



# YERIN

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Eleanor Duncan  
Aboriginal Health Services

## Plan of Management

For the Operation of Yerin Eleanor Duncan Aboriginal Community Facility

## Property

35 McPherson Road, Mardi, NSW 2259

## Applicant

Yerin Eleanor Duncan Aboriginal Health Services

Created: 10 August 2021

Revision Date: 14 December 2021

# ACKNOWLEDGEMENT

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Yerin Eleanor Duncan Aboriginal Health Services would like to acknowledge that we operate and function on the lands of the Darkinyung people.

We pay respect to these lands and all that they provide for us.

We acknowledge and pay respect to the ancestors that walked and managed these lands for many generations before us.

We acknowledge and recognise all Aboriginal people who have come from their own Country and who now come to call this Country their home.

We acknowledge our Elders, past and present, who are our knowledge holders, teachers and pioneers.

We acknowledge our youth who are our hope for a brighter and stronger future and who will be our future leaders.

We acknowledge and pay respect to our community members who have gone before us and recognise their contribution to our people and community.

## YERIN

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“Yerin is a powerful metaphor with many meanings, written in the land at Erina since the dreaming. It is the meeting of salt water and the fresh water creating brackish water mixing near the mouth of a creek through this metaphor we can learn from difficulties in bringing opposites into creative balance.”

- Larry Maxwell Towney

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# 1. INTRODUCTION

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## 1.1 Purpose of the Plan

The purpose of this Plan of Management is to outline the operation of Yerin Eleanor Duncan - Aboriginal Community Controlled Facility at 35 McPherson Road, Mardi, NSW, 2259. It will also demonstrate the governance, the nature of the operations and the operational procedures at The Yerin Eleanor Duncan Aboriginal Health Services Facility. It will demonstrate compliance with the relevant matters under the Environmental Planning and Assessment Act 1979, and the various reports and supporting documentation submitted by the proponent as part of the development application to the Central Coast Council.

This facility will offer a range of health and community services to the Aboriginal community to address physical, mental, cultural, and spiritual needs, with the ultimate goal to empower the local community to lead strong, healthy, long lives. The facility provides a community connected space that is located on the riverfront and provides a welcoming place for clients, visitors and staff.

## 1.2 Our Story

Yerin Eleanor Duncan Aboriginal Health Services is a community controlled organisation that has been providing culturally appropriate health and community programs to the Aboriginal and Torres Strait Islander community on the New South Wales Central Coast (Darkinjung Country), for over 26 years. Following calls from the Central Coast Aboriginal Health Action Group for culturally appropriate health services for the local Aboriginal and Torres Strait Islander community, our services were established in 1995. This came thanks to funding being secured by Division of General Practice, along with donations from other organisations. The Centre became incorporated in February 1996.

Our namesake originates from the remarkable Eleanor Duncan. Eleanor was an active community member on the Central Coast and a Registered Nurse. She provided important services to Aboriginal and Torres Strait Islander people in the region. Born on the land of the Gomeroi people in Moree in 1937, Eleanor went to school at the local mission and studied nursing in Newcastle where she became one of the first Aboriginal Registered Nurses in New South Wales.

Eleanor was passionate about healthcare and helping her local community and following her marriage and move to the Central Coast, she carried this same work ethic to our region. Working for many years before sadly passing away at only 48. Yerin incorporating the Eleanor Duncan Aboriginal Health Centre strive to work tirelessly to uphold her legacy and provide essential services to our community. The Eleanor Duncan Health Centre official opening was held on Wednesday 6 November 2002, hosted by Master of Ceremonies, Mr Jack Smith, Eleanor's brother.

Since 2015 until the present, Yerin Eleanor Duncan Aboriginal Health Service has strengthened its funding base by working with a range of Commonwealth, State

Government and regional agencies to expand from 21 staff to over 80 staff, to deliver a range of community services and programs, providing both early intervention and complex supports for individuals and families, to support their wellbeing and health needs across the life span from antenatal care, children and young people, adults and care for elderly.

### 1.3 Overview of Programs and Services

Service provided includes routine health and wellbeing checks, targeted support for chronic disease, mental health and alcohol and drugs, oral health, family wellbeing, disability and homelessness supports. The service also provides specialist programs for family preservation and permanency support, and a range of community education and empowerment activities to increase family and social participation.

