ANNUAL REPORT

2025/26



ACHS
THE AUSTRALIAN COUNCIL ON HEALTHCARE STANDARDS
Inspiring Excellence in Healthcare

Common acronyms included in this Report:

ACHS – The Australian Council on Healthcare Standards
ACHSI – ACHS International
ACSQHC – The Australian Commission on Safety and Quality in Health Care
ACIR – ACHS Clinical Indicator Report
EQuIP – Evaluation and Quality Improvement Program
EQuIP7 – the 7th edition of the ACHS Evaluation and Quality Improvement Program
IA – The ACHS Improvement Academy
NSQHSS – National Safety and Quality Health Service Standards
SAC – State Advisory Committee

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ACHS vision:
Inspiring Excellence in Healthcare

Our mission

ACHS provides a partnership approach to continuous improvement tailored to the needs of individual services and health systems using its expertise in standards, accreditation, education and training.

Our vision

"Inspiring excellence in healthcare"
Our vision statement is focused on our core business. We aspire to excellence in all aspects of healthcare and want to inspire others to strive for excellence.

Our values

Values are the key foundation to our organisation. They describe what is important to us and frame how we work.

Collaboration
We work with our stakeholders to achieve goals

Accountability
We take responsibility for our performance

Commitment
We are committed to fostering an innovative and outcomes driven culture

Adaptability
Our flexibility enables us to adapt and embrace change

Responsiveness
We are quick to respond to the needs of our members and the ever-changing health landscape

Excellence
We strive for excellence in everything we do

Strategic goals

Led by our ACHS Board, with input from the Council, staff, assessors and key stakeholders, we have taken feedback from all areas of the business to develop our new ACHS Strategic Plan 2026-2029. As we look to the future and embrace the dynamic nature of healthcare, we continue to focus on innovation and technology to support our Members.

This plan underscores our unwavering commitment to support our Members in delivering high quality, safe healthcare.

Here are the four Strategic Areas we will focus on:

1

Being a Market Leading, Customer-Centric Service

2

Diversifying Our Services and Being Innovative

3

Being a Data-Driven Organisation

4

Having an Adaptive, Responsive Culture

Facts and figures

Established in
1974

Council represented through
18 **member organisations**

ACHSI operates in
25 **countries**

More than **1,800**
members in Australia

More than
152 Australian **assessors** and **54** international **assessors**

Total of **1,725**
registrants in Improvement Academy (IA) courses and webinars

Over **1,500**
support meetings

586
healthcare organisations
reported about **25,276**
individual **clinical indicators**

3
Quality Improvement Awards

6
'Highly Commended' commendations

1 ACHS Medal winner

Who we are: a corporate overview

Our history

For more than 50 years, the Australian Council on Healthcare Standards (ACHS) has played a leading role in advancing the safety, quality and performance of healthcare across Australia. Through its expertise, leadership and commitment to continuous improvement, ACHS has supported healthcare organisations to deliver safer, higher-quality care for consumers and communities.

Established in 1974, ACHS is Australia's pre-eminent independent, not-for-profit organisation dedicated to improving healthcare quality through standards development, accreditation and quality improvement initiatives. ACHS has helped shape the healthcare landscape by promoting excellence, accountability and best practice across the health sector.

Over the past two decades, ACHS has expanded its influence internationally, earning recognition as a respected developer of healthcare standards and a trusted quality improvement partner. Today, ACHS continues to build on its longstanding expertise through education, data performance and benchmarking, consultancy services and innovative improvement programs that support healthcare organisations to achieve better outcomes for patients and communities.

The Council

The Council exists to support Australia's largest hospital and healthcare accreditation agency.

- In 2026 there were 18 Council member organisations with 20 Council member representatives, drawn from peak bodies in the health industry, as well as representatives from governments and consumers. ACHS is governed by a Board of nine Directors.

What we do

- We support both the national accreditation system as well as developing our own accreditation programs, suitable for use in a range of countries.
- ACHS has an enviable reputation as an independent, healthcare accreditation provider currently exporting its successful program of accreditation to 25 countries.
- ACHS provides a range of support services to its Members, including data performance and benchmarking, education and training and custom consulting services.

ACHS Assessors

ACHS is privileged to have the services of our assessors who enable us to deliver a strong accreditation program nationally and overseas.

- We currently have 206 assessors,
- ACHS invests in education and developing the assessor cohort to build on their professional knowledge,
- Many of our assessors continue to work in full-time roles as health professionals.

Funding

As a not-for-profit, ACHS is a company limited by guarantee, and as such is recognised by the Australian Securities and Investments Commission (ASIC).

Most of our funding is derived from membership fees.

Our education services attract a broad cross-section of the health community and this supplements our income streams.

Partnerships

As the pre-eminent hospital and healthcare accreditation agency in Australia:

- We work in a range of different partnerships that are either mutually supportive or jointly collaborative in nature.
- We aim to bring value to the different areas that we support.



President's message

I am proud of what ACHS has achieved through a year marked by strategic progress, strong governance, and a continued commitment to improving the safety and quality of healthcare.

This year, the Board and Executive team worked closely to shape a new organisational strategy that will guide ACHS into its next phase of growth and impact. The Strategic Plan 2026-29 reinforces our purpose, responds to the evolving needs of the healthcare sector, and positions us to continue supporting organisations in delivering safer, higher quality care for the communities they serve.

A significant milestone during the year was the continued development and expansion of our patient safety and quality improvement initiatives. The advancements of our data performance platform Metrik, and the Patient Safety Culture Survey have strengthened our ability to provide healthcare organisations with meaningful insights and data-driven solutions to improve safety culture, measure performance, and drive continuous improvement. These initiatives reflect ACHS's commitment to supporting healthcare organisations with practical tools that help translate improvement initiatives into measurable outcomes.

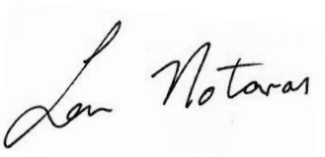
Strong governance remains fundamental to ACHS's success. On behalf of the Board, I would like to acknowledge and thank Anne Trimmer, who concluded her term as a Director this year. Anne's dedication, expertise, and valued contributions have helped guide ACHS through an important period of growth and transformation, and we are grateful for her service.

I am also pleased to welcome Dr Nayana Vootakuru to the Board. Nayana brings a wealth of experience and fresh perspectives that will further strengthen our governance and strategic leadership as we continue to advance our mission.

The achievements of the past year are a testament to the collective efforts of many people. I extend my sincere thanks to my fellow Board Directors for their commitment, stewardship, and thoughtful guidance. I also thank the ACHS Council members for their ongoing support and valuable contribution to our work.

Finally, I would like to acknowledge the Executive team and all ACHS staff. Their professionalism, dedication, and focus on supporting healthcare quality improvement continue to make a meaningful difference across the sector.

As we look ahead, ACHS remains committed to leading improvements in healthcare quality and safety, guided by our new strategy, strong governance foundations, and a shared vision for better outcomes for patients and communities.



