

murlan

Health Services Plan

**for
Proposed Hospital**

**35 Water St
Wahroonga
NSW**

February 2009

1.0 INTRODUCTION

This Health Services Plan (HSP) has been prepared for the proponent Waterbrook at Wahroonga Pty Ltd to accompany an Environmental Assessment Report (EA) for a Part 3A application to the Department of Planning (Project Application MP07_0151) relating to a proposed hospital on a site at 35 Water St, Wahroonga.

This HSP outlines the proposed professional health services to be provided in the operation of the hospital at 35 Water St, Wahroonga. During determination of this proposal the proponent will commence detailed documentation of the Health Care Services and Operation Management Plan (OMP), part of which will result in the licensing and approvals to provide relevant health care services to the proposed facility.

On 3 December 2008 the Department of Planning issued revised Director General Requirements (DGR's) for the Part 3A Application in accordance with Section 75(f) of the EP and A Act. The DRG's reference amongst other things the following health services issues to be addressed in relation to **Hospital Land Use**:-

- *Type of Health Care Facility Proposed (eg Private Hospital, Aged Care facility etc) identification of relevant regulatory jurisdictions and approvals required;*
- *Comment as to how the proposal differs from "residential care facilities" such as those defined in the Senior Housing SEPP;*
- *General Compliance with the 'Healthy Facilities Guidelines' including:*
 - *Role delineation and levels of service the facility is designed for;*
 - *Staff profiles;*
 - *Health Planning Units (HPU's) and schedule of accommodation: and*
 - *Functional relationship diagram.*
- *Evidence the proposed hospital uses can be licensed as a private hospital premises under the Private Hospitals and Day Procedures Centres Act 1988.*
- *Funding arrangements and evidence of any applications/ approvals for funding;*
- *Confirmation the proposed building complies with Class 9A building requirements under Building Code of Australia;*
- *Any evidence of private bed allocation from NSW Health; and*
- *Staging/ timing of approvals process, building construction and operation and facility.*

The HSP will address the matters noted above that relate to Health Care Services.

2.0 PROPOSED HEALTH CARE SERVICES

The owners of 35 Water St, Wahroonga (Waterbrook at Wahroonga Pty Ltd) have consulted extensively with health care sector experts in recent months to ascertain appropriate health services to include in this hospital facility.

In summary the hospital facility will comprise of 129 patient care suites or beds distributed throughout two new interlinked buildings, the Main building and the East building. The West and North wards are located in the main building over 6 levels and the East wards are located to the East building over 5 floors. There are between 8 to 18 suites or beds per ward. Each patient will have his or her own room and own ensuite bathroom (there will be one bed per room and no shared ensuite). To the base of the main building is located a rehabilitation centre. An admissions clinic and medical consulting rooms are located on the ground floor of the main building. An ambulance bay is located outside the reception with an additional ambulance bay to the basement carpark level below the reception. The heritage Rippon Grange building is to be restored to a café, chapel, administration and management offices and consulting and conference rooms. The commercial kitchen is located to the lower level of the West wards in the main building as are the carparks at basement level. See "4.0 PROPOSED HEALTHCARE FACILITIES" for further details of the facilities proposed to be provided.

The proposed professional health care services to be provided to in-patients are to primarily be integrated rehabilitation, medical, psychiatric and post natal health services. The proposed services to be provided to patients include:-

i. Rehabilitation centre and wards

A rehabilitation centre is proposed and will include a hydrotherapy pool, gymnasium, multiple use rooms to deal with Physiotherapy, Speech Therapy, Occupational Therapy, Diversional Therapy and other rehabilitation and Post operative medical services.

