

# Hawkesbury District Health Service

## Annual Review 2017-18

*Working together for better healthcare*



*Hospitality | Compassion | Respect | Justice | Excellence*

# Hawkesbury District Health Service



Established: 1996

Location: 2 Day Street, Windsor NSW

Chief Executive Officer: Mr Strephon Billinghamurst

Medical Advisory Chair: Dr Elizabeth Tompsett

Beds: 131

Caregivers: 620

Accredited Doctors: 78

Volunteers: 112

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

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## **1. Foreword from the St John of God Health Care Group CEO**

I am delighted to introduce the *2017-18 Hawkesbury District Health Service Annual Review*.

We value highly the opportunity to partner with the New South Wales State Government through the Nepean Blue Mountains Local Health District (NBMLHD) to deliver services to the community in the Windsor/Hawkesbury region, a region where we have strong roots.

St John of God Health Care has been operating hospitals and providing health services in Australia for more than 120 years, and partnerships with government and the provision of care to public patients is an important part of our Ministry to help meet community need.

It is our view that communities are best served by a balanced and interdependent hospital system, working closely together with patients and their families, primary care and other community-based services. The successful partnership arrangement in operation here in the Hawkesbury District Health Service helps to deliver good health outcomes for the communities we serve, as well as providing strong stewardship of taxpayer funds.

We are deeply committed to this region. We have a long tradition in the area through the operation of our St John of God Richmond Hospital, a specialist psychiatric hospital, and our goal is to continue to deliver an outstanding and high quality health service to the community.

I thank our Chief Executive Officer Strephon Billingham, the Nepean Blue Mountains Local Health District (NBMLHD), our Community Board of Advice and all our doctors and caregivers who work so hard to serve the healthcare needs of the Windsor/Hawkesbury community.

Dr Shane Kelly  
**Group Chief Executive Officer**



## 2. About Hawkesbury District Health Service



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

Hawkesbury District Health Service has been serving the local community for more than 22 years and operated by St John of God Health Care, through a public-private partnership with the Nepean Blue Mountains Health District, since October 2015.

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

It serves a region of 65,000 people and this year provided more than 12,316 separations, 5,915 procedures, 716 births and 25,886 Emergency Department presentations. We employ 620 caregivers and 78 accredited doctors.

St John of God Health Care is committed to investing in the health service and working with the New South Wales Government to meet the growing and changing healthcare needs of the Hawkesbury region, during the current seven-year agreement to manage Hawkesbury District Health Service.

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.

### **3. Report from Hawkesbury District Health Service's Chief Executive Officer**

This year, Hawkesbury District Health Service continued to serve the Hawkesbury community through delivering quality health services to meet the community's needs, while achieving sustainable financial performance.



#### **Year in review**

Accreditation was achieved in April 2018 by the Australian Council on Healthcare Standards and acknowledged with two met with merits. In addition, Accreditation was also achieved by the Australian Orthopaedic Association through the Royal Australasian College of Surgeons.

Clinical services continued to perform well during the year, with improved efficiencies and increased demand for emergency services, acute inpatient services and community health services. We value our partnership with the Nepean Blue Mountains Local Health District and their continued financial support has enabled us to provide these services and meet the community's health needs.

Quality of care and delivery of services was a major focus throughout the facility with many significant changes and improvements implemented. The Net Promoter Score (NPS) survey was introduced to provide real-time patient feedback, fostering a culture of continuous improvement.

During the year, we completed a major upgrade to our digital communications, highlighting our commitment to being at the forefront of innovative technology.

We continued our collaboration with local general practitioners and the Primary Health Network (PHN), launching education events to raise awareness of services offered by Hawkesbury District Health Service and encourage a patient-centred model of care.

With increased demand for our healthcare services, we have continued to recruit specialists to meet the growing acute and inpatient demands in areas such as anaesthetics, orthopaedics and emergency medicine.

Our Local Member and New South Wales Treasurer Dominic Perrottet and Federal Member for Macquarie Susan Templeton have actively been engaged in acknowledging the importance of our services and we appreciate their support.

We have taken the opportunity to partner with our community and last year fostered a strong relationship with the local Aboriginal community with the assistance of Hawkesbury District Health Service Aboriginal Community Liaison

Officer Vicki Thom. We were pleased to launch the Aboriginal Stepping on Program to provide falls and injuries prevention education.

Our United Hospital Auxiliaries (UHA) volunteers under the guidance of Lorraine Hill and Patricia Naylor and the Community Board of Advice led by Brenda Harold OAM JP, have continued to work tirelessly. I extend my heartfelt thanks and wish to acknowledge their passion, commitment and strong advocacy and responsiveness to the needs of our community.

