



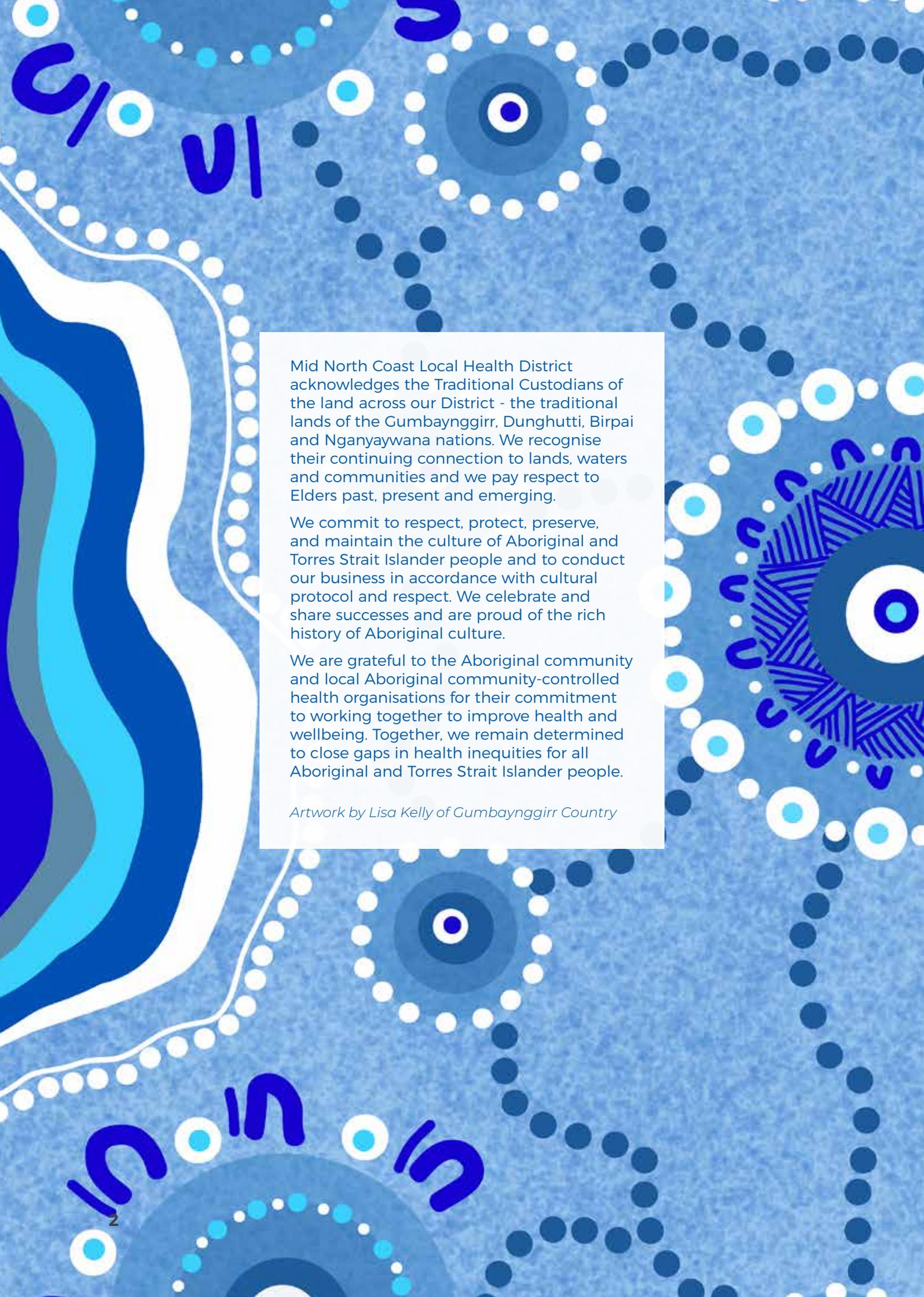
CARING FOR OUR COMMUNITY

Mid North Coast Local Health District
2021-22 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**

2021-22 SNAPSHOT



138,267

Emergency
Presentations



23,948

Operations



2,292

Babies Born



4,965

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. It is estimated that more than 226,422 residents live within the District. People of Aboriginal and Torres Strait Islander heritage make up 6.9 per cent of the population, compared to 2.9 per cent* for all NSW.

An estimated 10.7 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 seven per cent. The largest increases are being projected for the Coffs Harbour and Port Macquarie-Hastings local government areas.

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

The Mid North Coast also has significant groups of disadvantaged people, including Aboriginal people and refugees, people on low incomes, and people living in small, isolated communities. All of these groups are at risk of poorer health outcome behaviours and 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 MNCLHD managed a budget of more than \$740 million in 2021-22.

*Source: Australian Bureau of Statistics 2016



Mid North Coast Local Health District



Mid North Coast Local Health District 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.

