



# The Village Green

PENRITH

## The Village Green Penrith *Proposed New Integrated Care Village*

Corporate Overview and Village Operational Model

10 December 2018

Rev 1

*Greengate*  
Boutique Living and Care

# Table of Contents

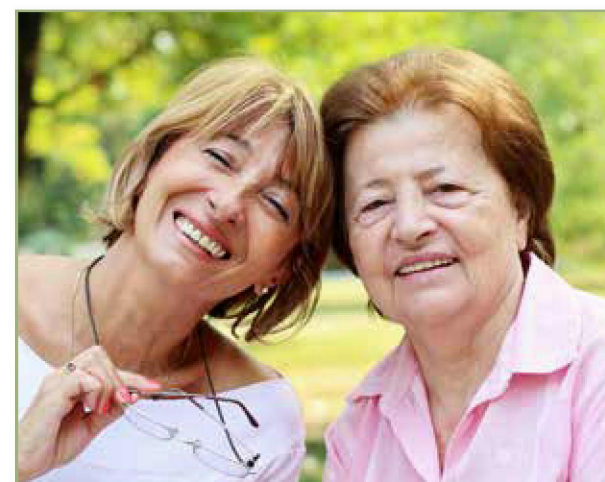
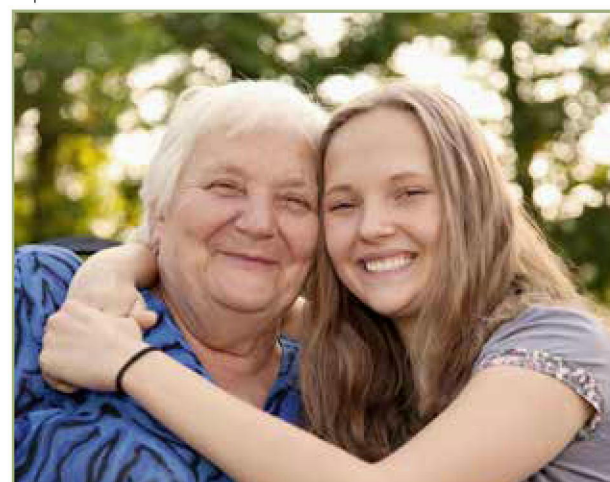
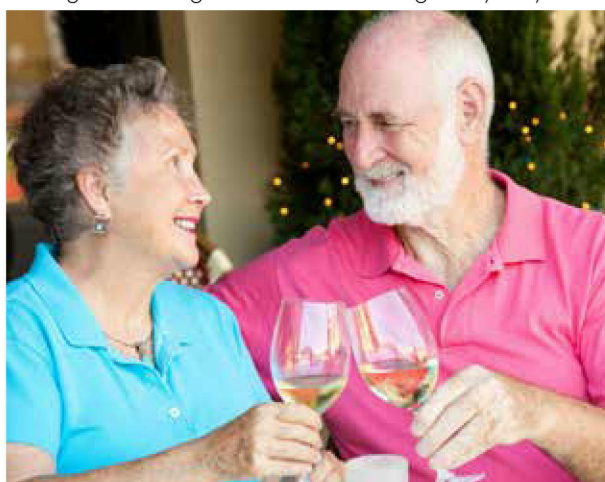
Introduction		3
1.	Greengate	
1.1	Greengate Care Villages	5
1.2	Boutique Aged Care Home	6
1.3	Apartments for Living Independently	7
1.4	Shared Community Facilities	8
1.5	Our Approach	9
1.6	Culture and Values	10
1.7	Quantitative and Qualitative Research	11
1.8	Innovation and Design	12
2.	Care Villages by Greengate	
2.1	Introduction	14
2.2	St Brigid's Green	15
2.3	St Luke's Green	16
2.4	St Patrick's Green	17
3.	Operating an Integrated Care Village	
3.1	Care Village Operating Model	20
3.2	Care and Lifestyle	22
3.3	Resident Hotel Services	23
3.4	Resident Services	24
3.5	Staffing Profile	25



# Introduction



Greengate's St Brigid's Green Care Village in Sydney NSW completed in 2014



A new Care Village is proposed at Reserve Street, Penrith currently owned by Penrith City Council.

The Care Village will provide most levels of care and accommodation for local elderly in an integrated community setting. The Village will be developed, owned and operated by Greengate who are a unique organisation within the Care Sector.

Greengate partners with Church, community and government groups to create integrated Villages comprising Independent and Assisted Living Apartments and Aged Care Homes that provide 24 hour resident care.

This report provides a brief overview and background of Greengate and their Care Village operating model, together with specific operational descriptions of The Village Green Penrith.

The Development Application for The Village Green Penrith that accompanies this report will be lodged under the State Environmental Planning Policy - Housing for Seniors and People with a Disability (SEPP HSPD).

# 1. Greengate



# Greengate

## 1.1 GREENGATE CARE VILLAGES



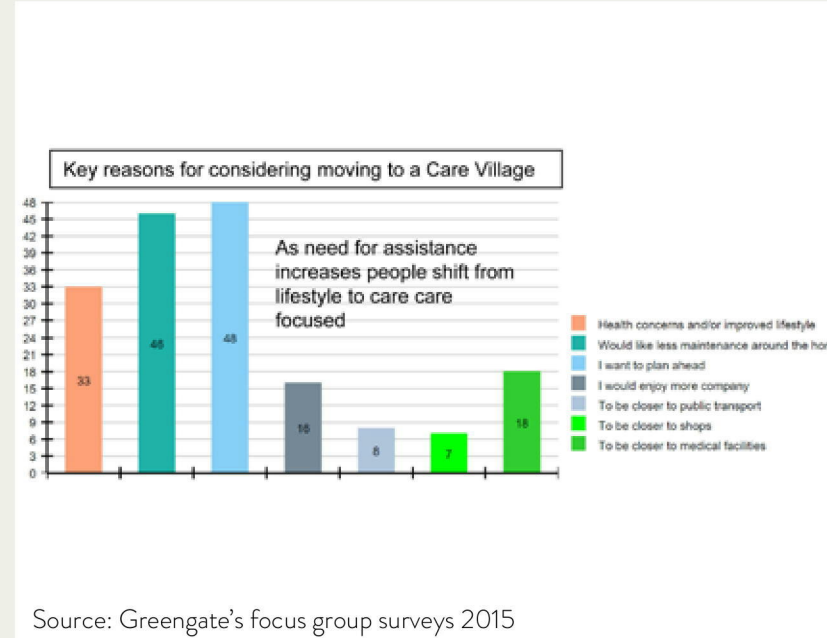
### Greengate's Integrated Care Villages

An integrated Care Village provides a range of accommodation styles and flexible care services tailored to the individual's needs. At the core is a nurturing and supportive community where residents can participate in the social activities as much or as little as they wish.

Greengate's Villages respond to the desire of the elderly in the community to move to a Village that not only provides in home care and services but also incorporates an Aged Care Home should they require 24 hour care in the future.

A key component of Greengate's Care Villages is the "easy living" design of the Apartments that allow residents to live independently. In addition, the apartments are easily adaptable to cater for in home assistance if required.

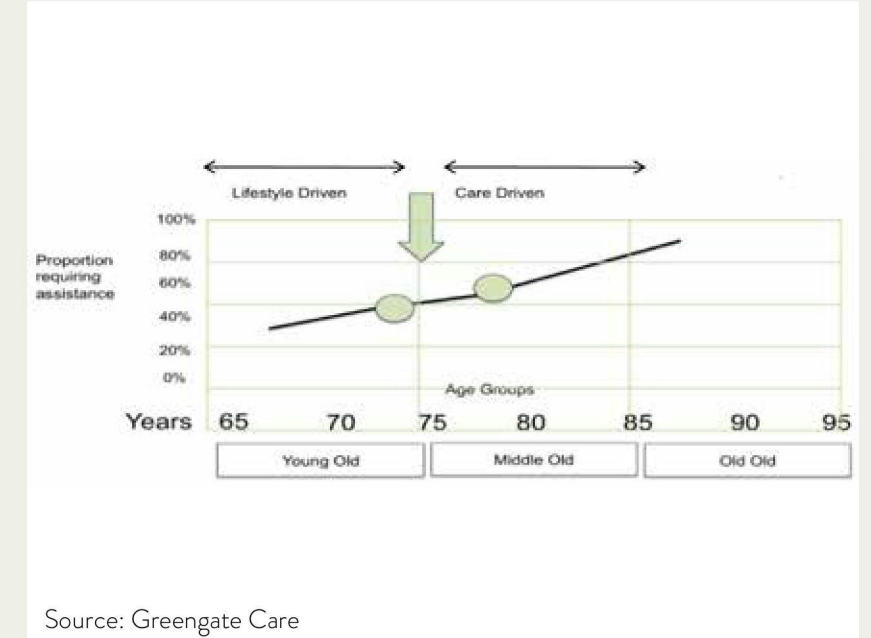
At The Village Green Penrith there will be onsite support services and 10% of dwellings will be designated as affordable places as detailed by clause 45 (12) of the SEPP HSPD.



