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## Sydney Local Health District

### Meeting One Hundred and Fifty Four of the Board

Date: Monday 16 December 2024  
Time: 9.00am  
Venue: SLHD Boardroom / Teams  
Chair: Adj/Professor Karen Crawshaw PSM

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#### 1. Acknowledgement of Country

The Chair acknowledged the traditional owners of the land.

#### 2. Welcome / Present / Apologies

The Chair welcomed members and guests, to meeting one hundred and fifty four of the Sydney Local Health District (SLHD) Board.

##### Present

Adj/Professor Karen Crawshaw PSM, Chair  
Ms Deb Willcox AM, Chief Executive  
Mr John McGee, Member  
Ms Ronwyn North, Member  
Mr Richard Acheson, Member  
Dr Paul Hosie, Member  
Mr Rob Furolo, Member  
Ms LaVerne Belleair, Member  
Mr Raymond Dib, Member  
Dr Mary Haines, Member  
Ms Kerry-Anne Hartman, Member  
The Hon. Carmel Tebbutt, Member

##### Apologies

##### In attendance

Dr Alicja Smiech, Chair, Medical Staff Executive Council  
Dr Genevieve Wallace, Executive Director of Operations, SLHD  
Mr Joseph Jewitt, Chief of Staff  
Mr Puneet Datta, A/Executive Director of Finance, SLHD  
Dr Andrew Hallahan, Executive Director Medical Services Clinical Governance & Risk (9.45-11.00)  
Mr John Gowdy, Executive Director Capital Infrastructure Engineering (10.00-11.00)  
Ms Zoe Hassoun, Secretariat  
Mr Sydney Pham, Observer

### 3. Declaration / Removal of conflicts of interest

The Chair advised to declare / remove any conflicts of interest at this meeting.

For Noting: The Chair advised that she is consulting for Tasmanian Health

There were no additional new conflicts of interest to declare or to be added/removed in the Register at this meeting.

### 4. Presentation:

#### 1. Demand Management

Dr Genevieve Wallace presented on Demand management for facilities across the SLHD

- Acknowledgement of Country
- Hospital Access Targets (HATs) Implementation Plan
- Strategies Include
  - Patient Transport Services
  - NSW Ambulance
  - RPA Virtual
- These strategies will be implemented across:
  - Royal Prince Alfred Hospital
  - Concord Repatriation General Hospital
  - Canterbury Hospital
  - Mental Health
  - Balmain Hospital
- Demand Management Strategies
  - Hospital in the Home (HITH)
  - Emergency Hospital in the Home (EHITH)
  - Disability Inclusion & Advice Service (DIAS)
  - Long Length of Stay Project- LLOS – DIAS
  - Residential Aged Care Facilities
  - RPA Virtual
  - Virtual Hub in RPA ED
- Questions

Following the presentation, the Board discussed:

- The KPI's of RPA Hospital and the ways to effectively reach targets. RPA ED is the busiest ED in the District and new ECAT protocols have been implemented to assist in reaching targets.
- RPA is the lowest performing in relation of Admitted HAT due to demand on inpatient beds.
- Concord Hospital- performed well as the demand is smaller.

- Canterbury is a high performer. The demographic of the community where health literacy is low. The patients think about the cost of ambulance fees and prefer to walk in. There is a risk if the patient is too sick for Canterbury hospital, they will need to be transferred to a larger facility.
- Canterbury Leaders Forum will look into these issues.
- Mental Health – returned to Ambulance Matrix in October 2024. Implementing STEP framework. Review NDIS processes to identify opportunities to improve patient flow. There is a positive interaction with ED HODs and MH Executives.
- Balmain Hospital's main role in relation to patient flow is to support RPA. Balmain Hospital has significantly reduced its length of stay has improved.

The Chair advised:

- That the overall performance of the District was amazing and passed on her congratulations and thanks to all involved.

## 5 Confirmation of previous minutes

### 5.1 Minutes of the previous meeting

The minutes of the meeting held 18 November 2024 were accepted as a true and accurate record of the meeting.

## 6. Matters arising from the previous minutes

### 6.1 Action sheet

The Board received, read and noted the items on the action sheet including:

- The Board planning Day has been scheduled for Monday 17 February at Sydney Education, Rozelle.
- Action Item 2 to be updated.
- Action Item 3: Discussion on how to manage the implementation of program.
- Remove closed matters.
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## 7 Patient Story

The Board received, read and noted the de-identified correspondence from the friend of a patient who was admitted to Concord ED. The friends mentioned the patience, kindness and understanding the staff portrayed toward their distressed friend and that it made a difference in the friends' acceptance of treatment and looking forward to the future. The message here is that it starts at the front door and that Concierge staff are invaluable.

