

Sydney Local Health District

Meeting One Hundred and Sixty- Five of the Board

Date: Monday 15 December 2025
Time: 08:30 -11.00am
Venue: KGV Boardroom / 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
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
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 Nick Glozier, Psychiatrist (Presenter, item 7 only)
Ms Paula Willisroft, Executive Director People & Culture (Presenter, item 4.1 only)

Apologies

The Hon. Carmel Tebbutt, Member
Dr John Sammut, Member
Dr Genevieve Wallace, Executive Director of Operations, SLHD

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.

The Board Chair advised of appointment to the Audit and Risk Committee NSW Premiers Department

4 Presentations

4.1 Update on People Matters Employee Survey

The Board received, read and noted the presentation.

The Executive Director of People and Culture reported the following:

- SLHD overall response was 59%, noting a 14% increase on last year
- RPA recorded a 24% increase in responses and Concord reported a 21% increase
- SLHD scored 5% higher than other NSW Health Local Health Districts and 4% higher than the NSW public sector average.
- Culture and Wellbeing indices showed an improvement in last year's scores (RPA 7% and Concord 5%)
- Acknowledgment was extended to the 450 PMES survey champions across the district for their significant contribution.
- Future action to develop a 2026 PMES Workplace Culture and Safety Action Plan. Four key focus areas have been identified for improvement. They include wellbeing, recognition, action taken on survey results and communication and change management.
- To strengthen Communication of actions to staff. It was proposed to provide a regular update in the Sydney Connect Newsletter

5 Confirmation of previous minutes

Minutes of the previous meeting held on the 17 November 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 on Internal Control Deficiency Register

The Board received, read and noted the brief.

6.1.2 Brief on Emergency Department to Community Integrated Care Program

The Board received, read and noted the brief.

6.1.3 Brief on Development Application List

The Board received, read and noted the brief.

7 Patient Story

The Board received, read and noted the presentation.

Dr Nick Glozier highlighted The Ketamine Treatment Clinic and Psychiatric Clinical Trials Unit, which delivers innovative care for patients with Treatment-Resistant Depression through structured protocols using ketamine and esketamine. Outcomes include improved daily functioning, renewed hope, and better application of psychological strategies. Lived experience participants are now contributing to research via the Co-adaptation of Behaviour Activation (COBAT) study, demonstrating SLHD's leadership in translating research into life-changing clinical practice.

8. Matters for Approval / Resolution

8.1 Brief to Board for endorsement of Safety and Quality Account 2024-2025

The Board received, read and noted the brief.
The Chair signed the brief.

8.2 2026 Board Location Schedule and Presentation Schedule

The Board received, read and noted the schedules.
Minor edits to the schedules were made.

8.3 Update on the Special Commission of Inquiry into Healthcare Funding

The Board received, read and noted the brief.

9. Chair's Report

- Chair attended the Pride of Concord Awards
- Chair and Chief Executive attended the Annual Life House Dinner
- The SLHD Annual General Meeting was held and showcased the outstanding work of the District throughout the year. It was a well-attended and enjoyable event that concluded the year on a positive note.
- Seasons Greeting cards to be sent out on behalf of the Board to staff and partner organisations.

9.1 Correspondence sent on behalf of the Chair

- Nil

9.2 Board Member activities since the last SLHD Board meeting

- Ronwyn North attended an event at KPEC on Obesity with Prof Steven O'Rielly.

10. Standing Items

10.1 Chief Executive Report

The Board received, read and noted this report.

Birthrate Plus Tool

Birthrate Plus Tool process has been completed. Commonwealth Strategy to be finalised ahead of implementation

10.2 Finance

The Board received, read and noted this report.

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.

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.

10.7 Facility Reports - General Managers

The Board received, read and noted these reports.

10.8 Selected Performance Indicators

The Board received, read and noted the September report.
There was a data error in the report regarding Surgical breaches, all categories were zero.

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 November Board meeting.

10.11 Capital Infrastructure and Engineering (Quarterly)

The Board noted the report was tabled at the November Board meeting.

10.12 Executive Risk Management Register (Quarterly)

The Board noted this report will be tabled at the March Board meeting.

10.13 Detailed Asset Management Report (Quarterly)

The Board noted the report was tabled at the November Board meeting.

10.14 Detailed Cyber Security Report (Six Monthly)

The Board noted the report will be tabled at the March 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 10 November 2025.

11.2 Research Board Subcommittee

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

11.3 Audit and Risk Committee

The Board received, read the September report

11.4 Patient Safety and Quality Board Subcommittee

The Board received, read and noted the minutes of meeting held on 27 November 2025

11.5 People and Culture Board Subcommittee

The Board received, read and noted the minutes of meeting held on 20 October 2025

11.6 SLHD Clinical Council

The Board received, read and noted the minutes of meeting held on 26 November 2025

11.7 Medical Staff Executive Council

The Board received, read and noted the minutes of meeting 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 October 2025.

12.2 Medical and Dental Appointments Advisory Committee

The Board noted the minutes of the meeting held on 12 November 2025.

12.3 Finance Leaders Forum

The Board noted the November meeting has been cancelled

12.4 NSW Health / SLHD Performance Review Meeting

The Board noted the next meeting to be held on 9 February 2026

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 minutes of the meeting held on 11 November 2025

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 minutes of the meeting held on 16 September 2025

12.9 Health Equity Research & Development Unit

The Board received, read and noted the report.

The Board queried the program conclusion in April. SLHD and HERDU have renegotiated their contract, with some modification to contracted services.

ACTION: Briefing note to the Board on services provided by HERDU.

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

- The Research Board Subcommittee meeting will now meet on the first Monday of every month. The Terms of Reference will be amended to reflect the addition of Sydney Biomedical Accelerator representative.
- The Board requested a follow up on actions arising from the meetings with Medical Staff Councils and Clinical Council representatives.

14 In Camera Session

The Board received, read and noted this report.

15 Next Meeting

The next meeting will be held on Monday 16 February 2026 at 8.15 - 11.15am at Canterbury Hospital, followed by Board meeting with Medical Staff Council and Clinical Council- 11.30-12.30.



Board Chair, SLHD

Date: 16.2.26