019

2025 – present **Pharmaceutical Benefits Advisory Committee (PBAC)**

I was appointed on four occasions to PBAC by four successive Health Ministers.

I was a member of the PBAC Drug Utilisation Sub Committee since 2015 to 2025.

2020 – Present **Advisory Committee on Medicines TGA**

This committee oversees the approvals of medicines in Australia.

RACGP Committees

I chair the RACGP Expert Committee on Funding and Health System Reform as well as the Multidisciplinary Teams Working Group and the Vision for General Practice Working Group. I was previously co-opted onto the NSW/ACT Faculty board.

I have represented the RACGP on multiple committees such as the Productivity Commission into End-of-Life Care Forum, Senate Enquiry into NDIS, TGA Medicines Shortages Workshop, Medicines Leadership Forum Society of Hospital Pharmacists, PSA Labelling of Opioids and Antibiotics Meeting, MBS Review Wound Care Roundtable, National Medicines Policy Review and Nurse Practitioner 10 Year Plan Steering Committee.

I am their current representative on multiple committees such as the National Blood Authority, TGA Advertising Consultative Committee, ACSQHS PAG for Medication Management, Medicines Australia, The Energy Charter and the PSA Working Group for GP Pharmacists, PSA Palliative Care Project .

National Committees

I was a member of the MBS review committees looking at general gynaecology and chemical biochemistry as well as being a member of the Department of Health Pharmacy Trials Advisory Group.

I have worked with other health related bodies such as the Dept of Veterans Affairs, Comcare (Member of Steering Committee for the Health Benefits of Work), NPS MedicineWise as an advisor and Pharmaceutical Society of Australia (Expert Steering Committee of Mental Health Care Project as well as the development of my teaching resource).

I sat on Avant Mutual National Advocacy and Stakeholder Committee and participated on Cancer Australia, Australian Cancer Plan Advisory Group.

I was invited as the only GP member on the COVID CDAP Clinical Advisory Implementation Group, University of Sydney and have just been invited to be the GP representative on 60 Day Dispensing Evaluation Scheme, University of NSW.

Educational Roles

I hold academic title with the ANU Medical School as a Clinical Associate Professor. I am a GP supervisor of medical students and GP registrars as well as being I have also been a Problem Based Learning tutor, Clinical Skills tutor and Year 3 examiner for medical students.

I have served on the ANU Medical School Advisory Board and am actively involved with selection of medical students, as well as being invited to be on the selection panel for the Professor of General Practice role. I have been a Lead Interviewer at the National Assessment Centre for the Australian General Practice Training as well as interviewing directly for the local Regional Training Provider. I am responsible for the accreditation of new facilities and supervisor to undertake GP training. I have also supervised nursing students from Charles Sturt University and University of Canberra, and pharmacy students from the University of Canberra during placements at my practice. I was a Quality Assurance Examiner for RACGP clinical examination and have assisted in the new exam format as well as intake interviews. Nationally I have participated on the Medical Training Review Panel. As outlined above I hold an educational role as Head of Training North Coast RACGP. I also participate and have been invited to speak at various conferences and forums as well as having papers published, which I outline below.

Invited Speaker (Last Decade)

2026	Unconscious Bias In the Professional Services Review Process Invited Speaker on 3 occasions to present to their lawyers and panel members
2025	PSA Pharmacist in General Practice Symposium Invited Speaker to discuss implementation of the model.
2024	Healthy North Coast PHN Health Reform Series Invited panel member to discuss Health Reform at Tweed and Coffs Harbour
2017	PSA National Conference Invited panel member to discuss the role of pharmacists within General Practice
2016	RACGP Member Forum, Melbourne Invited panel member to discuss GP Funding and Antibiotic Stewardship
2016	Comcare National Conference Invited panel member <i>"The GPs Role in Injury Management "</i>