Professor Len Notaras AO
President, Board of Directors



Chief Executive Officer's message

As ACHS enters its sixth decade of service, this year has been one of transformation, achievement and forward momentum, reinforcing our leadership in healthcare quality while laying the foundations for future growth and innovation.

At the heart of our work this year has been the implementation of our Strategic Plan 2026–29, providing a clear direction for ACHS and ensuring our priorities remain closely aligned with the evolving needs of healthcare organisations and the communities they serve. Delivering on this strategy also means embracing new opportunities through technology and innovation, enabling us to evolve how we work, strengthen our services and create greater value for our Members. Ultimately, our strategy is brought to life by our people. Throughout the year, our staff have continued to demonstrate commitment, expertise and deliver meaningful work across our organisation.

A key milestone this year was the continued development of the ACHS Hub, our next-generation digital platform and the future home of quality improvement. Designed to connect people, information, accreditation and insights in one seamless environment, the Hub will empower customers with greater visibility, accessibility and control, while enabling ACHS to deliver more responsive, data-driven and impactful services.

We were also proud to achieve an outstanding outcome in our ISQua EEA Organisational Accreditation, an important global recognition of excellence in healthcare standards, governance and continuous improvement. The achievement recognises the strength of our governance, strategic planning and commitment to quality, and is a testament to the dedication of our people and our ongoing commitment to supporting our Members and strengthening healthcare outcomes.

Sustainability has remained an important organisational priority. Through our Green Challenge, our people have taken practical steps to reduce our environmental impact and embed more sustainable practices across ACHS. From reducing waste and emissions to encouraging more sustainable ways of working, the initiative demonstrates how collective action can create meaningful change.

This year also marked an important milestone in our commitment to reconciliation, with the approval by Reconciliation Australia of our Innovate Reconciliation Action Plan (RAP). We were delighted to celebrate this achievement with the reveal of our RAP artwork commissioned for ACHS by Kamilaroi and Jerrinja artist, Jasmine Sarin. The beautiful digital design provides a meaningful visual representation of our commitment to reconciliation and the journey ahead.

None of these achievements would be possible without the collective contribution of our people and the support of our governance bodies. I would like to sincerely thank our Board, Council and Executive team for their leadership, guidance and commitment throughout the year.

Most importantly, I thank all ACHS staff for the energy, professionalism and dedication you bring to your work every day. Your contribution is fundamental to our continued success and to our purpose of supporting safer, higher-quality healthcare.

As we look ahead, we do so with confidence and a clear sense of purpose. Our strategy provides the foundation, our people provide the momentum, and together we are building an ACHS that is well positioned to meet the opportunities and challenges of the years ahead.

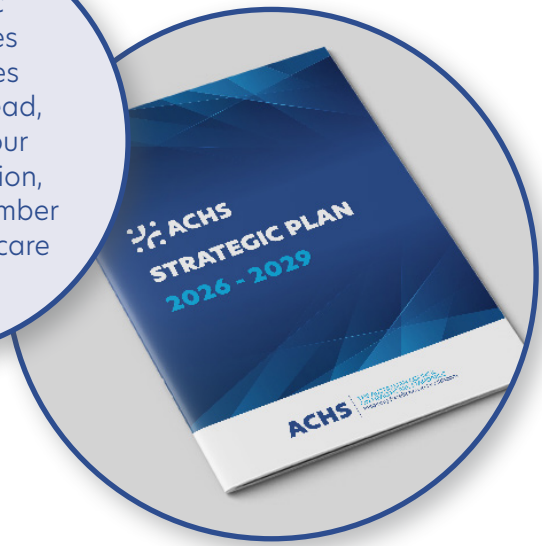


Dr Karen Luxford
Chief Executive Officer

Highlights

Financial year 2025 - 2026

New Strategic Plan establishes ACHS's priorities for the years ahead, strengthening our focus on innovation, sustainability, Member value and healthcare improvement.





ISQuaEEA International Society for Quality in Health Care External Evaluation Association
Accredited Organisation 2026-2030

Successfully achieved ISQua Organisational Accreditation, demonstrating ACHS's ongoing commitment to international best practice and excellence in healthcare accreditation and external evaluation services.

Patient Safety Culture Survey Launch providing healthcare organisations with a powerful tool to measure safety culture, identify opportunities for improvement and support safer patient care.





Celebrated QI Awards Winners 2025 and their innovative projects that delivered meaningful improvements in patient safety, sustainability and healthcare measurement.



Introduced a new Artificial Intelligence training course designed to help healthcare professionals understand, adopt and apply AI technologies safely, ethically and effectively.



SUSTAINABILITY @ ACHS

Launched the ACHS Green Challenge to encourage sustainable healthcare practices and inspire our staff to reduce environmental impact while supporting healthier communities.

Celebrated Rebecca Wade - Administrative Assistant, as Employee of the Year in recognition of her exceptional commitment, professionalism and contribution to advancing ACHS's vision and values.





Unveiled the artwork for ACHS's Reconciliation Action Plan, symbolising our commitment to reconciliation, cultural understanding and meaningful partnerships with First Nations peoples.

Highlights

Financial year 2025 - 2026

Engaged with healthcare leaders at the ACHSM Congress 2026, showcasing ACHS initiatives and contributing to discussions on quality, safety and healthcare leadership.







Engaged with global healthcare leaders as National Strategic Partner at the IHI BMJ International Forum 2025 to share knowledge and advance quality improvement and patient safety.

Honoured the recipient of the 2025 ACHS Medal, Professor Emerita Mary Chiarella AM, recognising her outstanding leadership and a significant contribution to improving healthcare quality and patient safety.





Participated in APHA 2026, strengthening industry connections and sharing expertise on accreditation and quality improvement in the private hospitals sector.



Welcomed Leah Falkingham as Director of the Improvement Academy (IA), strengthening leadership and positioning IA for continued growth, innovation and sector impact.



Decade of Improvement

Future of Impact

10

Celebrated ten years of the ACHS Improvement Academy supporting healthcare professionals through education, capability building and continuous improvement initiatives.

Supported the Vinnies CEO Sleepout through the Workplace Giving Program, demonstrating ACHS's commitment to community wellbeing and meaningful social impact.





Welcomed Dr Kerryn Rubin and Dr Greg Keogh to the ACHS Council, bringing valuable expertise, fresh perspectives and strong leadership to support the organisation's strategic direction.

Sustainability

Sustainability continues to be an important part of how ACHS operates and contributes to a healthier future. Our sustainability strategy focuses on three key areas:

- Minimise waste
- Preserve resources
- Promote long-term environmental sustainability



These priorities guide practical action across our workplace, operations and decision-making, while also encouraging our people to play an active role in creating a more sustainable organisation.

ACHS is proud to be a member of Global Green and Healthy Hospitals (GGHH), an international network bringing together healthcare organisations committed to reducing the environmental footprint of healthcare and promoting healthier communities and environments.

Through this partnership, ACHS has an opportunity to learn from global best practice, share knowledge and explore practical approaches to embedding sustainability across healthcare. Our membership supports our commitment to continuous improvement and to contributing to a more sustainable and resilient healthcare sector.

Throughout 2025–26, we continued to embed more sustainable practices across our workplace, operations and decision-making, with a focus on reducing our environmental impact and encouraging meaningful action across our organisation.

