



NSW Health

Information

Minister for Health and Minister for Regional Health

HIB-2024-0000020

Handover of Hawkesbury District Health Service

Analysis

The Board of St John of God Health Care (SJGHC) determined at the November 2023 Board meeting to terminate the current contract to operate the Hawkesbury District Health Service on behalf of the Nepean Blue Mountains Local Health District (NBMLHD).

The NBMLHD in consultation with the Ministry of Health will work with SJGHC to ensure the ongoing provision of health care to the Hawkesbury community and mitigate any associated risk.

The current Services Agreement expires on 31 March 2024 and SJGHC have agreed in principle to continue operations until 30 June 2024 to allow for an orderly transition of services, these arrangements are in the process of being formalised with the announcement of the transition scheduled for 31 January 2024. The annual cost of the contract is \$87.3 million.

NBMLHD will continue to operate the patient services. The community will not be impacted by the contract termination.

The legislative transfer of business provisions under the Commonwealth Fair Work Act 2009 do not apply, it will be necessary for SJGHC to terminate the employment of all current employees, and for NSW Health to offer new roles to those staff under relevant NSW Health Awards.

The NBMLHD and the Ministry of Health are working collaboratively with SJGHC to support staff and to ensure continuity of service to the community.

The parties are urgently considering arrangements that can be put in place to mitigate risks associated with the transition of staff from SJGHC to NSW Health, which will be factored into the communications plan at the time of the announcement of the transition of the service. A draft Communications Plan is attached at TAB A. A critical area of risk is in relation to accrued leave entitlements of staff. The Ministry of Health in consultation with NBMLHD are exploring options for the treatment of accrued leave entitlements to best support transitioning staff. Further advice on options available to NSW Health will be provided to the Secretary, NSW Health this week.

SJGHC and NBMLHD with the Ministry of Health have established a governance structure to collaborate on transition of Hawkesbury District Health Service (HDHS) to NBMLHD by 30 June 2024.

For information

Noted by (signature)

Key issues

SJGHC will hand-back the operation of HDHS to NBMLHD by 30 June 2024

SJGHC have cited several reasons for their decision to hand back operation of HDHS. These include financial viability, infrastructure requirements, lack of clarity on future role for HDHS (LHD is

currently progressing a Health Care Services Plan), and potential impact on HDHS of the new Rouse Hill hospital development.

NBMLHD requested an extension for the hand-back of services

Under the current Services Agreement, SJGHC would hand-back HDHS to NBMLHD on 31 March 2024. To ensure an orderly transition, NBMLHD has requested an additional 3 months to June 2024.

There is a willingness on both sides to collaborate on the transition and SJGHC have agreed to remain in place until 30 June 2024. This is in the process of being formalised into a legal agreement.

The hand-back will be announced on 31 January 2024

SJGHC and NBMLHD in consultation with the Ministry have agreed to announce the handover of HDHS to NBMLHD on 31 January 2024.

SJGHC and NBMLHD will issue statements to their respective staff and engage with key community stakeholders about the transition. Both parties are in active collaboration to ensure communication to staff and stakeholders is timely and in alignment.

NBMLHD and SJGHC have commenced transition planning and drafted a communication plan

NBMLHD and SJGHC with the Ministry of Health have commenced transition planning with a project governance structure having been established.

NBMLHD has developed a draft communication plan and is working with SJGHC to develop responses to 'frequently asked questions' ahead of the announcement.

Stakeholders will include:

- Staff
- Unions
- Local MPs
- NBMLHD staff
- Contract providers of imaging and pathology

The next steps are to urgently understand the arrangements for the workforce

The legislative transfer of business provisions under the Commonwealth Fair Work Act 2009 do not apply. It will be necessary for SJGHC to terminate the employment of all staff, and for NSW Health to offer new roles to those staff on the conditions of employment applicable under relevant NSW Health Awards. The need for this process will introduce greater risk to the retention of staff by NSW Health.

As the hospital will continue to provide public patient services within NSW Health it is the intention to offer employment to as many current HDHS staff as possible. It is anticipated the vast majority of HDHS staff will receive an offer of employment.

Work has already begun to identify the requirements, including SJGHC's legal obligations and differences between SJGHC and NSW Health award conditions.

The Ministry and NBMLHD have engaged Herbert Smith Freehills to provide employment law advice.

The SJGHC industrial instruments are also being reviewed against NSW Health Awards to determine whether a like offer on employment can be made. At this point the instruments appear similar and NSW Health Awards potentially more generous.