Publications / Papers / Workshops

2025	Presentation at Practice Owners Conference RACGP <i>"Implementation of Multidisciplinary Teams"</i>
2019	Paper Presentation at GP Training and Education Training Conference <i>"Let's Futureproof Our Quality-Refinement Rather Than Revolution Within Shifting Goalposts."</i>
2015	Primary Healthcare Research and Development doi:10.1017/S1463423614000589 <i>"The brave new world of older patients: preparing general practice training for an ageing population."</i>
2014	Paper Presentation at General Practice Education and Training Convention <i>"Assisting Nurses to Become Confident Deliverers of Medical Education in The General Practice and Beyond using an Online Teaching Resource "</i>
2014	Workshop Presentation at General Practice Education and Training Convention <i>"Recognizing the "Right" Partners and Working Together in "Real " Partnerships"</i>

2014	Poster Presentation at RACGP GP14 Conference <i>"Engaging the Wider Primary Health Team in Education "</i>
2013	Paper Presentation at Pharmacy Australia Congress 13 (PSA) <i>"Community Pharmacists as Teachers of GP Registrars – A Tool to Foster Mutual Respect and Improve Health Outcomes"</i>
2013	Paper Presentation at General Practice Education and Training Convention <i>"Assisting Nurses to become confident deliverers of Medical Education in the General Practice and Beyond using an online teaching resource."</i>
2013	Workshop Presentation at General Practice Education and Training Convention <i>"Designing an Education Support App or an Online Education Module – When? How? Why?"</i>
2012	Workshop at Australian Practice Nurse Association Conference <i>"Supporting the practice nurse as the teacher-Educating the future GP"</i>
2012	Asia Pacific Family Medicine 2012, 11:3 <i>"Clinical audit of health promotion of vitamin D in one general practice."</i>
2012	Paper Presentations at General Practice Education and Training Convention 1. <i>"Does General Practice have the capacity to teach the wider primary healthcare team?"</i> 2. <i>"Supernumerary GP Supervisors – A Sustainability Solution"</i> 3. <i>"Practice managers can be teachers too ...can't they?"</i>
2011	General Practice Education and Training resource developed <i>"A Resource Kit For General Practice Nurses Who Teach"</i>
2011	Paper Presentation at General Practice Education and Training Convention <i>"Realizing the potential of Practice Nurses as Teachers of GP Registrars"</i>
2011	Paper Presentation at Royal College of Nursing Australia Conference <i>"Realizing the teaching potential of general practice nurses"</i>
2011	Paper Presentation at RACGP GP11 Conference <i>"Acknowledging consumer perspectives to enhance the profitability of a teaching general practice"</i>
2010	Paper Presentation at World HealthCare Networks Conference <i>"Building a Sustainable Workforce Through Partnerships"</i>
2010	Paper Presentation at National Primary Health Care (NPHC) Conference <i>"Interprofessional learning and education - tools to break down cultural barriers to connect care."</i>
2009	Paper Presentation at General Practice Education and Training Convention <i>"Overcoming the Tyranny of Distance-Preparing the Rural Registrar for the FRACGP exam"</i>

Kerry Stubbs

Overview

Kerry Stubbs is Deputy Chancellor of Western Sydney University and has worked as an academic at both Sydney University and the University of Technology. She has extensive human resources, research and teaching expertise in the areas of anti-discrimination, equal employment opportunity and social justice, as well as significant expertise in the human capital field, including previous roles as CEO of Northcott and Executive Director of St Vincent's Hospital, Sydney. She is a member of the Community Advisory Committee for the Australian Digital Health Agency; Advisory Council to the Australian Health Protection Principal Committee on Disability Pandemic Planning; and the NSW Government Domestic and Family Violence and Sexual Assault Council.

Professional background and qualifications

KEY ATTRIBUTES, SKILLS AND KNOWLEDGE.

