

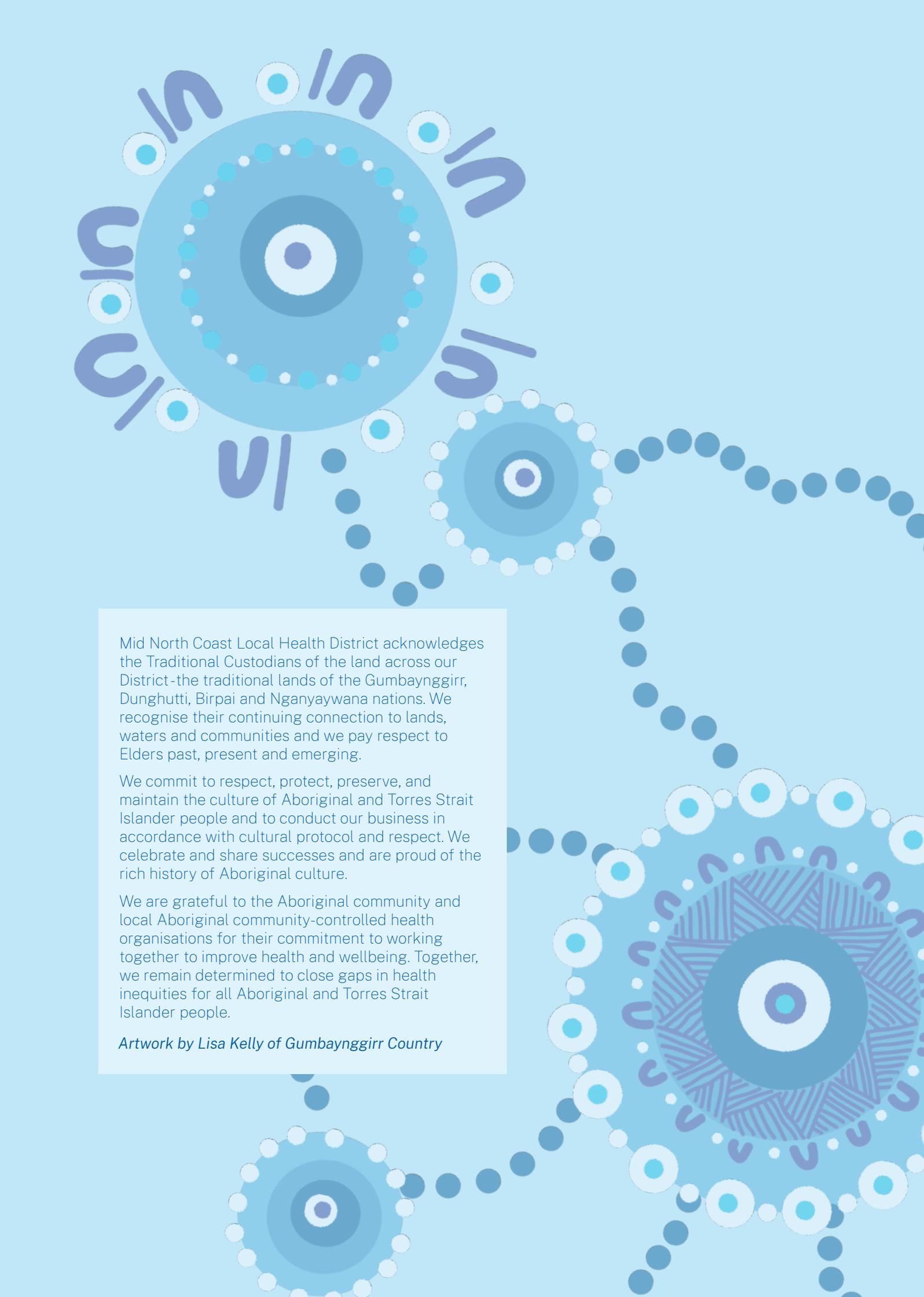


CARING FOR OUR COMMUNITY

Mid North Coast Local Health District
2023-24 Year in Review



Mid North Coast
Local Health District



Mid North Coast Local Health District acknowledges the Traditional Custodians of the land across our District-the traditional lands of the Gumbaynggirr, Dunghutti, Birpai and Nganyaywana nations. We recognise their continuing connection to lands, waters and communities and we pay respect to Elders past, present and emerging.

We commit to respect, protect, preserve, and maintain the culture of Aboriginal and Torres Strait Islander people and to conduct our business in accordance with cultural protocol and respect. We celebrate and share successes and are proud of the rich history of Aboriginal culture.

We are grateful to the Aboriginal community and local Aboriginal community-controlled health organisations for their commitment to working together to improve health and wellbeing. Together, we remain determined to close gaps in health inequities for all Aboriginal and Torres Strait Islander people.

Artwork by Lisa Kelly of Gumbaynggirr Country

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OUR DISTRICT

Our Vision

Building thriving communities
through excellence in
people-centred healthcare

2023-24 SNAPSHOT



149,080

Emergency
Presentations



25,183

Operations



12,995

MNC Virtual Care
Referrals



2,199

Babies Born



5,000

Employees

About Us

Mid North Coast Local Health District (MNCLHD) extends from the Port Macquarie-Hastings Local Government Area in the south to Coffs Harbour Local Government Area in the north and provides healthcare services across a geographic area of approximately 11,335 square kilometres.

Traditional custodians of the land covered by the District are the Gumbaynggirr, Dunghutti, Birpai and Nganyaywana nations. Based on the NSW Government Department of Planning population estimates (2022), in 2024 it is estimated that more than 231,346 residents live within the District. People of Aboriginal and Torres Strait Islander heritage make up approximately 8.2 per cent of the population.

An estimated 13 per cent of residents were born overseas. Coffs Harbour has a growing number of refugees settling in the area. The main refugee communities include Afghani, Sudanese, Burmese, Congolese, Togolese, Sierra Leone, Ethiopian, Eritrean and Somali. Smaller numbers of migrants also reside in Laurieton, Wauchope and Port Macquarie.

Over the next decade, the District's population is expected to increase by about seven per cent. The largest increases are being projected for the Coffs Harbour and Port Macquarie-Hastings local government areas.

The Mid North Coast has groups of people who experience greater levels of disadvantage, including Aboriginal and Torres Strait Islander people and refugees, people on low incomes, and people living in small, isolated communities. All of these groups are at risk of poorer health outcomes, risk factors such as increasing weight and obesity, low levels of physical activity, poor diet and the number of people who continue to smoke.

The main health issues facing the District are mental health illnesses, cancer rates and chronic age-related illnesses such as cardiac, pulmonary, diabetes, renal disease and dementia.

The MNCLHD managed a budget of more than \$827.5 million in 2023-24.

MNCLHD is committed to building thriving communities through excellence in people-centred healthcare. Our 5,000 dedicated staff members, our most valued asset, deliver safe and effective services to meet the evolving needs of the Mid North Coast community. Their expertise and compassion, ensure high-quality, adaptable care for every individual we serve.



Mid North Coast Local Health District



Key Achievements



Launched the MNCLHD Aboriginal Health Strategic Framework 2024-2034 to guide how we plan, implement and evaluate our actions to ensure they are culturally safe, appropriate and effective and link to important policies, plans and directions.



Embarked on a successful recruitment drive in the United Kingdom and recruited more than 130 Registered Nurses to join the MNCLHD across most facilities and a variety of clinical settings.



Opened a Low-Risk Chemotherapy and Immunotherapy clinic at Kempsey District Hospital providing ease of access and reduced cost and travel time for residents of Kempsey and surrounds.