Thank you also to our caregivers, medical officers and divisional management team for your support and diligence in delivering excellence in healthcare to our community with compassion, respect and hospitality.

Finally, I would like to acknowledge St John of God Health Care Group Chief Executive Officer Dr Shane Kelly, St John of God Health Care Executive Director Eastern Hospitals Bryan Pyne and Nepean Blue Mountains Local Health District Chief Executive Kay Hyman for their contribution.

I am proud of Hawkesbury District Health Service's achievements over the past financial year and I look forward to an exciting year ahead.

Strephon Billinghamurst  
**Chief Executive Officer**  
**Hawkesbury District Health Service**

#### **4. Report from the Chair of the Community Board of Advice**



The Community Board of Advice has been the voice for the community at Hawkesbury District Health Service for the past 22 years.

Established in 1996, the Community Board of Advice is an advisory committee of Hawkesbury District Health Service which facilitates community participation in the provision of quality services for all and provide feedback to the health service concerning local health issues.

The Community Board of Advice is a keen advocate for quality health for all and are a valuable conduit to the health service. As representatives for locals, the Board works tirelessly to assess the needs of our community.

After much lobbying by the Board, we were pleased and proud to see the opening of the long awaited chemotherapy unit in April.

We were also pleased to open the Serenity Garden, a beautiful space for patients, visitors and caregivers to relax and contemplate, with collaboration from Lions Clubs, and many local organisations who gladly donated time and labour to enhance a very special place for all to enjoy.

At the Community Board of Advice monthly meetings many speakers were welcomed to inform us on aspects of health and welfare. We also actively lobbied



our Federal and State Members of Parliament to secure more services for the health service and the community at large.

The Community Board of Advice hosted forums with several groups, The Aboriginal Mad Mob, Mums and Bubs, Baptist Church ladies group, New Born Babies group and OMNI groups (older men's network group) to identify local health needs and gaps in service.

The Community Board of Advice purchased and installed three bench seats following a request from members of the public who found the long walk from the carpark difficult. The seats are a boon for all particularly those with limited mobility.

The Community Board of Advice as the voice of the people is pleased to play a part in much needed services available in our area. As volunteer workers for our community we will keep on striving to keep the Hawkesbury District Health Service an important and valued part of our community.

Brenda Harrold OAM. JP.

**Chair**

**Community Board of Advice**

**Hawkesbury District Health Service**

## 5. Our Structure

### Divisional Management Committee

Divisional Management Committee members:

- Chief Executive Officer, Strephon Billinghamurst
- Director of Financial Services, Belinda Mott
- Director of Nursing, Midwifery and Community Health, Scott Daczko
- Director of Medical Services, Dr David Doolan
- Director of Performance, Shaddie Helmy
- Director of Mission Integration, Martin Teulan

### Chief Executive Officer

#### Mr Strephon Billinghamurst

Strephon Billinghamurst joined Hawkesbury District Health Service in November 2015 at the time of the facility's transfer to St John of God Health Care. Having worked as the Chief Executive Officer at the nearby specialist private psychiatrist facility, St John of God Richmond Hospital, Strephon seamlessly transitioned into his new role as the Chief Executive Officer at Hawkesbury District Health Service.



### Director of Financial Services

#### Belinda Mott

As the Director of Financial Services, Belinda Mott leads the facility's finance, patient services and health information departments. Over the past 21 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.



### Director of Nursing, Midwifery and Community Health

#### Scott Daczko

Scott Daczko commenced with Hawkesbury District Health Service as the Director of Nursing, Midwifery and Community Health in July 2016. Scott has more than 20 years' experience working in the NSW Health system, and has held senior management and executive positions with NSW Health, and has extensive experience working for Westmead Hospital and Nepean Hospital.



## **Director of Medical Services**

### **Dr David Doolan MBBS MBA FRACMA**

Dr David Doolan commenced with Hawkesbury District Health Service in December 2016 as the Director of Medical Services. David is a Medical Specialist with 30 years' experience in providing clinical care, managing health services, creating strategy, and building, implementing and operating clinical information systems and telehealth. He also provides consulting services in medical administration and clinical governance to public and private healthcare providers.



## **Director of Performance**

### **Shaddie Helmy**

Shaddie Helmy commenced with Hawkesbury District Health Service as the Director of Performance in October 2017. With more than 15 years' experience, Shaddie brings with him a wealth of industry expertise in business operations, continuous improvements and transformation across health and aged care, financial, information technology and telecommunication industries.



