
Sydney Local Health District

Meeting One Hundred and Sixty-Two of the Board

Date: Monday 15 September 2025
Time: 08:30 – 11.00am
Venue: Boardroom KGV I/ Teams- per calendar invite
Chair: Dr Mary Haines, Deputy Board Chair

1. Acknowledgement of Country

The Deputy Chair conducted Acknowledgment of Country.

2. Welcome / Present / Apologies

Present

Dr Mary Haines, Deputy Board Chair
Ms Deb Willcox AM, Chief Executive
Ms Ronwyn North, Member
Mr Richard Acheson, Member
Mr Rob Furolo, Member
Dr Alicja Smiech, Chair, Medical Staff Executive Council
Ms LaVerne Belleair, Member
The Hon. Carmel Tebbutt, Member
Dr John Sammut, Member

Apologies

Adjunct Professor Karen Crawshaw PSM, Chair
Mr Raymond Dib, Member

In attendance

Dr Andrew Hallahan, Executive Director Medical Services Clinical Governance and Risk, SLHD
Dr Genevieve Wallace, Executive Director of Operations, SLHD
Mr Puneet Datta, Executive Director of Finance, SLHD
Ms Ivanka Komusanac, Executive Director Nursing and Midwifery, SLHD
Ms Zoe Hassoun, Secretariat
Ms Pam Garrett, Director Planning SLHD, Guest
Dr Paul Haber, Executive Director Research SLHD, Guest
Ms Charita Salvador, Clinical Nurse Consultant, Guest
Ms Michelle Havill, A/Deputy Director Sydney Research and SIPfHER, Guest
Ms Samantha Chapman, Program Manager, SBA, Guest

3. Declaration / Removal of conflicts of interest

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

4 Presentations

4.1 Service Agreement 2025-2029- Health Outcomes Action Plan

The Board received, read and noted the presentation.

The Director Planning and Executive Director Medical Services Clinical Governance and Risk Report the action plan is being developed with strong engagement across the SLHD, including with clinicians and consumers. The actions under development include:

- The Diabetes Prevalence and Prevention Strategic Actions include the establishment of a District Model of Care for Diabetes and Prediabetes Screening with defined service and referral pathways; expansion of the SLHD Priority Populations community outreach program; collaboration with CESPAN and SESLHD to strengthen screening in primary care; and the extension of programs targeting Aboriginal and culturally and linguistically diverse communities to support screening, prevention, and education initiatives.
- The Immunisation Strategic actions include targeting specific settings for risk stratified immunisation, implementing a demonstration project at Concord Hospital. Key initiatives involve integrating vaccine status assessments and immunisation into routine clinical care and expanding the reach of the Sydney Local Health District (SLHD) Priority Populations Immunisation Program. This expansion now encompasses culturally and linguistically diverse (CALD) communities, as well as residents of aged care and disability facilities.

The Board requested an Operational Plan focused on the most impactful new initiatives/innovations that will make the biggest difference for the first year with measurable KPI's.

The Board suggested using The Pitch initiative to support innovations focusing on Immunisation and Diabetes. It was noted this has been included as a category for the district. The Board extended its appreciation to the Directors and all contributors involved in the development of the plan.

4.2 Research Governance Structure and Vision

The Board received, read and noted the presentation.

The Deputy Chair withdrew from the conversation due to a conflict of interest with Northern Sydney Local Health District. Richard Acheson chaired this section of the meeting.

The Executive Director Research reported the following:

- Sydney Local Health District (SLHD) has outlined a refreshed research strategy focused on embedding research into clinical practice, strengthening infrastructure and partnerships, generating new knowledge, and translating research into real-world outcomes through implementation and commercialisation. A strategy to enhance leadership, governance, and operational efficiency in support of these goals was also presented.

- The future goals included reconvening the Sydney Research Council, establishment of the SLHD Clinical Research Institute Forum and renewal of SLHD Research Strategy.

ACTION: The Board requested a list of all the Research Institutes associated with SLHD

5 Confirmation of previous minutes

Minutes of the previous meeting held on the 18 August 2025 had 3 amendments: Items 3, 8.2, and 11.7. Once amendments are complete the minutes have been accepted as true and accurate record of the meeting.

6 Actions arising from Previous Meeting

6.1 Action List

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

Add action item – List of Strategic Plans and Service Level Agreements

7 Patient Story

Charita Salvadore, Clinical Nurse Consultant, shared the following:

- An Aboriginal woman and mother of six children—five of whom are currently in out-of-home care—was recently released from custody and presented with significant anxiety about giving birth at the same hospital where her previous children had been assumed into care. Her past experiences with the Department of Communities and Justice (DCJ) contributed to heightened concerns about potential separation from her newborn. Through coordinated efforts across multidisciplinary teams and collaboration with clinical services, the patient was supported throughout her hospital stay and was able to be discharged with her newborn in her care. The Substance Use in Pregnancy and Parenting Service (SUPPS) facilitated a connection with an Aboriginal Clinical Midwife Consultant to ensure culturally safe and continuous care. The patient remains actively engaged with SUPPS and Child and Family Nursing services. DCJ has since closed her case.

8. Matters for Approval / Resolution

8.1 SLHD Audit and Risk Committee Charter

- The Board members voted approval of the document.

8.2 SLHD Virtual Hospital Strategic Plan 2025-2030

- The Board members voted approval of the document.
- The Board requested to visit SLHD Sydney Virtual Hospital (previously RPA Virtual Hospital)

8.3 SLHD National Safety and Quality Health Service Standard Annual Attestation Statement 2025

- The Board members voted approval of the document.