### Our Philosophy

Our goal is to enhance our residents lives by providing them with greater choice and control. Seniors rightly fear the dictatorial institutional approach of many operators in the retirement and aged care industry. Greengate takes a holistic "wellness" approach to ageing encompassing the physical, social, cultural and spiritual.

Retirement villages and aged care have traditionally been developed at the fringe of our expanding cities where land is more readily available and generally at a lower cost. This forces our elderly to leave their communities at a vulnerable time in their lives. Greengate's Villages are inner urban, located close to existing amenity, shops, hospitals, churches and transport. Our Care Villages allow our elderly to stay in the community where socialisation and care is readily available.



### Creating Care Communities

Our Villages respond to the demographic and social changes that our cities face. As people age they require greater support and higher levels of assistance. Typically at around 75 years "an event" changes the balance of focus from lifestyle to care. Our Villages respond to this need.

The average entry age into our independent living apartments is approximately 80 with about 80% singles and 20% couples. About 75% of the single females live by themselves. Many village residents are eligible for government funded community care packages to assist them to live independently. In addition, the Village can provide full hospitality services in the apartments including meals, cleaning and laundry. Our villages focus on providing the appropriate continuum of care in one location.

Residents moving into the Aged Care Home are generally 84 years old and typically require a high level of assistance and nurturing.



# Greengate

## 1.2 BOUTIQUE AGED CARE



Aged care bedroom suite with balcony



### Focus on the Individual

At the core of our Villages and an integral part of our communities is a 24 hour Aged Care Home comprising committed staff working in three shifts every day of the year. We recognise that we are only part of the picture and work in partnership with residents family, friends and support organisations to help enjoy life to the fullest. Holistic programs centre on health, spiritual, cultural and social wellbeing.

Greengate's dedicated care staff are trained and supported to create a nurturing environment focused on the individual and their unique needs.

### Excellence in Care

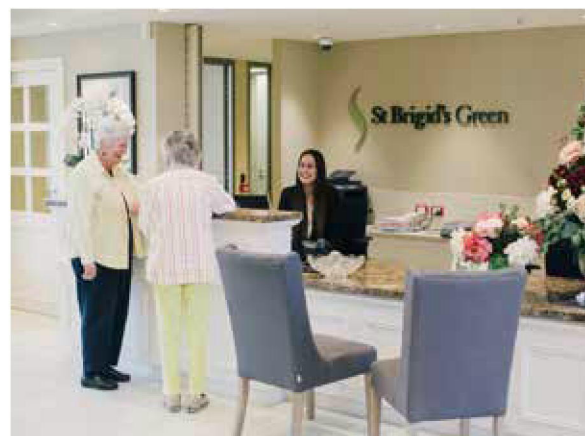
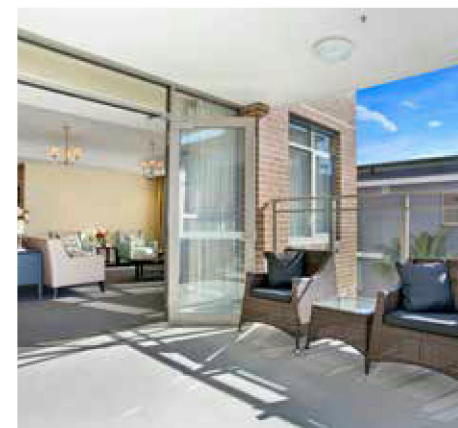
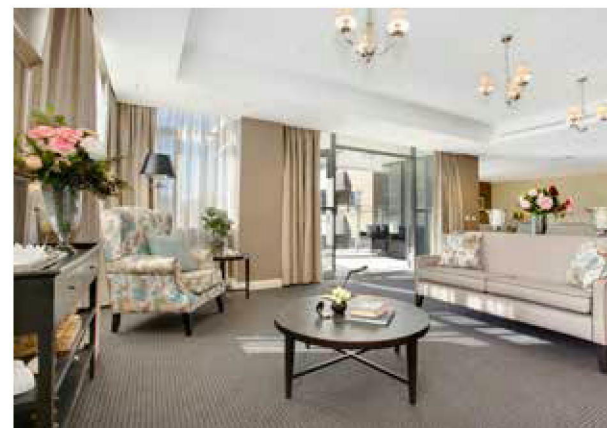
We invest heavily in our people. We recognise that motivated staff are the foundation of care excellence and a happy home. It is an intense focus from selection and training through to recognition and rewards. Staff are provided the time saving technology and equipment that allow them to spend quality time with the residents.

### Creating a Home

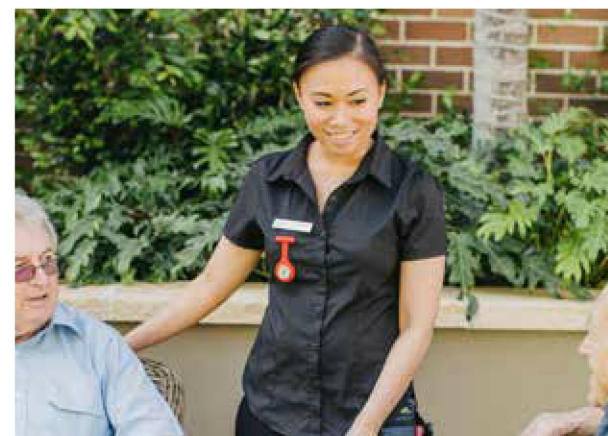
Our in-house design team's focus is on creating an environment where residents feel at home. Part of this means having groups of resident rooms per floor, creating a neighbourhood style community. Each individual bedroom suite has its own bathroom. A variety of community areas, lounge, dining and activity rooms are styled to feel modern and comfortable.



Small, intimate lounge and dining and outdoor areas



Individual care and attention from a qualified, friendly team that listens to you and your family to help you enjoy life





## 1.3 APARTMENTS FOR LIVING INDEPENDENTLY

(OR WITH ASSISTANCE)



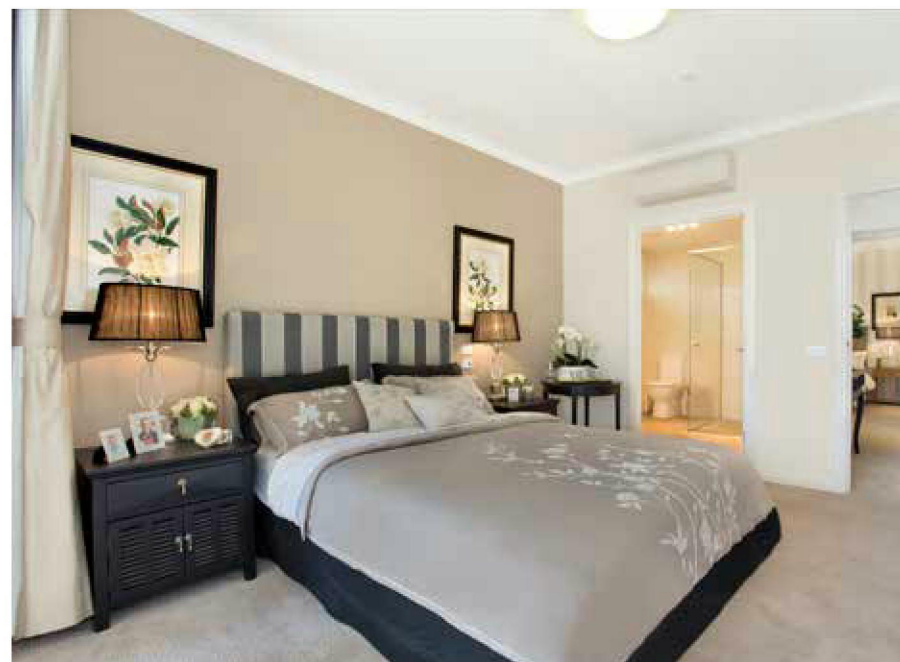
Living space



Terrace



Kitchen



Master bedroom

### Range of apartments to suit all needs

Greengate's Villages have a broad range of apartments to ensure that 80-90% of the elderly who own their own home in the area can afford to become a resident in the Village. At the core of a great village are a diverse range of residents who support each other in a neighbourly way. Someone who can only afford or wants a one bed apartment has all the same Village benefits as a resident in the three bedroom apartment. Greengate's in-house research team work to design apartments that suit a variety of lifestyles and situations. Through discussion groups, individual interviews and large community events we understand what residents need and value.