Key Achievements



Launched Mid North Coast Local Health District Strategic Plan 2022-2032



Achieved three-year accreditation following the assessment under the National Safety and Quality Health Service (NSQHS) Standards



Launched a Chronic Care Service located at Kempsey District Hospital in collaboration with Durri Aboriginal Corporation Medical Service



Completed the new Coffs Harbour Health Campus Clinical Services Building as part of the \$194 million expansion project



Opened Bowraville HealthOne and Camden Haven HealthOne facilities



Celebrated the achievements of staff and volunteers at district Health Innovation Awards



Achieved the first of its kind large-scale battery storage project at Port Macquarie Base Hospital to reduce emissions



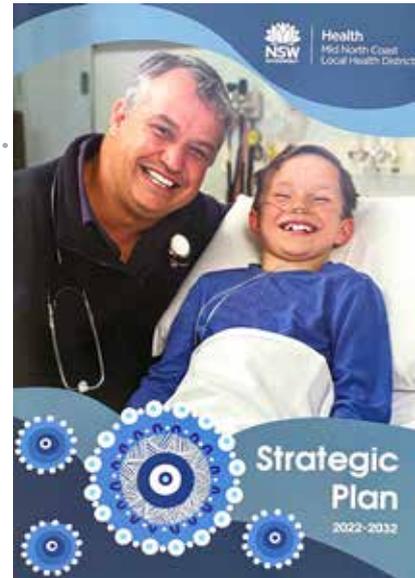
Delivered a range of engagement programs to inform, support and empower staff



Awarded the prestigious World Stroke Organization Angels Gold Status Awards at Port Macquarie Base Hospital and Coffs Harbour Health Campus



Delivered 'Youth Well Fund' through a regional leadership model to build capacity for preventive health



Key Achievements - Reflections

Over the past year, our teams have continued to respond to the COVID-19 pandemic, playing an integral role in protecting our community.

Coordinating isolation accommodation, standing up testing clinics at showgrounds and sporting fields, leading the local vaccination program and establishing a COVID Care in the Community service were all key to this response.

Despite the continued challenges faced by the region from the COVID-19 pandemic, the Mid North Coast Local Health District continued to achieve improved health outcomes for its community.

Major capital projects including the \$194 million Coffs Harbour Health Campus Expansion and HealthOne facilities at Bowraville, Nambucca Heads and Camden Haven were completed to meet the growing needs of the Mid North Coast community.



The achievements of our teams were recognised at the 2022 Health Innovation Awards which showcased excellence across a range of clinical and non-clinical programs, and we celebrated the dedication of Coffs Harbour Pink Ladies President Helen Mears, named the NSW Health Volunteer of the Year.

We continued to embed the Aboriginal Cultural Safety and Security Framework, established an Aboriginal-led specialist well-being service and created a new senior position supporting Diversity, Equity and Inclusion.

With our Aboriginal teams and partners, we paused across the local health district in acknowledgement of National Sorry Day and to witness the Secretary's Apology on behalf of NSW Health to the survivors of the Stolen Generations.

The suffering of the Stolen Generation was so much more than being taken off country, stolen from families, isolated from culture but also about being denied empathy and the true sense of love that can only be imparted from within the family environment.

On the Mid North Coast, we recognise our Aboriginal Health and Mental Health teams who have acknowledged the impact of inter-generational trauma and have set about working with Aboriginal men and boys to help them transition from trauma and uncertainty towards more positive relationships and behaviour. Changing the cycle one person at a time.

When we talk about trauma-informed care as a Local Health District it is the way of the future. It's time to open our eyes, open our hearts, truly understand, appreciate and act on the way inter-generational trauma has impacted the lives of our Aboriginal colleagues and community.

We must embed this in everything we do, in everything we say, as we walk together to shape a brighter future.

The Mid North Coast Local Health District recognises the outstanding work undertaken by the more than 5,000 staff and volunteers who provide health and support services throughout the local community to improve health outcomes of our patients, clients and staff. It is through their commitment, compassion and dedication that the remarkable accomplishments of the local health district are possible.



Our Governing Board



Professor Heather Cavanagh
Chair



The Hon Luke Hartsuyker
Deputy Chair



Dr Jenny Beange



Michael Coulter



Dr Timothy Francis



Gary Humphreys



Susan McGinn



Neil Porter



Dr Alison Seccull



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 Senior Executive Team



Stewart Dowrick
Chief Executive



Dr Andrew Bailey
Director Research and Knowledge Translation



Paul Connor
Director Finance and Performance



Catharine Death
Hastings Macleay Clinical Network Coordinator



Lydia Dennett
Coffs Clinical Network Coordinator



Dr Paul Douglas
Director North Coast Public Health



Vanessa Edwards
Director Communications



Penny Jones
Director Integrated Mental Health, Alcohol and Other Drugs / HSFAC



Carolyn Heise
District Director Nursing and Midwifery



Simon Joice
A/Director People and Culture



Robyn Martin
Director Aboriginal Health and Primary Partnerships



Melanie Mearns
A/Director Audit, Risk and Compliance



Kathleen Ryan
Director Clinical Governance and Information Services



Jill Wong
Director Integrated Care, Allied Health and Community Services

Our Health Care Teams



Our Community



Our Volunteers

Our volunteers are an important part of our Health family, which made it incredibly difficult not to have them in our hospitals and community health centres for a large part of the past year. It's been a pleasure, and a relief, to welcome our volunteers back during the second half of 2022 and to see the smiles and the enthusiasm as strong as ever.



Volunteer of the Year

It is always an honour to acknowledge the contribution of volunteers at the annual Mid North Coast Local Health District's Health Innovation Awards. This year, while celebrating the hard work and patience of all our volunteers, the MNCLHD named Coffs Harbour General Volunteer Coordinator Denise McNeil as Volunteer of the Year.

Denise had her very own cheer squad at the gala event, supported by Coffs Harbour Health Campus Facility Support Manager Jo Shaw, Patient

Support Services Manager Brie Matthew and MNCLHD Corporate Relations Manager Sharon Fuller, as well General Volunteers Elizabeth Worraker and Cherylene Burke and Pink Ladies Heather Hardwick and Jenny Hallett.

UHA branches attend zone forum

The volunteers of the United Hospital Auxiliaries of NSW North Eastern Region met in Nambucca Heads in April to celebrate and honour their service to public hospitals throughout the Mid North Coast.

