



An Enhanced Vision for Greenwich Hospital

IPC Meeting
October 2020

About HammondCare

We are an independent Christian charity, with a proud history of providing quality care and supporting people in need for more than 85 years.

Our mission is to serve people with complex health or aged care needs regardless of their circumstances.

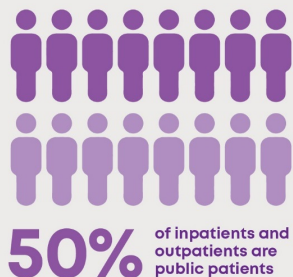
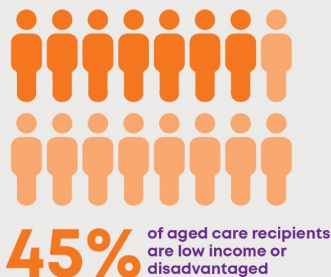
HammondCare is pursuing a long-term vision for Greenwich Health Campus as an integrated facility for seniors and others with complex health needs in line with our mission.

The vision will upgrade the infrastructure to contemporary health standards which is critical to ensure the long term viability of the hospital.



What we do

- Deliver sub-acute hospital care, residential care, and community services across NSW, QLD, ACT and Victoria, and Dementia Support Australia nation wide.
- An affiliated health organisation under the Health Services Act 1997, meaning we are recognised as **part of the public health system**.
- In 2019 we delivered a social dividend of **\$26 million**.
- Committed to **supporting people of low or no financial means** as part of our mission



Our Vision

To transform Greenwich Hospital from a dated, 1960's facility into an integrated, contemporary healthcare campus providing specialised care services

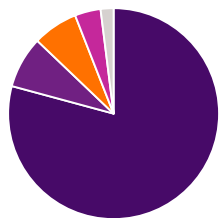
Care services to be provided:

- ✓ palliative care,
 - ✓ older persons mental health
 - ✓ rehabilitation
 - ✓ residential aged care
 - ✓ serviced seniors living
 - ✓ GP & outpatient Clinics
 - ✓ 24/7 onsite care
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- No comparable integrated health campus in the LHD
 - Inclusion of Serviced Seniors Living with care into the home is integral to address demand as well as to capital fund the proposal



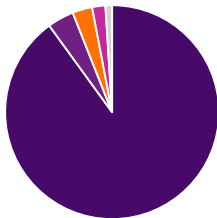
Serving the Local Community

HammondCare is a significant provider of public health services locally



80%

of inpatients were from the NSLHD Public Hospitals



90%

of inpatients live on the Lower North Shore

Greenwich Hospital

Subacute Inpatients



2,910

inpatient admissions



27,807

inpatient bed days

Outpatients



31,464

outpatient occasions of care

Home Care



2,492

Community visits

In the Northern Sydney Local Health District, Greenwich Hospital is the only major provider of:

- Specialist mental health services for older persons
- Specialist palliative inpatients care
- Community palliative care
- World-leading specialised Dementia Centre

Changing needs

People are living longer and the need for complex aged health services is increasing.

The provision of healthcare is also changing:

- Preferences for shorter hospital stays
- More treatments in the home
- Opportunities to 'age in place' or live in communities with access to specialised health services.

With changes in the way patients are now managed, and the improvements of a new campus, the redevelopment may effectively lead to **a tripling or quadrupling of patients given care** over time.

Northern Sydney Local Health District

Population 853,162* (11.8% of NSW)



* from 2011 census



200%

increase in residents
over 80 by 2036



1/3

of available acute beds
occupied by patients over 70

Health care trends:

- Higher prevalence of chronic disease
- Prolonged duration of illness
- Complex co-morbidities
- More than half of people aged 76 and over have five or more chronic health conditions

What care is proposed?

Expansion of existing services:

- ✓ Inpatient hospital services
 - Specialist mental health care
 - Palliative and supportive care
 - Rehabilitation
- ✓ Outpatient care & clinics
- ✓ HammondCare at home (in-home care for seniors)
- ✓ Research and Education
- ✓ The Dementia Centre
- ✓ The Centre for Positive Ageing

Additional Services:

- + Residential Aged Care and specialised support services for people living with dementia, palliative care and terminal/end of life care
- + Serviced seniors living – with 24/7 onsite support including rehabilitation, life limiting illness, and living with dementia



8,068 out of every 100,000 Northern Sydney hospital admissions for people over 65 were deemed to be potentially preventable.