Programs and Services include (*Darkinjung language used to describe the program*):

- Eleanor Duncan Aboriginal Health Centre (EDAHC)
- Social, Emotional and Wellbeing Community Programs
  - o Integrated Team Care (Chronic Disease)  
*'Gurayi-Biyn Yadha'* meaning *You Mob Are Well*
  - o Wellbeing, Mental Health and Alcohol and Other Drugs  
*'Yadhaba'* meaning *Get Better*
  - o Suicide Prevention Program  
*'Ma-Guwag'* meaning *Hey, Take Care*
  - o Health Promotions
  - o National Disability Insurance Scheme  
*'Muru Bara'* meaning *Making Pathways*
- Child, Youth, Family and Homelessness Services
  - o Permanency Support Program  
*'Ngaliya'* meaning *We, You and I*
  - o Family Preservation Program  
*'Ngaliya'* meaning *We, You and I*
  - o Aboriginal Together Home Program (Homelessness Support)
  - o Maternal, Child and Family Program  
*'Dhangan Gudjagang'* meaning *Mother and Baby*
  - o Youth Program  
*'Buridjga'* meaning *Get Up*
  - o Voluntary Out-of-Home Care

Currently located within the Wyong Town Centre precinct, all programs and services and the corporate support staff, will transition to property at 35 McPherson Road, Mardi, except for the Dental Service which will remain at 37 Alison Road, Wyong.

## 2. CULTURAL AND CORPORATE GOVERNANCE

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### 2.1 Community Governance and Partnerships

Yerin Eleanor Duncan Aboriginal Health Service (YEDAHS) has chosen to opt-in to Barang Regional Alliance to work with other leading Aboriginal and Torres Strait Islander organisations. Barang deliver the Local Decision Making and Empowered Communities models in our region. Opting in requires conformity with a set of norms and principles that govern the way we work together as organisations. Our accountability to Aboriginal peoples in our region, and the way we work with local, state and federal governments. <https://barang.org.au/>

YEDAHS works closely with non-Aboriginal agencies with well-established interagency links to the local health and other relevant agencies through its existing service provision. Sector collaboration is well established ensuring that YEDAHS have a strong trust base to build relationships with relevant individuals and professionals. YEDAHS is actively involved in the full range of formal and informal community forums.

YEDAHS Community Empowerment Strategy enables YEDAHS and the community to develop a shared vision for the region, a greater level of mutual understanding and a partnership relationship. We recognise that empowerment can vary from informing community that a decision has been made, through elevated levels of participatory decision making and feedback. YEDAHS use the premise that Aboriginal and Torres Strait Islander people have a right to development, which includes our economic, social, and cultural development as families, individuals, and communities. It recognises and informs; predominance of the local nature of people and places; empowerment of the families and individuals connected to that people and place; collective collaboration.

Our framework is a continuum of increasing community participation and collaboration, ownership, responsibility and self-determination.

### 2.2 Corporate Governance

YEDAHS's Board of Management is governed under the rules of Yerin Aboriginal Health Services Limited Constitution. Board meetings are scheduled bi-monthly. Management reports including a compliance register are provided to the Board to support the corporate governance of the organisation.

The Board consists of Board Members elected by the members (community board members) and members elected by the Board (skills based positions). Currently, the Board has 5 community Board Members and one skills-based Board Member, all providing their volunteer time and expertise in corporate and community governance.

## 2.3 Operational Management

YEDAHS Executive Leadership Team consists of experienced professionals from government, non-government, and the community. The Board has delegated all operational responsibility to the Chief Executive Officer, who oversees the viability and sustainability of the business through the strategic and operational plan. These plans have been developed in consultation with staff, clients, community, and key stakeholders, and endorses policies and procedures that ensure clear lines of delegations, robust financial processes, legislative compliance, and quality service provision.

YEDAHS provides services under the Australian Government Department of Health and Ageing Indigenous Australian's Health Program, New South Wales Ministry of Health, New South Wales Department of Community Services, Community Services and has been consistently assessed as meeting all reporting framework requirements.