- Strategic and analytical skills at Board, corporate and business level
- Broad knowledge of corporate governance and business ethics issues.
- Demonstrated commitment to working in an ethical manner and in values based organisations.
- Demonstrated leadership and management skills at an Executive level
- Organisational change program development and implementation
- High level negotiation and influencing skills
- Extensive knowledge of all aspects of modern human resource management.
- High level oral and written communication skills
- People management skills of a high order, with both large and small teams.
- Demonstrated ability to achieve financial, quality and customer service objectives through others.
- Analysis and problem solving of complex issues.
- Program and project management skills.
- Commitment to and experience in developing programs and strategies to target the needs of the poor and marginalised in the local and overseas communities.
- Extensive knowledge and experience in disability, health care, tertiary education, and water management.

EXPERIENCE

- Board and committee experience, including Board Chair, Chair of Finance & Investment Committee and chair of Audit and Risk committees.
 - Management of large workforces, both blue and white collar, to achieve financial, quality and customer service objectives.
 - Experience as a member of an Executive team in developing, implementing and evaluating strategic and business plans for a large, commercial organisations operating in both national and international markets.
 - Extensive experience in all facets of human resource management at senior level, including employee relations, remuneration, recruitment, workforce planning, training and development, occupational health and safety and equity and diversity.
 - Initiation of change strategies and management of change programs
 - Experience in incident and crisis management in both corporate and operational environments.
 - Experience in dealing with legal matters arising under industrial law, occupational health and safety law, and anti-discrimination legislation.
 - Extensive experience in negotiation at senior levels with government, unions, private sector organisations, customers and suppliers.
 - Experience in stakeholder and customer management, including donor relationships and fundraising.
 - Experience in organisational restructuring and re-engineering.
 - Experience in public relations and community and stakeholder consultation.
-
- Experience in teaching and training at university level and within the workplace.
 - Research and consultancy experience.

EDUCATIONAL QUALIFICATIONS

2001 Graduate Certificate in Writing, University of Technology, Sydney

1986 Master of Arts, First Class Honours, in Government and Public Administration, University of Sydney (Thesis: Ethnicity and Political Attitudes among First and Second Generation Migrants)

1976 Bachelor of Arts with Honours in Government and Public Administration, University of Sydney

I have completed two residential business courses at Stanford University
Harnessing AI for strategic purposes - July-August 2023
Social Entrepreneurship July-August 2013

I also completed a residential course at Harvard University in 2007 on Strategic Perspectives for not-for-profits.

AWARDS

In 2007 I was named as the NSW Telstra Businesswoman of the Year in the Community and Government Sector.

BOARD AND COMMITTEE ACTIVITIES

I have the following Board and Committee experience:

- I was appointed Chair of Achieve Australia Ltd in 2022. Achieve is a not for profit disability service provider operating in NSW. I am also a Director of Cura Housing Ltd, as part of my Achieve role.
- I was a Member of the Board of Trustees of Western Sydney University and Chair the Finance & Investment Committee for the University. In 2018 I was appointed one of the Deputy Chancellors of the University. I finished my term on the Board in December 2025.
- I was appointed in December 2020 as a Director of Healthy North Coast, a Primary Health Care network servicing the north coast and mid north coast of NSW. I am Deputy Chair of this organisation, and a member of the Finance and Performance Committee.
- I retired as Managing Director of Northcott Disability Services in 2020, after 13 years. Northcott is an organisation founded in 1927 to provide services to people with disability and is one of the largest disability service organisations in Australia.

