



## **MOUNTAINVIEW AGED CARE**

**RETREAT DRIVE, PENRITH**

# **Operational Plan of Management**

**08 July 2020**

**Submitted to Penrith City Council  
with Development Application**

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# 1. Introduction and Purpose

The purpose of this Operational Plan of Management is to confirm the operational management for the refurbished Mountainview Aged Care facility at Retreat Drive, Penrith (“Mountainview”) within the Penrith City Council LGA.

## 1.1. Status of Plan of Management

The Plan of Management establishes overarching operational management parameters for the Mountainview premises and its publicly accessible areas. Ongoing operation of Mountainview will be guided by the development consent, including any conditions imposed, and this Plan of Management.

The Development Application seeks consent to refurbish and expand Mountainview’s existing facility (while maintaining bed numbers) enabling continued operations and provision of care for the elderly.

## 1.2. Objectives

The objectives of this Plan of Management are to assist the owner / operator to:

- provide a quality and caring residential environment for its residents and the local community;
- create an environment that is safe and non-threatening to employees, residents, their families and visitors; and
- minimise any adverse impact from the operation of Mountainview on the surrounding community and to respond to any community concerns that may arise promptly and professionally.

## 1.3. Implementation

The management at Mountainview will adhere to the following rules of operation at all times:

- continue to operate Mountainview in a professional and respectful manner providing a safe and caring environment for residents, staff and visitors to the facility;
- comply with all relevant regulatory approvals and requirements;
- ensure that this Plan of Management is regularly reviewed and updated to capture lessons learned and to ensure continuous improvement is achieved.

## 2. Site Locality

The site is located at Retreat Drive, Penrith within the Penrith City Council local government area, as illustrated in Figures 2 and 3 below.



Figure 2 - Site context map



Figure 3 – Site aerial photograph



The site has frontage to Mulgoa Road however is accessed via Retreat Drive (which is a private road).

The site is approximately 1.0km walking distance from Penrith Station. Several bus services are available within a short walk from the site.

The site is adjacent to the Panthers Precinct which has a mix of entertainment, food & beverage uses, sport, senior living and residential uses. Existing development to the immediate north and south of the site is for seniors living and residential use.

### 3. Proposed Development

This development application for Mountainview seeks consent for the redevelopment and continued use of Mountainview for residential aged care purposes.

Specifically, the application seeks consent for alterations and additions to the existing building to create an additional level and substantial internal alterations to internally upgrade and improve the facility.

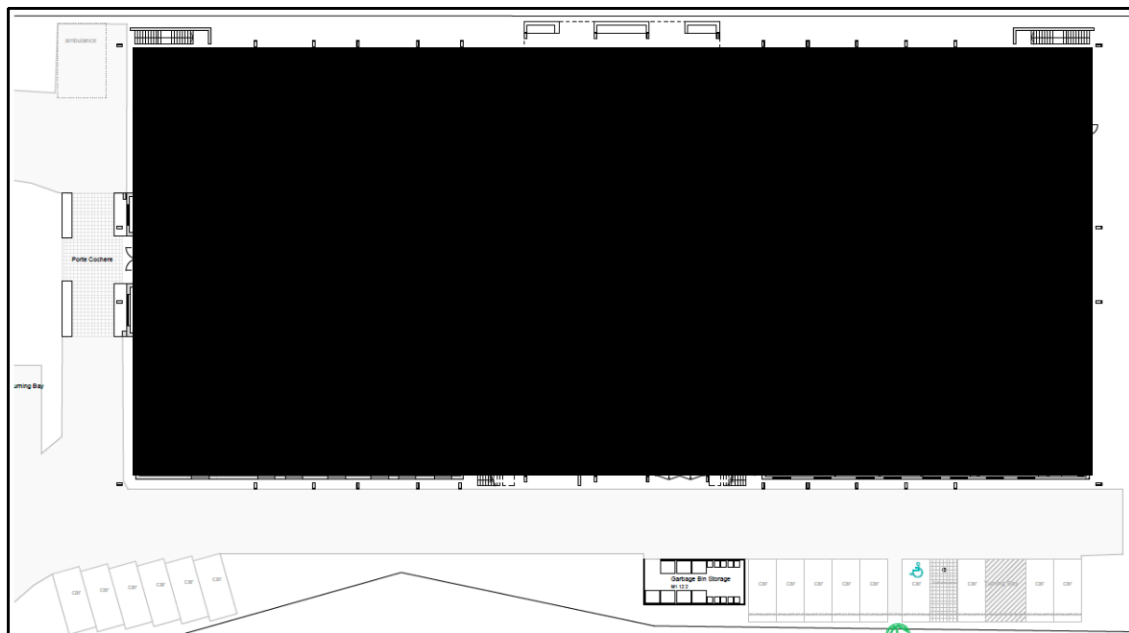
The proposal will see all shared bedrooms replaced with single rooms with bathroom ensuite facilities. The existing location of kitchen, dining, entry lobby and back of house will generally stay unchanged with 52 single rooms created at ground level. At first floor level 48 rooms will be provided with additional lounge, dining, back of house and rooftop courtyard area.