YEDAHS also has an extensive range of policies and procedures to ensure quality standards are met. These include confidentiality and privacy, client/patient safety, work and safety, intake and assessment, referrals, and human resources. A quality management system is in place.

## 2.4 Quality Management

The organisation is currently certified by four Accreditation Standards:

- AGPAL Accreditation - for the provision of a quality primary care services through the EDAHC.
- Approved Provisional Accreditation – Permanency Support Program (Office of Children's Guardianship)
- NDIS Commission Accreditation - Registered NDIS Provider

YEDAHS has an extensive range of policies and procedures to ensure quality standards are met whilst providing care and support to the community. The quality management drive holds all current policies, procedures, forms and templates that can be accessed and can be accessed via the Yerin Intranet. All staff including new staff (through the on-boarding process) are required to review and sign key policies that underpin the values and practices of the organisation.

The WHS and Risk Management Policy will be displayed for staff in the kitchen areas including the list of current WHS committee members. All other policies are accessible by all staff members electronically. All incidents, complaints and feedback will be communicated to the line manager through the Incident Form which will be entered onto the centralised register (LogiQc) and actions and outcomes monitored through the monthly WHS meetings.

These policies and procedures are document controlled and reviewed by the relevant manager for its currency and application. All operational policies and procedures are approved by the CEO and all Governance policies and procedures are approved by the Board.

The current Business Continuity Plans will be adopted for use in the facility which covers three elements:

- i. The response to an incident by staff and teams as a whole;
- ii. The business continuity of the service during a widespread incident affecting the community; and
- iii. The business continuity of the practice in the event of an internal incident affecting the service.



## 3. PROCEDURES

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### 3.1 Access to Programs

Yerin provides a range of community programs and services through a holistic trauma informed care model that support both individuals and families. Program referral and intake can be conducted by various means, including phone, face to face and online access and a thorough triage and assessment is conducted to assess the level of care and response required (through a stepped care model) and program criteria for service access.

Service Criteria by Program:

#### Aboriginal Together Home Program

To be eligible for this program you must: identify as Aboriginal or Torres Strait Islander; be aged 18 years or above; be approved or are eligible for priority housing using the Application for Housing Assistance (AHA); not have any unresolved VISA restrictions that will impact long term housing outcomes; are experiencing homelessness and street sleeping or have a history of street sleeping and are in or have recently been in temporary accommodation; have an income within the social income eligibility limits or can be supported to access and income.

#### Buridjga Youth Program

The program is open to all Aboriginal and/or Torres Strait Islander young people living on the Central Coast aged between 12 – 24 who would benefit from connections to youth groups, case management, referrals to psychological services and support to access GP's for 715 health checks, cultural support, and family capacity building through targeted home visiting.

#### Dhanggan Gudjagang Maternal, Child and Family Program

To be eligible for this program, you must have a Referral from General Practitioner (internal or external) or complete a self-referral, and be an Aboriginal or Torres Strait Islander child under 8 years or age or mother pregnant with Aboriginal baby

#### Eleanor Duncan Aboriginal Health Centre

Aboriginal or Torres Strait Islander person living in the region and including immediate family members (spouses or children) who are not Aboriginal or Torres Strait Islander person. is classified an active patient at the clinic.

#### Gurayi-Biyn Yadhya Integrated Team Care Program

To be eligible for this program, a person must have a referral from General Practitioner (internal or external), a completed GP Management Plan, 715 Health Check and Team

Care Arrangement and have a chronic condition (diabetes, cancer, respiratory disease, cardiovascular disease or chronic kidney disease).

#### Muru Bara NDIS Team

Client meets eligibility as per the National Disability Insurance Scheme requirements and requests Care Coordination or Allied Health Services. Team Leader ensures that the client meets eligibility. Team Leader allocates to Coordinator of Supports and the Coordinator of Supports books initial clients meeting.

#### Ngaliya Family Preservation Program

DCJ will determine that a child/ren is at risk of significant harm and will refer child/ren and families to the Family Preservation team once a risk assessment has been conducted.

#### Ngaliya Permanency Support Program

The Children's Court Magistrate issues a Care Order and child/ren are placed in statutory care (permanency support program). DCJ then refer to Yerin Eleanor Duncan Permanency Support Program through the Commission and Planning, or ChildStory Partner Portal websites.