Sustainability at a Glance

Staff engagement	Embedded sustainability into the annual staff survey, creating an opportunity for our people to share their views, ideas and priorities for a more sustainable ACHS.
Reducing IT emissions	Implemented improvements to IT processes to help reduce associated emissions and minimise the environmental impact of our technology operations.
Supporting recycling	Supported the recycling and responsible disposal of difficult-to-recycle materials, helping divert waste from landfill.
Energy efficiency	Optimised air-conditioning settings across the workplace to improve energy efficiency and reduce unnecessary energy consumption.
Sustainable healthcare	Introduced the ACHS Quality Improvement Awards category Sustainable Healthcare and Service Delivery, recognising and celebrating initiatives that improve healthcare while delivering environmental and operational benefits.
Carbon offsetting	Partnered with Tasman Environmental Markets (TEM), using its BlueHalo Climate Action Technology to introduce carbon offsetting across ACHS.
Supporting climate projects	Supported carbon offset projects across renewable energy in India, deforestation in Indonesia and bush regeneration in Australia, contributing to environmental initiatives in Australia and internationally.
Reusable coffee cups	Provided reusable Frank Green coffee cups for staff, supporting a reduction in single-use takeaway cups and encouraging more sustainable everyday practices.







Recognising Achievement



ACHS Medal

The prestigious ACHS Medal 2025 was awarded to Professor Mary Chiarella AM, recognising her exceptional contributions to nursing safety and quality. Professor Len Notaras AO presented Professor Chiarella with the ACHS Medal at the Annual Awards Ceremony on Thursday 27th November 2025, where he remarked,

"Mary has dedicated her career to inspiring excellence in nursing and healthcare systems. Congratulations on being a truly deserving winner of the ACHS Medal 2025."

Professor Chiarella is an internationally renowned nurse leader whose distinguished career spans more than 40 years. Her influence has shaped nursing practice, policy, education, and clinical governance across Australia and internationally.

Professor Chiarella has been a driving force in healthcare safety and quality, serving on the NSW Quality Council, the Board of the Institute for Clinical Excellence, and as Chair of the Clinical Council of the Clinical Excellence Commission. She was instrumental in establishing the world's first professional doctorate in midwifery at UTS as well as the first Master's subject in Safety and Quality in Healthcare at the University of Sydney. She was appointed Chair of the NSLHD Health Care Quality Committee and a member of the MQ Health Audit and Risk Committee.

Professor Chiarella's work extends beyond the health system, to the justice system. As UTS Foundation Professor of Nursing at Corrections Health, she was instrumental in developing key competency requirements and official recognition for Justice Health Nurse Practitioners.

As Chief Nursing and Midwifery Officer, NSW Health, she provided leadership and strategic direction for 45,000 nurses and midwives working in the public system and was instrumental in achieving a significant increase in the number of Nurse Practitioners in NSW.

Internationally, Professor Chiarella has contributed to the World Health Organization's Nursing and Midwifery Directorate to develop a compendium of nurse-led Primary Health Care models. She has also been a Visiting Scholar to International Council of Nurses (ICN) and was part of the team that led a review of the definition of nurse and nursing for the international body, that was approved this year by ICN.

She has published 97 peer-reviewed journal articles and reports and over 100 blogs, editorials and newspaper articles, and is co-author of Law for Nurses and Midwives. Her research and advisory work have influenced legislation and professional standards from Australia to New Zealand, Tonga, and beyond.

Recognised with a Member of the Order of Australia (AM) in 2019 for her contributions to nursing, Professor Chiarella's legacy continues to inspire. In 2024, Northern Sydney LHD honoured her impact through the creation of the Mary Chiarella Medal for Clinical Nursing and Midwifery Research.

Professor Chiarella in accepting the award remarked, *"Safety and quality has been one of my career long obsessions, and I am grateful for the wonderful teachers and colleagues that I have worked with over the years, who have taught me so much about the importance of teamwork and communication."*

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Inspiring Excellence in Healthcare

CITATION

Professor Emerita Mary Chiarella AM

Recipient of the ACHS Medal 2025

Professor Emerita Mary Chiarella AM is an internationally renowned nurse leader, recognised for her exceptional contributions to nursing safety and quality. With a distinguished career spanning over 40 years, her influence has shaped nursing practice, policy, and education across Australia and internationally.

Professor Chiarella has been a driving force in healthcare safety and quality, serving on the NSW Quality Council, the Board of the Institute for Clinical Excellence, and as Chair of the Clinical Council of the Clinical Excellence Commission. She was instrumental in establishing the world's first professional doctorate in midwifery at UTS as well as the first Master's subject in Safety and Quality in Healthcare at the University of Sydney. She was appointed Chair of the NSLHD Health Care Quality Committee and a member of the MQ Health Audit and Risk Committee.

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Professor Emerita Mary Chiarella has dedicated her career inspiring excellence in nursing and healthcare systems. She is a truly deserving recipient of the ACHS Medal 2025.

Recognising Achievement

ACHS's 28th Annual Quality Improvement Awards

We are proud to celebrate the achievements recognised through the ACHS's 28th Annual Quality Improvement (QI) Awards. The QI Awards 2025 attracted 82 project submissions from a wide range of public and private healthcare settings across Australia.

The three winning projects demonstrated excellence in quality improvement through innovation, evidence-based strategies, measurable outcomes, and sustained improvements that can be adapted across healthcare settings.

The Centre for Psychotherapy from Hunter New England Local Health District (HNELHD) in New South Wales won the Clinical Excellence and Patient Safety award for "TIATRA: Telehealth Increased Access to Treatment in Rural Areas for people with Borderline Personality Disorder". This project successfully expanded access to specialist Dialectical Behaviour Therapy for people with Borderline Personality Disorder in rural communities by integrating telehealth with local clinical support. This reduced geographical barriers, improved access to evidence-based care, and demonstrated a scalable operational model for specialised psychiatric services in underserved areas.

The Support Services from Eastern Health in Victoria won the Sustainable Healthcare and Service Delivery award for "Improving food service safety and food waste in Emergency and Short Stay Departments". By redesigning meal ordering and delivering processes in Emergency and Short Stay Departments, the project improved the accuracy and safety of food services while significantly reducing food waste. This initiative enhanced patient experience, reduced costs, and demonstrated that day-to-day operational changes can directly support high-quality care and environmental sustainability.

The Population Health team from HNELHD won the Healthcare Measurement award for "Healthy Beginnings for HNE Kids: from pilot to HNE-wide scale-up". The creation of a comprehensive measurement framework was key to successfully scaling this program from a local pilot to a district-wide model. Continuous data collection and performance monitoring allowed the team to prove lasting improvements, inform ongoing refinement of the program, and establish a clear roadmap for scaling evidence-based care.

In 2026, an exciting new addition to the ACHS's 29th QI Awards is the introduction of the Aboriginal and Torres Strait Islander Project Special Merit Recognition, which acknowledges project(s) that respect continuous cultures and connections in alignment with Reconciliation Australia and ACHS Reconciliation Action Plan (RAP) values of relationships, respect and opportunities.