- I was the Chair of Northcott Innovation until 2022, a subsidiary company of Northcott, which specialises in projects that improve inclusion for people with disability by working with various partners on innovative projects and service improvement.
- I was an independent Director on the Water for Sensitive Cities Cooperative Research Centre, which is a collaboration aimed at improving the use of water in cities to improve people's lives, reduce cost and protect the environment. I chaired the Audit and Risk subcommittee of the Board, and was also a Director of the Water Sensitive Cities Institute, a subsidiary company formed to carry on the work of the CRC. We successfully transitioned the CRC to Monash university after 9 years.
- I was the Chair of The National Accreditation Authority for Translators and Interpreters (NAATI Ltd), an independent body formed by the Commonwealth and State and Territory Governments to oversee the accreditation of translators and interpreters in Australia. I held this role from 2011 to 2017, and led the organisation from a government funding dependent organisation to self sufficiency, while implementing a major change in the framework for the accreditation of translators and interpreters across Australia, including Auslan and Indigenous language interpreters.
- I was a Director of Ability First Australia, a public company formed to advance the interests of disability services organizations throughout Australia at the national level. As a Director I have had extensive experience dealing with Federal Government parliamentarians and bureaucrats involved in the disability sector.
- I am a member of the Australian Institute of Company Directors.
- I was, until recently, the Chairman of the Spinecare Foundation, a company founded to promote research into diseases and conditions of the spine in children and to develop services to assist children and young people with such conditions in their education and life choices.
- I have held a number of other Board and Government Committee appointments over the last 20 years, including being an Advisory Board member for two founder owned private companies, as they transformed their business, one in the health information field and one in training and development.

Committee Experience.

I am currently or have recently been a member of three government appointed committees:

- The Covid-19 Disability Advisory Committee, under the auspices of the Primary Care Division of the Commonwealth Department of Health.
- The Consumer Advisory Committee of the Digital Health Authority. I was on this committee for 6 years, and finished in 2025.
- The Domestic and Family Violence Sexual Assault Council, under the auspices of the NSW Department of Communities and Justice. I finished my term on this Committee in December 2025.

- I am currently a General Member of the NSW Civil and Administrative Appeals Tribunal, where I hear matters relating to anti discrimination and administrative law.

Over the last ten years I have been invited to give papers or speeches at a number of conferences or present seminars for both government and non-government organisations in the areas of cross-cultural communication training and implementing EEO in a multicultural workplace, work family policies and practices, grievance handling, human resource management and business ethics.

More recently I have been asked to present papers on various aspects of public hospital management and healthcare to conferences and seminars in Sydney and interstate. And most recently I have given lectures and presented papers on the transformation of disability services from the old block funded to the new consumer directed model.

EMPLOYMENT HISTORY

2008 – August 2020.

Northcott Disability Services CEO and Managing Director

Northcott Disability Services, formerly the NSW Society for Crippled Children, provides a range of services to more than 15000 people with disabilities and their families living throughout NSW.

Northcott operates out of more than 31 locations in NSW and the ACT, and covers metropolitan, rural and regional areas. Its services range from Early Childhood Intervention Services, post school options and employment services, after school and vacation services, outreach and community support through to short term and permanent accommodation and therapy services and in home support and recreation.

Northcott employs more than 2500 staff and has a turnover of around \$200m per annum. Under my leadership, Northcott grew to be a major disability organisation in NSW, with a reputation for quality service provision, innovation and inclusiveness. It's purpose is to build an inclusive society, where people can live the life they choose.

We successfully navigated the introduction of the National Disability Insurance Scheme, and have worked closely with NSW and Federal Governments, other disability providers and corporate partners to make a real difference in the lives of people with disability. In 2017 Northcott was successful in being awarded a large slice of the outsourced NSW Government accommodation services, taking on more than 100 homes housing 400 customers, supported by 1000 staff. In 2018 we were successful in becoming the partner with the National Disability Insurance Agency for providing the Early Childhood Early Intervention Program for all children under 6 in

Western Sydney, Hunter and New England, mid North Coast and Far North Coast.

Under my leadership Northcott grew from a turnover of \$20m per annum to \$200m per annum, and, more importantly, delivered quality services to people with a disability to support them to participate in their communities.