#### Voluntary Out-of-Home Care

To be eligible for this program, a person must be: 7 - 13 years old with or without a disability and VOOHC is provided in centre based care.

#### Yadhaba Mental Health Alcohol and Other Drugs Wellness program

To be eligible for this program, a person must: have a referral from Yerin Eleanor Duncan Aboriginal Health Centre General Practitioner, be an Aboriginal or Torres Strait Islander person and must obtain a Mental Health Management Plan as soon as practicable (approximately 4 weeks),

## 3.2 Service Delivery

### Aboriginal Together Home Program

Aboriginal Together Home Housing Support Workers carry out case management to assist meeting the unmet needs of the individual clients, including building supports for clients to sustain occupancy and lead a more engaged community life. They will establish opportunities for clients to participate in community life and develop wider social networks. Housing Support Workers, in consultation with clients, prepare a detailed transition plan to support clients moving from sleeping rough into a home, including practical requirements and actions to manage health, mental health and social challenges with the aim to establish a pathway to permanent housing for each individual.

### Buridjga Youth Program

Buridjga Caseworkers provide Aboriginal and Torres Strait Islander young people and their families through targeted early intervention, education and skills training and youth groups. Caseworkers provide referrals for young people to youth specific drug and alcohol counselling/support services and/or specialist psychologist services where required. They work with Yerin Eleanor Duncan Aboriginal Health Centre staff to identify, refer and case coordinate young people with medical or social and emotional wellbeing concerns. Buridjga Caseworkers provide youth specific information on harm minimisation, infectious diseases, drug overdose prevention and relapse prevention.

### Dhanggan Gudjagang Maternal, Child and Family Program

Aboriginal Family Workers provide a range of individual and family support focused activities including delivering educational strategies with a focus on prevention and early intervention. The Midwife provides expert midwifery and nursing care, clinical education to mothers during antenatal and postnatal periods. The Early Childhood Nurse provides health checks, screening for hearing and speech issues and identifies potential development anomalies as well as early diagnosis of childhood disease.

### Eleanor Duncan Aboriginal Health Centre

Services provided include:

- General Practitioner Appointments
- 715 Health Checks Children to Adult
- Treatment of acute illnesses
- Management of chronic conditions
- Social and emotional interventions and referrals
- Smoking Cessation
- Referrals to internal and external services
- Women's and Men's Health
- Preventative Health Checks / Screening
- Wellness Clinics
- Flu and COVID-19 Vaccination Clinics

### Health Promotions

This program is a preventative and educational program which focuses on improving the health outcomes for Aboriginal and/or Torres Strait Islander people living on Darkinjung Country. The Health Promotions Workers aim to increase community engagement, awareness, health literacy and preventative health through events, social media campaigns, distribution of resources and attendance at in-services. Health Promotions Workers provide advice to community members of other available services and may refer to some other Yerin Eleanor Duncan programs for case management or care coordination.

### Gurayi-Biyn Yadha Integrated Team Care Program

Care Coordinators are responsible for providing for the care coordination of clients including referrals and appointment creation for specialist and Allied Health services. Aboriginal Outreach Workers provide culturally responsive outreach services, community liaison, transport and administration support.

### Ma-Guwag Suicide Prevention Program

This program is a preventative and educational program which focuses on suicide prevention and mental wellness and provides targeted and culturally responsive community awareness and help seeking programs. The Suicide Prevention Workers can assist Aboriginal and/or Torres Strait Islander Community to access Yerin Eleanor Duncan Services, cultural activities, YerinFit, information and resources, group sessions or additional health and wellbeing services. The Suicide Prevention Workers can also assist in supporting community members to self-assess mental health, conduct yarning groups, and conduct group training to help educate community members about mental health and available supports.

### Muru Bara NDIS Team

The Coordinator of Supports assists participants to understand and implement their funded supports based on their NDIS plan goals. The COS coordinates and facilitates scheduled client case reviews and supports participants to build their skills and to direct their supports. The NDIS Team includes Occupational Therapists, Speech Therapists and Psychologists for participants to access if it aligns to their NDIS plan goals.

