



# Australian Nursing Home Foundation



## Plan of Management

### Residential Care Facility

25, 25A and 27 Bushlands Avenue

Gordon



"Celebrating 35 years  
of vibrant community life"

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## **PART 1 - OVERVIEW**

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### **INTRODUCTION**

This Plan of Management (PoM) has been prepared by Evolution Planning, on behalf of the Australian Nursing Home Foundation (ANHF), to accompany a Development Application (DA), made under Part 4, s.78A of the NSW Environmental Planning and Assessment Act 1979, (the Act), for a new residential care facility located at 25, 25A and 27 Bushlands Avenue, Gordon.

The development involves the adaptive re-use of the existing heritage-listed dwelling at 25 Bushlands Avenue for administrative, enablement and leisure purposes and new residential buildings creating accommodation for 84 residents in a mix of single and double rooms and a variety of common recreational areas, services and facilities, including an in-house kitchen and laundry.

The document will be revised once details such as the contact information of key personnel and contractors is known or are changed over time. Such details will be known prior to the occupation of the nursing home and the PoM will be revised accordingly.

The purpose of the document is to outline the operations of the nursing home in a general sense and does not pertain to matters such as the specific clinical and medical care of residents; the Commonwealth accreditation of the nursing home; or, the qualifications and training of staff.

### **AUSTRALIAN NURSING HOME FOUNDATION**

ANHF is a community based not-for-profit organisation, specialized in providing culturally and linguistically diverse (CALD) aged care services. ANHF was established in 1980 to address the growing need for residential aged care for Australians of diverse cultural backgrounds. After 37 years, ANHF has become one of the largest providers in the country delivering a full of spectrum of residential and community aged care to Australians of Chinese and South East Asian backgrounds. It exists to support older people and the carers to live positively and according to their own priorities, choices and cultural traditions.

Over the last four decades, ANHF has acquired considerable experience in caring for older people within the Sydney region and now provides a full range of high-quality aged care services, ranging from high to low care and including specialised dementia care. ANHF operates 3 nursing homes, 6 seniors wellness centres, 3 community housing estates and Commonwealth home support services in 5 metropolitan regions

Currently the three residential aged care facilities in Sydney are located in Earlwood, Burwood, and Hurstville. These are fully-accredited residential Aged Care homes with a highly qualified and competent team of executives and managers with considerable experience in managing residential and community services and appropriate knowledge and clinical skills to achieve the highest quality in our care practices.



Their Management Team has actively participated in conferences both at national and international level to share and lead on a range of aged care issues and best practices in this field.

## **ANHF - MISSION STATEMENT AND VALUES**

### *Our mission*

*To be the model provider for high quality and culturally competent aged care.*

### *Our values*

*Integrity, care and compassion, professionalism, respect, equity, rights, innovation and stewardship.*

### *Our purpose*

*We support older people from Chinese, South-East Asian and other culturally and linguistically diverse communities in Australia to live positively and according to their own priorities, choices and cultural traditions.*

### *Our philosophy*

*Our ethical, non-profit services provide older people with choices for active ageing in their homes and localities, and in our warm, supportive communities where they can be happy, independent, receive professional care, contribute and find social connection.*

### *Our customer service*

*People will choose ANHF because we provide high quality, culturally appropriate care and support independence, informed decision-making and advance planning — all vital to an ageing person's sense of integrity and wellbeing.*

## **THE GORDON NURSING HOME**

The development involves the use of the land as a residential care facility involving the consolidation of three existing residential lots at 25, 25A and 27 Bushlands Avenue, Gordon; the demolition of all structures except for the dwelling at 25 Bushlands Avenue which is to be adaptively re-used; and, the development of a new Residential Care Facility to include accommodation for 84 residents in a mix of single and double rooms.