Launched the MNCLHD Sustainable Healthcare Framework and Implementation Plan Towards 2030 outlining the District's vision for a best practice low carbon, low waste, climate resilient health system which continues to focus on excellence in people-centred healthcare.



Launched the community-informed North Coast Youth Vaping Action Plan in collaboration with North Coast Population and Public Health and Northern NSW Local Health District.



Achieved recognition in the 2024 NSW Health Awards with the Dried Blood Spot Validation Study project winning the Health Innovation category. This project was a collaboration between North Coast Population and Public Health, Justice Health, the Forensic Mental Health Network, NSW Health Pathology and NSW Health.



Collaborated in the establishment of the Mid North Coast Rural Health and Medical Research Foundation. The independent legal entity will capture philanthropic funding for health and medical research.



Launched the MNCLHD Commitment to Preventing Racism district-wide initiative designed to reduce staff experiences of racism and improve cultural safety for all. The initiative is focused on building conscious leadership and strong peer support, enhancing awareness and education, and redesigning systems and processes.



Introduced the Emergency Mental Health and Addiction Assessment Response Team (EMHAART) at Port Macquarie and Coffs Harbour hospitals, providing a centralised intake, triage, assessment and referral for all mental health, alcohol and other drugs services to ensure seamless transfer of care.



Opened a rooftop helipad at Port Macquarie Base Hospital and commenced construction of a ground-level car park as part of a \$33.7 million Helipad and Car Park project to enhance accessibility to local health services.



Key Achievements - Reflections

Mid North Coast Local Health District is committed to the ongoing provision of excellent, patient-centred healthcare for our community and our staff have continued to show dedication and resilience in delivering this.

In the past 12 months, we've continued to transform and innovate through a period of unprecedented demand, while responding to a changing healthcare landscape.

Embracing innovation and change and fostering new and improved ways of delivering care has helped our District to deliver on its commitment of best practice healthcare.

We've embraced projects and enhanced programs with a focus on our people, inclusion and diversity.

Our strengthened focus on priority areas of recruitment, workplace culture, financial and environmental sustainability have seen us continue to be regional healthcare leaders.

We've continued to work closely with our partner organisations to improve health outcomes for our communities across the Mid North Coast.

Capital works projects included the opening of the rooftop helipad at Port Macquarie Base Hospital and subsequent expansion of the carpark which on track for completion in early 2025.

The achievements of our teams were recognised at the 2024 MNCLHD Excellence Awards which showcased innovation, collaboration, leadership and dedication to continuous improvement in healthcare.

We celebrated our nursing team at Dorrigo Multipurpose Service who were named Team of the Year in the 2023 NSW Excellence in Nursing and Midwifery Awards for epitomising the qualities of rural connection and community care.

Our local health district partnered with NSW Health Pathology, NSW Health, Justice Health and the Forensic Mental Health Network to validate the Dried Blood Spot (DBS) test for diagnosing hepatitis C (HCV) which was a recipient of the Health Innovation category of the 2024 NSW Health Awards.

The Daalbirrwirr Gamambigu (Safe Children) model of care team and Lymphoedema Prevention and Early Intervention Program were also finalists in the Excellence in Aboriginal Healthcare Award and Keeping People Healthy categories respectively.

We had three finalists in the 2024 NSW Excellence in Nursing and Midwifery Awards with Kathleen Bohannon recognised in the Aboriginal Nurse/Midwife of the Year category and Angela Sercombe and Christopher Hammond from Coffs Harbour Health Campus in the Healing Heart Consumer category.

We continued to embed Aboriginal health into our core responsibilities with the launch of the MNCLHD Aboriginal Health Strategic Framework 2024-2034 and ongoing focus on providing culturally safe healthcare services.

We've embarked on a successful recruitment drive in the United Kingdom where we recruited more than 130 registered nurses to join our ranks, many of whom have already commenced at our healthcare sites.

Our dedicated volunteers continue to be the heartbeat of our local health district and we are endlessly grateful for their contributions in helping the community and supporting our local hospitals.

We also recognise the outstanding work of our 5,000 staff who strive every day to improve health outcomes for our patients and consumers. It is through their ongoing efforts and compassion that our district can achieve these remarkable achievements.



Our Governing Board



Peter Treseder AO
Board Chair



The Hon Luke Hartsuyker
Deputy Chair



Dr Jenny Beange



Michael Coulter



Gary Humphreys



Susan McGinn



Dr Shehnarz
Salindera



Tracy Singleton



Jenny Zirkler

The Mid North Coast Local Health District Governing Board is responsible for establishing and overseeing an effective governance risk management framework, collaborating with key stakeholders on its strategic directions and ensuring high standards of professional and ethical conduct are maintained.

The Board engages with providers and the community in decisions that affect them, monitors the service delivery and financial performance of the agency against its targets and holds the Chief Executive accountable for their performance.

Our Executive Team



Jill Wong
Acting Chief Executive



Dr Andrew Bailey
Director Research and
Knowledge Translation



Desiree Blackett
Acting Director
People and Culture



Jo Campbell
Acting Hastings Macleay
Clinical Network Coordinator



Dr Valerie Delpuch
Director North Coast
Population and Public Health,
Sustainable Healthcare



Lydia Dennett
Coordinator Coffs
Clinical Network



Sarah Fox
Acting District Director Integrated
Mental Health, Alcohol and
Other Drugs



Carolyn Guichard
Acting Director
Communications and
Strategic Relations



Dr Philip Hoyle
District Director Medical
Services and Clinical
Governance



Penny Jones
Acting District Director
Nursing, Midwifery
and HSFAC



Robyn Martin
Director Aboriginal
Health and Primary
Partnerships



Melanie Mearns
Director Internal
Audit and Risk



Kate Meredith
Acting District Director
Integrated Care, Allied Health
and Community Services



John Slaven
District Director Finance
and Performance



Ian Treweek
District Director
Digital Health

As we look ahead to 2024-25, Mid North Coast Local Health District has transitioned to an acting Chief Executive following Stewart Dowrick leaving NSW Health after a career spanning more than 30 years, with the past 14 years as the Chief Executive.

Jill Wong will be the Chief Executive in the interim period with recruitment for the permanent role scheduled to commence in early 2025.

Between now and then, our local health district has a range of challenges ahead and wonderful opportunities to showcase our excellence, innovation and commitment to building a thriving community through excellence in people-centred health care.

In the past year, there have been changes within our Executive Team. This Executive Team brings a wealth of expertise and experience to the District and is committed working cohesively and collaboratively with all staff to build on our strengths, understand our challenges and collaborate on effective solutions.

The team will continue to work with the acting Chief Executive to lead and reset the organisation for its future success.

Together, we will continue to make a meaningful difference to the lives of the people we serve and the community of the Mid North Coast – a community that we are all a part of.

Our Executive Team 2023-24



Stewart Dowrick
Chief Executive



Dr Andrew Bailey
Director Research and
Knowledge Translation



Jo Campbell
Acting Hastings Macleay
Clinical Network Coordinator



Dr Valerie Delpech
Director North Coast
Population and
Public Health



Lydia Dennett
Coordinator Coffs
Clinical Network



Vanessa Edwards
Director Communications
and Strategic Relations



Carolyn Heise
District Director Nursing,
Midwifery, Sustainable
Healthcare and HSFAC



Dr Philip Hoyle
District Director Medical
Services and Clinical
Governance



Penny Jones
Director Integrated Mental
Health, Alcohol and
Other Drugs



Robyn Martin
Director Aboriginal
Health and Primary
Partnerships



Melanie Mearns
Director Internal Audit
and Risk



Taresa Rosten
Director People
and Culture



John Slaven
District Director Finance
and Performance
from January 2024



Ian Treweek
District Director
Digital Health



Jill Wong
District Director Integrated
Care, Allied Health and
Community Services

As at 30 June 2024

Our Health Care Teams



Our Community



Our Volunteers

Celebrating Our Volunteers

Volunteers are the heartbeat of the Mid North Coast Local Health District (MNCLHD). Their enthusiasm inspires support from our generous community towards fundraising efforts. The tens of thousands of hours volunteers give towards hospital staff and patients is a testament to their dedication to care.

