

**Corporate Governance Attestation Statement for
Mid North Coast Local Health District
1 July 2020 – 30 June 2021**



CORPORATE GOVERNANCE ATTESTATION STATEMENT
MID NORTH COAST LOCAL HEALTH DISTRICT

The following corporate governance attestation statement was endorsed by a resolution of the Mid North Coast Local Health District Board at its meeting on 11 August 2021.

The Board is responsible for the corporate governance practices of the Mid North Coast Local Health District. This statement sets out the main corporate governance practices in operation within the District for the 2020-21 financial year.

A signed copy of this statement is provided to the Ministry of Health by 31 August 2021.

Signed:



Prof Heather Cavanagh

Chair

Date 18 August 2021



Stewart Dowrick

Chief Executive

Date 28/07/2021

STANDARD 1: ESTABLISH ROBUST GOVERNANCE AND OVERSIGHT FRAMEWORKS

Role and function of the Board and Chief Executive

The Board and Chief Executive carry out their functions, responsibilities and obligations in accordance with the *Health Services Act 1997* and the *Government Sector Employment Act 2013*.

The Board has approved systems and frameworks that ensure the primary responsibilities of the Board are fulfilled in relation to:

- Ensuring clinical and corporate governance responsibilities are clearly allocated and understood
- Setting the strategic direction for the organisation and its services
- Monitoring financial and service delivery performance
- Maintaining high standards of professional and ethical conduct
- Involving stakeholders in decisions that affect them
- Establishing sound audit and risk management practices.

Board Meetings

For the 2020-21 financial year the Board consisted of a Chair and 12 members appointed by the Minister for Health. The Board met 12 times during this period.

Authority and role of senior management

All financial and administrative authorities that have been delegated by a formal resolution of the Board and are formally documented within a Delegations Manual for the District.

The roles and responsibilities of the Chief Executive and other senior management within the District are also documented in written position descriptions.

Regulatory responsibilities and compliance

The Board is responsible for and has mechanisms in place to ensure that relevant legislation and regulations are adhered to within all facilities and units of the District, including statutory reporting requirements.

The Board also has a mechanism in place to gain reasonable assurance that the District complies with the requirements of all relevant government policies and NSW Health policy directives and policy and procedure manuals as issued by the Ministry of Health. *(Not fully implemented. Refer qualification on page 12)*

STANDARD 2: ENSURING CLINICAL RESPONSIBILITIES ARE CLEARLY ALLOCATED AND UNDERSTOOD

The Board has in place frameworks and systems for measuring and routinely reporting on Clinical Governance and the safety and quality of care provided to the communities the District serves. These systems and activities reflect the principles, performance and reporting guidelines as detailed in NSW Health Policy Directive 'Patient Safety and Clinical Quality Program' (PD2005_608).

The District has:

- Clear lines of accountability for clinical care which are regularly communicated to clinical staff and to staff who provide direct support to them. The authority of facility/network general managers is also clearly understood.
- Effective forums in place to facilitate the involvement of clinicians and other health staff in decision making at all levels of the District.
- A systematic process for the identification and management of clinical incidents and minimisation of risks to the District.
- An effective complaint management system for the District and complaint information is used to improve patient care.
- A Medical and Dental Appointments Advisory Committee to review the appointment or proposed appointment of all visiting practitioners and specialists. The Credentials Subcommittee provides advice to the Medical and Dental Appointment Advisory Committee on all matters concerning the clinical privileges of visiting practitioners or staff specialists.
- An Aboriginal Health Advisory Committee with clear lines of accountability for clinical services delivered to Aboriginal people.
- Adopted the *Decision Making Framework for NSW Health Aboriginal Health Practitioners Undertaking Clinical Activities* to ensure that Aboriginal Health Practitioners are trained, competent, ready and supported to undertake clinical activities. *(Not fully implemented. Refer qualification on page 1312)*
- Achieved appropriate accreditation of healthcare facilities and their services.

The Chief Executive has mechanisms in place to ensure that the relevant registration authority is informed where there are reasonable grounds to suspect professional misconduct or unsatisfactory professional conduct by any registered health professional employed or contracted by the District.

Health services are required to be accredited to the National Safety and Quality Health Service (NSQHS) Standards under the Australian Health Service Safety and Quality Accreditation Scheme (the AHSSQA Scheme).

