

s22

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**From:** s47E(c), s47F  
**Sent:** Monday, 19 January 2026 12:02 PM  
**To:** s47F  
**Cc:** s47E(c), s47F; PHS2026  
**Subject:** RE: Meeting re PHS [SEC=OFFICIAL]

OFFICIAL

Hi s47F

Are you able to meet at 10.30am or alternatively a slot between 12 and 2pm tomorrow?

Additionally, can you please include s47E(c), s47F (director) and s47E(c), s47F (assistant director) to the meeting.

Appreciate your help.

Kind Regards,

s47E(c), s47F

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OFFICIAL

**From:** s47F @ramsayhealth.com.au>  
**Sent:** Monday, 19 January 2026 11:52 AM  
**To:** s47E(c), s47F @health.gov.au>  
**Cc:** s47E(c), s47F @health.gov.au>; s47E(c), s47F @Health.gov.au>; PHS2026 <PHS2026@health.gov.au>  
**Subject:** RE: Meeting re PHS [SEC=OFFICIAL]  
**Importance:** High

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Good morning s47E(c), s47F

Would we be able to schedule a meeting tomorrow, I am in orientation the whole day today . I have sent Teams invite for tomorrow 0930 hrs Tuesday January 20.

Thank you . Please let me know fi this time does not suit the PHS , give me couple of options and I will work around that.

Kind regards,

s47F  
MEDICAL SERVICES MANAGER

**Greenslopes Private Hospital**  
Medical Leadership

Phone: s47F  
Email: s47F @ramsayhealth.com.au  
Web: www.ramsayhealth.com.au  
Address: Newdegate Street, Greenslopes Queensland 4120

From: s47E(c), s47F @health.gov.au>  
Sent: Monday, 19 January 2026 8:31 AM  
To: s47F @ramsayhealth.com.au>  
Cc: s47E(c), s47F @health.gov.au>; s47E(c), s47F @Health.gov.au>;  
PHS2026 <PHS2026@health.gov.au>  
Subject: [EXTERNAL] Meeting re PHS [SEC=OFFICIAL]

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OFFICIAL

Hi s47F,

We were wondering if you had time today or tomorrow to have a quick chat about PHS and specifically around junior doctor training levels.

We wanted to gauge your thoughts around this noting that we will still be planning PHS redesign consultation conversations with PHS hospitals in February.

I'll pop in a half-an-hour meeting, noting that it may take much less time. Please let me know a suitable time and we can hopefully schedule something in.

I look forward to hearing from you shortly.

Kind Regards,

s47E(c), s47F

s47E(c), s47F

Program Officer | Rural, Prevocational and Skills Training Section  
Workforce Training Branch

Health Workforce Division | Health Resourcing Group  
Australian Government Department of Health, Disability and Ageing  
T: s47E(c), s47F @health.gov.au

Location: Yaradhang Building, Level 9, 23 Furzer Street Phillip ACT2606  
PO Box 9848, Canberra ACT 2601, Australia

*The Department of Health, Disability and Ageing acknowledges First Nations peoples as the Traditional Owners of Country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to all Elders both past and present.*

**OFFICIAL**

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s22

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**From:** s47F @ramsayhealth.com>  
**Sent:** Tuesday, 8 April 2025 8:09 PM  
**To:** STREET, Celia  
**Cc:** HAWKINS, Ross; s47E(c), s47F; s47E(c), s47F ; s47E(c), s47F; s47F  
**Subject:** RE: Meeting request - Department of Health and Aged Care and Ramsay Health [SEC=OFFICIAL]

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Celia we can do this time. I am certainly available and will gather my team and let you know who else will be there.

I have cc'd my EA and she will liaise with you re the logistics. We can offer to meet at Ramsay's office headquarters in Philip St if you don't already have a location?

Kind regards

s47F  
Chief Executive Officer, Australia  
Phone: s47F  
Mobile: +s47F

---

**From:** STREET, Celia  
**Sent:** Tuesday, April 8, 2025 5:51 PM  
**To:** s47F  
**Cc:** HAWKINS, Ross ; s47E(c), s47F ; s47E(c), s47F ; s47E(c), s47F  
**Subject:** [EXTERNAL] Meeting request - Department of Health and Aged Care and Ramsay Health [SEC=OFFICIAL]

**This message has originated from 'STREET, Celia <celia.street@health.gov.au>' which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.**

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Dear s47F

In December 2024, the Department of Health and Aged Care working with a cross section of CEOs from Private hospitals and private health insurers and other stakeholders, established a Private Health CEO forum. This forum provides advice to Government on potential reforms across the Private health sector with a focus on ensuring system viability and improving outcomes for consumers. The Forum's March meeting discussed the current level of member contribution income being paid out as benefits (benefit ratio), with particular focus on the proportion of funding going to Private hospitals.

As part of further understanding what the sector is currently doing and can do to improve this ratio, the CEO forum agreed that the Department should engage directly with key stakeholders on what further work could be conducted.

To begin this engagement, First Assistant Secretary Ross Hawkins and I would like to request a meeting with you and your team. We will be in Sydney this **Monday 14 April** and would welcome the opportunity to meet. As a starting point we suggest **4:00pm to 5:00pm**, but if that doesn't work for you, s47E(c), s47F, cc'd, will liaise with your team to find a more suitable time.

Looking forward to engaging with you on this.

Kind regards,

Celia Street

**Celia Street**

**Acting Deputy Secretary**

**Health Strategy, First Nations and Sport Group**

---

Australian Government, Department of Health and Aged Care

T: 02 5132 3759 | M: s47E(c), s47F | E: [celia.street@health.gov.au](mailto:celia.street@health.gov.au)

Executive Assistant: s47E(c), s47F | E:

s47E(c), s47F [@health.gov.au](mailto:s47E(c), s47F@health.gov.au)

*The Department of Health acknowledges the Traditional Custodians of Australia and their continued connection to land, sea and community. We pay our respects to all Elders past and present.*

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**From:** s47E(c), s47F  
**Sent:** Friday, 1 August 2025 9:12 PM  
**To:** s47F  
**Cc:** s47E(c), s47F  
**Subject:** Meeting Brief | Ramsay Health - Tuesday 5 August [SEC=OFFICIAL]  
**Attachments:** 20250801\_ Ramsay CEO-Secretary meeting 5 August - Stakeholder Briefing Paper (002).docx; Attachment A - CEO Forum slides.docx

Hi s47F

Please find attached the Ramsay Health meeting brief for the Secretary's meeting on Tuesday.

Kind regards

s47E(c), s47F  
Executive Assistant to Celia Street, A/g Deputy Secretary

Strategy & First Nations Group  
Australian Government, Department of Health, Disability and Ageing  
s47E(c), s47F [@health.gov.au](mailto:s47E(c),s47F@health.gov.au)  
Yaradhang Building, Woden ACT 2601

*The Department of Health and Aged Care acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.*

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### Stakeholder Briefing

Tuesday 5 August 2025; 900am to 945am

#### RAMSAY HEALTH CARE

**Attendees:**

s47F Group CEO s47F

s47F Chief Health and Strategy Officer s47F

**Stakeholder objective:**

s47(1)(b)

- All items raised by Ramsay can be progressed through the CEO Forum.

**Key policies/programs of interest to the stakeholder:**

Policy/Program	Context	Deputy/FAS
Private health sector reform driven by the CEO Forum	s47F, s47G <ul style="list-style-type: none"> <li>• Next CEO Forum is scheduled for 5 September 2025.</li> </ul>	Celia Street Ross Hawkins

**Issues:**

- Ramsay delivers two mental health programs under the banner of ‘Ramsay Mental Health’:
  - Mental health clinics for more intensive care. 22 clinics operating across 5 states (NSW: 10; QLD: 5; VIC: 4; SA: 2; WA:1) deliver inpatient and day programs for conditions like depression, anxiety, addiction, and eating disorders.
  - Outpatient psychology clinics for everyday challenges. Offer one-on-one therapy for stress, relationship issues, grief, and more. No referral is needed.

s47G

s47(1)(b)

s47(1)(b)

- Following media reports on 24 July 2025, s47F, Chief Policy Officer, advised the Minister's Office that Ramsay had been consulting with employees on service changes and options for redeployment. Ramsay had not yet initiated a stakeholder communication plan.
- s47C, s47G

#### Ramsay's structure and finances

- Ramsay is Australia's largest for-profit private hospital provider, operating over 70 private hospitals, clinics and surgical centres across NSW, VIC, QLD, SA and WA.
- Ramsay is owned by the Paul Ramsay Foundation (17.6%) and public shareholdings (82.4%). Ramsay has subsidiaries (either wholly owned or controlled) in Australia and the UK and owns 52.8% of Ramsay Santé which has interests in Europe (France, Sweden, and Norway for

s47F, s47(1)(b)

- Specific information on Ramsay's private hospital operations in Australia is not available.
- The Department lacks visibility of Ramsay's plans for future services.
- In relation to "fair outcomes" for private hospitals, the benefits ratio is expected to continue to increase, from 85.5% in 2023-24 to around 87% in 2024-25 (inclusive of the net risk equalisation special account and state ambulance levies). The upcoming 2026 Premium Round process will provide a further opportunity to scrutinise insurers' progress on the benefits ratio, among other considerations.
- Simplification and improvement of contracting arrangements provides an opportunity to improve productivity. s47C, s47G. The CEO Forum discussed this issue at its June 2025 meeting, and we expect there will be further consideration of this issue.

#### Data

- The Department continues to engage with the private hospital providers to improve access to

s47C, s47(1)(b)

- The Commonwealth remains focused on a smooth and orderly sale process for the Healthscope hospitals. The Government continues to engage with relevant stakeholders to ensure patient care is not compromised and workers are supported. s47E(d), s47(1)(b)

s47E(d), s47(1)(b)

**Sensitivities:**

s47C, s47(1)(b)

- Reform slides from the 26 June 2025 CEO Forum meeting are at Attachment A

**Attachment:**

**A:** CEO Forum reform slides, 26 June 2025 meeting

Division: Health System Strategies

Contact Officer: s47E(c), s47F

Phone No.: s47E(c), s47F

Cleared by (FAS): Ross Hawkins

Date: 29/07/2025

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**ATTACHMENT A**

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s22

**From:** s47E(c), s47F  
**Sent:** Friday, 12 September 2025 8:56 AM  
**To:** STREET, Celia; SHAKESPEARE, Penny  
**Cc:** HAWKINS, Ross; s47F; s47E(c), s47F; s47E(c), s47F; s47E(c), s47F  
**Subject:** FW: Thank you for your time last week on behalf of Ramsay Health Care [SEC=OFFICIAL]  
**Importance:** High

Dear Celia and Penny

Further to the below, the Secretary is happy to leave any further engagement with Ramsay on these topics to you/your teams.

Kind regards,

s47E(c)

s47E(c), s47F  
 Executive Assistant to Blair Comley PSM  
 Secretary

Australian Government Department of Health, Disability and Ageing

s47E(c), s47F  
 s47E(c), s47F @health.gov.au  
 GPO Box 9848, Canberra ACT 2601

**From:** s47F  
**Sent:** Tuesday, 12 August 2025 1:08 PM  
**To:** COMLEY, Blair  
**Cc:** s47F; SHAKESPEARE, Penny; s47F; STREET, Celia; HAWKINS, Ross  
**Subject:** Thank you for your time last week on behalf of Ramsay Health Care  
**Importance:** High

**REMINDER:** Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Dear Blair and team,

Thank you all for making the time to meet with us last week.

We were greatly encouraged by the spirit of open dialogue, particularly around the topics of:

- **Workforce** – we appreciated the opportunity to share views on the current incentive structures for individual mental health providers (i.e., psychiatrists, psychologists), particularly when care risks being redirected away from those with more serious illness in inpatient settings. In addition we would strongly support broadening the current ‘area of need’ definitions to ensure that there is sufficient specialist inpatient psychiatric cover across the

country. And while we touched on it briefly, we would find it very helpful to continue discussions around the role Ramsay plays in the co-funding and training of junior doctors and specialist trainees (STP) together with the Commonwealth – especially given our understanding that this is currently under review

- **Productivity and the application of digital tools** – as the Government pursues this vital agenda item for the nation through both legislation and data policy, including through improved interoperability standards, we stand ready to support you with accelerated uptake in the private sector. As the Productivity Commission found better integrating digital technology into everyday practice could save more than \$5 billion a year and ease pressures on our healthcare system in terms of the administrative burden on clinicians and above all in direct patient benefits. As mentioned, we are already rolling out AI scribe technology in our hospitals and see numerous instances where AI/digital tools can improve the quality of both administrative and clinical activities, and we would be very pleased to take you to some of our sites and bring to life the opportunities we are working on
- **Private sector sustainability** – here we will continue to work closely across the sector, including with major PHI groups, to ensure the best possible care is delivered for privately insured patients in financially viable ways. As part of this, we intend to continue as productive participants in the CEO Forum. Indeed, in that spirit we will of course engage on the topic of a ‘Private Efficient Price’, and it was very valuable to hear your perspectives during our meeting. But we do remain concerned – mainly for the potential to distort the market around case-mix and also the risk of stifling innovative procedures and care delivery models. We will continue to look for additional opportunities to attract more patients into the private system through evidence based, innovative models of care delivered via an uplift in productivity – and in this way enhance both the way care is experienced while improving whole of system outcomes.  
s47(1)(a) [REDACTED], and believe this will drive better outcomes for patients as well as support sector sustainability, ensuring the private health system adjusts to changing models of care.
- **Partnering with the States** – as much as we firmly believe this is not consistent with Ramsay’s approach, it was very helpful to hear about s47(1)(a) [REDACTED]. And yet we acknowledge previous efforts from the Commonwealth to support greater joint working and know that in Queensland for instance we see the benefits of a more structured, collaborative approach. s47(1)(a) [REDACTED]

In terms of next steps we’d be very pleased to have some of your team speak to our senior leaders in Queensland around how they have managed our partnership with the state government there to reduce pressure on the public system. Finally, regarding productivity, we would be pleased to

participate in any relevant industry roundtables being arranged as part of the broader discussions the Government is leading around addressing this national challenge.

