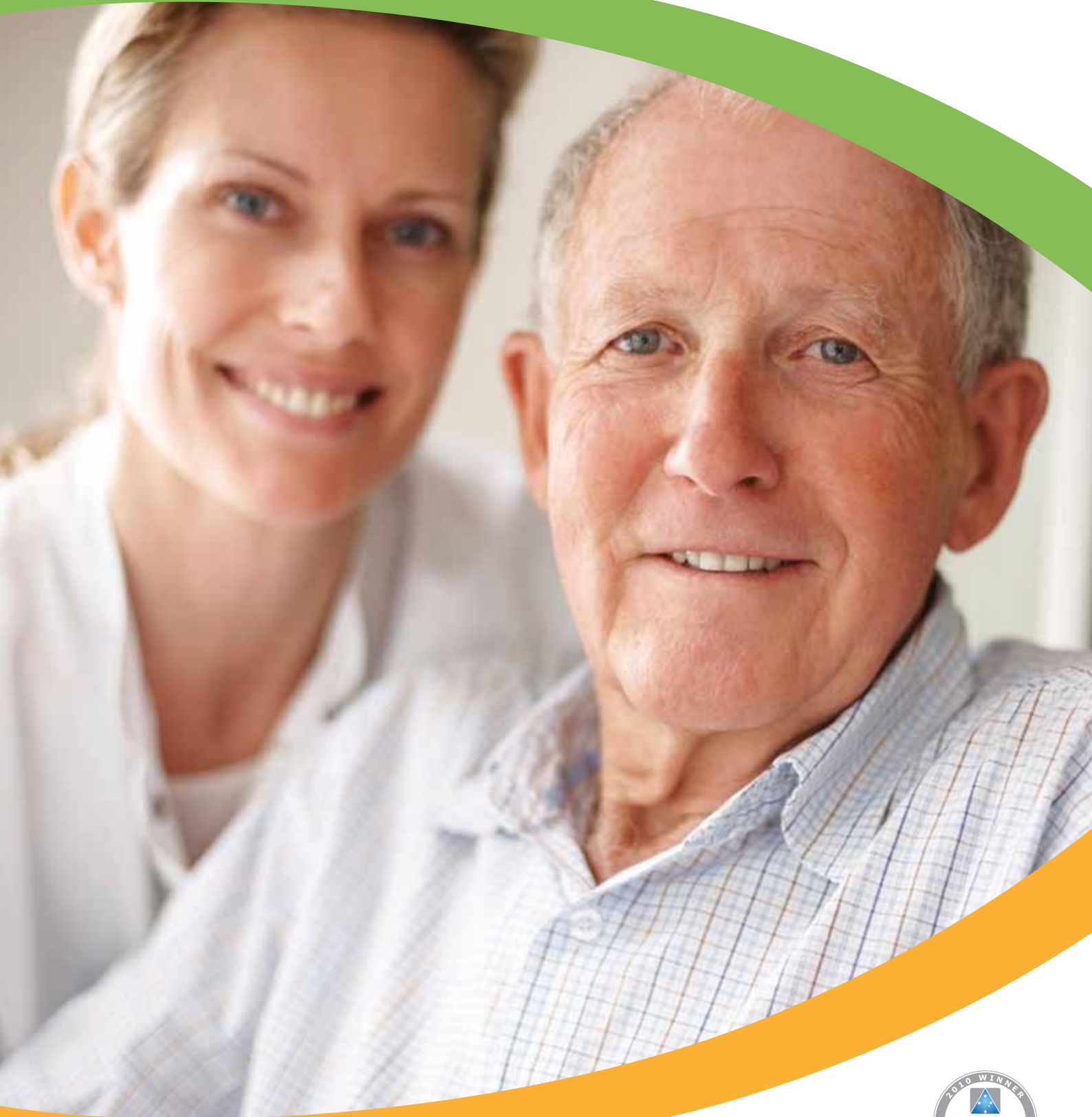




HAWKESBURY DISTRICT HEALTH SERVICE  
HAWKESBURY PRIVATE HOSPITAL

catholic healthcare



# CARING FOR OUR COMMUNITY

## ANNUAL REVIEW 2009/10

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## YEAR AT A GLANCE 2009-2010