It is proposed to allocate 42 beds to rehabilitation patients located within wards in close proximity to the Rehabilitation Centre. See schedule of accommodation for the location of wards. The rehabilitation wards will include patients being treated for orthopaedic rehabilitation, leg fractures, hip/knee replacements, arthritic and spinal conditions, cardiac rehabilitation, neurological rehabilitation such as stroke, spinal, post-surgical, Parkinson's disease, Multiple Sclerosis, and

Oncology patient rehabilitation.

ii. Medical Services wards

It is proposed to allocate 21 beds to the provision of general medical services to patients. The medical services will include:-

- Post-operative / Post-acute professional healthcare services. This would include post-surgery treatment including pain management, wound care management, medication management Nurse administered clinical procedures eg Care of peritoneal dialysis catheter site, Tracheotomy care. These services will support the acute medical and surgical services of nearby acute and surgical hospitals.
- Chronic pain management and treatment.
- Palliative care

iii. Psychiatric wards

It is proposed to allocate 36 beds to the provision of psychiatric services to patients. The psychiatric conditions that will be assessed, managed and treated by qualified psychiatric medical practitioners and staff to the psychiatric wards will include:-

- Mood and anxiety disorders, including depression.
- Post traumatic stress disorder.
- Behavioural disorders.
- Eating disorders
- Drug and/or alcohol addictions
- Mental illness
- Aged psychiatric care

Psychiatric services will be provided to three wards. These wards are located in parts of the hospital facility that can be appropriately secured and isolated from other hospital areas.

iv. Postnatal wards

It is proposed to allocate 30 beds to postnatal care services. The professional healthcare services to be provided to the wards specialising postnatal care will focus on the management and treatment of physical or psychological complications the mother has that has arisen from giving birth, or subsequent to giving birth.

Refer to "3.0 REGULATORY HEALTH CARE SERVICES REQUIREMENTS" for regulatory requirements for the health care functions.

Indicative Schedule of Accommodation

The below schedule of accommodation summarises the ward arrangement and initial location of proposed healthcare services:-

	Main Building				East Building		Hospital ancillary facilities
	Ward	Proposed Health Service	Total Beds		Proposed Health Service	Total Beds	
Level 3 <i>RL 209.65</i>	Ward B - North	Psychiatric	7				
Level 2 <i>RL 204.5</i>	Ward B - North	Psychiatric	14				
Level 1 <i>RL 201.35</i>	Ward B - North	Medical services	18	↔ Link ↔	Medical services	3	
Ground <i>RL198.20</i>	Ward A -West	Rehabilitation	11	↔ Link ↔	Rehabilitation	7	Reception, admissions clinic, consulting rooms, staff training & changing
Upper Garden (B1) <i>RL195.05</i>	Ward A -West Ward B - North	Rehabilitation Rehabilitation	12 12 24		Post Natal	10	Rehabilitation
Garden Flr (B2) <i>RL 191.25</i>	Ward B - North	Psychiatric	15		Post Natal	10	Carparks plus Ambulance and loading bay
B3 <i>RL 188.25</i>					Post Natal	10	Kitchen, Laundry, store, carpark , plantrooms.
TOTAL			89			40	

The health care services proposed in the above schedule differ slightly to those covered in a letter from Murlan Consulting to NSW Health dated 22 October 2008 and NSW Health letter of 6 November 2008.

Need for Facility

This facility will provide much needed professional health care services to the North Shore community, while complementing the acute level of health services provided by the Sydney Adventist Hospital and the Hornsby Hospital and alleviating demand otherwise required to be serviced by those facilities. Lady Davidson private hospital on Bobbin Head Road provides a range of rehabilitation services, though no other health care functions. It is understood that there is a high demand for rehabilitation services to this facility.

The unique approach in providing integrated rehabilitation, medical, psychiatric and postnatal professional health services throughout the facility will be sought after as the future demand for health care services increases over the coming decades. It is considered the balance and quantity of health care functions proposed are such that will complement one another while generating sufficient economy of scale to make a facility of this nature economically viable. The current businesses operating environment of privately operated hospitals necessitates the quantity of beds proposed.

Admittance & registration

All patients will be admitted in a planned manner (not emergency admittance) A registered medical practitioner (Medical Doctor) will assess the patient, will prescribe the levels of health care services initially required for the patient while at the facility and will register the patient accordingly. This will occur with the assistance of appropriately qualified registered nurses and health care staff.

