South Western Sydney
Local Health District

Minutes

South Western Sydney Local Health District Board

Date	Monday 27 July 2026
Time	2.00pm
Venue	Bowral & District Hospital

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 Lai Heng Foong, Chair, Medical Staff Executive Council	✓	
Ms Karen McMenamin, Executive Director Operations & Performance	✓		Mr Jason Lawrence, A/Director People & Culture	✓	
Mr Dimi Palamidas, Director Finance	✓		Ms Brenda Gillard, Director Clinical Governance	✓	
Ms Sayali Pendharkar, Director Strategy, Planning & Research	✓		Ms Marion Taylor, Manager Office of the Chief Executive and Board (Secretariat)	✓	
Mr Bradley Warner, General Manager, Bowral & District Hospital	✓			✓	

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	• V Roche agreed to undertake the meeting evaluation.	
2. Apologies	• Apologies were noted for A Lamb.	
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 4 May 2026 were accepted as a true and accurate record by consensus. • The minutes of the SWSLHD Board Reserve meeting held 22 June 2026 were accepted as a true and accurate record by consensus. • J White queried the final point under Item 7 (Safety Deep Dive). It was clarified that the matter referred to safety more broadly, rather than solely Work Health & Safety.	
5. Business Arising		
5.1. Functional Organisation Chart – Healthier Communities	• S Marshall presented the functional organisational chart for SWSLHD Healthier Communities as requested by the SWSLHD Board to provide more clarity on the scope of this directorate. • A query was raised regarding where environmental sustainability sits. S Marshall clarified that responsibility is distributed across the District, supported by dedicated environmental sustainability roles and a District-wide committee. • The Board <u>NOTED</u> the functional organisational chart for SWSLHD Healthier Communities as circulated with the agenda.	

5.2. Health Care Quality Safety Committee (HCQSC) Reporting Update	• B Gillard presented the agreed updated reporting arrangements for the HCQSC noting the below additional reporting will be incorporated into the existing reporting matrix:
	  o Health promotion and Community Health representative to attend twice yearly
	  o Connecting care report to be provided twice yearly
	  o Annual End of Life presentation
	  o A/Director Safety & Risk to report quarterly on work health & safety matters.
	• The Board <u>NOTED</u> the referral on the update to reporting through the HCQSC as circulated with the agenda.	

6. Patient Story	• B Gillard presented a patient story highlighting the successful transition of a highly complex ventilated patient from ICU to home, highlighting the importance of multidisciplinary collaboration, early discharge planning, and integrated care pathways.	

7. Presentation
7.1. **Strategic Plan update – Support and Develop Our People**
	• J Lawrence presented to the Board with an update on the progress of action area of the 2022-2027 SWSLHD Strategic Plan – *Support & Develop Our People* highlighting:
	  o The relevant strategic plans and outcomes that are in place supporting the implementation of this action area.
	  o Plans to deliver a workforce that meets the future needs and reflects the diversity of our community.
	• J Lawrence queried with the Board on what aspects of leadership and culture they believe would benefit from being embedded in a district-wide culture roadmap.
	• The Board highlighted the importance of fostering a culture of empathetic, inclusive and transformational leadership that values	

	listening, collaboration, innovation, diversity, and readiness for future change.	
8. New Business		
8.1. 2026/2027 SWSLHD Service Agreement	• D Palamidas presented the 2026/27 Funding and Performance Supplement to the Board for endorsement highlighting: o The Supplement forms part of the already endorsed 2025-2029 Service Agreement between SWSLHD and NSW Ministry of Health (MoH). o Budget base adjustments and a composite escalation rate of 3%, including salary and wage award increases and CPI-related growth. o Details of risks and opportunities, noting that while there are some risks, SWSLHD are well placed in the first instance. • B Sankovic thanked D Palamidas and S Marshall on behalf of the Board for their advocacy in securing the 2025/26 activity funding adjustment, as well as the broader team in achieving financial year targets. • The Board ENDORSED the 2026/27 budget supplement as circulated with the agenda by consensus. • ACTION: Submit the signed Supplement to the Ministry of Health with a covering letter acknowledging associated risks, and appreciation for the funding rebaselining.	D Palamidas / Secretariat
8.2. Affiliated Health Organisations Service Agreements 25/26	• The Board NOTED the referral and associated papers as circulated with the agenda regarding the residual action relating to the 2025-26 Affiliated Health Organisation (AHO) Service Agreements. • The Board noted that the 2026 - 2029 Service agreements and 2026/27 Funding and Performance Supplements for the AHOs had recently been reviewed by the MoH and now available for Board endorsement. • ACTION: Issue the 2026 - 2029 Service agreements and 2026/27 Funding and Performance Supplements via flying minute, including a summary of key changes between the previously circulated agreements and the 2026/27 agreements.	D Palamidas / Secretariat
8.3. Medical & Dental Appointments Advisory Committee	• The Board NOTED the referral as circulated with the agenda requesting the appointment of Mr Jason Lawrence, A/Director of People & Culture, SWSLHD to the Medical & Dental Appointments Advisory Committee (MDAAC) noting that the appointment: o follows the resignation of the former Director of People & Culture. o represents CE's nominee for appointment to MDAAC under Clause 50 (3). • The Board APPROVED the appointment of Mr Jason Lawrence, A/Director of People & Culture, to the Medical & Dental Appointments Advisory Committee (MDAAC) as the Chief Executive's nominee.	
9. Chairperson's report		
9.1. Verbal update	• B Sankovic provided the Chairperson's update to the Board.	

