

Hawkesbury District Health Service

Annual Review 2015-16

Working together for better health care

Hawkesbury District Health Service

Established: 1996

Location: 2 Day Street, Windsor NSW

Chief Executive Officer: Strephon Billinghamurst

Medical Advisory Chair: Dr Elizabeth Tompsett

Beds: 131

Caregivers: 588

Accredited Doctors: 69

Theatres and Procedure rooms: Three operating theatres and one procedure room.

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Foreword from the St John of God Health Care Group CEO

It gives me great pleasure to introduce the 2015-16 Hawkesbury District Health Service Annual Report.

St John of God Health Care has a long tradition in the Windsor-Hawkesbury region. We have been operating St John of God Richmond Hospital, a specialist psychiatric hospital since 2007, when we took over services established by the Brothers of St John of God in 1952.

While we are known for our provision of mental health services in New South Wales and have great expertise in this area, we are primarily a general hospital operator.

We have been running acute hospitals in Australia since 1898 and currently have 13 acute hospitals in New South Wales, Victoria and Western Australia.

We also have a long tradition of partnering with government to provide public health services and have been looking to grow our involvement in publicly funded health care.

When the opportunity arose therefore to take over provision of public health services at Hawkesbury District Health Service, as well as grow private services, in a community which know well and have served for a long time, we took it immediately.

Since taking over the operation of Hawkesbury District Health Service, we have partnered closely with the Nepean Blue Mountains Local Health District to introduce and improve many key services.

I thank our government partners, our Community Board of Advice and all our doctors and caregivers for a successful and fruitful first year of operation of Hawkesbury District Health Service under the stewardship of St John of God Health Care.

We look forward to working with them to continually improve health outcomes and services to the people in the Hawkesbury region.

Dr Michael Stanford
Group Chief Executive Officer

Hawkesbury District Health Service

Hawkesbury District Health Service is a teaching hospital at Windsor New South Wales providing acute, community and allied health services for the local community and the surrounding districts.

Hawkesbury District Health Service is an integrated health care facility providing 24-hour emergency, medical, surgical, diagnostic, maternity, neonatal, paediatric, palliative, intensive and coronary care services, and afterhours GP services.

The hospital, one of the newest members of the St John of God Health Care family, is a 131-bed facility, employing 588 caregivers and 69 Visiting Medical Officers. It serves a region of 65,000 people and each year has more than 10,000 inpatient separations.

Through its operation of the Hawkesbury District Health Service, St John of God Health Care maintains a highly successful public-private partnership with the New South Wales Government in the Nepean Blue Mountains Local Health District.

Hawkesbury District Health Service is also a tertiary education precinct for medical and nursing students of the University of Notre Dame Australia, Charles Sturt University and Western Sydney University.

New beginnings

The Hawkesbury District Health Service has been serving the local community for more than 20 years. After rigorous regulatory approvals from the New South Wales Government and the Ministry of Health, its ownership was successfully transferred from Catholic Healthcare Limited to St John of God Health Care in October 2015.

St John of God Health Care is one of Australia's biggest non-government hospital operators and Australia's biggest Catholic not-for-profit hospital operators.

It has been operating hospitals in Australia for more than 120 years and currently owns and operates 23 facilities with more than 3,000 beds. In 2015-16, St John of God Health Care employed more than 14,000 people (who are referred to as caregivers) and had revenue of \$1.6 billion.

During the current seven-year agreement to manage Hawkesbury District Health Service, St John of God Health Care will maintain a commitment to continuing the healing Mission of Catholic Healthcare Limited, while investing in the health service and working with the New South Wales Government to meet the growing and changing health care needs of the Hawkesbury district.

Chief Executive Officer's Report

Hawkesbury District Health Service has successfully provided its 20th year of service to the Hawkesbury community, delivering quality health services in response to the community's needs, and achieving sustainable financial performance.



New Beginnings

St John of God Health Care took over operation of Hawkesbury District Health Service in October 2015.

St John of God Health Care's Trustees and Board members formally welcomed Hawkesbury District Health Service into the St John of God Health Care family at an official transfer ceremony in December 2015.

The community and other stakeholders who attended the ceremony celebrated the founding stories of both Catholic Healthcare Limited and St John of God Health Care. The blessing of symbols included the *Lighting of the Shared Flame*, unveiling of a joint plaque signifying the transfer and the beginning of a new chapter in Hawkesbury District Health Service's story.

Hawkesbury District Health Service's caregivers have enthusiastically showed endurance, flexibility and commitment in embracing the many successive changes implemented over the past eight months.

The roll-out of new uniforms, corporate rebranding and the appointment of new management caregivers formed part of the integration changes successfully accomplished in the first phase of the integration.

After many months of preparation, Hawkesbury District Health Service's information, communication and technology platforms was successfully transferred to a new purpose-built St John of God Health Care platform.