Once again, we very much appreciated the opportunity to meet and look forward to our continued work together,

Best regards

s47F

s47F

Managing Director & Chief Executive Officer



**Ramsay Health Care**

Global Office

Phone: s47F

Mobile: s47F

Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)

Address: [Level 18, 126 Phillip Street, Sydney NSW 2000](#)

Supported by: s47F

s47F [ramsayhealth.com](http://ramsayhealth.com) | M s47F

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**From:** s47E(c), s47F  
**Sent:** Thursday, 31 July 2025 11:27 AM  
**To:** s47F  
**Subject:** RE: Introductory meeting [SEC=OFFICIAL]

Many thanks s47F

Kind regards,

s47E(c)

s47E(c), s47F  
Executive Assistant to Blair Comley PSM  
Secretary

Australian Government Department of Health, Disability and Ageing

s47E(c), s47F

s47E(c), s47F @health.gov.au

✉ GPO Box 9848, Canberra ACT 2601

---

**From:** s47F  
**Sent:** Wednesday, 30 July 2025 8:32 AM  
**To:** s47E(c), s47F  
**Subject:** RE: Introductory meeting [SEC=OFFICIAL]

Good morning s47E(c), s

I hope you are keeping warm.

As promised, s47F would like to discuss the following topics at the meeting on Tuesday:

- Maintaining Australia's leadership position in health care provision by ensuring financial sustainability,
- Supporting the Government's productivity agenda and looking at how we can advance that together,
- Ensuring fair outcomes across the private sector for healthcare organisations and staff,
- Exploring the potential for system wide initiatives across both the public and private sector,
- Reviewing how state governments can better partner with the private sector to ensure more efficient resource allocation

Please let me know if you require anything further.

Kind regards

s47F  
EXECUTIVE ASSISTANT TO:  
s47F – Chief Executive Officer & Managing Director  
s47F – Group Executive People & Sustainability  
s47F – Group Chief Medical Advisor



**Ramsay Health Care**

Global Office

Phone: s47F  
Fax: s47F  
Mobile: s47F  
Email: s47@ramsayhealth.com  
Web: www.ramsayhealth.com  
Address: Level 18, 126 Phillip Street, Sydney NSW 2000



From: s47E(c), s47F @Health.gov.au>

Sent: Thursday, 24 July 2025 3:50 PM

To: s47F @ramsayhealth.com>

Subject: [EXTERNAL] RE: Introductory meeting [SEC=OFFICIAL]

This message has originated from s47E(c), s47F @health.gov.au>' which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.

Dear s47F

I have extended the meeting to 9.45am, very grateful if you could send through a list of proposed topics for discussion early next week.

Many thanks,

s47E(c)

s47E(c), s47F

Executive Assistant to Blair Comley PSM  
Secretary

Australian Government Department of Health, Disability and Ageing

s47E(c), s47F

s47E(c), s47F @health.gov.au

✉ GPO Box 9848, Canberra ACT 2601

From: s47F @ramsayhealth.com>

Sent: Wednesday, 23 July 2025 3:57 PM

s47E(c), s47F @Health.gov.au>

Subject: RE: Introductory meeting [SEC=OFFICIAL]

Importance: High

Hi s47E(c), s

I hope you are well.

Thank you so much for sending over the calendar invite for 5 August.

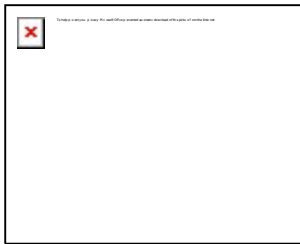
s47F have a few important topics they would like to discuss with Blair, and they were wondering if it might be possible to extend the meeting to one hour, or at least 45 minutes. This would give them ample time to cover everything thoroughly.

I look forward to hearing your thoughts on this.

Kind regards,

s47F

s47F  
EXECUTIVE ASSISTANT TO:  
s47F Chief Executive Officer & Managing Director  
– Group Executive People & Sustainability  
s47F – Group Chief Medical Advisor



**Ramsay Health Care**  
Global Office

Phone: s47F  
Fax:  
Mobile:  
Email:  
Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)  
Address: Level 18, 126 Phillip Street, Sydney NSW 2000



**From:** s47E(c), s47F <[s47E\(c\), s47F@health.gov.au](mailto:s47E(c), s47F@health.gov.au)>  
**Sent:** Friday, 18 July 2025 10:17 AM  
**To:** s47F <[s47F@ramsayhealth.com](mailto:s47F@ramsayhealth.com)>  
**Subject:** [EXTERNAL] RE: Introductory meeting [SEC=OFFICIAL]

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Dear s47F

Many apologies for the delayed reply.

We can do 3.30pm on 4 August 2025 and 9am or 2pm on 5 August 2025.

Kind regards,

s47E(c)

s47E(c), s47F  
Executive Assistant to Blair Comley PSM  
Secretary

Australian Government Department of Health, Disability and Ageing

s47E(c), s47F  
s47E(c), s47F @health.gov.au  
✉ GPO Box 9848, Canberra ACT 2601

**From:** s47F @ramsayhealth.com>  
**Sent:** Friday, 18 July 2025 10:05 AM  
**To:** s47E(c), s47F @Health.gov.au>  
**Subject:** RE: Introductory meeting [SEC=OFFICIAL]

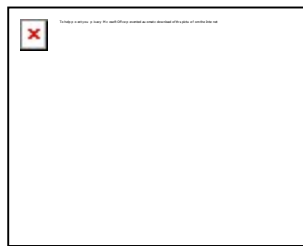
Morning s47E(c), s

I hope you have been well.

Just following up to see if either 4 or 5 August works for Blair.

Kind regards

s47F  
EXECUTIVE ASSISTANT TO:  
s47F – Chief Executive Officer & Managing Director  
s47F – Group Executive People & Sustainability  
s47F – Group Chief Medical Advisor



**Ramsay Health Care**  
Global Office  
Phone: s47F  
Fax:  
Mobile:  
Email:  
Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)  
Address: Level 18, 126 Phillip Street, Sydney NSW 2000



**From:** s47F  
**Sent:** Monday, 7 July 2025 9:46 AM  
**To:** s47E(c), s47F @Health.gov.au>  
**Subject:** RE: Introductory meeting [SEC=OFFICIAL]

Hi s47E(c), s

I hope you had a lovely weekend.

s47F are available to head to Canberra on either 4 or 5 August. Would Blair have any availability on either day?

I look forward to hearing from you.

Kind regards

s47F  
EXECUTIVE ASSISTANT TO:  
s47F – Chief Executive Officer & Managing Director  
s47F – Group Chief People Officer  
s47F – Group Chief Medical Advisor



**Ramsay Health Care**  
Global Office

Phone: s47F  
Fax: [Redacted]  
Mobile: [Redacted]  
Email: [Redacted]  
Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)  
Address: Level 18, 126 Phillip Street, Sydney NSW 2000



**From:** s47E(c), s47F [Redacted] <[\[Redacted\]@Health.gov.au](mailto:[Redacted]@Health.gov.au)>  
**Sent:** Friday, 4 July 2025 3:50 PM  
**To:** s47F [Redacted] <[\[Redacted\]@ramsayhealth.com](mailto:[Redacted]@ramsayhealth.com)>  
**Subject:** [EXTERNAL] RE: Introductory meeting [SEC=OFFICIAL]

This message has originated from s47E(c), s47F [Redacted] <[\[Redacted\]@health.gov.au](mailto:[Redacted]@health.gov.au)>' which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.

Dear s47F [Redacted]

Nice to e-meet you.

When did you have in mind for this meeting? Would it be face to face in Canberra or online?

Kind regards,

s47E(c)  
[Redacted]

s47E(c), s47F [Redacted]  
Executive Assistant to Blair Comley PSM  
Secretary

Australian Government Department of Health, Disability and Ageing

s47E(c), s47F [Redacted]

s47E(c), s47F [Redacted] <[\[Redacted\]@health.gov.au](mailto:[Redacted]@health.gov.au)>

✉ GPO Box 9848, Canberra ACT 2601

**From:** COMLEY, Blair <[Blair.COMLEY@Health.gov.au](mailto:Blair.COMLEY@Health.gov.au)>  
**Sent:** Friday, 4 July 2025 3:47 PM  
**To:** s47F [Redacted] <[\[Redacted\]@ramsayhealth.com](mailto:[Redacted]@ramsayhealth.com)>

Cc: s47F @ramsayhealth.com>; s47E(c), s47F @Health.gov.au>  
Subject: Re: Introductory meeting [SEC=OFFICIAL]

Congratulations s47F on the new role.

A meeting sounds good.

s47E(c) will set it up.

All the best.

Blair.

---  
Sent from [Workspace ONE Boxer](#)  
On 4 July 2025 at 3:39:04 pm AEST, s47F @ramsayhealth.com> wrote:

**REMINDER:** Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Hi Blair,

I am the new Group CEO of Ramsay Healthcare. As s47F may have mentioned I will be joining the CEO Roundtable going forward. As Australia's largest private healthcare provider, I believe Ramsay has a key role to play in innovating Australia's healthcare system.

Ahead of the next forum, s47F and I would like to meet with you and discuss some opportunities we see for Australia's healthcare system. s47F is our Chief Health and Strategy Officer, and has also recently joined Ramsay following an initial career as a doctor, and then at s47F specialising in the health sector.

I have ccd my assistant s47F who can help to find us a time.

Kind regards

s47F  
MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER



**Ramsay Health Care**

Global Office  
Phone: s47F  
Mobile: s47F  
Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)  
Address: [Level 18, 126 Phillip Street, Sydney NSW 2000](#)

Supported by: s47F

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[SEC=OFFICIAL]

Released under the Freedom of Information Act 1982 by the Department of Health, Disability and Ageing

s22

**From:** s47F [redacted]@ramsayhealth.com>  
**Sent:** Friday, 18 July 2025 11:03 AM  
**To:** s47E(c), s47F [redacted]  
**Subject:** RE: Introductory meeting [SEC=OFFICIAL]

Hi s47E(c), s47F [redacted]

Great – thanks!

Can we please lock in 9 am on 5 August. Would you like me to send over a calendar invite?

Can you please advise the address of the meeting.

Many thanks!

s47F [redacted]

EXECUTIVE ASSISTANT TO:

s47F [redacted] – Chief Executive Officer & Managing Director

s47F [redacted] – Group Executive People & Sustainability

s47F [redacted] – Group Chief Medical Advisor



**Ramsay Health Care**

Global Office

Phone: s47F [redacted]  
Fax: [redacted]  
Mobile: [redacted]  
Email: [redacted]  
Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)  
Address: Level 18, 126 Phillip Street, Sydney NSW 2000



**From:** s47E(c), s47F [redacted]  
**Sent:** Friday, 18 July 2025 10:17 AM  
**To:** s47F [redacted]  
**Subject:** [EXTERNAL] RE: Introductory meeting [SEC=OFFICIAL]

**This message has originated from s47E(c), s47F [redacted]@health.gov.au>' which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.**

Dear s47F

Many apologies for the delayed reply.

We can do 3.30pm on 4 August 2025 and 9am or 2pm on 5 August 2025.

Kind regards,

s47E(c)

s47E(c), s47F

Executive Assistant to Blair Comley PSM  
Secretary

Australian Government Department of Health, Disability and Ageing

s47E(c), s47F

s47E(c), s47F

✉ GPO Box 9848, Canberra ACT 2601

**From:** s47F <[redacted]@ramsayhealth.com>

**Sent:** Friday, 18 July 2025 10:05 AM

s47E(c), s47F <[redacted]@Health.gov.au>

**Subject:** RE: Introductory meeting [SEC=OFFICIAL]

Morning s47E(c), s

I hope you have been well.

Just following up to see if either 4 or 5 August works for Blair.

Kind regards

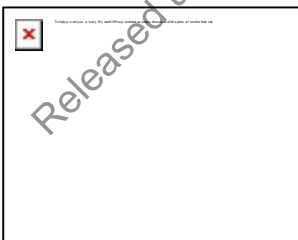
s47F

EXECUTIVE ASSISTANT TO:

s47F – Chief Executive Officer & Managing Director

s47F – Group Executive People & Sustainability

s47F – Group Chief Medical Advisor



**Ramsay Health Care**

Global Office

Phone: s47F

Fax:

Mobile:

Email:

Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)

Address: Level 18, 126 Phillip Street, Sydney NSW 2000

# hello my name i  


---

**From:** s47F  
**Sent:** Monday, 7 July 2025 9:46 AM  
**To:** s47E(c), s47F <[redacted]@Health.gov.au>  
**Subject:** RE: Introductory meeting [SEC=OFFICIAL]

Hi [redacted]

I hope you had a lovely weekend.

s47F [redacted] are available to head to Canberra on either 4 or 5 August. Would Blair have any availability on either day?

I look forward to hearing from you.

Kind regards

s47F [redacted]  
EXECUTIVE ASSISTANT TO:  
s47F [redacted] – Chief Executive Officer & Managing Director  
s47F [redacted] – Group Chief People Officer  
s47F [redacted] – Group Chief Medical Advisor



**Ramsay Health Care**  
Global Office

s47F [redacted]

Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)  
Address: Level 18, 126 Phillip Street, Sydney NSW 2000

# hello my name i  


---

**From:** s47E(c), s47F <[redacted]@Health.gov.au>  
**Sent:** Friday, 4 July 2025 3:50 PM  
**To:** s47F <[redacted]@ramsayhealth.com>  
**Subject:** [EXTERNAL] RE: Introductory meeting [SEC=OFFICIAL]

This message has originated from s47E(c), s47F [redacted] <[redacted]@health.gov.au> which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.

---

Dear s47F [redacted]

Nice to e-meet you.

When did you have in mind for this meeting? Would it be face to face in Canberra or online?

