



# OUR STRUCTURE

## Legislation

SMHS was established as a board governed Health Service Provider (HSP) in the Health Services (Health Service Provider) Order made by the Minister for Health under section 32 of the *Health Services Act 2016*.

## Responsible Minister

SMHS is responsible to the Minister for Health, the Honourable Amber-Jade Sanderson MLA.

## Governance

SMHS, as a HSP, is responsible and accountable to the Minister for Health and WA Department of Health (DoH) Director General, as the System Manager.

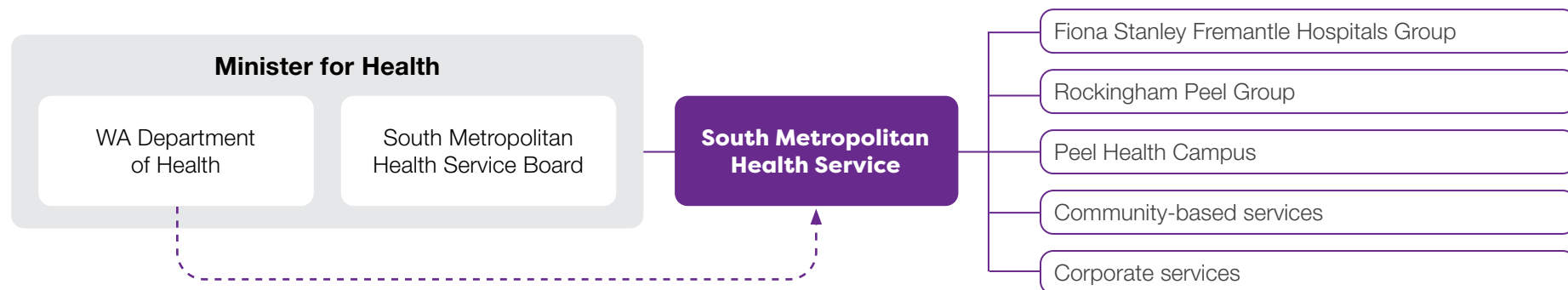
The System Manager is responsible for the overall management, performance and strategic direction of the WA public health system, ensuring the delivery of high quality, safe and timely health services.

Under section 34 of the *Health Services Act 2016*, the Board is responsible for the stewardship of the health service, including the governance of all aspects of service delivery and financial performance. It is also responsible for setting the direction within the scope of policy frameworks set by the DoH.

The Minister for Health appoints the SMHS Board and the System Manager is the employing authority of the SMHS Chief Executive.

## Shared responsibilities with other agencies

SMHS works closely with the DoH, the Mental Health Commission (MHC), other HSPs and many government and non-government agencies to deliver programs and services to achieve better health outcomes for the community of the southern metropolitan region of WA.



## Our Board

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Board members are appointed for terms of up to three years. A member is eligible for reappointment but cannot hold office for more than nine consecutive years. Members are appointed according to their expertise and experience in areas relevant to SMHS activities.

The Board is supported by an established structure of committees. These committees monitor various aspects of SMHS performance, make decisions and recommendations, and help the health service to be responsive to emerging change.



SMHS Board pictured back left to right: Colin Murphy, Liam Roche, Yvonne Parnell, Ryan Atkinson, Sue Le Souef, Karen Brown, Amanda Boudville, Julian Henderson.  
Seated front: Kim Gibson and Robyn Collins.

