



An Australian Government Initiative

Candidate Information Pack

South Western Sydney Primary Health Network

Chief Executive Officer

August 2026

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Welcome



As one of Australia's most impactful Primary Health Networks, South Western Sydney Primary Health Network is pleased to present this outstanding Chief Executive Officer opportunity.

We are a values-driven organisation with a collaborative, inclusive and high-performing culture, and we look forward to welcoming an exceptional leader to guide our organisation into its next chapter.

Karen Edwards

Board Chair, South Western Sydney Primary Health Network

Executive Summary

South Western Sydney PHN (SWSPHN) is a not-for-profit health organisation dedicated to supporting general practitioners, allied health professionals, practice nurses and other primary health providers to deliver the best possible care for their patients and improve access to quality local health care for the whole community. Servicing seven local government areas of Bankstown, Fairfield, Liverpool, Campbelltown, Camden, Wollondilly and Wingecarribee, SWSPHN is one of 31 primary health networks across Australia and one of ten in NSW.

SWSPHN works with local health professionals and communities to understand the health care needs and service gaps of their specific region. Through planning and consultation, SWSPHN works at the system level to improve access to primary care services and health outcomes for patients. SWSPHN plays an important role in linking GPs, practice nurses, allied health and other primary health providers, hospitals and aged care, ensuring care is integrated and is shaped around the needs of the person receiving the care.

SWSPHN is governed by a Board of nine directors, chaired by Karen Edwards, with a broad range of skills in primary health, health policy and administration, business and law. The Board is committed to enhancing and connecting primary healthcare, so residents and patients achieve better health outcomes by accessing the right care, at the right time, by the right people, at the right location.

The organisation has been led by its CEO, Keith McDonald since 2017. Keith has been an outstanding CEO and leader for the organisation and his impact and influence across the organisation and community has been significant. Keith has made the decision to retire later this year, and this has created the need for the Board to appoint Keith's successor.

SWSPHN is seeking a CEO, Deputy CEO or equivalent from within the broad health or human services setting, with a proven track record of executive leadership in a complex, stakeholder-rich environment. The ideal candidate will understand government funding frameworks, Commonwealth and State health policy, and have a track record of delivering measurable outcomes through collaboration and commissioning. A genuine affinity for the communities and populations served by SWSPHN, which is one of Sydney's most culturally diverse and fastest growing, is essential.

This is a significant and meaningful opportunity to shape primary healthcare for more than one million people across South Western Sydney. The CEO will lead an organisation with strong community roots, and a committed and highly capable team, which plays an important role at the heart of Australia's primary health system.

About South Western Sydney Primary Health Network

About us

South Western Sydney PHN is a not-for-profit health organisation. SWSPHN is dedicated to supporting general practitioners, allied health professionals, practice nurses and other primary health providers to deliver the best possible care for their patients and improve access to quality local health care for the whole community.

Our purpose

South Western Sydney PHN (SWSPHN) is one of 31 Primary Health Networks the Australian Government established to increase the efficiency and effectiveness of health and medical services in the local community.

We do this by supporting local clinicians; understanding the healthcare needs and service gaps in our community through planning and consultation; and by focusing on improving access to primary care services for patients, partnership those in our community at risk of poor health outcomes.

We are dedicated to supporting GPs, allied health professionals, practice nurses and other primary health providers to deliver the best possible care for their patients and improve access to quality local healthcare for the whole community.

We are also dedicated to improving the coordination of care to ensure patients receive the right care, in the right place, at the right time.

SWSPHN covers the local government areas of Bankstown, Fairfield, Liverpool, Camden, Campbelltown, Wollondilly and Wingecarribee.



Vision
Better health for South Western Sydney



Mission
Enhancing and connecting care to meet our local health needs

Our priorities

The Commonwealth Government has identified seven key priority areas for PHNs to focus their work towards and four national headline indicators.

Our priorities include:



- Mental health



- Population health



- Health workforce



- Digital health



- Older persons care



- Alcohol and other drugs



- Aboriginal and Torres Strait Islander health

Four national headline indicators



BETTER HEALTH

Improved health outcomes for priority populations



IMPROVED ACCESS

Improved access to primary health care services



STRONGER SYSTEMS

More sustainable, resilient and integrated PHC systems



VALUE AND EFFICIENCY

Improved value and efficiency of PHC services

Our culture

We thrive on creating and maintaining a flexible and inclusive work environment and we are committed to providing opportunities for employees to learn and develop both personally and professionally.