The ACHS QI Awards continue to serve as an important platform for recognising excellence, encouraging innovation, and inspiring healthcare professionals to pursue continuous quality improvement. We thank everyone whose ongoing support makes this program possible.



WINNER

CLINICAL EXCELLENCE AND PATIENT SAFETY

The Centre for Psychotherapy from Hunter New England Local Health District (HNELHD)

TIATRA: Telehealth Increased Access to Treatment in Rural Areas for people with Borderline Personality Disorder



WINNER

SUSTAINABLE HEALTHCARE AND SERVICE DELIVERY

The Support Services from Eastern Health

Improving food service safety and food waste in Emergency and Short Stay Departments



WINNER

HEALTHCARE MEASUREMENT

The Population Health team from Hunter New England Local Health District (HNELHD)

Healthy Beginnings for HNE Kids: from pilot to HNE-wide scale-up

ACHS International

ACHS International (ACHSI) continues to strengthen its global contribution to healthcare quality improvement, supporting organisations across Asia Pacific, the Middle East, North Africa, South Asia and Central Asia. Expanded regional capability in Singapore and Dubai enabled closer engagement with Members, governments and partners. Collaboration, innovation and an outcomes-focused approach remained central to advancing safer, higher-quality and more person-centred care.

Global Recognition and Awards

- The ACHSI International Medal 2026 recognised Mr Jacob Oommen, Group Chief Operating Officer, Badr Al Samaa Group of Hospitals, for his sustained contribution to healthcare quality, patient safety and operational excellence.
- The ACHSI Quality Improvement Awards 2025 celebrated outstanding initiatives from Hung Vuong Hospital Vietnam, Sunway Medical Centre Malaysia and Mouwasat Hospital Saudi Arabia across clinical excellence, sustainable service delivery and healthcare measurement.
- ACHS EQuIP Standards received unanimous endorsement from the Vietnam Ministry of Health Appraisal Council and continued to be recognised as an international benchmark supporting healthcare and medical tourism.



Mr Jacob Oommen receiving the ACHS International Medal Award 2026



Winner: Clinical Excellence and Patient Safety
Hung Vuong Hospital, Vietnam



Winner: Sustainable Healthcare and Service Delivery
Sunway Medical Centre, Malaysia



Winner: Healthcare Measurement
Mouwasat Hospital, Saudi Arabia

Strategic Engagements and Programs

- Partnered with **Dubai Health**, one of the UAE's leading integrated healthcare networks, supporting its commitment to quality improvement and healthcare excellence.
- **Expanded regional capability** through the establishment of a regional office in Singapore and an Asia Pacific team and expanded the Dubai-based team strengthening on the ground support for our Members.
- Strengthened collaboration with **Ministries of Health** and healthcare leaders across priority regions
- Formed a partnership with the **Ministry of Health of Uzbekistan** to support the advancement of healthcare quality standards and capability development.
- Selected by the **International Consortium for Healthcare Outcomes Measurement (ICHOM)** as its international accreditation partner, supporting an outcomes-based approach to accreditation.
- Ongoing collaboration with **Austrade**, supporting ACHSI's international relationships and mission.
- Collaboration with a Singapore-based community care agency, supporting quality improvement and healthcare standards within residential and home care services.

Innovation, Standards and Thought Leadership

- Published **Next Generation Accreditation in Healthcare: The Role of Digital Transformation and Artificial Intelligence in the International Journal for Quality in Health Care in 2025**
- **Expanded adoption of ACHSI programs** in telehealth, digital health, person-centred care and Centres of Excellence.
- Advanced value-based and data-driven healthcare through clinical indicators, benchmarking and patient safety culture measurement.
- Contributed to **international forums** including the ISQua International Conference, IHI BMJ, WHX Dubai and the Global Health Exhibition Riyadh, sharing Australian and international perspectives on quality improvement and patient-centred care.
- Progressed the development of the **EQuIP8 Hospital and Ambulatory Care Standards** through international collaboration and governance oversight.
- Advanced specialised programs including **Centres of Excellence**, benchmarking initiatives and advisory services designed to support sustainable quality improvement.
- Continued delivery of education, assessor development and quality improvement programs supporting **capability building** across multiple healthcare sectors.



Dubai Health Accreditation Ceremony


Uzbekistan Ministry of Health MOU signing



ACHSI Representation at Global Conferences

Customer Services

The Customer Services Division provides tailored support to domestic accreditation Members through various communication channels, managing relationships, contracts, accreditation inquiries, accreditation events, and quality reviews of assessment reports.

In the last year, the Customer Services Division introduced a new scoping approach for large multi-site and geographically dispersed assessments. By carefully reviewing assessment logistics, ACHS delivered more efficient assessments and reduced costs for Members. In addition, the team launched a suite of engaging and informative videos designed to support Members throughout the accreditation and assessment process. They have also been an integral part in the development of our digital transformation project, the ACHS Hub.

"Our Customer Services Manager is always extremely supportive with regards to anything that I have contacted her to discuss. She is quick to find the answer and replies within short time frame every time. She is a pleasure to work with"

"Our Customer Services Manager was always available and provided great assistance in educating the team in preparing for the assessment"

Key achievements

- Streamlined accreditation assessments for Western Australia Country Health Service (WACHS) from 7 assessments to 2 assessments
- Completed more than 2,000 operational activities to support accreditation delivery, including:
  - 125 short notice assessment notification calls
  - 1,500 customer support meetings (online & site visits)
  - 450 quality assurance reviews of assessment reports
  - 324 assessments
- Managed 227 contract renewals, including 6 successful procurement submissions
- Welcomed 29 new Members, including:
  - Amplar Health Home Hospital - Transition Care Service
  - Australian Red Cross Life Blood
  - Avive Clinic Melbourne
  - Canberra Emergency Care Centre
  - Camp Medical Centre
  - Doc Kerry's Clinic
  - South Western Sydney Local Health District Drug Health Services
  - St Vincent's Health Australia - Medicare Mental Health Check In
  - Sunshine Clinic Private Hospital
  - Wellcare@Kingston
- Welcomed back returning Members, including:
  - Cura Day Hospitals Group (39 facilities)



Site Visit: Royal Flying Doctor Service (RFDS)



Site Visit: Very Special Kids

Healthcare Standards

The Healthcare Standards team is responsible for ACHS responses related to all Australian Commission on Safety and Quality in Health Care (ACSQHC) healthcare standards activities, including submission for approval to assess to the ACSQHC standards, general consultations and responses to annual ACSQHC feedback reports.

Healthcare Standards develops resources and specialist publications to support ACHS programs. The team works in consultation with key internal and external stakeholders to ensure programs reflect current health priorities and contemporary best practice. The team also leads activities related to standards developed by other organisations such as Rainbow Health Australia and Royal Australian College of General Practitioners (RACGP).

Healthcare Standards is responsible for the generation and maintenance of ACHS healthcare standards programs, including a range of EQuIP Standards and Guides for Hospital, Ambulatory Care, Dialysis, Oral Health, Cancer Care, Telehealth, Residential care, and Primary and Community Care Services.