About 50 delegates from UHA and Pink Ladies branches at Coffs Harbour, Dorrigo, Bellingen, BowraMacksville, Nambucca, Kempsey, Wauchope and Port Macquarie attended the forum where their collective and individual efforts were honoured.

Special guests included Mid North Coast Local Health District Governing Board Chair Professor Heather Cavanagh, Nambucca Valley Mayor Rhonda Hoban and Macksville District Hospital Executive Officer/Director of Nursing Andrew Bailey.

In the past financial year alone, the UHA volunteers donated an amazing 42,956 hours to support our health facilities, our staff and patients – a remarkable effort considering the impacts of COVID-19 on volunteer services.



The UHA volunteers also gifted an astronomical \$264,431 worth of medical equipment and patient comfort items, making an incredible difference to our staff and services.

Professor Cavanagh spoke for LHD managers and staff when she said: "We thank you for sticking with us ... through difficult days, weeks and months. And we want you to know we need you more than ever, and so do our patients."

The North Eastern Regional Representative to the state executive of the UHA, Dee Hunter, was also present to make several special presentations, including two Life Membership awards to Bellingen's Irene Chesterman and Wauchope's Win Secombe. The UHA's highest honour was bestowed on both volunteers in 2021 and 2020 but COVID-19 restrictions meant both presentations were postponed due to the UHA state conferences being cancelled.

The Frances Gavel OAM Trophy for the most money raised net by a country auxiliary in 2020 and in 2021 went to Coffs Harbour Pink Ladies. The prestigious Honor Bell for the most money raised gross by a country auxiliary in 2020 and in 2021 also went to Coffs Harbour Pink Ladies.



Directorate Highlights

Aboriginal Health and Primary Partnerships

Research and Innovation - Our Health Promotion team was awarded the Research and Innovation Award at the 2022 MNCLHD Health Innovation Awards for "Putting Research on the Agenda - Building a Research Literate Team".

Healthy Communities - Initiated and supported 39 successful applications for the Healthy Communities Mid North Coast Youth Well Innovation Fund which focused on youth-led health and wellbeing initiatives.

COVID-19 response - Contributed to North Coast Public Health Unit's COVID-19 contact tracing, Aboriginal Health COVID-19 Surge Response and Aboriginal Vaccination Program.

Oral Health delivered all clinical and non-clinical programs. Additional funding was received for Refugee RAS program, Building Brighter Babies Grins program and a Cone Beam Tomography Imagine Machine for CBCT/ OPG imagery at our Port Macquarie clinic.



Clinical Governance and Information Services

CEC Partnership and the Safety and Quality Essentials Pathway - In partnership with the Clinical Excellence Commission, MNCLHD is implementing the Safety and Quality Essentials Pathway across the District. A statewide program, Safety and Quality Essentials Pathway is designed to meet the current safety and quality capability needs of our teams involved in delivering care.

National Surgical Quality Improvement Program - The American College of Surgeons National Surgical Quality Improvement Program (ACS NSQIP) announced Port Macquarie Base Hospital as a meritoriously performing ACS NSQIP hospital. Based on the July 2022 ACS NSQIP SAR data (covering calendar year 2021), the hospital was identified as achieving a meritorious composite quality score based on a combination of eight surgical outcomes.

Digital Health and ICT - The District lost access to some critical infrastructure following the Lismore flooding which resulted in loss of major wide area network links. During the floods in some areas near Kempsey where fibre links were installed, these became inaccessible and non-operational and loss of connectivity to some smaller MNCLHD sites was also experienced. These issues were successfully remediated within MNCLHD with operations and services restored.

Coffs Clinical Network

Clinical Services Building opening - Multiple clinical services were transitioned into the new flagship building at Coffs Harbour Health Campus which became operational on 17 November 2021.

Rooftop Solar - In August 2022, a 1,322kW rooftop solar system was installed at Coffs Harbour Health Campus, the second largest system on a hospital in Australia. The system will save an average of 16,271,317kWh of energy per year and 13,342.48 tonnes of CO2 emissions annually. This is equivalent emissions of flying from Melbourne to Sydney 2,426 times.

Bellinger River District Hospital was honoured at the 2022 Bellinger Shire Australia Day Awards with the Resilience Award, in recognition of the work of staff in establishing a local COVID-19 clinic and supporting the community's health and wellbeing during the pandemic.

Communications

Corporate Artwork - As part of our commitment to promote cultural safety at all of our health facilities, we were proud to launch the new corporate artwork Connected Circles, the work of Gumbaynggirr artist Lisa Kelly. This artwork was commissioned specifically for the District following an EOI process which encouraged all Aboriginal artists from within the Mid North Coast footprint to submit their ideas. The artwork provides visual representation of how the District works in collaboration with our communities and partner organisations.

Health Innovation Awards - the 2022 awards showcased a broad range of clinical and non-clinical programs such as supporting men to improve mental health, social connection, communication and self-confidence and examples of collaboration with patients and carers to produce powerful stories for education and awareness.

New initiatives - We examined how we deliver communications to ensure we are providing tailored strategic information across multiple platforms to support our people, our services and programs, health consumers and the wider community. New initiatives included District Connect - a monthly District-wide virtual meeting open to all health care team members to provide current updates.

Financial Operations and Asset Management

Renewable Energy Projects - The Capital Works and Asset Management team worked in collaboration with Coffs Clinical Network to manage the installation of a 1,322kW rooftop solar system at Coffs Harbour Health Campus.

Phase one of a grant-funded Battery Energy Storage System was also installed onsite at Port Macquarie Base Hospital. An additional Battery Energy Storage System will be installed next to the existing one early in 2023. These projects will help MNCLHD to achieve operational savings by reducing expenditure on electricity and reduce the hospital's reliance on the network.