We are an organisation that values trust, empathy, courage, fairness, integrity and collaboration, with colleagues who uphold mutual respect, support one another to feel seen and valued, embrace challenges, recognise different needs, act with honesty and accountability, and work together with shared purpose.



TRUST

We uphold mutual respect and act in good faith



EMPATHY

We support people to feel seen, heard and valued



COURAGE

We embrace challenges, inspire innovation and drive positive change



FAIRNESS

We recognise different needs to achieve equitable outcomes



INTEGRITY

We are honest, genuine in our intent and take accountability



COLLABORATION

We foster strong relationships and work with shared purpose

South Western Sydney PHN

Strategic Plan

2026–2031

Strategic Plan 2026–2031



Vision

Better health for South Western Sydney



Mission

Enhancing and connecting care to meet our local health needs

Goals

1



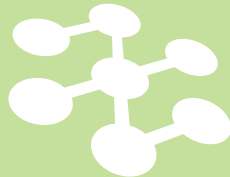
A healthier, more empowered community

2



A resilient future-ready primary care workforce delivering high-quality care

3



A connected healthcare system

4



A driver of robust planning, investment and evaluation to maximise impact

5



A trusted, influential and effective organisation

Strategies

1.1 Enhancing equity in healthcare access by enabling culturally safe, accessible care tailored to community needs

1.2 Improving health through a focus on early intervention, patient empowerment and continuity of care

1.3 Collaborating with community organisations to embed and enable person-centred care

2.1 Championing policy development, investment and system reform to enable a strong and sustainable primary care sector

2.2 Strengthening quality primary care through resources, learning and practice development

2.3 Supporting the mobilisation and retention of a skilled, sustainable and innovative primary care workforce

3.1 Partnering with key organisations to align efforts and improve continuity of care

3.2 Embedding shared pathways and digital solutions to enable seamless care across settings

3.3 Strengthening multidisciplinary collaboration across sectors to enable coordinated care

4.1 Implementing evidence-based models of care to deliver equitable access and meaningful outcomes

4.2 Using service performance data to drive outcomes, continuous improvement, value for money and scalability

4.3 Analysing data and community insights to identify, understand and respond to priority populations and emerging needs

5.1 Building capability through a values-driven culture that promotes accountability, learning and wellbeing

5.2 Ensuring strong governance and responsible use of resources, underpinned by robust systems

5.3 Providing strategic leadership which influences reform, fosters partnerships and drives innovation

Values



Trust

We uphold mutual respect and act in good faith



Empathy

We support people to feel seen, heard and valued



Courage

We embrace challenges, inspire innovation and drive positive change