## 8. Matters for Approval / Resolution

### 8.1 Safety and Quality Account Year end 30 June 2024

The Board received, read and noted the document. The Board discussed:

- Document sought to summarise achievements of SLHD.
- Progress Safety and Quality
- Closing the Gap
- Patient Experience
- Priorities for 24/25 – in addition to KPI's, Work on End-of-Life Care, Disability Passport and working with Aboriginal Health
- Virtual Care is not meeting the target for admitted, the denominator has changed.
- The Board would like to be updated throughout the year.
- Correction on page 61- remove the word "way."

The Board accepted the document and once corrected send to Ministry of Health.

## 8.2 Education and Research Committee Terms of Reference

The Board received, read and commented on the document. The Board discussed:

- The role of the committee should be stronger and advised that the Committee must oversee the ethical conduct and governance of the research completed.

The board advised that the Terms of reference will be approved subject to the amendment to include "Oversight of Governance Research Framework and Ethics". Document to be sent to Merela for updating, Chair and Richard to approve post amendment.

## 8.3 SLHD Final SAMP and AMP Reports

The Board received, read and commented on the document; The Board discussed:

- John Gowdy advised that the Ministry of Health has moved to an online format named OPTIMA.
- Service development:
  - RPA
  - Concord
  - Forensic MH
  - Canterbury- good consultation processes. Need more funding. CE to go back to Ministry of Health. Board members suggested that we look at Community engagement.
  - Biomedical Accelerator- there is a financial issue.
  - Ausgrid have lifted the industrial ban, and we should be seeing some progress happening and looking at cost savings.
  - Clinical Services Plan at CRGH- re-evaluating priorities
  - ANSTO- demolishing west campus plan. This won't happen for another 5 years.
  - Board would like a presentation throughout the year.

## 9. Chair's Report

The Board Chair provided a verbal report including:

- Chair attended the end of year Lifehouse dinner.
- AGM- a good number of members attended. There was a good celebration for the work done.
- Board appointments- letters to be issued later on this week. SLHD will have 9 board members.

## 10. Standing Items

### 10.1 Chief Executive

The Board received, read and noted this report, in particular:

- Psychiatrists matter- a new offer has been put to ASMOF but unlikely to be accepted and the District may receive mass resignations. Regarding the period of notice, we will need to check the pay cycle and some may give 4 weeks' notice.
- Contingency planning- as a priority we need to identify high risk services. Look at ways to reduce burden on services, like On Call and closing beds. Collate a list of Senior JMO's who can schedule patients and prescribe medication.
- Safework will be moving forward with prosecuting SLHD for the death of an ED Nurse. Ashhurst will be representing the LHD.
- St Johns College are keen to progress with their plans.
- Nerida is retiring and Zoe has started, pending recruitment.
- Gina is retiring, Nathan Rudd will be acting in the position until recruitment has been finalised.
- SBA discussions underway and we should get a good outcome from this. CE will not sign any contracts until feedback from clinicians has been sought.
- KGV Level 11, relocating the whole floor.
- Good meeting with Medical Staff Council, we have 14 -1-minute presentations.
- Recruitment for Acting GM Concord position has gone through RRC.
- Alicja and CE will be having dinner with other Chairs tomorrow.
- Dentist Staff Council has been established. First meeting held last week. Voting will happen in February and discussion around frequency of meeting.
- Joint Medical Staff Council -all medical staff council has been requested. If it moves forward, there will need to be a very structured agenda.

### 10.2 Finance

The Board received, read and noted this report.

- Puneet advised that we are tracking well. We have received a one-off payment from Ministry of Health
- Revenue remains at standard level and aligns with what was mentioned.

### 10.3 Operations

The Board received, read and noted this report.

## 10.4 Safety and Quality and Medical Services

The Board received, read and noted this report.

## 10.5 Medical

The Board received, read and noted this report.

- PMS Results – people not feeling fully valued. Bullying and harassment up to 23%. JMO's reporting pressure from family members and carers as harassment.

## 10.6 Nursing

The Board received, read and noted this report.

- Nursing hours per patient per day- nurse coverage in every shift. Covering shortages with casuals, agency and overtime.
- RRC pushing 350 positions for recruitment.

## 10.7 Facility Reports - General Managers

The Board received, read and noted these reports. The entire facility reports are available to the Board Members in the document reading room.