The new Director of Mission, Dr Lisa Connell introduced Hawkesbury District Health Service to new St John of God Health Care traditions including a pomegranate tree planting ceremony marking the beginning of new growth, and our nationally honoured and celebrated St John of God Day.

We look forward to growing and strengthening Hawkesbury District Health Service in the local community and in the Nepean Blue Mountains Local Health District.

This is Hawkesbury District Health Service's 20th year operating a successful public-private partnership with the Local Health District, and St John of God Health Care looks forward to continuing working with the New South Wales Government to meet the health care needs of the region's growing population.

Building Stronger Partnerships

Our partnership with the Nepean Blue Mountains Local Health District has been strengthened through collaboration on strategic and clinical plans for the Hawkesbury and Nepean regions, that will ensure services continue to expand to meet the future health care needs of our regions.

In partnership with the Nepean Cancer Care Centre, Hawkesbury District Health Service this year constructed a new purpose-built facility to provide the community with locally-based chemotherapy services.

After meetings with the Nepean Surgical Committee, Hawkesbury District Health Service is now undertaking additional surgeries for Nepean Hospital.

Patient flow managers at Hawkesbury District Health Service and Nepean Hospital have implemented daily bed board meetings to assess the occupancy rates of each hospital, improving access and the timely care and transfer of patients between our facilities and our hospital network.

On behalf of our hospital community, thank you to our voluntary advisory group, the Community Board of Advice for their passion and commitment and strong advocacy and responsiveness shown to the needs of our community. Furthermore, congratulations to Community Board of Advice member Brenda Harrold OAM for receiving a Medal of the Order of Australia for her contribution to local health care.

Thank you also to the volunteers and the community for their ongoing contributions and commitment to Hawkesbury District Health Service as their local health service provider.

I am proud of Hawkesbury District Health Service's achievements this year and I look forward to an exciting year ahead. On behalf of the Divisional Management Committee, I commend to you the *Hawkesbury District Health Service Annual Review 2015-16*.



Strephon Billinghurst
Chief Executive Officer

Report from the Chairman of the Community Board of Advice

Our Partnership with the Community

This year the Community Board of Advice celebrates 20 years of participation in the provision of quality health care for the local community.

Established in 1996, the Community Board of Advice is a voluntary advisory committee of Hawkesbury District Health Service, which facilitates community participation in the provision of quality health care services, and provides feedback to the health service about local health care needs and issues.

The Community Board of Advice works with Hawkesbury District Health Service to ensure the delivery of a service that is responsive to patient, carer and consumer input.

Community Board of Advice members are all local Hawkesbury residents who volunteer their talents and time to meet monthly with Hawkesbury District Health Service's Chief Executive Officer, and participate in key meetings including strategic business, service planning, ethics, quality and facility management.

This year the Community Board of Advice hosted community forums with 14 groups, identifying local health care trends and gaps.

Order of Australia Medal

Congratulations to Brenda Harrold OAM, Community Board of Advice member and long-term local health advocate was honoured for her outstanding achievements and service to health in the Hawkesbury community, receiving a Medal of the Order of Australia.



Community Board of Advice

Front Row (L-R) Sarah Richards; Andrew Turtle; Vivienne Beggs; Barry Adams, Chairman; Brenda Harrold OAM; Peter Gooley; Back Row (L-R) Arthur Rutter; Strephon Billinghamurst, Chief Executive Officer; Bryan Smith, Vice-Chairman; Absentees: Jenny Gilder; Vicki Thom, Hawkesbury District Health Service Caregiver Representative; Dr Elizabeth Tompsett, Chair, Hawkesbury District Health Service Medical Board Representative.

Our Structure

Divisional Management Committee

Divisional Management Committee members:

- Chief Executive Officer, Strephton Billinghurst
- Director of Mission, Dr Lisa Connell
- Director of Financial Services, Belinda Mott
- Director of Nursing, Midwifery and Community Health, Scott Daczko
- Director of Emergency and Medical Services, Dr Nadarajah Ramesh

Chief Executive Officer

Strephton Billinghurst

Strephton Billinghurst joined Hawkesbury District Health Service in November 2015, during the facility's transfer to St John of God Health Care.

He was previously Chief Executive Officer at the specialist private psychiatrist facility, St John of God Richmond Hospital. Over the past eight months, Strephton has lead the Divisional Management Committee and nearly 600 caregivers through successive changes involving the facility's organisational structure, health care models and information, technology and communication systems.



Strephton has extensive experience working in acute private and public hospitals, including Calvary Hospital Canberra, a hospital with public and private services similar to Hawkesbury District Health Service. For three years, Strephton was Calvary Hospital's Director of Operations for the Private Services (75 beds) and prior to that, the Nursing Director – Emergency, Perioperative, Mental Health and Critical Care for the (200 bed) public hospital services.