### Ngaliya Family Preservation Program

Family Preservation Caseworkers provide intensive case management to child/ren and families to prevent child/ren from being placed in out of home care. Caseworkers conduct a range of assessments, action plans / cultural plans and reviews to best support the child/ren. The PSP Team provides Allied Health interventions as required. The Caseworker will also provide ongoing support and training to the family/parents to increase safety.

### Ngaliya Permanency Support Program

PSP Caseworkers provide intensive case management to children in out of home care and families/kin and carers of the child. Case managers conduct a range of assessments,

action plans / cultural plans and reviews to best support the child/ren. The PSP Team provides Allied Health interventions as required.

#### Voluntary Out-of-Home Care

Care arrangements may include:

- Overnight or short-term accommodation in a group home or respite environment
- Overnight stay with another family in a 'host family' arrangement
- Longer term residential care
- Camps that focus on respite or behaviour support
- Bail Assistance Line VOOHC may be provided as a one-off emergency placement or on a regular or long-term basis.

#### Yadhaba Mental Health Alcohol and Other Drugs Wellness program

Aboriginal Mental Health / AOD Workers are responsible for providing case management and supporting patients with AOD and mental health issues. Aboriginal Health Workers are also responsible for the care coordination including referrals and appointment creation for external intervention services (psychiatry, psychology, AOD, counselling, group work, psychosocial).

### 3.3 Service Activity and Volume

The Predominant use of the facility as a community service is for a range of wellbeing and targeted programs which require staff to conduct a combination of outreach support, phone support and in-reach access. The community health education and social connection programs provide for weekly or fortnightly group activities that will be rotated between varying locations on the Central Coast.

The ancillary use for health services will require in-reach access, however changes with COVID-19 has seen a dramatic increase in tele-health services. Note, the client numbers reported below are based on majority of clients face to face and close to 100% show rate.

Table 1: Access by Service – Day and Team Breakdown

Service	In-reach						Outreach	Total clients	
	Mon	Tue	Wed	Thur	Fri	Total Weekly	Daily Avg	Daily Avg	Daily avg
Programs – Child and Family	0	6	6	6	6	24	5	6	11
Programs – Family Preservation	1	1	1	1	1	5	1	4	5
Programs – Permanency Support	1	1	1	1	1	5	1	3	4
Programs – Youth	2	2	2	2	2	10	2	3	5
Programs – Homeless	1	1	1	1	1	5	1	3	4
Programs – Wellbeing (MH/AODS)	3	3	3	3	3	15	3	8	11
Programs – Chronic Disease	1	1	1	1	1	5	1	6	7
Programs - Disability									
Programs – Counselling Team	5	10	10	24	21	70	14	5	19
Programs – Therapy Team	7	7	7	7	7	35	7	2	9
Group Programs – Health Promotion	3	3	3	3	3	15	3	16	19
Group Programs – Women’s					10	10	2	4	6
Group Programs – Men’s					10	10	2	4	6
Group Programs – Wellbeing					5	5	1	2	3
Group Programs – Child and family		10				10	2	4	6
<b>Program Total</b>	24	45	35	49	71	224	45	70	115
Clinic – GP services	48	80	64	32	32	256	51	0	51
Clinic – Visiting Specialists /Allied Health	7	7	7	7	7	35	7	1	8
Clinic – other (nurse only)	1	1	1	1	1	5	1	0	1
<b>Clinic Total</b>	56	88	72	40	40	296	59	1	60
<b>Facility Total</b>	80	133	107	89	111	520	104	71	175

## 4. OPERATIONAL PROCEDURES

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### 4.1 Use of External Areas

The use of external areas for activities will mainly occur between 9:00am and 5:00pm (dependant on day light savings). Emphasis will always be on maintaining peace and tranquillity for the wider enjoyment and therapeutic benefit of clients and families, as well as participation by staff and visitors.

### 4.2 Transport Arrangements

All transport to and from the facility for the clients and visitors will be dependent on their ability to transport by self, family and friends. Other arrangements include transport by staff (where they meet eligibility), transport by community transport or taxi, or through local pickup service (from nearby Wyong Town Centre, to and from the facility) using the YEDAHS Shuttle bus.

The facility will own vehicles including one 10-seater van (with wheelchair access) for transporting visitors or priority disability clients.

### 4.3 Staff

Staff will be present primarily during work hours, with staggered rostering from 8am to 6pm Monday to Friday.