The District intends to submit an attestation statement confirming compliance with the NSQHS Standards for the 2020/21 financial year to their accrediting agency by 30 September 2021. The District submitted an attestation statement to the accrediting agency for the 2019/20 financial year.

STANDARD 3: SETTING THE STRATEGIC DIRECTION FOR THE ORGANISATION AND ITS SERVICES

The Board has in place strategic plans for the effective planning and delivery of its services to the communities and individuals served by the District. This process includes setting a strategic direction in a 3- to 5-year strategic plan for both the District and the services it provides within the overarching goals of the 2020/21 NSW Health Strategic Priorities.

District-wide planning processes and documentation is also in place, covering:

- Detailed plans linked to the Strategic Plan for the following:
 - Asset management
 - Asset management plan (AMP)
 - Strategic asset management plan (SAMP)
 - Information management and technology
 - Research and teaching
 - Workforce management
- Local Health Care Services Plan
- Corporate Governance Plan *(Not fully implemented. Refer qualification on page 13)*
- Aboriginal Health Action Plan

STANDARD 4: MONITORING FINANCIAL AND SERVICE DELIVERY PERFORMANCE

Role of the Board in relation to financial management and service delivery

The District is responsible for ensuring compliance with the NSW Health Accounts and Audit Determination and the annual Ministry of Health budget allocation advice.

The Chief Executive is responsible for confirming the accuracy of the information in the financial and performance reports provided to the Board and those submitted to the Finance and Performance Committee and the Ministry of Health and that relevant internal controls for the District are in place to recognise, understand and manage its exposure to financial risk.

The Board has confirmed that there are systems in place to support the efficient, effective and economic operation of the District, to oversight financial and operational performance and assure itself financial and performance reports provided to it are accurate.

To this end, Board and Chief Executive certify that:

- The financial reports submitted to the Finance & Performance Committee and the Ministry of Health represent a true and fair view, in all material respects, of the District's financial condition and the operational results are in accordance with the relevant accounting standards
- The recurrent budget allocations in the Ministry of Health's financial year advice reconcile to those allocations distributed to units and cost centres.
- Overall financial performance is monitored and reported to the Finance and Performance Committee of the District.
- Information reported in the Ministry of Health monthly reports reconciles to and is consistent with reports to the Finance and Performance Committee.
- All relevant financial controls are in place.
- Write-offs of debtors have been approved by duly authorised delegated officers.

Service and Performance

A written Service Agreement was in place during the financial year between the Board and the Secretary, NSW Health, and performance agreements between the Board and the Chief Executive, and the Chief Executive and all Health Executive Service Members employed within the District.

The Board has mechanisms in place to monitor the progress of matters contained within the Service Agreement and to regularly review performance against agreements between the Board and the Chief Executive.

The Finance and Performance Committee

The Board has established a Finance and Performance Committee to assist the Board and the Chief Executive to ensure that the operating funds, capital works funds, resource utilisation and service outputs required of the District are being managed in an appropriate and efficient manner.

The Finance and Performance Committee receives monthly reports that include:

- Financial performance of each major cost centre
- Subsidy availability
- The position of Restricted Financial Asset and Trust Funds
- Activity performance against indicators and targets in the performance agreement for the District

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- Advice on the achievement of strategic priorities identified in the performance agreement for the District
 - Year to date and end of year projections on capital works and private sector initiatives.

Letters to management from the Auditor-General, Minister for Health, and the NSW Ministry of Health relating to significant financial and performance matters, are also tabled at the Finance and Performance Committee.

During the 2020-21 financial year, the Finance and Performance Committee was chaired Non-Executive Board Member Neville Parsons and comprised of:

- John Barrett, Non-Executive Board Member
- Stewart Dowrick, Chief Executive)
- John Slaven (Director Financial Operations and Asset Management)
- Kathleen Ryan (Director Clinical Governance and Information Services)
- Vicki Simpson (Director Nursing Midwifery and Service Reform)
- Kimberley Sayner (Director Internal Audit, Risk and Compliance)
- Kate Vandoros (Associate Director Financial Operations and Asset Management) [insert name and title]

The Chief Executive and Director of Finance attended all meetings of the Finance and Performance Committee except where on approved leave.

STANDARD 5: MAINTAINING HIGH STANDARDS OF PROFESSIONAL AND ETHICAL CONDUCT

The District has adopted the NSW Health Code of Conduct to guide all staff and contractors in professional conduct and ethical behaviour.