A total of 100 rooms are proposed, in place of the existing 99 rooms.

This Plan of Management relates to the operational aspects of the proposed development, and specifically:

- the continued use of the facility for residential aged care purposes
- external car parking and landscaping to complement the facility
- management of site facilities including kitchen, laundry, loading dock and waste storage rooms
- complaints handling and resolution procedures; and
- emergency and evacuation procedures.

**Figure 4** below identifies the proposed site layout and ground floor building uses. **Figure 5** identifies key public domain areas and the landscape master plan for the site.



**Figure 4 – Site plan**

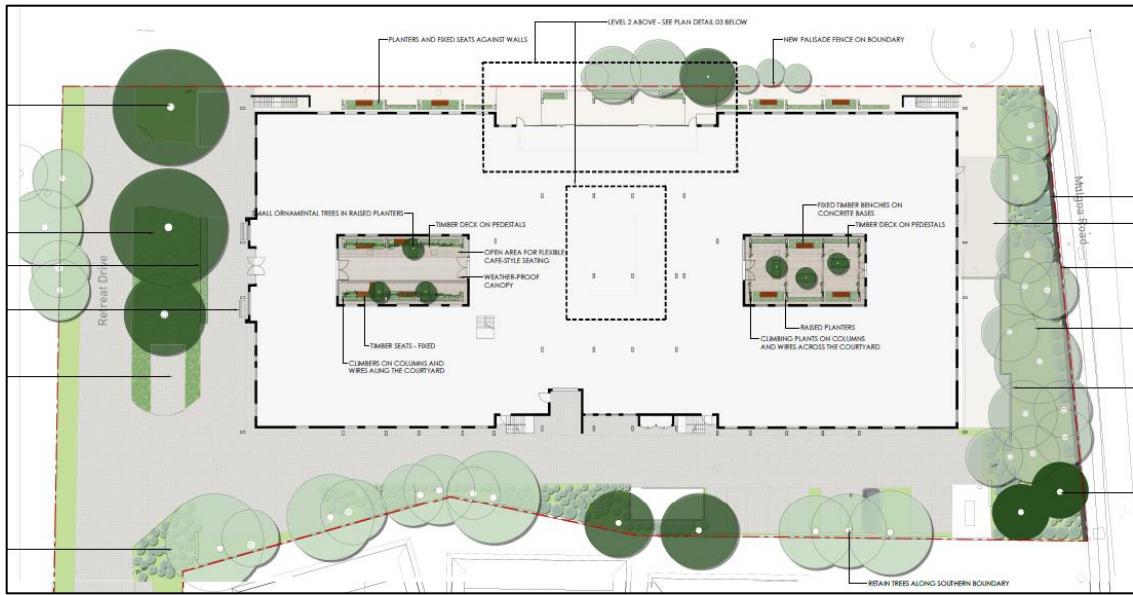


Figure 5 – Extract from proposed landscape plan

## 4. Proposed Land Use and Operations

### 4.1. Resident & Staffing Areas

Once refurbished, Mountainview will contain 99 residential aged care beds over two levels.

Most beds are provided within single rooms with a private ensuite however three (3) double rooms with shared ensuite are included. Eight (8) rooms throughout the facility are accessible compliant – two (2) per wing to both levels.