The treatment of accrued leave entitlements (sick leave, annual leave and long service leave) will be a fundamental issue for staff.

An options paper is being developed as a matter of urgency to inform the critical workforce issues and to be able to provide information to staff at the time of the announcement. The options paper will explore options for the treatment of accrued leave entitlements to best support transitioning

staff. Further advice on options available to NSW Health will be provided to the Secretary NSW Health this week.

Potential financial implications of transfer of the facility

SJGHC has sought additional funding above its baseline funding for the operation of the facility for the additional 3 month period until 30 June 2024. Discussions are currently underway between the Ministry of health, NBMLHD and SJGHC regarding that request.

Historically, HDHS has not been included in NBMLHD's annual asset management process. NBMLHD funded an asset condition assessment to understand capital works and engineering priorities for repair and or replacement. Currently, priority capital works are at the estimated value of \$10 million dollars required for the 25/26 financial year. The asset condition assessment undertaken at HDHS identified issues including non-compliance with fire, electrical, hydraulic, and Central Sterile Services Department standards, as well as general aging of the plant. There is a risk that NBMLHD will fail to meet the requirements of the next accreditation assessment if infrastructure issues are not addressed (required by June 2025).

The ongoing funding of the hospital by the NBMLHD is likely to be a more cost effective as economies of scale can be realised when the hospital is a part of the LHD. The annual cost under the contact is \$87.3 million.

Hawkesbury District Health Service

HDHS is a purpose-built facility providing public and private hospital services and community and allied health services on one site at Windsor. HDHS has 738 staff members which equates to 389.76 Full Time Equivalents. The hospital has approximately 130 beds and 30,000 ED attendances per annum. There is one private surgical ward and imaging and pathology services are contracted through a third party.

Services are provided in inpatient, day patient and outpatient settings including an Emergency Department (ED), an Intensive Care Unit / Coronary Care Unit, maternity services, medical / surgical inpatient care and palliative care. There is also community and allied health services provided from an on-campus Community Health Centre and an After-Hours GP service. The hospital is a teaching hospital for the University of Notre Dame.

SJoG have operated HDHS since 2016 under a Public Private Partnership with NSW Health via NBMLHD. The previous operators were Catholic Health Services from the inception of the PPP in 1994 to 2016.

Consultation

Name	Position
Luke Bellman	Director, Finance and Corporate Services, NBMLHD
Paul Grocott	Director, Corporate Communications, NBMLHD
Adam Quested	Interim Director, People and Culture, NBMLHD
Dean Bell	Deputy General Counsel and Director Legal, Legal Services, Ministry of Health

Contact

Name	Position	Phone and email
Vanessa Clements	Director, Planning, Redevelopment and Strategic Office	0419 242 618 Vanessa.Clements@health.nsw.gov.au

Endorser(s)

Lee Gregory Chief Executive 23/01/2024	Deb Willcox AM Deputy Secretary, Health System Strategy and Patient Experience 23/01/2024
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Attachments

Tab	Title
A	Draft NBMLHD Hawkesbury District Health Service Transition Communication Plan

22 January 2024



Hawkesbury District Health Service Transfer to NBMLHD Communication Strategy

Last updated: 19 January 2024

Overview

St John of God Health Care has advised it will not renew its contract to operate Hawkesbury District Health Service (HDHS) when it expires on 31 March 2024. St John of God Healthcare will continue to maintain the current services beyond 31 March 2024 while an orderly transition is undertaken. Following the transition period, HDHS services will transfer to Nepean Blue Mountains Local Health District (NBMLHD).

Aims

This communications strategy will:

- Support clear, timely and frequent communication about the transfer of HDHS to NBMLHD for staff, patients, carers, the community and other external stakeholders.
- Identify key internal and external stakeholders
- Set out the key messages used to inform internal and external audiences
- Identify key milestones requiring communications
- Identify key communications resources, collateral and content (eg web and intranet pages) which will be required
- Establish a calendar of key communications activities and the channels used
- Identify key spokespeople and change leaders/ambassadors (TBA)

Due to the complexity and scale of communications required, sub-plans will also be required for specific stages or aspects of the project, for example staff comms during the transition period.