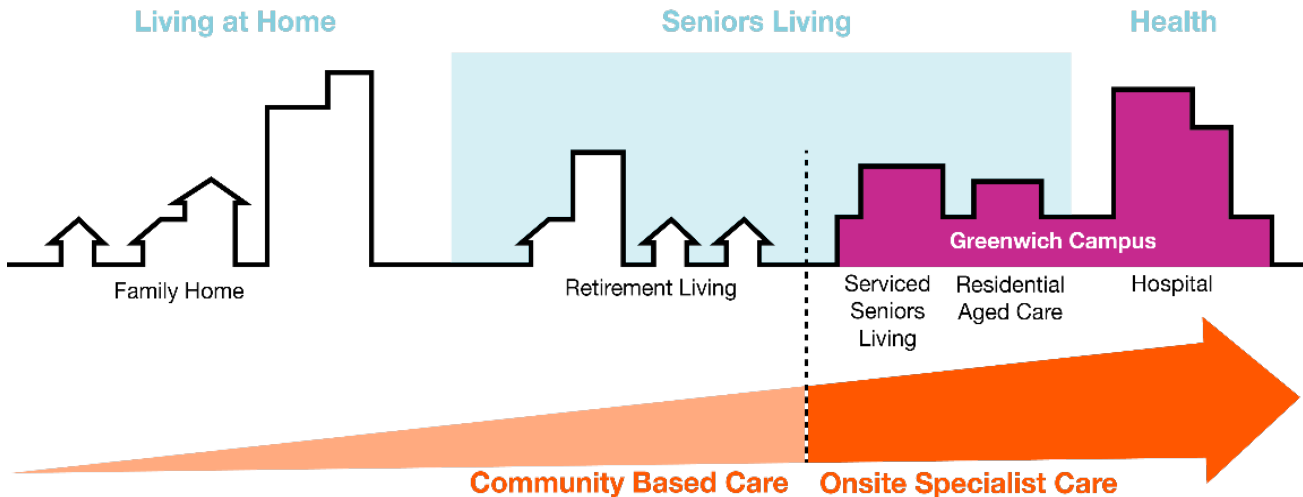
Integrated models of care can reduce potentially preventable hospital admissions (PPH)

What is the Seniors Living?

- Accommodation with access to 24/7 personal & health care
- Provided on a licensed basis
- Stays may be short or long term with flexibility and pathways to Residential care

Key points:

- ✓ Title remains with HammondCare
- ✓ Residents likely to be 75+ with chronic health needs
- ✓ Provides integrated model of preventative and restorative care e.g. to be offered by Calvary Health in Victoria
- ✓ Aligned with Royal Commission into Aged Care Preliminary report and calls for seniors to have improved access to health services



Why Seniors Living is required on the site



Escalating need for specialised care

Reducing seniors living on the campus would limit the health care options available to the community and deprive them of specialised health care services. Fills the gap between Home Care & Residential Aged Care. Responds to Preliminary report, Royal Commission Aged Care



No public capital funding

There is no public funding for capital improvements on Schedule 3 hospitals. The incorporation of Seniors living subsidises replacement of the hospital services infrastructure by raising capital.



Expansion of services to remain sustainable

Hospitals have minimum operational requirements to be financially viable. Additional complementary services such the seniors living components will make hospital operations sustainable



Critical mass

GFA is required to ensure critical mass for a sustainable health care campus



Physically and operationally integrated

Seniors living is not physically or functionally independent from the Hospital. Integrated podium. Seniors living cannot function without hospital (and vice versa)



Amended proposal includes concessions

Seniors living GFA has already been reduced by almost 10% from original scheme

The Financial Importance of the Seniors Living

The Serviced Seniors Living is essential to the proposal.

It provides the required capital to:

- upgrade the hospital to current health standards
- grow health services to meet emerging demand
- and ultimately, ensure the long-term retention of health services on the site.