The main entry is located on the western end of the building and has a reception desk which is manned from 8:45am to 4:30pm Monday to Friday. Outside of these hours visitor access into the facility is managed by an intercom system and the nursing staff.

The facility is divided into four operational wings, containing 24, 27, 25 & 27 beds each. A corridor runs through each wing and provides connection to the common lounge and dining areas located in the centre of the facility. The main, large lounge rooms are located on the north side of the building. Two (2) lifts will be installed to facilitate resident, visitor and staff access between the two levels of the building.

Each level is serviced by a nurse station led by a Registered Nurse (RN) with support from Assistant In Nursing (AIN) staff 24 hours a day. Staff breakout areas including break room, change rooms, showers & toilets are located on the ground floor on the south side of the building.

### 4.2. Common Areas & Visitor Kitchen

The following common areas are available for residents and their guests:

- dining rooms on each level,
- large and small lounge and sitting rooms on each level,
- kitchenette in each large lounge room,
- visitor bathroom facilities on each level near the eastern lift lobby,
- internal courtyards on the lower level, and
- terrace and courtyard on the upper level.

### 4.3. Back of House Facilities

Mountainview will include the following back-of-house facilities:

- staff lounge, change room and bathroom facilities,
- a production kitchen and servery,
- clean linen and dirty utility facilities in each wing,
- a laundry facility,
- a hot water plant room,
- various storage areas throughout,
- external garbage bin storage area, and
- a loading dock.

Residents and visitors will not be permitted access to these back-of-house areas.



#### 4.4. Parking Spaces

Twenty three (23) at-grade car spaces are provided on the southern side of the facility and on Retreat Drive for staff and visitors.

Staff are encouraged to take public transport or carpool to ensure sufficient spaces are available for visitors to the facility.

A service vehicle parking space is located off the porte cochere.

Parking spaces are configured to enable cars to arrive and depart the site in a forward direction.

#### 4.5. Public Domain and Road Network

The porte cochere will be retained at the front of the facility enabling all-weather resident and visitor drop off and collection.

Landscaped private courtyards will be available for residents and their visitors during daylight hours or at other times by arrangement.

Access will remain available to the external private road and footpath for residents and visitors of the adjacent retirement village and for visitors to Mountainview on a 24 hour / 7 day per week basis.

#### 4.6. Operating Hours

**Table 1** below sets out the proposed operating hours for each proposed land use.

Proposed Land Use	Operating Hours
RACF	24 hours/day, 7 days per week
Visitor Lounge & Kitchenette	8am to 8pm, 7 days per week
Kitchen & Laundry	6am to 7pm, 7 days per week
Loading Dock	6am to 5pm, 7 days per week

## 5. Site Management and Precinct Security

### 5.1. Operational Management

Nursing and ancillary staff will cover three (3) shifts in 24 hours, across 7 days of the week. Each level will be assigned one registered nurse supported by up to 7 assistants-in-nursing per shift.

A physiotherapist working with onsite staff will manage physical therapy programs for all residents and will be rostered on day shifts Monday to Friday.

A Diversional Therapist will plan and implement recreational activity programs for the facility residents and will be rostered on day shifts Monday to Sunday.

The maximum number of employees per shift is set out in the table below:

Role	No. of Staff
Facility Manager	1
Assistant Facility Manager	1
Clerical / Reception	1
Diversional Therapist / Physiotherapist	2
Registered Nurse	2
Assistants In Nursing	13
Kitchen	3
Laundry	1
Maintenance Officer	1
<b>Total</b>	<b>25</b>

#### 5.1.1. Services

All residents of the facility will receive and/or be able to access the following services:

- personal care and assistance,
- registered nurse care including medication administration and other clinical care procedures,
- recreational and social activities including in-house and external programs,
- maintenance and rehabilitation physiotherapy,
- specialised dementia care,
- allied health consultation and services,
- welfare and social work assistance, and
- assistance with transport as needed.

## 5.2. Facilities Management

A Facility Manager will be present on site between 8am and 5pm from Monday to Friday with an office located in the main foyer. The Facility Manager is the designated point of contact for adjoining owners and service contractors for all day-to-day cleaning, security and maintenance activities.

