



Board Pack

Healthy North Coast
Non-Executive Director

June 2024

PRIVATE & CONFIDENTIAL



Context

Healthy North Coast (HNC), established in 2012, is a not-for-purpose organisation dedicated to providing the North Coast communities excellent and equitable health services. In 2015, Healthy North Coast was entrusted with the responsibility of implementing the North Coast Primary Health Network (PHN) program. PHNs are funded by the Australian Government and use a commissioning approach to improve health and wellbeing within the north coast community, as well as procure medical and health care services based on local needs and priorities.

As a primary health care organisation, Healthy North Coast collaborates with health care providers and the broader health sector to enhance the efficiency and effectiveness of medical services. HNC's primary objectives are to improve health outcomes, particularly for those at risk of poor health, and to ensure that patients receive timely and appropriate care.

Healthy North Coast's efforts are concentrated on several priority areas, including Aged Care, Aboriginal and Torres Strait Islander Health, Digital Health, Drug and Alcohol Treatment, Maternal and Child Health, Mental Health, Population Health, Health Workforce, Integration and Coordination, and Innovation. Through targeted initiatives and strategic partnerships, Healthy North Coast is dedicated to making significant improvements in the health and well-being of the communities it serves.



About Healthy North Coast

The challenge

The Australian health system faces pressures including rising costs driven by increasing incidence of chronic diseases, an ageing population, inequitable access to services and gaps in workforce.

Further, changing customer expectations are driving a need for more personalised, digital, and integrated care experiences.

Relevant policy and literature highlight the importance of prevention, wellbeing, and social determinants; health system agility and resilience; growing the use of digital technology in services design and delivery and the need for a shift from volume to value-based commissioning to improving health outcomes and particularly for priority populations.

As HNC navigate complex challenges over the coming decade, the Board has further identified 3 global megatrends that are significant for HNC and our communities: adapting to climate change, the escalating health imperative and driving into digital realms. Read more [here](#).

The response

A strategic plan based on four pillars:

- Excellence
- Equity
- Sustainability
- People

See HNC's strategic plan summarised on the following page.

Purpose

To build a person-centred health system in which each member of the North Coast community, especially those with the greatest need, receives care that is integrated, high quality and easy to access. Our commitment to closing the gap and reducing health inequity for Aboriginal and Torres Strait Islander peoples and communities, is paramount to each of our objectives and outcomes.

Vision

Healthy people in North Coast communities.



STRATEGIC PLAN 2023 – 2030

HEALTHY
NORTH COAST

phn
NORTH COAST
An Australian Government Initiative

OUR VISION | **Healthy people on the North Coast**

OUR VALUES | **Community first and foremost | Count us all in | Aim to be good humans**

OUR PURPOSE |

To build a person-centred health system in which each member of the North Coast community, especially those with the greatest need, receives care that is integrated, high quality and easy to access. Our commitment to closing the gap and reducing health inequity for Aboriginal people and communities is paramount to each of our objectives and outcomes.

Excellence

We embody excellence by championing clinical quality, patient-centered care and continuous improvement.

Empowered by robust governance and informed by evidence and data, we and our partners are dedicated to advancing innovative service delivery aligned to a 'no wrong door' access model.

As leaders in systems integration, we aim to deliver impactful outcomes, amplifying our value as a trusted organisation within our communities and stakeholders.

Equity

Dedicated to placing equity at the forefront of our organisation and local health system, we actively pursue 'Closing the Gap' in all endeavors.

Our commitment to improving health and wellbeing includes a focus on Aboriginal and other priority communities, guided by a population health approach.

Despite persistent disparities, we champion equitable access to healthcare across our footprint, fostering inclusive and accessible healthcare services for all communities.

Sustainability

We prioritise responsible resource management, optimising human, social, and financial capital to benefit the community. Our strategy ensures ethical stewardship of resources, cultivating financial sustainability in a challenging operating landscape.

By responsibly utilising and enhancing our resources, supporting climate-ready communities and resilient health systems, and embracing advancing technologies, we secure a strong future for our communities.

People

People are the cornerstone of our local health system and organisation, essential for realising our strategic objectives and delivering person-centred primary care.

We prioritise initiatives that support our internal and external workforces, fostering an environment of high-quality service delivery while embracing diversity, collaboration and a culture of continuous professional development.

Through this steadfast commitment, we attract top-tier talent driven by outcomes, enriching both our region and organisation.