- HDHS wins Australian Business Award (see page 9)
- Significant growth in hospital admissions, community health occasions of service, ED attendances and a reduction in waiting list all achieved without additional funding (see pages 6-8)
- New Local Hospital Network structure to be operational from January 2011 (see page 3)
- Processes improve care and safety outcomes for patients (see pages 9-11)
- Disaster planning and emergency drills for rapid staff response (see page 9&10)
- Medical Students arrive at HDHS (see page 12)
- Senior's Health a focus in the Hawkesbury community this year (see page 10)
- Westbus includes HDHS in local bus routes (see page 4)
- Falls prevention message delivered monthly with production of Stepping On calendar (see page 10)
- Embodying our values in clinical practice (see page 10)
- Ambulance officer education by HDHS wound nurses to reduce hospital attendances (see page 10)
- Christmas spirit revived as HDHS Christmas Tree Illuminated (see page 13)
- New look HDHS website for easier navigation and more up to date information (see page 6)



## We are a 127 bed facility providing public and private healthcare services in Sydney's North-West.

### OUR HISTORY

By the early 1990s, Windsor Hospital, which had served the Hawkesbury community for many decades, was in a poor state of repair. The local community's disquiet and protest about the hospital's potential closure prompted the NSW Government to call for expressions of interest in building a new health service.

Catholic Healthcare was successful in winning the contract to build and operate the new facility for 20 years. Opened in August 1996, the new facility was called Hawkesbury District Health Service (HDHS).

### ABOUT US

A successful public-private partnership with the NSW Government, HDHS is a 127-bed facility that provides public and private healthcare services in Sydney's north-west.

We employ 626 staff and 50 Visiting Medical Officers and offer 24-hour emergency care, medical, surgical, maternity, neonatal, palliative, intensive and coronary care as well as diagnostics services. We also provide a wide range of community and allied health services.

### OUR PURPOSE

We are inspired by the traditions of Jesus' healing mission to provide respectful and compassionate quality care to our patients.

### OUR VISION

Creating a sustainable and vibrant ministry of care.

### OUR MISSION

To promote life that brings hope to those we serve, peace to those we care for and dignity to the sick, frail, elderly and marginalised.

### OUR VALUES

Compassion, Excellence, Honesty, Hospitality, Respect

Reviewing 14 years of service to the Hawkesbury, one would have to agree that the key to HDHS' success during this period is our people: our staff and our community.

## A MESSAGE FROM THE CHAIRMAN



At the HDHS Foundation Day celebrations this year, we heard from our General Manager, David Maher, that "HDHS not only meets the community's needs, it exceeds expectations".

Reviewing 14 years of service to the Hawkesbury, one would have to agree. They have been 14 years characterised by strong service growth, high service quality and excellent financial performance. The results confirm the success of the HDHS public-private partnership model, in an era when public health service provision has faced many challenges, including clinical staff shortages and increasing costs.

The key to HDHS' success during this period is our people: our staff and our community. Our staff through their focus on excellence and innovation (including this year winning an Australian Business Award and the introduction of medical student teaching) and our community through the Community Board of Advice representation and our volunteers' service. Together they embody a spirit and a culture of quality compassionate care focusing on not just the patient, but the person within the patient. That spirit is the key difference at HDHS.

The HDHS Board looks to the future with enthusiasm and anticipation that the National Health Reforms strengthen the health services provided to our local community through HDHS.

A handwritten signature in blue ink, appearing to read 'Kerry James'.

**MR KERRY JAMES AM  
CHAIRMAN**



## PARTNERSHIPS & STRUCTURE

### OUR PARTNERSHIP WITH NSW HEALTH

The contractual arrangements associated with HDHS create a unique hospital and a unique partnership with NSW Health, through Sydney West Area Health Service (SWAHS). We are a licensed private hospital, with a contract to provide public patient services. This results in HDHS effectively having two hospitals under the one roof – a public hospital and a private hospital.

Patients who have private insurance can access our private facilities outside the public hospital constraints. Alternatively, our community members without private insurance have access to public hospital services consistent with other NSW Health facilities.

This is a unique arrangement in NSW and shows the foresight of NSW Health and SWAHS in establishing innovative ways of meeting the healthcare needs of communities.

At the same time, we are an integral part of SWAHS, forming one of its network hospitals. This means that services are organised across the Area to achieve the best outcomes for the community. We work with SWAHS to transfer patients to other parts of the network to receive care not provided at HDHS.

The achievement of excellent outcomes for the Hawkesbury community during the year is testament to the success of the private-public healthcare model central to our partnership with SWAHS. We reaffirm our commitment to this partnership and extend our appreciation to the management team of SWAHS for their contribution to the success of this partnership and their continued commitment to the Hawkesbury throughout the year.

We look forward to continuing to work together to respond to initiatives from the recent Garling Inquiry into improvements to the NSW Health System, and to prepare for the increased healthcare

needs from the growth of the north-west corridor of Sydney. We are confident that even better outcomes can be achieved for the Hawkesbury community in the years ahead, and look forward to developing new innovative service delivery models in partnership with SWAHS.