We were thrilled to see volunteers recognised beyond the Mid North Coast for their service. Dee Hunter was added to the NSW Hidden Treasures Honour Roll for her steadfast support of the United Hospital Auxiliaries (UHA). Mrs Hunter volunteers with the BowraMacksville UHA branch, is on the UHA's central executive, and has been a driving force behind the success of the UHA movement in our region.

Heather Edwards, a BowraMacksville UHA member who has dedicated more than 4,700 hours to Macksville District Hospital in the past 12 years, was named our Volunteer of the Year.

Helen Mears retired as President of the Coffs Harbour Pink Ladies after 35 years. Mrs Mears was awarded the Medal of the Order of Australia for her services to the Pink Ladies, Coffs Harbour Hospital, and its patients.

We farewelled several dedicated volunteers in 2024, including Port Macquarie Pink Ladies Judith Rieschke and Freda Weidenbohm, and last year's MNCLHD Volunteer of the Year, Max Heslehurst, a stalwart of Heart Support Australia and Heart Health NSW.

The year also saw plenty of celebrations, including Life Memberships awarded to Heart Health NSW volunteers Jim McClelland and Reg Wilkinson.

The Wauchope Hospital Auxiliary celebrated its 80th anniversary in September.

Our volunteers contributed more than \$700,000 in equipment to our hospitals and community health centres this year.



The Kempsey UHA and Pink Ladies welcomed strong growth in membership while donating \$21,000 worth of equipment to the local hospital.

Port Macquarie's Pink Ladies donated more than \$5,000 to Port Macquarie Base Hospital, and hundreds of hours transporting patients and serving on the wards.

The Dorrigo UHA gifted nearly \$20,000 in equipment to Dorrigo Multi Purpose Service, including hi-low beds, a Sara Steady and Invisa beams.

The Coffs Harbour Pink Ladies gave an astounding \$495,000 towards critical items including vital signs monitors, ultrasounds, vein finders, recliners, infusion pumps and a high-fidelity training mannequin, known as SimMan, designed to mimic human physiology and anatomy for medical training.

Our Nambucca Heads UHA branch donated \$32,500 worth of equipment to Macksville



District Hospital for essential upgrades like laparoscopic equipment and a mobile observation machine.

BowraMacksville UHA raised more than \$100,000 for advanced medical equipment including a microscope, a weigh chair, a perioperative bed, and a paediatric colonoscope.

The Camden Haven UHA raised \$12,000 for equipment donated to Wauchope District Memorial Hospital and Port Macquarie Base Hospital.

Bellingen Hospital and Pink Auxiliary provided \$24,819.39 in equipment and patient comfort items to Bellinger River District Hospital. The donated items included an Arjo bed and three vital signs monitors. Membership has grown to almost 50 volunteers.

We are also grateful for community service clubs, local charities and individuals who contribute to the MNCLHD, including the Jim Bruce Trust, the Lilli Pilli Ladies and the Pink Silks Perpetual Trust whose efforts bring quality care closer to home.

We are honoured to have you all as part of our MNCLHD family.

Directorate Highlights

Aboriginal Health and Primary Partnerships

Aboriginal Health Strategy Unit – Launched the MNCLHD Aboriginal Health Strategic Framework 2024-2034 and embedded the MNCLHD response to the NSW Aboriginal Transformation Agenda.

The Mid North Coast Aboriginal Health Accord was reviewed, and the Mid North Coast Aboriginal Health Authority (MNCAHA) partners re-committed to working together.

Oral Health – The Primary School Mobile Dental Program extended its services to preschools during school holidays. Hosted University of Sydney Bachelor of Oral Health students for six-week placement to support and promote future opportunities in the MNCLHD.

Health Promotion – Launched community-informed North Coast Youth Vaping Action Plan in collaboration with North Coast Population and Public Health and Northern NSW LHD. Established collaborative partnerships with early childhood services and supported playgroup facilitators to co-design self-directed learning modules aimed at building staff capacity to support children and families with evidence-based child feeding practices and nutrition education.



Coffs Clinical Network

Cardiac Device Service – Implemented Cardiac Device (permanent pacemaker) Service in the Coronary Angiography Unit at Coffs Harbour Health Campus under a same day, Criteria Led Discharge model. A mixture of new cardiac devices and generator replacements are undertaken.

Cultural Transformer – Macksville District Hospital received the People and Culture category award in the 2024 MNCLHD Excellence Awards for its employee-led program that embedded strategies to instill a sustained and positive workplace. This included implementation of a Learning from Excellence (LEX) staff reporting system to provide positive feedback to the workforce, daily leadership rounds, Executive attendance at staff meetings and introducing new staff using the “About Me Poster”.

Rapid Recovery Joint Replacement Pathway – The Same-Day Hip and Knee Replacement Surgery program commenced at Coffs Harbour Health Campus. The program supports appropriate patients to undergo hip and knee replacement surgery with the goal to be discharged within 24 hours of surgery. Patients are prepared for surgery through education on pre and post-operative surgery requirements, participate in a rehabilitation prior to and following surgery with clear expectations on length of stay set.

Midwifery-led Continuity of Care – The midwifery-led continuity of care model has safely transitioned from a low-risk model to all-risk model through a partnership with Coffs Harbour Health Campus maternity services and Macksville Aboriginal Maternal Infant Health Services. All birthing women in the Macksville/Nambucca Valley catchment have the opportunity for empowerment and shared decision-making with a primary midwife, on a foundation of culturally appropriate, women-centred and collaborative maternity care close to home, with the service accounting for 20 per cent of all births in the Coffs Clinical Network.

Communications and Strategic Relations

Strategic documents – Delivered a two-year MNCLHD Communications Strategy following a two-staged consultation process with the Leadership Team. Developed a MNCLHD Corporate Governance Framework outlining the responsibilities, policies, guidelines and accountability for the administration of corporate governance across the District.

Film production – The Integrated Multi Media Unit has produced significant materials for the District including videos for the launch of the MNCLHD Aboriginal Health Strategic Framework, Commitment to Preventing Racism campaign, North Coast Vaping Action Plan, Vision Awareness resources in partnership with Blue Sky Community Services and Guide Dogs Australia, the Criteria Led Discharge program and Re-imaging F.A.S.T project video which provides a culturally responsive stroke messaging for Dughutti people.

MNCLHD Excellence Awards – Delivered a revised and cost-effective Awards program with a daytime event to better reflect the contemporary services and projects our District recognises and celebrates.

Digital Health

Vectra 3D Imaging – Port Macquarie Community Health is now equipped with the cutting-edge Vectra 3D Imaging system, a significant advancement in melanoma detection and diagnosis. This installation is part of the Australian Cancer Research Foundation – Australian Centre of Excellence in Melanoma Imaging and Diagnosis (ACRF-ACEMID) Cohort Study, a groundbreaking initiative aimed at improving melanoma outcomes. The Vectra 3D Imaging system offers a non-invasive approach to capturing high-resolution images of suspicious skin lesions. These images, which are processed using cloud computing, provide dermatologists and other healthcare professionals with detailed information about the lesion's size, shape, and colour, aiding in accurate diagnosis and treatment planning.