### Ageing in Place

All our apartments are designed for residents to live independently for longer. Our independent living units are modern in design, deliberately open plan with subtle allowances for seniors to age in place including adaptability for disability. Doorways and passageways are over sized to allow for walkers, wheel chairs and carers with lifters. Apartments are designed to maximise access to natural light and have good air circulation. We also provide generous balconies and terraces. All steps and trip hazards have been eliminated and appliances are positioned to minimise back strain.

At The Village Green Penrith there will be onsite support services and 10% of dwellings will be designated as affordable places as detailed by clause 45 (12) of the SEPP HSPD.



## 1.4 SHARED COMMUNITY FACILITIES



Childrens Cubby House



Cafe



Lounge/ Library



Hair dresser

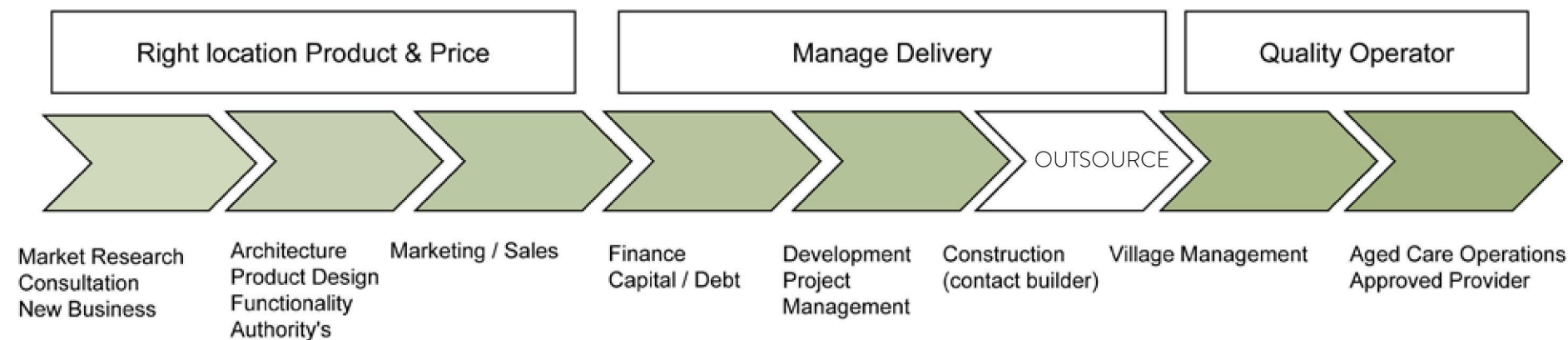
### Creating Community

Fostering a nurturing community and enhancing residents social connections is part of Greengates's role as Village Manager. The activities and community spaces including the café, lounges, dining room and Village Green allow residents to participate to the extent they feel comfortable.

Greengate villages contain a variety of spaces for residents, staff and families to enjoy. The intention is to provide the opportunity for residents to come together and dine, play cards, watch a movie or grab a coffee. Equally, more intimate spaces are created for those who want some time in a different village setting.



### In house Skills, Expertise and Experience



#### Our People

Greengate undertakes all aspects involved in the design brief, development, management and operation of our Villages. We have a team of skilled professionals who have a high level of expertise in the aged care and retirement village sector.

The needs of our residents guides our approach to all facets of our business. We pride ourselves on dealing ethically with our residents who are often at the most vulnerable period of their lives. We get great joy from seeing them blossom after the move into the Village and the next stage of their lives begin.

#### Partnership Approach

We recognise that the best outcomes are achieved when all stakeholders work together focused on shared goals. In the past, Greengate has successfully partnered with Church and charitable groups to unlock latent land value and provide elderly residents with a much needed Care Village. In addition, Greengate enjoys the support of two major Australian Banks to meet our long term funding requirements.

The Village Green Penrith is the group's first non-church land holding but is a testament to the group's flexibility and adaptability to ensure the right locations and services for our residents.

#### Greengate Origins and Ownership

Greengate was formed in 2004. The company shareholders includes the founders, senior staff and the Myer Family Company. The shareholders are long term investors motivated to build the company's reputation for excellence. The Greengate board of directors meet regularly with appropriate governance to oversee the activities of all the group companies.



2015: St Brigid's Green officially opened by the Governor General of Australia and the Catholic Archbishop of Sydney

Greengate  
Your life. Your community.

MFC<sup>o</sup>

Myer Family Company



# Greengate

## 1.6 CULTURE AND VALUES



Our team has an individual resident focus



Greengate's Aged Care Team at St Brigid's Green

### Culture and Values

Our residents are the focus of our endeavours, be it in the aged friendly design, quality of construction or the way we operate the homes where they live. We take real responsibility for everything we do. Our test is “What would I want for my own mother”. Our core values are simple and memorable and lead from the founding directors and senior management team.

We genuinely strive to create a culture where good people are empowered to create a wonderful experience for other staff, residents and their families.

### Greengate Vision and Values

#### GREENGATE VISION

Enriching lives

#### GREENGATE VALUES

Do the right thing

Go the extra step

Play as a team and

Create a wonderful experience

### Do the right thing

- Be honourable, fair/reasonable in all dealings. Judge fairly.
- Be cordial, gracious and honest. Respect at all times.
- Don't take advantage of others weakness.
- Take responsibility admit, fix mistakes and apologise.
- Stick to important agreements. Do what you say you will do.
- Act in the interests of all parties.

### Go the extra step

- Do more than your job. Don't walk past something you can fix.
- Give attention, mentor and support colleagues, residents, family.
- Work to your highest standard.
- Lead don't wait to be asked.
- Positive and friendly. Be a glass half full character.
- Be mindful, anticipate the needs/wants of others.

### Create a wonderful experience

- Residents are happy and talk positively about the experience.
- Create outcomes – better life.
- High level of enquiry from work of mouth.
- High level of enthusiasm/ attendance at functions.
- We have a good wait list for our Villages.
- Residents feel respected and valued.

### Play as a team

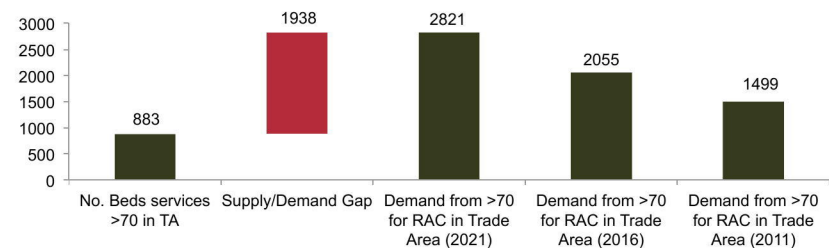
- Help out colleagues to get the job done.
- Create win-wins. Work together with shared outcomes.
- Compromise, conciliate to move things forward.
- Respect and value colleagues opinions.
- Open minded of others views, a fair go.
- Trust each other, no politics.
- Be aware of how you effect people.