Key Messages

- St John of God Health Care has advised it will not renew its contract to operate Hawkesbury District Health Service when it expires on 31 March 2024.
- St John of God Health Care will continue to operate services during the transition period from 31 March 2024 to 30 June 2024.
- Services will transfer to NBMLHD, which is part of NSW Health, on 1 July 2024.
- St John of God Health Care has provided services in The Hawkesbury since 2016 under a public private partnership with NBMLHD.
- Continuity of safe and compassionate care for our patients is a key priority for NBMLHD and St John of God Health Care as we work together to ensure a smooth transition.
- During the transition HDHS will remain open, including its 24-hour emergency department, operating theatres, community health services and outpatients' clinics.
- Public patient appointments and clinic hours are not changing.
- The skills and highly valued local knowledge of current HDHS staff are essential for NBMLHD to continue delivering high quality health care to The Hawkesbury community.
- St John of God Health Care and NBMLHD will work with each HDHS staff member individually on understanding what the transfer means for them.
- We want to reassure staff, and the patients in their care, that they will remain our priority as we work to ensure a successful transition.
- St John of God Health Care and NBMLHD share a common vision to deliver high quality and compassionate care for patients and the community.



- The transfer of services to NBMLHD provides an opportunity to better integrate and enhance health care across our District and provide seamless access to our services for residents in The Hawkesbury.
- NBMLHD values the unique knowledge and experience of every member of its team.
- NBMLHD delivers world-class and innovative health care from our four hospital campuses and nine community health centres.
- NBMLHD are proud of our enduring and deep connection to our community.
- Seventy percent of our 7,000 staff live locally and we are uniquely placed to draw on over 150 years of continuously caring for the Nepean, Blue Mountains, Lithgow and Hawkesbury communities.
- From our humble beginnings in 1860, and our historic Blue Mountains District Anzac Memorial Hospital, to our brand new 14-storey state-of-art Nepean Hospital, today, we provide 24-hour comprehensive care to over 380,000 residents.

HDHS staff specific key messages

- As the largest employer in the region, NBMLHD brings many opportunities for all staff to broaden their experience and grow their careers through secondments, working across diverse locations and facilities including tertiary acute care, community health and primary care settings.
- HDHS staff joining NBMLHD will have access to world class training and education.
- NBMLHD staff have access to training and secondment opportunities at NSW Health, one of the world's largest and most comprehensive health systems.
- NBMLHD has connections and partnerships with the University of Sydney, Western Sydney University, University of Tasmania, Notre Dame University and TAFE NSW.
- NBMLHD has embraced flexible work practises including job sharing and working from home which help our staff better balance their work, family and community responsibilities.
- NBMLHD has an active Staff Feedback Group, an Aboriginal reference group and staff network, is a member of ACON's Pride in Health + Wellbeing program and has a unique Inclusion Collaborative which is dedicated to making our workplaces and services more inclusive.
- NBMLHD staff and their families have access to free wellbeing services including counselling.
- Staff can join Fitness Passport which provides access to over 200 gyms and pools across NSW.
- NBMLHD staff can increase their take-home pay by reducing their taxable income through salary packaging expenses such as home mortgage repayments, school fees, credit cards or novated car leases. Staff who join the salary packaging program may also enjoy the benefits of meal and entertainment reimbursement.

Key stakeholders

- Patients
- Families/carers
- HDHS staff
- NBMLHD staff
- Hawkesbury community
- NSW Ministry of Health

Target groups

Internal/health focus

- NBMLHD staff
- HDHS staff
- HDHS volunteers and auxiliaries



- NSW Health colleagues
- NBMPHN
Local GPs
Local specialist clinicians

Unions and professional associations

- Health Services Union
- NSW Nurse and Midwives Association
- AMSOF
- AMA
- Royal Colleges (specialist accreditation groups etc)

Community

- NBMLHD Consumer groups
- HDHS Community Advisory Board (peak consumer group)
- Patients
- Families/carers
- Hawkesbury community
- Donors and key fundraising partners
Hawkesbury Living Cancer Trust

Political

- Hawkesbury City Council
- Local Members of Parliament (State & Federal)
Robyn Preston (Liberal), Member for Hawkesbury (NSW Parliament)
Prue Car (ALP), Member for Londonderry (NSW Parliament)
Karen McKeown (ALP), Member for Penrith (NSW Parliament)
Trish Doyle (ALP), Member for Blue Mountains (NSW Parliament)
Susan Templeman (ALP), Member for Macquarie (Australian Parliament)
Ryan Park, (ALP), Minister for Health