Capital Works and Asset Management, in conjunction with the Physical Resources team, supported the development and opening of the Clinical Services Building at Coffs Harbour in November 2021, to ensure a smooth transition from building site to the completion of a high-quality facility.

Hastings Macleay Clinical Network

Outpatient Infusion Service - The infusion service was moved from Port Macquarie Base Hospital to Wauchope District Memorial Hospital early in 2020 to protect vulnerable immunocompromised patients during the COVID-19 pandemic. The clinic room has been fully refurbished.



Kempsey District Hospital Dunghutti pockets

As part of the hospital's strategy for returning Dunghutti language to its health literacy and health care, the pockets can be added to medical scrubs worn by staff.

The design by Aboriginal Health Worker Steve Mcleod features several elements that tells the story. The leaves and footprint represent our travel across Dunghutti land, no matter where we come from. The circles represent the Hospital which resides on Dunghutti land in the Kempsey Shire area.

The horseshoe shapes represent the health workers and community meeting at the hospital. The white horseshoe represents the health workers, and the blue horseshoe represents the community. The footprint represents our journeys through the health care system. Yawayi is the Dunghutti word for hello.

Pathology Services – In late 2022, pathology services within Port Macquarie Base Hospital were transferred to NSW Health Pathology. This aligns the service with other facilities, enhancing the pathology model within the District. The Hastings Macleay Clinical Network is transitioning to the “BD” blood culture bottles to mirror the Coffs Clinical Network.

Internal Audit, Risk and Compliance

Internal Audit – Taking a ‘One District’ approach, and in partnership with our audit customers, a number of audit recommendations were implemented facilitating continuous improvement across the District in a range of areas including governance, financial stewardship, cultural safety and fraud and corruption prevention.

Enterprise-wide Risk Management – The introduction of integrated information system PROTECHT Risk Register and regular promotion of risk management has contributed to an increasingly positive risk culture and has further strengthened the Enterprise-wide Risk Management framework by engaging staff at all levels.

Integrated Mental Health, Alcohol and Other Drugs

Supporting First Nations people – Integrated Mental Health, Alcohol and Other Drugs (IMHAOD) has one of the highest proportions of Aboriginal staff in the District following the expansion of the Kempsey Aboriginal Mental Health Team to include two Aboriginal mental health clinicians, two Elders in Residence and two Aboriginal mental health trainees. With the support of Aboriginal Health staff from Alcohol and Other Drugs Services, our First Nations people in the Kempsey, and the Macleay and Nambucca Valley areas are able to access highly specialised culturally safe care.

Redesign initiatives – Several redesign initiatives were undertaken in IMHAOD throughout 2022. These included a restructure of the Alcohol and Other Drugs Services to feature a clinical streams approach, a redesign of Youth and Family Mental Health teams to a Child and Adolescent Mental Health Service to include the 0-12 year age group and their families, and the addition of a new Emergency Mental Health and Addictions Assessment Response Team focusing on principles of a ‘no wrong door’ approach to mental health and alcohol and other drugs care to our communities improving access, entry and care that matches need.

Disaster Recovery – Our Disaster Recovery Team has made great impact across the state with its one-of-a-kind model of care that incorporates the specialist skills and knowledge of staff from Bushfire Recovery, Farmgate Counselling, and the Rural Adversity Mental Health Program in one team. This ensures a coordinated response and, with specialised equipment, the team is highly mobile and self-sustainable, ready to go at a moment’s notice to support our communities in times of disaster.



Integrated Allied, Community and Cancer Care Services

Community Service Reform – The District has commenced the largest reform of Community and Allied Health Services for some time with the goal of enhancing our alignment of services with our communities’ needs. This will ensure the right community services are provided in the right location at the right time.

Virtual care service – Our District response to COVID-19, COVID Care in the Community, has transitioned into a continued service providing virtual care to our communities. This service supports early assessment and intervention for patients at risk of presentation to hospitals who can be safely cared for in the community, early supported discharge from our hospitals for patients who can be safely cared for at home, and provision of care navigation across our health care landscape. It includes access to a Multi-disciplinary Clinical Team (Medical Officers, Nurses and Allied Health), Medical Certificates, Prescriptions, Referrals, Monitoring and pathways to ED and other outpatient services as required.

Nursing and Midwifery

COVID-19 vaccination - The Nursing and Midwifery Directorate has been proud to lead the response for the COVID-19 vaccination program across the Mid North Coast. In partnership with General Practice, Healthy North Coast, Aboriginal Medical Services and other health-related organisation, the Mid North Coast became one of the highest eligible populations to receive two doses. This kept the community safe through a very difficult period.

Midwifery Model of Care - To ensure a sustainable workforce and care continuum for birthing mothers and their families, the implementation of the Midwifery Model of Care across the Coffs Harbour and Macksville hospitals is supporting the skilled workforce to deliver safe and compassionate care to all women and allowing Aboriginal women to birth on country.

Workforce - Over the past two years the District has increased the number of new graduate nurses and midwives employed across the region. This is building the number of locally trained nurses and midwives to support the growing Mid North Coast communities.

People and Culture

Health and Wellbeing - This year reflected the largest investment into supporting the health and wellbeing of our valued health care workers and volunteers. People and Culture was proud to deliver a range of tailored face-to-face educational experiences focusing on human connection, managing pressure, resilience and connection with country. The initiative culminated in three gala wellbeing dinners offered to every employee as part of Wellness Week.