As Sydney's population keeps growing and the metropolitan region gets bigger, there is also a greater demand to provide for aged cared facilities and buildings designed for those at retirement ages. Current research shows there is a big demand for Aged Cared Beds and Retirements Villages

AGED CARED BEDS. SUPPLY AND DEMAND STUDY  
PENRITH AREA

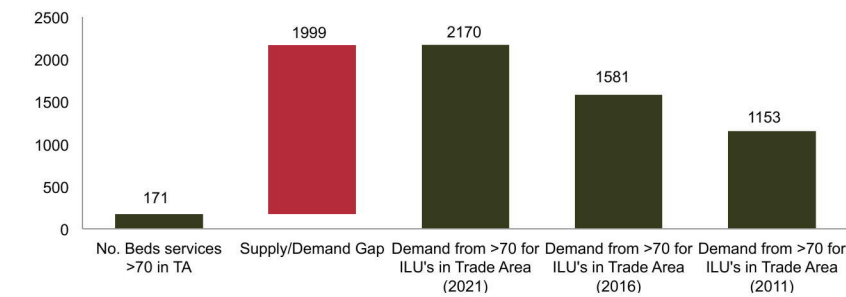
Supply of RAC beds >70s	Demand for RAC beds >70s	The Supply/Demand Gap
There are approximately 883 beds, existing and in the pipeline servicing over 70s in the trade area	2011 - 1499 ILU's Forecast demand for RAC beds >70s 2016 - 2055 beds 2021 - 2821 beds	By 2021, and additional 1938 beds will be required to meet the demand



RAC Supply Demand Gap	Primary Trade Area	Secondary Trade Area	Total Trade Area	Supply/ Demand Gap
Total Approved Beds	650	1035	1685	
Beds Available for >70	485	963	1448	
No. Beds servicing >70 in TA	211	672	883	
Demand from >70 for RAC in TA (2011)	635	864	1499	615
Demand from >70 for RAC in TA (2016)	872	1184	2055	1173
Demand from >70 for RAC in TA (2021)	1212	1608	2821	1938

INDEPENDENT LIVING UNITS (ILU's). SUPPLY AND DEMAND STUDY  
PENRITH AREA

Supply of ILU's >70s	Demand for ILU's >70s	The Supply/Demand Gap
At present, there are approximately 164 ILU's servicing over the trade area	2011 - 1153 ILU's Forecast demand for ILU's beds >70s 2016 - 1581 ILU's 2021 - 2170 ILU's	By 2021, and additional 1999 ILU's will be required to meet the demand



ILU Supply Demand Gap	Primary Trade Area	Secondary Trade Area	Total Trade Area	Supply/ Demand Gap
Total ILU's in TA	105	94	199	
ILU's Available for >70	100	89	189	
ILU's servicing >70 in TA	100	71	171	
Demand from >70 for ILU in TA (2011)	488	665	1153	982
Demand from >70 for ILU in TA (2016)	671	910	1581	1410
Demand from >70 for ILU in TA (2021)	933	1237	2170	1999

Penrith's Aged Care Needs

Understanding the Community Need

Greengate recognises that one of the keys to a successful Village is understanding the needs and wants of the elderly residents who are likely to live there. We undertake group and individual interviews covering a broad range of topics to gain insights into how we can make our Villages more attractive and relevant. The skills to undertake the research is a core part of Greengate's capabilities. Having a deep understanding of our residents is the foundation of our business.

Quantitative Research

Based on ABS census data Greengate has developed a methodology to determine the demand through primary and secondary catchment areas which are defined by road networks and physical barriers like rivers and railways. These, combined with an understanding and categorisation of the existing villages and aged care offering we map the current and future supply/demand gap.

Qualitative Research

Through individual and group research the preferences and priorities of the elderly in the catchment is understood. Greengate undertakes research to determine the mix of apartment types desired by the market based on purchase price, monthly levy's, and apartment features. This brief allows the architects to create efficient apartments that the market desire. This form of research results in many of the early focus group participants eventually becoming residents. They have helped create their perfect village.



# Greengate

## 1.8 INNOVATION AND DESIGN



The Design Team includes Registered Architects with expertise in designing integrated villages



Apartments cater for resident mobility and care assistance



Mindful of our residents social needs



Apartments that are designed for 'Ageing in Place'

### Innovation

At the core of the design team is the desire to create innovative solutions that better our residents lives, enhance communities and contribute to the built environment with well proportioned, sustainable buildings. Our residents needs from the little things like age friendly kitchen cabinetry to building orientation for climate are our priority.

### Design

Working closely with the sales, marketing and operational teams, our architects undertake the upfront design phases of our Villages. We focus on creating apartments that are homes for our elderly residents many of whom spend a lot of their day inside. The community areas are an important hub supporting social interaction and companionship. Our approach is to get the basics right like the relationship to the urban context, orientation and functionality. Equally important is designing the Aged Care Home to be operationally efficient for the staff and warm and homely for the residents.

### Designed for Ageing in Place

Our apartments are designed with features to address the needs of residents as they age. They provide residents an easy living environment that allow them to live longer independently. Additionally, the Villages provide services (meals, cleaning, laundry, personal care) on an as needs basis that removes the daily chores that residents might be finding more challenging as they get older and less agile.

Features include:

- Full stretcher lift size;
- Drawers & low cupboards in kitchen that reduce bending/reaching;
- Apartment fitted with in home monitoring and security;
- Oversized doorways and passageway with no steps-level thresholds;
- Adaptable bathroom (wheel chairs, walkers and lifters);
- Oversized light /power switches; and
- Natural light and ventilation.

