

SESLHD Board Meeting – Minutes

Date:	Wednesday, 30 April 2025
Time:	4:00pm – 7:00pm
Location:	Boardroom, Level 1, Admin Block, Sydney/Sydney Eye Hospital
Present:	Betty Ivanoff, Board Chair Greg Levenston, Board Deputy Chair Arthur Diakos, Board Member Anna Guillan, Board Member Elli Baker, Board Member Jan Dudley, Board Member Liam Harte, Board Member
Ex Officio Invitees:	Tobi Wilson, Chief Executive (CE) Ian Anderson, Director of Finance Kate Hackett, Director, Nursing and Midwifery Services Heidi Boss, Director, Clinical Governance and Medical Services Fiona Fahey, Director, People and Culture Grant Eruini-Bennett, Chair, Medical Staff Executive Council (Via TEAMS) *
Guests:	Steven Agnew, Senior Project Director, Development & Commercial, Health Infrastructure NSW (HINSW) Troy Harvey, Executive Director, Capital and Commercial Advisory, HINSW * Emma Clarke, Director, Strategy, Innovation and Digital Health Chris Hay, General Manager, Mental Health Services (MHS) * Chloe Clogher, Clinical Quality Manager, MHS * Marcie Debaets, Partnerships and Transitions Manager, MHS * Emily Dawson, Management Trainee, Office of the CE (Observer)
Apologies:	Allan Spigelman, Board Member Helene Orr, Board Member John Estell, Board Member Marianne Gale, A/Executive Director Operations
Secretariat:	Carrie Han, Executive Assistant to the CE / Board Secretary

1. In-camera Session

An in-camera session was held for Board of Directors and the CE.

2. Opening

2.1 Acknowledgement of Country

An acknowledgement of country was shared.

2.2 Present and Apologies

The Chair welcomed Dr Heidi Boss, newly appointed Director, Clinical Governance and Medical Services (DCG&MS) for joining SESLHD Board as an ex officio member. Attendance and apologies were noted. The Chair declared that a quorum was present and the meeting opened at 4:35pm.

2.3 Declaration of Interests

The Conflict-of-Interest Declaration Register for SESLHD Board was tabled, with the register to be revised to include previously disclosed positions by Ms Baker.

Resolution: The Board notes the information provided.

2.4 Guest Presentation: Randwick Campus Redevelopment

A presentation on Randwick Campus redevelopment was provided.

Resolution: The Board noted the information provided.

2.5 Minutes of Previous Meeting

The minutes of SESLHD Board meeting held on 26 March 2025 were tabled and reviewed by the Board.

Resolution: The Board resolved that the minutes of SESLHD Board meeting held on 26 March 2025 be signed as a true and correct record of the meeting.

2.6 Actions from previous meetings

The action log was tabled in the papers and taken as read, noting that the letters of commendation have been sent to relevant staff members regarding the patient and innovation stories presented to SESLHD Board at March 2025 meeting.

Resolution: The Board notes the information provided.

2.7 SESLHD Board - Annual Reporting Schedule

The updated SESLHD Board Annual Reporting Schedule was tabled and reviewed. Feedback is encouraged to be provided to SESLHD-Board@health.nsw.gov.au

Resolution: The Board notes the information provided.

3 SESLHD Board Sub-Committees

3.1 Finance and Performance Committee (F&P)

The approved minutes of the F&P meeting held on 24 March 2025 were tabled and taken as read.

The F&P Chair advised that at the meeting held on Monday, 28 April 2025, financial results for March 2025 and YTD were discussed. The Committee acknowledged the significant efforts from all sites/services across SESLHD to achieve the improvement in financial performance. SESLHD certification of the accuracy of FY2024-25 general fund financial forecasts as at 31 March 2025 was submitted to the Ministry of Health (MoH), indicating the achievement of the certified forecast is subject to the supplement of additional funding to support additional outsourced surgery costs to meet required targets for overdue elective surgery.

Resolution: The Board notes the information provided.

3.2 Quality, Safety and Culture Board Committee (QS&C)

The draft minutes of QS&C meeting held on 13 March 2025 were tabled and taken as read. Next meeting is scheduled on Thursday, 8 May 2025.

Resolution: The Board notes the information provided.

3.3 Audit and Risk Committee (ARC)

The approved minutes of the ARC meeting held on 4 March 2025 were tabled and taken as read.

The Chair shared information provided by Board representative on the Committee, advising that the primary purpose of the ARC meeting held on Thursday, 17 April 2025 was to review the draft SESLHD 2024/25 Financial Statements (March 2025 early close) and the accompanying documentation. No major issues were raised at the meeting and the draft Financial Statements were endorsed for release to MoH and the NSW Audit Office.

The Committee acknowledged the high quality of the Financial Statements and supporting documentation and recommended that this be formally conveyed to the SESLHD Board in recognition of the SESLHD Finance team's efforts.

Resolution: The Board notes the information provided.

3.4 Board Strategic Community Partnerships Committee (BSCPC)

The Board noted that there are no minutes for this month. Next BSCPC meeting is on Thursday, 29 May 2025. The 2025 SESLHD Partners Forum is scheduled on Tuesday, 27 May 2025, with the BSCPC members invited.

Resolution: The Board notes the information provided.

4 Standing Items

4.1 Board Chair Report

The Board Chair's report was tabled and taken as read, with the following discussed:

- The development of the SESLHD Strategy 2026-2028 continues. Working groups are underway reviewing each of the strategic priorities and developing strategic initiatives. A strategy planning session for SESLHD Board is being organised with date and time to be confirmed.
- Events for the Board, including the Flu Vaccination, SESLHD CORE Awards and SESLHD Sites/Services Visits, noting the upcoming visit to the Garrawarra Centre next Tuesday, 6 May 2025.
- Appointment of Dr John Estell as a Member to SESLHD F&P Committee, while stepping down from ARC.
- Key Management Personnel Declarations and mandatory training are due to be completed by all Board Members by 30 April 2025.
- The next meeting of the NSW Health Council of Board Chair to be held on Monday, 30 June 2025.

Resolution: The Board notes the Chair's report.

4.2 Chief Executive (CE) Report

The CE Report was included in the papers and noted by the Board, with discussion on the following:

- PaCH Accreditation Assessment, noting all accreditation requirements have been fully met while the final report is to be provided later in the year.
- Appointment of SPHERE Interim Executive Director
- Extended leave of SESLHD Executive Director, Operations.
- Staff flu vaccination clinics started on Monday, 28 April 2025 in SESLHD. Timetable will be shared with the Board Members.
- NSW Medical Officers Industrial Action update

Resolution: The Board notes the information provided.

4.3 Patient Story

The Patient Story provided by the Sutherland Hospital was noted.

Resolution: The Board notes the information provided.

4.4 Innovation Story – Mental Health Services - Prevention and Recovery Centre

The Board welcomed guest presenters from Mental Health Services (MHS) to deliver a presentation on the Prevention and Recovery Centre (PARC). The presentation outlined the background, case for change and the innovative aspects of the model. It was noted that Independent Community Living Australia (ICLA) and SESLHD Mental Health Services partnered to open PARC Bondi in 2020, with joint funding.

An evaluation completed in March 2025 demonstrated positive outcomes from the 220 completed PARC programs. The next steps include supporting the expansion of similar step-up/step-down models across SESLHD and NSW and strengthening community integration through partnerships with general practitioners and other non-government organisations.

The Board noted that established practices are in place to effectively manage service demand, supported by strong community relationships and engagement.

Discussion was held regarding funding sustainability. The Board noted that PARC is a long-term project, with ongoing funding incorporated into the budget. Opportunities to further promote the model through partnerships are under consideration.

On behalf of the Board, the Chair thanked the presenters and acknowledged the efforts of all team members.

Resolution: The Board notes the information provided.

5 New Business

5.1 New Business – For Decision

5.1.1 Paper – SESLHD Delegations Manual

A paper proposing the updated SESLHD Delegations of Authority Manual was tabled for the Board's endorsement. The Board notes that the update is to align with recent changes to roles and functions from the 2024 SESLHD Management Reduction Strategy Restructure and to be consistent with MoH, NSW Treasury and Whole-of-Government policies or directives.

Resolution: The Board resolved to approve the updated SESLHD Delegations of Authority Manual.

5.1.2 Paper – SESLHD Annual Public Meeting 2025

A paper was presented to the Board for endorsement, proposing that the SESLHD Annual Public Meeting (APM) 2025 be held at the Sutherland Hospital on Thursday, 11 December 2025 from 3:00pm to 4:00pm, with the event to be livestreamed. The Board noted that a meeting between the Board Chair, Deputy Chair and relevant team members is scheduled to discuss the agenda. The draft agenda, including details of the keynote speaker will be tabled at the September 2025 Board meeting for the Board's review and decision.

Resolution: The Board resolved to approve the proposed date, time, venue and format of SESLHD APM 2025.

5.1.3 Paper – SESLHD Board and Sub-Committee Meeting Paper Management

A paper detailing options for the change in system and provider of SESLHD Board and sub-committee meeting papers was presented to the Board for decision. The Board noted that the current agreement with the existing provider, Diligent, will conclude in early May 2025. eHealth has recommended Convene as an alternative provider for managing Board and Sub-Committee papers. A statewide contract for Convene has been negotiated, with rollout scheduled to begin in July 2025. This requires a transition plan for managing Board and Sub-Committee papers in May and possibly June 2025. The Board noted the need for user training including Board Members, as part of the transition to Convene.

Resolution: The Board resolved to approve the transition to Convene as the meeting paper management system and provider for the SESLHD Board and its sub-committees, along with the use of alternative methods for paper distribution during the transition period.

5.2 New Business – For Noting

5.2.1 Paper – Medical Officer Industrial Action update

A paper providing an update on the NSW Health Medical Officer Industrial Action, which took place between 8 and 10 April 2025 was tabled. DCG&MS advised that associated risks were well managed within SESLHD, with patient safety maintained as the highest priority. Effective communication and appropriate support were acknowledged by medical staff. Communication with Australian Salaried Medical Officers' Federation (ASMOF) was constructive, enabling timely responses and action.. The Board noted the potential for further industrial action in August 2025. NSW Health is currently revisiting its system-wide approach to identify opportunities for improvement. The impact of the industrial action on elective surgery was acknowledged.

Discussion followed around the drivers of the industrial action, involving issues like working conditions, wages and election commitments.

Resolution: The Board notes the information provided.

5.2.2 Paper – Safe Staffing Levels Update

A paper providing an update on Safe Staffing Levels (SSL) was tabled. Director, Nursing & Midwifery Services provided a verbal summary on SSL implementation across SESLHD, including the SSL for the Emergency Departments in St George, Sutherland and Prince of Wales hospitals. Notification for Sydney/Sydney Eye Hospital is proposed for June 2025.

Discussions were held regarding the demand increase, potential request for re-assessment and taking the efficiency into consideration, noting further information, including funding is expected to be shared at the NSW Health SSL Taskforce May 2025 meeting.

Resolution: The Board notes the information provided.

5.2.3 Paper – Overdue Planned Surgery

A paper providing an update on the overdue planned surgery in SESLHD was tabled. The Board notes that the key reasons on the high number of overdue planned surgery include the policy change on 2nd eye cataracts and the workforce constraints at St George Hospital. Extensive efforts are being made across the District to achieve the revised number or below at 30 June 2025, through both increasing internal capacity and outsourcing to private providers. The impact of recent industrial action on surgery cancellation is noted, which has been factored in to the predicted number.

Discussions were held around the key drivers for the funding boost and potential impacts in terms of compliance with efficiency standards, financial implications and patient care.

Resolution: The Board notes the information provided.

5.2.4 Paper – SESLHD Certification of the Accuracy of FY2024-25 General Fund Financial Forecasts

A paper presenting the SESLHD Certification of the Accuracy of the FY2024-25 General Fund Financial Forecasts was tabled. The CE and Director of Finance were required to certify the accuracy of the District's full-year net cost of services forecast as at 31 March 2025. The certification was submitted to MoH, accompanying SESLHD's Financial Performance and Strategy Report for March 2025.

The Board noted the full-year forecast for the District and acknowledged the improvement in financial performance in recent months.

Resolution: The Board notes the information provided.

5.2.5 Paper – Forward Year Initial Budget Estimates and Internal Budget Build FY2025-26

A paper regarding the forward year initial budget estimates and the SESLHD Budget Build for FY2025-26 was provided.

The Board noted that MoH has identified three focus areas for the forward estimates review, including strategic financial planning, proactive management of time-limited programs, and budget realignment. The Director of Finance delivered a presentation outlining the information to be returned to MoH, providing context in terms of following aspects:

- SESLHD's current forecast and budget, identifying the potential gap between FY2024-25 expenditure and the FY2025-26 budget.
- Funding likely to be extended and time-limited funding concluding at the end of June 2025
- Budget controls applied in line with the NSW Government Budget Control Framework and Whole-of-Government savings categories
- The proposed timeline for the NSW Health and SESLHD budget build
- Development of the initial FY2025-26 Efficiency Improvement Programs
- Forward budgets and expenditure trends from FY2025-26 to FY2028-29, which indicates reductions across all expenditure categories.

An update on the SESLHD FY2025-26 Budget Build process was noted, including the formation of a working group to determine agreed principles, establish the approach, and provide oversight for the FY2025-26 budget. Budget briefing sessions with representatives from all Sites and Services are in place to ensure consistency and transparency of the process. Regular updates are being provided to peak committee meetings, the F&P Committee and the Board.

Resolution: The Board notes the information provided.

6 Regular Reporting

6.1 Clinical Governance Report

The Clinical Governance Report was tabled and taken as read.

The Board noted that a robust process is in place to ensure appropriate reporting and monitoring of harm score incidents. Analysis and review are conducted when KPI performance falls outside the matrix, to understand contributing factors and identify solutions. Learnings are shared across the sites within SESLHD to explore opportunities

for improvement. The importance of clinical coding accuracy and robust data interpretation was acknowledged, noting that clinical coding is an integral component of the funding mechanism.

Resolution: The Board notes the information provided.

6.2 Operations Report

The Operations report was tabled and taken as read. The Board noted the potential challenges in meeting ED performance KPIs during the winter months.

Resolution: The Board notes the information provided.

6.3 Finance Report

The Finance report was tabled and taken as read.

Resolution: The Board notes the Finance Report.

6.4 Performance Report

The Integrated Performance Report for March 2025 and MoH League Table for February 2025 was tabled and noted by the Board.

Resolution: The Board notes the information provided.

6.5 Capital Works Report

The Capital Works report was tabled and taken as read. CE advised that capital projects within the District are overall on track with no significant risk identified.

Resolution: The Board notes the information provided.

6.6 Correspondence Register

The correspondence register for SESLHD Board is tabled and taken as read. The Chair advised that correspondence received from Mindgardens Neuroscience Network Limited (MNNL) proposed re-appointment of CE SESLHD as a Director to MNNL Board for a further 3-year term, noting the upcoming conclusion of the current term. Response has been provided to confirm support of the proposal. Correspondence will be added to the Correspondence Register for tabling at June 2025 SESLHD Board meeting.

Resolution: The Board notes the information provided.

7 Meeting Finalisation

7.1 Business Without Notice

Nil

7.2 Noting of Confidential Items

Nil

7.3 Next Meeting

It is noted that next SESLHD Board meeting is scheduled on 4-7pm, Wednesday, 28 May 2025 at Boardroom, Sydney/Sydney Eye Hospital.

7.4 Close

The meeting closed at 7:40pm.

I certify that the foregoing is a true and correct copy of the minutes approved by Members of the Board at SESLHD Board meeting held on 28 May 2025.

A handwritten signature in black ink, appearing to read 'Betty Ivanoff', is positioned above the printed name.

Betty Ivanoff
SESLHD Board Chair