Patient admittance and registration will occur within the admissions clinic area to the upper garden level. This admittance clinic will have direct access to covered ambulance and patient drop-off and pick-up area.

All patients in the hospital are expected to be in-patients. All necessary in-patient admittance/ registration/ clinical record documentation will be completed in accordance with NSW Health guidelines and other relevant statutory requirements. All in-patients will be charged a fee for services.

Staffing

Health care services staffing will include Specialist Consultants, Doctors, Registered Nurses, Nurses, Nurses Aides, Personal Care Assistants, Occupational & Diversional Therapists, physiotherapists and professional health carers.

Health carer staff ratios will be, as a minimum, in accordance with NSW Health guidelines and other relevant statutory requirements. The rehabilitation

wards and centre will be staffed to comply also with Standards 2005 of the Adult Rehabilitation Medicine Services in public and private hospitals as prepared by the Royal Australasian College of Physicians.

Below is an indicative schedule of health care staff to the proposed facility. This staffing schedule is preliminary and as a part of the compiling of the Operations Management Plan (OMP) is subject to further review.

	Main Building				East Building		GP's/ Medical Practitioners	Registered nurses	Nurses & Carers		Diversional Therapist	Physio therapist & physio aids
	Ward	Proposed Health Service	Total Beds		Proposed Health Service	Total Beds			Day time	Night		
Level 3 <i>RL 209.65</i>	Ward B - North	Psychiatric	7				see below	see below	shared with below	1 + shared float	2	Shared -see below
Level 2 <i>RL 204.5</i>	Ward B - North	Psychiatric	14				see below	see below	4	1 + shared float	2	Shared -see below
Level 1 <i>RL 201.35</i>	Ward B - North	Medical services	18	Link	Medical services	3	see below	see below	4	1 + shared float	2	Shared -see below
Ground <i>RL198.20</i>	Ward A -West	Rehabilitation	11	Link	Rehabilitation	7	see below	see below	4	1 + shared float	2	Shared -see below
Upper Garden (B1) <i>RL195.05</i>	Ward A -West Ward B - North	Rehabilitation Rehabilitation	12 12 24		Post Natal	10	see below	see below	8	2 + shared float	2	Shared -see below
Garden Flr (B2) <i>RL 191.25</i>	Ward B - North	Psychiatric	15		Post Natal	10	see below	see below	4	1 + shared float	1	Shared -see below
B3 <i>RL 188.25</i>					Post Natal	10				2 (shared with P.Natal flrs)	1	Shared -see below
TOTAL			89			40	5 to 6	6 to 8	25	11	12	2 + 2

Notwithstanding the specialist nature of wards there will be a number of professional health staff that will be integrated through all wards, so that the varying needs of the patients can be met. This will be the case for therapists, nurses and carers and to some extent registered nurses. Doctors will generally be focused on the patients in wards relating to their specialist area of expertise. Though a number of patients located in a particular ward may require specialist advice from a number of specialist medical practitioners.

In addition to Health Services staff will be approximately 24 support staff including management, administration, receptionists, kitchen and café staff, cleaning staff, maintenance and sub contractors. This will make for a total of around 76 to 79 staff daytime mid week.

3.0 REGULATORY HEALTH CARE SERVICES REQUIREMENTS

There are a number of regulatory bodies and legislative requirements established to control the licensing and quality of operations of privately operated hospitals and the provision of health care services in New South Wales. These regulatory bodies require consultation and legislation requires full appraisal from concept through to on-going operations of any health care facility. The proposed Hospital to 35 Water St, Wahroonga is no exception to this and the proponent has already commenced consultation with a number of departments of NSW Health as a part of the preparation of this HSP and also reviewed relevant health care legislation.

The Private Health care branch of NSW Health has been consulted by the proponent as a precursor to the proponent applying for and obtaining private hospital bed licences from NSW Health. This resulted in 22 October 2008 to NSW Health seeking clarification as to private hospital bed licence application process. NSW Health issued a response letter on 6 November 2008 confirming private bed licences will be required to the beds to the proposed hospital to 35 Water St, Wahroonga as required of the Private Hospitals and Day Procedures Act 1998. Both of these letters are included in the EA documents.