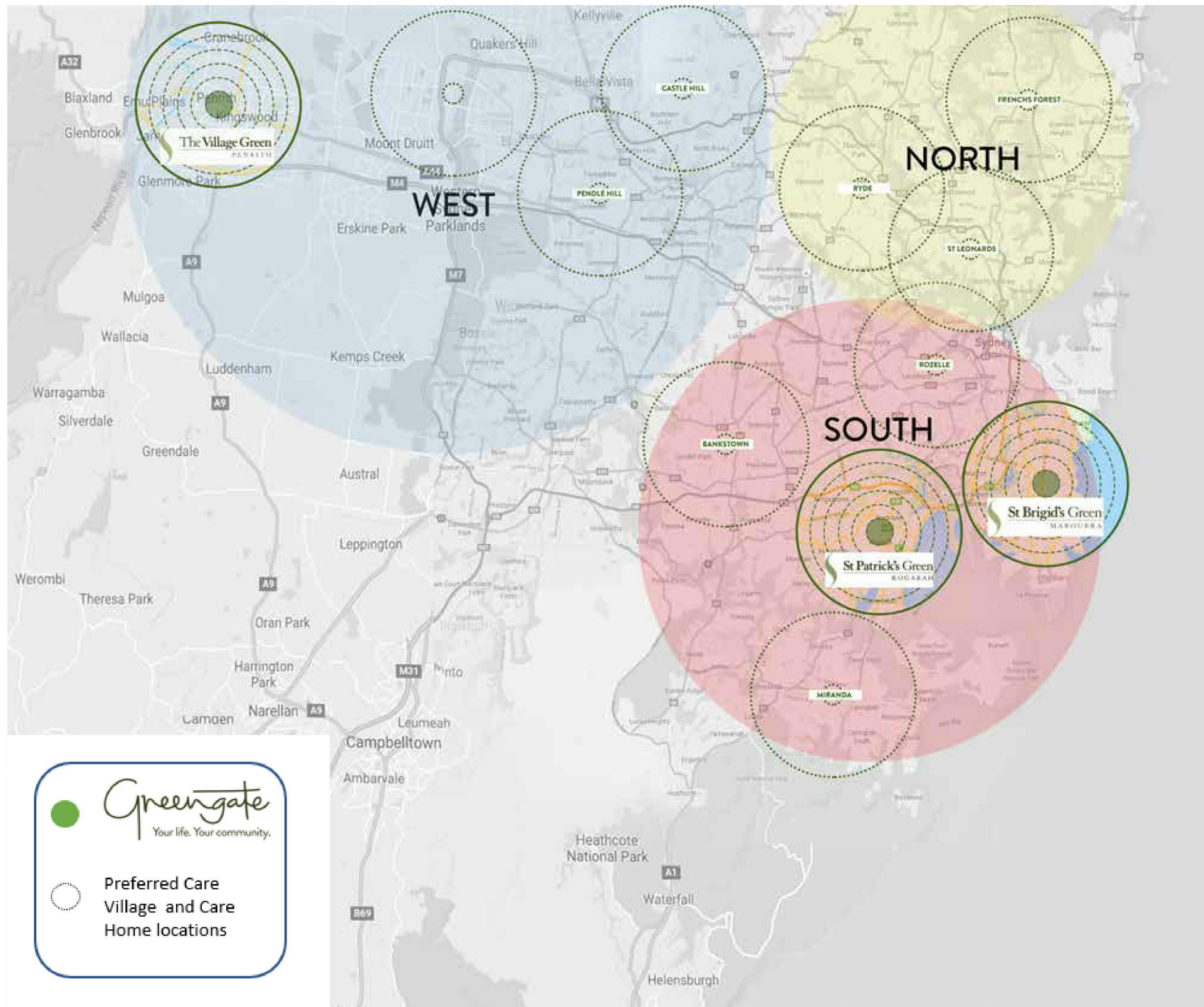


## *2. Care Villages by Greengate*



# Care Villages by Greengate

## 2.1 INTRODUCTION



Greengate has successfully developed three integrated Care Villages - St Brigid's Green at Maroubra was completed in 2014 and is now fully occupied, St Luke's Green in Woolloongabba, QLD and St Patrick's Green in Kogarah, NSW were completed in 2017 and 2018 respectively. St Faber's Green at Auchenflower would be Greengate's second Brisbane Village and is due to commence construction in 2019.

The aim for Greengate is to target inner urban areas of Sydney and Brisbane with the aim of having 1000 units and/ or beds under management in the next five years.



St Brigid's Green, Maroubra



St Patrick's Green, Kogarah

St Luke's Green, Woolloongabba

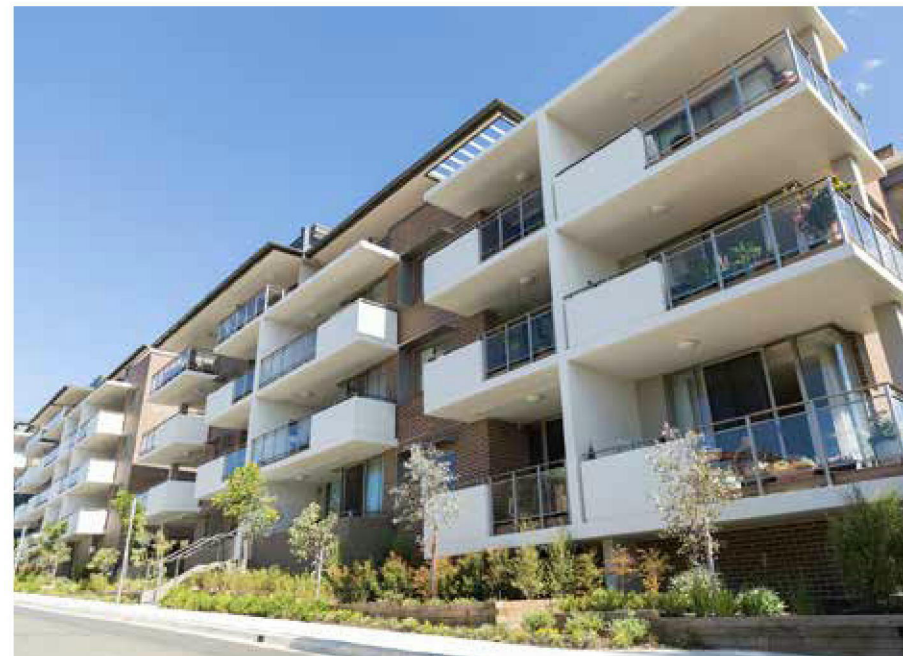


# Care Villages by Greengate

## 2.2 ST BRIGID'S GREEN



Series of five buildings centered around a Village Green



An innovative development that provides a high quality environment for the residents



Village was officially opened by the Governor General and the Archbishop of Sydney in 2015



St Brigid's Green occupies the site of a former school on Maroubra Road, Maroubra NSW. The Village comprises a 66 bed Aged Care Home and 89 independent living apartments arranged in five buildings around a Village Green. It is home to over 200 residents.

The Aged Care Home is over five levels with basement kitchen and laundry and four resident floors. The boutique homely feel has been warmly received by the residents, family and friends and represents departure from the traditional hospital/clinical model. Low, high and dementia care is available.



There's always something to get involved in and options for timeout



# Care Villages by Greengate

## 2.3 ST LUKE'S GREEN



Village life around the historic Spanish Mission Church



Spanish Mission Church as the centre piece of the Village

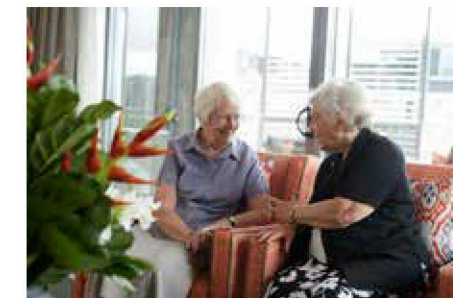


St Luke's Green was completed in 2017



St Luke's Green is located in Taylor Street at Woolongabba, an inner suburb 5km to the south of the Brisbane CBD. An Integrated Care Village as been created around the ground surrounding the historic Spanish mission style St Luke's Church.

The Village comprises 61 one, two and three bed apartments and a 65 bed aged care home. Apartments have a northerly aspect with city and district views. The Village includes ground level community facilities comprising café, dining room and lounge spaces for the enjoyment of residents and their guests. The décor and gardens reflect the style of the surrounding timber and tin Queenslanders. Special attention has been paid to the restoration of the heritage church. All levels of care are available in the Aged Care Home.

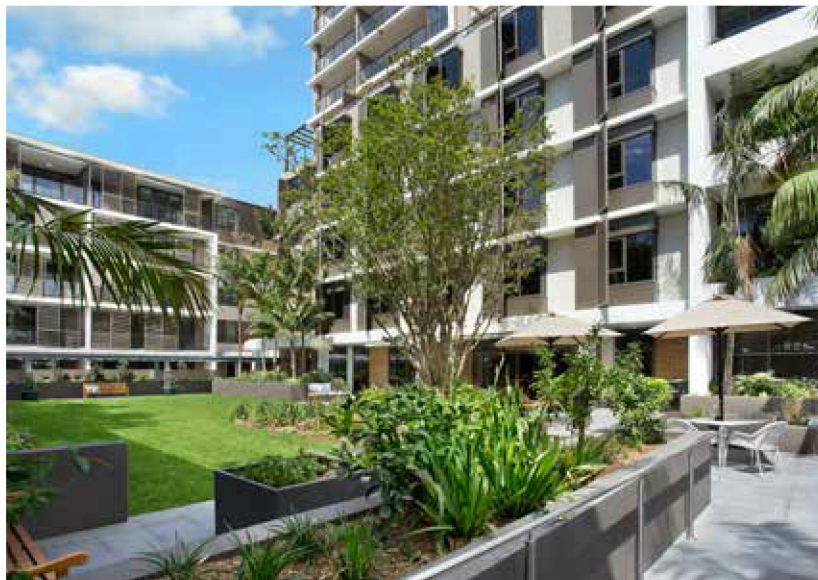


Village community spaces



# Care Villages by Greengate

## 2.4 ST PATRICK'S GREEN



Buildings surrounding the Central Green



The Central Green as a hub of social activity and gathering



A Vibrant development in the heart of St George region



St Patrick's Green, situated in the heart of the St George region in Kogarah, is a vibrant seniors community opened in February 2018. With a modern design for easy-living, St Patrick's Green features a range of Independent Living Apartments with the option for in-home services, as well as a Boutique Aged Care Home as part of a broader campus containing the primary school and historic church.

St Patrick's Green has 103 one, two and three bed independent living apartments and well as a 100 bed Aged Care Home. The integrated Care Village comprises three separate buildings arranged around the landscaped Village Green and vary in height between three and twelve storeys.