## Board committees

Robyn Collins, Board Chair			
<b>Safety and Quality Committee</b> Kim Gibson, Chair		<b>Finance and Governance Committee</b> Liam Roche, Chair	
<b>Members</b>			
Amanda Boudville, Ryan Atkinson Yvonne Parnell		Philip Della (external member) Sue Le Souef Julian Henderson Karen Brown	
		Colin Murphy Polly Klante (external member until May 2023)	
<b>Purpose</b>			
Assists the SMHS Board in fostering safety and quality in patient care across the health service by monitoring and advising on matters relating to safety and quality, as well as providing assurance that the Clinical Governance, Safety and Quality Policy Framework is implemented and adhered to, and clinical systems, processes and outcomes are effective.		Assists the SMHS Board by providing oversight and strategic direction in the key areas of financial management, governance, legislative compliance, contract and procurement activities and managing financial risks in the provision of health services.	
<b>2022–23 key achievements</b>			
<ul style="list-style-type: none"> <li>• Provided assurance and evidence to the committee of the safety and quality of care given through in-depth review and examination of key safety and quality performance of several service areas.</li> <li>• Continued to focus on safety and quality performance as services responded to system-wide pressures whilst emerging from the COVID-19 pandemic.</li> <li>• Strengthened the committee’s ability to advise on matters relating to avoiding preventable patient harm through review of severity assessment code (SAC) 1 clinical incident investigation reports highlighted as of particular concern.</li> </ul>		<ul style="list-style-type: none"> <li>• Oversight of the 2022–23 budget ensuring alignment with the SMHS Strategic Plan and system-wide priorities that meet the needs of the community.</li> <li>• Ongoing monitoring of SMHS’ high value strategic contracts and procurement processes for all major items and services.</li> <li>• Ensuring appropriate mechanisms are in place to review and implement recommendations arising from relevant parliamentary committee reports, external reviews and evaluations of SMHS to assist in achieving best practice.</li> </ul>	

## Robyn Collins, Board Chair

### Audit and Risk Committee

Colin Murphy, Chair

### People, Culture and Engagement Committee

Amanda Boudville, Chair

#### Members

Liam Roche  
Sue Le Souef  
Julian Henderson

Karen Brown  
Polly Klante (external member  
until May 2023)

Yvonne Parnell  
Ryan Atkinson  
Julian Henderson

Fiona Payne (external member)

#### Purpose

Provides advice, independent assurance and assistance to the SMHS Board in respect of maintaining effective and efficient audit functions, risk, control and compliance frameworks, and ensures the implementation of, and adherence to, the Risk, Compliance and Audit Policy Framework.

Supports the SMHS Board in fostering a positive culture of open, appropriate and effective engagement between staff, patients, carers and the wider community, and advises on staff matters related to culture and engagement.

#### 2022–23 key achievements

- Strengthened SMHS procedures to minimise the potential of fraud related issues.
  - Reviewed SMHS processes and controls relating to overtime, leave management and conflicts of interest to ensure best practice.
  - Strengthened controls aimed at:
    - protecting SMHS from cyber security threats
    - managing integrity and ethics matters across SMHS
    - managing and ensuring that SMHS clinical incident recommendations and/or corrective actions are implemented effectively.
- Continued focus on medical workforce issues, including cyclical shortage of registrars as well as health and wellbeing, and training and research opportunities, for staff.
  - Endorsed the SMHS Environmental Sustainability Strategy, promoting best practice approaches.

## Board members



**Adjunct Associate Professor Robyn Collins**  
RN RM B.App Sc MAICD  
Chair

Adjunct Associate Professor Robyn Collins is a committed and highly successful health service executive and board member with an extensive career in a broad range of governance, strategic, operational and financial management environments. Adj. Assoc. Prof. Collins is currently a board member of Rosewood Aged Care. Until early June 2019 Adj. Assoc. Prof. Collins was the WA State Manager of the Australian Health Practitioner Regulation Agency (WA). Adj. Assoc. Prof. Collins was Acting Chair of the SMHS Governing Council for two years.



**Ms Kim Gibson**  
B.App.Sci (Physio) MA Public Sector  
Leadership FACHSM GAICD  
Deputy Chair

Ms Kim Gibson's career in health spans 30 years across clinical practice, clinical education, health professional regulation, health reform, health service management and governance both in Australia and overseas. Former Chair of the Clinical Senate of WA, Ms Gibson is passionate about health service improvement through clinician and consumer engagement. An experienced board member, she is also Chair of the Physiotherapy Board of Australia.