The team contributes to various special projects undertaken by ACHS, as well as industry consultations and representation on external Committees on behalf of ACHS. Healthcare Standards also coordinates the ACHS Annual Quality Improvement (QI) Awards, which acknowledge and encourage outstanding quality improvement activities, programs or strategies that have been implemented in healthcare organisations.

Key achievements

- Contributed to the revision of the RACGP Standards for general practices (6th edition) and Rainbow Health Australia's Rainbow Tick Standards (4th edition), and review of the Rainbow Tick Standards assessment process
- Second Progress Report for EQuIP7 Residential and Home Care Standards completed and submitted to ISQua EEA in October 2025
- First Progress Report for EQuIP7 Primary and Community Care Standards completed and submitted to ISQua EEA in February 2026
- Twelve-month ISQua EEA accreditation extension for EQuIP7 Residential and Home Care Standards, granted by ISQua EEA in December 2025 - accreditation until April 2028
- Development of EQuIP8 Standards, including EQuIP8 Hospital and EQuIP8 Ambulatory Care Standards, with ACHS Board approval in April 2026



EQuIP8 Hospital Standards

Standards Committee

The Standards Committee is a sub-committee of the ACHS Board with a pivotal role in guiding and refining development of new ACHS standards and programs and reviewing proposed changes to existing ACHS Standards. The Committee reports its recommendations directly to the ACHS Board.

The Standards Committee has broad representation from across the health care sector, including members with experience as ACHS assessors. Committee membership is drawn from both public and private sectors and includes clinicians, consumers, senior health administrators, allied health professionals, and quality managers. Standards Committee membership includes international representation from New Zealand, Asia and the Middle East. International representation is also provided on Standards Committee working groups.

Dr Philip Hoyle Chaired the Committee during the period 2025-2026. Committee membership also includes the President of ACHS and the ACHS Chief Executive Officer. The Standards Committee is administered by the ACHS Healthcare Standards team, led by the Executive Director – National Business and Development.

A major focus for the Standards Committee during 2025-2026 was the development of the EQuIP8 Standards, specifically the EQuIP8 Hospital and Ambulatory Care Standards.

Standards Committee Members

Name	Representation
Ms Mona Alsarawi	International Member – Saudi Arabia, Riyadh
Ms Roslyn Chataway	Consumer Representative
Ms Cathy Cummings	International Member – New Zealand
Ms Helen Dowling	Public Sector / Allied Health / Pharmacy / ACHS Assessor
Dr William Ho	International Member – Hong Kong SAR
Dr Philip Hoyle (Chair)	Public Sector / Clinician / ACHS Assessor
Ms Cathy Jones	Private Sector / Aged Care
Dr Karen Luxford (ACHS CEO)	Ex Officio
Prof. Len Notaras AO (ACHS President)	Ex Officio
Ms Heidi Rafman	International Member - Singapore

Assessor Division

Throughout the reporting period, the Assessor Division at ACHS manages and supports the network of highly experienced healthcare professionals who conduct accreditation assessments across Australia and internationally. The Assessor Division team recruits, trains, credentials, and develops assessors, coordinates assessment activities, and ensures assessors are equipped to evaluate organisations against the National Safety and Quality Health Service (NSQHS) Standards, EQuIP standards, and other approved accreditation frameworks.

During the reporting period, the Assessor Division delivered Assessor Forums in Brisbane, Perth, Sydney and Melbourne, as well as a dedicated Lead Assessor Forum in Melbourne. These forums provided valuable opportunities for assessors to learn about the latest updates from ACHS and the ACSQHC, and to also share insights from recent assessments.

Assessors received an update on the continued development of the ACHS Hub, highlighting how this innovation will enhance the assessor experience before, during and after assessments through streamlined communications and access to key resources. In addition to professional development and information sharing, the forums fostered collaboration and engagement, providing an important opportunity for assessors to network, exchange knowledge and experiences, and to strengthen connections with colleagues across the ACHS assessor community.

The Forums are provided to meet the ACSQHC's annual training requirements, supporting inter-rater reliability and assisting assessors to maintain their registration to assess against the NSQHS Standards (2nd edition). To retain registration to assess to National Standards, assessors are also required to complete a minimum number of assessment days each year, as specified by ACSQHC.

In June 2026, International Assessor and International Lead Assessor Forums were delivered virtually, covering key areas including the EQuIP7 Program, Person-Centred Systems, Centre of Excellence, regional updates and learnings from recent assessments.

In May 2026, a targeted development program was delivered for nine experienced assessors progressing to Lead Assessor qualification. The Assessor Division also conducted an in-person competency training program for additional new assessors in Sydney in June 2026. All attendees were successfully progressed to being new trainee assessors.

ACHS conducted 335 assessments domestically (including all programs and final assessments) and 86 assessments internationally (including Readiness Diagnostics and Focused Advisory Checkpoints) across the annual reporting period. In the same time frame, ACHS had 8 assessors retire.

"Staff reported that the assessment process was 'not daunting' and felt the team was 'really interested in the patients'. In my 20 years of Healthcare Accreditation this was the most pleasant survey experience, the team's curious approach, willingness to listen, useful advice was appreciated by all."

"Very responsive, very collaborative, wanting to work with us not against us."

Retiring Assessor Acknowledgements: 2025 - 26

Retiring Assessor	Joined	Total Assessments	Total Assessor Days	Total Years as Assessor
Adrienne Copley	2010	241	371	16
Alexander Bennie	1984	193	654	42
David Miller	2001	69	195	25
Elisabeth Manning	2012	38	135	14
Graham Hyde OAM.PHF	1996	208	579	30
Marie Dickinson	2013	31	128	13
Peter Clout	1997	400	907	28
Terrence Finnegan	1998	68	288	28



Lead Assessor Forum

"Our lead assessor was very organised, managed the assessor team well and kept to the schedule. The whole process was seamless. All assessors were friendly, skilled and professional. A wonderful assessment, thank you."

"The lead assessor was available prior to the assessment to answer questions relating to the assessment, was very approachable and this was appreciated by the quality & safety team. The assessment team were friendly and adaptable to any changes required."

Performance and Outcomes Service

The ACHS Performance and Outcomes Services coordinates the development, collection, collation, analysis and reporting of healthcare organisations' performance metrics.

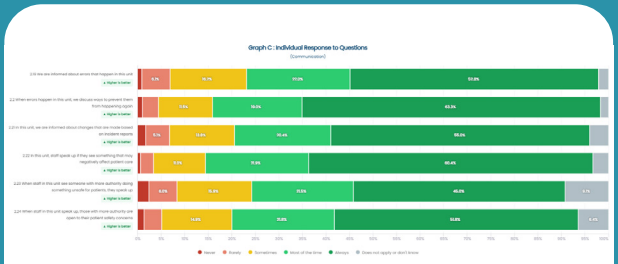
The ACHS Performance Data Program has more than 350 clinical indicators across 23 specialty medical disciplines. In addition, the program benchmarked 116 Clinical Care Standard indicators across the 20 areas for monitoring including the three mandatory areas. The program operates by facilitating benchmarking with participating healthcare organisations at an organisational, peer and national levels.

