

Capital Health Network Limited

Election of Directors 2025

Candidate Statement

Candidate name (please print):	STEPHEN HOLMES		
Tick the Director Position being nominated for:	E2 <input type="checkbox"/>	E3 <input type="checkbox"/>	E4 <input checked="" type="checkbox"/>

Statement in support of nomination

Statement

I have considerable experience in providing business, governance and risk consulting services locally and internationally. More relevantly I have worked in senior leadership roles in the aged care in the ACT for the past 11 years. This includes the last 3 years as CEO of ACT's largest provider of aged care services and seniors living.

I have a strong interest in better integrating multidisciplinary services, increasing the capacity and capability of the ACT's health care sector in response to the ageing population and closing the gaps created by the territory and federal divide.

Two specific areas of interest to me are the mental and emotional impact of increased social isolation being experienced and the impact of the significantly increasing prevalence in dementia, on both the sufferers and the carers. Both areas are and will continue to place considerable strain on the health system.

The Productivity Commission has very recently recommended better collaboration between health networks and a better system for and investment in prevention. I believe CHN has a vital role to play in all of this and am seeking to bring my skills and experience to CHN's board to assist it deliver on its mission.

I have strong governance skills and experience. I am a graduate of the AICD Company Directors Course in 2015 and been on the board of a local disability services provider, Koomarri Ltd, since 2016. I was also a company secretary for 8 years and regularly update my governance knowledge through professional development.

NOTE: 250 word maximum

Capital Health Network Limited

Election of Directors 2025

Statement addressing the position requirements for Director position E4

Candidate name (please print):	Stephen Holmes
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Statement addressing the position requirements

Statement

In a career spanning three decades, I have spent the last 11 years at Goodwin Aged Care Services Ltd, with the last three years as its Chief Executive Officer. Goodwin is the oldest and largest provider of aged care services and seniors housing in the ACT. As a result of the Royal Commission report into Aged Care Quality & Safety handed down in 2021, the sector has been undergoing significant reform and transformation. In response, I have led Goodwin's strategic direction review, challenged our norms and subsequently developed a new organisational strategic plan. This required examination of all business and support streams through different lenses of service quality, financial sustainability, market position, legislative compliance and opportunity identification. This led to development of and advice to my Board on growth strategies, including geographic expansion and new service offerings.

I have and continue to provide strong leadership and advocacy for both my organisation but the aged care and seniors housing sector more broadly. This is demonstrated through a number of activities outlined below.

- I developed an organisational position in response to legislative changes, such as introduction of voluntary assisted dying in NSW, and now ACT.
- On behalf of aged care and retirement living operators in 2024 I successfully led the response to ACT government in the introduction of Developer Licensing legislation including appearance before the ACT Legislative Assembly Standing Committee.
- I am the ACT representative on the NSW/ACT State Member Council of the aged care sector peak body, Ageing Australia.
- Strong relationship with research or teaching organisations, including a number of bodies at the University of Canberra (Centre for Ageing Research and Translation, and Centre for a Better Canberra).
- I am regularly requested to attend and/or present at various sector roundtable meetings with federal politicians and federal Department of Health, Disability and Ageing on topics relevant to aged care services and seniors housing.
- I am a contributor through print and screen media on issues and positive stories for the aged care sector and Goodwin's business.

I am a member of the Australian Institute of Company Directors (AICD) and a graduate of their Company Directors Course, which I undertook in 2015. I maintain my currency of contemporary governance practices by undertaking professional development.

I am experienced in reporting to and working with independent Boards, particularly over the last 11 years where I have reported to Goodwin's board through roles as COO and CEO. I was also the organisation's company secretary for a period of 8 years.

I am also currently an independent director of Koomarri Ltd, a disability services provider in the ACT. I have undertaken this role since 2016.

NOTE: 500 word maximum

STEPHEN HOLMES**Mobile: 0414 776 927****Email: stevieh1@hotmail.com****www.linkedin.com/in/stephen-holmes-9621241**

GOVERNANCE**LEADERSHIP****COLLABORATION**

Highly experienced and respected senior executive possessing extensive governance and management experience, especially in the not-for-profit sector. Thoughtful leader and long-term strategic planner whilst possessing the ability to identify and pursue short term opportunities which contribute to overall success and financial sustainability. Develops business opportunities through creating and utilising industry and professional networks. Strengthens business operations and responds to risks with maturity to integrate effective control mechanisms.

