

# Annual Report

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2020-21



Working together for better healthcare

# Snapshot

Established:  
**1996**



Volunteers:  
**67**



Serve a region of:  
**77,050**



Beds:  
**131**



Accredited Doctors:  
**77**



Caregivers:  
**661**



Theatres and  
procedure rooms:  
three operating and  
one procedure room



Chief Executive  
Officer: Mr Strephon  
Billinghurst



Medical Advisory  
Chair: Dr Thomas  
Aczel



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

It is my pleasure to present the Hawkesbury District Health Service 2020/2021 Annual Report.

The extraordinary experience of providing essential public health services amid a global pandemic has called into focus the privilege and responsibility that comes with providing such care to our community.

This year, early detection and community vaccination have become the critical elements of the public health response to managing the COVID-19 pandemic. We have been pleased to play our part in helping to keep our community safe through facilitating the onsite COVID-19 testing clinic. In addition, we have continued to work closely with the Nepean Blue Mountains Local Health District to respond to the needs of the community.

Aside from COVID-19, demand for services in the region continues to grow, as evidenced by the activity numbers. We have responded to this growth and continually look for ways to improve our services, while continuing to meet the health care needs of the community with safe and compassionate care, delivered as cost effectively to the tax payer as possible.

Hawkesbury District Health Service plays an important role in the region, as a busy community hospital that provides essential in-hospital and community-based care. It is also a hub for the area, with strong community contributions continuing to help shape our services and care.

We remain mindful of the trust that has been placed in us to operate the hospital under a public private partnership with the State Government and of our continuing responsibility to the community to deliver first class health services.

I extend my thanks to Hawkesbury District Health Service CEO Strephon Billingham and all of our caregivers, who are deeply committed to delivering excellent high quality health care to the community and take great pride in being part of an outstanding hospital.

I also thank our colleagues at Nepean Blue Mountains Local Health District and the NSW Ministry of Health and look forward to continuing our successful partnership.

**Dr Shane Kelly**

Group Chief Executive Officer





## Hawkesbury District Health Service CEO Report

This year, Hawkesbury District Health Service, like all other hospital and health care providers in New South Wales was faced with unprecedented challenges amid the ongoing COVID-19 pandemic. The hospital continued to work with the St John of God Health Care taskforce, which has been in place since January 2020, as well as following all requirements as set up NSW Health, to manage our response to COVID-19.

This has seen us continue to serve the Hawkesbury community through delivering quality health services to meet the community's needs, while achieving sustainable financial performance.

### Year in review

A significant reduction of theatre capacity in June 2020 due to the global COVID-19 pandemic, resulted in an increase in surgical wait times. A major focus for the year has been achieving the NSW Government Health target of triple zero (000) for elective surgery, in particular orthopaedic surgery. This is important not only to ensure that the hospital meets its key performance indicators, but to also meet our value in action, Justice, so that patients on the surgical waitlist have access to appropriate care in a reasonable timeframe.

Community health services are vital to our community and demand for outpatient services has remained high. A number of new clinic initiatives were launched throughout the year to support those with chronic and complex health conditions and respond to the growing needs of our population.

Earlier this year we launched a podcast series called 'Healthy Hawkesbury.' The podcast is a series of dynamic conversations hosted by local general practitioners and allied health professionals, featuring guests including Hawkesbury's leading surgeons, physicians and community advocates. The series looks at the unique health issues of our community, with a particular focus on health challenges identified by the region's Primary Health Network.

We continued to strengthen our relationship with the local Aboriginal community. A collaborative indigenous mural was commissioned with community participation invited from people of both Aboriginal and non-Aboriginal backgrounds. The project, led by our Aboriginal Liaison Officer Vicky Thom, collectively took over 300 hours and six months to complete. The canvas titled Life along Deerubbin, is 10 meters in length and illustrates life along the Hawkesbury River through the eyes of the Dharug peoples. What was previously a blank wall in the hospital's corridor is now brimming with life in a colourful representation of the local Aboriginal culture.