HDHS has participated in discussions resulting in the National Health Reform decision to dismantle the current Area Health Service and establish Local Hospital Networks. It is anticipated that the our new Local Hospital Network, encompassing HDHS, Nepean, Blue Mountains, Springwood, and Lithgow hospitals will be operational from 1 January 2011. We look forward to continuing to work together in this new structure as we continue to strive for even better health outcomes for the Hawkesbury community, and look forward to developing new innovative service delivery models in partnership with our Local Hospital Network.

# PARTNERSHIPS & STRUCTURE



## OUR PARTNERSHIP WITH THE COMMUNITY

Central to our foundation, and therefore our ongoing focus, is our partnership with the local community in meeting their healthcare needs. The fundamental importance of this relationship is expressed in the existence of the HDHS Community Board of Advice (CBOA). In operation since HDHS' inception, the CBOA consists of 12 members representing the community and meets monthly with HDHS. The Chair of the CBOA is also a Director of the HDHS Board. The CBOA is the formal link with our local community, a conduit through which the

community can gain insight and provide feedback in regard to the way services are delivered.

In the past year, the CBOA has played an active advocacy role for the local Hawkesbury community and our health service. Their activities have been wide and varied, ranging from petitioning the Westbus service to include the hospital in its service route; seeking additional resources from SWAHS and contributing to health promotion programs. Representatives of the CBOA continue to participate in key hospital planning and quality monitoring committees.



