

Minutes Board Meeting

Wednesday, 17 June 2026

8.30am to 12.00pm

VCPC Meeting Room, Ground Floor, Port Macquarie Community Health Centre, Morton St.

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

Brendan Walsh, Board Chair

The Hon. Luke Hartsuyker, Deputy Board Chair

Michael Coulter, Board Member

Gary Humphreys, Board Member

Dr Shehnarz Salindera, Board Member (Teams)

Dr Madeleine Lawler, Board Member

Apologies

Jenny Zirkler, Board Member

Tracy Singleton, Board Member

Secretariat

Laney Lawrence, Board Coordinator

Presenter/s

Jill Wong, Chief Executive, Mid North Coast Local Health District

Adjunct Professor Heiko Spallek, Chief Executive, Bureau of Health Information (BHI)

Kate Vandroos, Acting Director Finance and Performance

Cynthia Younie, Aboriginal Cancer Care Coordinator and Senior Aboriginal Health Worker

Joshua Freeman, District Director Clinical Acute Services

Observer/s

Brigid Feeney, Director of the Office of the Chief Executive

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 conflicts 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	Potential 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.	Perceived conflict noted.	Nil management responsibilities. Abstain from any decision involving listed organisations.
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 Uni Charles Sturt University	Board Director Board Director CEO Owner Owner Husband employed Nurse CHHC Health Faculty Board Member Regional Consultative Committee Member	Perceived conflicts noted.	Nil management responsibilities. Abstain from any decision involving listed organisations.
Laney Lawrence	MNCLHD	Husband, Mitch Lawrence is employed as an VMO Anaesthetist	Perceived conflict noted.	Nil reporting lines or management responsibilities
Tracy Singleton	Jaanyimili Bawrrungga 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 conflicts noted.	Nil management responsibilities. Abstain from any decision involving listed organisations.
Jenny Zirkler	Shoreline Aged Care Nambucca Valley Parkinson Support Group NVC Group	Board Director Lead Support Community Member	Perceived conflicts noted.	Nil management responsibilities. Abstain from any decision involving listed organisations
Brendan Walsh	Conscious Governance Nominations Committee of the Rural Workforce Agency of Victoria	Consultant (P/T) Chair	Awaiting assessment by Internal Audit & Risk	TBC

1. Introductions and Meeting Overview

1.1. The newly appointed Board Chair, Mr Brendan Walsh, introduced himself to Board Members and provided an overview of his professional experience spanning senior executive, board governance advisory roles across community health, disability, aged care and not for profit organisations. Mr Walsh expressed his honour in accepting the role and his commitment to working collaboratively with the Board, staff, and community.

2. Confirmation of Agenda and Items for Noting

2.1. Mid North Coast Local Health District's (MNCLHD) Board (the Board) endorsed both the June meeting agenda and minutes of the 15 April Board Meeting, without amendment.

2.2. Action Table

The Board accepted progress against action items.

2.2.1. State-wide Benchmarking NSW Health Board template (item 3.1 December 2025)

The Board discussed the submission, with the Chief Executive confirming the current development of state-wide benchmarking report from Ministry of Health (MoH) and will provide to the Board when released in coming months.

2.2.2. Mandatory Audiometric Testing update (item 2.2.2 February 2026)

The Board accepted the submission.

2.2.3. Audit & Risk Charter (item 6.2 April 2026)

The Board accepted the submission.

2.2.4. Internal Audit Schedule (item 7.4 April 2026)

The Board accepted the submission.

2.2.5. MNCLHD Committee Review update (item 3.1 May 2026)

The Board accepted the submission.

2.3. MNCLHD Capital Works, Infrastructure and Asset Management Annual Update

The Board accepted the submission.

2.4. Corporate Attestation Qualifications update (2024-2025)

The Board accepted the submission.

2.5. Work Health & Safety (WHS) Due Diligence Q1 report (Jan-Mar 2026)

The Board accepted the submission.

3. Chief Executive Report

3.1. Jill Wong, Chief Executive provided a verbal briefing to the Board on organisational performance, priorities, risks and key issues.

ACTION: August Board Agenda to include Single Digital Patient Record under strategic matters.

4. Strategic Matters for Board Consideration

4.1. Chief Executive Annual Performance Appraisal

The Board agreed to convene a brief Microsoft Teams meeting to discuss appraisal and provide feedback on the Chief Executive's performance prior to submitting formal feedback to the Ministry. A short evaluation document will also be circulated to all Board Members, including those unable to join the Teams Meeting.

4.2. Forward financial position

Jill Wong, Chief Executive, provided a verbal brief to the Board regarding MNCLHD's forward financial position and outlook as we enter the new budget year, sharing data on Activity and Performance, along with Ministry expectations.

ACTION: Provide transitional marginal pricing briefing session at the August Board Meeting, outlining MNCLHD's current performance and 2027 projected targets, together with any associated impacts on patient experience.

5. Patient / Staff Story

Cynthia Younie / Joshua Freeman

5.1. A Journey Through Cancer Care, Palliative Care, End-of-Life and Voluntary Assisted Dying Cynthia Younie / Joshua Freeman

The Board expressed its sincere gratitude to Ms Younie, for presenting the deeply moving and insightful patient story of "Mish." The presentation highlighted a powerful and personal journey through cancer care, palliative care and end-of-life decision-making, demonstrating the profound importance of culturally safe, respectful and compassionate care. Board Members acknowledged how the story reinforced the critical role of culturally responsive, patient-centred approaches that honour identity, spirituality, family and individual choice, and underscored the significance of dignity, communication and autonomy in end-of-life care within the healthcare system.