Our ability to achieve goals and deliver compassionate, quality care has demonstrated our resilience despite the many challenges we have faced. This would not have been possible without the dedication of our people. Thank you to our caregivers, medical officers and hospital management team for your support and diligence in delivering excellence in healthcare to our community.

Thank you to our United Hospital Auxiliaries (UHA) volunteers for their ongoing support and commitment to Hawkesbury District Health Service.

Thank you also to the Community Board of Advice, led by Barry Adams, who continue to work tirelessly and advocate for the needs of our community.

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 Chief Operating Officer 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 Billingham

Chief Executive Officer  
Hawkesbury District Health Service







## Community Board of Advice Chair Report

The Community Board of Advice has been the voice for the community at Hawkesbury District Health Service for the past 25 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 provides feedback to the health service concerning local health issues.

The Community Board of Advice representation comprises of local residents with a vast range of expertise in areas of law, education, accountancy, marketing and local government. As representatives for locals, the Board works tirelessly to assess the needs of our community and advocate for quality health to all.

The Board members are represented on several committees at Hawkesbury District Health Service and are a valuable conduit to the health service. The National Safety and Quality Health Service Standard Committee Board representation provides an important tool in assessing the needs of patients, carers and consumers.

Although the Community Board of Advice were unable to host their usual community forums due to the COVID-19 pandemic, they were successful in obtaining a grant from the NSW State Government for the purchase of outdoor seating throughout the hospital grounds.

The Community Board of Advice is pleased to play an instrumental part in making these valuable and much needed services available to all in our community.

### **Barry Adams**

Chair, Community Board of Advice  
Hawkesbury District Health Service





# About Us

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.

We have been serving the local community for more than 25 years. Since 2015, Hawkesbury District Health Service has been operated by St John of God Health Care, through a public-private partnership with the Nepean Blue Mountains Health District.

St John of God Health Care is committed to investing in Hawkesbury District 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.

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.

# Services we provide

24-hour emergency



Medical



Surgical



Diagnostic



Maternity



Neonatal



Pediatric



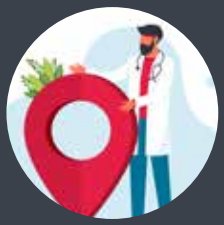
Palliative



Intensive and coronary care



Afterhours GP Services



Community Services



## Our Structure

# Hospital Management Committee

CHIEF EXECUTIVE OFFICER STREPHON BILLINGHURST | DIRECTOR OF FINANCE & CONTRACT PERFORMANCE BELINDA MOTT | DIRECTOR OF NURSING MIDWIFERY AND COMMUNITY HEALTH DAVID SIMMONDS | DIRECTOR OF MEDICAL SERVICES DR DAVID DOOLAN | 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 previously worked as the Chief Executive Officer at the nearby specialist private psychiatric facility, St John of God Richmond Hospital, Strephon has now led the hospital for the past five years with a focus on continuing to provide comprehensive health care to the region.

### Director of Director Finance & Contract Performance - Belinda Mott



As the Director Finance & Contract Performance, Belinda Mott leads the facility's finance, patient services and health information departments. Over the past 24 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 - David Simmonds



David joined Hawkesbury District Health Service in 2018 and was appointed the Director of Nursing, Midwifery and Community Health in April 2019. David has more than 40 years' experience working in the NSW Health system. He has held senior management positions across the Western Sydney Local Health District, most recently as the Director of Nursing and Midwifery at Blacktown Mount Druitt 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 Mission Integration - Martin Teulan



Martin Teulan commenced with Hawkesbury District Health Service in April 2018. Previously Martin worked as National Director of Catholic Mission, as 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 (2023), Master of Arts in Theological Studies, Bachelor of Arts





