



PRESBYTERIAN AGED CARE
NSW AND ACT

**OVERVIEW OF OPERATIONS AND MANAGEMENT
FOR
PRESBYTERIAN AGED CARE
PADDINGTON**

17 June 2011

1. Introduction

a. Purpose of Operations and Management Overview

This report outlines the proposed operations and management systems for the new 100 bed residential aged care home and 79 independent seniors living apartments to be located at 74 Brown Street & 2 Cooper Street, Paddington.

b. Overview of Presbyterian Aged Care NSW & ACT

All Church properties, including 74 Brown Street & 2 Cooper Street, Paddington, are held in the name of the Presbyterian Church in Australia (New South Wales) Property Trust.

Presbyterian Aged Care NSW & ACT (PAC) is the aged care arm of the Presbyterian Church in Australia (New South Wales) and is the operator of the aged care services at 74 Brown Street & 2 Cooper Street, Paddington. The Presbyterian Church has been involved in provision of aged care for over 60 years. PAC provides aged and community care services and seniors housing across NSW and the ACT, including 10 residential care services, 10 community care services and 12 retirement villages serving around 1,200 older people. We employ over 640 staff in NSW. PAC's annual budget is worth around \$37 million, with assets worth \$63 million after depreciation.

2. New Service Model

a. Residential Aged Care

Presbyterian Aged Care - Paddington presently comprises an aged care facility built in 1976 serving 88 residents. There are 35 high care places and 53 low care places operational, with a further 16 bed licences offline.

A replacement 100 bed residential aged care facility will be constructed. The new facility will be purpose-designed to accommodate ageing-in-place and built to BCA Class 9c standards. It will be capable of providing (or being adapted to provide) the types of new services likely to be needed in the Eastern Suburbs in coming decades, such as:

- Dementia-specific care
- Palliative care
- Complex medical needs
- Respite care.

The new residential aged care facility allows for a mix of low and high care areas spread across four floors. There will be one dedicated high care level, one dedicated low care level, one level with a secure dementia-specific area, and one level with a mix of high and low care rooms.

There is a government minimum of 19.5% of residents who must be concessional (ie admitted without capacity to make their own accommodation payments) in the Eastern Suburbs. PAC intends to provide around 45% of beds to people who are concessional or have high care needs and will not be paying an accommodation bond.

The building will adopt dementia design principles (especially for the dementia-specific area).

Amongst other things, the residential aged care facility will include:

- Dedicated activities spaces for residents
- Laundry to cater for on-site cleaning and drying of personal laundry; linen and contaminated clothes will be picked up and sent to a central laundry at PAC Ashfield
- Kitchen providing on-site cooking for residential care, ILU and community programs running from PAC Paddington site. Note it is likely PAC will initially provide cook-chill food via a contract with an external supplier, but the kitchen will be designed to allow on-site cooking in the future
- Food serveries on each level
- Sensor lights in ensuites
- Separate spa bathroom
- Nurse call system, integrated with phone system and bed sensors in dementia-specific area
- Capacity for computerised care to be delivered at the bedside
- Plenty of storage for lifters, etc
- Offices for Facility Manager, Deputy Manager, Educator/CQI coordinators and administrative staff, and a staff room.

The residential aged care facility will be owned by The Presbyterian Church (New South Wales) Property Trust (PCNSW) an approved provider under the Commonwealth *Aged Care Act 1997* and managed by *Presbyterian Aged Care (PAC)*. The Act specifies PAC's management obligations, including a requirement for all places operated to be approved allocations and for the facility to be accredited every three years by the Aged Care Standards & Accreditation Agency. PAC has all the residential care places it requires already allocated to PAC Paddington. The current aged care facility has a full three year accreditation.

The Australian Department of Health & Ageing will provide recurrent funding to PAC for the operation of the facility based on the residents' care needs and financial circumstances (as defined in the *Aged Care Act 1997*) and PAC will charge residents fees according to the amounts allowed under the *Aged Care Act 1997*. PAC offers each resident the opportunity to sign a resident agreement with us – this is compulsory if we take an accommodation bond or accommodation charge but is optional on behalf of the resident otherwise.

b. Independent Living Units

Redevelopment of the site will allow construction of 79 modern medium-density independent living units (ILUs) and associated car parking. These will include 4 units built on the top of the new residential aged care building, 4 in a new Gatekeepers Lodge on Cooper Street, 10 in a new 5-storey building on Stephen Street and 52 in a new 8-storey building on Brown Street. There will be a mix of one and a half, two and three-bedroom units, meaning we can target a mix of affordability levels.

The heritage building will be restored with 9 apartments, again with a mixture of one and half, two and three bedroom apartment sizes.

