

Minutes

South Western Sydney Local Health District Board

Date	Monday 4 May 2026
Time	2.00pm
Venue	SWSLHD Boardroom, District Office

Present and Apologies

Members	Pres.	Apol.	Members	Pres.	Apol.
Ms Billie Sankovic (Chair)	✓		Mr John Roach	✓	
Prof Deepak Bhonagiri	✓		A/Prof Vincent Roche	✓	
Prof Jill White	✓		Ms Annamaria Wood		✓
Ms Annette Lamb	✓				
District Attendees	Pres.	Apol.	District Attendees	Pres.	Apol.
Ms Sonia Marshall, Chief Executive	✓		Dr Setthy Ung, Chair, Medical Staff Executive Council	✓	
Ms Karen McMenamin, Executive Director Operations & Performance		✓	Ms Angy Dinevska, Director People & Culture	✓	
Mr Dimi Palamidias, Director Finance	✓		Ms Brenda Gillard, Director Clinical Governance	✓	
Ms Sayali Pendharkar, Director Strategy, Planning & Research	✓		Kate Reakes, Director Healthier Communities	✓	
Ms Eloise Cadogan, A/Director Safety & Risk, (Chief Risk Officer)	✓		Ms Marion Taylor, Manager Office of the Chief Executive and Board (Secretariat)	✓	

1. Acknowledgment of Country	The Chair opened the meeting by acknowledging the traditional owners of the land and paid respect to Elders past and present.	
Welcome & Meeting Evaluation Nomination	J Roach agreed to undertake the meeting evaluation.	
2. Apologies	Apologies were noted for A Wood.	
3. Declarations of Interest	- The Chair invited declarations of interest. - Nil received.	

4. Confirmation of Minutes & Actions	The minutes of the SWSLHD Board meeting held 23 February 2026 were accepted as a true and accurate record by consensus.	
5. Business Arising		
5.1. Summary - SWSLHD Non-Clinical Staff Benchmark Review	- A Dinevska presented a summary of the SWSLHD Non-Clinical Staff Benchmark report provided by the Ministry of Health Efficiency Improvement and Support Team (EIST) highlighting: - The report provided a comparison of SWSLHD's corporate and support services against peer organisations. - The District Executive Leadership Team have undertaken an initial review and agreed on areas of focus with a view to streamline how the District can best support the hospital and services. ACTION: Provide an update on progress of next steps following the review of the SWSLHD Non-Clinical Staff Benchmark review to the December 2026 Board Meeting. - The Board NOTED the referral and report as circulated with the agenda.	Director People & Culture
6. Patient Story	- B Gillard presented a patient story highlighting feedback regarding time of discharge of an elderly patient that presented to the Bowral & District Hospital Emergency Department. - The incident highlighted opportunities to strengthen the approach to after-hours discharge of older adults with some key improvements implemented.	
7. Presentation 7.1. Strategic Plan update – Strengthen and Promote Healthier Communities	- K Reakes presented to the SWSLHD Board with an update on the progress of action area of the 2022-2027 SWSLHD Strategic Plan – <i>Strengthen and Promote Healthier Communities</i>, highlighting: - The key objectives for this action area. - Progress against the objectives. - A current area of focus being homelessness - The Board discussed the portfolios that sit within the SWSLHD Healthier Communities Directorate. ACTION: Provide a functional organisation chart for the SWSLHD Healthier Communities Directorate to the Board. - The Board NOTED the presentation as circulated with the agenda.	Director Healthier Communities
7.2. Strategic Plan update – Deliver Safe Quality Care and Positive Experiences	- B Gillard presented to the SWSLHD Board with an update on the progress of action area of the 2022-2027 SWSLHD Strategic Plan – <i>Deliver Safe Quality Care and Positive Experiences</i>, noting highlights from two of the focus areas: - Build our culture of continuous improvement - Engage with consumers, communities and our partners. - The Board NOTED the presentation as circulated with the agenda.	
8. New Business		