The delivery of proposed care will be based on a high care model, where each care recipient is able to enter the service at the level appropriate to their care needs and remain with the service as their care needs increase. Bilingual Care staff will contribute to a congenial home like environment where elders are honored and respected. Fifty per cent of the bed places will be allocated to concessional, supported,



assisted or low-means residents.

25 Bushlands Avenue is to be retained and adaptively re-used and incorporated into the facility. It is to be used for staff and administration purposes with resident activity rooms for enablement and reminiscence activities at ground level.

Thirty one (31) car parking spaces, including 3 accessible spaces, are proposed within a basement level accessible via a dual direction driveway in proximity to the western boundary. Provision is also made for a loading bay which will also be available for the waste collection vehicle; an ambulance bay; and designated space for the community bus.

ANHF promote independence within the limits of the residents' condition by encouraging residents to exercise their choice and capacities by participating in a range of activities. To do so the proposal includes a variety of shared facilities and communal spaces, including internal lounges, a gym, a theatre, activity rooms, dining areas and outdoor passive recreation areas, as well as organised group outings.

The following is a list of the range of activities and services which will be available within the nursing home, noting that the actual service provider may change over time.

### ***Shops***

- Community shop – the shop will stock items which would reasonably be required by the residents. Stock may include day-to-day items such as toiletries (other than those provided by ANHF); confectionary and snacks; writing materials and postage stamps; and, books, magazines and newspapers, (other than those provided by ANHF). Items could be ordered based on any on-going demand;
- Hair and Beauty Salon – the salon will stock basic beauty products such as make-up, skin cleansers and moisturisers, shampoos and conditioners;
- Café – Whilst residents will be fully catered for in terms of meals, the café will also stock items such as biscuits and snacks for purchase.

### ***Bank and Financial Services Providers***

- Banking Products – PayWay; Mobile EFTPOS and standalone EFTPOS;
- Banking Services – Banking services may be provided to the site either by visitations by mobile bankers or through digital services;
- Aged Care Advice; Aged Care Options; Aged Care Support; Financial Advice; Property Management; Pension Advise;
- Digital Transaction Solutions.



### ***Other retail and commercial services***

The following retail and commercial services are to be provided on-site:

- Newspapers and magazines;
- Postal services;
- Telephone and internet;
- Laundry;
- Legal services;
- Chemist – some non-prescription items usually available at chemists may be on offer in the community shop, such as non-medicinal items like mouth wash or lozenges, for example. Non-prescription medicinal items, such as Panadol, will be handled by nursing staff. Prescriptions will be given to a visiting pharmacist, John Lieu B.Pharm MPS (PHA0001046650) of North Strathfield Pharmacy, or will be taken to a chemist outside of the site by staff who will return with the medicines or the chemist will deliver medicines on an on-going basis. It should be noted that many prescriptions will be repeats and may routinely be ordered and filled;
- Online shopping – residents will have access to the internet and may utilise online shopping services and have items delivered to the site;
- Funeral services – Galaxy Funerals are happy to discuss and make any such arrangements with residents and their families;
- Tailoring and Alterations – Smart Fit are happy to visit residents to measure them for clothes or alter clothes.

### ***Community services and recreational facilities***

- A 21-seater community bus for resident outings;
- Worship meetings and activities – Christian Praise and Workshop service; Australian Love and Kindness Association (Buddhism); Evangelical Free Church of Australia;
- Library;
- Theatre;
- Gymnasium;
- Arts and Crafts Tutorials;
- Entertainment – Chinese Leisure Learning Centre; Chinese Opera;
- Tai Chi;
- Yoga;
- Gardening;
- High quality landscaped areas for passive relaxation and walking;



- Liaison with government agencies such as Centrelink or Council are usually handled by family members where it is usual practice for residents to appoint a power of attorney and enduring guardian to deal with various aspects of their care and needs.