The Code of Conduct is distributed to, and signed by, all new staff and is included on the agenda of all staff induction programs. The Board has systems and processes in place to ensure the Code is periodically reinforced for all existing staff. Ethics education is also part of the District's learning and development strategy.

The District has implemented models of good practice that provide culturally safe work environments and health services through a continuous quality improvement model.

There are systems and processes in place and staff are aware of their obligations to protect vulnerable patients and clients – for example, children and those with a mental illness.

The District has implemented the NSW Health Services Aboriginal Cultural Engagement Self-Assessment Tool (ACESAT) and has action plans in place to support the District in meeting the six Aboriginal specific actions of the National Safety & Quality Health Service Standards. *(Not fully implemented. Refer qualification on page 14)*

The Chief Executive, as the Principal Officer, has reported all instances of corruption to the Independent Commission Against Corruption where there was a reasonable suspicion that corrupt conduct had, or may have, occurred, and provided a copy of those reports to the Ministry of Health.

During the 2020-21 financial year, the Chief Executive reported six cases to the Independent Commission Against Corruption.

Policies and procedures are in place to facilitate the reporting and management of public interest disclosures within the District in accordance with state policy and legislation, including establishing reporting channels and evaluating the management of disclosures.

During the 2020-21 financial year, the District reported three of public interest disclosures.

The Board attests that the District has a fraud and corruption prevention program in place.

STANDARD 6: INVOLVING STAKEHOLDERS IN DECISIONS THAT AFFECT THEM

The Board seeks the views of local providers and the local community on the District's plans and initiatives for providing health services, and also provides advice to the community and local providers with information about the District's plans, policies and initiatives.

The Mid North Coast Aboriginal Health Accord 2019-2023 (The Accord) has brought together five key health agencies in a shared leadership model and renewed cooperation to improve the health of Aboriginal communities on the Mid North Coast. The partners to the Accord are:

- Durri Aboriginal Corporation Medical Service (Kempsey)
- Galambila Aboriginal Health Service Incorporated (Coffs Harbour)
- Mid North Coast Local Health District
- Healthy North Coast (North Coast Primary Health Network (North Coast Primary Health Network))
- Werin Aboriginal Medical Centre (Port Macquarie)

This Accord aligns with Aboriginal Health Plans at State and National levels and represents the next step at the regional and local level to improve Aboriginal health outcomes. It seeks to bring about necessary improvements in health service delivery for the Aboriginal community of the Mid North Coast through collective action. It rests on the notion that Aboriginal health is everybody's business, and that well planned and targeted activity from many stakeholders working together has greater potential for success than each agency acting alone.

The vision of the partners under the Accord is optimal health and wellbeing for Aboriginal people on the mid north coast. There are five (5) overarching **principles** guiding the partnership under the Accord as follows:

- **Partnership, Not Competition:** We are not competitors in the provision of health care for Aboriginal people on the Mid North Coast, we are Partners.
- **Leadership for Health:** Strong leadership in healthcare is required on the Mid North Coast to bring about necessary Aboriginal health reform .
- **Innovation and Creativity:** Creative exploration of new solutions to old problems will be the spirit needed for success in improving Aboriginal health outcomes.
- **Quality and Excellence:** The pursuit of constantly improving health services and the achievement of best possible health practice is central to the Accord.
- **Equity in Healthcare:** The Aboriginal community requires improved access to quality healthcare if current poor health outcomes are to be reversed.

Mid North Coast Aboriginal Health Authority under the Accord

The New Accord 2019-2023 was signed in 2020. The Mid North Coast Aboriginal Authority (the Authority), comprising the CEOs of each of the Accord Partners, is a dedicated working committee giving effect to the Accord vision. The Authority meets a minimum of three times per year.

In addition to the above, the following Clinical Networks operational partnership committees are in place:

Galambila Aboriginal Health Service and Coffs Clinical Network Strategic Working Group. The Working Group provides guidance and engagement on the delivery of health services to ensure the needs of the local Aboriginal communities; are culturally safe and appropriate with smooth transitions in care between service providers. Priority areas for the Group are to identify service gaps in the Aboriginal

Communities and work in partnership to improve on the Aboriginal health service deliverables and health outcomes.