2001-2008

St Vincents & Mater Health Sydney

In July 2002 I was appointed to the role of Executive Director, St Vincent's Hospital and Sacred Heart Hospice. Reporting to the Chief Executive Officer, St Vincents & Mater Health Sydney, I was responsible for the strategic leadership, operational management, clinical and corporate governance, and the external relationships with government, health officials, regulators, donors and fundraisers for St Vincent's Hospital, Sacred Heart Hospice, and the associated services of mental health, drug and alcohol and community health.

This is an organisation with a turnover of \$270million, with some 2,000 staff, and more than 600,000 patient contacts per annum, significant research and teaching activities, and networks throughout regional and rural New South Wales. St Vincent's also operates a private pathology business, as well as its public health services, and raises significant private patient revenue. The organisation attracts significant donations and bequests, and relationships with donors and community supporters was one of my major responsibilities.

In my capacity as Executive Director I attended meetings of the Board of St Vincents & Mater Health Sydney. I was also a member of the Management Board of the St Vincent's Centre for Applied and Clinical Research, and a member of the Scientific Advisory committee for the National Centre for HIV and Related Diseases. (NCHECR)

I also led the relationship with the University of Notre Dame on behalf of SV&MHS, and chaired the steering committee for the new Academic Unit in Palliative Care established at Sacred Heart, with funding and representation from SV&MHS, the Universities of NSW and Notre Dame, Calvary Healthcare, and the Cancer Institute of NSW.

In July 2001, I joined SV&MHS as General Manager Human Resources. In this position I was responsible for human resources strategy, policy and service delivery to the group, which consisted of 4 major hospitals, 2 public and 2 private, and associated health services employing more than 4,000 staff and with a turnover of \$500million.

I left SV&MHS in February 2008 to take up the position with Northcott Disability Services.

1998-2001 Australian Water Technologies P/L

AWT PL was the commercial arm of Sydney Water, supplying contestable services to both Sydney Water and other clients in the commercial market. I was a member of the Executive of AWTPL, reporting to the Managing Director, who was responsible to the Board.

From 1998, with the appointment of a new Managing Director and Executive Team, AWTPL moved from a loss making company to a profit of \$10.2m in 1999-2000.

In March 2001 the Board of Sydney Water decided to reintegrate Australian Water Technologies into Sydney Water from 1st July 2001. I chose not to return to Sydney Water at that time.

In June 1998 I was appointed General Manager, AWT Maintenance in Australian Water Technologies (AWT).

In AWT Maintenance I managed a business with a turnover of \$30m per annum and a staff of 300, engaged in the provision of electrical, mechanical and civil maintenance and installation services to both Sydney Water and external customers on a competitive basis.

In October 2000, I was asked by the Board and Managing Director to take over as General Manager of the Environment, Science and Technology business within AWT. In this role I managed a business of some 450 staff with a turnover of \$40m per annum, and operations in Sydney, Forster, the Shoalhaven, and a company in Melbourne. The business provided analytical, environmental consulting and measurement services to both government and private sector clients.

I also held the Incident Management portfolio for AWT, which included the preparation for the 2000 Olympics, and I was AWT's representative on the Sydney Water Group Business Ethics Committee.

1998 Sydney Water Corporation.

Manager, Group Human Resources.

Throughout 1997 I worked outside my position in a number of different roles, including some time relieving as Group General Manager Utilities. This role ran the retail business of Sydney Water, delivering services to some 3.5 million customers.

For six months of 1997, I had the role of Regional Manager, Illawarra, responsible for the supply of water and sewerage services to the people of the Illawarra Region, a business with a turnover of \$70 million per annum. In this time I developed the 1997-98 business plan for the Region, with savings of 10 percent on 1996-97 expenditure, and worked with the Holding Company on developing a \$100million wastewater strategy for the Illawarra Region to the year 2002. This involved me in consultation with the stakeholders in the Region as part of the communications plan for the Strategy, including residential customers, business groups, environmental and other interest groups, regulatory agencies and our own employees.