Email Migration to the Cloud (Microsoft Exchange Online) – In April 2024, the District successfully migrated its email system to Microsoft Exchange Online, a cloud-based platform. This transition brought about several improvements and benefits for users including increased functionality and reliability, improved security and an enhanced webmail experience.

Health Grade Enterprise Network (HGEN) Scheme – MNCLHD is prioritising participation in the statewide Health Grade Enterprise Network (HGEN) scheme which aims to modernise and standardise in-building networking infrastructure across all NSW Health facilities. The District is proactively upgrading its network infrastructure to meet the requirements of the Single Digital Patient Record (SDPR) program. This includes assessment and remediation, network design and phased implementation to provide a secure, reliable, and modern digital healthcare environment for patients and staff.

Finance and Performance

Capital Works and Asset Management – the new and purpose-built rooftop helipad at Port Macquarie Base Hospital was completed in December 2023, strengthening accessibility to health care services and improving safety and efficiency for the region's critically ill patients. Planning has also commenced at Port Macquarie Base Hospital for a \$265 million critical mechanical and clinical infrastructure upgrade.

In collaboration with IT and Clinical teams, the Clinical Information Analytics and Performance (CIAP) team has produced several reports which assist with day-to-day operations of the facilities and assist teams to quickly identify and fix data quality issues. The CIAP team has also begun a process of education across the local health district to improve knowledge and understanding around Activity Based Funding and Management.

District Finance – In collaboration with People and Culture, the District Finance team has formulated a series of financial management introductory training packages to help improve the financial literacy of our leaders.

Hastings Macleay Clinical Network

Midwifery Model of Care – Commencement of a new Midwifery Group Practice (MGP) and Maternity Antenatal Postnatal Service (MAPS) in the Hastings Macleay region. The MAPS model offers midwifery continuity in the antenatal and postnatal periods, while birth care is provided by a core hospital birthing team and the MGP model also commenced in Port Macquarie ensuring all women accessing maternity care locally will have continuity of care with a known midwife.



ED uplift – Approval granted to open the Paediatric ED at Port Macquarie Base Hospital, along with the implementation of Safe Staffing Levels, will see greater access and safer, more timely and appropriate care for our community.

Endobronchial Ultrasound – MNCLHD can now undertake Endobronchial Ultrasound (EBUS) for our community locally, rather than having to travel to tertiary facilities. Introduction of EBUS will enhance the timely and more accurate diagnosis for lung cancer patients through analysis and staging of mediastinal/hilar lymph nodes.

Aboriginal Chronic Care Coordination – Implemented Aboriginal Chronic Care Coordination meeting at Kempsey District Hospital to complement Durri AMS Chronic Care meetings to ensure no Aboriginal patients fall through the gap.

Integrated Care, Allied Health and Community Services

MNC Virtual Care – In collaboration with NSW Ambulance, MNC Virtual Care has grown significantly in 2024 demonstrating its effectiveness in managing health conditions within the community while alleviating pressure on ED resources. By providing early intervention and continuous monitoring, MNC Virtual Care has successfully reduced preventable hospital admissions, enhanced patient outcomes and promoted person-centred care. This program was recognised with the MNCLHD Governing Board Chair's Award.



Kempsey Chemotherapy Outreach

Clinic – A Low Risk Chemotherapy and Immunotherapy clinic was opened at Kempsey District Hospital, providing ease of access and reduced cost and travel time for residents of Kempsey and surrounds. The initiative continues to deliver potentially lifesaving treatment two days per week for people who previously would need to travel to Port Macquarie to access this service. This service was established in consultation with the

local Kempsey community and aims to provide equitable access to these treatments for regional and priority populations.

Enhancing Inclusion in the Health System project – This collaboration between MNCLHD and Blue Sky Community Services resulted in the co-design of more than 20 resources and nine education topics to enhance staff knowledge, understanding and confidence to work with people with disability and their families. Training and education were delivered to more than 1,800 MNCLHD staff with the resources accessible in platforms such as My Health Learning. An evaluation by Charles Sturt University found the project had contributed to improving accessibility and inclusivity of mainstream health services for people with disability and their families in the region.

Integrated Mental Health, Alcohol and Other Drugs

Emergency Mental Health and Addiction Assessment Response Team (EMHAART) – The launch of this innovative rapid response program has reduced patient wait times in emergency departments and inpatient admissions. The program provides prompt and responsive assessment and referral for all mental health, alcohol and other drugs services to ensure a seamless transfer of care. It was the recipient of the Excellence in Mental Health Services category of the MNCLHD 2024 Excellence Awards.



Safeguards – This community outreach service based in Coffs Harbour provides short-term therapeutic interventions and support to young people who are in a mental health crisis across the Mid North Coast. It has contributed to an overall improvement in patient health outcomes on discharge such as reduced distress, improved psychological and social functioning, and increased school attendance.

AOD Clinical Care Standards Roadshows – The Alcohol and Other Drugs service sponsored the Clinical Care Standards roadshow provided by the Centre for Alcohol and Other Drugs for more than 70 clinicians and managers at Coffs Harbour and Port Macquarie. The roadshows provided the opportunity for local NGO and health AOD services to come together to workshop how the NSW AOD Clinical Care Standards enhance safe and person-centred AOD treatment. A whole-of-team approach will be used to map out how to incorporate this further into our work.

Internal Audit and Risk

Internal Audit – We continue to evolve toward a modern internal audit function with the team ideally positioned to provide frank and fearless commentary and feedback focused on potential organisational improvement. Engagement improved in 2023-24, particularly throughout the internal audit planning phase with several engagements conducted to provide valuable, critical and constructive advice. A series of collaborative meetings were initiated where various subject matter experts worked together on Aboriginal health and cultural improvement initiatives. This work will continue throughout 2024-25.

Enterprise-wide Risk Management (ERM) – Weekly risk workshops continued throughout 2023-24. These workshops provide a safe space for staff to actively and openly participate in discussions relating to risk, encouraging staff to share their insights, ideas and suggestions. This initiative was acknowledged with the Risk Manager named the Collaborative Leader of the Year in the 2024 MNCLHD Excellence Awards.

The 2023-25 MNCLHD ERM Framework was endorsed in December 2023 to embed risk management throughout the District and provide a structure that facilitates the use of a consistent process to manage risk whenever decisions are made. Initiatives in the 2024 ERM Plan resulted in an increase in risk maturity, particularly in risk governance methodologies and tools.

North Coast Population and Public Health

Combating syphilis outbreak – The North Coast has experienced a syphilis outbreak since 2022. Following a comprehensive prevention and control campaign led by NCPPH, notifications of infectious syphilis for residents of the Mid North Coast have declined by 74 per cent. We have also been working closely with maternity services to develop a unified clinical process and clear referral pathways for managing syphilis in pregnancy across Mid North Coast and Northern NSW LHDs.

Childhood immunisation – Our Aboriginal Immunisation Liaison officers working closely with primary care providers and key communities have achieved an immunisation coverage for Aboriginal children (under five years) of more than 97 per cent, exceeding the expected NSW target.

Mpox vaccination – Our Sexual Health services collaborated with ACON Northern Rivers to promote vaccination in the most affected communities amid a large Mpox outbreak in NSW. All sexual health clients were alerted through SMS of the need for Mpox vaccination. Working with Healthy North Coast and other partners, several Mpox education sessions were delivered to GPs and hospital medical and nursing staff. All cases of Mpox on the North Coast to date have been promptly identified and managed and, as a result, there is currently no ongoing local transmission.

Positive Adolescent Sexual Health (PASH) – As part of a consortium of 40 network partners, NCPPH coordinated the annual PASH conference that provided education to more than 400 students about sexual health, wellbeing and relationships.