Strephton also worked with Flinders Medical Centre, a 430 bed public facility in South Australia as their Nursing Director – Emergency and Perioperative Medicine, and the Acting Executive Director of Nursing – Midwifery and Patient Services. Strephton has a Masters in Health Services Management, a Bachelor of Nursing and a Graduate Diploma in Catholic Leadership from the Australian Catholic University.

Director of Mission

Dr Lisa Connell

Dr Lisa Connell, Director of Mission joined Hawkesbury District Health Service in November 2015. Lisa has a role that includes 'bringing to life' St John of God Health Care's Mission, Vision and Values in the everyday environment of a health care facility.



Lisa has critical care nursing qualifications, a Masters of Public Advocacy and Action, a PhD in Human-trafficking, and is currently undertaking a Graduate Certificate in Theology.

As a Director of Mission at St John of God Frankston Rehabilitation Hospital and Calvary Community Care, and working in developing countries, Lisa brings the experience to grow and embed a culture at our facility which recognises the unique dignity of every human being, and delivers a service which is committed to our Values of *Respect, Hospitality, Justice, Excellence and Compassion*.

Director of Financial Services

Belinda Mott

As the Director of Financial Services, Belinda leads the facility's Finance, Patient Services and Health Information teams. Over the past 20 years Belinda has actively managed the administration and compliance of Hawkesbury District Health Service's public-private partnership with the Nepean Blue Mountains Local Health District for the provision of local public health services.



Belinda was actively involved on both Catholic Healthcare and the St John of God Health Care's transition teams, ensuring due diligence preparation and a smooth and effective transition of Hawkesbury District Health Service to the St John of God Health Care family.

Belinda Mott joined Hawkesbury District Health Service 20 years ago as the Financial Accountant responsible for commissioning the financial services function in readiness for the facility's opening. She was later promoted to her current role as the Director of Financial Services.

Previously Belinda worked in the private health industry for five years in a similar role. She is a Qualified Certified Practising Account with a Bachelor of Business majoring in Accounting.

Belinda is passionate and committed to ensuring that the communities of the Hawkesbury and Nepean regions continue to have equitable access to a broad range of quality health services.

Director of Nursing, Midwifery and Community Health

Scott Daczko

Scott Daczko has more than 20 years' experience in the New South Wales health system, holding a number of senior management and executive positions.



Scott joined Hawkesbury District Health Service as the Director of Nursing, Midwifery and Community Health in July 2016. He is responsible for the development, monitoring and reporting of all aspects of professional activities to optimise health outcomes provided by nurses and midwives.

Scott previously worked as the Nurse Manager Operations Medicine and Cancer Services at Westmead Hospital, and held a number of other senior nursing roles at Westmead Hospital. He has extensive nursing experience across a broad range of clinical speciality areas, having also worked for 15 years at Nepean Hospital.

Scott has a passion for the delivery of safe quality health care to the local community. He enjoys working in a dynamic team and is committed to creating collaborative and productive working relationships that deliver results for the patient, organisation and the community.

Director of Emergency and Medical Services

Dr Nadarajah Ramesh

Dr Ramesh joined Hawkesbury District Health Service in 2002, after a tour of service with an American hospital in the Gulf.



Working in a dual directorship as the Director of Emergency and Medical Services, Dr Ramesh has been instrumental in successfully pioneering Hawkesbury District Health Service's public-private partnership model with the New South Wales Government for the Nepean Blue Mountains Local Health District.

Dr Ramesh's commitment to providing quality health care services for the local community has contributed to Hawkesbury District Health Service evolving from a rural hospital to a well-respected teaching district hospital. Dr Ramesh has also: directed the transfer of myocardial infarct patients to Westmead Hospital for stenting; the introduction of the Hawkesbury After Hours GP Clinic and an @HomeGP service; the implementation of a mental health nurse consultant in the Emergency Department; and the establishment of a Mobile Rehabilitation Team supporting improved health outcomes for patients.

Our Structure

Medical Advisory Committee

Hawkesbury District Health Service's Medical Advisory Committee consists of:

Dr Elizabeth Tompsett

General Surgeon

Chairperson

Dr Nadarajah Ramesh

Director - Emergency and Medical Services

Dr Thomas Aczel

General Surgeon

Dr Rosemary Ambler

Paediatrician

Dr Danny Briggs

Anaesthetist

Dr Rahim Daneshjoo

General Physician

Dr Robin Holland

Anaesthetist

Dr Ralph Nader

Obstetrician/Gynaecologist

Dr Tony Rombola

General Practitioner

Dr Grant Shalaby

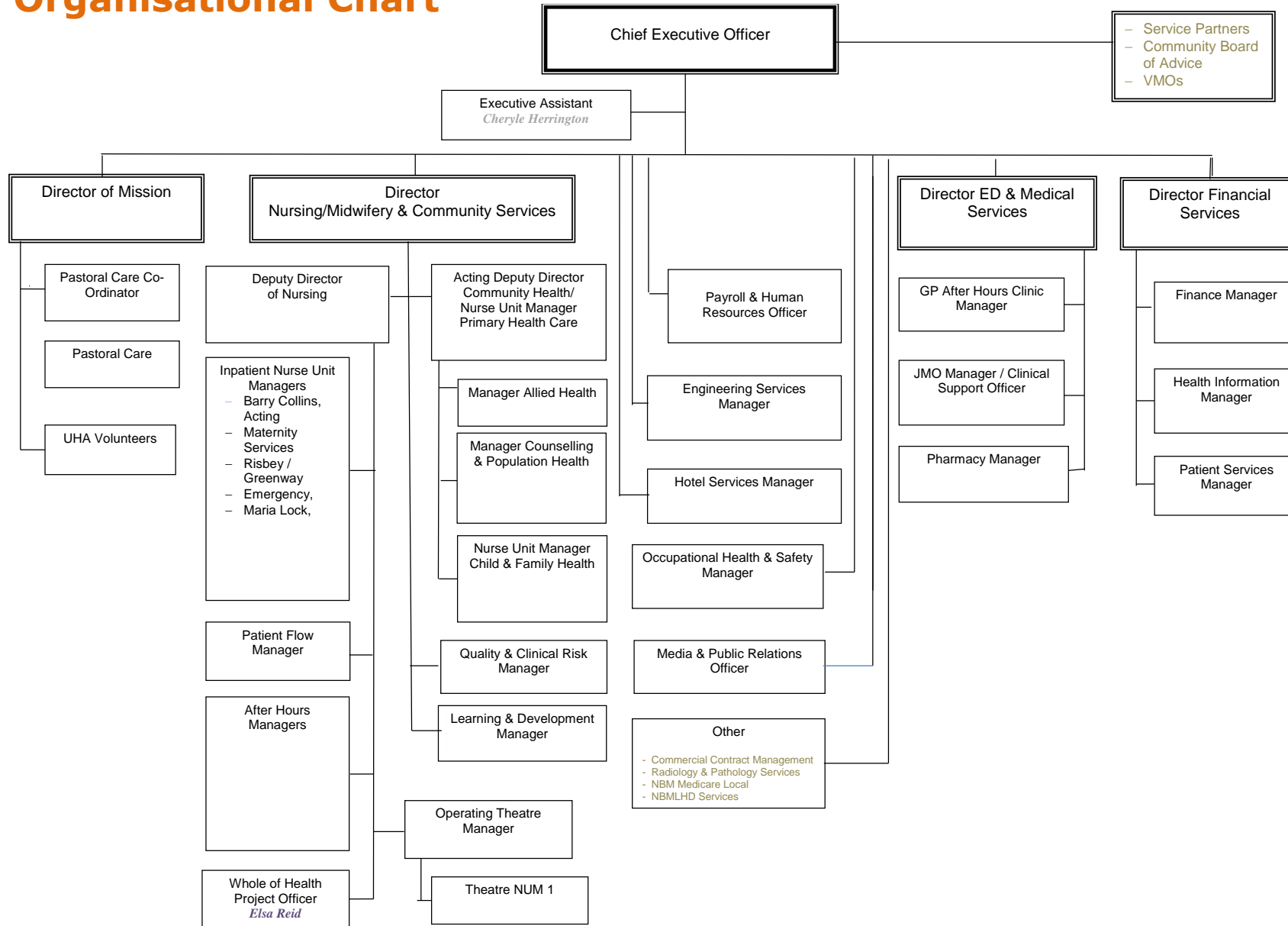
General Physician

Dr Michael Walsh

Orthopaedic Surgeon

Our Structure

Organisational Chart



Our Partnerships

Our Partnership with NSW Health

Public-Private Partnership

Hawkesbury District Health Service has operated a successful public-private partnership for the past 20 years, providing cost-effective quality health care locally in partnership with the Local Health District.

St John of God Health Care operates Hawkesbury District Health Service, which is a licensed private hospital with a contract to provide public patient services. This is a unique health care arrangement in New South Wales, and shows the foresight of New South Wales Health in establishing innovative ways to meet community health service needs.

Hawkesbury District Health Service is part of the Nepean Blue Mountains Local Health District, operating as one of its network hospitals. Services are currently organised across the network to achieve the best health care outcomes for the community.

Satellite Chemotherapy Service

Hawkesbury District Health Service continued to strengthen its partnership with the Nepean Blue Mountains Local Health District this year, with the construction of the long awaited small public satellite chemotherapy service.

Located at Hawkesbury Community Health Centre, the new service is a satellite service of the Nepean Cancer Care Centre, and will provide local patients with the convenience and comfort of receiving chemotherapy treatments closer to home. The new chemotherapy unit will operate four chairs and is expected to provide more than 1,000 treatments in its first full year of operation.