OUR PRIORITIES

- Better mental health and emotional wellbeing.
- Closing the gap in Aboriginal & Torres Strait Islander health.
- Improving our population's health and wellbeing.
- Building a highly skilled and capable health workforce.
- Improving the integration of health services through electronic and digital health platforms.
- Improving the health and wellbeing of older people.

REGIONAL COMMISSIONERS

- Coordinate and integrate local healthcare services in partnership with LHDs to improve quality of care, people's experience and efficient use of resources.
- Commission primary care and mental health services to address population health needs and gaps in service delivery and to improve access and equity.
- Capacity-build and provide practice support to primary care and mental health providers to support quality care delivery.



Healthy North Coast is an independent not-for-profit organisation proudly delivering the Australian Government's Primary Health Network (PHN) Program on the North Coast.

We use evidence, innovation and technology to enhance what we do to deliver outcomes that matter.

Learn more at hnc.org.au

2022 – 2023 in Snapshot

Major initiatives and achievements

- **Primary care access:** efforts to enhance primary care include data analysis revealing high rates of low-urgency emergency department visits among young people and a significant portion of GP appointments for older adults. Initiatives like North Coast Health Connect and GP Telehealth aim to improve access to care.
- **Mental health and wellbeing:** initiatives included the Primary Mental Health program, increasing drug and alcohol treatment services, and supporting Aboriginal social and emotional wellbeing. Over 5,231 clients accessed mental health services, with 32,268 service contacts delivered.
- **Disaster response:** establishment of a Disaster Response Hub, mental health hubs, and various grants and programs to support community resilience and recovery post-floods. Emphasis on improving disaster readiness and supporting aged care facilities in emergency preparedness.

Professional development and quality improvement

- **Back to Health Conference 2022:** focused on preventive health, bringing together over 100 health practitioners. Topics included cultural safety training and quality improvement support.
- **Health literacy:** implementation of the Northern NSW Health Literacy Framework 2022–2025 aimed at improving health outcomes and care experiences through better communication and policy processes.

Community and reconciliation efforts

- **Reconciliation action plan:** commitment to working with Aboriginal communities, with initiatives such as cultural safety training and community engagement during National Reconciliation Week. Establishment of a Reconciliation Working Group to monitor RAP actions.
- **Healthy living and ageing:** launch of initiatives like the Living with Dementia booklet and increased telehealth capacity to support ageing populations and those with dementia.

Financial overview

- **Financial performance:** revenue increased from \$48 million in 2022 to \$81.6 million in 2023. Key expenses included commissioned services and employee benefits, resulting in a net profit of \$746,323.

Strategic focus area

- **Building a stronger future:** initiatives such as the Resilient Kids program, Community Wellbeing and Resilience program, and Workforce Infrastructure grants aim to strengthen community health and disaster readiness.
- **Health equity and sustainability:** strategic planning emphasizes health equity, sustainability, and the impact of climate change on community health.



Current Board



Dr Adrian Gilliland, Chair

Dr Adrian Gilliland is a GP and co-owner of Coffs Medical Centre, a large, long-established general practice. Until recently, he was Chair of Healthy North Coast's Mid North Coast Clinical Council, as well as a board member of the Mid North Coast Division of General Practice.

In previous roles he was Clinical Advisor, Primary and Integrated Care, for Capital and Coast District Health Board in Wellington, New Zealand. In this role, he sat on several key government decision-making bodies. He has experience in Indigenous health working for seven years within a high-needs, low income, predominantly Maori community attached to the local marae.



Kerry Stubbs, Deputy Chair

Kerry Stubbs is Deputy Chancellor of Western Sydney University and has worked as an academic at both Sydney University and the University of Technology. She has extensive human resources, research and teaching expertise in the areas of anti-discrimination, equal employment opportunity and social justice, as well as significant expertise in the human capital field, including previous roles as CEO of Northcott and Executive Director of St Vincent's Hospital, Sydney.

She is a member of the Community Advisory Committee for the Australian Digital Health Agency; Advisory Council to the Australian Health Protection Principal Committee on Disability Pandemic Planning; and the NSW Government Domestic and Family Violence and Sexual Assault Council.



Current Board



Sam Hardjono, Director, Chair of Finance and Performance Committee

Sam is currently a senior strategic advisor, working with leaders in the corporate, not-for-profit and start-up sectors. For more than a decade he was Chief Executive Officer of a large charity with projects in South-East Asia, South America, and Australia.