Kind regards,

s47E(c) [redacted]

s47E(c), s47F [redacted]

Executive Assistant to Blair Comley PSM  
Secretary

Australian Government Department of Health, Disability and Ageing

s47E(c), s47F [redacted]

s47E(c), s47F [redacted] <[redacted]@health.gov.au>

✉ GPO Box 9848, Canberra ACT 2601

---

**From:** COMLEY, Blair <Blair.COMLEY@Health.gov.au>

**Sent:** Friday, 4 July 2025 3:47 PM

**To:** s47F [redacted] <[redacted]@ramsayhealth.com>

**Cc:** s47F [redacted] <[redacted]@ramsayhealth.com>; s47E(c), s47F [redacted]

**Subject:** Re: Introductory meeting [SEC=OFFICIAL]

Congratulations s47F [redacted] on the new role.

A meeting sounds good.

s47E(c) [redacted] will set it up.

All the best.

Blair.

---

Sent from [Workspace ONE Boxer](#)

On 4 July 2025 at 3:39:04 pm AEST, s47F [redacted] <[redacted]@ramsayhealth.com> wrote:

**REMINDER:** Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Hi Blair,

I am the new Group CEO of Ramsay Healthcare. As s47F may have mentioned I will be joining the CEO Roundtable going forward. As Australia's largest private healthcare provider, I believe Ramsay has a key role to play in innovating Australia's healthcare system.

Ahead of the next forum, s47F and I would like to meet with you and discuss some opportunities we see for Australia's healthcare system. s47F is our Chief Health and Strategy Officer, and has also recently joined Ramsay following an initial career as a doctor, and then at s47F specialising in the health sector.

I have ccd my assistant s47F who can help to find us a time.

Kind regards

s47F

Managing Director & Chief Executive Officer



**Ramsay Health Care**

Global Office

Phone: s47F

Mobile: [Redacted]

Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)

Address: Level 18, 126 Phillip Street, Sydney NSW 2000

Supported by: s47F [Redacted]

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[SEC=OFFICIAL]

s22

**From:** KELLEHER, Brian  
**Sent:** Tuesday, 15 April 2025 4:57 PM  
**To:** STREET, Celia; HAWKINS, Ross  
**Cc:** s47E(c), s47F ; s47E(c), s47F ; s47E(c), s47F ; s47E(c), s47F  
**Subject:** Ramsay update - Private Hospital meetings - Points for Dep Sec and FAS [SEC=OFFICIAL]  
**Attachments:** Mercury - RHC nursing wages - 15Apr25.pdf

Hi in advance of the discussion with Ramsay tomorrow morning – some additional points **in red text**

---

**From:** KELLEHER, Brian  
**Sent:** Sunday, 13 April 2025 4:09 PM  
**To:** STREET, Celia ; HAWKINS, Ross  
**Cc:** s47E(c), s47F ; s47E(c), s47F ; s47E(c), s47F ; s47E(c), s47F  
**Subject:** Private Hospital meetings - Monday 14 April - Points for Dep Sec and FAS [SEC=OFFICIAL]

s47C, s47(1)(b)

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# s47C, s47G

Released under the Freedom of Information Act 1982 by the Department of Health, Disability and Ageing

# s47C, s47G

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s22

---

**From:** KELLEHER, Brian  
**Sent:** Thursday, 17 April 2025 1:35 PM  
**To:** s47F @ramsayhealth.com.au  
**Cc:** SMITH, Jo; s47E(c), s47F  
**Subject:** Maternity discussion [SEC=OFFICIAL]

Hi s47F – apologies to you and s47F and others from Ramsay who are meeting with the department shortly to discuss maternity services, I am a late apology.

The meeting is incredibly valuable to the department at this time, and I look forward to catching up with the team shortly following the discussion.

Regards

Brian

Brian Kelleher  
Assistant Secretary  
Private Hospitals Branch

Australian Government Department of Health and Aged Care  
M: s47E(c), s47F

Executive Assistant: s47E(c), s47F  
s47E(c), s47F @health.gov.au

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s22

**Subject:** Ramsay Maternity Services Discussion  
**Location:** Microsoft Teams Meeting; CBR.YARADHANG.06.S.754.Meeting Room [12] [VC]  
**Start:** Thu 17/04/2025 2:00 PM  
**End:** Thu 17/04/2025 2:30 PM  
**Recurrence:** (none)  
**Meeting Status:** Accepted  
**Organiser:** KELLEHER, Brian  
**Required Attendees:** SMITH, Jo; s47E(c), s47F; s47F @ramsayhealth.com.au; s47F ; s47F @ramsayhealth.com.au; s47E(c), s47F ; s47E(c), s47F ; s47F  
**Optional Attendees:** s47F

Hi all,

Setting aside some time to discuss Ramsay Maternity Services.

Kind regards,

s47E(c), s47F

**Executive Assistant**  
**to Brian Kelleher, Assistant Secretary**

Private Hospitals Branch | Health Systems Strategy Division | Health Strategy First Nations and Sport Group  
Australian Government Department of Health and Aged Care  
s47E(c), s47F @health.gov.au  
GPO Box 9848, Canberra ACT 2601, Australia

*The Department of Health and Aged Care acknowledges the Traditional Custodians of Australia and their continued connection to land, sea and community. We pay our respects to all Elders past and present.*

---

**Microsoft Teams** [Need help?](#)

[Join the meeting now](#)

Meeting ID: 423 215 446 098 1

Passcode: BX3Cy3Rw

---

**Dial in by phone**

[+61 2 8318 0010,575825013#](#) Australia, Sydney

[Find a local number](#)

Phone conference ID: 575 825 013#

## Join on a video conferencing device

Tenant key: health-au@m.webex.com

Video ID: 134 075 642 2

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

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[Privacy and security](#)

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s22 h

**From:** s47F @ramsayhealth.com.au>  
**Sent:** Monday, 4 August 2025 10:22 AM  
**To:** s47E(c), s47F  
**Subject:** Re: Request to meet in Canberra early next week [SEC=OFFICIAL]

Thanks so much for letting me know s47E(c), s47F - have a great week!

Regards, s47F

s47F  
Ramsay Health Care  
Group Health and Strategy Officer

---

**From:** s47E(c), s47F  
**Sent:** Monday, August 4, 2025 10:12:05 AM  
**To:** s47F  
**Subject:** [EXTERNAL] RE: Request to meet in Canberra early next week [SEC=OFFICIAL]  
**This message has originated from s47E(c), s47F ' which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.**

---

Good Morning s47F  
Thank you for your email regarding a meeting with Penny Shakespeare while you are in Canberra this week. The Secretary's office has kindly included Penny in the meeting that you are having with him tomorrow. She looks forward to meeting with you and s47F tomorrow.  
Kind Regards

s47E(c), s47F  
Executive Assistant to Penny Shakespeare | Deputy Secretary  
Health Resourcing Group  
Department of Health, Disability and Ageing  
s47E(c), s47F @health.gov.au

---

**From:** s47F  
**Sent:** Thursday, 31 July 2025 4:37 PM  
**To:** SHAKESPEARE, Penny  
**Cc:** s47F  
**Subject:** Request to meet in Canberra early next week  
**REMINDER:** Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Hi Penny,  
I hope this finds you well. At my end ~6 months ago I started in a new role as Ramsay Health Care's Chief Health and Strategy officer for the group.  
Am reaching out as our Group CEO s47F and I have just confirmed a trip to Canberra early next week, and if at all possible we'd of course both appreciate meeting you.  
We're in Canberra from the afternoon of Monday Aug 4<sup>th</sup>, and have confirmed time on Tuesday Aug 5<sup>th</sup> with both Blair Comley from 9-945am and Celia Street from 1115-1145am.

We'd be very happy to work with your assistant to see if even a brief slot is possible if you could kindly pass on their details,

Best regards,

s47F

s47F

GROUP Chief Health & Strategy Officer

**Ramsay Health Care**

Global Executive

Phone: s47F

Fax:

Mobile:

Email:

Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)

Address: Level 18, 126 Phillip Street, Sydney NSW 2000

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s22

**Subject:** 9AM | Introductory meeting: Secretary Comley and s47F, Group CEO of Ramsay Healthcare [SEC=OFFICIAL]

**Location:** Yaradhang Building - 23 Furzer Street, Woden | Secretary's office ; CBR.YARADHANG.06.N.320.Executive Suite Meeting Room 2 [14] [VC] [Restricted]

**Start:** Tue 5/08/2025 9:00 AM  
**End:** Tue 5/08/2025 9:45 AM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organiser:** COMLEY, Blair

**Required Attendees:** s47F@ramsayhealth.com; s47F; STREET, Celia; HAWKINS, Ross; SHAKESPEARE, Penny

**Optional Attendees:** s47F

**Resources:** CBR.YARADHANG.06.N.320.Executive Suite Meeting Room 2 [14] [VC] [Restricted]

**Categories:** B.Comley Meeting

Good afternoon

When you arrive in the foyer, please contact s47E(c), s47F and she will collect you with a visitors pass. No need to sign with the security desk.

Kind regards,

s47E(c)

s47E(c), s47F  
Executive Assistant to Blair Comley, PSM  
Secretary

Australian Government Department of Health, Disability and Ageing

s47E(c), s47F

s47E(c), s47F@health.gov.au

✉ GPO Box 9848, Canberra ACT 2601

s22

**From:** s47E(c), s47F  
**Sent:** Tuesday, 29 July 2025 3:35 PM  
**To:** HAWKINS, Ross; s47E(c), s47F  
**Cc:** s47E(c), s47F  
**Subject:** RE: RESUBMIT - FOR FAS CLEARANCE - STAKEHOLDER MEETING BRIEF - Secretary & CEO Ramsay Health - DUE COB WEDNESDAY 30 JULY [SEC=OFFICIAL]

Thanks Ross. Confirm all good.

Ta

s47E(c), s47F

---

**From:** HAWKINS, Ross <Ross.Hawkins@health.gov.au>  
**Sent:** Tuesday, 29 July 2025 3:20 PM  
**To:** s47E(c), s47F @health.gov.au; s47E(c), s47F @Health.gov.au  
**Cc:** s47E(c), s47F @health.gov.au; s47E(c), s47F @health.gov.au; s47E(c), s47F @Health.gov.au; s47E(c), s47F @Health.gov.au  
**Subject:** RE: RESUBMIT - FOR FAS CLEARANCE - STAKEHOLDER MEETING BRIEF - Secretary & CEO Ramsay Health - DUE COB WEDNESDAY 30 JULY [SEC=OFFICIAL]

Hi s47E(c), s47F – I've had a little play. Can you confirm if this is correct (I haven't changed something I shouldn't have...)

If ok - s47E(c), s47F can you please send up thanks

## Ross Hawkins

First Assistant Secretary - Health Systems Strategy Division

Australian Government Department of Health, Disability and Ageing  
s47E(c), s47F | E: [Ross.hawkins@health.gov.au](mailto:Ross.hawkins@health.gov.au)

**Executive Officer** s47E(c), s47F [@health.gov.au](mailto:s47E(c),s47F@health.gov.au)  
**Executive Assistant** s47E(c), s47F [@health.gov.au](mailto:s47E(c),s47F@health.gov.au)

*The Department of Health, Disability and Ageing acknowledges First Nations peoples as the Traditional Owners of Country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to all Elders both past and present.*

---

**From:** s47E(c), s47F @health.gov.au>  
**Sent:** Tuesday, 29 July 2025 2:45 PM  
**To:** HAWKINS, Ross <[Ross.Hawkins@health.gov.au](mailto:Ross.Hawkins@health.gov.au)>; s47E(c), s47F @Health.gov.au>  
**Cc:** s47E(c), s47F @health.gov.au>; s47E(c), s47F i@health.gov.au>; s47E(c), s47F s47E(c), s47F @Health.gov.au>; s47E(c), s47F @Health.gov.au>  
**Subject:** RESUBMIT - FOR FAS CLEARANCE - STAKEHOLDER MEETING BRIEF - Secretary & CEO Ramsay Health - DUE COB WEDNESDAY 30 JULY [SEC=OFFICIAL]

Hi Ross and s47E(c), s47F

Please find attached for re-clearance, an updated stakeholder brief addressing comments below. This has been cleared by s47E(c), s47F .

While the original template instructions were that the brief should be no longer than one page, [redacted] advised that 2 pages maximum is acceptable.

Thanks

[redacted]

[redacted]

Assistant Director  
Private Hospitals Branch

Health Systems Strategy Division | Strategy and First Nations Group  
Australian Government Department of Health, Disability and Ageing  
[redacted]@health.gov.au | [redacted]@protected.health.gov.au  
**Location:** Yaradhang Building, Level 6

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---

**From:** HAWKINS, Ross <[Ross.Hawkins@health.gov.au](mailto:Ross.Hawkins@health.gov.au)>  
**Sent:** Monday, 28 July 2025 5:29 PM  
**To:** [redacted]@Health.gov.au; [redacted]@Health.gov.au  
**Cc:** [redacted]@health.gov.au; [redacted]@health.gov.au; [redacted]@health.gov.au  
**Subject:** RE: FOR FAS CLEARANCE - FW: STAKEHOLDER MEETING BRIEF - Secretary & CEO Ramsay Health - DUE COB WEDNESDAY 30 JULY [SEC=OFFICIAL]

Thanks – Can we please add:

[redacted]

**s47C, s47(1)(a)**

**Ross Hawkins**  
First Assistant Secretary - Health Systems Strategy Division

Australian Government Department of Health, Disability and Ageing  
M: [redacted] | E: [Ross.hawkins@health.gov.au](mailto:Ross.hawkins@health.gov.au)

**Executive Officer:** [redacted]@health.gov.au  
**Executive Assistant:** [redacted]@health.gov.au

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---

**From:** s47E(c), s47F @Health.gov.au>  
**Sent:** Monday, 28 July 2025 9:16 AM  
**To:** s47E(c), s47F @Health.gov.au>; HAWKINS, Ross <Ross.Hawkins@health.gov.au>  
**Cc:** s47E(c), s47F @health.gov.au>; s47E(c), s47F @health.gov.au>; s47F @Health.gov.au>  
**Subject:** FOR FAS CLEARANCE - FW: STAKEHOLDER MEETING BRIEF - Secretary & CEO Ramsay Health - DUE COB WEDNESDAY 30 JULY [SEC=OFFICIAL]

Hi Ross & s47E(c), s47F

Thanks to s47E(c), s47F and team, please see AS cleared meeting brief for your clearance by COB 30 July.