Fairness

We recognise different needs to achieve equitable outcomes



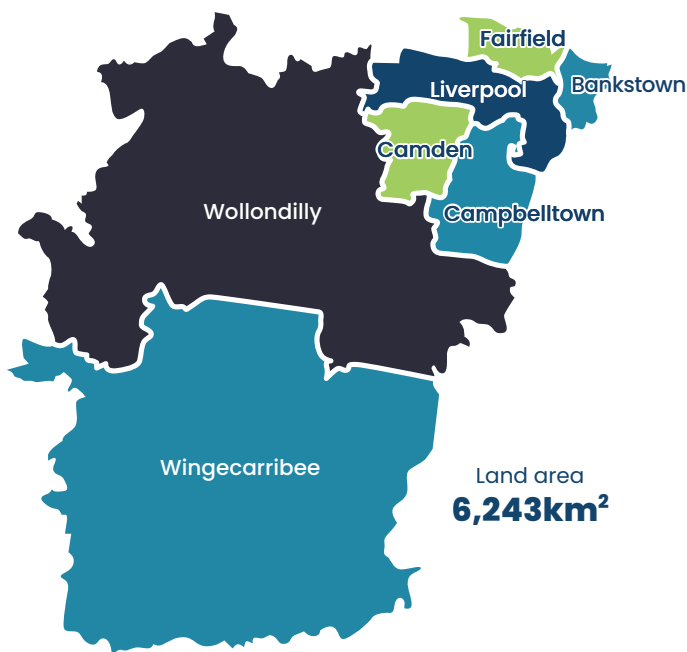
Integrity

We are honest, genuine in our intent and take accountability



Collaboration

We foster strong relationships and work with shared purpose

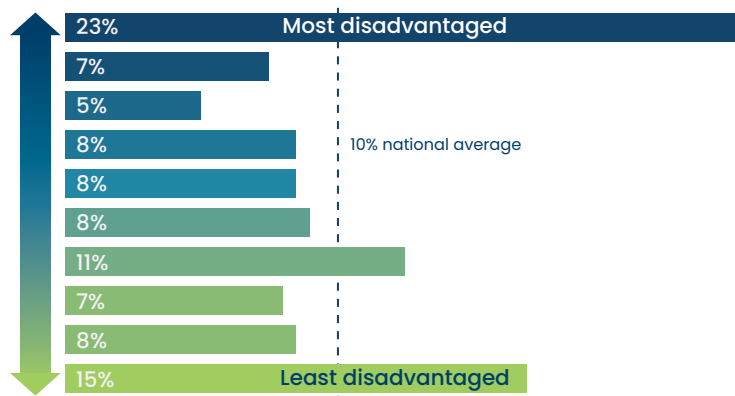


7
Local
Government
Areas

3 nations
Dharawal
Gundungurra
Dharug

1
Local
Health
District

Suburbs by socioeconomic status



Our workforce

54
Average
age

1,317
General
Practitioners

957 FTE

291 Accredited

295 Fully bulk bill

382
General
Practices

143
Solo
1 GP

168
Medium
2-5 GPs

71
Large
6+ GPs

426
Practice
Nurses

4,543
Allied Health
Professionals
(AHPRA regulated)

72
Residential Aged
Care Homes

2026 population

1,271,345*

*projection from 2021 Census.
2041 projection: 1,594,919

Aboriginal & Torres Strait Islander

SWS

NSW

3%

3%

Born outside Australia

42%

35%

Speaks language other than
English at home

51%

32%

Life expectancy



81 years



85 years

SWS	Risk factors and outcomes	NSW average
8%	Smokes daily	9.3%
20%	Drinks alcohol above recommended guideline	31%
64.9%	Overweight or obese	61.4%
6.6%	Lives with diabetes	5.1%
47%	Breast cancer screening rates	51%
36%	Bowel cancer screening rates	40%
55%	Cervical cancer screening rates	60%
	Potentially preventable hospitalisations (PPH)	
0.71%	Chronic condition PPHs	0.68%
0.24%	Vaccine-preventable PPHs	0.13%
0.86%	Acute condition PPHs	0.92%

South Western Sydney Primary Health Network Board

The SWSPHN Board comprises nine Board Members.

Please click [here](#) for more information.



Chair

Karen Edwards

BA Hons, M Clin Psych, Grad Cert Adult Ed,
GAICD, M Health Management, Cert Gov Prac



Deputy Chair

Dr. Michael Tam

BSc(Med) MBBS MMH(GP) FRACGP



Prof. Jennifer Reath

MBBS (UQ) MMed (U Syd) PhD (WSU) FRACGP
GAICD



Dr. Kenneth McCroary

BSc(Med), MBBS, FRACGP



Mr. John Adam

B.Comm/LLB



Ms. Sonia Marshall

MBA, Grad Dip PA, Bsc (Nursing)



Ms. Michelle Cutler

GAICD; BEc LLB



Ms. Christine Carriage

M Indg Hlth Studies B Comm Mgt, Prof Cert
Indg Res. Cert in Governance



Dr Hamshi Singh

BPharm(Hons) and an MBBS(Hons) (U Syd)

Position Description

Role

Chief Executive Officer (CEO)

Location

Campbelltown, Sydney, NSW

Reporting Relationships

The CEO reports to the Board of SWSPHN, through the Chair

Supervisory Responsibilities

- Director of Planning and Performance
- Director of Innovation and Partnerships
- Executive Manager of Corporate Services
- Executive Manager of Digital Health and Technology
- Executive Assistant

Role Overview

The CEO is responsible for the strategic leadership, operational management and overall performance of SWSPHN. Reporting directly to the Board through the Chair, the CEO is accountable for implementing the organisation's strategic direction, delivering outcomes under the Commonwealth PHN Program, and ensuring the organisation operates effectively, sustainably and in accordance with all legislative, regulatory and contractual obligations.