In 1997, I also completed a review for the Managing Director of the Occupational Health and Safety strategy, systems, and performance of Sydney Water Corporation and completed a series of recommendations for change which have been adopted by the Executive and the Board. This included a review of the occupational health and safety requirements and performance of

the contract management system of the organisation. Occupational Health and Safety became one of the major strategy areas for Sydney Water at that time.

1995 Appointed first Manager, Corporate Human Resources of the new Sydney Water Corporation.

In this position I was responsible for the frameworks, systems and policies for human resources throughout the organisation and for organisational cultural change strategies. I advised the Executive and the Board on human resource issues, attended Executive meetings as the senior Human Resources professional in the organisation, and acted as secretary to the Board subcommittee on Human Resources. I also chaired the Sydney Water Business Ethics Committee.

My major achievements in this role were the integration of human resources planning and policy into the strategic planning and policy development of the organisation; the establishment of a remuneration framework and system for senior contract staff, including performance pay; working with the business managers to assist in the introduction of four business level enterprise agreements across the organisation within a common framework for core conditions but with different pay outcomes; the introduction of executive development centres for senior staff to improve their leadership competencies; and the management of a significant downsizing project in the organisation within a no retrenchment framework and with no industrial disruption.

Specific additional projects I undertook for the Managing Director since taking on this role were:

- Project Manager of the review and restructure of the Holding Company
- Chair of the Communications Steering Committee
- Chair of the Business Ethics Committee

1988- 94

Worked in a number of human resources management roles, including Workforce Planning, Workforce Health and Safety, Equal Employment Opportunity and spent some time as Public Relations Manager for the organisation, at a time of particular media and community sensitivity while the ocean outfalls were being built.

1987-88

On leave from the Water Board for two years. During that time I undertook a wide range of consultancy work in human resources management, EEO and multicultural training and policy development.

I completed major projects for the Multicultural Unit and the EEO Unit of the Department of T.A.F.E., the Local Government pilot EEO programme, and the Human Rights and Equal Opportunity Commission.

Part time lecturer “Management of Organisations” course, Bachelor of Business degree, NSW Institute of Technology (UTS).

1985 Equal Employment Opportunity Coordinator, Sydney Water Board.

1983 Equal Employment Opportunity Implementation Officer, Sydney Water Board

1981-83

Parliamentary Research Officer to the Hon. L.A. Punch, Leader of the National Party (NSW) and other members of the parliamentary National Party.

1978-80

Full time tutor, Department of Government, University of Sydney

1977 Research Assistant, Department of Government, University of Sydney.

PUBLICATIONS AND PAPERS

1978 1978 Field Studies Class, A Survey of Members of the Amalgamated Metal Workers Union in the Sydney Metropolitan Area, Department of Government, University of Sydney.

1977 R. Albury, Dr. E.A. Chaples and K. Stubbs, “Sexism Among a Group of Tertiary Students’, Australian and New Zealand Journal of Sociology, June 1977.

1979 Kerry Stubbs and Peter Lemon, A Survey of Parents and Guardians with Children Attending Rooty Hill High School, Department of Government, University of Sydney.

1981 Contact Research Report 2: Into the Needs of People Caring for Young Children in Newtown and Strathfield, Lady Gowrie Child Care Centre, Erskineville.

(This study was undertaken by a group of students under my direction for the CONTACT project).

- 1982** 'Ethnicity and the Second Generation: A Sydney Study', paper delivered to the Second Conference on Ethnic Politics, Australian National University, Canberra 1982.
- 1986** Kerry Stubbs, 'Training in a Multicultural Workplace', Network for Intercultural Communication Newsletter, No. 2.
- 1988** Kerry Stubbs, Multiculturalism in Conflict, Training handbook for the video kit developed by the New South Wales Department of Technical and Further Education.

This kit was awarded two ATOM awards in 1989, including one for best curriculum resource, and won medals in the same year at the New York and San Francisco film festivals.