Primary Health Network

Hawkesbury District Health Service has a long history of successful collaboration with local general practitioners, primarily through our partnership with the Nepean Blue Mountains PHN (Primary Health Network).

This success can be demonstrated by the achievement of the Hawkesbury After Hours GP Clinic service, which in its 14th year of operation has continued to meet sustained high demand for services this year, with 6,737 presentations.

@HomeGP Service

Hawkesbury District Health Service's relationship with the Nepean Blue Mountains PHN has been strengthened this year with the launch of the new @HomeGP service. Based at Hawkesbury Community Health Centre, the new @HomeGP service provides an overnight home doctor service for the local community.

Our Partnership with the University of Notre Dame Australia

Hawkesbury District Health Service's partnership with the University of Notre Dame Australia strengthened this year with 25 fourth-year medical students graduating.

Over the past six years 200 medical students have graduated from Hawkesbury District Health Service's and the University of Notre Dame Australia's Hawkesbury Clinical School, and today many are practising in specialist training programs across Australia.

Hawkesbury District Health Service is proud that six medical graduates from the University of Notre Dame Australia have returned to our facility as junior doctors and registrars.

Medical students provide an additional tier of care to our patients and are highly valued members of Hawkesbury District Health Service's clinical teams. Fourth-year medical students complete medical, surgical, paediatric and obstetric rotations at our facility and work seamlessly with our clinical and non-clinical teams.

Multidisciplinary Clinical School

This year construction was completed of the University of Notre Dame Australia's new state-of-the-art, Hawkesbury Multidisciplinary Clinical School at Hawkesbury District Health Service. The new two-storey building of 1,010m² is on the previously vacant south-western corner of Hawkesbury District Health Service.



Above: Newly constructed Hawkesbury Multidisciplinary School at Hawkesbury District Health Service, featuring state-of-the-art facilities for medical and nursing students of the University of Notre Dame Australia.

Clinical Services

Service Performance

Clinical services continued to perform well during 2015-16, with improved efficiencies and continued growth. Inpatient separations (both planned and emergency) remained high at Hawkesbury District Health Service, with 10,884 patient separations. The total average length of stay for patients admitted to hospital remained stable at 3.3 days.

The Emergency Department experienced continued high demand, increasing 3% compared to the same time last year, with 23,152 presentations. The Hawkesbury After Hours GP Clinic also experienced continued high demand for services with 6,737 presentations.

The Emergency Department remained committed to improving access to the right care at the right time, providing timely, quality clinical assessment and care. The Emergency Treatment Performance (previously the National Emergency Access Target) was achieved in most instances. Patients presenting to the Emergency Department were triaged and either admitted, discharged or transferred to another hospital within four hours. In some instances it is clinically appropriate for patients to remain in the Emergency Department for more than four hours and these decisions are at the discretion of our highly professional clinicians.

Surgeons, operating theatre caregivers, surgical support and administration caregivers continued their exceptional care and achieved elective surgery waiting time targets; with most patients not having to wait beyond clinically recommended national time frames for surgery.

The Divisional Management Committee worked to achieve Emergency Department and operating theatre targets. Hawkesbury District Health Service's Whole of Health Committee worked with caregivers to improve patient flow and assisted the Local Health District with winter bed management.

Hawkesbury District Health Service achieved excellent National Elective Surgery Target (NEST) results, with nearly 100% of patients not waiting beyond the clinically recommended national times frames for surgery.

The total occasions of service for Community and Allied Health services increased by 11% to 76,976 presentations.

