Mount Druitt Private Hospital and Residential Aged Care Facility
21-27 Durham Street, Mt Druitt

Plan of Management
Private Hospital

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Mt Druitt Facility
Private Hospital Operational Management Plan

Introduction

This Plan of Management (POM) has been prepared to accompany the DA proposal for a 5 storey Private Hospital and Residential Aged Care Facility at 21-27 Durham Street, Mt Druitt.

The 5-story building is sitting on top of a 3-level basement with;

• Basement 2-3 for car-parking and Aged-Care services areas
• Basement 1 for hospital operating suites, recovery & ancillary areas: Pharmacy
• Ground Level for separated main entry for hospital and aged care, hospital reception, and general hospital ward area
• Level 1 for hospital general ward area
• Level 2 – 4 for dedicated aged care accommodation
• Roof Top Terrace for dedicated aged care resident use.

This layout will ensure a clear separation in operation and management system between the hospital levels and the aged care accommodation.

Riviera Private Hospital also acknowledges that one of the Directions of the NSW State Health Plan is “delivering truly integrated care”, and will therefore endeavour to partner and consult with the Western Sydney Local Health District in the development of the private hospital – to ensure any services provided are seamless and integrated with the patient’s other health care providers in the community as well as the public hospital system.

1. POLICY AND PLANNING CONTEXT
   a. NSW State Health Plan Towards 2021
   b. Western Sydney Local Health District Strategic Plan July 2013 - June 2016
   c. Western Sydney Local Health District Year in Review 2013 - 2014
   d. Western Sydney Local Health District Asset Strategic Plan 2013 - 2023
   e. Private Health Facilities Act 2007
   f. Private Health Facilities Regulation 2010
   g. Australasian Health Building Guidelines
   h. Building Code of Australia

2. MISSION, VISION AND VALUES OF RIVIERA HEALTH
   i. Mission
   Riviera Private Hospital is to continuously promote quality of living and delivery of value to all.

   ii. Vision
   We are aiming to be the innovative leader in practicing Person Centred Care. We will do this sustainably by setting new standards of clinical excellence and lifestyle.

   iii. Values
We care for our residents and their families and we aim to make each and every day an enjoyable one.

We practice person centred care by encouraging partnership of care.

We respect family’s right to be informed of, and advocate for the wellbeing of their loved ones.

We are open and honest in all dealings with people. We encourage residents, families and our people to express their concerns to us in an open and non-judgemental environment.

We respect and recognise resident’s rights to be treated as individuals with dignity, compassion, respect.

We provide a safe and secure environment for our residents and employees.

We provide an environment that supports cultural and spiritual diversity.

Our employees are motivated, passionate, committed and are always seeking continuous improvement. People are our greatest strength and we encourage personal growth and development through learning, innovation and empowerment.

We aim to achieve profitable growth and sustainable value.

**Capacity of the Hospital Facility**

The Private Hospital facility will accommodate 104 extended stay hospital clients on each of the levels 1-2 in single and two bedrooms accommodation. In addition a complementary Day Surgery component has been included in this configuration. This facility does NOT include an Emergency component.

**PRIVATE HOSPITAL OVERVIEW**

a. Organisational Structure

The proposed Riviera Private Hospital is located less than 1 km from Mount Druitt train station and is walking distance from the shops and easy driving distance (less than 5 minutes) from Mount Druitt Hospital.
b. Bed and Service Profile (including clinical specialties).
The proposed Riviera Private Hospital will be built to accommodate up to 104 inpatients. Current licensing application includes the following classes:

- Anaesthetics
- Gastrointestinal endoscopy
- Medical
- Paediatric
- Surgery

The Hospital will provide a comprehensive range of services including as follows:
- Medical Ward – 36 beds
- Surgical Ward – 49 beds
- Paediatric section – 11 beds
- Surgery Short Stay Unit – 8 beds
- Operating Suite – 6 operating theatres (including 1 dedicated endoscopy unit).
- Day only unit

The Medical Ward will admit patients from the following specialties:
- Non-interventional cardiology
- Endocrinology
- Gastroenterology
- Infectious Diseases
- Neurology
- Respiratory Medicine
- Rheumatology

The Operating Suite will perform mainly low risk general, laparoscopic, urology, ophthalmic, ear, nose and throat, plastic and reconstructive, dental and orthopaedic surgery; plus gastrointestinal endoscopies.

The Surgical Ward will admit the above patients post-op who require overnight stay and other patients who require treatment, monitoring, observation and further investigations, from the following specialties:
- General Surgery (including abdominal and laparoscopic)
- Urology
- Orthopaedic
- Ear, Nose and Throat
- Plastic and Reconstructive
- Ophthalmology
- Dental

The Paediatric Section will be a dedicated area separate to the adult beds, and will adhere to the Ministry’s “Guidelines for the Hospitalisation of Children” and the NSW Government’s child protection legislation. It will have a dedicated play area, with care supervised by appropriately trained and qualified nursing staff.

c. Clinical support services linkages (including imaging and pathology)
The medical imaging and pathology services will be offered in partnership with an established pathology provider. A limited range of urgent testing will be available on site (e.g. mobile Chest X-ray, Full Blood Count, Electrolytes, Cross-match) with other less urgent services provided off site, or on an ambulatory basis.

d. Pharmacy
A contracted pharmacy service will operate within Riviera Private Hospital and will be responsible for supporting and overseeing the provision of inpatient medications and the organisation of medications on discharge. The pharmacist/s will also have a role in medication reconciliation for admitted patients, with an opportunity to improve patient outcomes and safety.