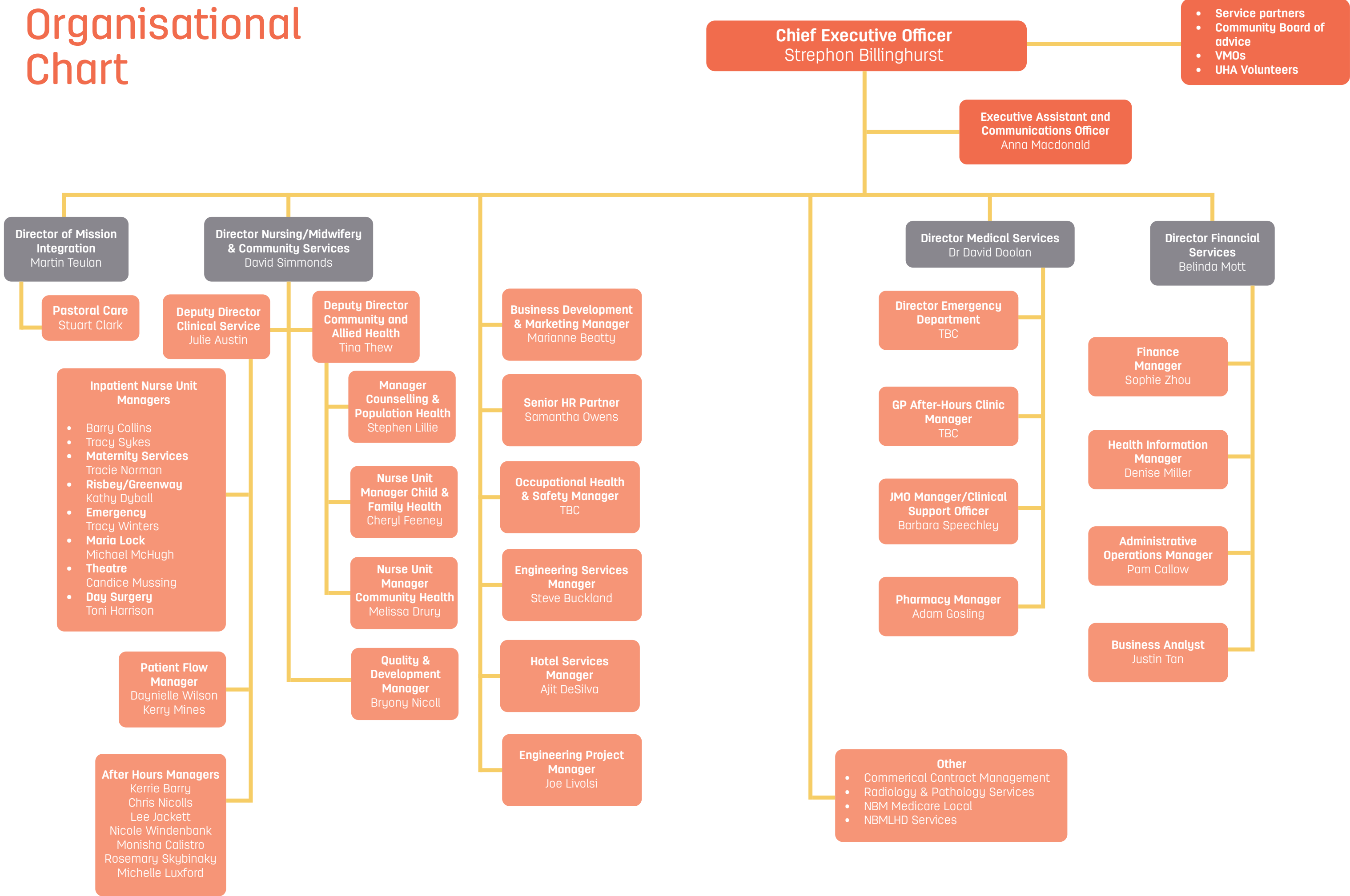
# Medical Advisory Committee

Hawkesbury District Health Service's  
Medical Advisory Committee:

Dr Thomas Aczel General Surgeon <b>Chairperson</b>	Dr Aileen Yen General Surgeon <b>Secretary</b>	Dr Rahim Daneshjoo General Physician <b>Treasurer</b>
Dr Amar Saluja Anaesthetist	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





## Our Partnerships

### Partnership with NSW Health Public - Private Partnership

Hawkesbury District Health Service has operated a successful public-private partnership for the past 25 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 health care arrangement in New South Wales, and shows the foresight of the State's Ministry of Health in establishing innovative ways to meet community health service needs.