- 1989** Kerry Stubbs, Mainstreaming EEO. Making Local Level Initiatives Work. EEO Implementation kit developed for the EEO Unit of the NSW Department of Technical and Further Education.
- 1991** Kerry Stubbs, Race Relations in the Workplace. A Report on the Pilot Projects in Industry, Human Rights and Equal Opportunity Commission, Sydney 1991.

Catherine Yeomans

Overview

Catherine has served on numerous boards overseeing governance, strategy, risk, audit, remuneration and compliance, including current appointments with Presbyterian Low Fee Christian Schools and previous roles with RSL LifeCare, CHESS Connect and World Vision Australia. Supported by her legal qualifications, GAICD accreditation and former CEO experience, Catherine demonstrates strong governance capability, sound judgement, and an ability to provide effective oversight and constructive challenge to executive leadership.

Catherine has a proven ability to contribute to long-term organisational strategy and sustainability through both executive and board leadership. As former CEO of Mission Australia and through numerous Chair and Director roles, she has led strategic planning, business transformation, mergers and acquisitions, joint ventures, financial turnaround initiatives, and cultural change. Her experience across health, aged care, housing, education, and human services demonstrates strong strategic thinking and an ability to guide organisations through complex operating environments.

Catherine has extensive experience engaging with governments, regulators, community organisations, commercial partners, and diverse stakeholder groups. Throughout her executive and governance career she has built strategic partnerships across the not-for-profit, corporate and public sectors, including organisations supporting employment, disability, housing, education, and Aboriginal and Torres Strait Islander communities. Her collaborative leadership style and experience navigating complex stakeholder environments position her well to contribute to Healthy North Coast's broad network of partners.

Catherine offers exceptional financial, commercial and risk governance capability developed through both CEO and Non-Executive Director roles. She has overseen organisational performance, audit and risk, compliance, governance frameworks, and financial sustainability across large, complex organisations.

Her board experience includes leading business transformation, merger and acquisition activity, joint ventures and organisational turnaround, providing strong commercial judgement and governance oversight.

Catherine has dedicated much of her career to improving outcomes for vulnerable communities through leadership of organisations focused on health, aged care, housing, employment, disability, education, and social services. Her governance experience across purpose-driven organisations, together with her leadership of Mission Australia and recognition through the Medal of the Order of Australia (OAM), demonstrates a genuine commitment to community impact and values closely aligned with Healthy North Coast's mission.

Catherine would bring extensive expertise in governance, strategy, organisational transformation, and risk oversight

Professional background and qualifications

Presbyterian Low Fee Christian Schools

Trustee appointed Board member and Board Secretary

2022 – Present

- The Board governs three independent schools across the Mid North Coast Region (Nambucca Valley, Grafton and Casino) providing high quality, Christ-centred education with low entry fees from kindergarten through to Year 12, including offering skills-based education with links to TAFE.
- The Board is responsible for charting the direction, strategy and objectives for each of the schools and monitoring the implementation and achievement of those strategies and objectives.
- The Board monitors compliance with NESA and ACNC regulatory requirements and implementation of related policies; and approves and monitors the schools' risk management systems.

Coffs Harbour Employment Support Services Ltd

Independent Non-Executive Director, (T/A Chess Connect)

2018 – 2023

- CHESS Connect was a regional for-purpose human service organisation helping local people achieve a strong life through a range of employment, disability and mentorship services.
- I also served on the Governance Committee and the Audit Committee. CHESS Connect merged with Ability Options in 2023.

World Vision Australia

Independent Non-Executive Director

2020

- World Vision Australia is an international aid organisation and Australian based charity that works with children, families and communities to overcome poverty and injustice.
- I also served on the Audit and Risk Committee.

RSL Lifecare Ltd.