### ***The practice of a general medical practitioner***

In addition to the practice of a general medical practitioner, provided via visits by a doctor and/or other specialists, the following health services are to be provided on-site:

- Geriatricians;
- Dieticians;
- Occupational Therapist/Rehabilitation counsellor;
- Optometrists;
- Pharmacist;
- Podiatrist;
- Registered Music Therapist;
- Dentist.

### ***Staff***

Staffing levels will be similar to that adopted in our other facilities with overall day-to-day responsibility being assigned to the Care Manager. The home will have 24/7 registered nurse coverage. Experienced staff will be transferred to the new facility to ensure that the system and processes are congruent with ANHF's current organisational philosophy and quality of care principles.

The peak nursing staff shift will commence between 7am -9am where the number of staff will be 20. Together with administrative staff and other support workers the maximum number of staff on-site at any one time will be in the order of 25. The main morning shift will end and the afternoon/evening nursing shift will end/begin in the early afternoon.

### **DOCUMENT STAKEHOLDERS**

ANHF HEAD OFFICE  
60 Weldon Street  
Burwood  
NSW 2134

Tel: (02) 8741 0218  
Fax: (02) 9747 1637  
Email: [info@anhf.org.au](mailto:info@anhf.org.au)





GORDON NURSING HOME  
25 Bushlands Avenue  
Gordon NSW 2072

Tel: TBC  
Fax: TBC  
Email: TBC

Facility Don and Care Manager TBC



## PART 2 - BUILDING CONTACTS

### IMPORTANT NUMBERS

#### Emergency

- All “medical” emergencies call 000.
- For Police and Fire related emergencies call 000.

#### Building Services

- For building, mechanical, or utility emergencies call TBC on TBC
- Building Service Requests - To administration. Refer to 2.03 below.

### FACILITY MANAGEMENT CONTACTS

Key executive, care and building management contacts are provided below:

Name	Position	Phone Number
TBC	Director of Nursing	TBC
TBC	Care Manager	TBC
TBC	Building Property Manager	TBC
TBC	Administration	TBC

### SERVICE AGREEMENTS

Service agreements with a range of external providers and service suppliers are established at corporate level and are reviewed regularly. External suppliers of goods and services are required to provide evidence of their insurance, workplace health and safety obligations, license or business registration details and criminal history certificate as required. Contractors sign a register when working at the home. All work performed is monitored for quality and effectiveness of service through inspection, audits and feedback.

The following agreements for external service and maintenance providers are in place:

Waste and recyclable collection: Transpacific trading as Cleanaway



Air-conditioning maintenance: Mantech Industries Pty Ltd

Kitchen and laundry ventilation/exhaust maintenance: Lotus Filters

Landscaping and vegetation management: Wesley Property Maintenance

Grease trap servicing: Transpacific trading as Cleanaway

House-keeping/cleaning services: Guardian Health Support Services

Essential services/Annual Fire Safety Certification: Extreme Fire Services



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## **PART 3 - PARKING, DELIVERIES, WASTE COLLECTION AND TRANSPORTATION**

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### **PARKING**

All parking (staff, visitors and residents), deliveries, emergency vehicle drop-offs and pick-ups and waste collection is to occur at basement level.

Twenty-eight (28) car spaces are provided at basement level, three (3) of which are designed for disabled access. Additional spaces are also provided for the community bus; a loading bay; and an ambulance bay. The 28 car parking spaces are not designated for any particular users. It is anticipated that they will be used entirely by staff and visitors as residents are unlikely to have cars. Given the shuttle bus will be running between Gordon station and the facility on a regular basis, most of the care workers and visitors will use public transport in the day time.

- The three (3) spaces designed for disabled access are to be identified as such and will be located in close proximity to the lift to allow for safe and convenient access.
- The ambulance bay is located with convenient access to the lift and holding room
- The community bus space is located with convenient access to the lift.

The basement area is secured by a roller door at the entry which is open during day time. When secured staff will gain access by a card entry system. Visitors and contractors will gain access by intercom after-hours.