Respiratory Protection Program - People and Culture remains committed to providing the safest working environment possible for our workforce, patients, and consumers. The District has now permanently embedded a Respiratory Protection Program into our safety management system. Fit testing follows a risk management approach to protect our health care workers against the risk of exposure to infectious pathogens. To date, the program has now fit-tested more than 5,500 team members across the LHD.

Engagement and Leadership - People and Culture continues to lead a range of engagement and leadership programs to enable our current and emerging leaders to realise their potential. The District also commenced a number of ambitious strategic cultural transformation initiatives such as the MNCLHD Senior Leaders Forum, Collective Potential, Equity, Diversity and Inclusion Strategy, Employee Wellbeing Framework and our ongoing commitment to Aboriginal workforce development, complemented by the regeneration of our People and Culture Advisory Group which is a group of like-minded health care workers who are advocates for strengthening our workplace culture.

Public Health

Refugee Health - With the return of international travel, the Refugee Health team has seen record numbers of new arrivals and continues to provide culturally-sensitive and family-focused models of care for these vulnerable community members. This includes targeted programs to address the COVID-19 pandemic, as well as specific screening programs for seasonal workers.

Environmental Health - While a large part of the year was focused on COVID-19 and supporting councils and business with their plans and responses, there was enhanced programs around tobacco compliancy and, in particular, the increasing threat posed by vapes.

Communicable Disease - A herculean effort was demonstrated by the team in responding to the COVID-19 pandemic which saw specific programs to target high priority communities and working with aged care providers and local businesses and councils in responding to protect communities. These efforts were made more complex through the additional challenges provided by the floods.

Sexual Health Services - With assistance from the Epidemiology team, we were able to collaborate with Healthy North Coast (Primary Health Network) and other healthcare providers to address an outbreak of syphilis in a number of communities and established a process to better monitor this through surveillance programs.

Research and Knowledge Translation

Expanding our Clinical Trial activity - The MNCLHD is well positioned to grow clinical trial activity. We have worked intensively with our key partners to establish the Northern Cluster Clinical Trial Support Unit under the NSW Rural, Regional and Remote Clinical Trial Capacity Building Grant. To support this growth, we have commenced preparedness for the local level implementation of the National Clinical Trials Governance Framework (NCTGF), and the NSW Clinical Trial Management System (CTMS).

Enhanced Research Governance and Research Capacity Building - Implemented a more robust approach to research governance through the implementation of the new MNCLHD Research and Innovation Governance Committee, with a focus on ongoing maturity of our research governance systems and structures. We also piloted a more intensified and tailored approach to research capacity building and Directorate level engagement, with the successful development and testing of the MNCLHD Research Prioritisation Framework and the MNCLHD Research Register.

Mid North Coast Health and Medical Research Foundation - Undertaken significant work towards the development of a proposed Mid North Coast Health and Medical Research Foundation. This initiative will be the first of its kind in rural or regional NSW and will create an innovative opportunity to attract independent philanthropic funding to support high quality health and medical research across the Mid North Coast.



Everyone was a winner at the annual Inpatient **Mini Olympic Games** held at Coffs Harbour Health Campus, Mental Health Services.

Staff and patients united in competition, battling it out in more than 12 highly contested events including the treadmill challenge, basketball, table tennis and the egg and spoon race.

While competitors took the games fairly seriously, at the end of the day it didn't really matter who took the trophy home, it was a chance for staff and patients to come together, support each other and have fun.



Our COVID-19 Response

In August 2021, MNCLHD saw the first cases of COVID-19 for more than a year. As the numbers steadily increased, the Public Health Unit had to rapidly respond and through the COVID Response Team, a new and innovative service provision was developed. Its core functions were to reduce and prevent the transmission of COVID-19 within the community as well as healthcare settings, with a major focus on those in the community in vulnerable situations.



The Mid North Coast recorded almost 60,000 cases over the year, with more than 1,000 hospitalisations (66 in ICU) and 71 deaths. A major achievement of the service has been to ensure a flexible response strategy, initially undertaking COVID-19 case management and close contact tracing. The team supported local, state and nationwide case and close contact management as COVID-19 infections continued to spread and numbers of cases and deaths surged. This remarkable team not only had to learn quickly but had to be extremely adaptable as public health orders and isolation processes changed regularly.

January 2022 saw a rapid increase in COVID-19 cases coinciding with decreasing social restrictions. The team completed 1,081 case interviews within a two-week period over the Christmas/New Year period, and the further increase in numbers prompted a transition from case management to focusing on supporting and assisting priority populations and communities.

The team identified a gap where the generalised advice available was not specific enough to meet the local needs of regional communities/industries when experiencing a COVID-19 outbreak. This had the potential to put people living and working in vulnerable areas at risk of acquiring COVID-19 infection. The team now provides advice and assistance to those who are at greater risk of severe illness. This includes Aboriginal communities, older adults living in Residential Aged Care Facilities, people living with disability, Culturally And Linguistically Diverse (CALD) communities, homeless and flood displaced communities.

Over the year this small team has responded to more than 175 individual outbreaks, across residential aged care, disability settings, healthcare, corrections, flood evacuation centres backpackers, farms with seasonal workers, holiday resorts, schools, restaurants, gyms, and nightclubs. Staff were deployed into community settings to assist these outbreaks and worked with the community to contain and minimise transmission. During the second half of the financial year, the team contacted 2,719 Aboriginal identified COVID-positive people, providing welfare support and healthcare referrals. The team also delivered COVID-19 education sessions to CALD students and TAFE educators across six TAFE campuses.

The team also assisted flood-affected communities in the Northern Rivers with COVID-19 safety measures, advice at flood evacuation and recovery centres, as well as outbreak management support for flood recovery camps in partnership with other non-health agencies such as the Australian Defence Force, Rural Fire Service, and Resilience NSW.