Key achievements

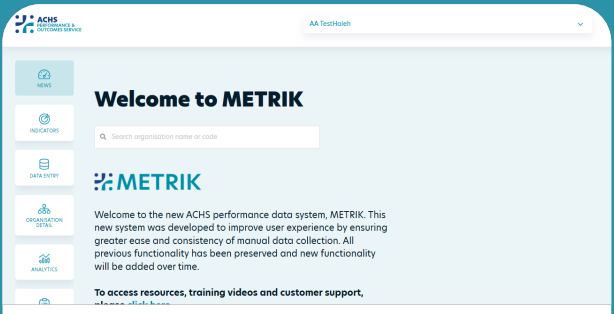
- Assisted more than 584 healthcare organisations reporting 25,276 individual indicators of performance across Australia and international regions.
- Published the ACHS Clinical Indicator Report 26th edition 2017-2024 in November 2025.
- The indicator sets for Gastrointestinal Endoscopy, Anaesthesia and Perioperative Care, Rehabilitation Medicine and Intensive Care were reviewed and updated.
- Launched the Patient Safety Culture Survey in August 2025, with an uptake of over 7,000 surveys by June 2026. The launch of the survey included three public information sessions and over 12 individual webinars for onboarding organisations. The Metrik system now allows sites to run the survey across their organisations, automatically collating the data, and presenting the analytics from the survey. Benchmarks for the survey components are also provided.
- The Metrik software had new functionality released which includes:
  - Group Reports, providing intra-group comparisons
  - Bulk data uploading
  - Individual Indicator Reports
  - Patient Safety Culture Reporting



The ACHS Clinical Indicator Report (ACIR) 25th edition 2017-2024 was published in November 2025



Patient Safety Culture Survey Reporting



Updated functionality within Metrik

Corporate Services

In 2025–2026, the Corporate Services Division strengthened ACHS's capability through modern systems, robust governance, enhanced cyber resilience, and practical people and culture initiatives that supported workforce capability and engagement, improving efficiency and enabling a more integrated, data-driven organisation.

Information Technology

- Advanced ACHS's Essential Eight maturity through updated standards alignment and closure of key action plan items.
- Developed a customised ACHS Cybersecurity Dashboard for enhanced visibility and monitoring.
- Delivered regular cybersecurity training and a mock incident exercise to improve staff awareness and organisational readiness.
- Developed a cybersecurity Incident Response Plan and Pocket Guide to support clear, timely response to cyber events.
- Reviewed Microsoft licensing to better align subscriptions with usage and identify cost efficiencies.
- Configured Google Cloud Platform to support secure implementation of AI tools.
- Implemented a third-party backup solution for the Microsoft M365 platform.
- Provided technical support to the ACHS Hub project.

Business Data Intelligence (BDI) Team

- Secured Board-approved Operational Investment to advance business modernisation through technology and AI tools.
- Developed an interactive dashboard to support the 'ACHS Green Challenge' environmental sustainability initiative.
- Progressed the ACHS Hub, with Lead Assessors trained and onboarded.
- Appointed ACHS's dedicated Artificial Intelligence (AI) Lead.
- Delivered an Artificial Intelligence Pilot proof of concept for ACHS.
- Achieved acceptance of an 'AI in accreditation poster' presentation for the ISQua Conference in September 2026.

Finance, Business Services & Human Resources Administration

- Updated systems and processes to support implementation of the Australian Government's Payday Super reforms.
- Achieved an unqualified audit report, reflecting strong financial governance and control.
- Appointed a dedicated HR Coordinator to strengthen people and culture service delivery.
- Development of a Human Resources Framework for ACHS.
- Developed a whistleblowing policy for ACHS to strengthen governance and consistency.
- Completed the 2025 Staff Survey, achieving strong staff experience ratings.
- Introduced three-month check-ins to improve onboarding and early staff support.
- Commenced an organisation-wide psychosocial hazard maturity assessment, informing compliance and risk management priorities.
- Achieved a 32% increase in staff training participation supporting workforce capability uplift.
- Commenced Phase 2 of People and Culture Action Plan.
- Improved the ACHS workplace environment through practical enhancements to support staff wellbeing and comfort.
- Provided annual first aid and emergency evacuation training to staff.

Accreditation Administration Services

- Delivered accurate, high quality assessment reports to support clear and timely outcomes for Member organisations
- Maintained reliable production of accurate accreditation certificates, supporting a professional Member experience.

Improvement Academy

The year 2026 is a milestone year for the ACHS Improvement Academy (IA), celebrating 10 years of advancing improvement capability across healthcare and beyond. Since 2016, more than 41,300 participants have engaged in IA education programs, including over 14,700 public course participants, 9,300 custom training participants and 4,500 learners from ACHS Member organisations. Across the decade, the IA delivered more than 470 training sessions across 20 courses, supporting over 1,000 organisations globally. These achievements reflect a decade of empowering people and organisations to improve quality and safety outcomes through practical, evidence-informed learning.

After nearly ten years as the IA Director, we would like to acknowledge Bernie Harrison, who was instrumental in shaping the education and training arm of ACHS.

We welcomed Leah Falkingham as the new Director, who brings over 15 years of global experience in advancing healthcare quality, workforce capability, and education innovation. Her leadership has transformed organisations into adaptive learning environments that continuously improve safety, sustainability, and regulatory performance.

Over the decade, Root Cause Analysis (RCA), Open Disclosure, Report Writing and the Quality Improvement Lead (QIL) Program remained among the IA's most sought-after courses, demonstrating continued demand for practical skills that support safer care, stronger governance and effective incident management.

Our anniversary year provided an opportunity to reflect on the impact of our programs through the eyes of our participants.

> ***"Transformational session linking clinical governance and quality improvement to real outcomes."***
>
> Caroline Harris, Clinical Governance & Nursing Strategic Advisor

> ***"Completely changed how I view consumer engagement and patient experience."***
>
> Natasha Desai, Quality Manager

> ***"Gave me confidence and direction to start my first quality improvement project."***
>
> Participant, QI to Go

A Future of Impact

The Improvement Academy continues to shape the future of healthcare safety and quality capability.

Learner-centric design of education and training.

Learners in public workshops all receive post-workshop reflection and recall tools extending the value of the learning experience to the workplace. Tailored learning solutions continue to provide the right learning support for organisations when they need it most. Highlights included the development and delivery of a Quality Improvement in Healthcare (QIL) short course for the allied health sector, strengthening improvement capability in a rapidly expanding workforce.

The IA also broadened its reach through delivery of clinical governance and incident management training for aged care and community services organisations, supporting quality and safety improvement beyond traditional healthcare settings.

Bringing innovation and thought leadership to priority capability areas.

This includes AI enabled learning, building modular flagship programs, micro learning and scalable pathways that maintain quality while increasing reach and impact.

A key achievement was the launch of the new Artificial Intelligence and its Governance in Healthcare workshop, providing healthcare leaders and professionals with practical guidance on the opportunities, risks and governance considerations associated with AI adoption. The workshop reflects IA's commitment to equipping the workforce with the skills needed to navigate emerging challenges and innovations in healthcare.