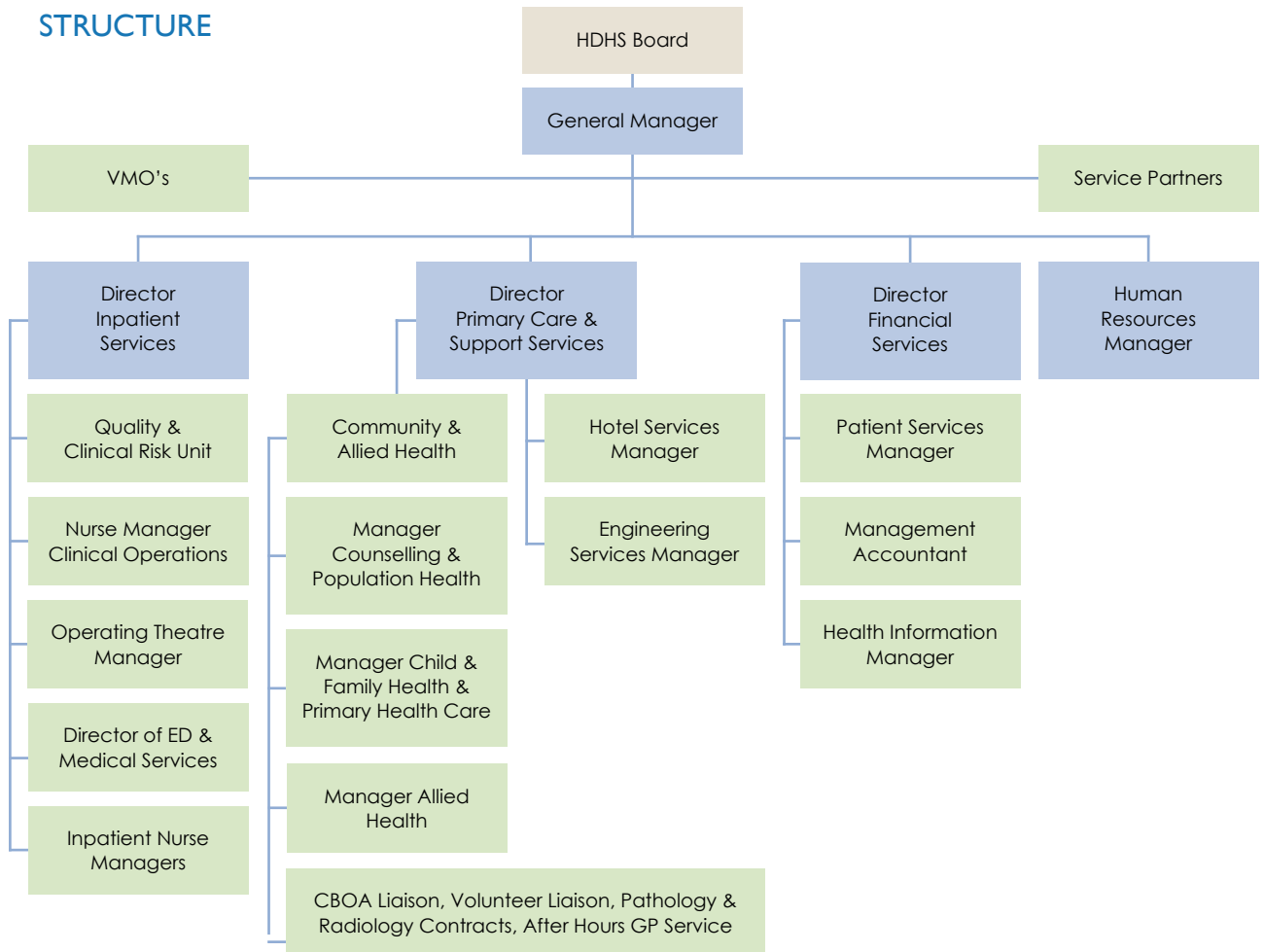
## KAZAKHSTAN DELEGATES WELCOMED

A delegation of Kazakhstan ministers, academics and associated VIPs sought HDHS' input as part of its health system reformation. Delegates visited HDHS to study our unique funding model. They were duly impressed by our method of combining public and private patient care within a private hospital facility. Kazakhstan (located south of Russia in central Asia, with a population of 16 million) has been undergoing rapid development since achieving independence in 1991, allowing for reformation of services that support the welfare of Kazakhstan people, including health and education.

# PARTNERSHIPS & STRUCTURE



## STRUCTURE



### HDHS Board Directors

- Kerry James AM, Chairman
- Graham Wright, Deputy Chairman
- Chris Rigby, Managing Director (Executive)
- David Maher, Executive Director
- Dr Vasco de Carvalho, Director
- Dr Peter Jeffrey, Director (to 10.8.09)
- Christine Tracy, Director (to 25.9.09)
- Terry Conoulty, Director (since 1.1.10)



## CLINICAL SERVICES

### SERVICE PERFORMANCE

Clinical services exhibited sound growth again during 2009/10. Inpatient admissions increased by 2% on prior year to 10,365. A key feature of our clinical service during the year was a reduction in average length of stay from 3.7 days to 3.5 days, allowing significant inpatient admission growth without additional funding. As a result, our patients waiting more than 12 months for surgery reduced from 44 last year to only 3 in July 2010.

Our Emergency Department attendances also increased

by 3% on the prior year, with total figures (including our After Hours GP Service) totalling 28,019 attendances. This growth points to increasing demand from population growth in our community. At the same time, waiting times to attend the Emergency Department and admission into hospital all remained within NSW targets for 2009/10.

Community & Allied Health services continued to grow, particularly our Transitional Aged Care Services, recording an underlying 2% increase in occasions of service on the prior year.

Out total waiting list numbers reduced to 735 compared to 810 the prior year. Again, this was consistent with our admission growth described above and was a tremendous result in the absence of funding growth.

Changes have been made to our data collection systems that have resulted in a more accurate reflection of the work achieved by our Community Health teams. Congratulations to the Community Health staff for adapting to this improvement so proficiently and incorporating the changes into work practices.



[www.hdhs.com.au](http://www.hdhs.com.au)

Hawkesbury District Health Service now has a new, easy to navigate website. The site has now been divided into 4 main sections: Public Hospital, Private Hospital, Community Health and Our Health Service. Each section features cascading menus and colour variations to make navigating the site easier for patients, visitors and doctors. In addition to patient and visitor information, health promotion and news & events updates, the new site allows direct public access to useful publications such as our specialist medical directory and service brochure.

A key feature of our clinical service during the year was a reduction in average length of stay allowing significant inpatient admission growth without additional funding.

#### Key Patient Statistics

12 months ending	2005-06	2006-07	2007-08	2008-09	2009-10
Inpatient Admissions	9,599	9,972	10,144	10,190	10,365
Occupied Bed Days	36,663	37,689	36,819	37,611	36,592
Length of Stay (days)	3.8	3.8	3.6	3.7	3.5
Theatre Procedures	4,716	4,989	5,122	5,136	5,312
Births	856	858	835	838	801
Emergency Department Attendances (incl. AH GP Clinics)	24,913	26,243	27,260	27,175	28,019
Waiting List Total	678	695	676	810	735
Waiting List > 12 months	3	0	30	44	6