The CEO is head of the executive management team of SWSPHN, and is expected to deliver on the PHN Program outcomes, the SWSPHN Strategic Plan, strengthen primary health care in the region and ultimately, to pursue the vision of better health for South Western Sydney.

The CEO will work collaboratively with a broad range of internal and external stakeholders including:

- Commonwealth Department of Health, Disability and Ageing
- NSW Ministry of Health and NSW Health LHDs
- Primary health care providers
- Aboriginal Community Controlled Health Organisations
- Community and consumer representatives
- SWSPHN Member organisations
- Local members of parliament
- Local community organisations
- Local Government
- Non-Government organisations
- Peak professional bodies
- State and Commonwealth agencies
- Other PHNs

Qualifications and Requirements

- Relevant tertiary and/or post graduate qualifications in health, business, management or a related discipline.
- Current NSW Drivers licence and access to a comprehensively insured vehicle.

Required Skills and Experience

- Demonstrated strategic understanding of the Australian health, primary health, and/or human services environment including health reform, commissioning, integrated care and system improvement.
- Extensive senior executive leadership experience in medium to large complex organisations with responsibility for strategy and organisational performance.
- Demonstrated capability in strategic leadership, organisational performance, financial management, governance, and risk oversight.

- Exceptional interpersonal, stakeholder engagement and communication skills, with a demonstrated commitment to working collaboratively with diverse communities and the ability to influence and build trusted relationships across government, industry, clinical and community sectors.
- Demonstrated success leading organisational growth, capability development and transformational change in complex environments.

Key Deliverables

1. Leadership and Strategy

- Working with the Board, provide strategic and executive leadership to achieve SWSPHN's vision, strategic objectives and organisational priorities.
- Lead and develop the Executive Team, fostering a culture of accountability, collaboration, innovation and high performance.
- Lead the development and implementation of SWSPHN's strategic and business plans and establish appropriate risk control systems.
- Deliver activity against the three core pillars of coordination, commissioning and capacity building.
- Develop a culture that delivers on the organisation's stated values, drives accountability and promotes engagement.
- Monitor the internal and external environment and provide advice to the Board.

2. Governance, Risk and Compliance

- Ensure effective corporate governance frameworks, systems and practices are maintained in accordance with legislative, regulatory, funding and Board requirements.
- Oversee enterprise risk management frameworks including identification, mitigation, monitoring and reporting of risk.
- Ensure compliance with all funding agreements, contractual obligations, accreditation standards, and statutory requirements.
- Monitor organisational performance, governance and risk indicators to support continuous improvement and organisational sustainability.
- Maintain robust internal controls, audit and assurance processes to safeguard organisational resources and reputation.

3. Financial Management

- Lead the organisation's financial management strategy to ensure solvency, mitigate foreseeable risks, and effectively allocate resources to support the achievement of strategic objectives.
- Identify opportunities to build financial sustainability of the organisation.
- Regularly monitor organisational financial performance and risk.
- Ensure effective stewardship of public funding through transparent, evidence-based, and value-driven decision-making.
- Provide accurate, timely, and strategic financial reporting and advice to the Board and relevant committees.

4. Stakeholder Engagement

- Represent the organisation effectively to stakeholders including at local, regional and national levels, to strengthen partnerships, influence health system reform, and advance organisational priorities.
- Foster meaningful engagement with clinicians, consumers, and communities to ensure services and strategies are responsive to local needs.
- Lead strategic partnerships and cross-sector collaboration to support integrated, person-centred care and improved health outcomes.
- Promote the organisation's reputation, profile, and influence through effective consultation, communication, and stakeholder engagement.
- Support culturally safe and inclusive engagement practices, particularly with Aboriginal and Torres Strait Islander communities and priority population cohorts.
- Manage complex stakeholder issues with professionalism, diplomacy, and sound judgement.

5. Health System Leadership

- Provide leadership in primary health care reform, population health planning, and integrated care initiatives across the region.
- Oversee commissioning, procurement, and contract management activities to ensure services are evidence-based, outcomes-focused, and responsive to community need.
- Ensure services and initiatives are informed by data, population health needs assessment, stakeholder engagement, and evaluation.
- Promote innovation and collaboration to improve access, equity, service integration, and health outcomes for priority population cohorts.