**Dr Ryan Atkinson**  
MBBS BMedSc FRACGP

Dr Ryan Atkinson is a general practitioner working in the remote Aboriginal communities of Djarindjin/Lombadina and Ardyaloon, two hours north of Broome. He will complete his Masters of Business Administration with the Melbourne Business School in 2023. Dr Atkinson has a strong commitment to Aboriginal health and completed his postgraduate training in Aboriginal medical services in the Kimberley region.



**Dr Amanda Boudville**  
MBBS, FRACP

Dr Amanda Boudville is Head of Aged Care and Rehabilitation at St John of God Midland Public and Private Hospital and an experienced geriatrician and stroke physician. She has worked across various public and private health systems for more than two decades. Dr Boudville is a Federal Councillor of the Australian and New Zealand Society for Geriatric Medicine and a Board member for Amana Living.



**Ms Karen Brown**  
BA (English), Dip Ed, GAICD

Ms Karen Brown is Non-Executive Chair at Cannings Purple. She brings experience in senior commercial, business directorship, strategic communications and government. Ms Brown worked at both State and Federal Government levels, serving as senior policy and media advisor to the Leader of the Opposition and Chief of Staff in the Office of WA Senator Chris Evans, Leader of the Government in the Senate. She has extensive board experience in a range of commercial, health and charitable organisations. Ms Brown is a current board member for The Royal Flying Doctor Service, the Pinnacle Foundation and Edge Employment Solutions.

## Board members



**Mr Julian Henderson**  
B.Eng MBA

Mr Julian Henderson is a highly-qualified senior executive with wide-ranging experience within the public and private sectors. He has a breadth of experience in diverse areas including strategic planning, policy development, project development, project management, operations and general administration. Mr Henderson was a member of the North Metropolitan Health Service Governing Council.



**Ms Sue Le Souef**  
BA(Hons) MA, B Juris, LLB,  
GAICD

Ms Sue Le Souef has extensive experience in health-related fields including nursing and health law. As a senior legal officer at the DoH, her work included medical negligence, coronial inquiries and freedom of information. She played a prominent role in the introduction of legislation for advance health directives and enduring power of attorney in WA. At the State Solicitor's Office, she worked as a senior solicitor in civil litigation including defending public hospitals in medical negligence.



**Mr Colin Murphy PSM**  
BCom, FCPA, FCA, FIPAA, GAICD

Mr Colin Murphy was the former and 18th Auditor General for WA. His career has included senior executive finance and administrative roles across a range of State and Commonwealth Government departments. Mr Murphy serves on a number of boards and committees including ChemCentre WA, the Accounting Professional and Ethical Standards Board, Winja Wajarri Barna Ltd, and the Winston Churchill Memorial Trust Australia. In 2021–22, he served as a Commissioner with the Perth Casino Royal Commission and has been appointed as a Commissioner with the Gaming and Wagering Commission WA. Mr Murphy was awarded a Public Service Medal in the Australia Day Honours 2010.



**Ms Yvonne Parnell**  
GAICD, GradCertDis, MCHSM

Ms Yvonne Parnell has been a CEO within the community sector assisting people with disabilities and their families to overcome significant life challenges for the past 15 years. She previously held executive management and leadership roles in the corporate sector. Ms Parnell has had longstanding involvement as a consumer leader in health and health research both in WA and nationally since 2003. She is currently a member of the NHMRC Principal Committee for Impact, a Board member of the Australian Alzheimer's Research Foundation, and sits on a number of health steering committees.



**Mr Liam Roche**  
B.Bus

Mr Liam Roche is an experienced business leader and board member who retired from the role of Chief Operating Officer of Seven West Media (WA) following a 40-year career in the media and manufacturing industry. Mr Roche currently serves as Chair of the Perth Eye Foundation, Deputy Chair of Crime Stoppers WA, a member of the Western Australia Board of the Medical Board of Australia, a Non-Executive Director for Multiple Sclerosis Society of Western Australia and an adviser to the Murdoch University Emerging Leaders Program. Mr Roche has an extensive background in management and governance and is currently teaching the next generation of business leaders at university.