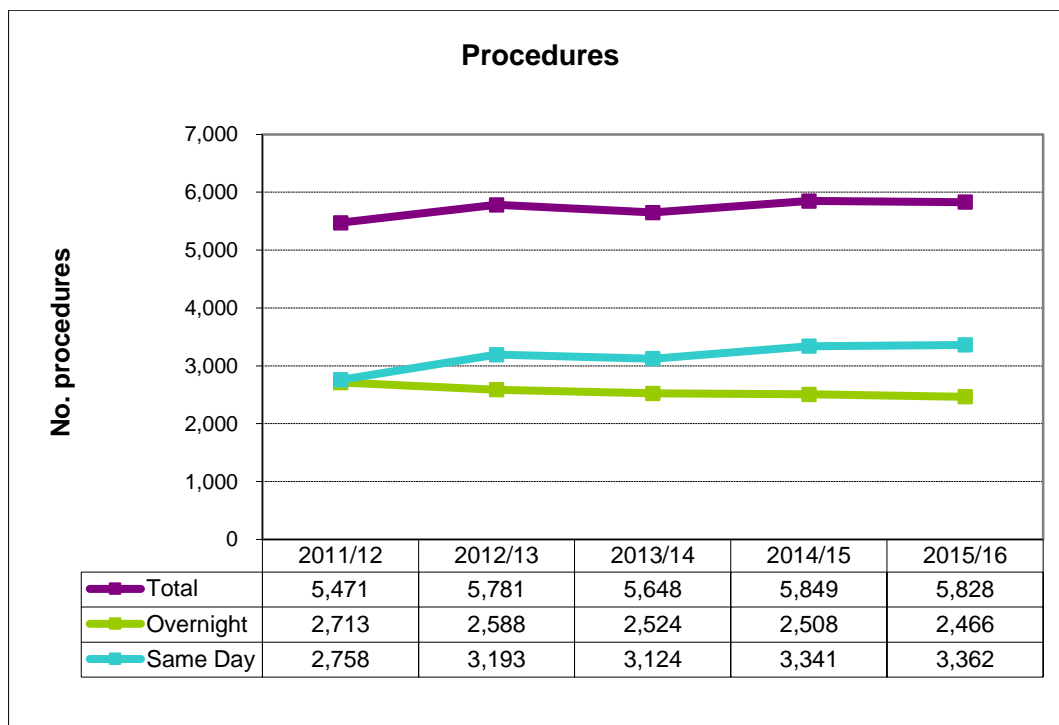
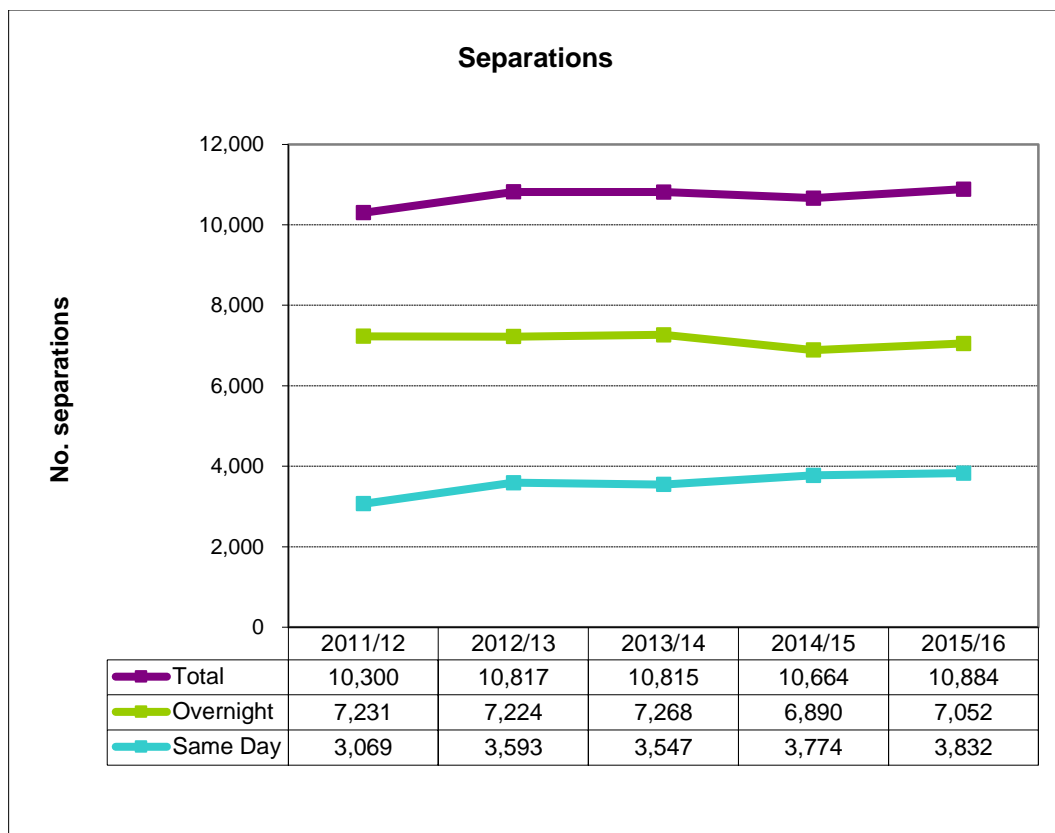
Key Patient Statistics