The Board thanked Mish and her family for enabling Mish's story to be shared.

6. Standing Items

6.1. Board Chair update

The Board Chair led an open discussion with Board Members requesting feedback on meeting cadence, Agenda items, strategic focuses, items for advocacy and reporting schedules. Any substantial items for Board attention at future meetings will be supported by a briefing by the CE, Chair, Executive or the relevant Sub-Committee Chair.

6.2. MNCLHD Financial Report

Kate Vadoros

Acting District Director of Finance and Performance, Kate Vadoros, provided the Board with a verbal update on the District's current financial position.

ACTION: Targeted investigation and analysis to be undertaken to identify areas of high potential for significant cost savings, with a view to prioritising these for focused Board deep-dive review.

6.2.1. District-wide Activity and Expense analysis

Due to time restrictions, this submission was not discussed.

6.2.2. Financial Sustainability and Efficiency Improvement Plan (EIP) Report (May) 2026)

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.

6.3. NSW Health Board Report template – Performance Summary

The Board received and accepted the data template from the Ministry.

6.4. Enterprise Risk Management (ERM) report

The Board discussed and accepted the report. It was noted the February 2026 report included the 'Original' level of risk, as well as 'Current' and 'Target' Levels. Inclusion of 'Original' Level assists readers to see to progress (if any) to the "Current" level.

ACTION: a) Bed blockage risks to be articulated, assessed and consideration on how to represent in the ERM report and reported against.

b) Further Enterprise Risk Management reports to include 'Original' level of risk, along with 'Current' and 'Target' levels.

6.5. MNCLHD Cyber Security update

The Board accepted the monthly Cyber Security update.

6.5.1. MNCLHD Cyber Incident Response Plan (CIRP)

The Board unanimously endorsed the MNCLHD Cyber Incident Response Plan, with no amendments.

6.6. Quality and Safety update

There was no further update following the earlier presentation of the Chief Executive Report, agenda item 3.1.

6.7. People and Culture update

There was no further update following the earlier presentation of the Chief Executive Report, agenda item 3.1.

7. Sub-Committees and Clinical Councils

7.1. Finance and Performance (F&P)

The Board accepted meeting Chair Summaries and the endorsed minutes and reports. No significant items were referred by the Committee for Board consideration or decision.

7.2. Audit and Risk (ARC)

The Board accepted the Chair Summary. No significant items were referred by the Committee for Board consideration or decision.

7.3. Health Care Quality Committee (HCQC)

The Board accepted the Chair Summary and endorsed minutes. No significant items were referred by the Committee for Board consideration or decision.

7.4. Medical and Dental Appointments Advisory Council (MDAAC)

The Board accepted the Chair Summaries and endorsed minutes. No significant items were referred by the Committee for Board consideration or decision.

7.5. Close The Gap (CTG)

The Board accepted the Chair Summary, endorsed minutes and Terms of Reference (TOR), noting active committee review in progress. No significant items were referred by the Committee for Board consideration or decision.

7.6. Local Health Advisory Council (LHAC)

The Board accepted the Chair Summary and endorsed minutes and Terms of Reference (TOR), noting active committee review in progress. No significant items were referred by the Committee for Board consideration or decision.

8. General Business and Correspondence

8.1. MNCLHD Board Meeting Dates – 2027

To ensure most current financial data availability, the Board agreed to continue to meet Wednesdays, bi-monthly, and on each full 3rd week of the month.

ACTION: 2027 Board meeting schedule to be drafted and distributed in August Board papers.

8.2. Mid North Coast Efficiency Review and EIP Program Update letter

The Board accepted the correspondence.

8.3. Cancer Genetics Review letter

The Board accepted the correspondence.

8.4. MNCLHD Quarterly Performance Review – March 2026 endorsed minutes

The Board accepted the endorsed minutes and discussed the sustained and improved performance which has moved up to Level 1, observing the improvement from 12 months ago.

9. Board Director Only Discussions

9.1. Nil.

10. Meeting Reflections and Close

10.1. Meeting Reflections

The Hon. Luke Hartsuyker, Deputy Board Chair, was nominated as the Observing Member for next meeting.

The Board agreed to trail an arrangement where one Board Member would observe and provide succinct feedback and insights on meeting content, briefings, discussions and possible improvements upon the closing of each meeting.

10.2. Next Meeting will be held on Wednesday 19 August 2026, 8.30am

10.3. Meeting closed at 11.59am

11. Special Presentation

12.00pm

11.1. Adj. Prof. Heiko Spallek, Chief Executive, Bureau of Health Information

The Bureau of Health Information (BHI) is an independent organisation that provides the community, healthcare professionals and policy makers with information that enhances transparency of the performance of the healthcare system in NSW, in order to inform actions to improve healthcare and strengthen accountability.

The Board expressed its sincere appreciation to Adjunct Professor Heiko Spallek for delivering a highly insightful presentation to Members and the Executive Leadership Team, and noted the value of BHI's performance insights and patient experience data in informing service improvement. The Board looks forward to further BHI analysis to support the ongoing optimisation of services across MNCLHD.

The presentation concluded at 12.53pm.

MID NORTH COAST LOCAL HEALTH DISTRICT BOARD MEMBERSHIP

Mr Brendan Walsh	Chair
Mr Luke Hartsuyker	Deputy Chair
Michael Coulter	Board Member
Gary Humphreys	Board Member
Dr Shehnarz Salindera	Board Member
Tracy Singleton	Board Member
Jennifer Zirkler	Board Member
Dr Madeleine Lawler	Board Member

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?