8.1. SWSLHD Risk Appetite Statement	• E Cadogan presented to the Board the Draft SWSLHD Risk Appetite Statement (RAS) for endorsement highlighting. ○ The draft SWSLHD RAS has been arranged across six categories. ○ A detailed RAS will be developed to support each of the six categories with a sample detailed RAS provided for the category <i>Clinical Care, Patient/Child Safety & Health of the Population</i>. • Once developed the detailed RAS' for the six categories will be reviewed and endorsed by the Audit and Risk Management Committee (ARMC) and subsequently communicated to the Board via ARMC meeting highlights. • The Board <u>NOTED</u> the referral as circulated with the agenda and <u>ENDORSED</u> the Draft SWSLHD Risk Appetite Statement.	
8.2. Establishment of an Independent Charitable Foundation	• S Pendharkar presented to the Board the regarding the proposal to establish an Independent Charitable Foundation highlighting: ○ This new model aims to create a viable, long-term revenue stream; maximise the funding opportunities available; reduce administrative burden for facilities and services; and support best-practice, compliant and strategic fundraising. ○ The majority of metropolitan Local Health Districts (LHD) or hospitals either have independent charitable foundation(s) or are in the process of establishing one. ○ If supported, SWSLHD will be working with the Ministry of Health Legal Branch for support and secure required approvals. • The Board discussed some potential complexities that may be experienced with the establishment of this independent charitable foundation and if there was consideration to review and potentially uplift existing internal processes in the first instance. • <u>MOTION</u>: A motion was put forward to the Board to progress with the establishment of an Independent Charitable Foundation, noting that if it is not endorsed through the Ministry of Health and Treasury that longer term consideration be given to review the existing SWSLHD internal mechanisms to support process improvements for fundraising within the District. ○ J Roach declined the motion. ○ B Sankovic, D Bhonagiri, V Roche, A Lamb and J White supported the motion. • The Motion was <u>CARRIED</u>. • The Board <u>NOTED</u> the referral as circulated with the agenda.	
8.3. Performance Audit – Planned Surgery Access	• S Marshall presented to the Board the regarding outcome from the NSW Audit Office Performance Audit on Planned Surgery Access which SWSLHD participated in highlighting: ○ The information remains privileged and confidential information. ○ There are no recommendations directed to SWSLHD. ○ There were overall system recommendations made. • The Board <u>NOTED</u> the referral and NSW Audit Office Final Report as circulated with the agenda.	

8.4. Capital Investment Planning – 2026 Proposals	- S Pendharkar presented to the Board the regarding the proposed SWSLHD 2026 Capital Investment Proposals (CIP), highlighting: - The six CIPs being proposed for submission. - The CIPs aim to deliver services in an integrated framework, which encompasses a continuum of care across primary, community, hospital and other related health services through an Integrated Health Neighbourhood (IHN) approach. - The Board <u>NOTED</u> the referral as circulated with the agenda and <u>ENDORSED</u> the 2026 CIPS for submission to the Ministry of Health.	
8.5. Strategic Plan Progress Report: Jul 2025- Dec 2025	The Board <u>NOTED</u> the referral as circulated with the agenda regarding update on the SWSLHD Strategic Delivery Plan 2022-2027 for the period July to December 2025.	
9. Chairperson's report		
9.1. Verbal update	- B Sankovic provided an update to the Board noting that: - A recommendation to fill the current SWSLHD Board vacancy is progressing through the relevant Cabinet process. - A proposal has been submitted to increase SWSLHD Board membership by one, resulting in eight Board Members and one Board Chair. - The successful delivery of the 2026 SWSLHD Leadership Forum held on 18 March 2026 was acknowledged, with thanks extended to S. Marshall, the Executive Leadership Team, and attending Board members. - The Council of Board Chairs meeting was held on 16 March 2026, with key focus areas including election commitments, safe staffing levels, hospital maintenance issues and challenges associated with long-stay patients.	
9.2. Respecting the Difference - Face to Face training for Board	- B Sankovic presented to the Board the regarding the proposed dates for consideration by the Board to undertake the Respecting the Difference Face to Face training. - The Board <u>NOTED</u> the referral as circulated with the agenda and <u>AGREED</u> to hold the training ahead of the 22 June 2026 Board meeting. <u>ACTION</u>: Schedule Respecting the Difference face to face training with SWSLHD Education and organisational Development Team and the Board ahead of the June 2026 Board Meeting.	Secretariat
9.3. Annual Public Meeting Date	- B Sankovic presented to the Board the regarding the consideration of current proposed date of the 2026 SWSLHD Annual Public Meeting. - The Board <u>NOTED</u> the referral as circulated with the agenda and <u>AGREED</u> to hold the Annual Public Meeting on 13 November 2026.	
10. Chief Executive's Report		
10.1. Significant Issues	- S Marshall spoke to the Significant Issues Report, highlighting: - Matthew Jennings as the successful applicant for the revised SWSLHD Director Clinical Streams and Allied Health role.	