Nursing and Midwifery

Essential Coach-Approach Program (ECAP) –

Implemented a 14-week evidence-based leadership coaching program for 48 of our nursing and midwifery leaders. The program aim is to enhance the development of our leaders in a variety of areas and final reports show a significant improvement in the areas of emotional intelligence and leadership coaching skills. The results also reflect a positive change in how participants view themselves and their roles. In the workplace these results indicate confident and motivated leaders.

Aboriginal Nursing and Midwifery Cultural Mentoring Program (MiM) – In conjunction with NaMO and aligned with the Mentoring in Midwifery (MiM) Program, MNCLHD has developed and led a Cultural Mentoring Program. The program equips Aboriginal nurses and midwives to mentor and further support Aboriginal cadets and trainees while also building their own confidence and leadership capabilities. In 2024, inaugural workshop participants were supported to facilitate the training, further enhancing their professional development, while also expanding the number of Aboriginal Nursing and Midwifery Mentors across the district.

Criteria Led Discharge (CLD) – The project is currently being developed across multiple clinical services within the MNCLHD, with the first phase scheduled for implementation by the end of 2024. CLD empowers clinicians other than the Admitting Medical Officer to discharge patients based on predefined criteria, enhancing patient outcomes through earlier discharges, reducing the risks associated with extended hospital stays and improving overall satisfaction. This initiative streamlines discharge processes, optimises bed availability and boosts operational efficiency by standardising discharge criteria and reducing delays, ultimately improving patient flow and resource allocation across the healthcare system.

Medical Services and Clinical Governance

Establishment of new Directorate – Formed in January 2024 with the appointment of the Director, the Medical Services and Clinical Governance Directorate draws together clinical governance, senior medical workforce and coordination of planned surgery.

Clinical Governance innovation – Reforms to the incident investigation method and establishing robust systems to support short notice accreditation assessment.

Emergency Department review – Undertook a major review of safety in the District's emergency departments which now forms part of a major improvement and renewal project.

People and Culture

Commitment To Preventing Racism – The MNCLHD Commitment to Preventing Racism focuses on building conscious leadership, enhancing awareness and education among employees and consumers, redesigning and implementing appropriate systems and processes for reporting incidents of racism, and building strong peer support to create a positive, inclusive and safe workplace culture.



The MNCLHD Racism. It Stops With Me campaign was launched in March 2024 through registration with the Australian Human Rights Commission as a supporter of the national campaign.

Reward And Recognition Program – Launched the MNCLHD Reward and Recognition Guide to acknowledge the positive contributions our people make to their team, organisation and community. We commenced annual staff Service Awards in late June to recognise years of service starting from the 10-year milestone and continuing in five-year increments. Expansion of the Learning Through Excellence (LEX) program across the LHD provides a pathway for reporting and recording to acknowledge and recognise staff.

Coffee and Conversation Program – Part of the wider Wellbeing Check-in initiative, the program raises awareness of psychological safety and wellbeing for MNCLHD employees. The People and Culture team visits workplaces in the District throughout September for a chat and a complimentary coffee. Staff can visit any of the Check-in hubs during the month to speak with one of the team members and access a wide range of helpful staff resources which support a healthy life and work environment.

Research and Knowledge Translation

Mid North Coast Rural Health and Medical Research Foundation – In a first for a regional or rural local health district, the Directorate undertook a significant body of work to establish the Mid North Coast Rural Health and Medical Research Foundation with the support and expertise of the MNCLHD Governing Board Chair. The Foundation provides a unique and to date unexplored opportunity to proactively capture regional research philanthropy and, in doing so, attract an external source of funding to grow rural health and medical research in our region.

Rural Clinical Trials Growth – The Commonwealth funded *Rural, Regional and Remote Clinical Trial Enabling Program (R3-CTEP)* has funded the appointment of two multi-therapeutic clinical trial coordinators within the District for the next three years, with plans for further recruitment as clinical trial demand grows. These roles have been critical to the growth of MNCLHD clinical trial activity across a broad range of therapeutic areas allowing the District to expand clinical trials in cardiovascular, stroke, respiratory, orthopaedics and intensive care areas. Most importantly, these roles have enabled access to clinical trials previously unavailable to the communities of the Mid North Coast, avoiding the need to travel to metropolitan trial centres.



Memorandum of Understanding with our University Partners – Our District has four universities within its footprint – University of NSW Rural Clinical School, University of Newcastle, Charles Sturt University and Southern Cross University. Each university offers individual areas of research expertise to education, the health system and the MNCLHD.

During the year, Memorandum of Understandings (MOUs) were developed to formalise the partnership between the MNCLHD and each university to reiterate the shared commitment of our institutions and to drive the ongoing strategic growth of this relationship into the future.

While each MOU shares the same philosophy of collaboration, areas of expertise vary between universities and include collaborative research and grant opportunities, clinical placements of medical, nursing, allied health and Aboriginal health students, and interconnected inter professional and academic relationships between health service and university academic staff.

Sustainable Healthcare

As a local health district, the Mid North Coast is dedicated to driving clinical innovations, cost effective healthcare and substantial emissions reductions, targeting a 50 per cent decrease by 2030 and net zero by 2050.

The Sustainable Healthcare Framework and Implementation Plan Towards 2030 was launched in November 2023. This framework outlines actionable steps to deliver high value care, reduce our environmental impact and integrate sustainability into all aspects of healthcare delivery.



The plan underscores our commitment to a healthier future, reinforced by our membership in the Global Green and Healthy Hospital Program and the Royal College of Emergency Medicine's GreenED Framework.

The Rational Investigations Program and Rational Cannulation Program are key clinical care initiatives aimed at minimising waste and unnecessary medical interventions. Initially piloted at Coffs Harbour Health Campus, the program achieved more than \$500,000 in savings in its first year by reducing unnecessary pathology testing, alongside notable greenhouse gas reductions.

The initiative has now been expanded to both Coffs Harbour Health Campus and Port Macquarie Base Hospital emergency departments and intensive care units. Both programs received Ministry of Health grant funding, enabling clinician educators to deliver essential training for these initiatives.



In 2024, MNCLHD successfully secured funding from the MoH Net Zero Hubs initiative for the statewide Emergency Department Hub. This program allows senior staff to step out of clinical practice for one day per week for the next three years to focus on clinical quality improvements, decarbonisation and reduction of unnecessary health spending, positioning MNCLHD as a leader in sustainable healthcare. Together with our involvement in the RCEM GreenED Framework, these initiatives highlight our commitment to developing innovative, sustainable solutions within hospital settings.

Waste reduction is another priority for our local health district. The Gloves Off Campaign encourages staff to limit unnecessary glove use in low-risk situations, improve hand hygiene, reducing single-use plastic waste and costs. Additionally, a PVC Recycling Program is being implemented across the District to divert medical-grade PVC items like IV bags and oxygen masks from landfills, repurposing them into new products and supporting a circular economy in healthcare.

To embed sustainability into everyday operations, the MNCLHD meeting agenda template now includes sustainability as a standing agenda item. In recognition of our staff's contributions, Sustainable Healthcare has been added as a category in the MNCLHD Excellence Awards to celebrate innovative efforts in creating a greener healthcare system.

Through these initiatives, MNCLHD remains dedicated to delivering high value, low carbon, environmentally responsible care, setting a sustainable example for our region and beyond.

Capital Works



PMBH Helipad Relocation and Car Park Project

In late 2023, a new rooftop helipad commenced operations at Port Macquarie Base Hospital, improving the safety and efficiency of transfers of critically ill patients.

The new helipad has special deck lighting which ensures optimal visibility for pilots during landing, especially at night.

The relocation of the helipad to above the hospital's Emergency Department enabled work to begin on transforming the former helipad site into a car park which will provide more than 180 additional parking spaces.