Strengthening partnerships.

The Improvement Collective is a new faculty model bringing together subject matter experts, improvement leaders and practitioners in a more cooperative and collaborative network. This transition signals the next chapter: building stronger partnerships, expanding interdisciplinary expertise and accelerating improvement capability across health, aged care and community sectors.

As we enter our second decade, the focus remains clear: empowering people and organisations to deliver safer, higher-quality care and better outcomes for the communities they serve.



Katie Robinson, Improvement Academy Education Lead, presented at the IHI BMJ International Forum 2025

Council Members

Our Council represents consumers, governments and peak health industry bodies from throughout Australia.

ACHS Council as at 30 June 2026 was 20 Councillors, including two life members.

Dr Patricia Bradd
PhD, B.AppSc (Speech Path), GradCertMgmt, MHlthLeadMgmt, Fellow.SPA
NSW Ministry of Health

Ms Roslyn Chataway
Consumers Health Forum of Australia

Dr Carmel Crock
MD, FACEM, OAM
The Australasian College of Emergency Medicine

Professor Brett Emmerson AM
MBBS, MHA, FRANZCP, FRACMA, FCHSM
The Royal Australasian College of Medical Administrators (RACMA)

Ms Elizabeth Fry
Day Hospitals Australia

Dr Roger Garsia
MBBS, PhD, FRACP, FRCPA
The Royal College of Pathologists of Australasia (RCPA)

Professor Christian Gericke
MD PhD MPH (Cantab) MSc MBA FRACP FAFPHM AFRACMA FRCP (Edin) FEAN FAAN
The Royal Australasian College of Physicians (RACP)

Professor Amanda Henry
PhD MPH FRANZCOG B.Med. (Hons 1), B.Med. Sci (Hons 1), DDU (O&G)
Royal Australian and New Zealand College for Obstetricians and Gynaecologists

Dr Michael Hodgson AM
FAMA, MBBS, FANZCA
Life Member of ACHS Council

Mr Mark Kearin
RN, ADCNS(Geront Nurs), BHSc(Mgt), MHSc(Mgt), FACN
Australian Nursing Federation (ANF)

Dr Greg Keogh
MBBS FRACS FACS
Royal Australasian College of Surgeons

Ms Bernadette Loughnane
RN, RM, BaHSc(Nursing), Grad Dip Nursing Management, MaHSM, FCHSM, CHE, GAICD
Australasian College of Health Service Management (ACHSM)

Dr Jon Mulligan
MBBS, MHA, FRACP, FRACMA, GAICD
Life Member of ACHS Council

Prof Leonard Notaras AO (President)
FACHSM, CHE, AFCHSE, PRACMA (Hon), LLB, BA (Hons), DipComm, BMed, MHA, MA, DSc (CDU), DUniv (FUSA)
Northern Territory Department of Health and Community Services

Ms Robyn Quinn
RN, Bachelor Health Science (Nursing), MBA, FACN, FAAP M
The Australian College of Nursing (ACN)

Adjunct A/Prof. Kerryn Rubin
MBBS BMedSci MPsych FRANZCP
Royal Australian and New Zealand College of Psychiatrists

Dr Lakshmi (Nayana) Vootakuru
B.Med, MPH, FANZCA
Australian and New Zealand College of Anaesthetists

Mr Stephen Walker
Ass.Dip.Eng, B.Bus (Health Management), Grad Dip Acc, FACHSM, MAICD
Australian Private Hospitals Association (APHA)

Professor Steve Webb
MBBS MPH PhD FCICM FRACP FAAHMS
Australian Medical Association (AMA)

Dr Noela Whitby AM
MBBS, GradDipHumNut, DPD, FRACGP, FAICD
The Royal Australian College of General Practitioners (RACGP)

Directors' Report

The Board of Directors (the Board) of The Australian Council on Healthcare Standards Limited ("ACHS") in office at the date of this report present the results of The Australian Council on Healthcare Standards Limited and its controlled entities (collectively referred to as "the Group") for the financial year ended 30 June 2026 and the Independent Auditor's Report thereon.

Directors and meeting attendance

At the date of this report, the names of the members of the Board, the meetings of the Board and meetings of the Board Finance Audit and Risk Committee (BFARC), and the number of meetings attended by each of the Board members during the financial year are listed and summarised in the table below:

Directors and meeting attendance 1 July 2025 to 30 June 2026

A: Number of meetings attended B: Number of meetings held

			Board Meetings		BFARC Meetings	
Name	**Date Appointed**	**Date of Cessation**	**A**	**B**	**A**	**B**
Mr Michael Roff	2 Feb 2004		5	6	2	3
Mr Stephen Walker (BFARC Chair)	23 Nov 2006		6	6	3	3
Prof Leonard Notaras AO	22 Nov 2012		6	6	3	3
Prof Brett Emmerson AM	25 Nov 2015		4	6		
Dr Paul Scown	23 Nov 2017	5 Nov 2025	2	2		
Ms Anne Trimmer AO	1 July 2018	30 June 2026	5	6		
Ms Roslyn Chataway	23 Nov 2023		5	6		
Ms Bernadette Loughnane	23 Nov 2023		6	6	3	3
Dr Lakshmi (Nayana) Vootakuru	27 Nov 2025		4	4		

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated. Details of Directors' qualifications, experience and special responsibilities can be found on pages 33 and 34 of this report.

Governance

A call for nominations was sent out to Council for one Member-elected position to the Board. Two nominations were received, and in accordance with the ACHS Constitution, a ballot was required. An election was held and Dr Lakshmi (Nayana) Vootakuru was appointed to the position at this Annual General Meeting on 27 November 2025.

Mr Michael Roff was reappointed as a Board Appointed Director for a term of up to three years, to commence following the Annual General Meeting on 27 November 2025.

Company Secretary

Dr Karen Luxford has held the Company Secretary role since July 2019, and is also the Chief Executive Officer of the ACHS.

Mission and strategy

The Group's mission is to provide a partnership approach to continuous improvement tailored to the needs of individual services and health systems using its expertise in standards, accreditation, education and training.

The Group's strategy for accomplishing its mission include:

1. Being a Market Leading, Customer-Centric Service
2. Diversifying Our Services and Being Innovative
3. Being a Data-Driven Organisation
4. Having an Adaptive, Responsive Culture

Principal activities

The principal activities of the Group during the financial year remained unchanged and were dedicated to inspiring excellence in healthcare through continuous review of performance, assessment and accreditation.

Review of operations

The Group's net deficit of ($2,715,544) for the year, primarily driven by increased operating expenses. The ($2,234,986) decrease in total revenue is mainly due to revenue recognition timing for accreditation assessments, lower number of accreditation program assessments performed in FY26, compared to FY25.

The Group has no loans or borrowings from any financial institution as at 30 June 2026.

Risk management

The ACHS is committed to the effective management of risks. At the ACHS, the ownership of the day-to-day management of risks remains the responsibility of the Chief Executive Officer with the support of ACHS staff.