Prior to this, he was Australian Managing Director of a NASDAQ/London Stock Exchange-listed property service company, and previously Group Financial Controller for one of Australia's largest and iconic architectural firms. He has served on inter-governmental, not-for-profit, corporate, private and start-up boards, either as a trustee, non-executive director, or advisory roles for over 20 years.

Currently, he is a Non-Executive Director and Chair of Audit & Risk and was Chair for New South Wales for the Australian Red Cross. As well this he is Vice President for the Australia Indonesia Business Council.

Sam holds a Bachelor of Business in Accounting and an MBA in International Business.



Anne Bryce, Director, Chair of Audit and Risk Management Committee

Qualifications; Diploma in Community Organisations UTS, Certificate in Social Welfare Studies, Graduate of the Stanford Executive Program and MAICD.

Anne is an experienced Non-Executive Director and is currently the Chair of Anglicare North Coast and Chair of Gladstone Community Linking Agency and has a background in social welfare and community services with an extensive career working in the for-purpose community sector. Anne has held roles in both government and non-government in the health and disability areas working in Queensland and NSW, including 15 years as CEO of Achieve Australia.

Anne has held a range of Board roles on International, National, State and regional Boards and Management Committees over 40 years, is well networked and sees her community work as an extension of her grounding growing up in rural and regional Australia in the Northern Rivers of NSW. Anne currently lives in McLeans Ridges



Current Board



Dr Jenny Beange, Director

After graduating from UNSW, Dr Beange began her career in General Practice in Sydney before establishing herself in Dubbo in 1988. As her interests in health diversified, she took up positions in Women's Health, Drug and Alcohol, Aboriginal Health, Youth Health and teaching. She has representative positions at the local state and national level with groups working to address access to primary care, and health system efficacy.

Following her passion for system reform and health equity, Dr Beange diverted her career to health service governance, management and development; initially as Chief Executive Officer of Dubbo/Plains Division of General Practice, Director and Chair of General Practice NSW, followed by appointment as CEO of Western NSW Medicare Local and interim CEO of Western NSW Primary Health Network.

Dr Beange relocated to Port Macquarie in 2016 where she has worked at headspace, as GP Clinical Adviser for the North Coast Primary Health Network and Chair of the Hastings Macleay Clinical Council. Dr Beange is now continuing her work as General Practitioner.



Dr Matthew West, Director

Dr West is a Wiradjuri man whose family come from the Nanima Mission in Wellington NSW. He is currently living, working and researching on Darkinjung country on the NSW Central Coast.

Dr West said his primary focus is improving the health of his community, while leveraging his skills, knowledge and professional position to successfully advocate for high quality care for the most vulnerable communities.

Since 2015, Dr West has been the Managing Director of WestHealth Services, a private enterprise providing quality culturally appropriate podiatry services for Aboriginal communities. In 2021, he joined the NSW Department of Planning Industry and Environment (DPEI) and was the principal author of the DPEI's review of the Aboriginal Land Rights Act 2021.

Dr West has a PhD of Podiatry and was an Associate Lecturer at the University of Newcastle. He has held board positions with Darkinjung Local Aboriginal Land Council and Indigenous Allied Health Australia (IAHA).



Current Board



Prof Myfanwy Maple, Director

Dr Myfanwy Maple is based on the Mid North Coast of NSW. She has over 20 years of experience with the University of New England, which showcases a strong academic background across health systems, with a specific focus on mental health. She has experience working in acute and community care settings, with Aboriginal Community Controlled Health Organisations, and Primary Health Networks.

She has a commitment and personal interest in community involvement and sees joining the HNC Board as an opportunity to give back.



Dr Rashmi Sharma, Director

Dr Rashmi Sharma is based in North Coast NSW. She has deep expertise in health policy grounded by over 20 years of clinical experience as a General Practitioner, as well as her educational background. She has been involved in HNC projects, committee participation, and GP engagement and demonstrated her commitment to the organisation's mission even prior to joining the Board.

She is motivated by her interest in health policy, governance, and health reform.



Current Board



Luke Lindsay, Director, Chair of Nominations Committee

Luke Lindsay lives locally in Cabarita Beach with his family and is the General Manager with UnitingCare Queensland, responsible for Queensland's Statewide Lifeline, Wellbeing and Community Services, including Mental Health and Suicide Prevention.