#### Surgical waiting lists

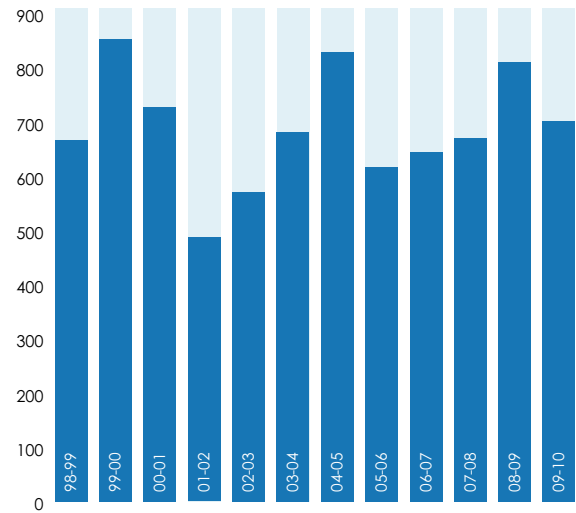
12 months ending	2005-06	2006-07	2007-08	2008-09	2009-10
Cardio-Thoracic	1	0	0	0	0
ENT	2	0	4	11	2
Endoscopic	78	106	106	112	66
General Surgery	250	281	237	352	397
Gynaecology	29	23	24	31	31
Ophthalmology	21	18	10	12	10
Orthopaedics	284	246	292	288	221
Plastics	0	0	0	0	0
Urology	13	21	3	4	8
<b>Total</b>	<b>678</b>	<b>695</b>	<b>676</b>	<b>810</b>	<b>735</b>



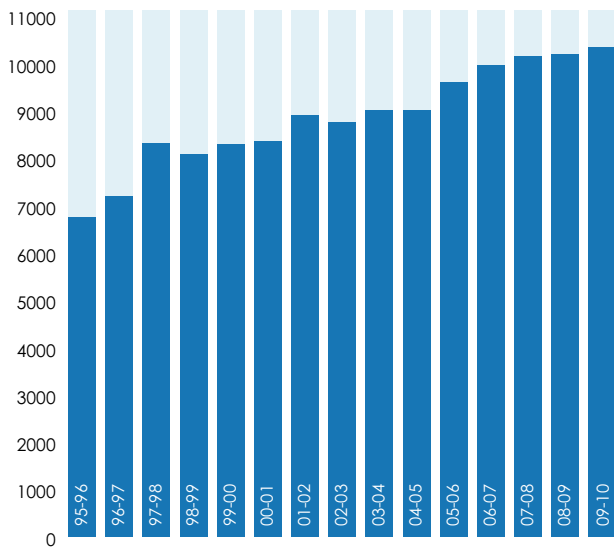
# CLINICAL SERVICES



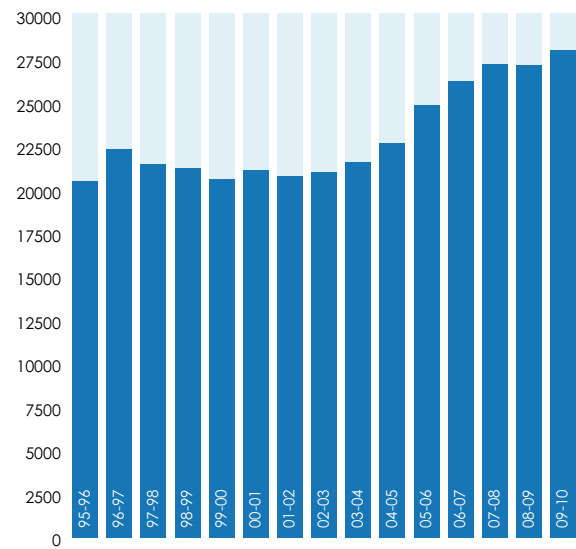
Waiting List Patients – Ready for Care



Admissions



Emergency Attendances



# CLINICAL SERVICES

## CARING FOR OUR COMMUNITY WITH EXCELLENCE AND INNOVATION

We are proud to announce that our commitment to caring for our community was formally recognised this year. HDHS was awarded the prestigious Australian Business Award for community contribution in the health industry. Winning this award recognises HDHS' 'Bridging Cultural Divides' project, encouraging indigenous health and contributing to the evolution of indigenous culture. As a tangible form of our mission and values, the HDHS Aboriginal banner welcomes indigenous communities to HDHS with cultural sensitivity and offers an opportunity for non-indigenous people to increase their understanding of Aboriginal people. National recognition of this project helps the broader community to see the beauty of cultural diversity and the importance of improving health for Australians of all nationalities and creeds. Vicki Thom's artistic talent and unique skills in facilitating cultural exchange are commendable.

## EXCEPTIONAL CARE

Our clinical staff are always looking to improve their practice and provide exceptional care and service to our patients. This year's major projects highlight the

dedication and innovation applied to clinical improvement at HDHS with initiatives carried through from last year continuing to benefit HDHS patients.