Throughout this last year, Hawkesbury District Health Service has worked closely with the Nepean Blue Mountains Local Health District to provide a comprehensive response to the ongoing COVID-19 pandemic. This has seen the hospital establish onsite COVID-19 testing clinics, as well as vaccination hubs, while following all regulations and guidelines issued by NSW Health.

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 in response to community need. We were also able to upgrade the fire panel.

We are continuing to work with the Health District and NSW Health Ministry 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

As a teaching hospital, we partner with the University of Notre Dame Australia to give medical students essential in-hospital training and experience. Over the past year, we continued to strengthen this partnership with a further 25 fourth-year medical students graduating at the end of 2020.

Over the past seven 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, paediatric and obstetric rotations at our facility and work seamlessly with our clinical and non-clinical teams.





Service Performance

Clinical services continued to perform well during 2020-21, with improved efficiencies, and continued growth and demand. Inpatient separations (both planned and emergency) remained steady. The total average length of stay for patients admitted to hospital is 4.1 days.

The Emergency Department experienced continued high demand with a total of 28,331 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.

The hospital's maternity department also experienced increased growth with more than 750 births recorded over the year, which is the highest since 2012/13.

The Hospital 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.

The hospital continued to work with the St John of God Health Care task force, which has been in place since January 2020, to manage our response to Coronavirus (COVID-19). This has ensured we were able to continue to provide excellent clinical care in line with all guidelines issued by NSW Health.