Kind regards,

s47E(c), s47F

**Executive Assistant**

to s47E(c), s47F

Private Hospitals Branch | Health Systems Strategy Division | Strategy and First Nations  
Australian Government Department of Health, Disability and Ageing  
s47E(c), s47F @health.gov.au  
GPO Box 9848, Canberra ACT 2601, Australia

The Department of Health, Disability and ageing acknowledges the Traditional Custodians of Australia and their continued connection to land, sea and community. We pay our respects to all Elders past and present.

---

**From:** s47E(c), s47F @health.gov.au>  
**Sent:** Friday, 25 July 2025 4:03 PM  
**To:** s47E(c), s47F @health.gov.au>  
**Cc:** s47E(c), s47F @Health.gov.au>; s47E(c), s47F @health.gov.au>  
**Subject:** RE: FOR CLEARANCE - FW: STAKEHOLDER MEETING BRIEF - Secretary & CEO Ramsay Health - DUE COB MONDAY 28 JULY [SEC=OFFICIAL]

Hi s47E(c), s47F

Happy to clear the brief and thanks for your/your team's great effort!

Best regards

s47E(c), s47F

---

**From:** s47E(c), s47F @health.gov.au>  
**Sent:** Friday, 25 July 2025 1:35 PM  
**To:** s47E(c), s47F @health.gov.au>  
**Cc:** s47E(c), s47F @Health.gov.au>; s47E(c), s47F @health.gov.au>  
**Subject:** FOR CLEARANCE - FW: STAKEHOLDER MEETING BRIEF - Secretary & CEO Ramsay Health - DUE COB

MONDAY 28 JULY [SEC=OFFICIAL]

Importance: High

s47E(c), s47F

Draft brief attached for clearance please.

Have also attached template for reference. The max length for this brief is one page.

Thanks.

s47E(c), s47F

---

From: s47E(c), s47F <[redacted]@health.gov.au>

Sent: Thursday, 24 July 2025 4:33 PM

To: s47E(c), s47F <[redacted]@health.gov.au>; s47E(c), s47F <[redacted]@Health.gov.au>; s47E(c), s47F <[redacted]@Health.gov.au>

Cc: s47E(c), s47F <[redacted]@Health.gov.au>

Subject: FW: STAKEHOLDER MEETING BRIEF - Secretary & CEO Ramsay Health - DUE COB MONDAY 28 JULY [SEC=OFFICIAL]

Importance: High

Hi all,

I think we could chat about this in tomorrow morning's catchup.

Thanks

Best regards

s47E(c), s47F

---

From: s47E(c), s47F <[redacted]@Health.gov.au>

Sent: Thursday, 24 July 2025 4:19 PM

To: s47E(c), s47F <[redacted]@health.gov.au>

Cc: s47E(c), s47F <[redacted]@Health.gov.au>; s47F <[redacted]@Health.gov.au>

Subject: STAKEHOLDER MEETING BRIEF - Secretary & CEO Ramsay Health - DUE COB MONDAY 28 JULY [SEC=OFFICIAL]

Importance: High

Hi s47E(c), s47F

The Secretary will be meeting with the new Group CEO of Ramsay Healthcare, s47F and s47F, Chief Health and Strategy Officer; to discuss some opportunities they see for Australia's healthcare system. The meeting is set for Tuesday 5 August 2025 between 9am – 9.45am.

Could you please have the team prepare a stakeholder briefing paper, at the request of the Sec office? Please have this to Ross, cc'd to me, by **COB Monday 28 July** to allow for proper clearance.

Thank you,

s47E(c), s47F

s47E(c), s47F

Executive Officer  
to Ross Hawkins, First Assistant Secretary  
Health Systems Strategy Division

Australian Government Department of Health, Disability and Ageing  
s47E(c), s47F [@health.gov.au](mailto:health.gov.au)

*The Department of Health, Disability and Ageing acknowledges First Nations peoples as the Traditional Owners of Country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to all Elders both past and present.*

---

**From:** s47E(c), s47F [@health.gov.au](mailto:health.gov.au)>  
**Sent:** Thursday, July 24, 2025 4:15 PM  
**To:** s47E(c), s47F [@Health.gov.au](mailto:Health.gov.au); HAWKINS, Ross <[Ross.Hawkins@health.gov.au](mailto:Ross.Hawkins@health.gov.au)>  
**Cc:** s47E(c), s47F [@Health.gov.au](mailto:Health.gov.au)>  
**Subject:** RE: Introductory meeting [SEC=OFFICIAL]

OFFICIAL

Hey Team,

Can we please have this for Celia's review by COB 30 July.

Thanks

s47E(c), s47F

OFFICIAL

---

**From:** s47E(c), s47F [@Health.gov.au](mailto:Health.gov.au)>  
**Sent:** Thursday, 24 July 2025 3:48 PM  
**To:** s47E(c), s47F [@health.gov.au](mailto:health.gov.au); s47E(c), s47F [@Health.gov.au](mailto:Health.gov.au); s47E(c), s47F [@Health.gov.au](mailto:Health.gov.au); HAWKINS, Ross <[Ross.Hawkins@health.gov.au](mailto:Ross.Hawkins@health.gov.au)>  
**Cc:** s47F [@health.gov.au](mailto:health.gov.au)>  
**Subject:** FW: Introductory meeting [SEC=OFFICIAL]  
**Importance:** High

Dear s47E(c), s47F (and as flagged earlier today with Ross and s47E(c), s47F

The Secretary will be meeting with the new Group CEO of Ramsay Healthcare, s47F and s47F, Chief Health and Strategy Officer; to discuss some opportunities they see for Australia's healthcare system. The meeting is set for Tuesday 5 August 2025 between 9am – 9.45am.

Very grateful if you could prepare a brief by **COB Friday 1 August 2025**, using the attached template.

Many thanks,

s47E(c)

s47E(c), s47F  
Executive Assistant to Blair Comley PSM  
Secretary

Australian Government Department of Health, Disability and Ageing

s47E(c), s47F

☒ GPO Box 9848, Canberra ACT 2601

**From:** COMLEY, Blair <[Blair.COMLEY@Health.gov.au](mailto:Blair.COMLEY@Health.gov.au)>

**Sent:** Friday, 4 July 2025 3:47 PM

**To:** s47F <[REDACTED]> <[\[REDACTED\]@ramsayhealth.com](mailto:[REDACTED]@ramsayhealth.com)>

**Cc:** s47F <[REDACTED]> <[\[REDACTED\]@ramsayhealth.com](mailto:[REDACTED]@ramsayhealth.com)>; s47E(c), s47F <[REDACTED]> <[\[REDACTED\]@Health.gov.au](mailto:[REDACTED]@Health.gov.au)>

**Subject:** Re: Introductory meeting [SEC=OFFICIAL]

Congratulations s47F on the new role.

A meeting sounds good.

s47E(c), s47F will set it up.

All the best.

Blair.

---

Sent from [Workspace ONE Boxer](#)

On 4 July 2025 at 3:39:04 pm AEST, s47F <[REDACTED]> <[\[REDACTED\]@ramsayhealth.com](mailto:[REDACTED]@ramsayhealth.com)> wrote:

**REMINDER:** Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Hi Blair,

I am the new Group CEO of Ramsay Healthcare. As s47F may have mentioned I will be joining the CEO Roundtable going forward. As Australia's largest private healthcare provider, I believe Ramsay has a key role to play in innovating Australia's healthcare system.

Ahead of the next forum, s47F and I would like to meet with you and discuss some opportunities we see for Australia's healthcare system. s47F is our Chief Health and Strategy Officer, and has also recently joined Ramsay following an initial career as a doctor, and then at s47F specialising in the health sector.

I have ccd my assistant s47F who can help to find us a time.

Kind regards

s47F  
MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER



**Ramsay Health Care**

Global Office

Phone: s47F [redacted]

Mobile: [redacted]

Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)

Address: [Level 18, 126 Phillip Street, Sydney NSW 2000](#)

Supported by: s47F [redacted]

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[SEC=OFFICIAL]

Released under the Freedom of Information Act 1982 by the Department of Health, Disability and Ageing

s22

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**From:** s47E(c), s47F  
**Sent:** Friday, 1 August 2025 4:03 PM  
**To:** s47E(c), s47F  
**Cc:** HAWKINS, Ross; s47E(c), s47F  
**Subject:** RE: Introductory meeting [SEC=OFFICIAL]  
**Attachments:** 20250801\_ Ramsay CEO-Secretary meeting 5 August - Stakeholder Briefing Paper (002).docx; Attachment A - CEO Forum slides.docx

Let's try that again!

---

**From:** s47E(c), s47F  
**Sent:** Friday, August 1, 2025 3:56 PM  
**To:** s47E(c), s47F  
**Cc:** HAWKINS, Ross ; s47E(c), s47F  
**Subject:** RE: Introductory meeting [SEC=OFFICIAL]

Lol! Sorry!!

---

**From:** s47E(c), s47F <[redacted]@Health.gov.au>  
**Sent:** Friday, August 1, 2025 3:55 PM  
**To:** s47E(c), s47F <[redacted]@Health.gov.au>  
**Cc:** HAWKINS, Ross <Ross.Hawkins@health.gov.au>; s47E(c), s47F <[redacted]@health.gov.au>  
**Subject:** RE: Introductory meeting [SEC=OFFICIAL]

Thanks s47E(c), s47F. The briefing reference an attachment - could you send me this please?

s47E(c), s47F  
Executive Assistant to Celia Street, A/g Deputy Secretary

Strategy & First Nations Group  
Australian Government, Department of Health, Disability and Ageing  
s47E(c), s47F | E: s47E(c), s47F@health.gov.au  
Yaradhang Building, Woden ACT 2601

*The Department of Health and Aged Care acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.*

---

**From:** s47E(c), s47F <[redacted]@Health.gov.au>  
**Sent:** Friday, 1 August 2025 3:20 PM  
**To:** s47E(c), s47F <[redacted]@Health.gov.au>  
**Cc:** HAWKINS, Ross <Ross.Hawkins@health.gov.au>; s47E(c), s47F <[redacted]@health.gov.au>  
**Subject:** RE: Introductory meeting [SEC=OFFICIAL]

Hey s47E(c), s47F

Please see attached revised Stakeholder meeting brief. Apologies for not getting this to you sooner this morning!

Let me know if you require anything further.

Thanks,

s47E(c), s47F

---

**From:** s47E(c), s47F @Health.gov.au>  
**Sent:** Thursday, July 31, 2025 2:39 PM  
**To:** s47E(c), s47F @Health.gov.au>  
**Cc:** HAWKINS, Ross <Ross.Hawkins@health.gov.au>  
**Subject:** FW: Introductory meeting [SEC=OFFICIAL]

OFFICIAL

Hi there,

Following the below – Celia made edits to the brief last night. Please find attached – let me know if there are any edits – if we could get this by tomorrow morning please.

Kind regards

s47E(c), s47F  
Executive Assistant to Celia Street, A/g Deputy Secretary

Strategy & First Nations Group  
Australian Government, Department of Health, Disability and Ageing  
s47E(c), s47F | E: s47E(c), s47F@health.gov.au  
Yaradhang Building, Woden ACT 2601

*The Department of Health and Aged Care acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.*

OFFICIAL

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**From:** s47E(c), s47F @Health.gov.au>  
**Sent:** Thursday, 31 July 2025 11:26 AM  
**To:** s47E(c), s47F @Health.gov.au>; s47E(c), s47F @Health.gov.au>  
**Cc:** HAWKINS, Ross <Ross.Hawkins@health.gov.au>; s47E(c), s47F @health.gov.au>  
**Subject:** FW: Introductory meeting [SEC=OFFICIAL]

Hello team

Please see the below Ramsay Healthcare points for discussion next week. Grateful if you could incorporate into the brief.

Many thanks,

s47E(c)

s47E(c), s47F  
Executive Assistant to Blair Comley PSM  
Secretary

Australian Government Department of Health, Disability and Ageing

s47E(c), s47F

s47E(c), s47F @health.gov.au

✉ GPO Box 9848, Canberra ACT 2601

**From:** s47F [redacted] <[s47F@ramsayhealth.com](mailto:s47F@ramsayhealth.com)>  
**Sent:** Wednesday, 30 July 2025 8:32 AM  
**To:** s47E(c), s47F [redacted] <[s47E\(c\),s47F@Health.gov.au](mailto:s47E(c),s47F@Health.gov.au)>  
**Subject:** RE: Introductory meeting [SEC=OFFICIAL]

Good morning s47E(c), s47F [redacted]

I hope you are keeping warm.

As promised, s47F [redacted] would like to discuss the following topics at the meeting on Tuesday:

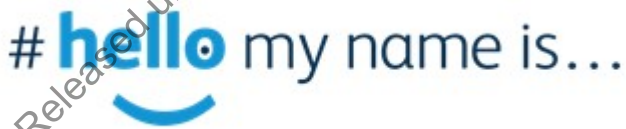
- Maintaining Australia's leadership position in health care provision by ensuring financial sustainability,
- Supporting the Government's productivity agenda and looking at how we can advance that together,
- Ensuring fair outcomes across the private sector for healthcare organisations and staff,
- Exploring the potential for system wide initiatives across both the public and private sector,
- Reviewing how state governments can better partner with the private sector to ensure more efficient resource allocation

Please let me know if you require anything further.

Kind regards

s47F [redacted]  
EXECUTIVE ASSISTANT TO:  
s47F [redacted] – Chief Executive Officer & Managing Director  
s47F [redacted] – Group Executive People & Sustainability  
s47F [redacted] – Group Chief Medical Advisor

	<b>Ramsay Health Care</b> Global Office
	Phone: s47F [redacted] Fax: [redacted] Mobile: [redacted] Email: <a href="mailto:s47@ramsayhealth.com">s47@ramsayhealth.com</a> Web: <a href="http://www.ramsayhealth.com">www.ramsayhealth.com</a> Address: Level 18, 126 Phillip Street, Sydney NSW 2000



**From:** s47E(c), s47F [redacted] <[s47E\(c\),s47F@Health.gov.au](mailto:s47E(c),s47F@Health.gov.au)>  
**Sent:** Thursday, 24 July 2025 3:50 PM  
**To:** s47F [redacted] <[s47F@ramsayhealth.com](mailto:s47F@ramsayhealth.com)>  
**Subject:** [EXTERNAL] RE: Introductory meeting [SEC=OFFICIAL]

This message has originated from [redacted] s47E(c), s47F @health.gov.au>' which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.