Further consultation with health care providers, health care funds and specialist medical practitioners to ascertain the best balance of health care services and facilities to be provided. At all times the proponent will have particular regard to the regulatory requirements and health care services approvals required to be complied with both prior to and during on-going operation of the proposed health care facility.

This further consultation will result in the compilation of the Operations Management Plan and also the proponent or their agent applying to NSW Health for private bed licences as required of the Private Hospitals and Day Procedures Centres Act 1998. It is anticipated that an application for 129 private hospital licenced beds will be made. The Health Planning Units (as covered in the Australian Health Facility Guidelines) that are relevant to the facility will be clearly defined in the OMP.

Legislative and regulatory requirements to be complied with for the design and construction and/or on-going operation of the proposed hospital include but are not limited to:-

- Private Hospitals & Day Procedure Centres Act 1988
- Day Procedure Centres Regulation 1996
- Private Hospitals Regulation 1996

- Public Health Act 1991 (NSW)
- Private Health Care Facilities Bill 2007 – not in force as at October 2008
- Australian Healthy facility Guidelines (HFG)
- Aged Care Act 1997 (Cth)
- Mental Health Act 2007 (NSW) s.115 in conjunction with NSW Health Centre for Mental Health and Drugs and Alcohol for a psychiatric class hospital only.
- Australian Faculty of Rehabilitation Medicine Services in Public & Private Hospitals – Standards 2005
- The Building Code of Australia

4.0 PROPOSED HEALTHCARE FACILITIES

In summary the hospital facility will comprise of 129 patient care suites or beds distributed throughout two new interlinked buildings, the Main building and the East building. The West and North wards are located in the main building over 6 levels and the East wards are located to the East building over 5 floors. There are between 8 to 18 suites or beds per ward.

Wards

Patient wards will have between 6 to 18 suites or beds per ward. Each patient will have their own room and their own ensuite bathroom (there will be one bed per room and no shared ensuite). The wards are designed to be interchangeable between health care functions, to enable flexibility as the pattern of demand between health services varies over the coming decades. Subject to the specific health services provided 16 beds per ward is an industry acknowledged optimal bed per ward number to enable economic staff to patient ratios. Subject to the specific health care function provided, wards that have limited bed numbers are regarded as becoming less economic to operate due to inappropriate health care staff to patient ratios.

Each ward will have a nurse's station, treatment room and utility rooms located near the entrance to the ward, orientated for good visibility lines to suites and common spaces to each ward. Wards will also have common spaces in the form of dining and/ or sitting areas for patient and visitor interaction.

Each ward will have the ability to be physically secured from other wards and common spaces. The physical separation of health care functions such as psychiatric and post natal is of particular importance. Bedrooms and nurses

stations will be equipped with the latest technological health care and patient services equipment.

Rehabilitation Centre

A rehabilitation centre is proposed on the lower floor of the main building near the former Rippon Grange and will include a hydrotherapy pool, gymnasium, multiple use rooms to deal with physiotherapy, speech therapy, occupational therapy, diversional therapy and other rehabilitation and post-operative medical services. This facility will be available to all patients within the hospital. This centre may also be used by a limited number of outpatients.

Other hospital facilities

An admissions clinic and medical consulting rooms are located on the ground floor of the main building. The admissions clinic also includes a triage room, waiting area, meeting rooms, offices and public toilet facilities. An ambulance bay is located outside the reception/ admissions clinic level. There is also an additional ambulance bay to the basement carpark level below the reception/ admissions clinic.

Adjoining the admissions clinic is the staff facilities including a multi use training/ break out room and changing rooms. Staff will also be able to access outside garden areas, the café during break periods. The health care industry is known for difficulties in attracting and retaining quality human resources. Staff satisfaction is critical to their retention and a well considered work environment and staff facilities will assist in this crucial goal.