Values

Support SWSPHN values:

- **Trust** – We uphold mutual respect and act in good faith.
- **Empathy** – We support people to feel seen, heard and valued.
- **Courage** – We embrace challenges, inspire innovation and drive positive change.
- **Fairness** – We recognise different needs to achieve equitable outcomes.
- **Integrity** – We are honest, genuine in our intent and take accountability.
- **Collaboration** – We foster strong relationships and work with shared purpose.

Performance Criteria

The following table outlines the key responsibilities and results areas for this position. Successful execution of these key responsibilities and results will be measured by achievement of the key performance indicators, as agreed between the Board and the CEO.

Responsibilities	Key Result Areas	Key Performance Indicators
Sustain sound corporate governance and operations	Provide leadership, strategic advice, direction and support to the Board	1. Annual unqualified financial auditor's report
	Ensure compliance with all statutory and legislative authorities relevant to company business	2. 100% compliance with all statutory and legislative authorities including ATO and ACNC requirements
Oversee the development and implementation of the company strategic plan	Progress development of the strategy and strategic initiatives, as outlined in the Strategy Map	3. Annual review of the development, progress and outcomes of agreed strategies by the Board
Strengthen organisational performance and productivity	Provide effective leadership and management of the Executive team	4. Maintain a high level of Executive team performance 5. Relevant Executive succession plan in place
	Lead the growth and positioning of company business	6. Annual budget builds approved by the Board 7. Annual progress and outcomes of stakeholder engagement
	Ensure successful working relationships with all levels of government particular reference to the Commonwealth Department of Health, Disability and Ageing (DHDA)	8. 100% compliance with the DHDA contracts, including planning and reports
	Lead the ongoing development of a successful staff culture	9. Maintain the "Culture of Soaring" level (i.e. staff engagement >70%) in biannual staff culture surveys

Annual Report

Please click [here](#) to view the SWSPHN Annual Report 2024 – 2025.



Additional Information and Useful Links

For additional information about the organisation, please see links below:

- <https://swsphn.com.au/>
- <https://swsphn.com.au/about/>
- <https://swsphn.com.au/what-we-do/>
- <https://swsphn.com.au/primary-care-resources/>
- <https://swsphn.com.au/practice-noticeboard/>
- <https://swsphn.com.au/cpd-events-calendar/>
- <https://swsphn.com.au/news-and-publications/news/>
- <https://swsphn.com.au/careers/>



The Application and Selection Process



Rob Macmillan – Partner Health and Human Services, Derwent is leading the delivery team for this search process, contributing to candidate sourcing, interviewing and overall assignment facilitation with South Western Sydney PHN.

Rob is based in Sydney and is a Partner in the Derwent Health and Human Services practice and works with public, not for profit and private hospital, health, aged care, disability, and associated organisations in the sourcing of their executive leadership talent. Rob has developed extensive networks, both nationally and internationally, and works closely with his clients to deeply understand their requirements; he then works with his team to engage with and attract the very best talent. Rob graduated from Warwick University in the UK with a BA (Hons) Politics and International Relations.

Candidate Care

We are committed to ensuring that potential applicants and candidates are treated respectfully and fairly. The Derwent team is available to manage inquiries and ensure that applicants are informed about developments as they become available. Candidates who are shortlisted and complete assessments - including interviews, will be offered a feedback session to discuss their experience and the assessment results.

Salary Package and Location

The role will be based from the South Western Sydney PHN office in Campbelltown. It is important that wherever the CEO is based, they are able to easily integrate into the community and attend local events and meetings. An attractive remuneration package will be offered.

How to apply

Please submit your CV and a brief cover letter addressing the following 3 areas:

- Your interest in the role.
- What you bring to the role and to South Western Sydney PHN.
- Your vision for the role.

For further information

If you have any questions about this opportunity, please contact Rob Macmillan, Partner Health, Derwent Search on 0421 593 535 or healthservices@derwentsearch.com.au

Timeline

- Interviews with Derwent will take place in August
- Interviews with South Western Sydney PHN will take place in September
- Offer and acceptance anticipated late September / early October

Reference checks, pre-employment verification and background checks

For candidates in final consideration, at least two referees will be contacted with permission before a formal written offer is made. Any written references provided will also be checked and additional referees may be sought to further understand a candidate's merits for the role. Any offer will be subject to some or all of the following checks: Academic Qualification Check; Professional Membership Check; Criminal History and Working with Children Checks.

Thank you for your interest in South Western Sydney PHN