## **Director of Mission Integration**

### **Martin Teulan**

Martin Teulan is the new Director of Mission Integration, starting with Hawkesbury District Health Service in April 2018. Previously Martin worked as the Chief Operating Officer and Consultant in aged care, education, churches, community services and the NDIS. Martin brings a wealth of experience in leadership: theological, educational, fundraising and financial management. Martin's professional qualifications include Doctor of Ministry (2020), Master of Arts in Theological Studies, Bachelor of Arts and Diploma of Education; and he is also a member of Catholic Healthcare.



## Medical Advisory Committee

Hawkesbury District Health Service's Medical Advisory Committee:

Dr Elizabeth Thompsett

General Surgeon

**Chairperson**

Dr Danny Briggs

Anaesthetist

**Secretary**

Dr Rahim Daneshjoo

General Physician

**Treasurer**

Dr Robin Holland

Anaesthetist

Dr Thomas Aczel

General Surgeon

Dr Michael Walsh

Orthopaedic Surgeon

Dr Grant Shalaby

General Physician

Dr Rosemary Ambler

Paediatrician

Dr Ralph Nader

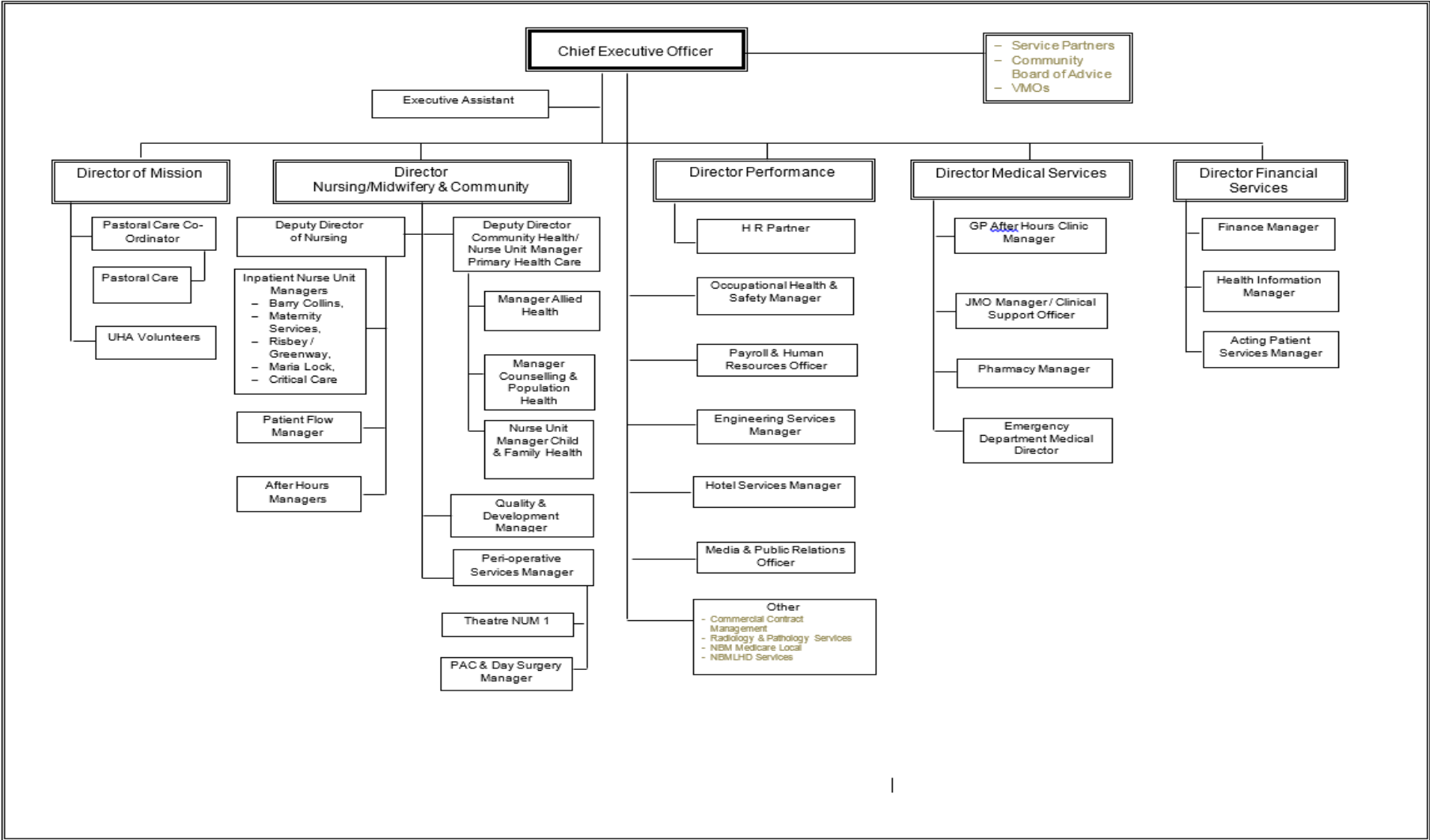
Obstetrician/Gynaecologist

Dr Tony Rombola

General Practitioner



Organisational Chart



## 6. Our Partnerships

### Our Partnership with NSW Health



#### Public-Private Partnership

Hawkesbury District Health Service has operated a successful public-private partnership for the past 22 years, providing cost-effective high quality healthcare locally in partnership with the Nepean Blue Mountains 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 healthcare 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 continued to strengthen its partnership with the Nepean Blue Mountains Local Health District over the past financial year, with additional funding received to provide more public health services and upgrade the fire panel.

We are continuing to work with the health district and NSW Health to re-develop the Emergency Department and our Central Sterilising Services Department to enable us to continue meeting the health needs of our community into the future.

## Partnership with the University of Notre Dame Australia



Hawkesbury District Health Service's partnership with the University of Notre Dame Australia strengthened over the past year with a further 25 fourth-year medical students graduating at the end of 2017.

Over the past six years, more than 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 and are now working 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, paediatrics and obstetric rotations at our facility and work seamlessly with our clinical and non-clinical teams.

## 7. Clinical Services



### Service Performance

Clinical services continued to perform well during 2017-18, with improved efficiencies and continued growth. Inpatient separations (both planned and emergency) remained high at Hawkesbury District Health Service, with 12,304 patient separations. The total average length of stay for patients admitted to hospital reduced to 3.0 days.

The Emergency Department experienced continued high demand, increasing three per cent compared to the same time last year, to 25,594 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 regularly achieved. 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 waiting beyond the 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.