Workforce planning
A major challenge for the health system (both public and private) is to ensure the right people with the right skills can provide high quality services to the community. Riviera Private Hospital will attract the appropriate mix of clinical skills (including specialist medical and appropriately trained and qualified
nursing staff) to provide the scope of clinical services as described above. It is envisaged that the establishment of a private hospital in the Blacktown/Mount Druitt area will assist in retaining specialist medical staff in the area and provide medical workforce sustainability at both Blacktown and Mount Druitt Hospitals.

Hospital client profile

Clients will be required to meet the assessment requirements of the NSW Government's eligibility criteria before entry.

Hours of Operation & Staffing

1. Given the nature of the facility and the care provided, the Hospital Facility will, through necessity, provide care 24hrs per day, 7 days per week.

Admission Procedures

All Hospital clients will receive an admission pack that covers the following:

1. A handbook outlining all the services available at the Hospital facility:
2. The facility’s mission, vision and values statement:
3. The complaint mechanism:
4. The formal agreement that covers all fees and charges:

Hospital client Other Services

According to the needs and the capabilities of the hospital clients they will have access to services provided by the complex at large. These include the following:

1. The kiosk;
2. The store;
3. The salon;
4. The pharmacy;
5. The children's playground;
6. The BBQ area;
7. The external courtyards;

Access to these services will depend on each hospital client’s profile

Security Arrangements

The hospital facility will have security systems in place that include:

1. Security cameras and CCTV – external and internal
2. Access to other levels by a lift with a security code/swipe card allowing only those with authority access.
3. For fire safety requirements, there will be a sign out and in book for those aged care clients accessing the other levels of the complex. There will also be a sign in and out book for all visitors.

Fire Safety and other Emergencies
The hospital facility will comply with the NSW state fire requirements. These include the following:

1. An emergency back-up diesel/solar powered generator is required as part of the hospital operations. This has been included within the plant room configuration of the basement layout.
2. Ensuring the routine maintenance, repair and testing of all fire safety equipment;
3. Annual Fire Safety Statements are completed;
4. Fire Safety education requirements for Fire Safety Officers and Fire Safety Managers are met;
5. Annual Fire Safety Education is provided for all employees, this includes evacuation exercises, use of fire-fighting equipment and maintaining a safe working environment; and
6. There is a documented Emergency Management Plan in place that covers fire safety and other emergencies and all employees are familiar with the contents.

Catering, Laundry, Cleaning and Maintenance

Daily and deep cleaning programs will be in place to ensure all areas of the hospital facility are maintained in a clean and tidy manner. Regular audits by management will ensure a satisfactory level of cleaning is carried out.

A maintenance program will be in place to ensure the hospital facility is maintained and a preventative maintenance program will cover regular checks on all areas of the building. The maintenance program will also ensure external contractors undertake their regular checks of plant and equipment as required.

Waste Management Plan

The hospital facility encompasses a sterilised unit that will be separately stocked and also includes a dedicated Disposal Room for both liquid and solid waste.

On-going waste management will be carried by both staff of the facility and licensed outside contractors.

Waste will be sorted and categorised as outlined below:

**Clinical waste** – All clinical waste will be stored in appropriate storage containers (vivid yellow with black writing) that are clearly labelled as "Clinical Waste". *(Note sharps will be stored separately in appropriate sharps containers. These wastes will be disposed of by a suitable contractor, as required.)*

**Pharmaceutical waste** – This waste will be stored in non-reactive containers. All pharmaceutical waste will be sent to facilities pharmacy supply for safe disposal, as required.

**Recyclable products** – These will be stored in separate containers labelled as "recyclables". These wastes will be disposed of by a suitable contractor, as required.

**Organic products** – includes wood, garden, food, vegetables and natural fibrous material waste which are capable of composting.

**Liquid waste** – The kitchen of the facility will be fitted with appropriate floor and grease traps. The material that is collected in these traps will be pumped and disposed of by a suitable contractor, as required.

**General waste** – This includes incontinence pads, refuse, certain packaging, etc. This material is collected in general waste containers and will be disposed of by a suitable
The hospital facility will only engage contractors that are licensed to handle and dispose of relevant waste. All contractors will be expected to comply with all government regulations in relation to the handling, transportation and disposal of wastes, and should do so in an environmentally sustainable manner.

**Hospital client Complaints**

There will be a comprehensive complaint management system in place. Complaints will be able to be brought to the attention of the staff at the hospital facility or directly to the Manager. There will also be a confidential complaint handling system in place.

Complaints will always be managed in a positive constructive way. All hospital clients at point of entry will be given a handbook that covers the complaint procedure. For complaints about care, case conference meetings will take place with the appropriate health care professionals. There will be procedures for documenting all complaints so that a process of evaluating each complaint can be made with the view of providing recommendations for future improvements in policies, procedures or practices.

**Riviera Health – Policy and Procedures**

Riviera Health has comprehensive policies and procedures covering all aspects of managing an aged care service. These include:

- management and administration;
- health and personal care;
- lifestyle and safety of the environment (infection control, work health and safety, living environment, fire and other emergencies safety);
- catering;
- laundry; and
- cleaning.

The systems are reviewed on an ongoing basis by the Executive Management Team of Riviera Health.

**Updating/Review of Operational Management Plan**

The Operational Management Plan will be reviewed by the Riviera Health Executive Management Team on an annual basis. All stakeholders will have input into the plan by way of meetings, surveys, suggestion box, audit reports or directly to the manager. Stakeholders include employees, hospital clients and their families and visitors, allied health professionals, external contractors and audits by regulatory personnel.

Copies of the operational management plan will be made available to those who wish to have a copy as well as being displayed at the sign on desk on each level.