### **RESIDENT PICK UP / DROP OFF**

Due to the necessity for residents to be accompanied and assisted in being dropped off or picked up, relatives or friends picking up or dropping off residents will park their vehicle in the basement and go to the accommodation area to collect them and escort them back to the car and likewise when dropping a resident off after an outing.

### **COMMUNITY BUS**

A 21-seater community bus will be available to residents, staff and visitors to the nursing home. The bus will run between Gordon Train Station and the nursing home as a free shuttle service.

The shuttle bus will start operating from 0645 on an hourly basis up to 2300, except between the hours of 1430 -1600 when the frequency of the bus will be half hourly when the main shift changes occur. The shuttle bus is available for staff, visitors to residents and visiting service providers.



**Residents**

Group outings will be scheduled and details of outings will be available on the community notice board. Residents who are capable of participation in any such activities will be encouraged to do so by their care assistants.

ANHF owns a number a community buses used at other facilities. When a group outing is scheduled at the Gordon Home, in order to maintain the shuttle service between the facility and the train station, another bus from the ANHF fleet of buses will be utilised.

A bus will also be available to residents for individual trips where a service or facility is unavailable within the facility and they will be accompanied by staff accordingly.

**LOADING DOCK – DELIVERIES, WASTE STORAGE AND COLLECTION**

A loading dock is provided at basement level in proximity to the waste storage area and kitchen.

The loading dock is to be used for general deliveries and waste collection.

All waste and recycling bins associated with the premises are to be stored within the designated internal waste storage area at the basement level. At all times, the storage of waste, collection of waste, and loading and unloading of waste collection vehicles in connection with the use of the premises shall be conducted wholly within the basement.

Waste collection may only occur between the hours of 8am-6pm Monday to Friday.

General deliveries may only occur between the hours of 8am-6pm Monday to Friday.



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## **PART 4 - SAFETY AND SECURITY**

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### **GENERAL BUILDING ACCESS AND SECURITY**

ANHF has a duty of care to residents to ensure their safety and to give peace of mind to their relatives and friends. The nursing home is therefore a secured facility restricting access and egress to and from the home.

Residents will not be permitted to leave the home unaccompanied. Residents will be accompanied on any outings by either staff or by designated friends and/or relatives. External trips by residents being accompanied by relatives and/or friends must first be authorized and logged.

To enhance the security capability of the building and grounds generally, a range of practices and devices will be adopted including: CCTV; electronic key pads; fencing; and, administrative procedures.

The building and grounds will be primarily accessed/egressed at two points: the front main entry and the basement via a lift. Whilst not designated as formal access points further access and egress points exist along the external spaces between the building and the side boundaries and internal courtyards. These are secured and would only be used in the case of emergency.

All visitors to the home will be required to log in and log out at reception.

#### ***Front Entrance Lobby***

The front entrance will be secured at all times. Staff will gain access by an electronic key pad. Visitors will gain access by intercom/video device. The main reception desk will have good surveillance of the main entry point. A CCTV device will be fitted at the front entry.

#### ***Basement/Lifts***

The basement roller door entry will be open during the day and secured at night. Staff, using the basement, will gain access by an electronic key pad outside day hours. Visitors outside day hours will gain access by an intercom/video device. A CCTV device will be fitted externally at the roller door and within the basement in proximity of the lifts and the loading area.

The lift lobby entrance at the basement is installed with a security lock pad operated by passwords, the same as the entrance of the facility. All dementia residents will wear wanderer watch/ sensor / pin on their clothes which are linked to the nurse call system. The nurse call will be triggered when the resident with this device leaves the facility security area. The nurse call annunciator will indicate the location of the resident where the alarm is triggered.



**Stairwells**

Doors leading to and from fire stairs will be fitted with electronic key pads which will be automatically disabled during an emergency.

**Roof**

Roof access will be available to authorized contractors and supervisory staff, if necessary.