Unit features will include:

- Adaptable design, able to be modified simply to accommodate people with a disability if required - All units built to AS 4299-1995 Adaptable Housing standard.
- Environmentally friendly design
- Spacious and modern kitchen areas, separate internal laundries
- Bathrooms appropriate for older people
- Generous storage space
- Emergency call systems for each unit
- Accessible walkways and unit entrances.

ILU residents will also have exclusive access to:

- A main common room large enough to seat all ILU residents – with theatre, wiring for digital / pay TV and internet, and kitchen and toilet facilities [located in the Brown St building]
- A smaller common room in the Stephen St building
- A library and games room in the Brown St building
- A spa and gymnasium in the Brown St building
- A built-up communal garden area designed for residents to who want to have a small vegetable garden
- A community bus for transport to shops and medical centres, and for outings.

The independent living units will be operated as a retirement village by PAC. The *NSW Retirement Villages Act 1999* and related legislation sets out the rights and obligations of prospective residents, residents of retirement villages and village operators. Residents must enter into a contract with the operator to occupy the premises.

The most common arrangement in retirement villages is a loan and/or licence agreement. All residents enter into a licence agreement, which grants the resident a right to occupy the premises. All the details are documented in the contract offered to a resident before they move in. The *Retirement Villages Act* and the *Retirement Villages Regulation 2009* set out in detail what information must be provided to residents before they move in, what must be in the contract they are offered and what is excluded from it, what ongoing information must be provided to residents, and how the village is to be managed. A copy of the current booklet 'Retirement village living: an overview of the NSW retirement village laws', is available on the website of the NSW Office of Fair Trading (www.fairtrading.nsw.gov.au). It must be provided to every prospective resident.

Recurrent charges are payable in every retirement village to meet the expenses of operating the village. The *Retirement Villages Act 1999* and the *Retirement Villages Regulation 2009* set out in detail how recurrent charges may be varied. PAC has chosen the option of varying recurrent charges by 'otherwise than a fixed formula'. This means that a budget for the operation of the village is developed each year and residents get to review and approve the budget and the recurrent charges. This ensures resident input into the decisions about the expenditure for the village.

Residents will be offered access to optional services which include domestic assistance or personal care at additional cost. Where a resident requires additional help and is assessed as

eligible for a government-funded community care program, PAC will assist the resident to access such a service through referral to local community care services.

c. Community Care

In the Stephen Street ILU building, space will be available for office accommodation which would allow the coordination of a range of in-home community care programs. The ground floor also includes a generous multi-purpose room and outdoor space available to be dedicated for day programs for community clients living in the Paddington area as well as residents of the ILUs. The room will be wired for computers and digital / pay television, as well as an emergency nurse call system.

PAC used to operate a small day therapy program at PAC Paddington, but this had to close due a lack of appropriate space in the current aged care building. Preliminary discussions with the Australian Department of Health & Ageing and other local services indicate their support for including space for day programs in the development. Should the development proceed, PAC will seek funding for day care services and Home and Community Care (HACC), Community Aged Care Package (CACAP) and Extended Aged Care in the Home (EACH) services. If we are unsuccessful in receiving funding in our own right, we would explore opportunities to work with other local service providers to make use of the day program space.

d. Shared Community Facilities

The redevelopment of the Scottish Hospital site is an opportunity to create an iconic development which achieves a sense of being a community in its own right whilst also operating as part of the wider Paddington community within which it sits.

Therefore PAC is providing a range of common facilities which can be used by older people from residential care, the ILUs and the community care programs, as well as visitors such as relatives. Key among these are:

- Allied health / medical centre – consulting room and waiting room, with equipment suitable for visiting allied health professionals
- Beauty salon – incorporating as a minimum one or two rooms for a hairdresser and beautician
- Café open to residents, community day program clients, family members, staff, etc
- Landscaped gardens reflecting the heritage aspects of the site and include an outdoor bbq area, seating, etc.

A number of common support functions will operate across the whole site, including:

- Reception and administration
- Building and garden maintenance – with a dedicated space for maintenance stores / workshop.

3. Site Access and Egress

a. Resident Vehicular Access

All resident vehicular access and egress will be accommodated via the existing vehicular entrance off Nield Ave.

b. Visitor vehicular access

All visitor vehicular access and egress will be accommodated via the existing vehicle entrance off Nield Ave. Both on-grade and underground visitor bays are located within the site boundary.

c. Pedestrian access

The primary pedestrian access to the site will be accommodated via the existing entrance off Nield Ave. Alternate access points are available via Brown and Copper Street via controlled access points.

d. Delivery Vehicles

Two options have been presented with respect to the location of the loading dock in the site. The preferred option is to access the loading dock via Stephen Street (as per original proposal). An alternate option has been offered which internalises the loading dock and results in all delivery vehicles accessing the site via Nield Ave.

e. Refuse Removal

All buildings on the site with the exception of the heritage building will have garbage rooms located within the basement area below the building plates. All general refuse, recycling and hazardous waste will be collected and stored in bins located in the various garbage rooms. The site maintenance team will collect all garbage bins and transport them to the main garbage room located adjacent to the Brown Street entry. A private waste collector will be contracted to collect the various elements of waste. Waste will only be collected via the Brown Street entry.