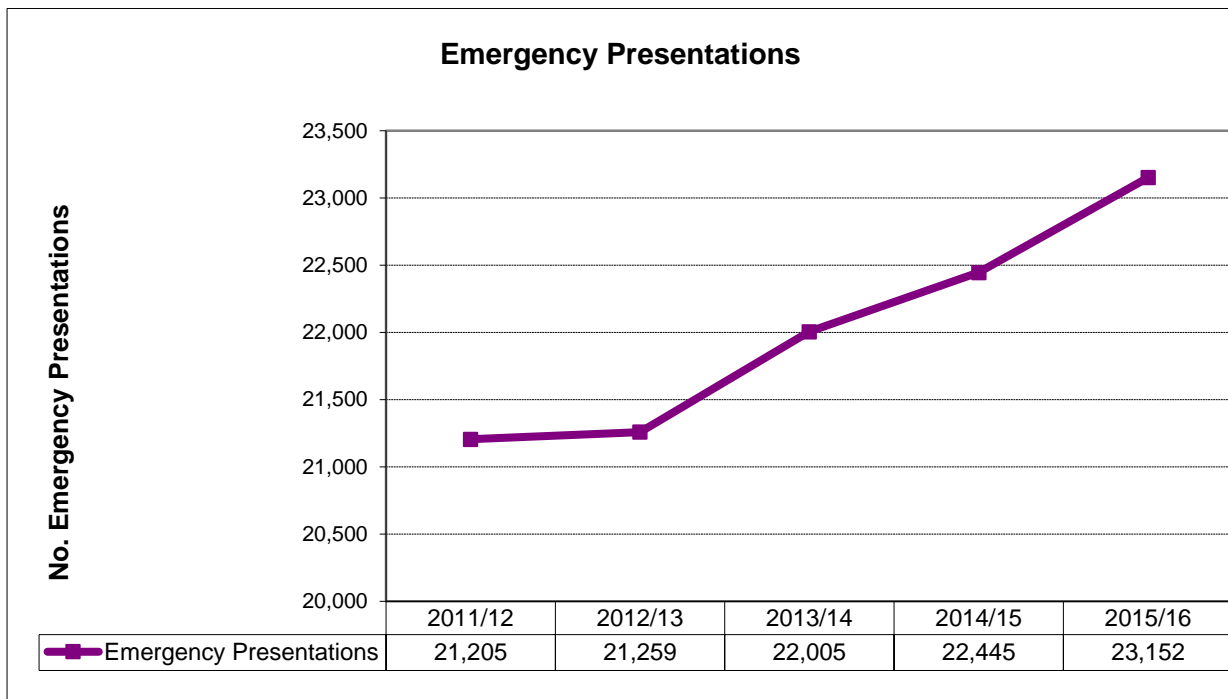
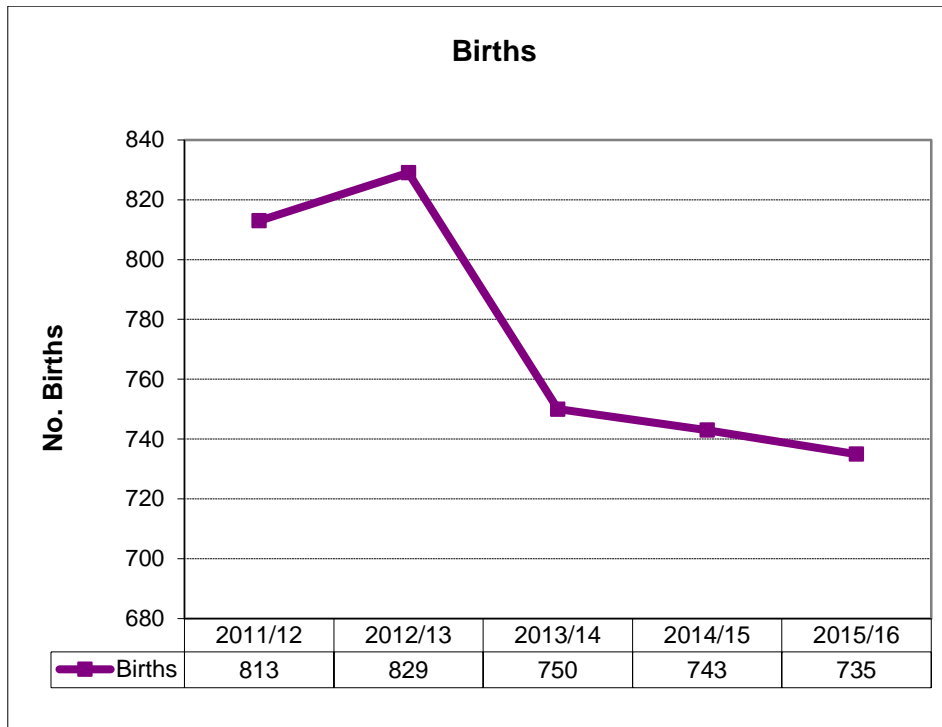
12 Months Ending	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Inpatient Separations	10,365	10,563	10,300	10,817	10,814	10,664	10,884
Occupied Bed Days	36,592	39,288	40,428	37,523	36,064	34,959	36,281
Length of Stay (days)	3.5	3.4	3.9	3.5	3.3	3.3	3.3
Theatre Procedures	5,312	5,558	5,471	5,781	5,648	5,849	5,786
Births	801	824	813	829	750	743	734
Emergency Department Attendances	19,353	20,156	21,205	21,259	22,005	22,445	23,152
After Hours GP Clinic	8,685	7,800	7,547	6,825	7,234	6,947	6,737
Total Surgical Waiting List	735	1,178	1,190	856	862	815	875