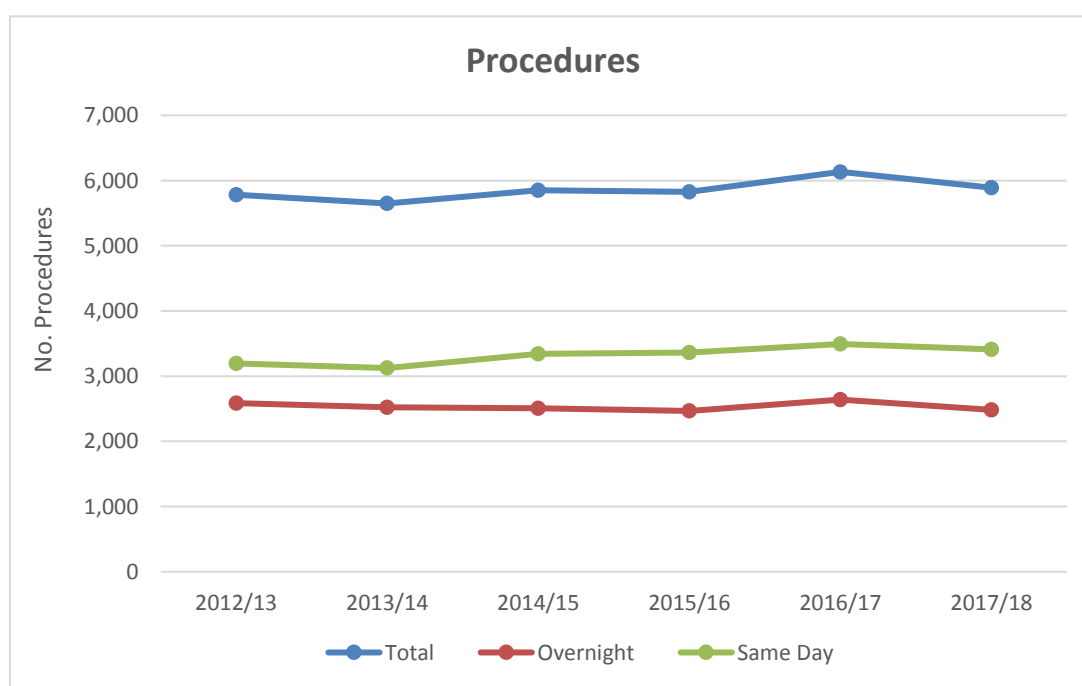
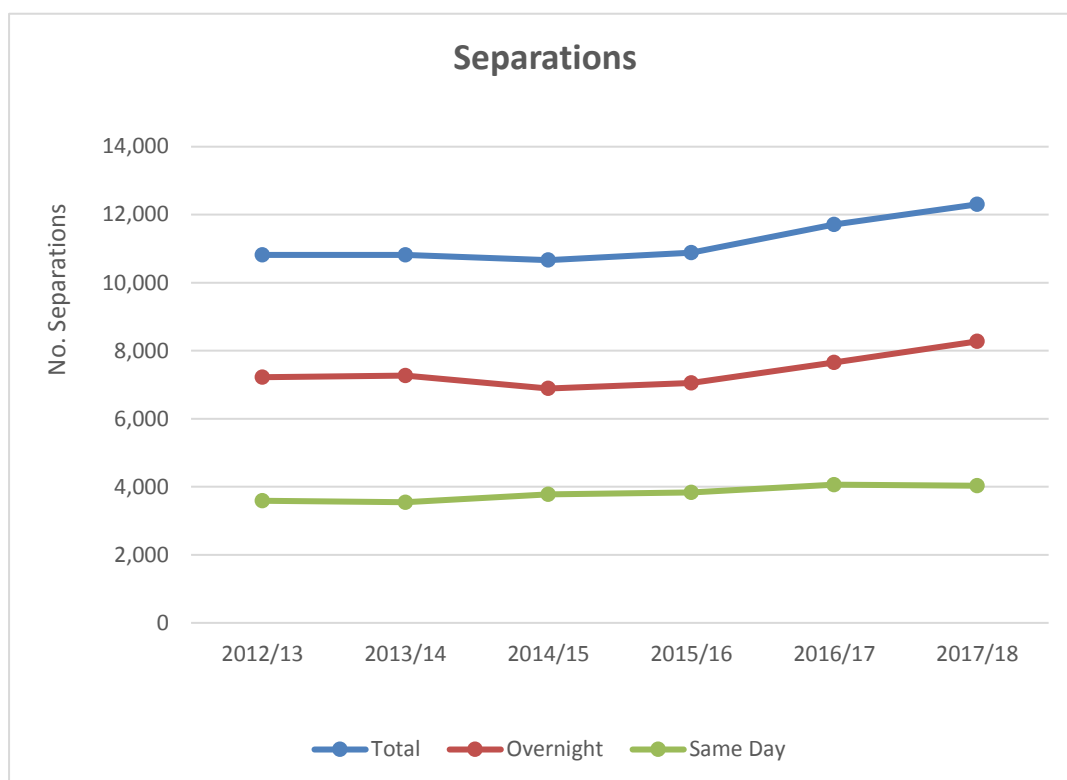
Hawkesbury District Health Service achieved excellent National Elective Surgery Target (NEST) results, with nearly 100 per cent of patients undergoing surgery within the clinically recommended national times frames.