4. Deliveries

a. Food

The required food deliveries for the aged care facility and the café would be made through the loading dock situated on Stephen Street. These deliveries consist of dairy goods, bakery items and fruit & vegetables which we would take delivery of daily. We use a commercial catering company which provides the main meals for our residents with the majority of meal preparation done off site and the finished product delivered to the facility. The delivery of this would also happen through the loading dock on Stephen Street every 1-2 days. Typically these deliveries would occur between 7am and 6 pm. It is estimated that food deliveries will account for between 6 - 8 deliveries per week.

The ILU residents would do their own shopping and cooking.

b. Laundry

The laundering of resident's personal items will be done on site in the laundry facility provided and the aged care facilities linen will be done in our off-site laundry located in

Ashfield. The service would consist of 1 daily pickup of both soiled and clean items. This would be serviced by access through the loading dock on Stephen Street. Typically these deliveries would occur between 7am and 6 pm.

The ILU residents would do their own laundry within their unit.

c. Facility consumables/other

Items such as cleaning products/chemicals would be delivered through the loading dock on Stephen Street. It is estimated that one daily delivery will occur off Brown Street for deliveries of facility consumables and other items.. Typically these deliveries would occur between 7am and 6 pm and would fluctuate week to week depending on the quantities of each product used and ordered.

It is estimated that a maximum of 5-6 deliveries will occur each day and between 15-20 deliveries each week.,

In total, it is expected that there will be no more than 13 deliveries per week for food and laundry off Stephen Street, and 5 deliveries per week off Brown Street for consumables and other items. The Brown Street entry will also be the collection point for refuse removal.

5. Site Security

a. Aged Care Facility

The whole aged care facility will have access control in place with a mixture of electronic and non-electronic security access systems. This helps us to maintain a secure environment for the safety of our residents and staff at all times throughout the day and night.

b. Security for dementia patients on site

The dementia-specific floor will have its own access control restricting the ability of other residents and visitors entering the floor without the appropriate authorisation. This system will be connected into the whole building management system so that we can track who and when has accessed the area.

c. Security for ILU residents

The ILUs will also have a building management system that will comprise of at least – access control, CCTV, individual unit keys and intercom video doorbell to name a few of its features. The access control provided for here will also give the residents access to the secure carpark and any other common areas in the ILUs that they would normally expect to access.

6. Staff

a. Staff numbers

Staffing numbers for the site will range from 70 to 100 employed people. At any one time we would have a maximum of 20 to 30 staff present on the site.

b. Shift times and working hours

The main shift times for the Aged Care Facility are:

06:00 – 15:00

14:30 – 23:00

22:30 – 07:00

c. Staff car parking

The staff carpark is located in the lower basement level and is accessed via the Nield Avenue entry point.

7. Maintenance

- a. PAC will employ maintenance personnel to adequately maintain the property, both the Buildings and the Landscaping.
- b. Routine maintenance would be placed in a maintenance schedule and contracts with supplier's setup so that services are performed to plant and equipment items when they are due for maintenance.
- c. In cases of emergency depending on which kind, staff would refer to the emergency contacts list located on site and contact the relevant contractor that could attend site 24 hours a day.
- d. Waste Management would be a service provided by a private contractor that would remove both the waste for the Aged Care Facility and the ILUs on a weekly basis. Waste will be collected within the site and located in the waste collection area adjacent to the Nield Avenue entry point.

8. Emergency Services

a. Arrangement for contacting emergency services

ILU residents

ILU residents will have access to a wireless emergency call system in their unit and in the common areas which can be activated by use of a pendant / wrist personal transmitter and fixed call points. The system will be monitored off-site 24 hours day. This service will arrange a response appropriate to the situation and be given instructions for each resident according to a number of criteria. The response will include calling appropriate emergency services if appropriate and providing directions to the required location and information about how to access the property.

Aged Care Facility

Staff are on-site 24 hours a day to deal with any emergency. There will be a building management system installed comprising of but not limited to – NurseCall system and fire sprinklers/dampeners.

b. Arrangement for emergency services access to the site

ILU residents

Master key access will be available to all ILU properties with keys to be collected from a secure location on the site. Instructions for the collection of the keys will be given when the emergency services are contacted.

Aged Care Facility

Access to the facility will be via the Brown Street entrance for all emergency services vehicles – Fire Brigade, Police and Ambulance.