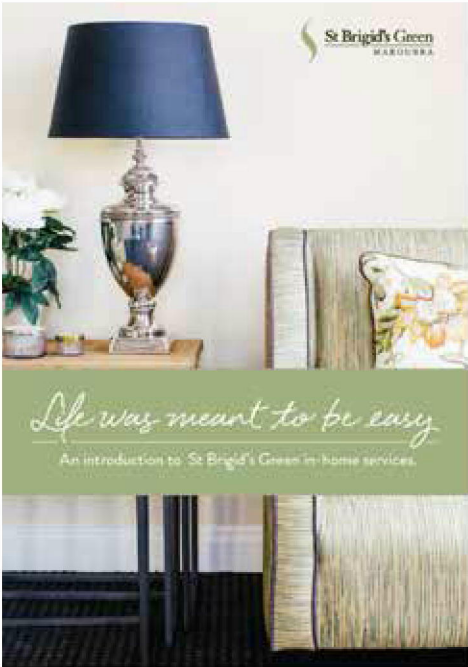




## *3. Operating an Integrated Care Village*



3.1 CARE VILLAGE OPERATING MODEL



Overview

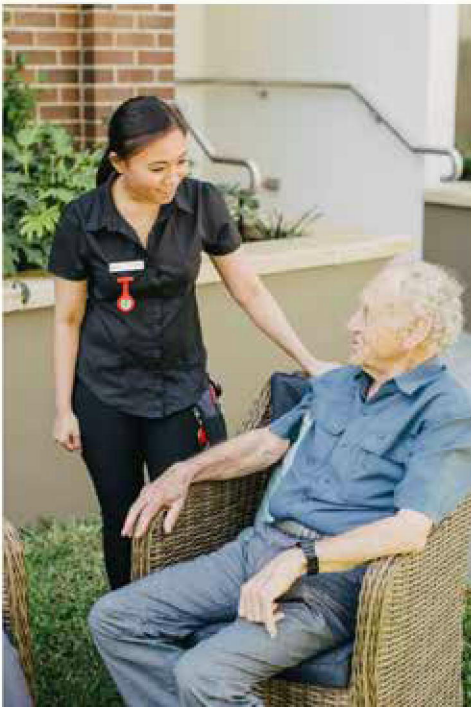
The operating model of Care Villages is based around providing all levels of care and accommodation for elderly with a specific focus of ‘ageing in place.’

Aged care homes and retirement villages are governed by different legislation (State based Retirement Village Acts). The legislation guides the overall format and structure for the Village operations.

Unlike many other villages Greengate has full management and operational responsibility for both the Care Home and retirement village. By virtue of having care on site Greengate is capable of providing a range of in-home care and services.

Flexible care and support when you need it

Greengate’s approach is aligned to government policy of providing a range of flexible services into peoples homes. Our Living Well strategy enables residents to select from a menu of services that enable them to live independently in their apartments longer. A cost effective way of improving the health and well being of residents.



Living Well @ St Brigid's Green  
Tailored to suit the needs of individual resident.

Meals  
• Regular  
• Flexible

Domestic help  
• Cleaning  
• Laundry  
• Handyman

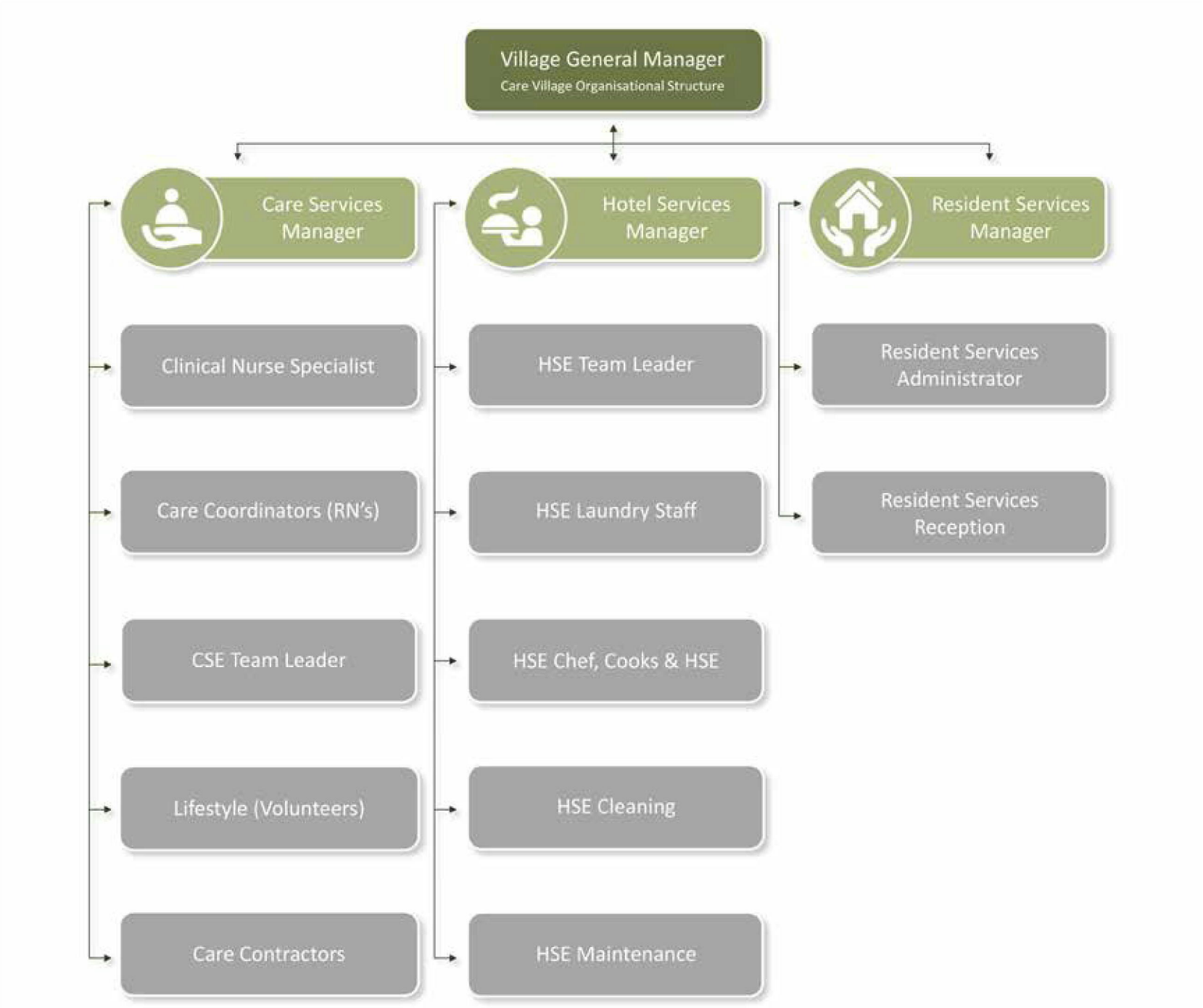
Care/Assistance  
Community Care  
Village based Care

The Village Operations Team is responsible for the daily function of The Care Village.



# Operating an Integrated Care Village

## 3.1 CARE VILLAGE OPERATING MODEL



**Organisational Structure**

The typical care Village organisational structure is shown in figure 1. The Village General Manager is supported by a Care Services Manager, Hotel Services Manager and a Resident Services Manager. Many of the staff in Care Villages are from the local area and are further supported by local allied health professionals who provide additional services and care to our residents and their families.

Based on our experience we anticipate employing approximately 80 part-time, full-time and casual staff at The Village Green Penrith to provide care for residents and other services to support the operation of the integrated Aged Care and Retirement Village.

The majority of employees provide care, catering, cleaning, laundry and other services for the aged care residents, operating on a 24/7 basis. There will typically be 17-20 employees located at The Village during peak hours during the day and three employees overnight.

The Village Green Penrith will be operated in an integrated manner. The following organisational chart detailing Greengate’s typical management structure of the Village is proposed to be replicated. The organisational structure supports Greengate’s goal of providing integrated care and accommodation for both retirement village and aged care residents. The Village team supports residents receiving services such as cleaning and meals plus personalised care in their apartments, or if required transitioning from retirement into temporary or permanent aged care where possible.