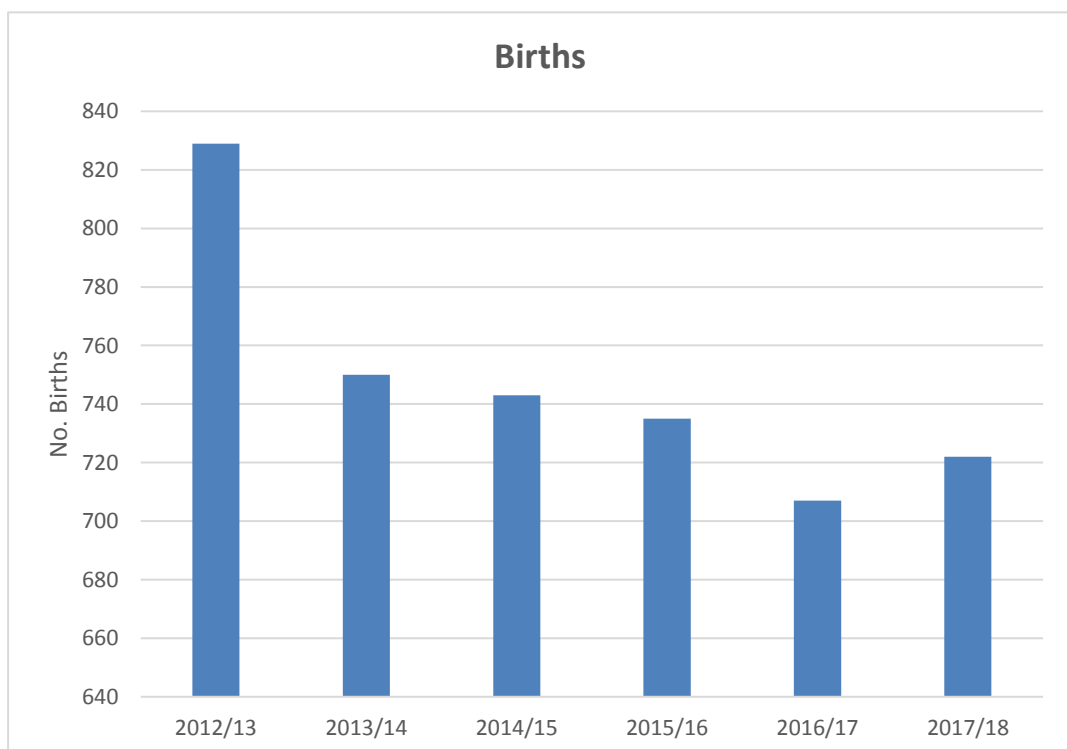
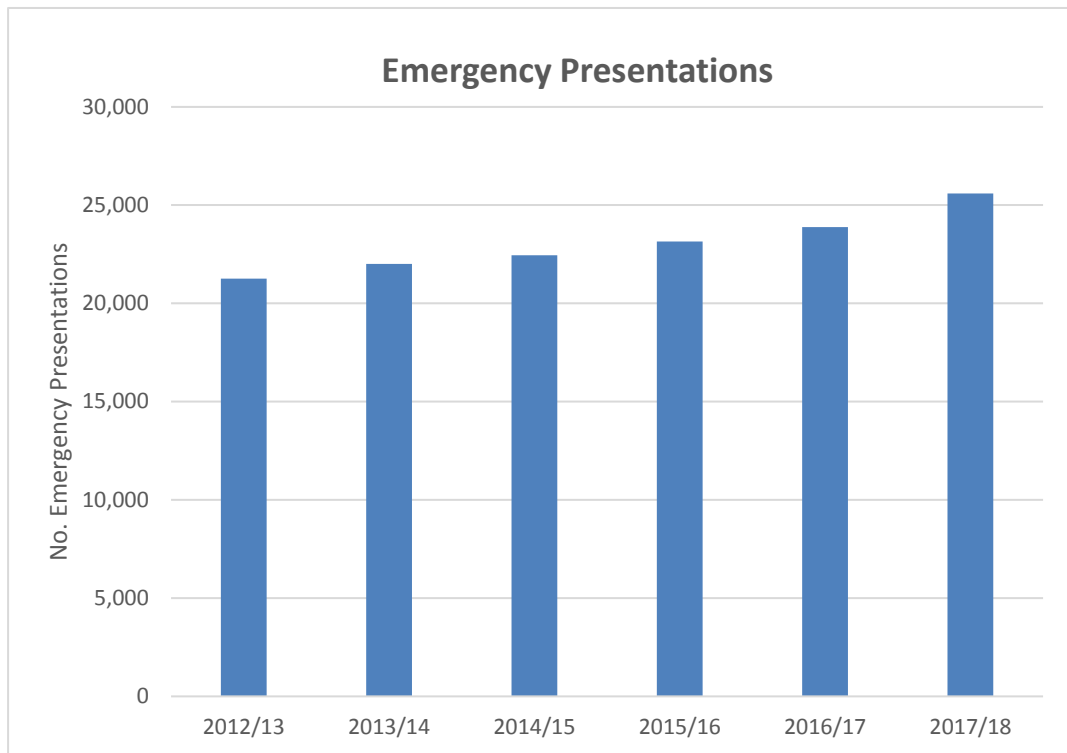
### Key Patient Statistics

12 Months Ending	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Inpatient Separations	10,563	10,300	10,817	10,814	10,664	10,884	11,716	12,304
Occupied Bed Days	39,288	40,428	37,523	36,064	34,959	36,281	34,713	38,684
Length of Stay (days)	3.4	3.9	3.5	3.3	3.3	3.3	4.5	3.0
Theatre Procedures	5,558	5,471	5,781	5,648	5,849	5,786	6,133	5,892
Births	824	813	829	750	743	734	707	722
Emergency Department Attendances	20,156	21,205	21,259	22,005	22,445	23,152	23,887	25,594
After Hours GP Clinic	7,800	7,547	6,825	7,234	6,947	6,737	6,431	4,980
Total Surgical Waiting List	1,178	1,190	856	862	815	875	1,042	1,438