The new street-level car park will ensure safe and convenient access to hospital services for patients, visitors and staff into the future. It is scheduled for completion in early 2025.

Bellinger River District Hospital lift replacement

A new lift was installed at Bellinger River District Hospital over several months to replace the ageing equipment.

The new lift has been welcomed by staff and patients and will play an important role in supporting facility services into the future.



Palliative Care Unit enhancement – Wauchope District Memorial Hospital

Patients, families and carers have benefited from a modernisation and enhancement of palliative care facilities at Wauchope District Memorial Hospital.

The existing palliative care accommodation at the hospital was expanded to provide a single overnight room with ensuite bathroom for carers and families.

The new facilities have helped to create a more home-like environment at the facility, particularly for people who travel long distances from their home to be with their loved ones during this precious time.



Community Engagement



Community engagement and consumer participation plays an important role in achieving better health outcomes and improving the overall performance of the health system.

Input from consumers, their families and carers, the wider community and health consumer organisations provides valuable knowledge and perspectives to shape policies, programs and services.

MNCLHD Local Health Advisory Council

MNCLHD is committed to collaborating with health consumers and communities to enhance health outcomes. We actively invite consumers to participate in assessing, planning, designing, implementing and reviewing solutions to the challenges that affect them, their families and their communities.

We recognise consumers and community members as partners in care, and we value their contributions to improving the quality of care and overall health and wellbeing of our community.

Our commitment is reflected in the MNCLHD Strategic Plan 2022-2032 and the Partnering with Consumers Framework for Patient Safety and Quality 2021-2026, which emphasise our vision of delivering excellence in patient-centred care in partnership with the community.

The MNCLHD Local Health Advisory Council serves as the peak body for consumer engagement, providing vital insights to the Governing Board on local health issues and service planning. Our goal is to align organisational decisions and innovations with the Strategic Plan and Framework ensuring that our services are patient-centred, cost-effective and responsive to community needs and expectations.

In recognition of the invaluable contributions of consumers, carers and community members in shaping meaningful engagement activities, we are committed to providing appropriate remuneration for their time, lived experience and expertise, ensuring their voices are valued and respected. This approach is aligned with the NSW Health Guideline: Consumer, Carer and Community Member Remuneration.

Closing the Gap

Launch of the Aboriginal Health Strategic Framework 2024-2034

In February, the Mid North Coast Local Health District proudly launched the Aboriginal Health Strategic Framework 2024-2034 at Macksville District Hospital.

This initiative reflects the District's ongoing commitment to closing the gap in health outcomes and life expectancy between Aboriginal and non-Aboriginal people.

The framework was developed through extensive consultation with both internal and external partners, as well as the Aboriginal community, ensuring a collaborative and culturally informed approach.

By co-designing the framework, the District seeks to create a roadmap that addresses the unique health needs of Aboriginal people in the region, fostering better health outcomes and wellbeing.

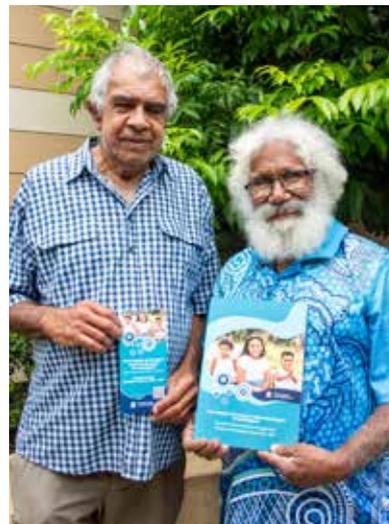
The framework provides a comprehensive guide for planning, implementing, and evaluating health services to ensure they are culturally safe, appropriate and effective.

It highlights the importance of cultural safety and builds on partnerships with local Aboriginal communities to improve healthcare accessibility and quality.

For the first time, the framework titled Darrundaygirr darruyaygam maabu-daariwaygam Girrwaanbigundi incorporates the use of Aboriginal languages; Gumbaynggirr, Gathang and Dhanggati.

The Murrumbidgee Aboriginal Language and Culture Co-Operative and Elders across the District were engaged to translate sections of the MNCLHD Aboriginal Health Strategic Framework into local languages. This collaboration not only highlights the deep connection between language, culture and health but also actively helps to preserve local Aboriginal languages for future generations.

The launch at Macksville District Hospital represents a key milestone in the District's commitment to empowering the Aboriginal population and creating an inclusive healthcare system where all people, regardless of their cultural background, can thrive.



Nyami Jinda Gathering

The Nyami Jinda Wellbeing Gathering, held in Coffs Harbour, was organised by Nyami Gawbarri, Galambila Aboriginal Health Service, the Primary Health Network, iSistaQuit in partnership with staff from the Mid North Coast Local Health District.

The event showcased the strength of community collaboration in promoting cultural wellbeing and fostering strong connections across the Gumbaynggirr nation.

Over the course of two days, more than 180 local Aboriginal and Torres Strait Islander women gathered on Gumbaynggirr Country to engage in a variety of culturally enriching activities.

The gathering featured a Welcome to Country ceremony, traditional dancing by the Jalay Jalay Dance Group and the Giingana Gumbaynggirr Freedom School, guest speeches from Coffs Harbour Health Campus Staff Specialist Dr Marilyn Clarke, a panel of community leaders, and interactive workshops on dance, weaving, and jewellery making.

Participants also received health check-ups, while yarning circles allowed for community consultation on the future delivery of culturally safe services, aiming for more meaningful outcomes for Aboriginal communities.

Inspired by a similar event in Kempsey, the gathering extended cultural learning and health promotion to the Coffs Harbour community and was heralded as an incredible opportunity for Aboriginal women to connect.



New Aboriginal Cancer Support Coordinator role

For the first time, the Mid North Coast Local Health District has implemented the role of Aboriginal Cancer Support Coordinator, with Simone Smith taking on a 12-month pilot position. The position marks a significant step toward providing culturally sensitive support for Aboriginal and Torres Strait Islander patients navigating their cancer journey.

Simone, an experienced Aboriginal Health Worker, will play a crucial role in ensuring that patients receive culturally respectful care, helping them feel safe, supported and empowered throughout their treatment.

In addition to offering direct support to patients, Simone will advocate for improved access to cancer care and work closely with healthcare providers to embed culturally safe practices within the District. This new role represents a vital advancement in addressing health inequities and Closing the Gap in cancer treatment for Aboriginal and Torres Strait Islander communities.

Elsa Dixon Traineeship Program

The Mid North Coast Local Health District welcomed 11 trainees as the newest cohort of Elsa Dixon Aboriginal Employment Grant supported (EDAEG) School Based Traineeship program for 2024-2025.

This program is a key part of the District's commitment to supporting Aboriginal communities, offering year 11 and 12 high school students valuable training opportunities with the aim of increasing Aboriginal representation across all areas of the health sector.



Through this initiative, trainees gain invaluable hands-on experience while combining formal TAFE studies with their Higher School Certificate, working toward achieving Certificate III qualifications in their chosen fields.

As these students embark on their two-year traineeships, they are set to gain nationally recognised qualifications, equipping them with the skills and knowledge needed to excel in healthcare.

We extend our best wishes to the new trainees and look forward to seeing their growth and contributions as they shape the future of local healthcare services.

Recognition and Awards

2024 NSW Humanitarian Award



Multicultural Health Clinical Nurse Consultant Michele Greenwood was recognised for her outstanding contributions in supporting and advocating for the wellbeing of refugees in the Coffs Harbour community.

Michele was awarded a 2024 NSW Humanitarian Award by the NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS) and the Refugee Council of Australia (RCOA).