	○ The Industrial Relations Commission (IRC) decision on the nurses and midwives Award relating to increased salaries and salary-related allowances. ○ Following the official launch of Raise it, SWSLHD are receiving an average of 15 calls per week with ongoing monitoring of volumes and call topics. ○ An update on the Safety and Risk directorate following the temporary appointment of a District Safety & Risk Director. • The Board <u>NOTED</u> the Significant Issues report as circulated with the agenda.	
10.2. Performance Report	• S Marshall spoke to the Performance Report, highlighting: ○ Presentations remain high across the District ○ Strategies being implemented to address overdue elective surgeries noting already seen a 2.4% increase compared with same time last year. ○ Strategies being implemented to look at increasing capacity across the District. • The Board discussed Length of Stay (LOS) and impact of NDIS and aged care patients. Additional data to be provided to the next Board meeting removing patient awaiting NDIS and Residential Aged Care Facility (RACF) placement. • The Board <u>NOTED</u> the Performance report as circulated with the agenda.	
10.3. Finance	• D Palamidis spoke to the Finance report highlighting the submission of the draft financial statements and potential impact the changes from the IRC decision regarding the Nurses and Midwives award. • The Board <u>NOTED</u> the Finance report as circulated with the agenda.	
10.4. Work Health & Safety	• The Board <u>NOTED</u> the Bi-annual Work Health & Safety and Workers compensation report as circulated with the agenda.	
10.5. People & Culture	• The Board <u>NOTED</u> the People and Culture report as circulated with the agenda.	
10.6. Media and Communications report	• The Board <u>NOTED</u> the Media and Communications Report, as circulated with the agenda.	
10.7. Leagues Table	• The Board <u>NOTED</u> the Leagues Table for December 2025 as circulated with the agenda.	
10. Committees of the Board		
11.1. Finance, Performance & Assets	• The Board <u>NOTED</u> the minutes of the 30 March 2026 Finance Performance & Assets Meeting (FPAC) as circulated with the agenda.	
11.2. Audit & Risk Management Committee	• J White provided an update from the February and April 2026 Audit & Risk Management Committee highlighting: ○ The NSW Health has nominated co-pilot as the eHealth AI platform.	

	○ The endorsement of and high quality of the SWSLHD Draft Financial statements. • The Board <u>NOTED</u> the highlights and minutes of the February and April 2026 Audit & Risk Management Committee as circulated with the agenda.	
11.3. Health Care Quality & Safety Committee	• The Board <u>NOTED</u> the highlights and minutes of the February and April 2026 Health Care Quality & Safety Committee as circulated with the agenda.	
12. Other Committees		
12.1. Medical Staff Executive Council	• S Ung provided an update on the April 2026 Medical Staff Executive Council (MSEC) highlighting: ○ Early cancer diagnosis is an ongoing MSEC focus. ○ Positive feedback PMES and National AHPRA surveys reporting job satisfaction and customer service results remain above state average for junior doctors in SWSLHD ○ This will be S Ung's last meeting as is stepping down as Chair for MSEC and announced Dr Lai Foong would take over the position of MSEC Chair for 2026. • The Board thanked S Ung for his time on the Committee and as the District MSEC Chair. • The Board <u>NOTED</u> the minutes of the April 2026 MSEC as circulated with the agenda.	
12.2. Consumer and Community Council	• V Roche provided an update to the Board following the 24 April 2026 Consumer & Quality Council (CCC), highlighting a perception of a lack of closing the loop following feedback requests from the consumer group. • The Board <u>NOTED</u> the highlights of the 6 February 2026 CCC and minutes of the 24 April 2026 CCC as circulated with the agenda.	
13. Items for Information	Nil	
14. Other Business Without Notice	• The Chair invited Other Business Without Notice. • B Sankovic provided an update regarding S Marshall and herself being recognised amongst the top 50 influencers in Western Sydney.	
15. Close / Next Meeting	• The next meeting will be held on Monday 22 June at SWSLHD District Office for the Reserve Meeting.	
<i>S Marshall, B Gillard, D Palamidas, A Dinevska, E Cadogan, S Pendharkar, K Reakes, S Ung, & M Taylor left the meeting</i>		
16. In-camera session including meeting evaluation		