### Total Surgical Waiting Lists

12 Months Ending	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Ear, Nose & Throat	5	6	11	11	6	4	23	232
Endoscopic	127	172	84	74	105	131	161	162
General	625	604	368	447	425	384	475	628
Gynaecology	31	32	34	15	18	29	59	37
Ophthalmology	16	16	11	25	23	21	21	13
Orthopaedics	369	342	334	279	228	285	281	208
Urology	5	18	14	11	10	21	22	37
<b>Total</b>	<b>1,178</b>	<b>1,190</b>	<b>856</b>	<b>862</b>	<b>815</b>	<b>875</b>	<b>1,042</b>	<b>1317</b>







### **Clinical highlights for 2017-2018:**

- Development and implementation of Emergency Department ambulatory care model to allow streaming of low complexity, low acuity patients to a dedicated care zone with the Emergency Department to improve the patient experience.
- Sub-acute classification through type changing patients commenced July 2017. Primary Nursing Home type, Palliative and Rehabilitation type changes in line with NSW Health policy. Follow-up audits completed to ensure compliance.
- Installation of swipe card access to all medication rooms to improve medication storage safety and security.
- Re-aligned transfer of percutaneous coronary intervention to Nepean Hospital instead of Westmead hospital.
- Implemented consignment air mattress hire process with eight mattresses held onsite to ensure timely access to patients at risk of pressure injury.
- Installation of Instacount technology to digitally track all theatre instruments in the Central Sterilising Services Department.
- Rollout of the patient family/carers escalation program DASH.
- Upgrade to nurse call system in Emergency Department, Maternity Ward, Special Care Nursery and Birth1 Suite.
- Implementation of K2 Guardian and further integration of maternity.
- Healthcare Infection Control Management Resources engaged in July 2017 to conduct site audit of infection control practices with audit action plans developed and implemented to improve compliance with infection control standards.



- Stafflink number allocation to all caregivers to allow access and integration with NSW health systems.
- Caregiver immunisation program commenced to ensure compliance with Category A and Category B Caregivers. Focus on Category A high risk areas.
- Installation and commencement of Patient Journey Boards with daily whiteboard meetings in medical ward and three times a week in surgical ward to improve patient experience and planning for care and discharge.
- Completed redesign of Resuscitation Room in the Emergency Department.
- Significant investment in clinical equipment including 51 new beds and mattresses, lifters and other pieces of key clinical equipment.
- Eight first-year registered nurses transitioning from university to the workforce joined Hawkesbury District Health Service. Their transition program includes rotation in Emergency Department, Medical, Surgical and Operating Theatre.
- Changeover of Pathology provider to Australian Clinical Labs.
- Recruitment of Diabetes Educator in October 2017 to improve management of inpatients with diabetes.
- Commenced clinical focus on chronic obstructive pulmonary disease with commencement of Respiratory Consultant providing outpatient clinic and chronic and complex nurse led clinic.
- Undertook review of Midwifery@Home program to ensure ease of access and flexibility to meet patient needs.
- Achieved Lungs in Action support group funding sourced through Primary Health Network for 10 sessions.
- Introduced new surgical oncology services providing patients with local access to specialist breast, endocrine and soft tissue tumour surgery.
- Launched Hawkesbury region's first adult sleep study clinic under the specialist care of a Respiratory and Sleep Medicine Physician.
- Coined the first New South Wales anaesthetic service to introduce Fisher and Paykel's oxygen therapies, Optiflow™ and Airvo™ into the operating theatres and recovery rooms, and Draeger's ventilation therapy Zeus.
- Launched the new satellite chemotherapy service in cooperation with the Nepean Blue Mountains Local Health District.

## 8. Clinical Governance



### Patient safety

St John of God Health Care has a strategic priority to be a recognised leader in the Australian health sector for the provision of high quality healthcare. As part of St John of God Health Care, Hawkesbury District Health Service aims to provide the highest possible quality care to the local community and we embrace our responsibility to ensure safe, evidence-based care for our patients, and work towards eliminating preventable harm.

Patient safety is the cornerstone of high quality healthcare, and is our number one priority at Hawkesbury District Health Service.

Over the past year, we implemented actions from St John of God Health Care's 2017-18 Patient Safety Strategy, which built on our efforts to continuously improve our governance and clinical care delivery. We will continue to implement these actions in the year ahead.