Total Surgical Waiting Lists

12 Months Ending	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Ear, Nose & Throat	2	5	6	11	11	6	4
Endoscopic	66	127	172	84	74	105	131
General	397	625	604	368	447	425	384
Gynaecology	31	31	32	34	15	18	29
Ophthalmology	10	16	16	11	25	23	21
Orthopaedics	221	369	342	334	279	228	285
Urology	8	5	18	14	11	10	21
Total	735	1,178	1,190	856	862	815	875

Clinical Services





Clinical Services

Clinical highlights of 2016-17:

- Hawkesbury District Health Service became the first anaesthetic service in New South Wales to introduce Fisher and Paykel’s oxygen therapies, Optimflow™ and Airvo™ into the operating theatres and recovery rooms, and Draeger’s ventilation therapy, Zeus® into the operating theatres.
- Commenced a new three-month anaesthetic training program for nurses.
- Commenced a new visiting medical officer with a professional interest in breast and endocrine surgery.
- Additional physicians commenced to assist with locum work and dementia cases.
- Additional visiting medical officers were recruited for the Emergency Department.
- Negotiated with the Nepean Surgical Committee to take on an additional 40 surgical cases per month, focused on ear, nose and throat and minor neurological surgeries.
- Commenced a satellite St John of God Raphael Service at Hawkesbury District Health Service for parents in the Hawkesbury region struggling with perinatal anxiety and depression.

Clinical Indicators

Indicators:	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Severity Assessment Code 1 & 2 Incidents	7	2	7	6	3	6	4
Medication Incidents	170	145	106	159	184	170	95
Fall Incidents	109	140	127	119	121	88	116
Appreciations							110
Total Complaints	91	94	84	105	144	125	108
Emergency Department Complaints	27	33	38	41	50	52	48

Generosity and Support



Hawkesbury District Health Service owes an enormous debt of gratitude to its volunteers, who form the back-bone of the facility's extended family culture, giving tirelessly of themselves to our patients around the clock.

The selfless commitment and efforts of our volunteers is one of our greatest strengths.

Hawkesbury District Health Service's volunteers work in many roles, either indirectly in support roles or directly with patients in the Emergency Department and in the Companion Observer Program.

During the year, 128 volunteers provided 55,680 hours of service and raised \$93,929 for new hospital equipment and services. This year's United Hospital Auxiliary Hawkesbury Branch donation contributed to the purchase of a new *Responder 4000 Nurse Call System* in the Florence Risbey Ward, and two new neonatal monitors for the maternity ward.

Over the past 20 years, the United Hospital Auxiliary Hawkesbury Branch has raised more than \$1,462,818.60 for medical and surgical equipment and services at Hawkesbury District Health Service.

Hawkesbury District Health Service is fortunate to have the support of local businesses, clubs, associations and people who live in the Hawkesbury and

surrounding regions. We thank all donors who have provided financial and in-kind support to our health service.

Congratulations to the United Hospital Auxiliary Hawkesbury Branch for winning the *Frances Gavel OAM Trophy* for the *Most Money Raised by a Metropolitan Auxiliary*, and the *Honour Bell* for the *Highest Amount of Gross Money raised by a Metropolitan Auxiliary*.

2015-16 Donors

Hawkesbury City Chamber of Commerce
Hawkesbury Camera Club
Dr Prue Hunt
Richard Keys
Estate of D. Malpass
Jeoffery Manning
Bec Naethuys
Pat Rea
Delna Brown (Rex Stubbs Memorial)
C. Cleary (Rex Stubbs Memorial)
F. Taranto
M. Tyszk
Philip Clark, Windsor Holden
Narelle Cross, Windsor Country Golf Club

FINANCIAL REPORT

Hawkesbury District Health Service has successfully completed the 20th year of its funding contract, which commenced in 1996 for the building and operation of the facility for 21 years with a five-year extension option.

The private partnership means that the Government contributes only 70% of the total cost of the public asset, with St John of God Health Care meeting the remaining 30%. This is a very beneficial arrangement for the taxpayers of New South Wales.

Hospital income for services provided at Hawkesbury District Health Service comes from the Nepean Blue Mountains Local Health District funding allocations and private patients' health insurance payments. On average, 25% of services relate to private patients, which is significantly greater than the national average for public hospitals of 14%.

Contract funds are set aside for regular refurbishment of the physical facilities over 20 years to ensure the facility remains in excellent condition, with \$503,787 of capital funding dedicated in the 2015-16 financial year.

Unlike public hospitals, Hawkesbury District Health Service is governed by the St John of God Health Care Board. The facility's annual financial accounts are audited with Ernst & Young, and no major recommendations were made for the 2015-16 year.

St John of God Hawkesbury District Health Campus Ltd
ABN 28 608 054 379

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