She was the recipient of the Refugee Supporter category which honoured her work in making the health system more accessible and responsive to the needs of refugees, ensuring that they receive not only medical care but also the dignity and respect they deserve.

2024 NSW Health Awards

Mid North Coast Local Health District partnered with NSW Health Pathology, NSW Health, Justice Health and the Forensic Mental Health Network to validate the Dried Blood Spot (DBS) test for diagnosing hepatitis C (HCV) that was named recipient of the Health Innovation category of the 2024 NSW Health Awards.

The project aims to move HCV DBS testing from research to everyday use and, if successful, will change how this testing is provided to priority groups in Australia.

The Daalbirrurrir Gamambigu (Safe Children) model of care was a finalist in the Excellence in Aboriginal Healthcare Award for their work in providing culturally safe care to Aboriginal children and their families.

The dedicated team of Aboriginal, paediatric and child protection staff from MNCLHD and Sydney Children's Hospitals Network developed the model of care and ran training workshops for NSW Health clinicians and hospital workers.

The model of care is now used in procedural and mandatory training processes across MNCLHD, contributing to a more positive patient experience as they access healthcare.



2024 National Rural and Remote Health Awards

Team Gamanggundi Darrunga-wurruan comprising Aboriginal Health Workers from Macksville District Hospital was a finalist in the 2024 National Rural and Remote Health Awards in the Excellence in Aboriginal and Torres Strait Islander Healthcare category.

The national finalist status recognises the work of Aboriginal Health Workers Ulamila Rokodakunivosa, Natasha Wilson and Breanna Greenup who exemplify excellence at Macksville District Hospital by providing culturally safe, secure and evidence-based care for the Nambucca Valley Aboriginal community.

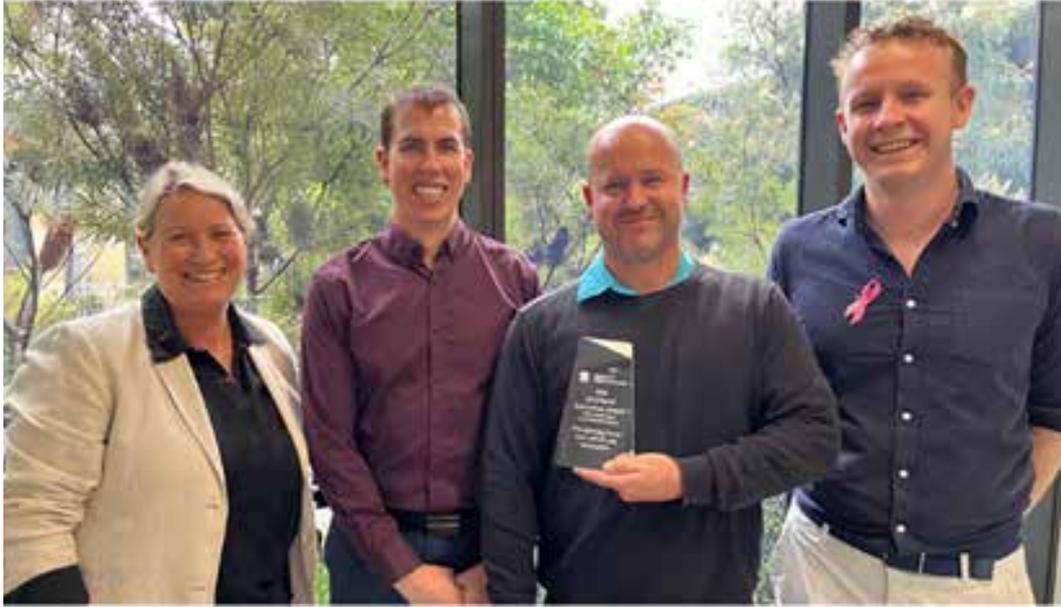
2024 NSW Excellence in Nursing and Midwifery Awards

Nurse Manager Kathleen Bohannon was a finalist in the Aboriginal Nurse/Midwife of the Year category of the 2024 NSW Excellence in Nursing and Midwifery Awards for her work in Aboriginal Health Workforce and Strategy.

Registered Midwife Angela Sercombe and Registered Nurse Christopher Hammond, both from Coffs Harbour, were also finalists in the Healing Heart Consumer Award.

This consumer-nominated award that recognises a nurse or midwife whose compassion, kindness and professionalism stood out for the nominator.

MNCLHD Excellence Awards



ACI Rural Innovation Award

Transforming Cancer Care with AI and Automation project

The ACI Rural Innovation Award is judged by the Rural Health Network and recognises and rewards innovation and models of care that have the potential for broader implementation across other health sectors. It is awarded to each of the eight rural local health districts annually.

The award was wonderful acknowledgement of the Mid North Coast Cancer Institute (MNCCI) team, particularly those involved in this innovation. Represented by Medical Physicists Anthony Karl and Brendan Chick, Radiation Therapist Gareth Livingston, Senior Systems Administrator Bradley Kay and acting Senior District Manager MNCCI Jill Harrington. These staff have led the transformative project in radiation therapy planning with the broader MNCCI team and showcased exploration and innovation grounded in our commitment to patient safety and quality care.

By investigating and safely introducing AI and automation we developed scalable, modular tools that automate routine tasks and enable out-of-hours operations, enhancing workflow efficiency without compromising care quality. As early adopters, our goal is to elevate care standards through technological innovation, ensuring consistent treatment planning and minimising human error, and contributing to consistency in application and strong governance to support scalability of these tools.

People and Culture

Macksville Culture Transformer

Culture Transformer is a workforce transformation culture change program designed to foster a holistic and sustainable shift towards an employee engagement model within Macksville District Hospital. This program brings together multi-dimensional strategies identified by staff to instill a sustained and positive workplace.



Keeping People Healthy

Clear the Clouds (CTC)

CTC is an original resource developed locally, in partnership with clinical teams and consumer insights, and can be easily applied in other health settings. This project represents an innovative approach to tackling the public health priorities of tobacco and vaping, a major risk factor in preventable chronic disease. It fosters collaboration and shared decision making between patients and healthcare teams allowing patients to take control of their health.



Health Research and Innovation

Implementing and Evaluating Midwifery Care

This research innovation successfully brings together global level 1 evidence, multi-level policy and district leaders, clinicians and consumers to collaborate, implement and evaluate midwifery models of care. This research worked in partnership with the University of Newcastle and La Trobe University. It establishes a program to evaluate staff and consumer experience, the impact of clinical outcomes and health economics for midwifery models of care.



Employee Safety and Wellbeing

Time Out Tuesday

Social Work has developed a 30-minute self-care session called 'Time Out Tuesday', to support staff and prevent burnout. The session focuses on welfare and wellbeing. It provides space to debrief after stressful events, such as patient deaths, as well as allowing staff to be vulnerable, ask questions and learn new skills in self-care which enhance both their work and their personal lives.



Transforming the Patient Experience

The Birth of a Regional Network All-Risk Midwifery Group Practice

The rebuild of Macksville District Hospital also saw the birth of a unique and collaborative all-risk midwifery continuity of care model for Macksville, Nambucca and surrounds. By working in partnership with consumers, the local maternity service's Macksville Midwifery Group Practice (MGP) means women in the region now have the opportunity for empowered shared decision-making with a primary midwife, on a foundation of culturally appropriate, women-centred care.



Close the Gap

Daalbirwirr Gamambigu (Safe Children)

The Daalbirwirr Gamambigu Model of Care embeds culturally competent care and improves cultural safety within our services to support Aboriginal children and families presenting at our hospitals. The model of care is a practical toolkit that supports clinicians, management, and executives to improve the cultural appropriateness of health care delivery.