Key milestones

31 January 2024

- St John of God Health Care (SJGHC) senior executives hold HDHS staff meeting to announce in person they are not renewing their contract to operate HDHS.
- SJGHC senior executives remain on site for the day to answer questions and informally meet as many staff as possible
- HDHS CEO Strephon Billingham calls local MPs, Hawkesbury Council and NBMPHN to inform them of the decision
- SJGHC issues media statement to local Hawkesbury media
- NBMLHD issues media statement to local Hawkesbury media
- NBMLHD CE informs all NBMLHD staff via email
- NBMLHD publishes link to NBMLHD CE update on intranet
- NBMLHD & SJGHC publish media release on their websites
- NBMLHD CE calls local MPs and Hawkesbury Council
- Unions and key professional associations notified
- NBMLHD publishes story in staff newsletter InK

31 January to 30 June

- Regular updates to HDHS staff from SJGHC and NBMLHD
- Regular updates to NBMLHD from NBMLHD CE



- Regular community updates published on NBMLHD and SJGHC website and social media
- In-hospital posters with QR code linking to web page for transfer information/updates
- Create and publish a new Hawkesbury Hospital transfer web page with FAQs, key milestones, facts and contacts
- Text message reconfirming appointments and reassuring no change to services or contact details sent to all patients with post transfer date public outpatient appointments, planned surgery and community health appointments.
- Create new Hawkesbury Hospital letterheads, key administration document templates
- Web story & local media story profiling new senior management at Hawkesbury.

30 June 2024

- Last day of SJGHC providing care at HDHS
- NBMLHD publishes thank you HDHS and welcome Hawkesbury story on website, intranet and social media
- Go live: Updated NBMLHD website including Hawkesbury Hospital page
- Go live: Updated Google maps/contact details
- Go live: New welcome message on Hawkesbury Hospital phone system
- Go live: New 'on hold' message on Hawkesbury Hospital phone system
- Updated in hospital posters and electronic display content reminding service remain open and unchanged, include QR code to HDHS transfer web page

Post 30 June 2024

- Progressively update branding on key entrances and gates
- Continue focused staff comms to help integrate teams (*specific comms plan to be developed)
- Profile Hawkesbury services and patient stories on social media, NBMLHD website and local media

Risks

- Refer to Hawkesbury project Risk Register

Key spokespeople

- Lee Gregory, Chief Executive, NBMLHD
- Brett Williams, Director Hospital Services, NBMLHD
- Ben Edwards, Chief Operating Officer, St John of God Health Care (TBC)
- Strephon Billingham, Chief Executive, Hawkesbury District Health Service
- New Hawkesbury General Manager (TBA)

Communication Strategies and Tactics

High Priority

Activity	Details	Target group	Communication Channel	Responsibility	Start Date	Date Completed
HDHS staff informed* *Detailed staff comms plan to be developed	SJGHC senior staff inform HDHS staff, answer questions, provide EAP & other relevant support.	HDHS staff	In person meeting SJGHC executive rounding at HDHS SJGHC all staff email HDHS intranet	SJGHC	31 Jan 2024	31 Jan 2024
NBMLHD staff informed* *Detailed staff comms plan to be developed	NBMLHD informs NBMLHD staff of HDHS transfer	NBMLHD staff	CE all staff email NBMLHD intranet Cascade 2 Connect InK staff newsletter	Corp Comms Office of the CE	31 Jan 2024	regular staff updates continue
Brief Local MPs & Hawkesbury Council	NBMLHD Chief Executive calls MPs and Hawkesbury Council.	Local stakeholders	Phone call	NBMLHD Chief Executive	31 Jan 2024	31 Jan 2024
NBMLHD web story	Announce transfer	Community	NBMLHD website	Corp Comms		31 Jan 2024
NBMLHD media release	NBMLHD media release issued after SJGHC media release.	Local Media Hwk Post Hwk Independent Hwk Phoenix Penrith Western Weekender (TBC)	Media release	Corp Comms		31 Jan 2024
HDHS transfer web page	Details, FAQs, milestones and contact info	Community	NBMLHD website & HDHS website	Corp Comms SJGHC comms	31 Jan 2024	Ongoing