Independent Non-Executive Director

2018 – 2021

- RSL LifeCare (RSLLC) is a charitable organisation caring for over 7,500 residents in 25 retirement villages and 26 Aged Care Homes across NSW and the ACT.
- Following the Bergin Inquiry, the organisation underwent significant change in terms of governance including a Board renewal process (following which I was appointed).
- Upon joining the Board, I participated in a review of the Committee structure.
- I also served as Chairman of the Nomination and Remuneration Committee and as a member of the Quality and Safety Committee.

Working Links UK**Non-Executive Director****2014 – 2016**

- Working Links was one of the UK's leading commercial providers of out-sourced government programs such as 'welfare to work' and probation and parole.
- To fund further growth and a transformation program, Working Links was divested in 100% share sale to private equity firm Aurelius in late 2016.

Many Rivers Microfinance Ltd**Non-Executive Director****2014 – 2017**

- Many Rivers (MR) is an Australian based company providing small loans to otherwise financially excluded individuals to start their own business.
- MR has a particular focus on providing microfinance for Aboriginal and Torres Strait Islander people. Westpac is a strategic partner together with major mining corporations and Federal Gov't.

Mission Providence Pty Ltd**Chairman and Non-Executive Director****2015 – 2017**

- Mission Providence (MP) was a joint venture partnership between Mission Australia and Ingeus Australasia (owned by US-based Providence Services Corporation).
- The scale of MP put it in the Top 8 national employment services providers in Australia delivering the jobactive and Work for the Dole programs.
- A successful 100% share sale to Konekt was completed in 2017.

Mission Australia Housing**Chairman and Executive Director****2014 – 2017**

- Mission Australia Housing (MAH) is one of the Top 10 community housing providers in Australia with over 2000 dwellings under management.
- MAH has strategic partnerships with several market leading property developers and financial institutions.

Mission Australia Early Learning**Chairman and Executive Director****2014 – 2017**

- Mission Australia Early Learning (MAEL) owned or operated ~50 early learning centres across Australia.
- MAEL was formed from the purchase of distressed ABC Early Learning centres and subsequently added all

Australian Defence Force childcare centres under contract.

Community Council of Australia

Board member

2016 – 2017

- Community Council of Australia is an independent member-based peak body dedicated to building flourishing communities by enhancing the extraordinary work of Australia's not-for-profit sector.

Tara Anglican Schools for Girls

Synod appointed School Council member

2010 – 2017

- Tara is a non-selective day and boarding school for girls in Sydney that nurtures its students academically while providing extensive cocurricular activities in sport, creative and performing arts and service. The School Council sets the strategy and policies within which the school operates, and the School Council is responsible for the property and finances of the school.

Key Skills and Strengths

- I am available to serve as an Independent Non-Executive Director on the Boards of commercial, large NFP and government owned enterprises.
- I am an experienced Non-Executive Director, with over 15 years' governance experience across private and not-for-profit sectors operating in health and human services, affordable housing, education, employment, early learning, aged care, retirement living and government contracting.
- At board level, highlights include developing risk framework, setting strategic direction, M&A transactions, joint venture partnerships, turn-around financial performance and business transformation, and leading cultural change.
- I have served as Chairman both at Board and Committee level.
- In addition, I am a seasoned C-suite professional with over 18 years' Senior Executive experience across varied roles in a business-to-business industry serving the professional services and corporate sectors and leading one of Australia's largest national charities.
- My last executive role prior to moving into a portfolio career as a Non-Executive Director, was to serve as Chief Executive Officer (CEO) of Mission Australia, one of Australia's largest national charities. Prior to that, I held Senior Executive roles with the global corporates Thomson Reuters and LexisNexis.

Education and Training

Medal of the Order of Australia (OAM)

- 2026 | Australia Day Honours List 2026 for services to the community.

Bachelor of Laws (LLB)

- 1993 | University of Technology, Sydney

Professional Affiliations / Qualifications

- Graduate of AICD Company Directors Course (GAICD)
- Former Member of Chief Executive Women (CEW)
- Former Boardlinks Champion (Federal government's Office for Women).