We continue to assess the outcomes of a new care model, leading outbreak response and infection prevention and control advice, plus recommendations to prevent future outbreaks. Each setting is unique, and the expert knowledge of the team allows for individualised, specific advice to support priority populations with tools to lead prevention and preparedness planning, to reduce the likelihood of a COVID-19 outbreak.

The outbreak team continues to evolve and strengthen professional processes and team development, with ongoing professional education in non-COVID communicable disease outbreak management. This will strengthen the service provision and capabilities within the communicable diseases team to further support the broader Population and Public Health Directorate.

Capital Works



The Mid North Coast Local Health District is part of a \$100 million state-wide project to deliver new and expanded HealthOne facilities for its local communities.

Two new HealthOne facilities were officially opened at Bowraville and Laurieton in 2022.

The Bowraville HealthOne centre has brought services together under the one roof, alongside the Local Health District's Bowra GP practice.



The iconic Hill Top Store has been transformed into a modern health facility to meet the growing needs of the community.

In the south of the District, the Camden Haven HealthOne centre at Laurieton is located near the heart of town, making it easily accessible to residents.

The expansion of Nambucca HealthOne, located in Fred Brain Avenue, and services are looking forward to moving into the purpose-built space in the new year.



A portion of the \$100 million state-wide HealthOne investment will be for Information and Communications Technology (ICT) and software which will enable and future proof connectivity between health services. ICT projects are in development on the Mid North Coast at Urunga and Bonny Hills.

Coffs Harbour Health Campus Expansion

The \$194 million Coffs Harbour Health Campus Expansion Project was completed this year with Stage 2 - refurbishment of existing parts of the hospital - finished in late November.

Staff and patients moved into the newly refurbished areas throughout the year. These have included the Perioperative Unit, Renal Unit, Day Surgery Unit, Medical Unit A, Sub-Acute Unit, On-call Accommodation, Education and Training Centre, Coronary Angiography Unit, Administration, Ambulatory Care (outpatients), and Rehabilitation and Stroke Unit.

The final stage of the project has also delivered a Pathology expansion, outdoor spaces for Emergency Department staff, the Geriatric Evaluation Medicine (GEM) unit and Education and Training Centre staff.

Changes have also been made to the hospital entrance road from the Pacific Highway to improve traffic flows to the health campus and Specialist Medical Centre.

The new multi-storey Clinical Services Building was opened in mid-November 2021, with departments moving in over the course of two weeks in a staged process.

The Emergency Department was the first to move to its new home on the ground floor of the building, which also houses the reception area and enquiries desk, Reflection Room, Pink Ladies Café and linkway to the existing hospital.

A feature of the project is a colourful and artistic corridor showcasing and celebrating the creative cultural practices of Coffs Harbour's multicultural communities.

The corridor connects the new Clinical Services Building to the main building and proudly displays artwork and images including Ethiopian coffee ceremony, Sikh Punjabi temple community cooking and Syrian Kurdish Yazidi dancing.

The Coffs Harbour Hospital Multicultural Arts Project was established in tribute to the richness and vibrancy of Coffs Harbour as home to many diverse cultures.

Other works undertaken as part of the overall project included the expansion of the oncology treatment space at the Mid North Coast Cancer Institute and the refurbishment of the hospital kitchen.

The Project Team included representatives from the Local Health District, Health Infrastructure, PwC and the contractors, working collaboratively to deliver the new facility.



Recognition and Awards

Vicki Simpson earns Queen's Birthday honour



The Mid North Coast Local Health District's former Director of Nursing, Midwifery and Service Reform, and Health Service Functional Area Coordinator, Mrs Vicki Simpson, was honoured for outstanding service to the District, receiving the Public Service Medal in the 2022 Queen's Birthday Honours List.

Her citation read:

Mrs Simpson's professionalism, resilience and leadership was influential in the Health District's response to catastrophic bushfires, a once in a generation flood and the COVID-19 pandemic in recent years.

In an unprecedented and evolving global pandemic, Mrs Simpson was exceptional in her role as the Health Service Functional Area Coordinator. Developing and rapidly implementing strategies for her nursing staff to ensure a well-managed response to COVID-19, she also took on the responsibilities of coordinating logistics, equipment (including ventilators and personal protective equipment), testing, and emergency accommodation. Further, she led early morning planning meetings coordinated with the State Health Emergency Operations Centre and liaised closely with community partners such as aged care facilities and local councils to ensure a coordinated COVID-19 response.

Mrs Simpson also spearheaded the mass vaccination program for the Health District, resulting in more than 95 per cent of the eligible local population reaching double vaccination status.

Mrs Simpson mentored countless staff through the trainee and cadetship process to senior nursing and midwifery roles, something she is most proud of.

Mrs Simpson was an integral part of the Mid North Coast Local Health District and served more than 30 years in public service before her retirement this year. She was an energetic, compassionate, and inspiring leader who was enormously respected among her peers and patients for her exemplary standard of professionalism and service delivery.

Mid North Coast Nurses recognised for Excellence

Two Mid North Coast nurses were named among 30 finalists nominated for the 10th annual NSW Health Excellence in Nursing and Midwifery Awards.

The finalists, Debbie Deasey and Rachael Roach, were selected from nominations across eight categories which recognised nurses and midwives who have made a difference in clinical practice, management and leadership.

Debbie was nominated in the Judith Meppem Leadership Award category. She began her career in health in hospital cleaning and kitchen work, before becoming a nurse practitioner with a PhD.