EXPERTISE OFFERED

- Strategic and operational planning
 - Corporate governance
 - Program development and evaluation
 - External and internal stakeholder management
 - Financial management, analysis and modelling
 - Effective communication
 - Property development and management
 - Regulatory compliance
 - Business and systems analysis
 - Business modelling
 - Problem solving
 - Advocacy and promotion
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CAREER HIGHLIGHTS

- *Redeveloped the strategic direction of a large not-for-profit organisation:* Over a two-year period, in response to sector demographic changes and increased competition, significant changes in government funding models and increasing consumer demands, a strategic review of the business was undertaken and structural changes implemented to ensure ongoing viability, sustainability and profitability.
- *Advocacy of industry and organisation amongst government:* Member of Committee of sector representative body and direct liaison with relevant ACT Government Ministers and senior bureaucrats to increase awareness of and benefits of the sector. Participation in ACT Government legislative review panel and appearance at Legislative Assembly standing committee.
- *Increased financial returns from better use of financial resources:* Engagement of an external financial advisory firm on two separate occasions to assist the organisation develop and implement an investment strategy to more effectively utilised the organisation's financial resources, with reduced risk.
- *Increased revenue base and profitability through merger:* Assisted in successful negotiation of an agreement for the merger of a Western Australian business into the national organisation.
- *Improved internal performance reporting:* Formulation and implementation of monthly key performance indicator reporting across organisational business units to provide a mechanism for better measuring both financial and non-financial performance. Reforming the content of

monthly financial management reports to facilitate a better understanding of organisational business performance.

- *Provided business case analysis to enable significant government investment:* Consulted to the Federal Government to undertake business case analysis of large corporate Australian entities seeking significant funding for investment in renewable energy solutions.
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CAREER SNAPSHOT

Chief Executive Officer: Goodwin Aged Care Services Ltd (July 2022 to present)

Chief Operating Officer/Company Secretary: Goodwin Aged Care Services Ltd (July 2014 to July 2022)

Chief Financial Officer/Company Secretary: Pharmaceutical Society of Australia Limited (January 2013 to July 2014)

Director: Synergy Group Australia (July 2009 to December 2012)

Executive Director: WalterTurnbull Chartered Accountants (June 2005 to June 2019)

Various positions: Deloitte (January 1989 to May 2005)

EMPLOYMENT NARRATIVE

Goodwin Aged Care Services Limited

Goodwin is Canberra's largest provider of aged care and retirement living services, employing 550 staff, and delivering services to some 2,000 seniors in the ACT and surrounding region.

Chief Executive Officer

July 2022 to present

Upon retirement of the previous CEO, I was appointed interim CEO and then permanently appointed to the position after an executive recruitment search process. I am responsible for delivering on the strategic plan of the company and advocating on behalf of the aged care services and seniors living sectors to government and other stakeholders.

Chief Operating Officer/Company Secretary

July 2014 to July 2022

Shortly following the appointment of a new CEO, I was appointed to a newly created role of Chief Operating Officer which includes responsibilities as Company Secretary. My role includes responsibility for delivery of all Goodwin's operations including residential care services, community care services, retirement living, property facilities, property development/management and all corporate service functions including finance, human resources, marketing and communications, legislative compliance and governance. This responsibility includes monitoring and responding to financial performance to enable achievement of strategic objectives.

- *Redeveloped the strategic direction:* In conjunction with the CEO, developed a five-year strategic plan with associated KPIs for reporting to the Board.
- *Redeveloped internal financial reporting:* With the assistance of the CFO, restructured the monthly internal financial reporting processes, including developing business unit variance reports, providing education to business units managers and restructuring monthly financial reporting to the Board.
- *Annual financial budget preparation:* With the assistance of the CFO, develop annual business unit and organisation wide operating and capital budgets. This involves careful consideration of the constrained federal government funding and a changing legislative and

regulatory framework to ensure resources are appropriately directed and quality of service delivery can be achieved.

- *Successfully negotiated a new debt facility:* A key member in negotiating an external debt facility agreement with a commercial bank to facilitate a large capital construction project.
- *Key member of Enterprise Agreement formulation:* Member of the project team involved in renegotiating Goodwin's five-year Enterprise Agreement, including negotiating with unions and responding to the Fair Work Commission's queries.
- *Increased financial returns and better use of financial resources:* Engagement of an external financial advisory firm to assist the organisation develop and implement an investment strategy to more effectively utilise the organisation's financial resources with reduced risk.
- *Strengthened governance processes:* Reformed the structure of Board and Board subcommittee papers in accordance with best practice.
- *Increased exposure of organisation & industry amongst government:* Vice-Chair of the ACT Retirement Living Committee of the Property Council of Australia involving liaison with senior government bureaucrats to influence government policy on land and planning issues. Member of the ACT Government's Review Advisory Panel established for reviewing and amending legislation affecting the operation of retirement villages. Also meets with relevant ACT Government minister on issues specific to Goodwin business.

