

Sydney Local Health District

Meeting One Hundred and Sixty- Four of the Board

Date: Monday 17 November 2025
Time: 08:45 – 11.15am/11.30 -12.30pm
Venue: KGV Boardroom / RL Harris room / MS Teams (per calendar invite)
Chair: Adjunct Professor Karen Crawshaw PSM, Chair

1. Acknowledgement of Country

The Chair conducted Acknowledgment of Country.

2. Welcome / Present / Apologies

Present

Adjunct Professor Karen Crawshaw PSM, Chair
Dr Mary Haines, Deputy Chair
Ms Ronwyn North, Member
Mr Richard Acheson, Member
Mr Rob Furolo, Member
Ms LaVerne Belleair, Member
The Hon. Carmel Tebbutt, Member
Dr John Sammut, Member
Mr Raymond Dib, Member

In attendance

Ms Deb Willcox AM, Chief Executive, SLHD
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
Dr Alicja Smiech, Chair, Medical Staff Executive Council, SLHD
Ms Zoe Hassoun, Executive Officer to the Chief Executive and Board Secretariat, SLHD
Dr Pam Garrett, Director Planning (Presenter, item 8.1 only)
Ms Lauren Cooper, Senior Social Worker, Sydney Virtual (Presenter, item 7 only)
Ms Miranda Shaw, General Manager, Sydney Virtual (Presenter, item 7 only)

Apologies

No apologies noted.

3. Declaration / Removal of conflicts of interest

The Chair advised members and staff in attendance to declare / remove any conflicts of interest at this meeting. There were no additional new conflicts of interest to declare or to be added/removed in the Register for this meeting.

4 Presentations

4.1 Update on Implementation of Emergency Department Safe Staffing Level

The Board received, read and noted the presentation.

The Executive Director of Nursing and Midwifery advised that:
Concord and Canterbury Hospitals have not met their Emergency Department Safe Staffing recruitment targets. However, these hospitals have developed local action plans to address the recruitment challenges. The Ministry of Health has granted a 6-month extension to allow these hospitals to meet the recruitment targets.

5 Confirmation of previous minutes

Minutes of the previous meeting held on the 20 October 2025 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.

6.1.1 Brief outlining Research Institutes that collaborate with SLHD

The Board received, read and noted the brief.

6.1.2 Brief listing SLHD Strategic Plans and Service Levels Agreements

The Board received, read and noted the brief.

7 Patient Story

Ms Lauren Cooper, Senior Social Worker Sydney Virtual shared the following on Emergency Department (ED) to Community Program patient story:

- The patient presented to the Emergency Department 120 times in the past year due to complex health and social needs. The Emergency Department to Community Program , provided coordinated, time-limited care through a multidisciplinary team. Key actions included creating ED and Ambulance care plans, referrals to memory and cognition services, occupational therapy, mental health and community support programs, GP collaboration, psychological appointments, and Virtual Care Centre support for symptom management and distress.

The Board noted the complexity of care required for patients with multifactorial physical, mental and social needs.

8. Matters for Approval / Resolution

8.1 SLHD Facility Strategic Plans – for Board Consideration

The Board received, read and noted the Strategic Plans for the following facilities:

- Balmain Hospital
- Canterbury Hospital
- Community Health Service
- Concord Repatriation General Hospital
- Public Health Unit
- Population Health Unit

- Royal Prince Alfred Hospital
- Sydney Dental Hospital and Oral Health Services
- Sydney Virtual Hospital

The Board **approved** these Strategic Plans as outlined above, and subject to inclusion of an annexure outlining the level of staff and community engagement.

9. Chair's Report

The Chair advised that a letter was sent to the NSW Ministry of Health Secretary regarding SLHD's response to the NSW Ombudsman Report on Imaging Backlog at Concord Hospital.

The Board Chair attended the Remembrance Day Ceremony at Concord Hospital.

Dr Mary Haines attended the NSW Board Chairs on behalf of the SLHD Board Chair and reported the following:

- The Ministry of Health is providing a standardized reporting pack for local health district Boards.
- The SLHD continues to perform strongly on surgical performance was noted. Noting, our district performed well for overdue surgery.
- Improved PMES results were noted.
- Ministry of Health advised of refresh of Future Health priority.

9.1 Correspondence sent on behalf of the Chair

- The Board Chair wrote to the NSW Ministry of Health Secretary regarding SLHD's response to NSW Ombudsman Report on Imaging Backlog at Concord Hospital.

9.2 Board Member activities since the last SLHD Board meeting

- The Board Chair attended the Remembrance Day Ceremony at Concord Hospital.

10. Standing Items

10.1 Chief Executive Report

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

Statewide Performance Report

SLHD performance meeting with the Ministry of Health occurred on the 13 November 2025 and the District remains at Performance Level 1.