**Outdoor Areas**

Outdoor spaces used by the residents are either located at the rear of the grounds or within courtyards between the building wings.

To restrict egress by residents to the front part of the site the courtyards between the building wings and the areas between the sides of the buildings and side boundaries will be secured by fencing and gates fitted with electronic key pads which will be disabled during emergencies. These gates are not intended to be used as primary points of access or egress.

**BADGES**

Staff will be required to wear their ANHF ID badge at all times.

Service providers and contractors may obtain visitor badges at the reception.

**CONTRACTORS / VISITORS**

Contractors and visitors will log in and out at reception and will be given a visitor's ID badge which must be worn at all times while on site. New contractors will also be subject to an orientation and induction process.



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## **PART 5 - EMERGENCIES**

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### **FIRE ALARMS**

Smoke detection alarms and fire-sprinkler systems will be inspected annually as part of the issue of an Annual Fire Safety Certificate, a document which will be available at the main administration area for related contractors.

### **GENERAL FIRE ALARM RESPONSE AND EVACUATION PLAN**

Emergency Plans are required for Residential Aged Care Facilities under the Aged Care Act 1997 and Care Principles 2014. ANHF have a responsibility to have in place emergency risk management plans and be prepared for emergencies. The Australian Aged Care Quality Agency's Accreditation Standard 4, expected outcome 4.6: Fire, security and other emergencies requires that approved Aged Care providers are to have emergency plans and protocols in place to protect the health, safety and wellbeing of residents, staff and visitors.

[TBC] [An Emergency Response Plan (ERP) will be prepared prior to the occupation of the building in accordance with the legislation and Government guidelines and will include details such as staff responsibilities and training; marshalling areas; fire wardens; and, evacuation maps. The ERP will be referenced in the final PoM.]





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## **PART 6 - OPERATIONS AND MAINTENANCE**

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### **FOOD / DINING SERVICES**

The food preparation area shall be constructed and maintained to accord with the requirements of the Food Act 2003, Food Standards Code; Food Premises and Equipment and Australian Standard 4674-2004; Design, Construction and Fit-out of Food Premises.

The kitchen area will be restricted to staff only.

All meals will be provided to residents who will be served in communal dining areas or in their rooms. Menus will be reviewed by nutritionists for appropriateness and will be created to address the cultural and ethnic preference of the residents.

### **HOUSEKEEPING**

A regular cleaning program will be put in place for cleaning according to care recipients' needs and weekly cleaning in accordance with a scheduled program.

Colour coding will be adhered to regarding cleaning particular areas and the utensils used.

Training and information on cleaning such as chemicals and infection control practices will be provided to staff. Chemicals will be used in accordance with Safety Data Sheets (SDS). SDSs' are displayed where chemicals are located in cleaner's areas and a designated chemical room.

### **POSTAL SERVICES**

Corporate postal services will be located in the administrative building at 25 Bushlands Avenue.

Postal services for residents will be provided on an individual basis. Stamps and stationary will be available in the community shop.

### **LAUNDRY SERVICES**

All laundry is done in house. Systems will be implemented for the collection, transport, delivery and distribution of laundry. Infection control practices will be adopted when collecting laundry including procedures for the management of contaminated linen.

Residents will have their personnel items labelled.

A bulk store for laundry items is provided at basement level.

Laundry ventilation systems will be maintained in accordance with the manufacturers specifications.



## **WASTE AND RECYCLING**

Operational Waste Management shall be carried out generally in accordance with the Waste Management Plan for the facility, prepared by Bruce Smith JP FCSI, Registered Foodservice Consultant #703546, Sept 2015.

We say “generally in accordance with the Waste Management Plan” because the document was prepared on the basis of a facility with 99 beds rather than the current scheme with 84 beds. The recommendations of the Plan remain valid and relevant to the subject development.

## **HERITAGE CONSERVATION**

Any maintenance work to the heritage-listed administration building and its gardens will be conducted in accordance with the Conservation Plan of Management, prepared by CCG Architects, dated October 2015 (Rev. B).