Our activity at a glance 2020/21

Inpatient stays  
13,808



Occupied bed days  
41,625



Theatre procedures  
6,542



Births  
772



Emergency Department  
attendances  
28,331



After Hours GP  
Clinic  
2,642

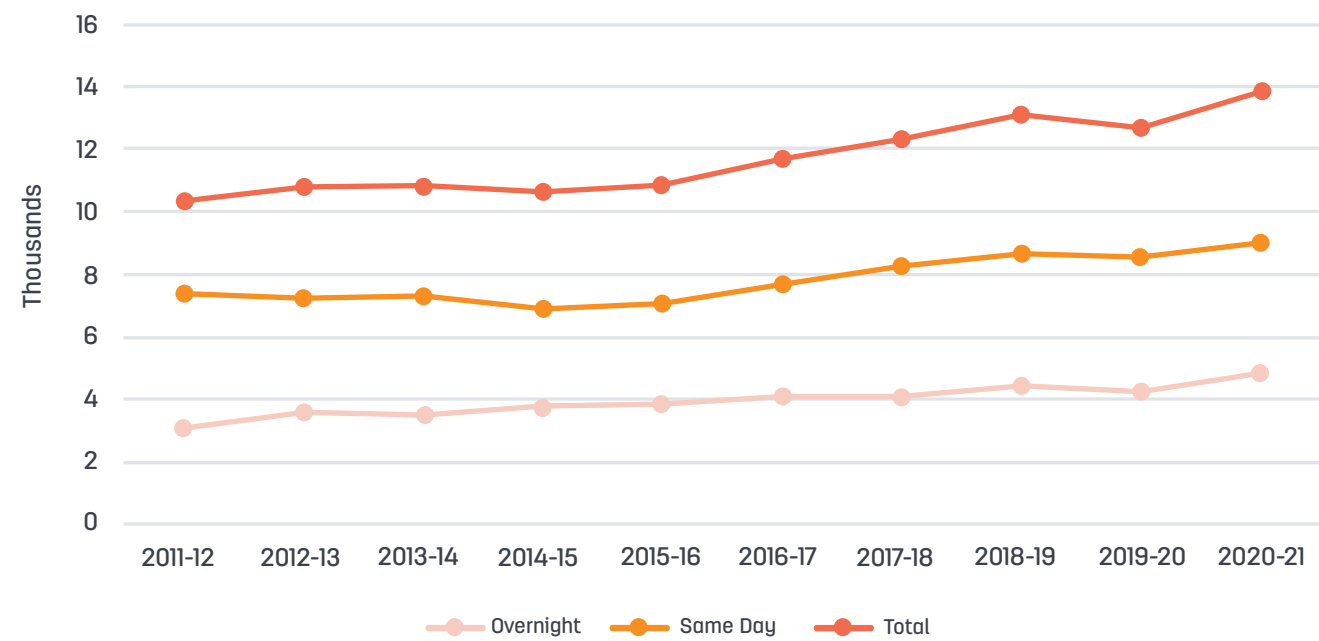


Community Health  
attendances  
53,990

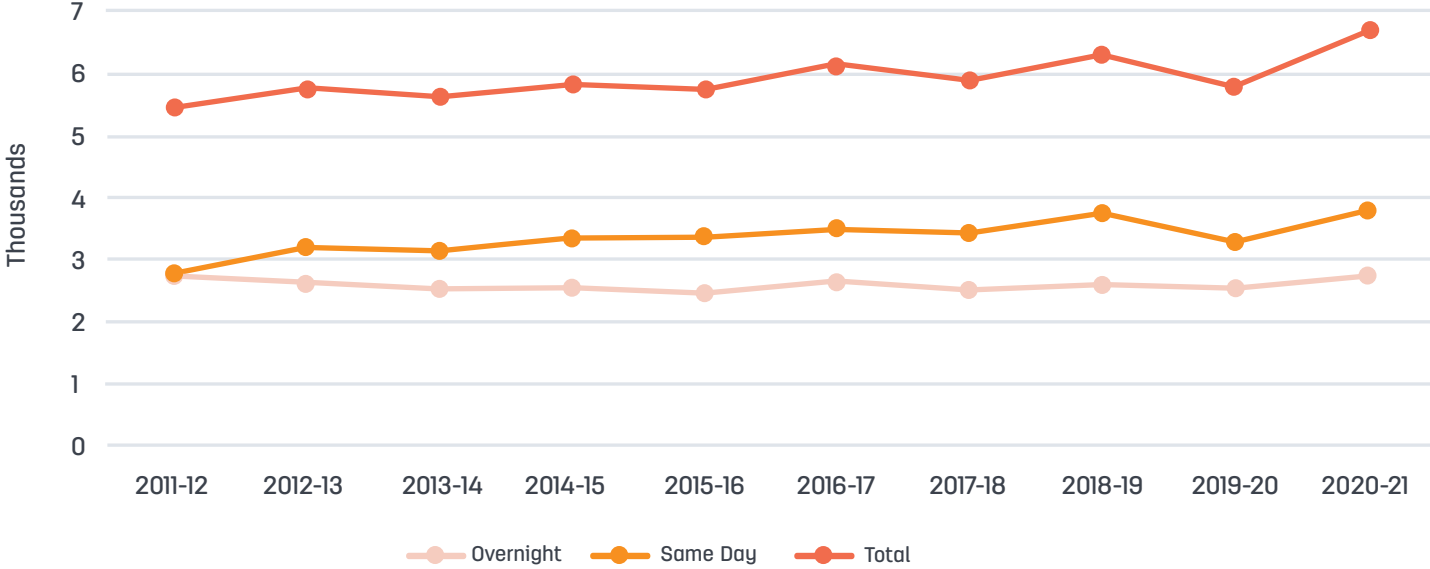


# Key Patient Statistics

Inpatient Separations



Procedures



## Clinical highlights for 2020-2021:

- Introduction of the REACH (Recognise, Engage, Act, Call, Help is on its way) program across the hospital. The REACH program, recognised as a key patient safety tool, links with existing processes to encourage families and carers to raise concerns if they were worried that a patient was deteriorating.
- Development of guideline for Clinical Emergency Responses Systems (CERS) escalation criteria for the assessment and management of deterioration in a patient’s mental state. The guidelines were adapted from the mental health triage tool and implemented as part of our policy on clinical deterioration.
- Implementation of the ‘Quiet Project’ in theatres. The project, initiated by Head of the Surgical Department Dr Thomas Aczel, reduces unnecessary and excessive noise within theatres and patient recovery areas. Key to the success of the project has been an increase in caregiver awareness on the negative impact of noise in these areas, on patients and fellow colleagues. As a result, implementation of the project has contributed in creating a better work environment and improved patient safety. The Quiet Project was nominated for the annual Australian Council of Health Standards (ACHS) Quality Awards.
- Introduction of an electronic theatre allocation screen with the aim to improve communication and efficiency in the operating rooms. Since the installation of the board, there has been a reported increase in productivity due to the benefits of caregiver allocation to areas of need in real time.
- Commencement of a roll out of biodegradable, environmentally friendly and compostable kidney dishes, medicine cups and denture cups to improve infection control with the use of single use items.
- Development of a food allergy matrix for all meals, drinks, mid meals and nutritional supplements provided to patients to reduce incidents relating to the provision of incorrect food for patients with allergens. The matrix provides a consolidated approach to food allergy management for patients with allergens.
- Instalment of Quality Boards to improve consumer and workforce engagement and increased transparency. The goal of the boards is to close the loop on hospital statistics and key performance indicators. The boards also increase the visibility of which Quality Improvement Projects (QIPs) are in progress.
- Installation of 22 new pharmaceutical waste bins in all clinical areas to ensure the safe disposal of this waste type.
- Implementation of the Pastoral Services team’s quality improvement project. The project is aimed to build awareness and increase the delivery of pastoral care services to patients and their families. During the recent accreditation assessment, the accreditors specifically praised Hawkesbury District Health Service’s Pastoral Services.