Rachael was nominated in the New to Practice Nurse/Midwife of the Year and has worked at Port Macquarie Base Hospital throughout her graduate year.

NSW Health Secretary Susan Pearce congratulated this year's finalists.

"These awards showcase the exceptional work nurses and midwives are doing in our hospitals each and every day. I want to acknowledge the finalists for their outstanding work and thank all our staff members who continue to deliver high quality care during these challenging times," Ms Pearce said.



Community Engagement



Partnering with Consumers

People, patients and community are at the heart of our work in the Mid North Coast Local Health District. As an organisation, we recognise consumers, their families, carers and community members as our partners in care and value their positive contributions to improve quality of care and the health and the wellbeing of our local community.

By communicating, listening and responding to consumers and the community, we enable our health service to better plan, design and deliver services in key decision-making and the monitoring of the quality of services. There are many ways to do this, from consumers represented on the Board and Committees of the Board, to patient satisfaction surveys, focus groups and collecting patient stories.

Person-centred care is the foundation of excellence and a core component of value-based health care. Our Framework aligns with the NSW Ministry of Health

CORE Values of Collaboration, Openness, Respect and Empowerment and the guide to Elevating the Human Experience.

This commits us to the continued development of our approach and listening carefully to consumer voices. This ensure their needs are shaping the health service and central to decision-making at all levels of the healthcare system.

We are committed to delivering the best possible care in a safe and compassionate environment and enhancing the patient experience through understanding what matters to each patient.

MNCLHD Partnering with Consumers Framework for Patient Safety and Quality, launched in April 2022, outlines strategies for engaging with consumers, families, and carers to facilitate their involvement in health service planning, decision-making, and evaluation to achieve excellence in consumer partnerships and true patient-centred care.

Consumer Reference Group

A working group of MNCLHD Partnering with Consumers Sub Committee of the Governing Board, the One District Consumer Reference Group is the peak consumer forum of MNCLHD providing advice, consumer insights and perspectives to the Governing Board and Chief Executive.

MNCLHD Strategic Plan 2022-2023, and MNCLHD Partnering with Consumers Framework for Patient Safety and Quality 2021-2026, reinforce our vision for building thriving communities through excellence in person-centred care in partnership with our community.

Acknowledging the critical role health consumers play in the effective planning, design, implementation and evaluation of our health services, the primary role of the Consumer Reference Group is to ensure representation of the voice of the health consumer through lived experience as a patient, family, carer and/or community member.

The goal is to ensure organisational decisions, investments and innovations are aligned to delivery of the Strategic Plan and Framework and support health services that are patient centred, cost effective and aligned to community needs, experiences and expectations.

Closing the Gap

Jaanybarr Giirrwaawa (Men Gather Together)

Jaanybarr Giirrwaawa is a new way of approaching issues for younger Aboriginal men in the Nambucca Valley.

The program improves social and emotional wellbeing by creating opportunities to address health and social issues in an environment that is culturally and emotionally safe.

Each monthly gathering provides support and educational yarns to reconnect individuals to country, strengthen cultural identity and empower individuals to make positive life choices that reduce the risk of chronic disease, substance abuse, mental health issues, suicide and domestic violence.

The Jaanybarr Giirrwaawa program received the Keeping People Healthy Award at the 2022 MNCLHD Health Innovation Awards.



Thunggutti Ngalayn Guuyati (Talking About Being Strong)



Bellbrook residents will have greater access to specialist healthcare with the launch of the Thunggutti Ngalayn Guuyati (Talking About Being Strong) service, a community-based virtual hub using the latest technology to connect the small Aboriginal community with health services without the need to travel.

In a collaboration between MNCLHD, Durri Aboriginal Corporation Medical Service, Thunggutti Local Aboriginal Land Council and Healthy North Coast, the new hub will provide culturally safe access to virtual care, removing the need for residents to travel 45 minutes to the nearest health service at Kempsey.

The hub, located at Thunggutti Local Aboriginal Land Council, will help residents overcome barriers to accessing virtual care such as poor reception, unsuitable devices, insufficient data or limited ability to use technology.

The project is funded by the MNCLHD's 'Closing the Gap Innovation Fund' and has involved the installation of the latest in video conferencing and ICT technology including a computer, big screen and camera.

Consultation with the community throughout the planning and design of the service has ensured buy-in and ownership from clinicians, patients and the wider community.

The project was named a finalist in the Transforming the Patient Experience Category at the 2022 MNCLHD Health Innovation Awards.

Durri Chronic Care Service

A new chronic care service run by Durri Aboriginal Corporation Medical Service (ACMS) was opened at Kempsey District Hospital in July, which will strengthen the partnership between Durri and MNCLHD.

The new facility allows clinical staff and services to be co-located, walking distance from mainstream facilities at the Kempsey Health Campus. The existing areas of Building B, the former medical records and pathology areas, have been refurbished into clinical consulting and treatment rooms, accessible from River Street.

The new facility also enables staff to be more equipped and prepared to provide culturally competent services and specialised chronic disease care, helping to improve health outcomes for the Aboriginal community.

The Durri ACMS facility will incorporate specific Aboriginal identified roles as part of the healthcare team increasing employment opportunities for the local Indigenous community.



Connected Circles

Artwork by Lisa Kelly of Gumbaynggirr Country.

Lisa Kelly is a proud Gumbaynggirr woman living in Urunga, within the beautiful Bellinger Valley.