The number of staff employed at the facility is 89 with additional 6 visiting staff on a weekly or fortnightly basis.

### 4.4 Safety and Security

The following operational elements will apply at the facility to deal with safety and security:

- Security will be provided to the facility in a manner similar to an office environment, with back to base security alarms and online security cameras, to secure and monitor the premises from theft, burglary, vandalism and unauthorised access.
- Security will include security cameras at the front of the property and some throughout. Sections of the property will have the ability to securely lock down in case of a fire alarm.
- Medications will be securely stored and strictly dispensed in the facility with a limit on what medications are available while in the facility. The prescribed Schedule 8 medications that will be allowed will be closely monitored. There will be no medication of addiction kept on-site.
- Site orientations to the facility and its emergency plans will be provided to clients, family and visitors on arrival.

### 4.5 Parking

There will be adequate number of parking spaces are available onsite, which is more than adequate for staff, clients and visitors. A number of Yerin's community program

staff provide outreach services and in-home visits services to clients in the community and require minimal onsite parking unless for scheduled meetings and training.

#### **4.6 Garden and Lawn Maintenance**

The lawns and gardens of the facility will be maintained regularly by an external landscaping and garden maintenance team and where allowable volunteers. The external contractor will operate according to a maintenance calendar approved by the management team.

#### **4.7 Flooding and Emergency Control Plan**

Please refer to Flooding Emergency Response Plan

#### **4.8 Waste Management Plan**

YEDAHS recognise that our operations have an impact on the local, regional and global environment. As a result, management are committed to continuous improvements in environmental performance, the prevention of pollution and reduction in waste. Environmental regulations, laws and codes of practice will be regarded as setting the minimum standards for our environmental performance.

The specific areas that we will address include:

- i. Implementing environmental awareness and education with residents, staff and stakeholders.
- ii. Using environmentally safe and sustainable energy sources to meet our needs and invest in improved energy efficiency of products we use.
- iii. Minimising waste and, whenever possible, recycling materials. We will dispose of all waste through safe and responsible methods.
- iv. All waste is to be stored in sealed bags in a clearly marked rubbish storage area.
- v. Waste is to be collected and conveyed to the central waste container, in preparation for collection by the private waste contractor.
- vi. Waste will be collected by the private waste contractor on a weekly basis (utilising a large bin) and may be extended to 2 times a week if waste increases.

#### **4.9 Environmental Management**

YEDAHS recognise the importance of minimising any localised impact on biodiversity as a result of the development and use of the site. As a result, management are committed to the following actions:

- Maintain and enhance the landscape and the access points to the river that will consider the use of plants and structures that provide a suitable long-term benefit to the local native fauna.
- Appropriate erosion and sedimentation controls will be considered.
- Appropriate weed management and cleaning to ensure all easements and drainage controls are optimised.



#### Flying-fox Management on-site:

Some of the trees on the site are known to support a Grey-head flying fox camp. If a Grey-head flying fox camp is re-established on the site consideration will be given to Central Coast Council's Flying-fox Management Strategy (FFMS) referenced on the Central Coast Council's website:

<https://cdn.centralcoast.nsw.gov.au/sites/default/files/Council/Strategies/centralcoastflyingfoxmanagementstrategy.pdf>

The following actions will be undertaken should a Grey-head flying fox camp be re-established on Yerin's site:

- i. Yerin Management will alert Central Coast Council and Crown Lands/DPIE in the event a camp is established again.
- ii. In the event a camp is established, Yerin Management will familiarise themselves with Council's FFMS including an understanding of appropriate management activities.
- iii. Minimise impacts to the Yerin Eleanor Duncan Aboriginal Community Facility staff, clients and other visitors while conserving flying-foxes and their habitat in accordance with Central Coast Council's Flying-fox Management Strategy (FFMS).
- iv. Comply with Central Coast Council's Flying-fox Management Strategy (FFMS).

#### **4.10 Review of this Document**

This Plan of Management has been prepared with the benefit of the elements of the operation of the Yerin Eleanor Duncan Aboriginal Health Service has successfully operated for over 26 years.

This is a living document that will be reviewed on a continual basis and improved as required, with a formal review undertaken by the Executive Leadership Team annually.