The Board Finance Audit and Risk Committee (BFARC) has the primary oversight of risk management practices across the ACHS. Its responsibilities include assisting the Board through periodic review of the operation of the ACHS Risk Framework and through review of reports from the Chief Executive Officer.

The BFARC meets three times a year, to oversee risk monitoring, compliance, financial reporting, budgeting and forecasts for the Group. During the year existing controls are in place to ensure all identified risks are managed within an acceptable level consistent with the Group's risk appetite.

Members' guarantee

ACHS is incorporated as a company limited by guarantee. In accordance with the company's constitution every member undertakes to contribute $50.00 to the assets of the Company if it is wound up while they are a member, or within one year afterwards.

As at 30 June 2026 the total amount those members of the company were liable to contribute if the company is wound up is $1,000.

Board of Directors



Professor Len Notaras AO (President)

FACHSM, CHE, AFCHSE, PRACMA (Hon), LLB, BA (Hons), DipComm, BMed, MHA, MA, DSc (CDU), DUniv (FUSA)

- ACHS President from 2017
- ACHS Vice-President from 2015
- ACHS Councillor (Northern Territory Health representative) from 2002
- ACHS Board Director from 2002
- ACHS International Board Director 2009 - 2021
- Founder, National Critical Care and Trauma Response Centre (NCCTRC) 2004, Executive Director NCCTRC from 2009
- Inaugural member Australian Council for Safety and Quality in Health Care 2002 – 2006 (preceding establishment of Commission)
- Chair - World Health Organization (WHO) Emergency Medical Teams (EMT) Strategic Advisory Group 2022 – 2025
- Former member NT Medical Board, former Chair NT Pharmacy, Radiographers, Optometrists Boards;
- Member NT Parole Board from 2012
- NT ACHSM Chair from 2017
- Principal NT Medical Consultant 1996 – 2003
- Member AHPC – AHPPC 2009 - 2022
- Former Chief Executive Officer (CEO) and previous Deputy CEO, NT Department of Health



Ms Roslyn (Ros) Chataway

AFCHSM, CHM

- Independent Director appointed to the ACHS Board from 2023
- ACHS Councillor from 2021 (Consumers Health Forum of Australia)
- ACHS Assessor
- ACHS Reconciliation Action Plan Working Group member from 2024
- ACHS Governance Committee member from 2024
- Consumers Health Forum (CHF) Board member
- Immune Deficiency Foundation of Australia (IDFA) Board Member



Professor Brett Emmerson AM

MBBS (QLD), MHA (NSW), FRANZCP, FRACMA, FCHSM

- ACHS Councillor (Royal Australasian College of Medical Administrators representative) from 2009
- ACHS Board Director from 2015
- ACHS Standards Committee member 1994 - 2024
- ACHS Assessor 1994 – 2025
- Executive Director, Metro North Mental Health Brisbane 1997 - 2022
- Professor, School of Clinical Medicine, University of Queensland
- Medical Member, Mental Health Review Tribunal Queensland
- Psychiatrist (P/T) Metro North Mental Health (MNMH) & Royal Brisbane and Women's Hospital (RBWH)
- Chair - The Royal Australian and New Zealand College of Psychiatrists (RANZCP) Queensland
- Member, Queensland Mental Health Commission Council



Ms Bernadette Loughnane

RN, RM, BaHSc(Nursing), Grad Dip Nursing Management, MaHSM, FCHSM, CHE, GAICD

- ACHS Councillor (Australasian College of Health Service Management representative) from 2021
- ACHS Board Member from 2023
- Member ACHS Board Finance, Audit and Risk Committee from 2024
- ACHS Assessor since 2006
- Chief Executive Officer, Cohuna District Hospital 2021-present
- Adjunct Senior Research Fellow - La Trobe University



Mr Michael Roff

Grad Cert Mgt.

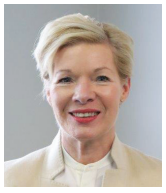
- Independent Director appointed to the ACHS Board from November 2019
- ACHS Councillor (Australian Private Hospital Association representative) 2004 - 2019
- ACHS Board Director from 2004
- Chair - ACHS International Board from 2021
- ACHS International Board Director from 2017
- ACHS Business Finance, Audit and Risk Committee member from 2024
- Chair ACHS Governance Committee 2016 – 2021
- Director, Cura Day Hospitals Group from 2025
- Chief Executive Officer, Australian Private Hospital Association from 2000 – 2024
- Member, Australian Commission on Safety & Quality in Health Care Private Hospital Sector Committee, 2013 – 2024
- Member, Private Health Ministerial Advisory Committee 2016 – 2019



Dr Paul Scown

MBBS (UQ), BHA (UNSW), FRACMA, AFCHSM, MAICD

- ACHS Councillor 2006 - 2025 (AHHA representative)
- ACHS Board member 2017 - 2025
- ACHS Governance Committee member 2019 - 2025
- Consultant to the Health Education and Research Sectors
- Sid Sax Medal recipient 2018
- Adelaide Primary Health Network (APHN) Board Service & Clinical Governance Committee Member 2017 - 2023
- Nexus Primary Health Chair 2014 – 2022
- Board of Advice, Deeble Institute for Health Policy Research Member from 2015



Ms Anne Trimmer AO

BA, LLB (ANU) FAAL, FAICD

- Independent Director appointed to the ACHS Board from July 2018 - 2026
- Chair – ACHS Governance Committee 2021 - 2026
- Member – ACHS Investment Committee 2020 - 2026
- Secretary General, Australian Medical Association 2013 – 2018
- CEO Medical Technology Association of Australia 2006 - 2013
- Barrister and Solicitor



Dr Nayana Vootakuru

B.Med (Newc), MPH (Harvard), FANZCA

- ACHS Councillor (Australia and New Zealand College of Anaesthetists representative) from 2021
- ACHS Board Director from 2025
- ACHS Nominations Committee member 2026
- ACHS Governance Committee member 2026
- Chair, Anaesthesia and Perioperative Care Working Group 2026
- Member, Safety and Quality Committee ANZCA from 2021
- Board Member, Macquarie Anaesthetic Group from 2024
- Deputy Director, Department of Anaesthesia, Mater Hospital Sydney 2020-2025
- Consultant Anaesthetist, Sydney Local Health District and other from 2017
- Program Leader - Menzies Scholarship, Harvard Club of Australia 2020-2025
- R.G. Menzies Scholar to Harvard 2010-2011



Mr Stephen Walker

Ass Dip Eng, B Bus (Health Management), Grad Dip Acc, FACHSM, MAICD

- ACHS Councillor from 2006
- ACHS Board Director from 2006
- ACHS International Board member 2011 - 2024
- Chair - ACHS Business Finance, Audit and Risk Committee (BFARC) from 2012
- Chair - ACHS International Middle East (ACHSIME) Board 2020 - 2024
- Chief Executive Officer, St Andrew's Hospital, Adelaide 2001 - 2025
- APHA Board Member until 2025
- Member Australian Commission on Safety & Quality in Health Care Private Hospital Sector Committee until November 2024
- Helping Hand Aged Care Inc Board Member (current)
- SA Statewide Clinical Support Services Committee Member (current)

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Ultimo NSW Australia 2007

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