The SMHS Board met on 11 occasions in 2022–23.

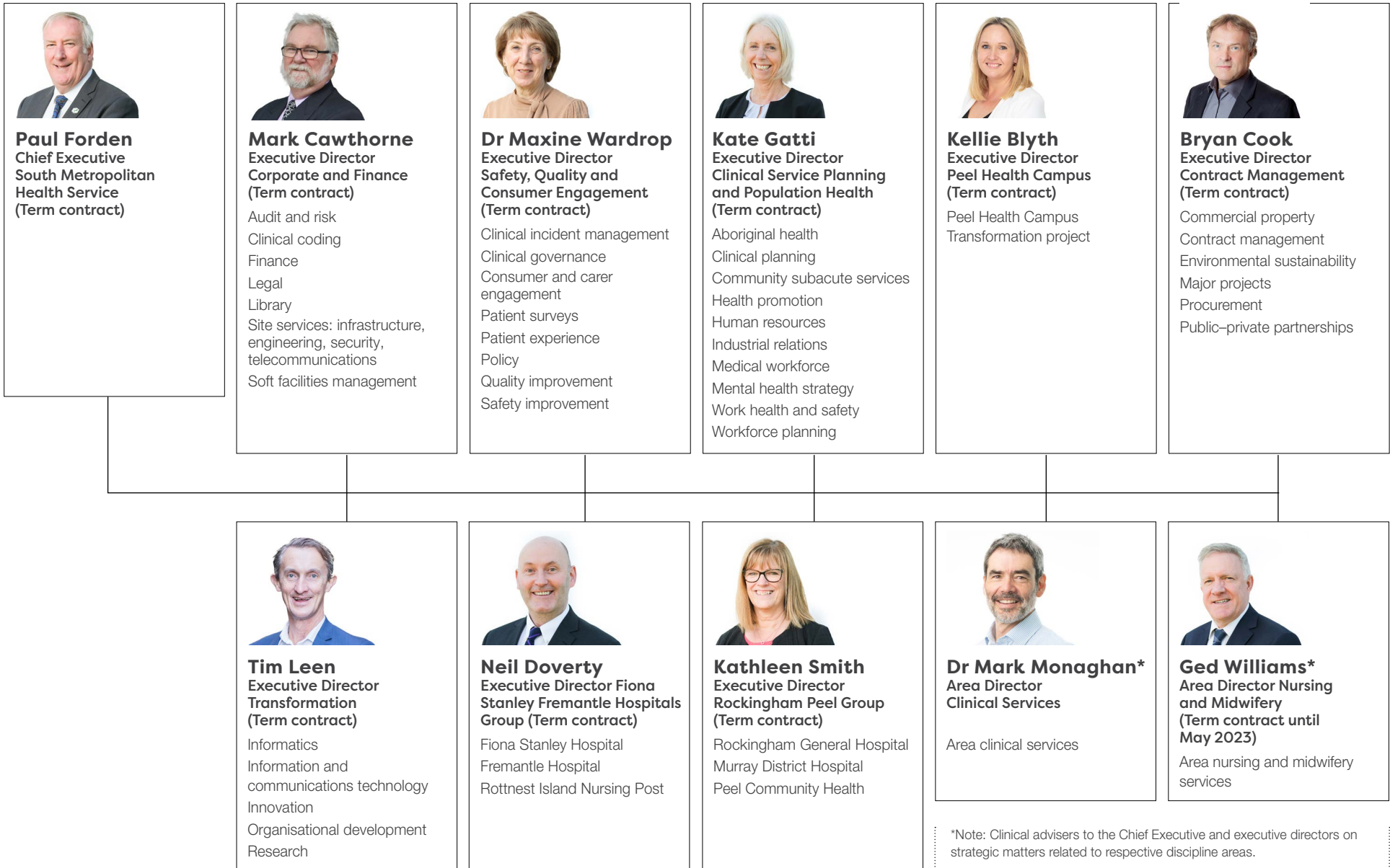
**Table 1. South Metropolitan Health Service Board term and meeting attendance**