Innovation in our Maternity Unit brings the advent of nurse specialists adopting the responsibility of excellence in key care areas of maternity care, including lactation, neonatal and obstetric emergencies. Reviews of best practice literature, a creative approach to education and a program of mock obstetric emergency drills continue to result in our midwives being well practiced should an emergency situation occur.

Early recognition and initiation of interventions for a deteriorating patient has a major influence on positive patient outcomes. Improvements on last year's advancements include further refinement of our clinical parameters indicating a patient's condition is deteriorating. A tangible result of all nursing staff undertaking NSW Health's DETECT education program and our revised observation chart that supports the detection and escalation of the deteriorating patient is an increase in timely emergency calls for lower level (code green) emergencies.



## DEADLY FINALIST

Vicki Thom, our Aboriginal Community Liaison Officer was one of 4 finalists for "Deadly Health Worker of the Year". The Deadly Health Worker of the Year Award recognises the efforts of indigenous health workers across Australia in helping Aboriginal & Torres Strait Islander people reach their highest potential, (for those of you who don't know, 'Deadly' means Awesome!) Although Vicki was not the winner of her category, we are extremely proud of her being a finalist, of the efforts she makes representing HDHS in her community, and for her dedication to improving indigenous health in the Hawkesbury. Congratulations Vicki.



# CLINICAL SERVICES



## DEDICATION & COMPASSION

In keeping with Catholic Healthcare's ethos of compassionate caring for people who are sick and in need, numerous strategies have been developed that embody our values within the culture of HDHS. Including patients in bedside handovers, strengthening our teamwork approach to patient care with reflections and focus groups, and talking with patients about their hospital experience, resulting in improved understanding of post operative pain management, streamlined admission and risk assessment processes, and bedside care checks, all of which improve care and safety outcomes for patients.

Disaster planning and mock disaster exercises during the year added significantly to our readiness to respond to significant external and internal emergencies.

Overseen by the SWAHS Counter Disaster Unit, exercises provided practical experience and an opportunity to incorporate additional learnings into our disaster management processes.

An increased focus on the health of our older citizens occurred this year with education on Elder Abuse identification for Community Health staff, the 'Stepping On' message being translated into wall calendars for wider dissemination of falls prevention information and healthy eating being promoted to seniors throughout the district. Wound care advances are being shared with local service providers via the Hawkesbury Wound Interest Group, facilitated by HDHS and this year through education sessions with NSW Ambulance Officers so that fewer patients need to be transported to hospital for treatment of skin tears and superficial wounds.



## STEPPING ON CALENDAR

While the very successful Stepping On Falls Prevention Program continues in the Hawkesbury, it was realised that a number of Hawkesbury residents who might benefit from falls prevention information were fearful of being perceived as vulnerable or labelled unable to live independently. Others simply could not attend a series of groups. To ensure these people received the key messages from the Stepping On Program, a calendar was created by our primary health community nurses to raise awareness of falls prevention. This was a collaborative effort with numerous community groups contributing to funding the production of the calendar. The Hawkesbury Camera Club designed and facilitated a competition that resulted in an array of healthy lifestyle photos to consolidate falls prevention messages. 1,500 calendars were printed and distributed to patients and clients of HDHS Emergency Department, Physiotherapy, Aged Care Wards, Transitional Care and Community Health; and across NSW to those instrumental in the Stepping On Program and the calendar project, including to the Clinical Excellence Commission and Sydney University.

# CLINICAL SERVICES

Men's Health was prominent in the Hawkesbury again during the year, focusing on partnership building, senior's health, stress reduction, relationships, men's antenatal education and mental health. Again the importance of men's health was highlighted with Blokes Day – Australia's largest Men's Health Week festival, held annually on site at HDHS each June.

Legislative change and publicity relating to child safety is showing positive results in the Hawkesbury. In conjunction with other local service providers, HDHS has provided numerous free child restraint checking sessions to assist parents conform to new seat belt legislation. In an effort to ensure child passengers are not subjected to passive smoking, HDHS has introduced a new smoking cessation program to coincide

with long awaited legislation that prohibits smoking in cars when children are on board. Drug and Alcohol initiatives also include the formation of a women's only SMART recovery group (for women who have experienced addictions) and advances in the recognition and management of 'Dual Diagnosis', a more holistic approach to caring for mental health clients with substance abuse problems.

Improving indigenous health in the Hawkesbury continues to benefit from partnership building, active participation in indigenous events, promotion of relevant health messages and direct service provision to indigenous people of the Hawkesbury and surrounding districts.