In November 2017, Hawkesbury District Health Service introduced Net Promoter Score (NPS) surveys for all patients discharged from the Emergency Department, day patients and inpatients. This allows real time feedback from the patients experience in hospital.

## Accreditation

In May 2018, Hawkesbury District Health Service successfully completed Accreditation through ACHS with two met with merits and no recommendations. The hospital also received accreditation from Australian Orthopaedic Association, the Royal Australasian College of Surgeons and the Royal College of Physicians. Prior to the ACHS onsite survey, Riskman was implemented as the reporting system for all clinical and non-clinical incidents. Riskman is also utilised to manage the RCA process and work health and safety at Hawkesbury District Health Service.

## Clinical Indicators

Indicators:	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Severity Assessment Code 1 & 2 Incidents	7	6	3	6	4	3	0
Medication Incidents	106	159	184	170	95	75	82
Fall Incidents	127	119	121	88	116	93	115
Appreciations					110	642	163
Total Complaints	84	105	144	125	108	75 (40 formal)	108
Emergency Department Complaints	38	41	50	52	48	24	48

## 9. Generosity and Support



*Serenity Garden caregiver volunteers building the garden, and the finished garden.*

Hawkesbury District Health Service has an enormous debt of gratitude to its volunteers, who form the backbone 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, day surgery, stores and gift shop as well as fulfilling roles as, trolley, courier, recycling and hospital guide, Courier.

During the past year, 78 volunteers provided 53,590 hours of service and raised \$52,250.99 for new hospital equipment and services. The United Hospital Auxiliary Hawkesbury Branch donations contributed to the purchase of much needed medical and surgical equipment, specifically: blood pressure machines, stats monitor and stand, paediatric cots, mattresses and accessories, blanket warmer, mobile showers/commode chairs.

Donations also enabled the building of the Serenity Garden in the hospital grounds. The word serenity denotes a state of being calm, peaceful and untroubled. The creation of this garden space began with the journey of an idea to transform this space into one which would bring serenity joy and peace to all those who entered and give our patients and their families some space to breathe and engage with nature. The working party, which included caregivers, was supported by the generous donations from the Lions Club Centenary Project and community which enabled the idea to come to life. The vision to see the benefits to our patients with dementia, elderly patients, those nearing the end of life – to touch, smell and see beauty – including the breeze on their face – and the healing ability of engaging with nature is a credit to all involved in the project.



We would like to thank the following members of the Hawkesbury community who were generously involved in the building of the Serenity Garden:

- Richmond High School
- Sanctuary Constructions
- Tony Noonan
- Windsor Kennards Hire
- Turtle Landscaping
- Oxworks – Fencing
- Excavation Works
- Sol-tech Window Tinting
- Solomons Nursery
- Lions Clubs Hawkesbury
- The Brennan Family
- Greentree Stump and Tree Removal
- North Richmond Panthers
- Sciberras Fresh Fruit and Vegies
- North Richmond Bendigo Bank
- Parklea Sand and Soil

Hawkesbury District Health Service is supported by a range 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 over the past year and prior.

### 2017-18 Donors

United Hospital Auxiliary Hawkesbury Branch  
Hawkesbury Wood Co-Operative  
Nepean Blue Mountains Prostate Cancer Support Group  
The Family of the late Stephen Cross  
Penrith Rugby League Club Panthers Group  
Lions Club of Richmond  
Hawkesbury City Council

## 10. Financial Report



Hawkesbury District Health Service has successfully completed the 22nd year of its funding contract, which commenced in 1996 for the building and operation of the facility for an initial 21-year period with a five-year extension option which has been exercised to 2022.

The public-private partnership means that the Government contributes only 70 per cent of the total cost of the public asset, with St John of God Health Care meeting the remaining 30 per cent. On average, 23 per cent of services relate to private patients, which is significantly greater than the national average for public hospitals of 14 per cent. This is a very beneficial arrangement for the taxpayers of New South Wales.

The main sources of hospital income for services provided at Hawkesbury District Health Service come from the Nepean Blue Mountains Local Health District funding allocations and private patients' health insurance payments.

During the past financial year, additional budget supplementation of \$2.2 million was provided by Nepean Blue Mountains Local Health District to meet excess demand, resulting in funding to care for an additional 280 hospital and 1,100 Emergency Department patients.

In addition, Hawkesbury District Health Service received a capital grant of \$513,000 to upgrade the fire safety panel from the NSW Ministry of Health, and St John of

God Health Care has committed \$127,000 to replace the Patient Transport Vehicle to be commissioned late September 2018.

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 2017-18 year.

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

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