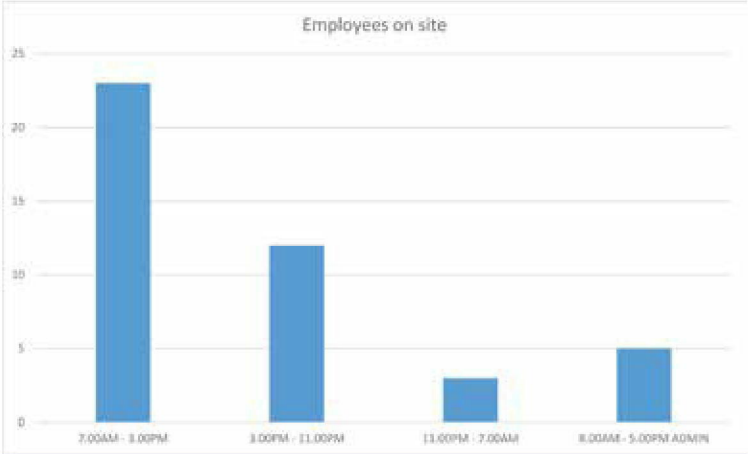


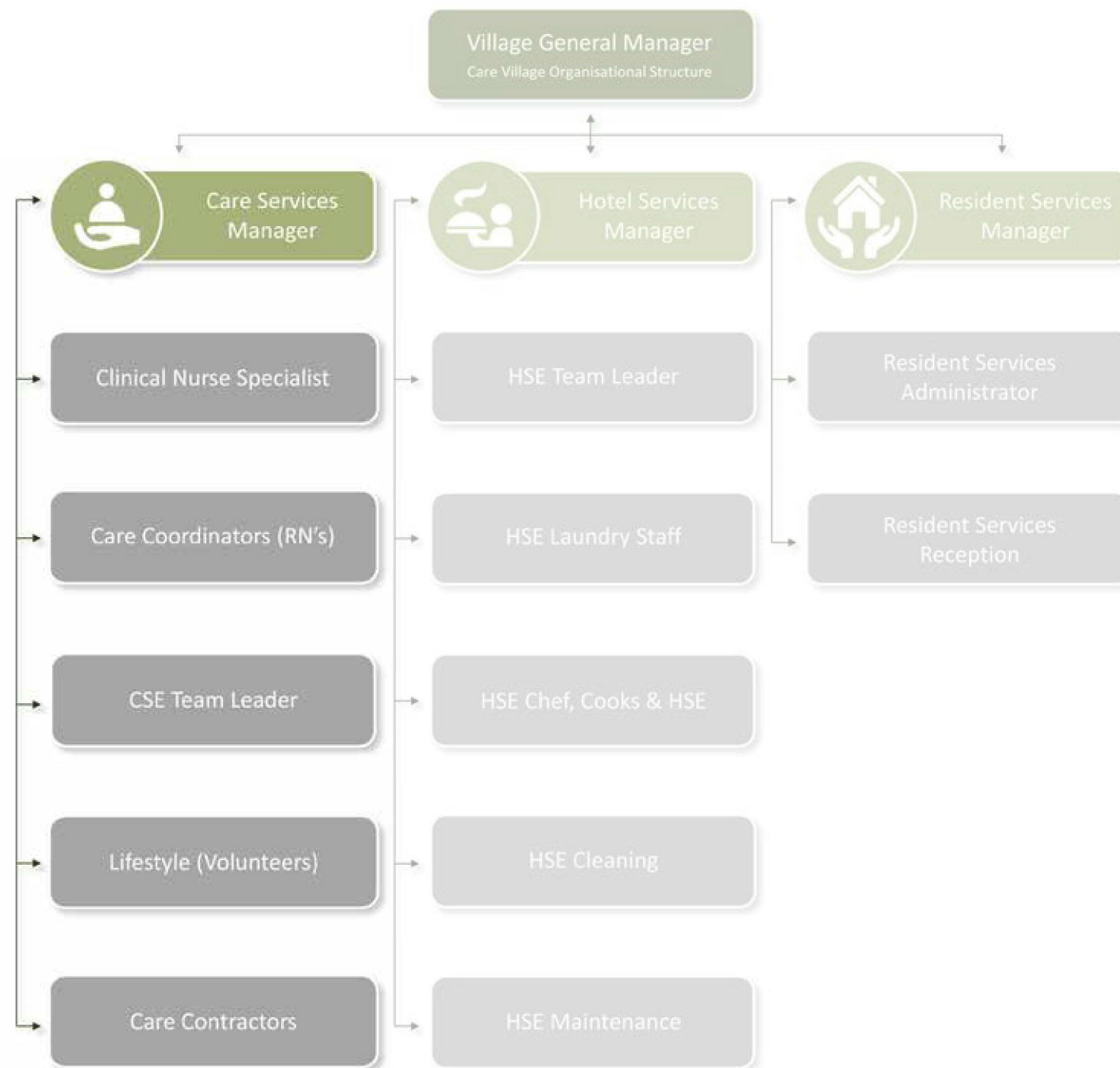
Figure 1

Organisational Structure



# Operating an Integrated Care Village

## 3.2 CARE AND LIFESTYLE



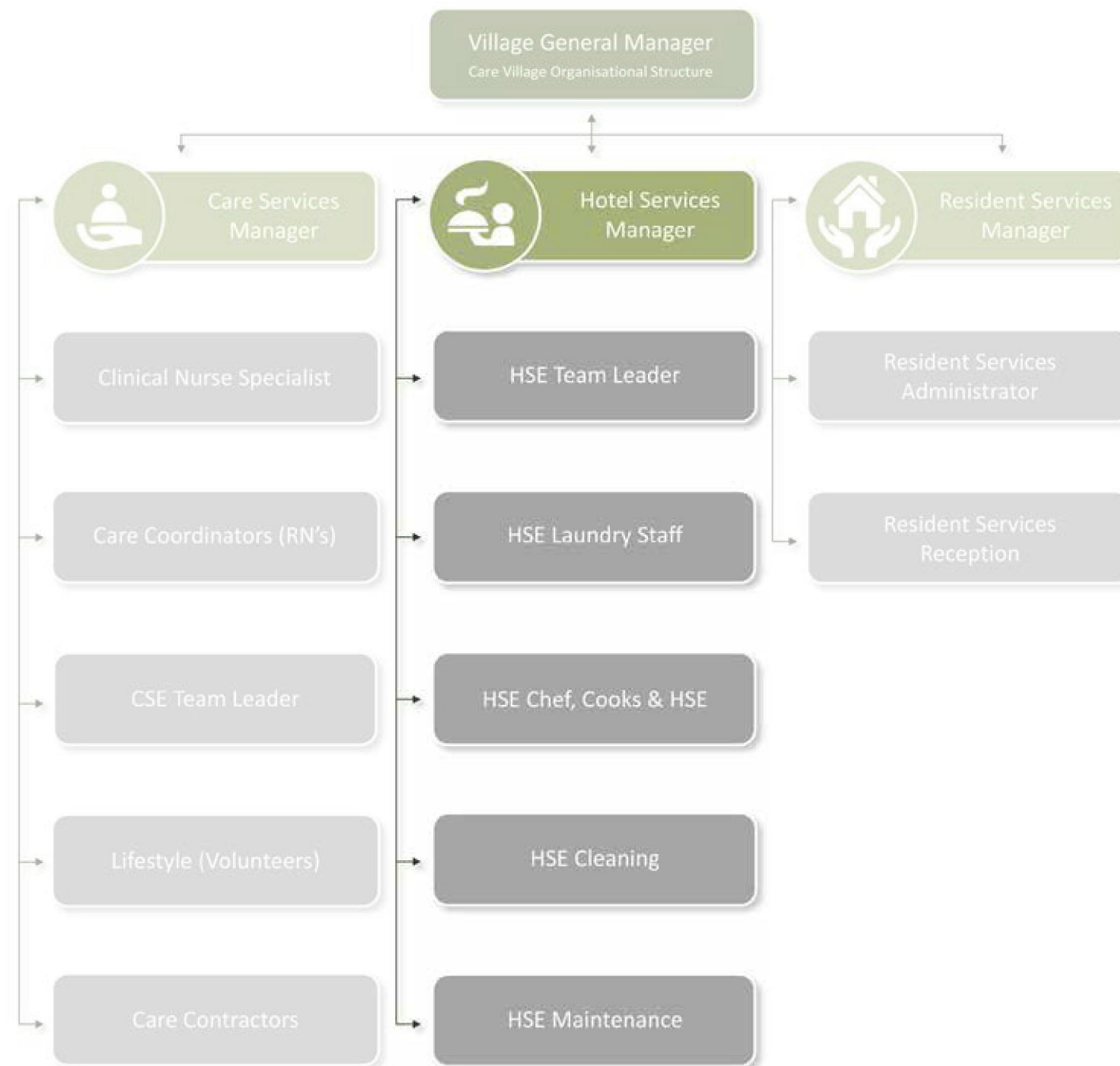
Organisational Structure

- The Care Services Manager oversees the largest number of employees, who are largely registered nurses and certified carers, and is responsible for maintaining compliance with aged care accreditation standards.
- Care staff work in collaboration with the residents, their families, doctors, geriatricians, allied health and other health professionals to maintain comprehensive care plans and oversee the associated clinical care.
- Registered nurses oversee all resident care planning, liaise with medical professionals, schedule daily work logs and assessments to be conducted by all care staff and manage specific nursing tasks such as wound and administering drugs of addiction.
- Care services staff undertake a broad range of care: activities of daily living such as showering, dressing, toileting, mobility assistance and feeding; charting and recording progress notes; conducting activities and games; medication and cleaning.
- A lifestyle and activities program is essential to the well-being, happiness and spiritual fulfilment of residents. Person centered care ensures resident lifestyle aspirations and choice are incorporated into all activity programs. Many activities are conducted at the Village in both dedicated aged care resident spaces and common areas. Residents participate in regular bus trips outside the Village.
- The lifestyle and activities staff manage an active volunteer program, with the majority of volunteers in the Aged Care home being from within the Village. Volunteers provide additional social interaction and support staff in conducting various activities including everyday activities such as reading and writing.



# Operating an Integrated Care Village

## 3.3 RESIDENT HOTEL SERVICES



Organisational Structure

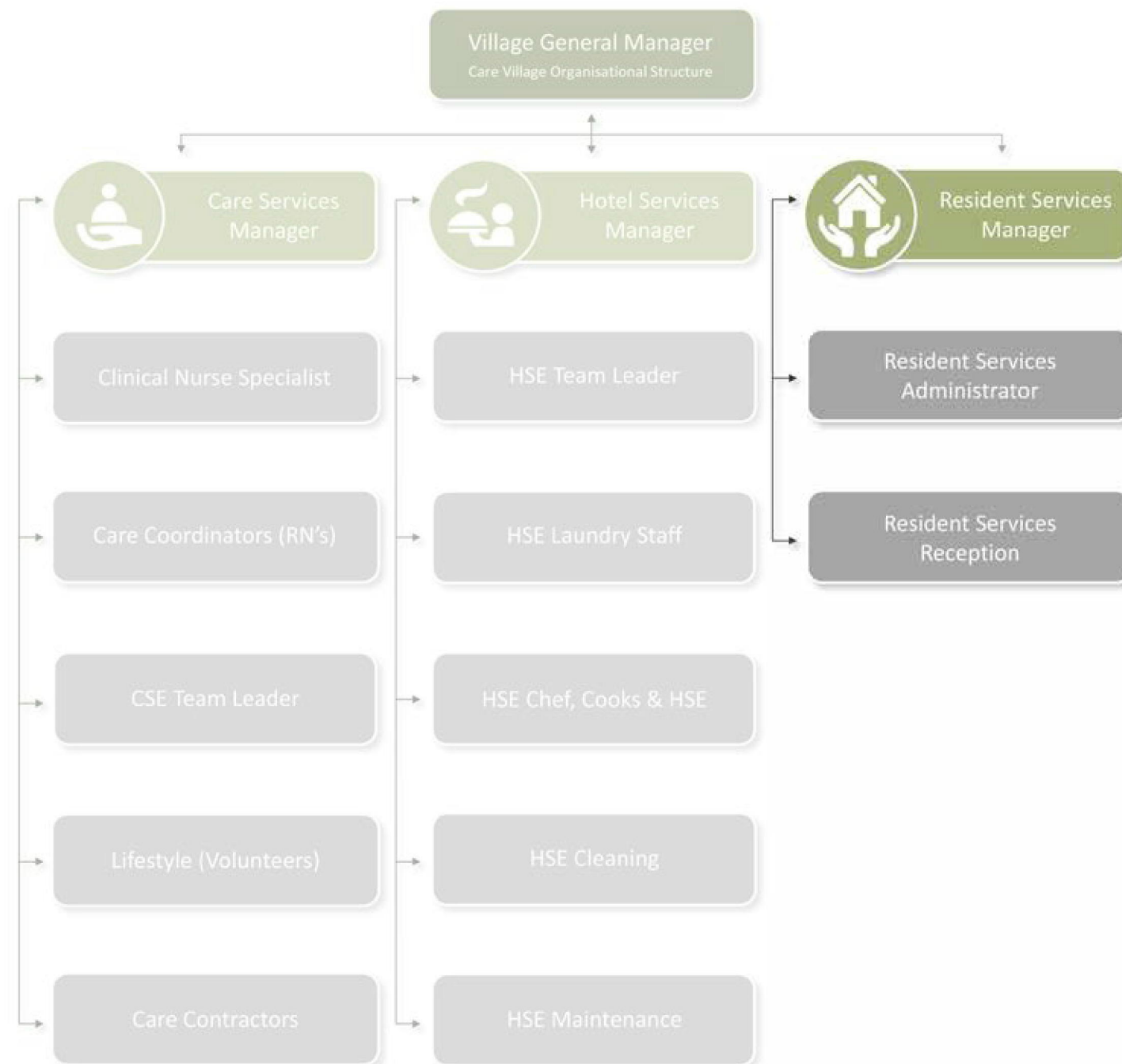
The majority of Resident Hotel Services staff provide services to all village and aged care residents including:

- Catering: daily home cooked meals to all aged care residents; daily morning tea for retirement village residents; monthly group, private and guests meals for all residents and their families. In home meals to support the independent retirement village residents;
- Cleaning: regular cleaning of the village and on request, cleaning of retirement village residents' apartments;
- Laundry: all aged care linen and personal clothing laundry and on request, laundry for retirement village residents
- Maintenance of the village including within each retirement village apartments; and