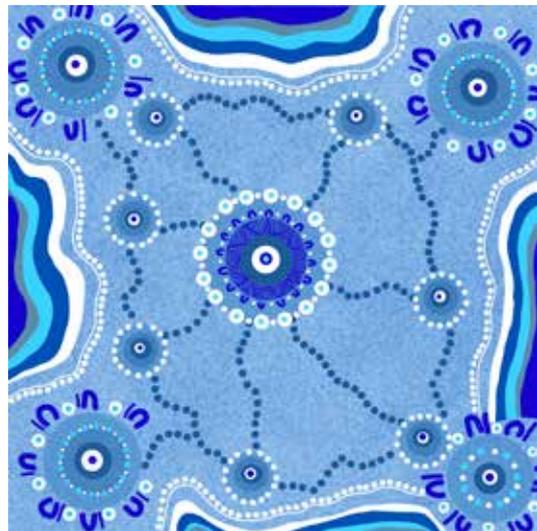
The artwork titled Connected Circles represents the importance of providing a culturally safe space for all people during their care or when visiting our hospitals.

The connecting circles:

- » the inner circle represents connection to Mother Earth around healing, spirituality and our Elders
- » the seven smaller linked circles represent the seven hospitals which sit in the Mid North Coast area
- » the outer four circles represent the four Aboriginal Nations of the Mid North Coast - Gumbaynggirr, Dunghutti, Birpai and Nganyaywana. These circles are encompassed by symbols representing both male and female.

The bold line patterns around the edges represent the multi-layers of our health system which provide care to all - patients, carers and families. These layers are supported by a strong relationship with our Aboriginal community and partners.

The Artwork represents how everyone can work in collaboration with Mid North Coast Local Health District - living, working and improving the health of the community now and into the future.



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 PO Box 126
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

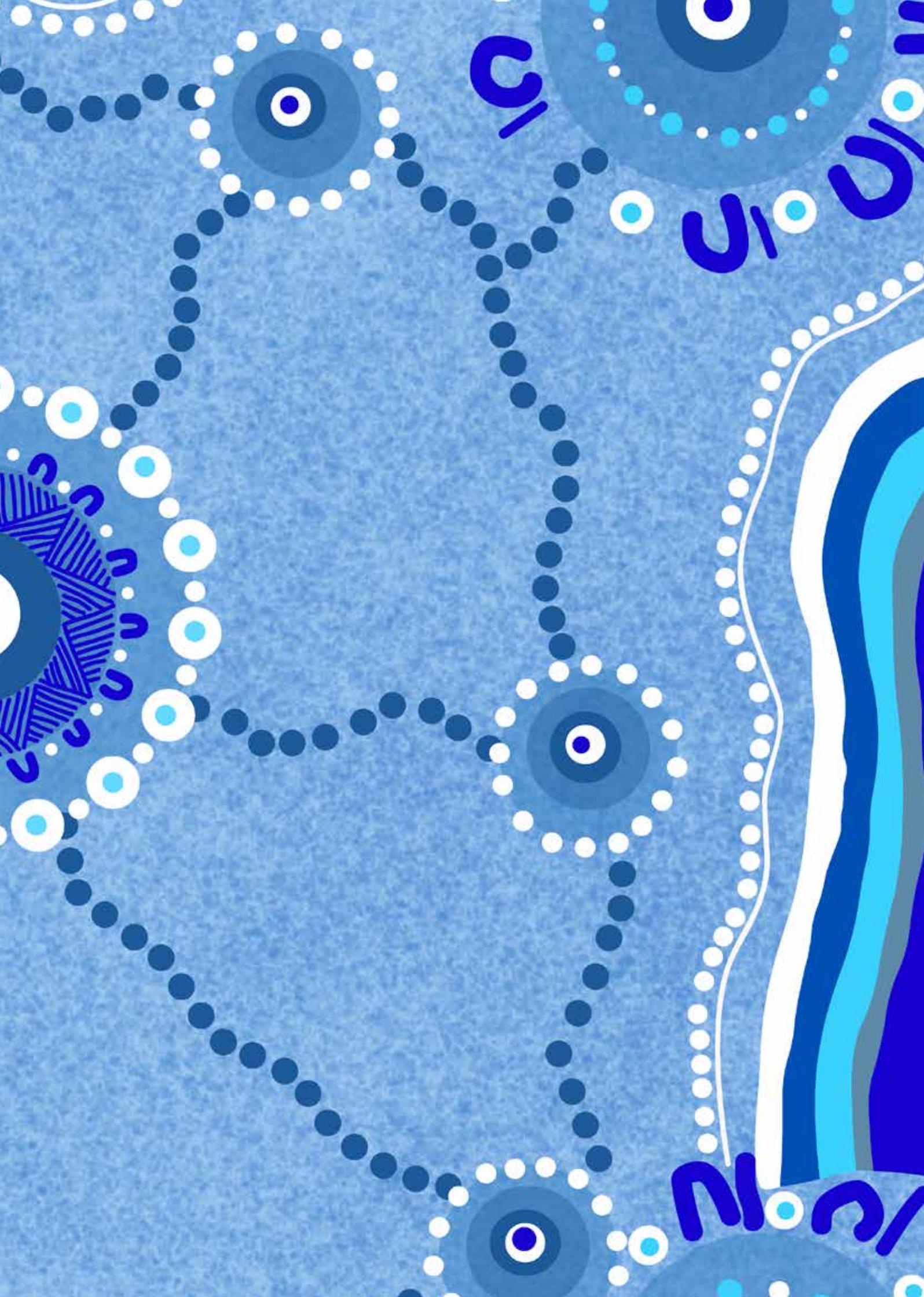
Wauchope Community Health Centre
(02) 6580 8060



**Mid North Coast Local
Health District**
PO Box 126
Port Macquarie NSW 2444
1800 726 997

Notes





 MNCHealth

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