## 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. 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 together with caregiver and visitor safety and wellbeing, is our number one priority.

Building on our efforts to continuously improve governance and clinical care delivery to meet patient safety strategy, we implemented the following improvement strategies:

- Expanded caregiver and consumer participation in the National Safety and Quality Health Service (NSQHS) committees;
- Introduced Standard Leads to meet the revised National Safety and Quality Health Service Standard in preparation for Australian Council on Healthcare Standards (ACHS) accreditation;
- Improved the utilisation of the Quality Improvement Data System (QIDS) to analyse Service Level Agreement Key Performance Indicators;
- Maintained governance of clinical incidents and improved the efficacy of electronic reporting (RiskMan);
- Continued participation in completion of Ministry level root cause investigations to identify and improve systems and processes;
- Committed to continued education and training for managers and relevant caregivers thereby improving ongoing incident management and communication processes;
- Implemented the use of a fully automated Wi-Fi fridge monitoring system to improve cold chain monitoring of all vaccines, with cloud server recording.

### Patient Feedback

Hawkesbury District Health Service continues to monitor the Net Promoter Score (NPS) surveys for all patients discharged from the Emergency Department, day patients and inpatients. This allows real time feedback from the patient's experience in hospital. Patients admitted to our hospital also have the opportunity to complete the Australian Hospital Patient Experience Question Set (AHPEQS) after the NPS survey to provide more details about their experiences, treatment and care.

### Accreditation

Hawkesbury District Health Service successfully completed accreditation in April 2021 achieving all met ratings and no recommendations.





## Generosity and Support

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 support our care in many ways, either indirectly or directly with patients in the Emergency Department, day surgery, stores, gift shop, recycling, as couriers or hospital guides, through the companion observer program and in administration.

### At a glance:



**66**  
volunteers



provided  
**8,604**  
hours of service



and raised  
**\$80,790**  
for new hospital  
equipment  
and services

Hawkesbury District Health Service is fortunate to have the support of 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.





## Financial Report

Hawkesbury District Health Service has successfully completed the 25th 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 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.

Hawkesbury District Health Service received confirmation from the Ministry of Health of \$5.8m in commitment for major infrastructure upgrades including air conditioning and CSSD modifications to commence in the 2021-22 year.

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 2020-21 year.



St John of God Hawkesbury District Health Campus Ltd

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**Hawkesbury District  
Health Service**