Consultation completed for the Macksville and Bellingen Hospitals Aboriginal Health Strategic and Collaboration Working Group to commence in 2021/22. The purpose of this Working Group is to provide guidance on the delivery of health care and services for the local Aboriginal Communities in the Nambucca and Bellingen Valleys; provide advice and support for the cultural safety and security of Aboriginal patients and clients to assist with smooth transitions in care between service providers

Hastings Macleay Clinical Networks has two committees, the Kempsey District Hospital Aboriginal Advisory and the Port Macquarie Base & Wauchope District Memorial Hospital Aboriginal I Advisory Committee and they act as a conduit between the hospital and the Aboriginal community bring the Aboriginal voice to the table to support community engagement, consultation into the planning, and delivery of culturally responsive health services for the Aboriginal community.

MNCLHD's liaison with other agencies, development of local partnerships and consumer and community engagement

MNCLHD is committed to continued development of our approach to consumer and community engagement to ensure the needs of the community are central to health service planning and health care decisions. We recognize consumers, their families, carers and community members as partners in care and value their positive contributions to improve quality of care and the health and wellbeing of the local community.

MNCLHD Partnering with Consumers Program outlines the community consultative committee structure including: The Community Engagement Sub Committee (of the Governing Board), Community Reference Groups in each Clinical Network, and Community Connection Forums. The Community Engagement Sub Committee determines the strategies and opportunities to engage with the community, monitors progress towards achieving the National Safety Quality Health Standards, NSW Health directives, and the LHDs strategic priorities in relation to community/consumer engagement.

The Community Reference Groups provide advice to the Governing Board on health service needs and current service delivery models. Local Community Connection Forums in recent times have been held virtually. This forum provides an opportunity for local community groups to receive information about local health services and the current COVID-19 situation.

MNCLHD engages consumer and community representatives across a variety of activities including:

- Committees (steering, advisory, reference, working groups)
- Consultations, forums, focus groups and workshops
- Selection and recruitment panels
- Special projects (such as new capital developments)

Examples from Mental Health and Integrated Care (MHIC) include but are not limited to:

- Combined Board Meeting MNCLHD and NCPHN (Reporting/attend as LHD Executive portfolio holder for primary care);
- Attend and report as required to the MNCLHD Community Engagement Sub-Committee
- MNCLHD Mental Health Consumer Advisory Group (initiate, resource, support)
- LEOS "Lived Experience Of Suicide Advisory Group (initiate, resource, support)
- Drug and Alcohol Consumer and Carer Liaison meeting (initiate, resource, support)
- Mental Health Carers Support and Education Group (Port Macquarie)
- North Coast Collective Mental Health Collaborative (Government and NGO partners – joint planning and projects)

Corporate Governance Attestation Statement

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1 July 2020 to 30 June 2021



- Healthy Kids Bus Stop (HKBS): Continued partnership with Royal Far West for outreach health screening collaborative visits. Post visit surveys and communication with consumers attended and reported
- Mid North Coast (MNC) Youth Health Framework (YHF) Working Party

Aboriginal Health & Primary Partnerships

- Healthy Communities Advisory Committee oversees the work of Healthy Communities Mid North Coast (Healthy Communities) with a focus on building healthy communities based on the health promotion process. Healthy Communities is a collaborative committee with Local Health District and key government agency representation (Healthy North Coast, Education, TAFE NSW, local government etc.) and community representatives. As a regional action and advocacy group, Healthy Communities works to build capacity for preventive health among regional leaders, and to support community-led preventive health initiatives through programs such as the Innovation Fund - a small community grants program
- Health Promotion Program Advisory and Working groups eg. Parents in Child Nutrition Informing Community (PICNIC) 3-6 Working Group
- Attend and report as required to the MNCLHD Community Engagement Sub-Committee

Information on the key policies, plans and initiatives of the District and information on how to participate in their development are available to staff and to the public at <https://int.mnclhd.health.nsw.gov.au/> and <https://mnclhd.health.nsw.gov.au/>.

The District has the following in place:

- A consumer and community engagement plan to facilitate broad input into the strategic policies and plans. *(Not fully implemented. Refer qualification on page 14)*
- A patient service charter established to identify the commitment to protecting the rights of patients in the health system.
- A Local Partnership Agreement with Aboriginal Community Controlled Health Services and Aboriginal community services.
- Mechanisms to ensure privacy of personal and health information.
- An effective complaint management system.