Dear s47F

I have extended the meeting to 9.45am, very grateful if you could send through a list of proposed topics for discussion early next week.

Many thanks,

s4

s47E(c), s47F

Executive Assistant to Blair Comley PSM  
Secretary

Australian Government Department of Health, Disability and Ageing

s47E(c), s47F

s47E(c), s47F

@health.gov.au

✉ GPO Box 9848, Canberra ACT 2601

**From:** s47F @ramsayhealth.com>

**Sent:** Wednesday, 23 July 2025 3:57 PM

**To:** s47E(c), s47F @Health.gov.au>

**Subject:** RE: Introductory meeting [SEC=OFFICIAL]

**Importance:** High

Hi s47E(c), s

I hope you are well.

Thank you so much for sending over the calendar invite for 5 August.

s47F and s47F have a few important topics they would like to discuss with Blair, and they were wondering if it might be possible to extend the meeting to one hour, or at least 45 minutes. This would give them ample time to cover everything thoroughly.

I look forward to hearing your thoughts on this.

Kind regards,

s47F

s47F

EXECUTIVE ASSISTANT TO:

s47F – Chief Executive Officer & Managing Director

s47F – Group Executive People & Sustainability

s47F – Group Chief Medical Advisor

**Ramsay Health Care**

Global Office

Phone: s47F  
Fax:  
Mobile:



Email: s47F  
Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)  
Address: Level 18, 126 Phillip Street, Sydney NSW 2000

#hello my name is...

From: s47E(c), s47F @Health.gov.au>  
Sent: Friday, 18 July 2025 10:17 AM  
To: s47F @ramsayhealth.com>  
Subject: [EXTERNAL] RE: Introductory meeting [SEC=OFFICIAL]

This message has originated from s47E(c), s47F @health.gov.au>' which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.

Dear s47F

Many apologies for the delayed reply.

We can do 3.30pm on 4 August 2025 and 9am or 2pm on 5 August 2025.

Kind regards,

s47E(c)

s47E(c), s47F  
Executive Assistant to Blair Comley PSM  
Secretary

Australian Government Department of Health, Disability and Ageing

s47E(c), s47F

s47E(c), s47F

@health.gov.au

✉ GPO Box 9848, Canberra ACT 2601

From: s47F @ramsayhealth.com>  
Sent: Friday, 18 July 2025 10:05 AM  
To: s47E(c), s47F @Health.gov.au>  
Subject: RE: Introductory meeting [SEC=OFFICIAL]

Morning s47E(c), s

I hope you have been well.

Just following up to see if either 4 or 5 August works for Blair.

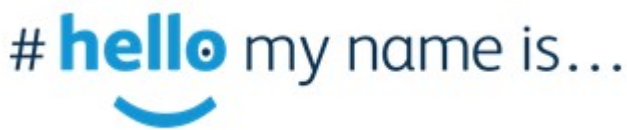
Kind regards

s47F  
EXECUTIVE ASSISTANT TO:  
s47F is – Chief Executive Officer & Managing Director  
s47F – Group Executive People & Sustainability  
s47F – Group Chief Medical Advisor



**Ramsay Health Care**  
Global Office

Phone: s47F  
Fax: [Redacted]  
Mobile: [Redacted]  
Email: [Redacted]  
Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)  
Address: Level 18, 126 Phillip Street, Sydney NSW 2000



**From:** s47F  
**Sent:** Monday, 7 July 2025 9:46 AM  
**To:** s47E(c), s47F <[Redacted]@Health.gov.au>  
**Subject:** RE: Introductory meeting [SEC=OFFICIAL]

Hi s47E(c), s

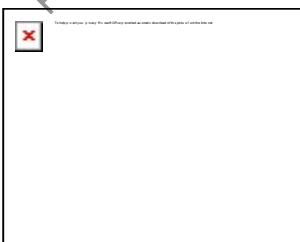
I hope you had a lovely weekend.

s47F and s47F are available to head to Canberra on either 4 or 5 August. Would Blair have any availability on either day?

I look forward to hearing from you.

Kind regards

s47F  
EXECUTIVE ASSISTANT TO:  
s47F – Chief Executive Officer & Managing Director  
s47F – Group Chief People Officer  
s47F – Group Chief Medical Advisor



**Ramsay Health Care**  
Global Office

Phone: s47F  
Fax: [Redacted]  
Mobile: [Redacted]  
Email: [Redacted]  
Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)  
Address: Level 18, 126 Phillip Street, Sydney NSW 2000

#hello my name is...

---

**From:** s47E(c), s47F [redacted] <[\[redacted\]@Health.gov.au](mailto:[redacted]@Health.gov.au)>  
**Sent:** Friday, 4 July 2025 3:50 PM  
**To:** s47F [redacted] <[\[redacted\]@ramsayhealth.com](mailto:[redacted]@ramsayhealth.com)>  
**Subject:** [EXTERNAL] RE: Introductory meeting [SEC=OFFICIAL]

This message has originated from s47E(c), s47F [redacted] <[\[redacted\]@health.gov.au](mailto:[redacted]@health.gov.au)> which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.

---

Dear s47F [redacted]

Nice to e-meet you.

When did you have in mind for this meeting? Would it be face to face in Canberra or online?

Kind regards,  
s4 [redacted]

s47E(c), s47F [redacted]  
Executive Assistant to Blair Comley PSM  
Secretary

Australian Government Department of Health, Disability and Ageing  
s47E(c), s47F [redacted]  
s47E(c), s47F [redacted] <[\[redacted\]@health.gov.au](mailto:[redacted]@health.gov.au)>  
✉ GPO Box 9848, Canberra ACT 2601

---

**From:** COMLEY, Blair <[Blair.COMLEY@Health.gov.au](mailto:Blair.COMLEY@Health.gov.au)>  
**Sent:** Friday, 4 July 2025 3:47 PM  
**To:** s47F [redacted] <[\[redacted\]@ramsayhealth.com](mailto:[redacted]@ramsayhealth.com)>  
**Cc:** s47F [redacted] <[\[redacted\]@ramsayhealth.com](mailto:[redacted]@ramsayhealth.com)>; s47E(c), s47F [redacted] <[\[redacted\]@Health.gov.au](mailto:[redacted]@Health.gov.au)>  
**Subject:** Re: Introductory meeting [SEC=OFFICIAL]

Congratulations s47F [redacted] on the new role.

A meeting sounds good.

s47E(c), s [redacted] will set it up.

All the best.

Blair.

---  
Sent from [Workspace ONE Boxer](#)  
On 4 July 2025 at 3:39:04 pm AEST, s47F [redacted] <[\[redacted\]@ramsayhealth.com](mailto:[redacted]@ramsayhealth.com)> wrote:

**REMINDER:** Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Hi Blair,

I am the new Group CEO of Ramsay Healthcare. As Carmel may have mentioned I will be joining the CEO Roundtable going forward. As Australia's largest private healthcare provider, I believe Ramsay has a key role to play in innovating Australia's healthcare system.

Ahead of the next forum, s47F and I would like to meet with you and discuss some opportunities we see for Australia's healthcare system. s47F is our Chief Health and Strategy Officer, and has also recently joined Ramsay following an initial career as a doctor, and then at s47F specialising in the health sector.

I have ccd my assistant s47F who can help to find us a time.

Kind regards

s47F  
MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER



**Ramsay Health Care**

Global Office s47F  
Phone: s47F  
Mobile: s47F  
Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)  
Address: [Level 18, 126 Phillip Street, Sydney NSW 2000](#)

Supported by: s47F

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[SEC=OFFICIAL]



s47F

Thu, 5 Jun at 1:56 pm

Hi Michael - apologies to get you out of the blue, but s47F  
 s47F passed on your number. My name is s47F  
 s47 and I am the Group Health and Strategy Officer for Ramsay Healthcare globally. There are a few specific, time sensitive Australian medical workforce topics we'd both love to briefly cover off with you. Would it be ok to get some time in the next week or so via your assistant? Best regards, s47F

Released under the Freedom of Information Act 1982 by the Department of Health, Disability and Ageing

Thank you s47F Please email me at [michael.kidd@health.gov.au](mailto:michael.kidd@health.gov.au)

1 of 1

FOI 26-2855

Document 17



iMessage

s22

**Subject:** Department of Health and Aged Care and Ramsay Health [SEC=OFFICIAL]  
**Location:** Microsoft Teams Meeting

**Start:** Wed 16/04/2025 9:15 AM  
**End:** Wed 16/04/2025 10:00 AM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organiser:** STREET, Celia  
**Required Attendees:** s47F @ramsayhealth.com'; s47F @ramsayhealth.com.au';  
HAWKINS, Ross; s47F @ramsayhealth.com.au'; s47F @ramsayhealth.com.au'  
**Optional Attendees:** KELLEHER, Brian

s47E(c), s47F

Executive Assistant to Celia Street, A/g Deputy Secretary

Health Strategy, First Nations & Sport Group  
Australian Government, Department of Health and Aged Care  
s47E(c), s47F | E: s47E(c), s47F@health.gov.au  
Yaradhang Building, Woden ACT 2601

*The Department of Health and Aged Care acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.*

---

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Tenant key: health-au@m.webex.com

Video ID: 133 364 653 8

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For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

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[Privacy and security](#)

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s22

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**Subject:** Coffee: Ramsay | DoHDA  
**Location:** 23 Furzer St, Phillip Australian Capital Territory 2606, Australia

**Start:** Wed 11/03/2026 2:00 PM  
**End:** Wed 11/03/2026 2:30 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organiser

**Organiser:** HAWKINS, Ross  
**Required Attendees:** KELLEHER, Brian; MCBRIDE, Paul; s47F @ramsayhealth.com.au

**Categories:** External Meeting

Hi all,

Apologies for the last-minute meeting; please reach out if I can help with anything further.  
Please call me on s47E(c), s47F when you arrive to the foyer and I will send them down.

Thanks,  
s47E(c), s47F

s47E(c), s47F

Executive Assistant for Ross Hawkins | First Assistant Secretary

Portfolio Strategy Division | Systems Strategy Group  
Australian Government Department of Health, Disability and Ageing  
s47E(c), s47F | E: s47E(c), s47F@health.gov.au

---

## Microsoft Teams meeting

### Join:

<https://teams.microsoft.com/meet/44070316585189?p=c5CwFkrbWZvTSLVjK>  
[M](#)

Meeting ID: 440 703 165 851 89

Passcode: Ca2js7V6

---

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### Dial in by phone

[+61 2 8318 0010,638727018#](tel:+61283180010638727018) Australia, Sydney

[Find a local number](#)

Phone conference ID: 638 727 018#

## Join on a video conferencing device

Tenant key: [health-au@m.webex.com](mailto:health-au@m.webex.com)

Video ID: 135 610 243 3

[More info](#)

For organisers: [Meeting options](#) | [Reset dial-in PIN](#)

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[Privacy and security](#)

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s22

**Subject:** s47F & Ross | Catch up  
**Location:** Songlines Cafe (Charles Perkins House, 16 Bowes Place, Woden, Phillip ACT 2606, Australia)  
**Start:** Thu 6/02/2025 12:15 PM  
**End:** Thu 6/02/2025 12:45 PM  
**Recurrence:** (none)  
**Meeting Status:** Meeting organiser  
**Organiser:** HAWKINS, Ross  
**Required Attendees:** s47F @ramsayhealth.com.au >  
**Categories:** External Meeting

Hi s47F

Apologies for cutting this meeting short – Ross now has a few additional commitments tomorrow and we're having to do some diary juggling.

Thank you,

s47E(c), s47F

s47E(c), s47F

Executive Officer  
to Ross Hawkins, First Assistant Secretary

Health Strategy, First Nations and Sport Group  
Australian Government Department of Health and Aged Care  
s47E(c), s47F @health.gov.au

*The Department of Health and Aged Care acknowledges First Nations peoples as the Traditional Owners of Country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to all Elders both past and present.*

s22

---

**Subject:** Breakfast with s47F & Ross  
**Location:** Maple and Clove, 7 Burbury Close, Barton ACT 2600  
**Start:** Wed 23/07/2025 7:45 AM  
**End:** Wed 23/07/2025 8:45 AM  
**Recurrence:** (none)  
**Meeting Status:** Meeting organiser  
**Organiser:** HAWKINS, Ross  
**Required Attendees:** s47F @ramsayhealth.com.au

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s22

**Subject:** Department of Health and Aged Care and Ramsay Health [SEC=OFFICIAL]  
**Location:** Microsoft Teams Meeting

**Start:** Wed 16/04/2025 9:15 AM  
**End:** Wed 16/04/2025 10:00 AM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organiser:** STREET, Celia  
**Required Attendees:** s47F @ramsayhealth.com'; s47F @ramsayhealth.com.au';  
HAWKINS, Ross; s47F @ramsayhealth.com.au'; s47F @ramsayhealth.com.au'  
**Optional Attendees:** KELLEHER, Brian

s47E(c), s47F

Executive Assistant to Celia Street, A/g Deputy Secretary

Health Strategy, First Nations & Sport Group  
Australian Government, Department of Health and Aged Care  
s47E(c), s47F | E: s47E(c), s47F@health.gov.au  
Yaradhang Building, Woden ACT 2601

*The Department of Health and Aged Care acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.*

---

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Phone conference ID: 892 695 604#

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Tenant key: health-au@m.webex.com

Video ID: 133 364 653 8

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

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[Privacy and security](#)

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s22

---

**From:** s47F@ramsayhealth.com.au  
**Sent:** Tuesday, 25 November 2025 8:59 AM  
**To:** HAWKINS, Ross  
**Cc:** s47E(c), s47F  
**Subject:** RE: Meeting [SEC=OFFICIAL]

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

All good thanks Ross, I'll probably just cab over.