The heritage Rippon Grange building is to be restored to a café, chapel, administration and management offices and consulting and meeting rooms.

A central commercial kitchen to cater for patients and staff requirements is located to the lower level of the West wards in the main building, while the café to Rippon Grange will cater to staff, patients, and their visitors. Basement and on grade carpark facilities will cater for doctors, staff and visitors.

Design requirements

The specific areas of functions of the hospital facility will be designed and constructed to the Australian Health Guidelines, the Private Hospitals Regulation 1996, Private Hospitals & Day Procedure Centres Act 1988, Mental Health Act 2007, the BCA and other relevant regulatory requirements.

5.0 ON-GOING FACILITY OPERATIONS & HEALTH CARE SERVICES

As noted in “3.0 REGULATORY HEALTH CARE SERVICES REQUIREMENTS” in this HSP licensing and regulation of the professional health care services to be provided to the hospital will require a high level of management and administration to firstly establish the facility and secondly to maintain compliance of the regulatory and licensing requirements during on-going operations of the proposed hospital to 35 Water St, Wahroonga.

An initial requirement of the proponent and its appointed operator is to compile the Operations Management Plan (OMP). This OMP will cover all compliance and regulatory requirements relating to the on-going hospital activities including but not limited to:-

- Establish private hospital bed licensing and professional health care services standards requirements.
- Establish protocol for the formation and administration of the Medical advisory committee (MAC) for the hospital.
- Health providers and health fund and insurer compliance requirements
- Medicare and NSW Health compliance requirements.
- Establish protocol for the admission of patients and administration of their registration and clinical records.
- Staffing compliance requirements including staffing numbers, staffing quality, O,H&S, professional development and training.
- O,H & S compliance relating to patients and visitors.
- Establishment and review of standards in the preparation and provision of food and beverages within the facility.
- Establishment and review of Facility Management Plan (FMP) including medical equipment certification, maintenance & replacement schedule and fire safety certification.
- Waste management compliance requirements, including safe disposal of medical waste.
- Establishment and review of Quality Assurance system for all facets of the facilities operational activities.
- Establish Community liaison protocol in relation to reporting and actioning community and neighbour concerns relating to any operational activities.
- Other professional health care operations compliance requirements.

6.0 STATEMENT OF COMMITMENTS

- The proponent will comply with all relevant regulatory requirements for the design and construction of the proposed hospital.
- The proponent will comply with all relevant regulatory requirements for the on-going operations of the proposed hospital.
- The proponent will obtain all necessary licences and compliance certificates necessary for each of the proposed health care functions prior to providing those health care functions within the proposed facility.

7.0 RELEVANT DOCUMENTS

This HSP must be read in conjunction with the following documents included in the EA:-

- NSW Health letter dated 30 September 2007
- Australian Healthy facility Guidelines (HFG)
<http://www.healthfacilityguidelines.com.au/>
- Private Hospitals & Day Procedure Centres Act 1988
http://www.austlii.edu.au/au/legis/nsw/consol_act/phadpca1988431/
- Day Procedure Centres Regulation 1996
- Private Hospitals Regulation 1996
http://www.austlii.edu.au/au/legis/nsw/consol_reg/phr1996306.txt/cgi-bin/download.cgi/download/au/legis/nsw/consol_reg/phr1996306.rtf
- Public Health Act 1991 (NSW)
http://www.austlii.edu.au/au/legis/nsw/consol_act/pha1991126.txt
- Private Health Care Facilities Bill 2007
- Aged Care Act 1997 (Cth)
http://www.austlii.edu.au/au/legis/cth/consol_act/aca199757/
- Mental Health Act 2007 (NSW) s.115 in conjunction with NSW Health Centre for Mental Health and Drugs and Alcohol for a psychiatric class hospital only.

- Australian Faculty of Rehabilitation Medicine Services in Public & Private Hospitals – Standards 2005
- NSW Food Authority www.foodauthority.nsw.gov.au.htm
- Waste Management Plan prepared by Murlan.
- Energy Efficiency Assessment report prepared by Vipac