## 10.8 Selected Performance Indicators – August 2024

The Board received, read and noted this report.

## 10.9 Workforce (Quarterly)

The Board noted the next report is due in December 2024.

## 10.10 Digital Health and Innovations (Quarterly)

The Board noted the next report is due in December 2024.

## 10.11 Capital Infrastructure and Engineering (Quarterly)

The Board noted the next report is due in December 2024.

- John to do a presentation to the board providing clarification on budget and how we're tracking.

## 10.12 Risk Management (Quarterly)

The Board noted the next report is due in December 2024.

## 10.13 Detailed Asset Management Report (Quarterly)

The Board noted the next report is due in December 2024.

## 10.14 Detailed Cyber Security Report (Six Monthly)

The Board noted the next report is due in December 2024.

- There has been some difficulty in the recruitment process as the position is quite niche and there is a skill shortage in this area. DH&I had a large number of exerts go over to the SDPR program. They have asked for assistance from eHealth but to no avail.

## 11. Legal Matters

The Board received, read and noted this report.

## 12. Board Committee reports / minutes

### 12.1 Finance, Risk and Performance Management Committee

The Board received, read and noted the minutes of the meeting held on 11 November 2024.

### 12.2 Education and Research Committee

The Board received, read and noted the minutes of the meeting held on 18 November 2024. Sponsorship recalled. Sponsorship process in place.

### 12.3 Strategic Communication and Partnerships Committee

#### (i) Minutes of Meeting

The Board noted the next meeting is to be held on 4 February 2025.

#### (ii) Bi-Monthly Report

The Board noted the next report is due in February 2025.

### 12.4 Audit and Risk Committee

The Board received, read and noted the minutes of the meeting held on 28 November 2024.

### 12.5 Health Care – Clinical Quality Council

The Board received, read and noted the Draft minutes of the meeting held on 27 November 2024.

This committee to be revised to be compliant with bi laws and to become a Sub-committee of the Board and to be chaired by a Board member.

### 12.6 Health Care – Clinical Council

The Board received, read and noted the draft minutes of the meeting held on 27 November 2024.

### 12.7 Medical Staff Executive Council

The Board received, read and noted the minutes of the extraordinary meeting held on 15 November 2024.

12.8 Patient and Family Centred Care Steering Committee (bi-monthly)

The Board noted the next meeting is to be held on 5 February 2025.

12.9 Aboriginal Health Steering Committee (bi-monthly)

The meeting schedule to be held on 26 November 2024 did not happen due to apologies. Consult with LaVerne about this.

### 13. Matters for Noting

13.1 Sustainability Committee (bi-monthly)

The Board noted the minutes of the meeting held on 19 November 2024 were placed in the document reading room.

13.2 Medical and Dental Appointments Advisory Committee

The Board noted the minutes of the meeting held on 13 November 2024 were placed in the document reading room.

13.3 Finance Leaders Forum

The Board noted the minutes of the meeting held on 20 November 2024 were placed in the document reading room.

13.4 NSW Health / SLHD Performance Review Meeting

The Board noted the minutes of the meeting held on 7 August 2024 were placed in the reading room.

13.5 Organ Donation for Transplantation

The Board noted the minutes of the meeting held on 26 November 2024 were placed in the document reading room.

13.6 Major Procurement, Assets and Imaging Steering Committee

The Board noted the minutes of the meeting held on 12 November 2024 were placed in the document reading room.

13.7 Yaralla Estate Community Advisory Committee (quarterly)

The Board noted the next meeting will be held in 2025- Date to be advised.

13.8 Security and Violence Prevention Committee

The Board noted the minutes of the meeting held on 5 November 2024 were placed in the document reading room.



13.9 Workplace culture and Safety Action Plan – 3<sup>rd</sup> Quarter update for 2024

The Board noted the action plan and was placed in the reading room.

**14. Other Business**

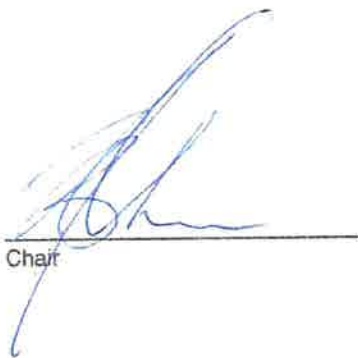
**14.1 Matters raised by the SLHD Board Members / District Executive**

Brief – Private Hospital.

**15. Next Meeting**

The next meeting will be held on Monday 17 February at 9.00am. Venue to be confirmed.

The Chair declared the Board Meeting closed at 11.20am



Chair

12.3.25  
Date