Name	Position	Term	Meetings attended
Robyn Collins	Chair	1 July 2016 to 8 November 2023 (reappointed for a further three years in November 2020)	11 of 11 meetings
Kim Gibson	Deputy Chair	1 July 2016 to 30 June 2025 (reappointed for a further three years in July 2022)	10 of 11 meetings
Ryan Atkinson	Member	1 July 2019 to 30 June 2025 (reappointed for a further three years in July 2022)	11 of 11 meetings
Amanda Boudville	Member	1 July 2017 to 30 June 2026 (reappointed for a further three years in August 2023)	11 of 11 meetings
Karen Brown	Member	1 July 2022 to 30 June 2025	9 of 11 meetings
Julian Henderson	Member	1 July 2016 to 8 November 2023 (reappointed for a further three years in November 2020)	11 of 11 meetings
Sue Le Souef	Member	9 March 2020 to 8 November 2023 (reappointed for a further three years in November 2020)	9 of 11 meetings
Colin Murphy	Member	9 November 2020 to 30 June 2025 (reappointed for a further three years in July 2022)	11 of 11 meetings
Yvonne Parnell	Member	1 July 2016 to 30 June 2025 (reappointed for a further two years in August 2023)	10 of 11 meetings
Liam Roche	Member	1 August 2019 to 30 June 2025 (reappointed for a further three years in July 2022)	10 of 11 meetings



# Our Executive

(as at 30 June 2023)



**Paul Forden**  
Chief Executive  
South Metropolitan  
Health Service  
(Term contract)

**Mark Cawthorne**  
Executive Director  
Corporate and Finance  
(Term contract)

Audit and risk  
Clinical coding  
Finance  
Legal  
Library  
Site services: infrastructure,  
engineering, security,  
telecommunications  
Soft facilities management

**Dr Maxine Wardrop**  
Executive Director  
Safety, Quality and  
Consumer Engagement  
(Term contract)

Clinical incident management  
Clinical governance  
Consumer and carer  
engagement  
Patient surveys  
Patient experience  
Policy  
Quality improvement  
Safety improvement

**Kate Gatti**  
Executive Director  
Clinical Service Planning  
and Population Health  
(Term contract)

Aboriginal health  
Clinical planning  
Community subacute services  
Health promotion  
Human resources  
Industrial relations  
Medical workforce  
Mental health strategy  
Work health and safety  
Workforce planning

**Kellie Blyth**  
Executive Director  
Peel Health Campus  
(Term contract)

Peel Health Campus  
Transformation project

**Bryan Cook**  
Executive Director  
Contract Management  
(Term contract)

Commercial property  
Contract management  
Environmental sustainability  
Major projects  
Procurement  
Public-private partnerships



**Tim Leen**  
Executive Director  
Transformation  
(Term contract)

Informatics  
Information and  
communications technology  
Innovation  
Organisational development  
Research



**Neil Doverty**  
Executive Director Fiona  
Stanley Fremantle Hospitals  
Group (Term contract)

Fiona Stanley Hospital  
Fremantle Hospital  
Rottne Island Nursing Post



**Kathleen Smith**  
Executive Director  
Rockingham Peel Group  
(Term contract)

Rockingham General Hospital  
Murray District Hospital  
Peel Community Health



**Dr Mark Monaghan\***  
Area Director  
Rockingham Peel Group  
Clinical Services

Area clinical services



**Ged Williams\***  
Area Director Nursing  
and Midwifery  
(Term contract until  
May 2023)

Area nursing and midwifery  
services

\*Note: Clinical advisers to the Chief Executive and executive directors on strategic matters related to respective discipline areas.