Sydney Biomedical Accelerator

An Expression of Interest (EOI) has been released to accept proposals from clinical researchers in relation to occupying space within the SBA.

Tech Central

Tech Central are seeking to re-engage with SLHD and requested a meeting before the end of the year.

Dental Health Service (DHS) Clinical Council

The Chief Executive attended the DHS Clinical Council meeting.

Chief Executive Visit

The Chief Executive has visited YouthBlock and heard presentations on the services provided by the team.

10.2 Finance

The Board received, read and noted this report.

As at YTD October 2025, the District was \$19M unfavourable to budget for expenditure.

SLHD is working through a backlog of coding activity, and it is on track to be finished by the end of November 2025. Once the backlog is complete, the SLHD will have an accurate understanding of how our NWAU activity is performing to target.

The Board asked the reason a budget is assigned to special purpose trusts.

ACTION: The Executive Director Finance to provide clarification regarding special purpose trusts.

10.3 Operations

The Board received, read and noted this report.

10.4 Quality and Safety Report

The Board received, read and noted this report.

The Board commended the Clinical Governance Unit on the report and how it aligns with the relevant standards.

10.5 Medical Services

The Board received, read and noted this report.

10.6 Nursing and Midwifery Services

The Board received, read and noted this report.

The Board requested that summary points be incorporated at the beginning of the report.

10.7 Facility Reports - General Managers

The Board received, read and noted these reports.

The Board requested a new template be designed for facility reports to improve communication.

ACTION: New facility report template to be developed for 2026.

10.8 Selected Performance Indicators

Nil report available.

10.9 Workforce (Quarterly)

The Board received, read and noted the report.

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 13 October 2025.

11.2 Research Board Subcommittee

The Board noted the next meeting will be held on 17 November 2025.

11.3 Audit and Risk Committee

The Board noted the next meeting will be held on 2 December 2025

11.4 Patient Safety and Quality Board Subcommittee

The Board noted the next meeting will be held on 27 November 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 received, read and noted the minutes of meeting held on 22 October 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 13 November 2025

11.9 Aboriginal Health Steering Committee (bi-monthly)

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

12. Matters for Noting

12.1 Sustainability Committee (bi-monthly)

The Board noted the minutes of the meeting held on 25 September 2025.

12.2 Medical and Dental Appointments Advisory Committee

The Board noted the minutes of the meeting held on 8 October 2025.

12.3 Finance Leaders Forum

The Board noted the minutes of the meeting held on 15 October 2025

12.4 NSW Health / SLHD Performance Review Meeting

The Board noted the minutes of the meeting held on 5 August 2025

12.5 Organ Donation for Transplantation

The Board noted the next meeting to be held on 9 December 2025

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 to be held on the 19 November 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

Board Member Robert Furolo requested a report on planning submissions for major redevelopments to the NSW Planning Department.

ACTION: The Chief Executive will provide an update to Robert Furolo.

14 In Camera Session

The Board received, read and noted this report.

15 Next Meeting

The next meeting will be held on Monday 16 December 2025 at 8.30 - 11.00am at KGV.

16 SLHD Board meeting with Royal Prince Alfred Hospital (RPA) Medical Staff Council and Clinical Council Representatives

Attendees

- Mr Kiel Harvey, Chair Clinical Council
- Professor Paul Torzillo AM, Clinical Council
- Ms Hayley Sciuriaga, Clinical Council
- Mr Kenny Vuoug, Clinical Council
- Ms Tracy Foster, Clinical Council
- Ms Jan McDonnell, Clinical Council
- Ms Heather Shaw, Clinical Council
- Dr David Robinson, Vascular Surgeon, Chair of the Division of Surgery, RPA
- Professor Peter Youssef, Medical Staff Council
- Dr James Edwards Medical Staff Council
- Dr Dane Chalkley Medical Staff Council
- Dr Yu Xuan Kitzing Medical Staff Council
- Professor Edmund Lau, Medical Staff Council

The Board Chair welcomed the attendees to the meeting. The following issues were identified:

RPA Radiology

The department is facing challenges including workforce, significant increase in CT and MRI scans and an increase in providing services to patients outside of the District.

Clinical Support Staff

Operating theatres have reported a shortage of porters, resulting in delays to surgical schedules. Several services have reported that administrative positions are not being backfilled, which is impacting on the effective operation of their services.

Demand Management

Transplant/Liver Outpatient service noted an increase in demand.

Emergency Department

Emergency Department (ED) is experiencing a junior medical staffing issue. There is a notable rise in Mental Health presentations to ED.

The Chief Executive advised the Board that these specific concerns will be followed up and actioned by the General Manager RPA.

The Chair thanked all attendees including the clinical staff from RPA and declared the Board Meeting closed at 12.30pm.

Minutes



Health
Sydney
Local Health District



Board Chair, SHLD

Date: 15.12.25