Thanks and see you Thursday.

s47F

---

**From:** HAWKINS, Ross  
**Sent:** Tuesday, 25 November 2025 8:28 AM  
**To:** s47F  
**Cc:** s47F, s47E(c)  
**Subject:** [EXTERNAL] RE: Meeting [SEC=OFFICIAL]

**This message has originated from 'HAWKINS, Ross <[ross.hawkins@health.gov.au](mailto:ross.hawkins@health.gov.au)>' which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.**

---

OFFICIAL

Thanks s47F – I can make 12 work  
Yes Woden is good, we can then get you to the boss's office for 1.  
Do you need a park ?

**Ross Hawkins**  
First Assistant Secretary - Health Systems Strategy Division

Australian Government Department of Health, Disability and Ageing  
M: s47E(c), s47F | E: [Ross.hawkins@health.gov.au](mailto:Ross.hawkins@health.gov.au)

**Executive Officer:** s47E(c), s47F@health.gov.au  
**Executive Assistant:** s47E(c), s47F@health.gov.au

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---

OFFICIAL

**From:** s47F [redacted]@ramsayhealth.com.au>  
**Sent:** Monday, 24 November 2025 9:19 PM  
**To:** HAWKINS, Ross <Ross.Hawkins@health.gov.au>  
**Subject:** RE: Meeting [SEC=OFFICIAL]

Thanks Ross!

I'm see the Secretary at 1pm so maybe I can have coffee with you at 12noon at Woden?

Cheers

s47F

---

**From:** HAWKINS, Ross <Ross.Hawkins@health.gov.au>  
**Sent:** Monday, 24 November 2025 7:19 PM  
**To:** s47F [redacted]@ramsayhealth.com.au>  
**Subject:** [EXTERNAL] RE: Meeting [SEC=OFFICIAL]

**This message has originated from 'HAWKINS, Ross <ross.hawkins@health.gov.au>' which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.**

---

OFFICIAL

Hey s47F [redacted] hope you are well...

More than happy to grab a coffee

R

**Ross Hawkins**  
First Assistant Secretary - Health Systems Strategy Division

Australian Government Department of Health, Disability and Ageing  
M: s47F, s47E(c) [redacted] | E: [Ross.hawkins@health.gov.au](mailto:Ross.hawkins@health.gov.au)

**Executive Officer:** s47E(c), s47F [redacted]@health.gov.au  
**Executive Assistant:** s47E(c), s47F [redacted]@health.gov.au

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OFFICIAL

**From:** s47E(c), s47F [redacted]@health.gov.au>  
**Sent:** Monday, 24 November 2025 4:53 PM  
**To:** s47F [redacted]@ramsayhealth.com.au>  
**Cc:** HAWKINS, Ross <Ross.Hawkins@health.gov.au>; s47F [redacted]  
s47F [redacted]@Health.gov.au>  
**Subject:** RE: Meeting [SEC=OFFICIAL]

OFFICIAL

Hello s47F.

Thanks for your email, and congratulations on your new appointment.

In Brian's absence, it would probably be best for you to meet with Ross.

I've copied Ross and his EA s47E(c), s47F [redacted] s47E(c), s47F [redacted] would be happy to confirm a time with you for Thursday.

Regards,

s47E(c), s47F [redacted]

s47E(c), s47F [redacted]

Director, Private Hospitals Policy Section

Private Hospitals Branch | Health Systems Strategy Division | Strategy and First Nations Group

Australian Government Department of Health, Disability and Ageing

s47E(c), s47F [redacted] | E: s47E(c), s47F [redacted]@health.gov.au

Location: Yaradhang Building, Woden ACT

PO Box 9848, Canberra ACT 2601, Australia

*This email comes to you from Ngunnawal and Ngambri Country. The Department of Health, Disability and Ageing acknowledges First Nations peoples as the Traditional Owners of Country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to all Elders both past and present.*

OFFICIAL

**From:** s47F [redacted]@ramsayhealth.com.au>  
**Sent:** Monday, 24 November 2025 11:29 AM

To: s47E(c), s47F [redacted]@health.gov.au>  
Subject: FW: Meeting

Hi s47E(c), s47F [redacted]

I just received Brian's out-of-office reply.

For context, I was previously Minister Butler's Chief of Staff and have now started a new role at Ramsay Healthcare. It would be great to catch up for 30 minutes if you have time on Thursday.

Kind regards

s47F [redacted]

---

**From:** s47F [redacted]  
**Sent:** Monday, 24 November 2025 11:25 AM  
**To:** [brian.kelleher@health.gov.au](mailto:brian.kelleher@health.gov.au)  
**Subject:** Meeting

Good morning Brian,

I hope you are well. As you can tell from the new email and email signature, I've started a new role.

I'll be in Canberra on Thursday this week and was wondering if you had 30 minutes for a coffee?

I'm happy to come to Woden.

All the best,

s47F [redacted]

s47F [redacted]  
Head of Government Relations and Health Policy

---

**Global Head Office**

Global

Email: s47F [redacted]@ramsayhealth.com.au

Web: [www.ramsayhealth.com.au](http://www.ramsayhealth.com.au)

Address: Level 18, 126 Phillip Street, Sydney New South  
Wales 2000

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s22

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**From:** HAWKINS, Ross  
**Sent:** Friday, 15 August 2025 11:15 AM  
**To:** s47F ; STREET, Celia  
**Cc:** s47F ; s47E(c), s47F; s47E(c), s47F  
**Subject:** RE: Thank you for your time last week on behalf of Ramsay Health Care [SEC=UNOFFICIAL]

Thanks s47F – agreed it was great meeting you both.

I think there are a number of areas where it would be good for us to discuss potential opportunities for collaboration.

Celia and I might be up in Sydney around the time of the next CEO meeting. If that time works for you it would be great to visit and catch up further.

Many Thanks

## Ross Hawkins

First Assistant Secretary - Health Systems Strategy Division

Australian Government Department of Health, Disability and Ageing  
M: s47E(c), s47F | E: [Ross.hawkins@health.gov.au](mailto:Ross.hawkins@health.gov.au)

**Executive Officer:** s47E(c), s47F [@health.gov.au](mailto:s47E(c),s47F@health.gov.au)  
**Executive Assistant:** s47E(c), s47F [@health.gov.au](mailto:s47E(c),s47F@health.gov.au)

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---

**From:** s47F  
**Sent:** Tuesday, 12 August 2025 4:16 PM  
**To:** STREET, Celia ; HAWKINS, Ross  
**Cc:** s47F  
**Subject:** FW: Thank you for your time last week on behalf of Ramsay Health Care  
**Importance:** High

**REMINDER:** Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Dear Celia and Ross,

To echo s47F's note, it was great to see you both last week.

Following that session it would be good to continue the conversation with you – especially around the private hospital ownership space (where one process is at least moving rapidly) and also any fora where you think Ramsay could make a meaningful contribution (beyond the CEO Forum).

I have cc'd s47F who helps on my diary. She can work with whoever you tell us is best, and hopefully we can get a slot soon if that works for both of you,

Best regards,

s47F

s47F

GROUP HEALTH & STRATEGY OFFICER

s47F

---

**From:** s47F <[redacted]@ramsayhealth.com>  
**Sent:** Tuesday, 12 August 2025 1:08 PM  
**To:** [blair.comley@health.gov.au](mailto:blair.comley@health.gov.au)  
**Cc:** s47F <[redacted]@ramsayhealth.com.au>; [penny.shakespeare@health.gov.au](mailto:penny.shakespeare@health.gov.au);  
s47F <[redacted]@health.gov.au>; [celia.street@health.gov.au](mailto:celia.street@health.gov.au); [ross.hawkins@health.gov.au](mailto:ross.hawkins@health.gov.au)  
**Subject:** Thank you for your time last week on behalf of Ramsay Health Care  
**Importance:** High

Dear Blair and team,

Thank you all for making the time to meet with us last week.

We were greatly encouraged by the spirit of open dialogue, particularly around the topics of:

- **Workforce** – we appreciated the opportunity to share views on the current incentive structures for individual mental health providers (i.e., psychiatrists, psychologists), particularly when care risks being redirected away from those with more serious illness in inpatient settings. In addition we would strongly support broadening the current ‘area of need’ definitions to ensure that there is sufficient specialist inpatient psychiatric cover across the country. And while we touched on it briefly, we would find it very helpful to continue discussions around the role Ramsay plays in the co-funding and training of junior doctors and specialist trainees (STR) together with the Commonwealth – especially given our understanding that this is currently under review
- **Productivity and the application of digital tools** – as the Government pursues this vital agenda item for the nation through both legislation and data policy, including through improved interoperability standards, we stand ready to support you with accelerated uptake in the private sector. As the Productivity Commission found better integrating digital technology into everyday practice could save more than \$5 billion a year and ease pressures on our healthcare system in terms of the administrative burden on clinicians and above all in direct patient benefits. As mentioned, we are already rolling out AI scribe technology in our hospitals and see numerous instances where AI/digital tools can improve the quality of both administrative and clinical activities, and we would be very pleased to take you to some of our sites and bring to life the opportunities we are working on

- **Private sector sustainability** – here we will continue to work closely across the sector, including with major PHI groups, to ensure the best possible care is delivered for privately insured patients in financially viable ways. As part of this, we intend to continue as productive participants in the CEO Forum. Indeed, in that spirit we will of course engage on the topic of a ‘Private Efficient Price’, and it was very valuable to hear your perspectives during our meeting. But we do remain concerned – mainly for the potential to distort the market around case-mix and also the risk of stifling innovative procedures and care delivery models. We will continue to look for additional opportunities to attract more patients into the private system through evidence based, innovative models of care delivered via an uplift in productivity – and in this way enhance both the way care is experienced while improving whole of system outcomes.

s47(1)(a)

[redacted] and believe this will drive better outcomes for patients as well as support sector sustainability, ensuring the private health system adjusts to changing models of care.

- **Partnering with the States** – as much as we firmly believe this is not consistent with Ramsay’s approach, it was very helpful to hear about s47(1)(a) [redacted]. And yet we acknowledge previous efforts from the Commonwealth to support greater joint working and know that in Queensland for instance we see the benefits of a more structured, collaborative approach. s47(1)(a)

[redacted]

In terms of next steps we’d be very pleased to have some of your team speak to our senior leaders in Queensland around how they have managed our partnership with the state government there to reduce pressure on the public system. Finally, regarding productivity, we would be pleased to participate in any relevant industry roundtables being arranged as part of the broader discussions the Government is leading around addressing this national challenge.

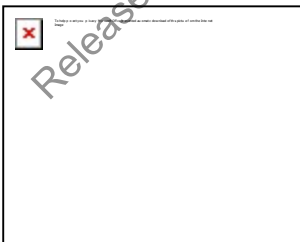
Once again, we very much appreciated the opportunity to meet and look forward to our continued work together,

Best regards

s47F [redacted]

s47F [redacted]

Managing Director & Chief Executive Officer



**Ramsay Health Care**

Global Office s47F [redacted]  
Phone: s47F [redacted]  
Mobile: s47F [redacted]  
Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)  
Address: [Level 18, 126 Phillip Street, Sydney NSW 2000](#)

Supported by: s47F [redacted]

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**From:** HAWKINS, Ross  
**Sent:** Wednesday, 16 April 2025 10:04 AM  
**To:** HAWKINS, Ross  
**Subject:** Ramsay

**Categories:** OneNote

Meeting with Ramsay - s47F - s47F (chief policy), s47F (CMO), s47F (just joined Ramsay's Global Chief Medical Officer)

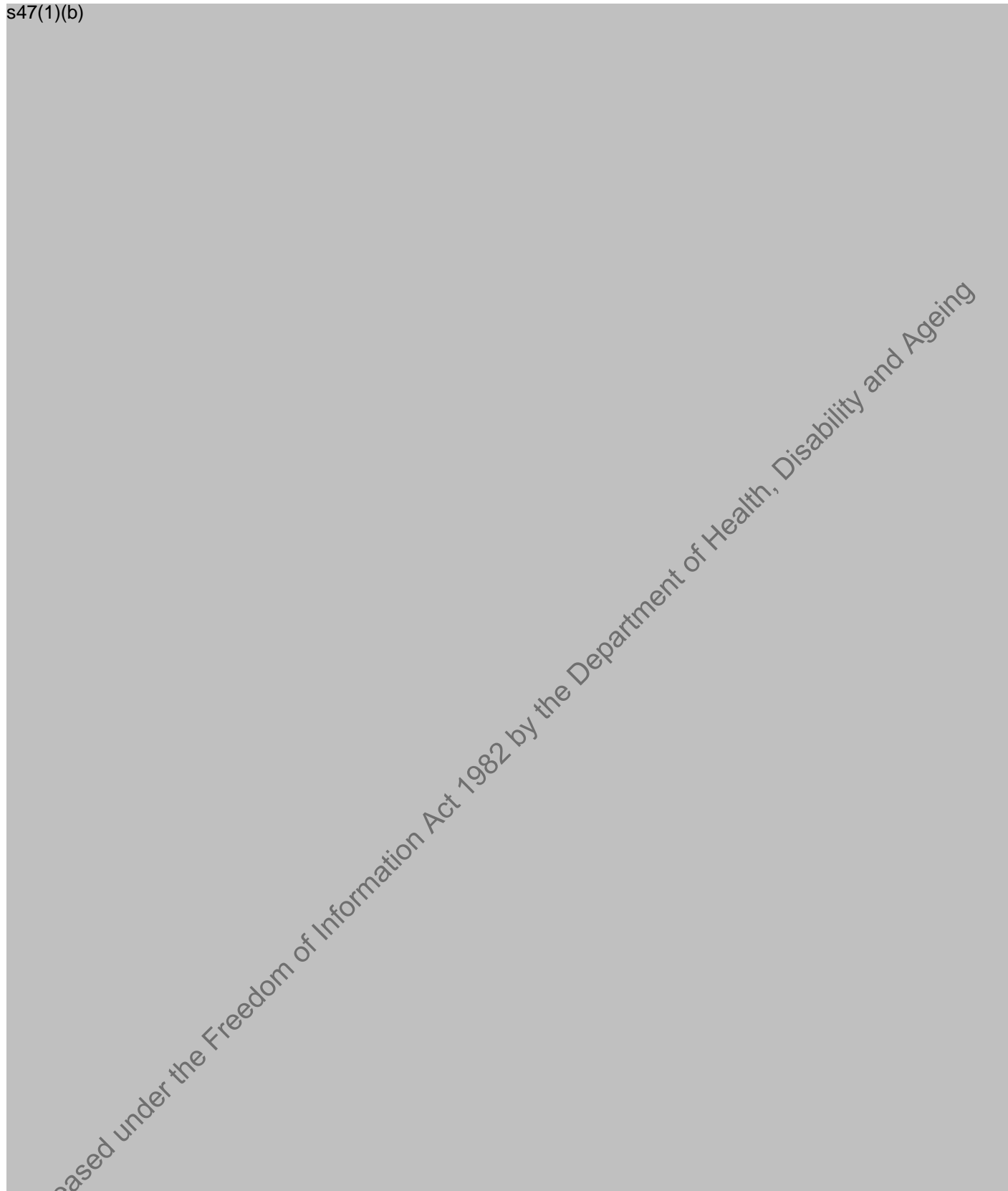
Report back to Minister on BR and the approach.  
An indicator but debate on the ratio and how much it is mandated.

s47F

s47(1)(b)

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s47(1)(b)



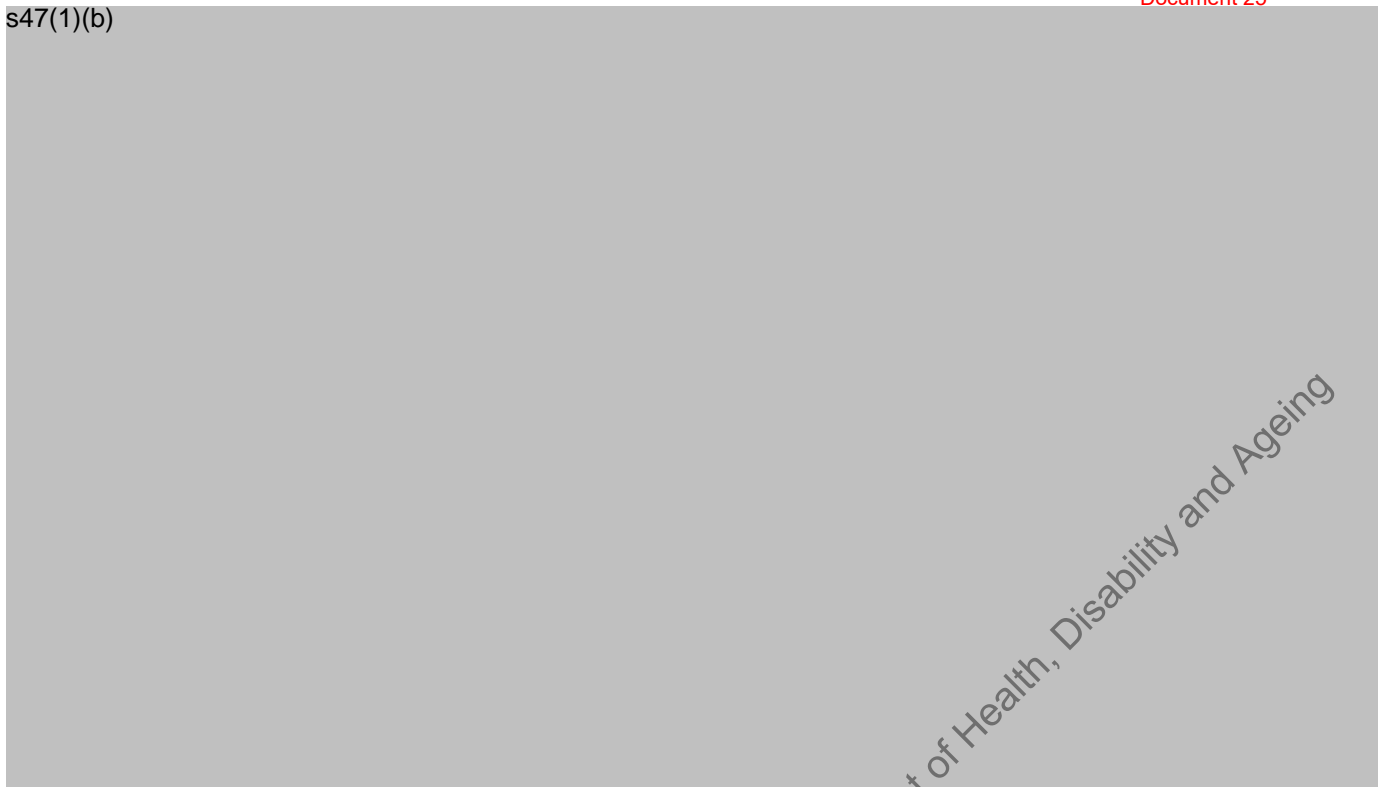
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s47F

s47(1)(b)



s47(1)(b)



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# 9AM | Introductory meeting: Secretary Comley and [REDACTED], Group CEO of Ramsay Healthcare

Monday, 4 August 2025 5:19 PM



**Meeting Date:** 5/08/2025 9:00 AM

**Location:** Yaradhang Building - 23 Furzer Street, Woden | Secretary's office

**Link to Outlook Item:** [click here](#)

## Invitation Message

### Content

  RE Introduct...	Added by <a href="#">COMLEY, Blair</a> Attachment from Outlook
  image001	Added by <a href="#">COMLEY, Blair</a> Attachment from Outlook

## Participants

- [COMLEY, Blair](#) (Meeting Organizer)
- s47F [REDACTED] (Accepted in Outlook)
- s47F [REDACTED]
- s47F [REDACTED] [@ramsayhealth.com](mailto:[REDACTED]@ramsayhealth.com) (Accepted in Outlook)
- s47F [REDACTED]
- [STREET, Celia](#)
- [HAWKINS, Ross](#)
- [SHAKESPEARE, Penny](#) (Accepted in Outlook)

## Notes

- s47F [REDACTED] (been in the role - back of the year)
- s47F [REDACTED] - 6 month in the role.
  - o Governance / Strategy / clinical governance
- Observations on Ramsay

s47G

s47(1)(b)


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s47(1)(b)


s47(1)(b)

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s47(1)(b)

A large rectangular area of the page is redacted with a solid grey fill. The text 's47(1)(b)' is visible in the top-left corner of this redacted area.

s47(1)(b)

A large rectangular area of the page is redacted with a solid grey fill. The text 's47(1)(b)' is visible in the top-left corner of this redacted area. A diagonal watermark is overlaid across this area.

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---

**From:** KELLEHER, Brian  
**Sent:** Thursday, 5 February 2026 12:55 PM  
**To:** s47F  
**Subject:** RE: DoHDA - Ramsay Catch-up

Cheers – see you soon

---

**From:** s47F  
**Sent:** Thursday, 5 February 2026 12:53 PM  
**To:** KELLEHER, Brian  
**Subject:** Re: DoHDA - Ramsay Catch-up

Correction: I will actually now make it on time for our 1pm. See you downstairs Brian.

s47F

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---

**From:** s47F <[s47F@ramsayhealth.com.au](mailto:s47F@ramsayhealth.com.au)>  
**Sent:** Thursday, February 5, 2026 12:04:24 PM  
**To:** KELLEHER, Brian <[Brian.Kelleher@health.gov.au](mailto:Brian.Kelleher@health.gov.au)>  
**Subject:** Re: DoHDA - Ramsay Catch-up

Hi Brian,

I've unfortunately been a little delayed at Parliament House.

If it's not too inconvenient, can we please bump our meeting by 30 minutes?

Kind regards,

s47F

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---

**From:** KELLEHER, Brian <[Brian.Kelleher@health.gov.au](mailto:Brian.Kelleher@health.gov.au)>  
**Sent:** Tuesday, February 3, 2026 11:10:17 AM  
**To:** s47F <[s47F@ramsayhealth.com.au](mailto:s47F@ramsayhealth.com.au)>  
**Subject:** [EXTERNAL] [SEC=OFFICIAL] DoHDA - Ramsay Catch-up  
**When:** Thursday, 5 February 2026 1:00 pm-2:00 pm.  
**Where:** CBR.YARADHANG.01.C.101.Meeting Room [8]

**This message has originated from 'KELLEHER, Brian <[brian.kelleher@health.gov.au](mailto:brian.kelleher@health.gov.au)>' which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.**

---

Hi s47F

Brian will meet you in the foyer upon arrival.

Kind regards,

s47E(c), s47F

**Executive Assistant  
to Brian Kelleher, Assistant Secretary**

Private Hospitals Branch | Health Systems Strategy Division | Strategy and First Nations  
Australian Government Department of Health, Disability and Ageing

s47E(c), s47F @health.gov.au

GPO Box 9848, Canberra ACT 2601, Australia

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**From:** KELLEHER, Brian  
**Sent:** Wednesday, 4 March 2026 5:16 PM  
**To:** s47F  
**Subject:** RE: CEO Forum

Hi – thanks for the advice – will come back with advice on possibility of rescheduling tomorrow as well as your offer to discuss agenda / reform priorities  
Brian

**From:** s47F  
**Sent:** Wednesday, 4 March 2026 4:43 PM  
**To:** KELLEHER, Brian  
**Subject:** CEO Forum

**REMINDER:** Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Hi Brian,

We are going to struggle to get s47F to the CEO Forum on the 13<sup>th</sup>.

Has there been any consideration of maybe shifting it to early April?

I'm not sure where other organisations are on attending but a deferral for a couple of weeks would assist with scheduling for Ramsay.

Kind regards

s47F

s47F  
HEAD OF GOVERNMENT RELATIONS AND HEALTH POLICY

	<p><b>Global Head Office</b> Global s47F Email: <a href="mailto:s47F@ramsayhealth.com.au">s47F@ramsayhealth.com.au</a> Web: <a href="http://www.ramsayhealth.com.au">www.ramsayhealth.com.au</a> Address: Level 18, 126 Phillip Street, Sydney New South Wales 2000</p>
	
	

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**From:** KELLEHER, Brian  
**Sent:** Thursday, 17 July 2025 11:11 AM  
**To:** s47F [REDACTED]@ramsayhealth.com.au  
**Cc:** s47F [REDACTED]  
**Subject:** Emailing: Questions - private hospital sector capacity - July2025.docx  
[SEC=OFFICIAL]  
**Attachments:** Questions - private hospital sector capacity - July2025.docx

Questions / discussion starters attached

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---

**From:** KELLEHER, Brian  
**Sent:** Tuesday, 3 February 2026 9:56 AM  
**To:** s47F  
**Subject:** RE: Meeting [SEC=OFFICIAL]

Hi s47 – 1pm at the department would be great, I will send a diary invite shortly and look to meet you in the foyer

---

**From:** s47F  
**Sent:** Tuesday, 3 February 2026 9:27 AM  
**To:** KELLEHER, Brian  
**Subject:** Re: Meeting [SEC=OFFICIAL]

**REMINDER:** Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Hi Brian

Lovely to hear from you.

I'm in Canberra this week.

Are you free Thursday around 1pm? I'm happy to come to the department.

Kind regards,

s47F

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**From:** KELLEHER, Brian <[Brian.kelleher@health.gov.au](mailto:Brian.kelleher@health.gov.au)>  
**Sent:** Tuesday, February 3, 2026 9:16:08 AM  
**To:** s47F <[s47F@ramsayhealth.com.au](mailto:s47F@ramsayhealth.com.au)>  
**Subject:** [EXTERNAL] RE: Meeting [SEC=OFFICIAL]

**This message has originated from 'KELLEHER, Brian <[brian.kelleher@health.gov.au](mailto:brian.kelleher@health.gov.au)>' which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.**

---

OFFICIAL

Good morning s47

A belated Happy New Year and congratulations on the new role.

When you are in Canberra next and when convenient I am keen to catch up.

In the mean time, I would appreciate your guidance / advice on:

- the status of two relatively recent announcements / pieces of media coverage regarding Ramsay admitted patient mental health services:
  - Ramsay Clinic Thirroul (mental health service) will close by mid-March.
  - Baringa Hospital, it would be good to also get an update re Thirroul if possible.
- Any particular issues that should be addressed / noted in a brief to support the Minister’s upcoming visit to Joondalup to open the new wing

Regards

Brian

Brian Kelleher  
Assistant Secretary  
Private Hospitals Branch

Australian Government Department of Health, Disability and Ageing  
M: s47E(c), s47F

Executive Assistant: s47E(c), s47F  
s47E(c), s47F @health.gov.au

OFFICIAL

**From:** s47F @ramsayhealth.com.au  
**Sent:** Monday, 24 November 2025 11:25 AM  
**To:** KELLEHER, Brian <Brian.Kelleher@health.gov.au>  
**Subject:** Meeting

**REMINDER:** Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Good morning Brian,

I hope you are well. As you can tell from the new email and email signature, I’ve started a new role.

I’ll be in Canberra on Thursday this week and was wondering if you had 30 minutes for a coffee?

I’m happy to come to Woden.

All the best,

s47F

s47F

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**Global Head Office**

Global

Email: s47F @ramsayhealth.com.au

Web: www.ramsayhealth.com.au

Address: Level 18, 126 Phillip Street, Sydney New South Wales 2000

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s22

---

**Subject:** Private hospital capacity discussion  
**Location:** Microsoft Teams Meeting

**Start:** Thu 17/07/2025 11:30 AM  
**End:** Thu 17/07/2025 12:00 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organiser

**Organiser:** KELLEHER, Brian  
**Required Attendees:** s47F  
**Optional Attendees:** s47F @parthenon.ey.com

---

## Microsoft Teams [Need help?](#)

### [Join the meeting now](#)

Meeting ID: 414 891 458 148 3

Passcode: Kh6SN6B7

---

### Dial in by phone

[+61 2 8318 0010,,964816319#](#) Australia Sydney

[Find a local number](#)

Phone conference ID: 964 816 319#

### Join on a video conferencing device

Tenant key: health-au@m.webex.com

Video ID: 137 392 260 3

[More info](#)

For organizers: [Meeting options](#) | [Reset dial-in PIN](#)

This meeting may be recorded. If you do not wish to take part in the MS Teams recording, please do not join the meeting. By joining the meeting, you are consenting to being included in the recording. Refer to the published Teams Privacy Notice for further information.