- Manage the external servicing of the village including the deliveries for food, laundry, care products and return collection.



# Operating an Integrated Care Village

## 3.4 RESIDENT SERVICES



Resident Services staff support both daily resident and family requests and coordinate the overall administration of the village including:

- Activities for retirement village residents;
- Booking and service requests; and
- Contract and billing matters and all administrative functions.

External contractors are often utilised for a variety of allied medical services and other tasks, including care services such as pharmacy, physiotherapy, podiatry and speech pathology, lifestyle activities including hairdressing, entertainers and the like, and specialist maintenance services such as air-conditioning.

The resident services manager is the 'face' of the village and is responsible for ensuring a vibrant and healthy community is established and maintained. At The Village Green Penrith, the resident services manager will also be responsible for coordinating parking, events, and other maintenance related matters.

Organisational Structure



# Operating an Integrated Care Village

## 3.5 STAFFING PROFILE



Experienced Kitchen Staff



Engaged Care Staff



Friendly Service



Professional Working Culture

Based on our experience and operation at St Brigid's Green we anticipate approximately 80 employees will be required for the Village operations, with an estimated 75% of employees being permanent (full time and part time) and the balance of casual employees. The peak number of staff at the village will be 17-20 between 8am and 3pm on weekdays.

With a broad variety of positions and responsibilities, Greengate's experience to date is that there no atypical staff profile, however a number of observations can be made, including:

- Majority of employees are shift workers, with many sharing night shift duties on a rotating basis;
- Most employees live within a 5 km radius or have easy access to public transport, to improve convenience associated with accessing the Village;
- Preference for public transport, particularly rail or high frequency bus routes; and
- Staff value Greengate's workplace benefits including a designer staff room, lockers, separate staff amenities, modern workplace equipment including resident lifting devices, laptops, tablets and online rostering and knowledge systems.

Greengate's vision of "Enriching Lives" is supported by its employees. The most recent resident survey evidenced high levels of satisfaction with Greengate employees, where 86% of respondents confirmed staff genuinely cared for the residents, were kind and supportive and sensitive to resident needs, treated residents as individuals and made residents feel safe and secure.