Pharmaceutical Society of Australia Limited

PSA is the peak national professional pharmacy organisation with approximately 100 employees representing Australia's 25,000 pharmacists working in all sectors and across all locations. The core business of PSA is practice improvement in pharmacy by providing continuing professional development and practice support, to improve the health of Australians.

Chief Financial Officer/Company Secretary

January 2013 to July 2014

As the CFO, Company Secretary, and member of the Executive team I was specifically responsible for the financial operations of the business and providing expertise and advice on infrastructure requirements, investment and business development opportunities, risk management, key financial operations and strategies, governance systems, business systems and integration strategies.

- *Increased financial returns from better use of financial resources:* Engagement of an external financial advisory firm to assist the organisation develop and implement an investment strategy to more effectively utilise the organisation's financial resources with reduced risk.
- *Increased revenue base and profitability through merger:* Assisted in successful negotiation of an agreement for the merger of a related Western Australian business into a national organisation.
- *Improved internal performance reporting:* Formulation and implementation of monthly key performance indicator reporting across organisational business units to provide a mechanism for better measuring both financial and non-financial performance. Reforming the content of the monthly financial management reports to facilitate a better understanding of organisational business performance.

Synergy Group

Medium sized specialised Canberra based professional service provider to government predominantly in the areas of audit, financial management consulting and IT consulting, with approximately 100 employees.

Director

June 2009 to December 2012

Primarily involved in leading the provision of professional accounting and business assurance services, mainly to the Commonwealth government.

- *Commenced rebuilding audit service line:* In conjunction with the Audit Partner, during the period of my employment at Synergy Group, we significantly increased the turnover of the Audit & Assurance services line through winning contracts with several Commonwealth government agencies. This contributed to the significant growth of the firm during that time, and since, has also helped grow the reputation of the firm.

WalterTurnbull Chartered Accountants

Previously a Canberra headquartered chartered accounting firm with approximately 200 employees. It since merged with PricewaterhouseCoopers on 1 July 2010.

Executive Director

June 2005 to May 2009

Primarily involved in providing professional accounting and business assurance services, mainly to the private sector, not-for-profit sector and government. This includes business case analysis for organisations seeking government funding, due diligence reviews in respect of business acquisitions in both the private and public sectors, feasibility studies for the outsourcing of federal government services, risk assessment assignments for public sector entities, and assessment of federal agency capital management arrangements.

- *Provided business case analysis to enable significant government investment:* Consulted to the Federal Government to undertake business case analysis of large corporate Australian entities seeking significant funding for investment in renewable energy solutions.

Deloitte

A large international accounting and consulting firm providing the full suite of professional services.

Various positions

January 1989 to May 2005

Commenced career as a cadet and progressed through to position of Account Director. Provided a range of services locally, nationally and internationally to the private sector, not-for-profit sector and the public sector, including:

- Business process development and analysis
- Control framework development and analysis
- Financial management (including accounting, financial statements preparation and financial performance analysis)
- Costing and financial forecasts
- Risk management consulting (including business and fraud risk assessments)
- External audit and internal audit
- Financial viability assessments
- Due diligence reviews
- Business case preparation for new policy proposals (Commonwealth government entities) and other government costing.

EDUCATION AND QUALIFICATIONS

Bachelor of Commerce: University of Canberra, 1992

Australian Securities & Investments Commission: Registered Company Auditor (2012 to 2017)

Australian Institute of Internal Auditors: Registered Internal Auditor (1997 to 2012)

PROFESSIONAL DEVELOPMENT

Melbourne Business School: Leading Transformational Change (residential program), 2019

Company Directors Course: Australian Institute of Company Directors, 2015 (Graduate)

MEMBERSHIPS & ASSOCIATIONS

Chartered Accountants Australia & New Zealand: Member since 1995, Fellow since 2012

Australian Institute of Company Directors: Graduate member since 2015

GOVERNANCE ROLES

Board Director: Koomarri Limited (disability services provider), 2016 to current

Committee Member (Vice Chair): ACT Retirement Living Committee of the Property Council of Australia (2015 to 2017)

Committee Member: ACT Regional Council of Institute of Chartered Accountants Australia & New Zealand (2008 to 2013)

Board Director: Radford College Limited (1999) (Independent secondary school)

REFEREES

Available on request