[Privacy and security](#)

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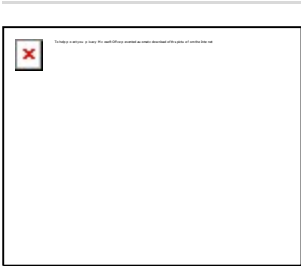
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s22

**From:** s47F [redacted]@ramsayhealth.com.au >  
**Sent:** Wednesday, 16 April 2025 1:20 PM  
**To:** s47E(c), s47F [redacted]  
**Subject:** RE: Ramsay maternity services [SEC=OFFICIAL]

Thanks so much s47E(c), s [redacted]!

s47F [redacted]  
EA TO THE CHIEF EXECUTIVE OFFICER, AUSTRALIA



**Head Office**  
Ramsay Health Care

Mobile: s47F [redacted]  
Email: s47F [redacted]@ramsayhealth.com.au  
Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)  
Address: Level 7, Tower B, 7 Westbourne St, St Leonards  
NSW 2065



**From:** s47E(c), s47F [redacted]  
**Sent:** Wednesday, 16 April 2025 11:23 AM  
**To:** s47F [redacted]  
**Subject:** [EXTERNAL] RE: Ramsay maternity services [SEC=OFFICIAL]

**This message has originated from s47E(c), s47F [redacted]@health.gov.au>' which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.**

Hi s47F [redacted]

No problem! I will amend the meeting invite now.

Kind regards,

s47E(c), s47F [redacted]

**Executive Assistant  
to Brian Kelleher, Assistant Secretary**

Private Hospitals Branch | Health Systems Strategy Division | Health Strategy First Nations and Sport Group

Australian Government Department of Health and Aged Care

s47E(c), s47F [redacted]@health.gov.au

GPO Box 9848, Canberra ACT 2601, Australia

*The Department of Health and Aged Care acknowledges the Traditional Custodians of Australia and their continued connection to land, sea and community. We pay our respects to all Elders past and present.*

**From:** s47F [redacted] <[s47F@ramsayhealth.com.au](mailto:s47F@ramsayhealth.com.au)>  
**Sent:** Wednesday, 16 April 2025 11:17 AM  
**To:** s47E(c), s47F [redacted] <[s47F@Health.gov.au](mailto:s47F@Health.gov.au)>  
**Subject:** RE: Ramsay maternity services [SEC=OFFICIAL]

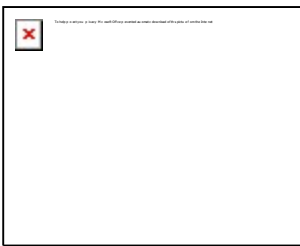
Hi s47E(c), s47F [redacted]

My apologies, s47F [redacted] has advised he can't do 2.30pm tomorrow but is available at 2pm. Would that be possible? I can make it work for s47F [redacted] and s47F [redacted]

Many thanks,

s47F [redacted]

s47F [redacted]  
EA TO THE CHIEF EXECUTIVE OFFICER, AUSTRALIA



**Head Office**  
Ramsay Health Care

Mobile: s47F [redacted]  
Email: s47F [redacted] <[s47F@ramsayhealth.com.au](mailto:s47F@ramsayhealth.com.au)>  
Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)  
Address: Level 7, Tower B, 7 Westbourne St, St Leonards  
NSW 2065



**From:** s47F [redacted]  
**Sent:** Wednesday, 16 April 2025 9:39 AM  
**To:** s47E(c), s47F [redacted] <[s47F@Health.gov.au](mailto:s47F@Health.gov.au)>  
**Subject:** RE: Ramsay maternity services [SEC=OFFICIAL]

Thanks s47E(c), s47F [redacted]

Could you please send the invite to:

s47F [redacted], CEO Ramsay Australia <[s47F@ramsayhealth.com.au](mailto:s47F@ramsayhealth.com.au)>  
s47F [redacted] Chief Policy Officer <[s47F@ramsayhealth.com.au](mailto:s47F@ramsayhealth.com.au)>  
s47F [redacted] DMS & Deputy CEO Greenslopes <[s47F@ramsayhealth.com.au](mailto:s47F@ramsayhealth.com.au)>

Kind regards,

s47F [redacted]

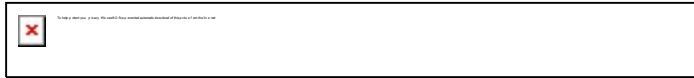
s47F [redacted]  
EA TO THE CHIEF EXECUTIVE OFFICER, AUSTRALIA

**Head Office**  
Ramsay Health Care

Mobile: s47F [redacted]  
Email: s47F [redacted] <[s47F@ramsayhealth.com.au](mailto:s47F@ramsayhealth.com.au)>



Web: [www.ramsayhealth.com](http://www.ramsayhealth.com)  
Address: Level 7, Tower B, 7 Westbourne St, St Leonards  
NSW 2065



---

**From:** s47E(c), s47F [redacted] <[\[redacted\]@Health.gov.au](mailto:[redacted]@Health.gov.au)>  
**Sent:** Tuesday, 15 April 2025 3:32 PM  
**To:** s47F [redacted] <[\[redacted\]@ramsayhealth.com.au](mailto:[redacted]@ramsayhealth.com.au)>  
**Subject:** [EXTERNAL] RE: Ramsay maternity services [SEC=OFFICIAL]

**This message has originated from [redacted] s47E(c), s47F <[\[redacted\]@health.gov.au](mailto:[redacted]@health.gov.au)> which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.**

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Hi s47F [redacted]

Thank you for getting back to me!

Thursday 17 April at 2:30pm work best on our end.

Could you please confirm the email addresses for the invite. I will send out a meeting invite with a Teams link shortly.

Kind regards,

s47E(c), s47F [redacted]

**Executive Assistant  
to Brian Kelleher, Assistant Secretary**

Private Hospitals Branch | Health Systems Strategy Division | Health Strategy First Nations and Sport Group

Australian Government Department of Health and Aged Care

s47E(c), s47F [redacted] <[\[redacted\]@health.gov.au](mailto:[redacted]@health.gov.au)>

GPO Box 9848, Canberra ACT 2601, Australia

*The Department of Health and Aged Care acknowledges the Traditional Custodians of Australia and their continued connection to land, sea and community. We pay our respects to all Elders past and present.*

---

**From:** s47F [redacted] <[\[redacted\]@ramsayhealth.com.au](mailto:[redacted]@ramsayhealth.com.au)>  
**Sent:** Tuesday, 15 April 2025 1:48 PM  
**To:** KELLEHER, Brian <[Brian.Kelleher@health.gov.au](mailto:Brian.Kelleher@health.gov.au)>  
**Cc:** s47E(c), s47F [redacted] <[\[redacted\]@Health.gov.au](mailto:[redacted]@Health.gov.au)>  
**Subject:** RE: Ramsay maternity services [SEC=OFFICIAL]

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Hi there,

A couple of 30 min options for this week and next:

Wednesday 16/4 – 10am  
Thursday 17/4 – 12pm, 12.30pm, 2.30pm  
Tuesday 22/4 – 11.30am, 2pm  
Wednesday 23/4 – 2pm

Kind regards,

s47F

s47F

EA TO THE CHIEF EXECUTIVE OFFICER, AUSTRALIA

	<p><b>Head Office</b> Ramsay Health Care</p> <p>Mobile: s47F Email: s47F @ramsayhealth.com.au Web: <a href="http://www.ramsayhealth.com">www.ramsayhealth.com</a> Address: Level 7, Tower B, 7 Westbourne St, St Leonards NSW 2065</p>
	

**From:** s47F @ramsayhealth.com.au <[redacted]@ramsayhealth.com.au>  
**Sent:** Tuesday, 15 April 2025 11:09 AM  
**To:** KELLEHER, Brian <[Brian.Kelleher@health.gov.au](mailto:Brian.Kelleher@health.gov.au)>; s47F [redacted] @ramsayhealth.com.au <[redacted]@ramsayhealth.com.au>  
**Cc:** s47E(c), s47F [redacted] @Health.gov.au <[redacted]@Health.gov.au>  
**Subject:** RE: Ramsay maternity services [SEC=OFFICIAL]

Howdy Brian,

We would make myself s47F [redacted] (DMS & Deputy CEO Greenslopes) available to talk through on maternity services...

I have included s47F [redacted] to revert with our availability for a Teams meeting.

Cheers,  
s47F [redacted]

s47F [redacted]  
Chief Policy Officer  
Mobile: s47F [redacted]

**From:** KELLEHER, Brian <[Brian.Kelleher@health.gov.au](mailto:Brian.Kelleher@health.gov.au)>  
**Sent:** Monday, April 14, 2025 8:58 AM  
**To:** s47F [redacted] @ramsayhealth.com.au <[redacted]@ramsayhealth.com.au>

Cc: s47E(c), s47F [REDACTED]@Health.gov.au>  
Subject: [EXTERNAL] Ramsay maternity services [SEC=OFFICIAL]

**This message has originated from 'KELLEHER, Brian <brian.kelleher@health.gov.au>' which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.**

Good morning s47F

The department is undertaking a focussed piece of work on different maternity models in the private sector by holding discussions with some operators.

It would be appreciated if Ramsay would be open for a 30-45 minute discussion during the course of this week to cover:

- the types of maternity services, including midwifery, that are available to your patients
- the barriers to offering maternity services,

Regards  
Brian

Brian Kelleher  
Assistant Secretary  
Private Hospitals Branch

Australian Government Department of Health and Aged Care  
M: s47E(c), s47F

Executive Assistant: s47E(c), s47F  
E: s47E(c), s47F@health.gov.au

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s22

**Subject:** Meeting: RHC & Dept of Health - Operations Assessment and Pricing Framework Development  
**Location:** Level 7B, 7 Westbourne Street, St Leonards / MS Teams; HO - Meeting Room - Melbourne 7.02  
**Start:** Wed 11/06/2025 9:00 AM  
**End:** Wed 11/06/2025 10:00 AM  
**Show Time As:** Tentative  
**Recurrence:** (none)  
**Meeting Status:** Not yet responded  
**Organiser:** s47F  
**Categories:** EXTERNAL

-----Original Appointment-----

**From:** s47F <[redacted]@ramsayhealth.com.au>

**Sent:** Monday, 26 May 2025 5:05 PM

**To:** s47F; s47F; s47F; s47F; s47F; s47F

(Head Office), s47F

**Cc:** s47F

**Subject:** Meeting: RHC & Dept of Health - Operations Assessment and Pricing Framework Development

**When:** Wednesday, 11 June 2025 9:00 AM-10:00 AM (UTC+10:00) Canberra, Melbourne, Sydney.

**Where:** Level 7B, 7 Westbourne Street, St Leonards / MS Teams; HO - Meeting Room - Melbourne 7.02

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Email attached for reference

(FYI s47F in person)

---

**Microsoft Teams** [Need help?](#)

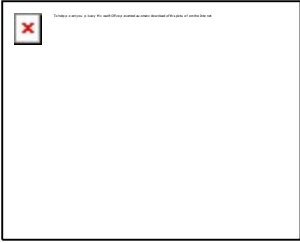
[Join the meeting now](#)

Meeting ID: 429 094 928 225 2

Passcode: HQ222Em3

---

For organizers: [Meeting options](#)



Ramsay Health Care

[Org help](#) | [Privacy and security](#)

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s22

**From:** s47F [redacted]@ramsayhealth.com.au  
**Sent:** Wednesday, 4 March 2026 12:53 PM  
**To:** KELLEHER, Brian  
**Subject:** Request for meeting

**REMINDER:** Think before you click! This email originated from outside our organisation. Only click links or open attachments if you recognise the sender and know the content is safe.

Hi Brian  
Hope you are well.  
I was wondering if you and Ross (if available) had any time on Tuesday 10 March for a catch up?  
I would just like to brief you on the reform priorities for Ramsay ahead of the CEO Forum.  
Kind regards

s47F

s47F

Head of Government Relations and Health Policy



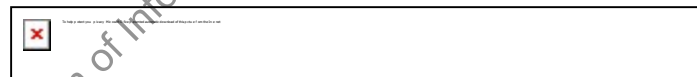
**Global Head Office**

Global

Email: s47F [redacted]@ramsayhealth.com.au

Web: [www.ramsayhealth.com.au](http://www.ramsayhealth.com.au)

Address: Level 18, 126 Phillip Street, Sydney New South  
Wales 2000



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s22

**From:** s47F  
**Sent:** Thursday, 22 May 2025 10:00 AM  
**To:** s47F  
**Cc:** s47F  
**Subject:** [EXTERNAL] Meeting Request - Operations Assessment and Pricing Framework Development [SEC=OFFICIAL]

This message has originated from 's47F' which is from outside the company. Precaution should be taken when opening links or attachments that may be contained within.

Dear s47F

I hope you are well.

The Department of Health, Disability and Ageing is undertaking work on two important items over the next few weeks:

1. Operations Assessment Framework – building on the Private Hospital Financial Health Check, the Department is developing a plan to evolve this into an ongoing data asset to support the Department's policy development agenda, now and into the future, and to provide contemporary insight for all stakeholders into the state of the private hospital sector on an ongoing basis.
2. Private Hospital Pricing Framework to examine the merits of an independently determined Efficient Price for private hospital services. The Framework will enable consideration of the purpose/s, data sources and methodology that may be used to develop an Efficient Price for private hospital services, including any adjustments that may need to be considered to account of cost differences between different hospitals (such as size, type and location).

We would like to arrange a time to meet with you and your team on these matters during the first half of June. If you could let me know the best person in your office to arrange a suitable time that would be most appreciated. I will also make a time with Dean to have a more detailed technical discussion once we have met.

As always, please let me know if you have any queries.

Regards

s47F

s47F

**Advisor**

**Private Hospitals Branch**

Health Economics and Research Division

Australian Government Department of Health and Aged Care

T: s47F | E: s47F @health.gov.au

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