STANDARD 7: ESTABLISHING SOUND AUDIT AND RISK MANAGEMENT PRACTICES

Role of the Board in relation to audit and risk management

The Board is responsible for supervising and monitoring risk management by the District and its facilities and units, including the system of internal control. The Board receives and considers all reports of the External and Internal Auditors for the District, and through the Audit and Risk Management Committee ensures that audit recommendations and recommendations from related external review bodies are implemented.

The District has a current Risk Management Plan that identifies how risks are managed, recorded, monitored and addressed. It includes processes to escalate and report on risk to the Chief Executive, Audit and Risk Committee and Board.

The Plan covers all known risk areas including:

- Leadership and management
- Clinical care and patient safety
- Health of population
- Finance (including fraud prevention)
- Communication and information
- Workforce
- Legal
- Work health and safety
- Environmental
- Security
- Facilities and assets
- Emergency management
- Community expectations

Audit and Risk Management Committee

The Board has established an Audit and Risk Management Committee, with the following core responsibilities:

- to assess and enhance the District's corporate governance, including its systems of internal control, ethical conduct and probity, risk management, management information and internal audit
- to ensure that appropriate procedures and controls are in place to provide reliability in the District's financial reporting, safeguarding of assets, and compliance with the District's responsibilities, regulatory requirements, policies and procedures
- to oversee and enhance the quality and effectiveness of the District's internal audit function, providing a structured reporting line for the Internal Auditor and facilitating the maintenance of their independence
- through the internal audit function, to assist the Board to deliver the District's outputs efficiently, effectively and economically, so as to obtain best value for money and to optimise organisational performance in terms of quality, quantity and timeliness; and
- to maintain a strong and candid relationship with external auditors, facilitating to the extent practicable, an integrated internal/external audit process that optimises benefits to the District.

The District completed and submitted an Internal Audit and Risk Management Attestation Statement for the 12-month period ending 30 June 2021 to the Ministry with exception.

The Audit and Risk Management Committee comprises three members, all are independent and appointed from the NSW Government's Prequalification Scheme for Audit and Risk Committee Independent Chairs and Members.

QUALIFICATIONS TO THE GOVERNANCE ATTESTATION STATEMENT

Item: Standard 1: Establish Robust Governance and Oversight Frameworks: The Board also has a mechanism in place to gain reasonable assurance that the District complies with the requirements of all relevant government policies and NSW Health policy directives and policy and procedure manuals as issued by the Ministry of Health.

Qualification

- The District does not have an Intellectual Property Committee established, as required by PD2005_370 Intellectual Property Arising from Health Research - Policy - NSW Department of Health.

Progress

- PD2005_370 does state that LHD may utilise an existing committee to carry out the IP Committee's functions, such as the research committee, provided that the membership of such a committee is in accordance with this policy. The District is in the process of establishing a MNCLHD Research Governance Committee which will address this policy requirement. The Director Research and Knowledge Translation has raised this issue with the NSW Office of Health and Medical Research and the OHMR is aware of the need to assist rural LHDs in matters of intellectual property and commercialisation.

Remedial Action

- The District will work to expand the Terms of Reference and utilise the exiting Research Committee to support the intent of the IP Committee's function. In the interim the Director Research and Knowledge Translation and the Commercial Manager Strategy Contracts and Procurement, where required, will make an initial assessment of intellectual property issues arising from MNCLHD research and do so in line with and reference to PD2005_370 Intellectual Property Arising from Health Research - Policy - NSW Department of Health. Where further information or expertise will be required, consultation will be undertaken via the business owner with the NSW Office of Health and Medical Research and necessary Legal expertise engaged via the NSW Legal Panel. Neither the MNLCHD Commercial Manager Contracts and Procurement or the Director Research and Knowledge Translation are IP specialists – hence the need for LHD business owners to seek legal advice through the MoH Legal Panel.

Item: Standard 1: Establish Robust Governance and Oversight Frameworks: The Board also has a mechanism in place to gain reasonable assurance that the District complies with the requirements of all relevant government policies and NSW Health policy directives and policy and procedure manuals as issued by the Ministry of Health.

Qualification

- The District's Internal Audit Quality Assurance Review (QAR) was originally due in 2020 and was not completed until May 2021.

Progress

- An independent QAR was conducted by the Institute of Internal Auditors (IIA) Australia in May 2021.

Remedial Action

- There were compensating controls in place during this period and the independent QAR conducted by the IIA Australia in May 2021, confirms 94% conformance to Standards. The matter was also reported to the NSW Ministry of Health.