	• An update was provided on recent engagement with NSW Health regarding activity pressures, budget performance and quarterly performance reviews. • Mr John Roach provided an update from the Council of Board Chairs meeting, which he attended on behalf of the Board Chair. Discussions included the State budget position, virtual hospital reform and a coordinated statewide approach to aged care planning. It was noted that the population aged over 80 is expected to double by 2041. • The Board Chair reported on a recent meeting with the Chair of Inghams as part of ongoing stakeholder engagement activities. • The Board noted that work is commencing in the aged care space and that SWSLHD is seeking to participate as a pilot site for future initiatives. Further information will be provided as it becomes available. • An update was provided on advocacy efforts relating to aged care, including engagement with the Minister for Aged Care and key stakeholders. • The Board received an update on the current Board member vacancy and proposed additional Board position, noting that the appointment process is progressing through Cabinet.	

9.2. Board Chair Communique	• The Board <u>NOTED</u> the referral as circulated with the agenda regarding the proposed SWSLHD Board Communique, developed in response to actions arising from the Board Strategy Planning Day to improve Board visibility and communication with staff.
	• The Board discussed the format and content of the proposed communique and provided feedback:
	    o greater detail regarding matters discussed by the Board to better articulate the Board's advocacy role and activities
	    o clearly explain the role of the Board within the District
	    o ensure the communication can be read quickly and is written in plain English.
	• The Board <u>APPROVED</u> the proposed Board communication subject to consideration and incorporation of the feedback provided.	

10. Chief Executive's Report		

10.1. Significant Issues	• S Marshall spoke to the Significant Issues Report, highlighting:
	    o The summons issued to the Chief Executive to appear before the Royal Commission on Antisemitism and Social Cohesion on 29 July 2026.
	    o The outcome of the independent investigation into the anonymous complaint regarding Campbelltown Hospital.
	    o Advocacy undertaken in relation to aged care demand and capacity, including correspondence to local councils.
	    o The District concluded the 2025/26 financial year on budget.
	• The Board <u>NOTED</u> the Significant Issues report as circulated with the agenda.	

10.2. Performance Report	• K McMenamin spoke to the Performance Report, highlighting:
	  ○ Year-on-year improvements across a number of performance measures despite ongoing activity pressures.
	  ○ Strong elective surgery performance with a focus on sustaining this performance.
	  ○ Ongoing challenges associated with demand, access and patient flow.
	  ○ Opportunities to improve the number of patients discharged from the ED within four hours with all facilities directed to maintain a focus on these measures.
	  ○ Sustained performance against triage key performance indicators.
	• The Board NOTED the Performance report as circulated with the agenda.	

10.3. Finance	• The Board NOTED the Finance report as circulated with the agenda.	
10.4. People & Culture	• The Board NOTED the People and Culture report as circulated with the agenda.	
10.5. Media and Communications report	• The Board NOTED the Media and Communications Report, as circulated with the agenda.	
10.6. Leagues Table	• The Board NOTED the Leagues Table for May 2026 as circulated with the agenda.	
10. Committees of the Board		
11.1. Finance, Performance & Assets	• The Board NOTED the highlights and minutes of the 25 May 2026 Finance Performance & Assets Meeting (FPAC) as circulated with the agenda.	
11.2. Audit & Risk Management Committee	• The Board NOTED the highlights and minutes of the 19 May 2026 Audit & Risk Management Committee as circulated with the agenda.	
11.3. Health Care Quality & Safety Committee	• The Board NOTED the highlights and minutes of the 24 June 2026 Health Care Quality & Safety Committee as circulated with the agenda. • The Board APPROVED the SWSLHD Annual Accreditation Attestation Statement as circulated with the agenda by consensus. • The Board APPROVED the 2026 SWSLHD Board Quality Award Winner by consensus as recommended by the HCQSC by consensus. The Award will be presented at the September 2026 Awards presentation.	
11.4. Aboriginal Health Committee	• The Board NOTED the minutes of the 8 May 2026 Aboriginal Health Committee as circulated with the agenda. • A query was raised regarding the emerging risk noted within the minutes. • ACTION: A Lamb to review and provide an update to the Board if further action required.	
12. Other Committees		

<table>
<tr><td>12.1. Medical Staff Executive Council</td><td>L Foong provided an update from the Medical Staff Executive Council (MSEC) highlighting:
Discussions regarding the equitable distribution of resources across the District.
Workforce and service capacity challenges impacting a number of clinical specialties.
Ongoing work to improve access to endoscopy services and reduce waiting times.
Initiatives to strengthen capability and capacity in specialised clinical services across the District.
The Board <u>NOTED</u> the highlights and minutes of the 11 June 2026 MSEC as circulated with the agenda.</td><td></td></tr>
<tr><td>12.2. Consumer and Community Council</td><td>The Board <u>NOTED</u> the highlights of the 5 June 2026 Consumer & Community Council as circulated with the agenda.</td><td></td></tr>
<tr><td>13. Items for Information</td><td>Nil</td><td></td></tr>
<tr><td>14. Other Business Without Notice</td><td>S Marshall advised that Campbelltown Hospital recently underwent a short-notice accreditation assessment, achieving a positive outcome. B Sankovic thanked the Campbelltown Hospital team on behalf of the Board.
J White advised that the District Research Leadership Committee has recently been established and that she has been appointed as the Board representative on the Committee. The Board agreed that updates would be provided as substantive matters arise.</td><td></td></tr>
<tr><td>15. Close / Next Meeting</td><td>The next meeting will be held on Monday 24 August 2026 at Fairfield Hospital.</td><td></td></tr>
<tr><td colspan="3">S Marshall, B Gillard, D Palamidas, K McMenamin, S Pendharkar, J Lawrence, L Foong & M Taylor left the meeting</td></tr>
<tr><td>16. In-camera session including meeting evaluation</td><td></td><td></td></tr>
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