Luke has extensive leadership and clinical experience in the health and human services sector, specialising in mental health and suicide prevention. Luke has a significant career in senior clinical, project, academic, executive leadership and operational management roles within mental health, community, crisis and hospital service delivery over the past 20 years.

Prior to joining UnitingCare Queensland, Luke worked as a Director with Queensland Health leading the acute hospital and community mental health services. Luke has previously worked for the Victorian Department of Health & Human Services as an Authorised Delegate within The Office of the Chief Psychiatrist; in academic teaching roles with Deakin University within the School of Nursing & Medicine; and spent almost 15 years in Senior Leadership roles across a range of Victorian Hospitals where he was operationally responsible for the public mental health and suicide prevention services.

Luke has co-authored two academic papers in The Australian & New Zealand Journal of Psychiatry; and The British Journal of Psychiatry focused on a 'Zero Suicide Framework', a systems approach to suicide prevention within a health setting.



Healthy North Coast - CEO

Monika Wheeler



Monika is passionate about improving social and health outcomes through clever and innovative policy and service models.

As Chief Executive, Monika is driving health system improvements to support primary health care access, healthy ageing, mental health, population health and Aboriginal and Torres Strait Islander health. Monika played a key leadership role in supporting response efforts over the last three years to fires, floods and the COVID-19 pandemic.

Monika has nearly 20 years' experience leading social policy strategy and health service delivery and holds a Master of Public Policy from the University of Sydney. She has worked at the local, state, national and international levels in government and not-for-profit organisations.

In her earlier career Monika worked for Anthony Albanese MP and later as a policy adviser for Tanya Plibersek MP during the Rudd and Gillard Governments. Among her achievements as an adviser, Monika was responsible for leading the development of Australia's inaugural National Plan to Reduce Violence against Women and their Children on behalf of Minister Plibersek in 2008-2010.

Monika, her husband and two children love living in Bundjalung Country and enjoy spending time bushwalking, camping and learning about the natural environment. She has been with Healthy North Coast for 10 years.



Governance

Structure

Healthy North Coast is an independent, not-for-profit public company and a health promotion charity, limited by guarantee, registered with the Australian Charities and Not-For-Profit Commission (ACNC). It is endorsed as a Deductible Gift Recipient (DGR) Item 1.

Composition

Under the terms of the [Constitution](#), the number of Directors must not be less than 3 nor more than 9 Directors. The Board currently comprises of 9.

The Board has 3 committees: Finance & Performance, Audit & Risk Management, and Nominations. Directors are expected to sit on a Committee and/or Council.

More information on HNC's governance structure on the following page.

Tenure

Directors are appointed for fixed a term of 3 years. Each Director is eligible to be re-elected (or re-appointed) for only 2 additional consecutive terms of approximately 3 years each, immediately following the Director's initial term of office.

Board Meetings

The Board is required to meet at least 6 times during the year, to address the governance and operational needs of the company. The Annual General Meeting (AGM) will be held prior to the end of each calendar year. Additionally, Board Directors are also required to attend a Board and Executive Leadership Team Strategic Planning Day, and a Board Professional Development Day. Joint Board meetings with the Local Health Districts are held approximately three times a year. There is an expectation that HNC Board Directors also attend these.

Meeting Dates

There are six board meetings held during the year, which includes the Annual General Meeting in November. Meeting dates for 2025, as well as the additional Planning and Development events, have yet to be set. This information will become available towards the end of 2024.

Remuneration

Directors are paid a modest stipend depending on the role, including a portion for professional development, and reasonable out of pocket expenses. Additionally, Directors are supplied with the appropriate technology requirements to ensure they can participate in all forums. Directors are reimbursed for any out-of-pocket expenses reasonably incurred in attending board meetings and related matters.



Health consumers and communities

Health care service providers

Social service providers

HNC Governance

February 2024

Healthy North Coast Board

Member Organisations

Board Committees

Finance and Performance
Audit and Risk Management
Nominations

Internal & external auditors

Chief Executive Office

Strategic planning
Policy
PHN Cooperative

Governance
Partnerships and alliances
Risk and compliance

Board Advisory Bodies

Clinical Advisory Council
Community Advisory Council

Operational Committees

Finance and Performance
▶ Reconciliation Action Plan Working Group
▶ Planning for Value Subcommittee
▶ Communications and Engagement Subcommittee
Audit and Risk Management
▶ Work Health and Safety Subcommittee
▶ Data Governance Subcommittee
▶ Clinical Quality Subcommittee