Contact details for the Facility Manager are displayed in a prominent location within the building entry.

Facilities management will ensure that a combination of the following occurs:

- the building and facilities are well maintained and safe for staff, residents and visitors,
- all public domain areas within the site including the private road & footpath and landscaped areas are well maintained and clean,
- the loading dock and waste management areas are maintained in a clean and tidy condition and operated safely, and
- regular patrols of the site are made by security personnel after hours.

## 5.3. Security

### 5.3.1. Visitor Management

A sign in and out book (or electronic equivalent) will be maintained at the facility reception. All visitors (including contractors) will be required to register when they arrive and depart the facility.

Visitor access during COVID-19 will respond to directions and recommendations from the Federal and State Governments.

### 5.3.2. Access Control

An access control system (swipe card/security code) will be installed to ensure only authorised access is allowed to the various areas in the facility and to prevent unauthorised entry into the building.

### 5.3.3. CCTV

CCTV surveillance cameras will be strategically positioned, operated and maintained throughout the common areas of the facility.

CCTV cameras will provide coverage of external entrances and high risk areas. A recording process and procedure will be put in place to ensure that footage of any incidents is available and is able to be provided to the relevant authorities if and when required. Footage may also be observed by an on-duty Security Manager.

External CCTV cameras and recording equipment will be of high-grade digital quality capable of establishing the identification of patrons, offenders and incidents within the depth of field view of the cameras. Each surveillance camera will be capable of live streaming with a recording storage of no less than 30 days.

CCTV recording discs or hard drive recordings shall be retained for a minimum of 28 days before being re-used, destroyed or deleted. Time and date shall be auto recorded on the disc or hard drive. The CCTV recording equipment shall be capable of reproducing a CD, DVD or other appropriate digital copy of recorded footage on demand of Council or Police Officers either immediately or within 24 hours of the request being made. Copy discs must be handed to Council or NSW Police as required.

All CCTV recording devices and cameras shall be checked regularly to ensure the equipment is operating correctly.

## 6. Building Operations

### 6.1. Loading and Deliveries

All major deliveries are to occur via the loading dock. Suppliers will liaise with the Facility Manager to schedule and coordinate site deliveries to ensure that the loading dock operates efficiently and within the agreed hours of operation.

Deliveries and garbage collection to the site will be scheduled within the hours of 6am to 5pm Monday to Saturday.

### 6.2. Waste Management

Building waste will be managed in accordance with the Operational Waste Management Plan prepared by Waste Audit and Consulting Services dated June 2020. The Facility Manager will ensure that cleaners and staff comply with the procedures and processes regarding on-premises waste collection and separation, waste handling and transportation of waste to the common waste enclosure.

Hardi Aged Care will arrange and coordinate while the Facility Manager will monitor the collection of waste from Mountainview by a private waste contractor on a regular basis.

Facility Management will ensure that waste storage areas are regularly cleaned to minimise odours and pests.

### 6.3. Specific Procedures for Food & Drink

The following procedures apply to management of food & drink at Mountainview:

#### Food & Drink

- No food & drink retailing will occur at the facility (other than vending machines).
- A kitchenette is available for residents and their visitors to make their own tea and coffee and enjoy a small meal or snack.

#### Alcohol

- Alcohol is permitted within the facility for residents only.
- If alcohol is served for special occasions (birthdays etc), a staff member that holds an RSA compliance card will be present.
- Any visitor who is intoxicated will be escorted off the premises by security.

#### Bathrooms

- Bathroom facilities are available for use by visitors located on each level of the building near the eastern lift lobby.
- Bathrooms will be cleaned on a regular basis by cleaning contractors engaged by Mountainview.

### 6.4. After Hours Visitors

All staff will ask that visitors leave the premises after hours with minimal noise. Visitors who make excessive noise, loiter or otherwise disrupt the good order of the neighbourhood will be referred to police.

Facility Management and staff will regularly monitor inside and outside the premises (particularly the immediate surrounds) with an aim to prevent patrons loitering in the area as well as taking action to minimise noise and anti-social behaviour.