## **BIODIVERSITY CONSERVATION AND LANDSCAPING**

Any landscaping maintenance work or work related to the conservation of the biodiversity value of the land will be conducted in accordance with the Consent and the approved Vegetation Management Plan, prepared by Travers Bushfire and Ecology and the approved Landscaping Plan, prepared by Site Image.

## **STAFF CONDUCT**

Visiting families and friends will be encouraged to park their cars in the basement parking level. The Shuttle Bus timetable will be posted on the notice board at the front entrance and paper copies of the timetable will be available at the front desk for collection.

Staff are advised NOT to park off street and to respect the neighbouring property owners by entering and leaving the site without undue noise or disturbance.

### ***Smoking, Alcohol & Drugs***

ANHF complies with The Smoke Free Environment Act 2000 introduced by the NSW Government on Wednesday 6 September 2000. Smoking inside the nursing home or in its grounds is prohibited.

Reporting for work under the influence of alcohol and/or drugs is strictly forbidden. No staff shall consume or be in possession of alcohol or drugs for personal use during work time. This is considered to be an act of misconduct for which the staff will be instantly dismissed.



## COMPLAINTS

Care recipients and/or their advocates are encouraged to maintain open communication with the staff of the facility. If the complaints are unable to be resolved internally, care recipients and/or their advocates may contact the Aged Care Complaints Commissioner 1800 550 552. All complaints will be dealt with promptly.

Elements of the complaints procedures include:

- Information about complaints being available in the Resident Hand Book provided on admission;
- Information displayed around home;
- Residents & Carers Forum held every month providing forum for discussion and to show how matters previously raised have been actioned;
- Feedback forms will be provided in the main foyer for use by care recipients/relatives/staff;
- Confidential complaints or suggestions actioned and managed by Director of Nursing;
- The provision of information regarding external advocacy bodies such as The Aged Rights Service (TARS) and Charter of Care recipients' Rights and responsibilities, details of which will be available in the Residents Handbook as well as being explained to care recipients and families on admission.

Any complaints received from neighbours or other external bodies with we be dealt with promptly and be thoroughly investigated and responses given to the individual as to what, if any, ameliorative action was required.



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## **PART 7 - REGULATORY COMPLIANCE**

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### **DEVELOPMENT CONSENT**

The nursing home will operate in accordance with the Development Consent for the facility, (DA0418/15), issued by the Sydney North Planning Panel on [TBC]

### **REGULATIONS**

The board and senior management provides oversight of all governance, regulatory compliance and legislative requirements.

Updates on any changes to regulations are provided through: Bulletins & Updates from Aged and Community Services Association NSW & ACT (ACSA); Australian Aged Care Quality Agency (AACQA)- Quality Standard; Bulletins & Updates from Department of Social Services - Information for Aged Care Providers Newsletter; attendance at specific user group and meetings and education sessions; attendance at conferences and industry specific programs and reference groups; and subscription to an external regulatory updating services including: ANSTAT – the NSW Aged Care Legislation Services.

These regulations are then communicated through: Australian Nursing Home Foundation's policies, procedure, work instructions and work flow resources available for access by all staff members. Information on regulatory compliance is also provided to staff, care recipients and family through staff meetings, in the staff and Resident Handbook and through notices and memorandums. Staff education incorporates information in relation to regulatory compliance.

Regulatory compliance is monitored through the continuous improvement system, external contractor agreements, surveys and external industry specific reviews and audits.



**DOCUMENT REVISION HISTORY**

Issue	Date	Revision Description	Revision
	22/3/17	Initial Draft for Client Review	TR
Rev. 1	23/5/17	Final Draft for Client Review	TR
Rev. 2	25/5/17	Final Plan for Council DA submission	TR
Rev. 3			
Rev. 4			
Rev. 5			

**END OF DOCUMENT**