Executive Leadership Team (ELT)

Transformative Change Reference Groups

Healthy Ageing Strategy
Mental Health and Alcohol & Other Drugs Reform
Primary Care Access
Resilient Kids

Aboriginal Health

Partnerships forum
Many Rivers Alliance
Aboriginal health service planning
Aboriginal health commissioning
Integrated Team Care

Partnerships

Healthy North Coast
Aboriginal Partnership
Mid North Coast LHD
Northern NSW LHD
Centre for Healthcare
Knowledge & Innovation

Directorates

People, Planning and Performance

Service planning
Data analytics
Privacy
Procurement/contracts
Evaluation
Portfolio management office
Performance and reporting
Quality and ISO certification
People and culture
Reconciliation Action Plan

Finance and Operations

Accounting services
Asset management and investment
Business improvement and analysis
Reporting and grant management
External audit
Facilities
Office administration
Work health and safety
(in partnership with risk and compliance, people and culture)

Communications and Digital Services

Brand management
Communications and marketing
Media and PR
Information and communications technology
System architecture and interoperability
Information and cyber security
(in partnership with risk and compliance)
Digital health programs

Integrated Wellbeing

Psychosocial
IAR (NSW lead)
Head to Health
Mental health reform
Youth mental health
Suicide prevention
Drug & alcohol
Aboriginal SEWB
Flood recovery and navigation

Healthy Communities

Community engagement
Palliative and end-of-life care
Healthy ageing
Aged care reforms and capacity development
Integrated ageing services
Placed-based initiatives and engagement
Fundraising and philanthropy
Social connection
Climate adaption and resilience
Disaster Response Hub

Primary Care Impact and Partnerships

Primary health care engagement
HealthPathways
Education
CQI (quality improvement)
Workforce development
Primary care access
Health literacy
Population health
Public health
Priority populations
Clinics

Key selection criteria – Non-Executive Director

The HNC Board plays a crucial role in shaping the organisation's future by envisioning long-term goals and strategies. They are responsible for establishing and maintaining effective systems and processes that guide the strategic direction of the organisation. This includes developing comprehensive organisational policies that align with the company's mission and values.

Additionally, the Board sets clear performance expectations for management, ensuring that these standards are met through regular monitoring and evaluation. By tracking achievements against established goals, the Board ensures that the organisation remains on course and makes necessary adjustments to improve performance and outcomes. This holistic approach helps the HNC Board to drive continuous improvement and sustainable growth within the organisation.

Attributes and experience:

The following skills and experience are considered important to these roles:

- Specialist knowledge and experience in clinical governance (any area across PHN's broad spectrum) OR
- Executive level experience in IT governance, health information technology, AI and cyber security OR
- Network capabilities across Indigenous Health, academia, and/or health research, and connection to local community networks.

In addition to the above, favourable attributes includes:

- Identifies as a First Nations Person
- Residing in the PHN region (Mid North Coast and Northern NSW)
- Proven experience as an effective board member and commitment to excellence in governance to ensure the Board continues to operate effectively and rigorously.
- Excellent communication skills and strategic approach, along with excellent relationship skills, to manage a variety of stakeholder relationships.
- Valuable networks within the Australian business community, and / or Government.
- A genuine interest in positively contributing to HNC.

Required Non-Executive Director Experience:

- Significant experience in strategic development and implementation to contribute to Healthy North Coast's strategy through constructive questioning and suggestion and contribute to the effective decision making of the Board;
- Significant experience in working as an effective team member, demonstrating curiosity and courage to ask questions and persist in robust discussion with Management and fellow Board members where necessary;
- Demonstrated empathy manifested through strong interpersonal skills. A Director must work well in a group, listen well, be tactful yet able to communicate a cogent and candid viewpoint;
- Significant experience managing, supporting and developing senior roles in an organisation.



Further information

Recruitment timeframe: People for Purpose is undertaking this recruitment process on behalf of Healthy North Coast, which will be undertaken over the next 5 months, with the successful candidate being appointed in December 2024. A comprehensive onboarding process for the new Board Director will then commence in mid January 2025.

Website	https://hnc.org.au/
Annual report	Annual report
Strategic plan	Strategic plan
Reconciliation action plan	Reconciliation action plan
Newsletters	Newsletters
Immediate Care in Primary Health Conference 2024	Link



For more information



For all enquiries please contact

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