Boilerplate text for direct patient comms	Text about the transfer to be incorporated into outpatient appointment and planned surgery reminders	Patients	Patient letters Text messages Phone call reminders	Corp Comms SJGHC comms HDHS staff	TBA	TBA
In-hospital posters & electronic displays	Key facts about transfer and QR code link to HDHS transfer web page	Community Staff	Printer posters Electronic displays in waiting rooms etc	Corp Comms SJGHC comms	February 2024	ongoing
NBMLHD website update* *Separate project planned to be developed	Add Hawkesbury Hospital profile, services details, contacts, campus map, revised NBMLHD About Us, Work with Us, Visitor information and other key pages. Integrate Hawkesbury images across NBMLHD site.	Community Staff Future staff	NBMLHD website	Corp Comms SJGHC Corp Comms provide current HDHS website text as a starting point	31 January 2024	30 June 2024
Intranet update* *Separate project planned to be developed	1. Update NBMLHD intranet with Hawkesbury content 2. Provide NBMLHD intranet access to Hawkesbury staff	Staff	Intranet	Corp Comms ICT SJGHC ICT	31 Jan 2024	TBA



	3. SJGHC decommissions HDHS intranet					
Official notification to relevant unions & professional associations	SJHC and NBMLHD workforce teams formally notify relevant unions and professional associations of the planned transfer.	Unions & relevant professional associations	Phone call Letter/email	SJHC HR NBMLHD People & Culture	31 Jan 2024	31 Jan 2024
Brief HDHS volunteers and auxiliary associations	SJGHC executives meet volunteers and auxiliary associations	HDHS volunteers and auxiliary associations	In person meeting	SJGHC senior executives	31 Jan 2024	31 Jan 2024

Medium Priority

Activity	Details	Target group	Communication Channel	Responsibility	Start Date	Date Completed
Profile key Hawkesbury executive and clinical staff	Profile stories on key senior Hawkesbury staff who will continue to deliver services post transfer	Community Staff	NBMLHD website Social channels Local Media	Corp Comms	TBA	TBA
Profile key Hawkesbury consumer representatives and	Profile consumer representatives who have been on SJGHC Community	Community	NBMLHD website Social channels Local Media	Corp Comms	TBA	TBA



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promote consumer reps recruitment	Advisory Board and will continue with NBMLHD, Hawkesbury consumers already on NBMLHD advisory groups					
Profile returning patients	Profile Hawkesbury residents who have used the hospital under SJGHC and more recently under NBMLHD management to highlight continued high-quality care delivered by locals for locals.	Community	NBMLHD website Social channels Local Media	Corp Comms	August 2024	TBA
Profile key volunteers/volunteer organisations	Profile volunteers and organisations continuing to support Hawkesbury Hospital	Community	NBMLHD website Social channels Local Media	Corp Comms	TBA	TBA
Education & Training	Provide comms support for key mandatory education & training campaigns	Staff	Intranet Cascade 2 Connect Ink Hawkesbury staff newsletter	Corp Comms ETS	TBA	TBA



	targeting Hawkesbury staff.					
Hawkesbury campus newsletter	Design Hawkesbury campus staff newsletter template and provide support to establish production process and create content	Staff	Staff newsletter	Corp Comms Hawkesbury Hospital executive team	First edition July 2024	On going
Wayfinding update	Key entrance and gate branding to be updated as a priority with other wayfinding updated progressively during maintenance, replacement or service changes	Patients, visitors and staff	Signage	Corp Comms TAM	TBA	TBA* *key branding updated at entrances and gates
Hawkesbury campus map design	Design a Hawkesbury campus map for use in patient letters and on the NBMLHD website	Community Patients, Visitors Staff	Campus map	Corp Comms TAM	TBA	TBA
Hawkesbury location corporate templates	Create suite of Hawkesbury corporate	Patients Carers Staff	Corporate templates Corporate forms Clinical forms	Corp Comms Clinical Governance Unit	TBA	TBA

	templates eg letterhead, patient information sheets and other clinical and administrative forms	Community		Patient admissions unit Senior administration staff		
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Lower Priority (can commence post 30 June 2024)

Activity	Details	Target group	Communication Channel	Responsibility	Start Date	Date Completed
NBMLHD Welcome to Country video	Update the NBMLHD Welcome to Country to include shots of Hawkesbury Hospital.	Community NBMLHD staff	Video	Corp Comms NBMLHD Aboriginal Health Unit	TBA	TBA
Generate Hawkesbury location content	Produce Hawkesbury staff profile, service profile and patient stories, photos and video content for social channels, website, corporate events (eg APM), corporate publications (eg YIR)	Community NBMLHD staff Future staff	NBMLHD website Social channels Corporate publications Corporate events	Corp Comms Relevant NBMLHD staff and services	From June 2024	On going
Pull up banners	Design and manufacture Hawkesbury Hospital, Hawkesbury & community pull banners.	Community Staff	Pull up banners	Corp Comms	TBA	TBA