## COURTNEY & TIBETAN MONKS

Becoming a doctor is more than simply studying and practicing techniques learned at university. It is the heart-felt desire to heal, with a driving passion to improve health that leads young doctors to truly make a difference in the medical field. Courtney Harrington demonstrated her commitment to world health by treating Tibetan monks for a newly discovered organism, *Helicobacter Pylori*. As little is understood about *Helicobacter Pylori*, Courtney's interviews with monks and analysis of their test results will contribute to understanding the course of the disease. Treating people infected with *Helicobacter Pylori* is likely to prevent a life of painful stomach ulceration progressing to gastric cancer and death at an early age. It may even be possible to eradicate the disease from entire communities simply by administering antibiotics. If a medical student such as Courtney can contribute to the understanding and advancement of health in Buddhist monasteries of Tibet, imagine the impact on the medical field that she and her medical student colleagues might make over the course of their careers as doctors.





## MAKING CAREER GOALS A REALITY

Being a recognised teaching hospital benefits HDHS and the Hawkesbury community in numerous ways. Over a forty-week period, third-year medical students rotate through various specialities, including medical, surgical and obstetric terms, gaining invaluable hands-on experience. HDHS nursing and medical staff mentor students during their rotations, under the supervision of VMO specialists. This ensures a multifaceted combination of practical and theoretical learning in the wards and specialty departments of HDHS. Being university graduates, UNDA Medical Students bring with them life experience and expertise gained in a wide variety of settings. This in turn contributes to the compassion and understanding

these young doctors bring to the medical field. Refurbishments have allowed the school to be co-located within the HDHS campus, offering students modern study facilities in close proximity to their patients.

In addition to continuing education programs with the University of Western Sydney, local high schools and TAFE, HDHS has accepted a proposal to provide clinical placements to UNDA nursing students. This proposal confirms that although a relatively new health service, HDHS is already recognised for its exceptional clinical standards worth instilling in the next generation of health professionals.

Aligned with HDHS commitment to staff development, 8 scholarships have been awarded to HDHS employees from both hospital and Community/Allied Health departments. Our New Graduate Program continues with 8 newly registered nurses commencing in January 2010. During this 12 month program, nurses circulate through numerous clinical departments, consolidating skills in a selection of nursing situations. 80% of registered nurses most recently completing our New Graduate Program have chosen to further their careers in nursing at HDHS. This is a clear indication of participant satisfaction with this very successful education program.

# HDHS 2010 heralds the formation of The University of Notre Dame (UNDA) Hawkesbury School of Medicine and the arrival of our first medical students.

## MIDWIFE'S SERVICES RECOGNISED

How many babies has Lorraine Fewster brought into the world? And how many has she taught how to feed, calmed and encouraged to sleep? For some, she has performed lifesaving intervention or emergency procedures. The exact number of mothers and babies Lorraine has cared for and assisted through pregnancy, birth and the weeks following will never be known. During her 37 years as a midwife at Hawkesbury Hospital, Lorraine has witnessed many changes to the hospital environment and to midwifery practices. She has enjoyed the privilege of being midwife to many many Hawkesbury families, some of whom are giving birth at Hawkesbury Hospital as they form families of their own. While we will miss Lorraine's dedication to our maternity unit, the knowledge, skills and expertise she has contributed will continue to influence us, as does her friendship. Lorraine, we wish you an equally fulfilling retirement.



## CHRISTMAS SPIRIT RENEWED

We had great delight this year in creating a new tradition for the Hawkesbury. To heighten the Christmas spirit, HDHS determined to celebrate the commencement of this very special season with hope and healing as its essence. On 3 December, surrounded by hundreds of Hawkesbury residents, HDHS staff and patients welcomed the commencement of the Christmas season with carols, prayers and the illumination of the HDHS Norfolk pine Christmas tree. Community participation was overwhelming as was the appreciation of renewed Christmas spirit, joy and harmony by all who joined us. We will continue to celebrate the significance of Christmas with the Hawkesbury community by lighting the HDHS Christmas tree on the first Thursday of December each year.





## CLINICAL GOVERNANCE

HDHS is proud of its proactive approach to clinical care and the improvement of clinical care pathways, giving us a strong foundation for adoption of national clinical excellence programs such as 'Between The Flags' and achievement of clinical competency targets.

Our dedicated staff ensured that we were ready to implement new private hospital regulations and

legislation, applying from March this year. Forward planning has ensured the smooth transition to the legislation without effort or disruption to our service provision.

Staff should also be congratulated for embracing the Garling Report recommendations so enthusiastically as they continue to be implemented across the health service.

A review of Clinical Governance performance throughout this year indicates a continuation of good patient outcomes. Indicators are consistent with historical levels and Clinical Case Review meetings continue to be well attended.