Item: Standard 2 Ensuring Clinical Responsibilities are Clearly Allocated and

Understood: The District has adopted the Decision Making Framework for NSW Health Aboriginal Health Practitioners Undertaking Clinical Activities to ensure that Aboriginal Health Practitioners are trained, competent, ready and supported to undertake clinical activities.

Qualification

- MNCLHD has not yet adopted the NSW Health Decision Making Framework for Aboriginal Health Workers to Undertake Clinical Activities.

Progress

- The District has commenced the MNCLHD Aboriginal Health Worker/ Practitioner Project and is on-track to implement the NSW Health Decision Making Framework for Aboriginal Health Workers to Undertake Clinical Activities in FY 2021-22.

Remedial Action

- The District supports the NSW Health Good Health-Great Jobs Aboriginal Workforce Strategic Framework 2016-2020 that includes guidance in relation to Aboriginal Health Worker (AHW) and Aboriginal Health Practitioner (AHP) roles. Following the NSW Health State-wide Review of the AHP role in 2019-2020 and inclusion of a new Service Agreement (SA) Key Performance Indicator (KPI) for all Local Health Districts (LHDs) MNCLHD (People and Culture Directorate in partnership with Aboriginal Health and Primary Partnership Directorate) commenced the MNCLHD Aboriginal Health Worker/ Practitioner Project.

Item: Standard 3 Setting the Strategic Direction for the Organisation and its

services: District-wide planning processes and documentation is also in place, covering: Corporate Governance Plan.

Qualification

- For the 2020-21 financial year MNCLHD was working towards the development of a Corporate Governance Framework, combining responsibilities, policies, guidelines and accountability for the administration of corporate governance across the District.

Progress

- A draft Corporate Governance Framework has been developed and endorsed by the Senior Executive Team, and is being presented to the Governing Board on 14 July 2021 for final endorsement.

Remedial Action

- The District has adhered to the NSW Health Corporate Governance Compendium during the development of a MCNLDH specific document.

Item: Standard 5 Maintaining High Standards of Professional and Ethical Conduct:

The District has implemented the NSW Health Services Aboriginal Cultural Engagement Self-Assessment Tool (ACESAT) and has action plans in place to support the District in meeting the six Aboriginal specific actions of the National Safety & Quality Health Service Standards.

Qualification

- The District is working towards fully implementing the ACESAT and having action plans in place where applicable for Directorates/Networks and will strengthen our cultural engagement in building culturally safe, secure and accessible services for the Aboriginal community.

Progress

- The District has endorsed the NSW Health Services ACESAT, and the ACESAT has been uploaded to the Quality Audit Reporting System (QARS) by the Clinical Excellence Commission. MNCLHD Directorates/Networks are completing Self Assessments and Action Plans directly in QARS, supported by ACESAT in-services conducted by the Aboriginal Health Strategy Unit (AHSU). In addition, the AHSU also provide quarterly reports on the progress of the ACESAT to the Close the Gap Board Subcommittee and developing a User Guide.

Remedial Action

- Not applicable.

Item: Standard 6 Involving Stakeholders in Decisions that Affect Them: The District has the following in place: A consumer and community engagement plan to facilitate broad input into the strategic policies and plans.

Qualification

- For the 2020-21 financial year the District did not have a Community Engagement Plan in place. The previous consumer and community engagement framework guided practice and National Standards and State guideline.

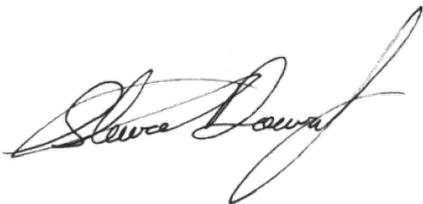
Progress

- The District is progressing a Partnering with Consumers Framework it is a three tiered approach with overarching framework, a guide to hearing the voice of the consumer and a toolkit. These documents are undergoing significant development and consultation, and for endorsement following confirmation of the new strategic directions expected to be November 2021.

Remedial Action

- The District has adhered to the previous consumer and community engagement framework, Partnering with Consumers National Standard and the Evaluating the Human Experience NSW Health State guide line released sept 2020 to guide practice during the development of the MNCLHD Partnering with Consumers Framework.

Signed:



Stewart Dowrick
Chief Executive

Date 28/07/2021



Kimberley Sayner
Chief Audit Executive

Date 26 July 2021