Serviced seniors Living is the primary funding source for the health infrastructure



Community Consultation

In addition to providing 1:1 engagement & site visits, we have undertaken extensive public consultation

2 Community Drop in events at Pallister House

3 Meetings with Lane Cove Council

5 Newsletters to over 1800 local residents

5 Media Releases – with ongoing coverage in North Shore Times The Village Observer In The Cove

#AskGreenwich

11 Project page on hammond.com.au with email & telephone & in person response to enquiries



Planning & SEARS

- Aug 17 Request for SEARs lodged
- Engagement with local MP's, Lane Cove Council and stakeholders
- Community notification and drop in event at Pallister
- Nov 17 SEARs issued

EIS & Exhibition

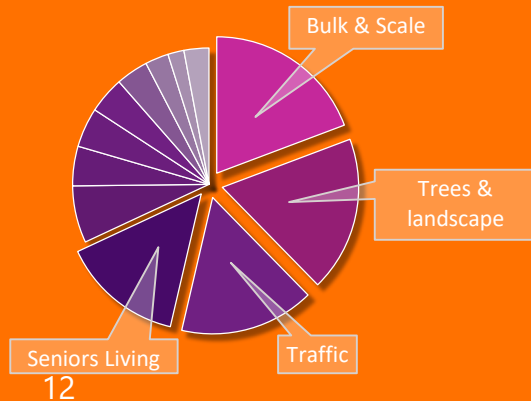
- Mar 18 Draft EIS lodged
- Dec 18 EIS amended in accordance with DPIE feedback
- Resident newsletters; 1:1 response to enquiries
- Jan 19 EIS lodged
- EIS public exhibition, submissions via DPIE

Response to Submissions

- 1:1 engagement with key community groups, neighbours and stakeholders (inc. Council & Government Agencies)
- Project page at www.hammond.com.au
- Updates via letterbox drop and media releases
- Drop in event at Pallister House

Community Feedback

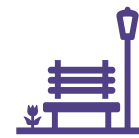
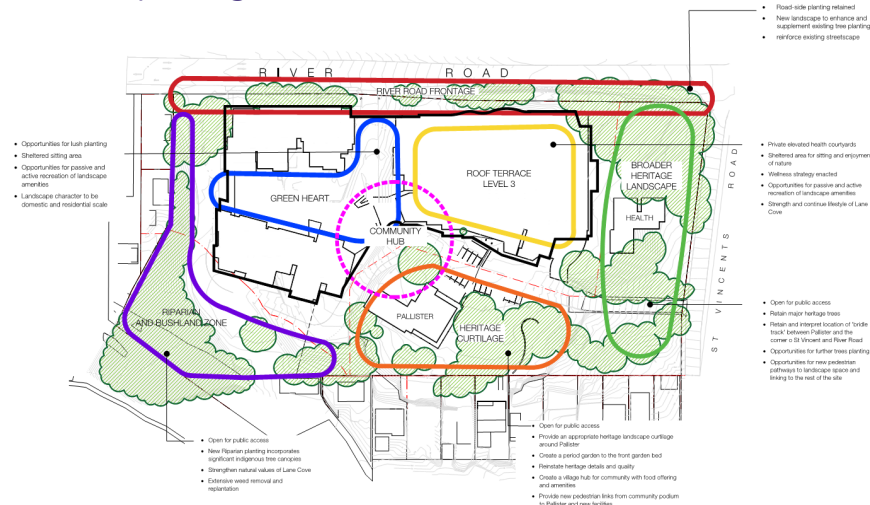
1. Bulk and Scale
2. Trees
3. Traffic
4. Seniors Living



We Listened...

Our amended proposal

- Reduction of bulk and scale
- Increased tree canopy
- Reinstatement of the heritage landscape for Pallister House curtilage
- Increased landscape open space with improved pedestrian access & linkages
- Prioritisation of health services in construction phasing