8.4 Sydney Metropolitan Local Aboriginal Health Partnership Agreement - for Noting

- The Board received, read and noted the document.

9. Chair's Report

The Board Chair is an apology for the meeting.

9.1 Correspondence sent on behalf of the Chair

- No correspondence has been sent on behalf of the Chair

9.2 Board Member Activities

- Members Richard Acheson and Mary Haines attended the Balmain Hospital 140 Year Anniversary Ball at La Montage.

10. Standing Items

10.1 Chief Executive

The Board received, read and noted this report. The following is noted:

Patient Flow

The Winter months have impacted the performance of hospitals with high ED presentations by ambulance arrivals and Mental Health presentations.

Short Notice Accreditation

The Mental Health Service successfully completed its short notice assessment with no Recommendations proposed by the surveyors. The Australian Council on Healthcare Standards will provide their final report. Both facilities received positive feedback.

The Sydney Dental Hospital underwent Short Notice Accreditation. All previous recommendations have been closed, and no new ones were issued.

Both facilities received positive feedback. The final report from the surveyors has not been received.

Birthrate Plus Tool

Following concerns raised by Midwifery workforce it has been agreed to re-run the tool. In addition, A Midwifery Reference Group has been established to ensure adequate communication with the staff and the NSWNMA has been invited to attend as an observer. A midwife experienced in Birthrate Plus Tool has been seconded from The Canterbury Hospital to oversee the process.

The Board requested a Report on Achievements from Safe Haven.

ACTION: The Mental Health Executives provide a Briefing note to the Board in October Board meeting.

10.2 Finance

The Board received, read and noted this report.

The Director of Finance provided July 2025 result.

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.

The Board congratulated the trainees on the excellent exam results.

10.6 Nursing

The Board received, read and noted this report.

The Board noted the NHPPD tables were presented in a clear and easily interpretable format.

The Board congratulated the team on the ECAT protocols.

10.7 Facility Reports - General Managers

The Board received, read and noted these reports.

10.8 Selected Performance Indicators – July 2025

The Board received, read and noted this report.

10.9 Workforce (Quarterly)

The Board received, read and noted the report.

The Executive Director of People and Culture updated the following:

- Sydney Local District exceeded the NSW Health target of 50% participation for the People Matter Employee survey this year, achieving 59%.
- The Ministry of Health is undertaking a Learning and Development Structure Review to ensure equity of access across the State. An update will be provided to the Board upon completion of review.

The Board acknowledged the valuable and comprehensive nature of the information provided in the report and thanked the Executive Director, People and Culture, for the comprehensive work achieved over a short period of time.

10.10 Digital Health and Innovations (Quarterly)

The Board noted this report was tabled at the June Board meeting.

10.11 Capital Infrastructure and Engineering (Quarterly)

The Board noted the report was tabled in the August Board meeting.

10.12 Risk Management (Quarterly)

The Board noted this report was tabled at the July Board meeting.

10.13 Detailed Asset Management Report (Quarterly)

The Board noted the report was tabled in the August Board meeting.

10.14 Detailed Cyber Security Report (Six Monthly)

The Board noted the report was tabled in the August Board meeting

11. Board Committee reports / minutes

11.1 Finance and Performance Management Committee

The Board received, read and noted the minutes of meeting held on 11 August 2025.

11.2 Research Board Subcommittee

The Board noted the next meeting will be held on 15 September 2025.

11.3 Audit and Risk Committee

The Board received, read and noted the minutes of the meeting held on 17 July 2025

11.4 Patient Safety and Quality Board Subcommittee

The Board noted the next meeting will be held on 25 September 2025

11.5 People and Culture Board Subcommittee

The Board noted the next meeting will be held on 20 October 2025

11.6 SLHD Clinical Council

The Board noted the next meeting will be held on 24 September 2025

11.7 Medical Staff Executive Council

The Board noted the next meeting will be held on 7 November 2025

11.8 SLHD Consumer and Community Advisory Council (bi-monthly)

The Board noted the next meeting will be held on the 11 September 2025

11.9 Aboriginal Health Steering Committee (bi-monthly)

The Board received, read and noted the minutes of the meeting held on 22 July 2025

12. Matters for Noting

12.1 Sustainability Committee (bi-monthly)

The Board noted the minutes of the meeting held on 22 July 2025.

12.2 Medical and Dental Appointments Advisory Committee

The Board noted the minutes of the meeting held on 13 August 2025.

12.3 Finance Leaders Forum

The Board noted the minutes of the meeting held on 25 August 2025

12.4 NSW Health / SLHD Performance Review Meeting

The Board noted the next meeting will be held on 5 November 2025

12.5 Organ Donation for Transplantation

The Board noted the next meeting is to be advised

12.6 Major Procurement, Assets and Imaging Steering Committee

The Board noted the next meeting is to be advised.

12.7 Yaralla Estate Community Advisory Committee (quarterly)

The Board noted the next meeting will be held on the 26 August 2025.

12.8 Security and Violence Prevention Committee

The Board noted the next meeting is to be advised.

12.9 Health Equity Research & Development Unit

The Board received, read and noted the report.

12.10 SLHD Board Presentation Schedule

The Board noted the schedule and was placed in the reading room.

12.11 SLHD Board Social Calendar

The Board noted the schedule and was placed in the reading room.

13. Business without Notice

14 In Camera Session

The Board received, read and noted this report.

15. Next Meeting

The next meeting will be held on Monday 20 October 2025 at 8.45 -11.15am at Concord Hospital.

The Chair declared the Board Meeting closed at 11.30am

Mary Haines

Deputy Board Chair, SHLD

Date: