

Minutes Board Meeting

Wednesday, 15 April 2026
8.30am to 1.00pm
ME025, Coffs Harbour Health Campus

Welcome and Acknowledgement of Country

The Board acknowledges the traditional custodians of the lands upon which this meeting is held and pays its respects to elders' past, present and future.

Attendance and declarations

Attendees

Hon. Luke Hartsuyker, Board Acting Chair
Gary Humphreys, Board Member (TEAMS)
Michael Coulter, Board Member
Tracy Singleton, Board Member
Jenny Zirkler, Board Member (TEAMS)
Dr Shehnarz Salindera, Board Member

Apologies

Dr Madeleine Lawler, Board Member

Secretariat

Laney Lawrence, Board Coordinator

Presenter/s

Jill Wong, Chief Executive
John Slaven, Director Finance and Performance
Ian Treweek, District Director, Information Technology and Digital Health (TEAMS)
Dean Smith, Associate Director, Information Technology and Digital Health | Cyber Security

Observer/s

Nicky Smith, District Director Clinical Service Delivery
Jo Campbell, District Director Nursing and Midwifery & HSFAC

Declarations of pecuniary interest

No new declarations advised.

Name Of Person declaring the Conflict of Interest	Organisation or individual involved	Brief Description of Matter	Action Taken/Comments	Decision on consideration of next step and reasons for that decision
Shehnarz Salindera	Bhopinder Singh	Cousin Bhopinder has commenced at CHHC Food Services. VMO General Surgeon employed by MNCLHD.	Perceived conflict noted.	Nil reporting lines or management responsibilities
Michael Coulter	Lukman Anderson Macksville Scotts Head SLSC	Son-in-Law VMO Anaesthetist at Tamworth Hosp HNELHD Honorary VP, Patrol Captain, Training Officer, Boat Captain	Perceived conflict noted.	Nil reporting lines or management responsibilities
Michael Coulter	Nambucca Valley Council Bellingen Shire Council	Part-time employee of Nambucca Valley Council. Independent member of the Bellingen Shire Council Audit, Risk and Improvement Committee.	Awaiting assessment	TBC
Gary Humphreys	MNCLHD	Sister-in-law, Cath Atkinson, is employed as a nurse	Perceived conflict noted.	Nil reporting lines
Gary Humphreys	Garden Village Port Macquarie Department of Primary Industries and Regional Development	Board Chair Chair, Audit and Risk Committee	Perceived conflict noted.	Nil management responsibilities
Madeleine Lawler	Regional Health Research Foundation Lotus Outreach Australia Regional Development Australia MNC UIC Systems PTY Ltd The UIC PTY Ltd MNCLHD Southern Cross University Charles Sturt University	Board Director Board Director CEO Owner Owner Husband employed as a Nurse at CHHC Health Faculty Board Member Regional Consultative Committee Member	Awaiting assessment	TBC
Laney Lawrence	MNCLHD	Husband, Mitch Lawrence is employed as an VMO Anaesthetist	Perceived conflict noted.	Nil reporting lines or management responsibilities
Tracy Singleton	Jaanyimili Bawrungga Aboriginal Corporation Regional Development Australia Mid North Coast Bularri Muurlay Nyanggan Aboriginal Corporation MiiMi Aboriginal Corporation Gaagal Wanggaan (South Beach) National Park	Board Member and/or highly engaged with organisation	Perceived conflict noted.	Nil management responsibilities

1. Chief Executive Report

1.1. Jill Wong, Chief Executive

The Chief Executive report was presented to the Board via a closed session, with minutes held confidentially.

2. Confirmation of Minutes

2.1. Mid North Coast Local Health District's (MNCLHD) Board (the Board) endorsed minutes of the 4 February Board Meeting, without amendment.

2.2. The Board accepted progress against action items.

2.2.1. Return to Work – LHD comparative data (item 5.4a December 2025)

The Board discussed the submission, noting MNCLHD Return to work (RTW) are comparable to other NSW Health LHDs and Agencies.

2.2.2. Analysis of interstate migration of skilled workforce (item 4.5b February 2026)

The Board accepted the submission, noting the difficulty of obtaining exact data, NSW Health faces a material workforce risk from interstate migration of health care workers, driven primarily by competitive Enterprise Bargaining Agreements (EBAs), differing award conditions, and workload pressures.

2.2.3. Aboriginal vacancy rates (item 1.1 March 2026)

The Board reviewed the submission, remarking that although MNCLHD is currently at 6% for Aboriginal Workforce, which is below the stretch target of 8.2%, it is pleasing that this has been steadily growing, and is up from 2.6% in 2017. The Board were pleased to learn of the continual focus in strengthening recruitment and pipelines.

3. Patient / Staff Story

3.1. Close the Gap (CTG) Sub-Committee

The Board expressed appreciation to the CTG for submitting an outstanding example of the invaluable Aboriginal Maternal & Infant Health Service (AMIHS) in Macksville, hosted within the Clinical Service Delivery Directorate, along with the support of the Health Promotion team.

The strength of four Aboriginal women who quit smoking or vaping during pregnancy, supported by the supportive, culturally safe, wrap-around care of AMIHS and Health Promotion. Their experiences show how this service is truly invaluable for Aboriginal women in our community - providing non-judgemental support, practical strategies, and the continuity of care needed to make and sustain life-changing health decisions for themselves and their babies.

4. Standing Items

4.1. Board Chair update

The Acting Board Chair provided a verbal monthly update:

- Michael Coulter was thanked for kindly stepped into the Acting Deputy Chair role.
- Michael Coulter attended the Council of Board Chairs meeting in Sydney, reporting an extremely valuable meeting.
- Board Members were thanked for attending and participating in the Combined Board Meeting with Healthy North Coast and NNSWLHD, in the Chair's absence.

- The Chair had the privilege of attending the recent Medical Staff Council Meeting in Port Macquarie – a relatively large attendance, with overall positive dialogue and discussion. It was great to hear the response and engagement to the updates provided, and the receptiveness to the Health Care Services Plan.
- Extremely positive feedback was provided from the Agency of Clinical Innovation – from the recent ‘Shaping the System Clinician Engagement’, provided extremely positive feedback, including the honour felt to have met with the MNCLHD’s Aboriginal Clinician group, to have such positive and robust clinician engagement across all the sites (Coffs, Kempsey, Port and via Teams) along with the openness and optimism reflected consistently by all members.
- The month ahead will see Ministry of Health (MoH) staff visit to the LHD in mid-May for a number of meetings, as well as the Quarterly performance review.

4.2. MNCLHD Financial Report

Director of Finance and Performance, John Slaven, provided the Board with a verbal update on the District’s current financial position. The Board discussed at length its concern with regard to the significant deterioration, despite the continual NWAU uplift and surgery completions.

Action: Undertake and present a district-wide activity analysis, along with expense analysis to enable clearer attribution of factors contributing to deteriorating results within control and outside of control.

4.3. Efficiency Improvement Plan (EIP) Progress report

The Board reviewed the progress report, remarking on the continued unsatisfactory results of some EIP’s, and expect further investigation will remain the focus in the upcoming EIP Special Committee Meetings. The Board noted the 2026/27 EIP’s are due for submittance to MoH 30 April 2026.

4.4. NSW Health Board Report template – Performance Summary

The Board received and accepted the data template from MoH.

4.4.1. Chief Executive Narrative report – Q3

The Board accepted the Narrative report with the Chief Executive highlighting:

- Kempsey District Hospital achieved a significant milestone, becoming the first Level 4 Emergency Department in NSW to commence rostering in accordance with Safe Staffing Levels.
- The District participated in NSW Health’s Shaping the System Together clinician engagement initiative. MNCLHD hosted Dr Nhi Nguyen, Co-Chair of the Health System Advisory Council, who facilitated structured discussions with clinicians across a range of roles and settings. The engagement provided valuable insights into clinician experiences of existing engagement structures and will inform ongoing work to strengthen clinical engagement and support safer, higher-quality service design.
- The CE met with Blair Comley, Commonwealth Secretary Health Disability and Aging, as well as attended the NSW Aged Care Roundtable, which brought together senior government officials and industry leaders to consider current and emerging pressures across Australia’s aged care system. Of the seven solution domains identified, participants prioritised three: making existing capacity visible and usable; increasing service capacity; and improving support for older Australians with complex care needs.
- The region came together to continue to review and strengthen our partnership towards a healthy community, and we had the opportunity to meet with the Hon Emma McBride Assistant Minister for Mental Health and Suicide Prevention, Assistant Minister for Rural and Regional Health.

4.5. Enterprise Risk Management report

The Board discussed and accepted the report.

4.6. MNCLHD Cyber Security update

The Board accepted the monthly Cyber Security update and expressed its appreciation for the team's efforts to date with the continued developments assuring the District's Cyber protection.

Action: Conduct a district-wide analysis of Mandatory Training compliance to identify options to support non-compliant staff in high-access risk roles to undertake training.

4.7. Quality and Safety update

The Chief Executive provided the Board a verbal update on Quality and Safety:

- Refresh to the previous REACH program, with the newly-named rollout of Raise It!
- Review of Harm Score 1 and 2 Events
- Continued staff engagement and training of Hospital Acquired Complications (HACs)

The Board thanked Chief Executive, Jill Wong, for her detailed update highlighting key achievements in relation to quality and safety, along with advice and plans relating to emerging concerns and risks across the District.

4.8. People and Culture update

The Chief Executive provided the Board a verbal update on People and Culture:

- Staffing and recruitment
- Employee well-being and organisation culture and engagement
- Employee relations and Human Resource matters

The Board thanked Jill for once again providing an informative update, recognising the importance of continual prioritising people and organisational culture is fundamental to our success as a District.

5. In-Focus Session

5.1. 2025/26 Early close Financials

The Board accepted the submission, noting the clear and detailed information presented regarding early close financials and FY2025/26 statutory reporting requirements.

6. Sub-Committees and Clinical Councils

6.1. Board Sub-Committee: Finance and Performance (F&P)

The Board accepted meeting Chair Summaries and the endorsed minutes and reports.

6.2. Board Sub-Committee: Audit and Risk (ARC)

The Board accepted the Chair Summary, endorsed minutes and Endorsed the 2026 Charter, with possible addition.

Action: Advise Chair, Audit and Risk Committee of possible insertion of Australia's Climate-related Financial Disclosure CRFD data into the 2026 ARC Charter.

6.3. Board Sub-Committee: Health Care Quality Committee (HCQC)

The Board accepted the Chair Summary and endorsed minutes.

6.4. Board Sub-Committee: Medical and Dental Appointments Advisory Council (MDAAC)

The Board accepted the Chair Summaries and endorsed minutes.

6.5. Board Sub-Committee: Close The Gap (CTG)

The Board accepted the Chair Summary, endorsed minutes and yearly committee review.

6.6. Board Sub-Committee: Local Health Advisory Council (LHAC)

The Board accepted the Chair Summary and endorsed minutes.

7. For Discussion

7.1. Clinical Incident Management report

The Board accepted the quarterly report.

7.2. People Matter Employee Survey (PMES) District Action plan

The Board was pleased to review the 2025/26 Culture and Staff Experience Action Plan, observing the teams great efforts incorporating insights from the 2025 PMES, along with other workforce feedback, to produce a clear guided action plan, focussing on strengthening work environments and supporting positive staff experience throughout the district.

7.3. Performance Development Review (PDR) report

The Board reviewed the update, noting MNCLHD is reporting below completion target, however, remains consistent with the NSW Health system average. The Board looks forward to seeing this metric improve along with meaningful annual reviews between management and staff, with the embedding of incoming Executive Members driving cultural change.