60%
of the site is
landscaped



40%
of the site is
deep soil



>212
trees to be
retained



60
trees to be
planted

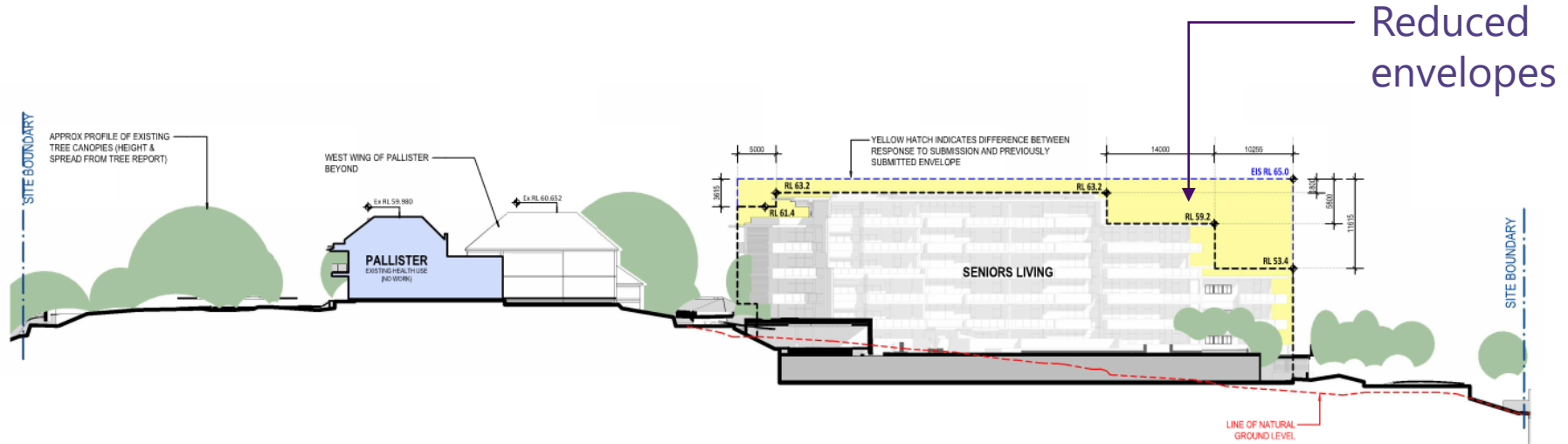
Key Modifications to the Concept Proposal

Changes made as part of the response to submissions:



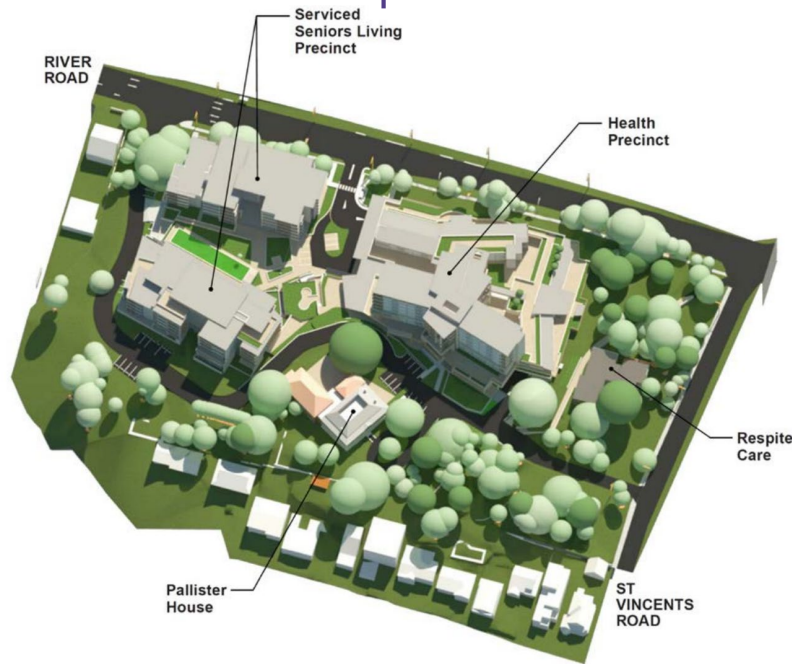
Reduced Bulk and Scale – Cross Section

Changes made as part of the response to submissions:



Key Benefits of the Proposed Concept

✓ Public health benefit	Upgraded Sch 3 Public Hospital at no cost to NSW Government. Reduces burden on existing Public Hospital acute system by quality preventative and restorative care
✓ Additional specialised care	Creates a sustainable continuum of care by the provision of additional integrated health services
✓ A sustainable campus	Campus will be aligned with contemporary care delivery and become operationally sustainable
✓ Meeting the growing demand	Delivers growth to service current and future need of northern Sydney's aging population. Options to keep seniors in their neighbourhood.
✓ Physical and operational integration	Integrated specialist health care not provided elsewhere in the lower north shore
✓ Landscape & Heritage enhancement	Views to Pallister reinstated, Pallister House's curtilage restored, and quality landscaped grounds created
✓ Employment	174 FTE Operational jobs



In Conclusion

The proposal will meet the growing community demand in Northern Sydney Local Health District for specialist care services, in particular for seniors and people with complex health needs, and with choice of access

The planning controls allow for the proposed development, and the proposal is capable of satisfying all relevant legislation

A comprehensive masterplanning process has minimised the potential environmental impacts

The impacts on the character of the area are appropriate