Indicator	2005-06	2006-07	2007-08	2008-09	2009-10
Severity Assessment Code 1 & 2 incidents	9	8	9	6	7
Medication Incidents	143	157	137	138	170
Falls Incidents	134	139	111	132	109
Total Complaints	105	83	94	78	91
Emergency Department Complaints	45	40	44	17	27
% Clinical Indicators =/> Peer	NA	96%	100%	98%	94%
Clinical Advisory Group Case Reviews	7	14	12	11	10
Specialty Meeting Reviews	33	38	40	41	35

We are extremely fortunate to be supported by many local businesses, clubs, associations and people who live within the North-West of Sydney.

## GENEROSITY & SUPPORT

We acknowledge and thank our funder and service partner Sydney West Area Health Service for their continued commitment to the Hawkesbury throughout the year

We also acknowledge the support of our many volunteers who work tirelessly to provide care and comfort to all patients within our health service. To all our volunteers, we thank you.

You make such a difference to the lives of our patients, their families and our staff.

We are extremely fortunate to be supported by many local businesses, clubs, associations and people who live within the north-west of Sydney. This year, through the support of the UHA and our donors, we raised more than \$135,000. These donations

have enabled us to purchase vital equipment for the health service. We thank all individual, community and corporate donors who have provided financial or in-kind support to our health service during 2009-10.

### DONORS

- 1st Hawkesbury Scout Group
- Australian Defence Social Club
- Blake family
- Bunnings, McGraths Hill
- Caring Hearts Quilters Club
- Dr Ravi Sahasrabuddhe
- Fraser family
- H Farrell
- Hawkesbury Camera Club
- Hawkesbury Mum's Group

- Hawkesbury SASS Network
- HDHS Medical Staff Council
- Lombard family
- M Symonds
- Magri family
- Martello family
- Mrs Elfrieda
- Mrs Meuffels
- Mrs Perrett
- Pitt Town & District Sports Club
- Rural Press

- Sonves Pty Ltd
- St Albans Rural Fire Brigade
- Susan Skyring
- Tame family
- The Jolly Frog
- The Richmond Club
- The Rotary Club of Hawkesbury
- United Hospital Auxiliary
- Windsor & District RSL Sub Branch



## FINANCIAL REPORT

The funding contract that commenced in 1996 for the Hawkesbury District Health Service Project includes the building and operating of the service for 20 years, plus a 5 year option period. As the successful bidder, Catholic Healthcare sourced \$47 million to build the service we have today. HDHS continues to meet the interest and repayment costs of these borrowings according to plan. The private partnership arrangement in this project means that the government pays only 70% of the total cost of what is a public asset, with Catholic Healthcare meeting the remaining 30%. This is a very beneficial arrangement for the taxpayers of NSW.

Hospital income for services provided at HDHS is derived from funding allocations from SWAHS for Inpatient, Emergency and Community & Allied Health,

together with health insurance payments in relation to private patients.

Contract funds are set aside for regular refurbishment of the physical facilities over 20 years to ensure the facility is in excellent condition when it is handed back to the government.

Unlike public hospitals, HDHS is directly accountable to our community via the HDHS Board. The annual financial accounts of the service are audited each year, and the audit report has been unqualified for each year of operation.

HDHS has proven to be excellent stewards of taxpayer funds. Based on the latest national costing study 2007/8, the HDHS funded cost of services per inpatient is 10% lower than the national peer average. This equates to \$2.5m in savings to the taxpayer annually.

In addition, usage by the Hawkesbury community of their private health insurance generates further savings. HDHS private patients account for 31% of services, compared with the national average for public hospitals of 14%. Adjusting for elective private lists, it is estimated this equates to a further \$3.2m in annual savings to the taxpayer.

Finally, the financial risk of meeting annual budgets passes to HDHS as the operator, meaning that NSW Health is not responsible for any budget overruns.

Together these items result in \$6.2m in annual savings to the taxpayer of NSW (\$124m over the contract period), confirming the benefit of this Public Private model at HDHS.

HDHS has proven to be excellent stewards of taxpayer funds. The HDHS funded cost of services per inpatient is 10% lower than the national peer average. This equates to \$2.5m in savings to the taxpayer annually.

## ACRONYMS

### CBOA

Community Board of Advice

### ED

Emergency Department

### GP

General Practice /  
General Practitioner

### HDHS

Hawkesbury District Health Service

### SMART

Self Management and Recovery  
Training

### SWAHS

Sydney West Area Health Service

### TAFE

Technical and Further Education

### UHA

United Hospitals Auxiliary

### UNDA

University of Notre Dame Australia

### UWS

University of Western Sydney

### VMO

Visiting Medical Officer

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HAWKESBURY PRIVATE HOSPITAL

catholic healthcare