7.4. Internal Audit Planning 2026-27

The Board reviewed and accepted the Internal Audit submission.

Action: The Board requested for a targeted approach to Performance Development Reviews, including exploration of whether this is something for the Internal Audit schedule.

7.5. Work Health and Safety (WHS) Due Diligence Q4 report

The Board reviewed and accepted the quarterly report.

7.6. Research Governance Activity and Metrics report

The Board reviewed and accepted the report.

7.7. MNCLHD Board Annual Evaluation – 2025

The Board reviewed the feedback from all Board Members, reflecting on the positive, respectful and efficiency of Members and the Board environment.

8. For Endorsement

Nil

9. Presentations

9.1. Finance and Performance Directorate report

The Board thanked Finance and Performance Director, John Slaven, and his team for providing a thorough report.

9.3. Digital Health - Single Digit Patient Record (SDPR) and Cyber Security

The Board thanked District Director Information Technology and Digital Health, Ian Treweek, and Associate Director, Information Technology, Digital Health and Cyber Security, Dean Smith for providing a comprehensive report and informative verbal update.

10. Open Discussions

10.1. Jo Campbell, District Director Nursing and Midwifery and HSFAC

The Board congratulated District Director Nursing and Midwifery, Jo Campbell, for her recent appointment to the role and thanked her for attending the meeting. Reflecting on her first 8 weeks in the new role, Jo shared her insights and assessment of the current state of the Nursing and Midwifery space, highlighting several areas for early focus and attention.

10.2. Nicky Smith, District Director Clinical Services Delivery

The Board congratulated the District Director Clinical Services Delivery, Nicky Smith, on her recent appointment and formally welcomed her to the District. Nicky shared her early observations, emphasising the importance of planning for future models of care and strengthening community-based service delivery, noting the District's highly successful Virtual Care model. The Board was pleased to hear of the strong and widespread support Nicky has received from staff across the District.

11. General Business and Correspondence

10.1. MNCLHD Committee Review: Health Care Quality Committee (HCQC)

Chief Executive, Jill Wong, provided the Board with a verbal update on the recently completed committee review of HCQC, which resulted in a number of recommendations to improve resource efficiency, alignment of purpose and quality of reporting to the Board.

The Board thanked Ms Wong for the detailed update and looks forward to learning of forthcoming developments.

11. Close and Next Meeting

11.1. Meeting Closed at 12.10pm

11.2. Next Meeting: 17 June 2026

MID NORTH COAST LOCAL HEALTH DISTRICT BOARD MEMBERSHIP

Mr Luke Hartsuyker	Acting Chair / Deputy Chair
Michael Coulter	
Gary Humphreys	
Dr Shehnarz Salindera	
Tracy Singleton	
Jennifer Zirkler	
Dr Madeleine Lawler	

Secretariat

Laney Lawrence	Board Support Coordinator
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Right of Audience and Debate

Jill Wong	Chief Executive
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DECLARATION OF INTEREST

Board members are responsible for disclosing circumstances that give rise or may give rise to actual, potential or perceived conflicts of interest.

Declarations are to be submitted to the Board Secretary in writing prior to the meeting. The Board will determine the appropriate course of action, which may include the member leaving the meeting for the duration of the item or abstaining from discussion and/or decision.

IT IS NOTED THAT ALL BOARD PAPERS AND DISCUSSIONS ARE CONFIDENTIAL

ROLES AND RESPONSIBILITIES OF THE BOARD

The Board provides governance oversight for the local health district, not day-to-day management, or operations. The Board is focused on leading, directing and monitoring the activities of the local health district and driving overall performance. The specific functions of the Board are outlined in the Board Charter (available in Diligent resources) and in Section 28 of the Health Services Act 1997. The Board Chair also has an oversight role in respect of the Chief Executive, in relation to appointment, annual performance agreement and annual performance review as provided for under the Health Executive Service Framework.

BOARD REFLECTIONS

1. Did we spend the most time on the most important things?
2. Did we add value?
3. How could we have done things better?
4. Any feedback for management?