Management will arrange taxis for any visitor leaving after hours at their request. Management and security will be aware of direction and timetables of public transport options to ensure the safe and quick exit for visitors from the site.

## **6.5. Complaints Handling and Resolution**

The Facility maintains a complaints register. Complaints will be logged in the complaint register.

The Facility Management will follow up on each complaint received and liaise with the complainants to resolve or address any complaint. All complaints are required to be dealt with in accordance with the Hardi Aged Care complaints policies.



## 7. Emergency & Evacuation Procedures

### 7.1. Obligations

Facility Management will oversee the emergency response procedures and training within Mountainview.

### 7.2. Fire & Emergency Response

#### 7.2.1. Chief Warden

The most senior member of the operational management team will be appointed as the Chief Fire Warden for Mountainview. In the event of an emergency, the Chief Fire Warden will wear a white hat.

#### 7.2.2. Staff Wardens

Staff wardens will be responsible for coordinating staff and visitors of Mountainview and communicating with the Chief Fire Wardens during emergency situations.

Staff wardens will be required to attend formal emergency response procedure training at regular intervals, and any meeting organised by Facility Management in relation to emergency response procedures.

In the event of an emergency, staff wardens will be required to wear yellow hats, provided by Facility Management.

#### 7.2.3. Fire & Emergency Response

Evacuation in the event of a fire or emergency will be managed by the Chief Warden and Staff Wardens.

The evacuation assembly point for the facility is at the intersection of the carpark driveway and Retreat Drive. Once evacuated, residents' families will be notified of the fire event as soon as possible. If the building is damaged such that residents are not able to return to the building, arrangements will be made to return residents to their families (where possible) or transfer them to another aged care facility (likely operated by Hardi Aged Care) or the nearest hospital.

### 7.3. Flood Response

#### 7.3.1. Flood Characteristics

The site is subject to both local and regional floods risks.

Local flood risk relates to the Showground Creek drainage corridor which is immediately adjacent the northern boundary of the site. In the 1% AEP flood event, there is localised flood water along Mulgoa Road which will not enter the site due to landscape bunding along the eastern boundary of the site. No evacuation is required in this circumstance.

For local floods greater than 1% AEP may cause flooding on the site however these events are rare and will dissipate quickly hence no evacuation is likely to be required.

Regional flood risk relates to the Nepean River which is which is approximately 800m to the west of the site. In the 1% AEP flood event, there is significant flood water within the adjacent Panthers Precinct however the flood level is below the Mountainview site level hence no evacuation will be required.

Regional floods greater than 1% AEP are likely to impact the site including electrical and drainage infrastructure servicing the site. In this circumstance evacuation of the building will be required.

The characteristics of regional floods greater than 1% AEP are such that the possibility of this flood event occurring can be established several days beforehand and 24–48 hours are available for evacuation once the likelihood of a flood event is established.

### **7.3.1. Flood Evacuation**

In the event that evacuation may be required, the following process will be implemented:

- immediately the likelihood of a major flood event is identified, a flood response team will be established to prepare for possible evacuation. The response team will include:
  - a flood response leader, and
  - at least two flood response coordinators.
- the flood response leader will be responsible for liaising with the state emergency services and local council on all flood related matters, establishing the flood response strategy and briefing the flood response co-ordinators.
- the flood response coordinators will be responsible for implementing the flood response strategy and replacing the flood response leader should he/she be unavailable.
- all staff will be advised of the possibility of a major flood and an interim staff roster agreed should flood evacuation be required.
- all residents and their families will be advised of the possibility of a major flood. Where possible, arrangements will be put in place for residents to be collected by their family if required.
- the flood response team will determine which residents are not able to be collected by their families and make alternate arrangements for transport of those residents to other aged care facilities outside of the likely flood affected area (most likely another facility operated by Hardi Aged Care). The respective families will be advised of those arrangements.
- all staff will be advised of the flood evacuation strategy and their roles and responsibilities.
- if the possible flood event is confirmed to be likely, the flood evacuation strategy will be implemented.

## **7.4. Evacuation Training**

The Facility Management will schedule and facilitate the relevant emergency response training for all nominated personnel, ensuring they are able and equipped to conduct their duties.