Excellence in Mental Health Services

Emergency Mental Health and Addiction Assessment Team (EMHAART)

The innovative EMHAART model is the future of care for mental health consumers in the emergency department, while also meeting state priorities to maintain care in the community. EMHAART enhances the consumer's experience and reduces risk by providing a multi-disciplinary care model that provides profession-based expertise for assessment and brief crisis intervention. Consumers receive compassionate and respectful care that is trauma-informed and holistically addresses the presenting problem.



Patient Safety

Transforming Cancer Care with AI and Automation

The Mid North Coast Cancer Institute (MNCCI) pioneered a transformative project in radiation therapy planning, grounded in our commitment to patient safety and quality care. By harnessing Artificial Intelligence (AI) and automation, the team developed scalable, modular tools that automate routine tasks and enable out-of-hours operations, enhancing workflow efficiency without compromising care quality. As early adopters, the goal is to elevate care standards through technological innovation, ensuring consistent treatment planning and minimise human error.





Collaborative Leader of the Year

Gary Orange, Risk Manager - Internal Audit and Risk.



Nurse/Midwife of the Year

Stephen Long, Endorsed Enrolled Nurse - Port Macquarie Base Hospital Surgical Ward.



Excellence in Volunteering

Heather Edwards, Assistant Secretary Bowraville Macksville UHA (Award accepted by Dee Hunter).



Employee of the Year

James Bultitude, Health Security Assistant - Macksville District Hospital.



Allied Health Professional of the Year

Deborah Kennedy, Physiotherapist - Transitional Aged Care Program.

Our Facilities

Community Health Centres



Bowraville HealthOne
2 George Street
Bowraville NSW 2449
(02) 6691 1125



Camden Haven HealthOne
Laurie Street
Laurieton NSW 2443
(02) 5525 4760



Nambucca HealthOne
4 Fred Brain Avenue
Nambucca Heads NSW 2448
(02) 6598 6100



Port Macquarie Community Health Centre
Morton Street
Port Macquarie NSW 2444
(02) 6589 2100



South West Rocks Community Health Centre
7-9 Steve Eagleton Drive
South West Rocks NSW 2431
(02) 6561 2990



Woolgoolga Community Health Centre
29 Beach Street
Woolgoolga NSW 2456
(02) 6691 1110

Mid North Coast Cancer Institute



Coffs Harbour Health Campus
Pacific Highway
Coffs Harbour NSW 2450
(02) 6656 5737
Freecall: 1800 209 187



Port Macquarie Base Hospital
Wrights Road
Port Macquarie NSW 2444
(02) 6580 1807

Public Hospitals



Bellinger River District Hospital

1 Church Street
Bellingen NSW 2454
(02) 6659 5800

Bellingen Community Health Centre

(02) 6659 5842



Coffs Harbour Health Campus

345 Pacific Highway
Coffs Harbour NSW 2450
(02) 6656 7000

Coffs Harbour Community Health

(02) 6656 7820



Dorrigo Multi Purpose Service

Beech Street
Dorrigo NSW 2453
(02) 6692 7700

Dorrigo Community Health Centre

(02) 6692 7715



Kempsey District Hospital

119 River Street
Kempsey NSW 2440
(02) 6561 2600

Kempsey Community Health

(02) 6561 2790



Macksville District Hospital

100 Darruya Road
North Macksville NSW 2447
(02) 6598 3300

Macksville Community Health

(02) 6598 3500



Port Macquarie Base Hospital

Wrights Road
Port Macquarie NSW 2444
(02) 5524 2000



Wauchope District Memorial Hospital

69 High Street
Wauchope NSW 2446
(02) 6580 8000

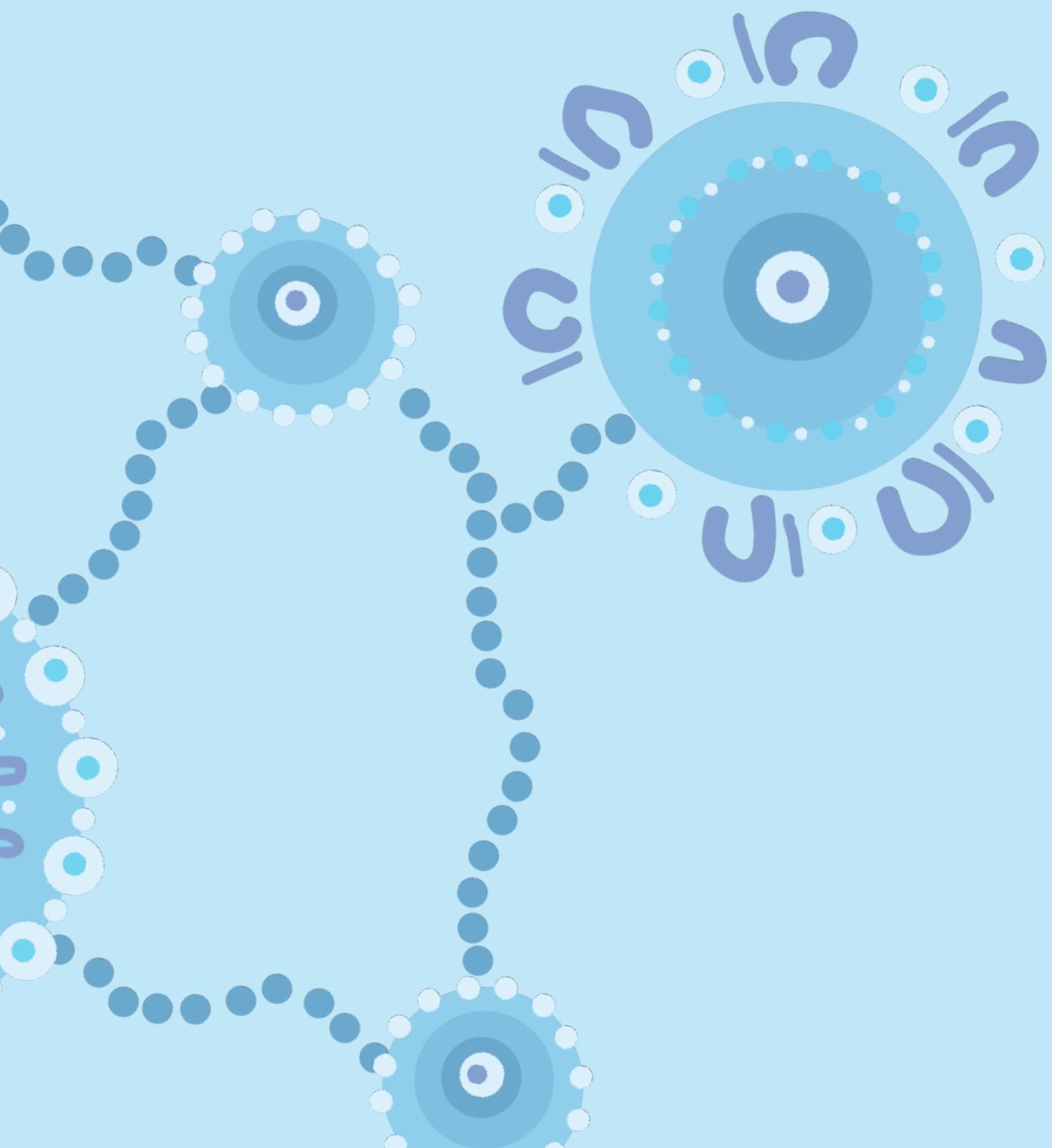
Wauchope Community Health Centre

(02) 6580 8060



Mid North Coast Local Health District

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Port Macquarie NSW 2444
1800 726 997



 MNCHealth

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