

HKH REDEVELOPMENT STAFFING PROFILE - HSU

Timing: Commissioning in first half of 2021 for majority of services, some later in 2021.

Overview of Stage 2 Redevelopment Moves

This paper outlines the changes resulting from the Stage 2 redevelopment and the additional resources required to deliver on our new Models of Care. To support new Models of Care our patient services are being restructured to better align resources with patient needs through creation of specialised units of Cardio Respiratory & Coronary Care, Dementia & Delirium and Stroke & Neurology services within our Medical wards, along with our established Rehabilitation speciality.

The current two medical wards (Lumby 1 & 2) will reduce in size and be spread across three wards, increasing bed numbers overall. The rehabilitation unit will increase bed numbers from 18 to 28 but reduce to one ward. The spread of patients will support specialisation and creation of sub specialties where specific skills, knowledge and experience will be developed and enhanced.

Cardio Respiratory & Coronary Care Unit – 2D

The new **Cardio Respiratory & Coronary Care Unit (CCU)** (2D) for Hornsby Ku-ring-gai Hospital (HKH) is due to open on 26 April 2021.

Hornsby General Medical & Cardiac ward currently provides 32 beds based in Lumby Level 1 and currently sees inpatients, with a 4 bedded CCU and a negative pressure room that is used to manage air borne infectious diseases such as Tuberculosis and positive COVID-19 patients. This ward has also provided management of adult eating disorders that has seen an increase use of Level 1 observation (1:1 patient specialising).

With Stage 2 redevelopment there will be an increase from 4 dedicated Coronary Care Unit beds to 6 beds and 18 beds cardio respiratory within the 24 bed unit. The Cardiac Investigations Unit (CIU) provides an inpatient and outpatient service with cardiac procedures including holter monitors and diagnostics. The CIU will be collocated with the Cardio Respiratory & Coronary Care Unit.

The ward will be significantly larger in floor space than the former department with a larger number of single rooms and with greater distance between all rooms across the unit. 10 out of 24 beds will be single rooms and 2 of these single rooms will be suitable for bariatric patients. All other rooms will be two bedded rooms.

The models of care for this service will be supported by the following additional resources:

- Evening Ward Clerk 0.73 FTE to manage the increased throughput and churn of activity and discharging created through the increased CCU and diagnostic models in use. Using the VMO workforce the majority of discharges occur after 1600hrs requiring clerical cover.

Dementia Delirium Unit – 4C

The new **General Medicine + Dementia/Delirium Unit** (4C) for Hornsby Ku-ring-gai Hospital (HKH) is due to open on 28 April 2021.

Hornsby's current Medical, Stroke, Neurology & Dementia/Delirium ward has 34 beds located in the Lumby Building Level 2, with 10 dedicated Dementia/Delirium beds.

With Stage 2 redevelopment there will be an increase from 10 to 14 dedicated Dementia/Delirium beds within the 24 beds. The new Model of Care will see a split from the current mixed specialty to a dedicated dementia/delirium unit collocated with a general medicine service.

The ward will be significantly larger in floor space than the former department with a larger number of single patient rooms and a greater distance between rooms across the unit. 12 out of 24 beds will be single rooms, with 2 single rooms suitable for bariatric patients. All other rooms will be two bedded rooms.

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The models of care for this service will be supported by the following additional resources:

- CSO 1.0 FTE to support the Nursing Unit Manager and clinicians as the current two rehabilitation wards shared a CSO and will require the CSO to be placed with the unit.
- Evening Ward Clerk 0.73 FTE to meet the increasing requirements of contact for patients, movements in and out of the ward and visiting by visitors and significant others.
- Diversional Therapist with diploma 2.0 FTE available to provide diversional activities, strategies and advice in the contemporary management of the severe behaviourally disturbed patients, especially at times when these behaviours are more evident. The additional diversional therapists will also work across the site as required.
- Allied Health Assistant 1.0 FTE and there will be increased access to a Psychogeriatrician, Social Worker and Occupational Therapist.

Medical Unit with Stroke/Neurology – 4D

The new **General Medicine & Stroke/Neurology Unit** (4D) for Hornsby Ku-ring-gai Hospital (HKH) is due to open on 28 April 2021. The Hornsby Medical & Stroke ward with 32 beds (based in Lumby Level 2) has 6 dedicated Stroke/Neurology beds.

With Stage 2 redevelopment there will be an increase in dedicated Stroke/Neurology beds to 8 beds, with 16 general medicine beds within the 24 beds providing a comprehensive stroke/neurology model.

The ward will be significantly larger in floor space than the former department with a larger number of single patient rooms and a greater distance between rooms across the unit. 12 out of 24 beds will be single rooms and 2 single rooms will be suitable for bariatric patients. All other rooms will be two bedded rooms.

The models of care for this service will be supported by the following additional resources:

- Evening Ward Clerk 0.73 FTE to meet the increasing requirements of contact for patients, movements in and out of the ward and visiting by visitors and significant others. The VMO workforce results in the majority of discharges occurring after 1600hrs.
- Allied Health FTE are increasing overall. The new unit will have a small gym and there will be part time Clinical Psychologist resourcing.

Rehabilitation Unit – 3D

The new **Rehabilitation Ward** (3D) for Hornsby Ku-ring-gai Hospital (HKH) is due to open on 26 April 2021. Hornsby Rehabilitation currently called Mary Giles (MGW) & Geraghty wards provide 36 beds.

With Stage 2 redevelopment there will be 28 dedicated rehabilitation beds, a reduction in overall beds of 8. This more contemporary service will support the rehabilitation discharge team and outpatients services in supporting rehabilitation in the home setting.

The ward will be significantly larger in floor space than the former department with greater distance between rooms across the unit. 6 of 28 beds will be single rooms, with 2 single rooms be suitable for bariatric patient and 10 two bedded rooms. There will be one room allocated as an independent living unit.

MAU – 1C

The new **Medical Assessment Unit (MAU)** (1C) for Hornsby Ku-ring-gai Hospital (HKH) is scheduled for commissioning later in 2021. Hornsby MAU has already increased from 12 beds to 16 beds as per the Stage 2 plan to expand the model of care to include an additional specialty of Respiratory Medicine.

The new Model of Care includes all general medical patients going through MAU and the respiratory unit until cleared for COVID swabs before transferring to a general medical unit. Allied Health will provide service seven days per week in line with ACI model of care for MAU.

The Transit Unit will not move to the new location, adjacent to the Emergency Department, until the end of 2021 however utilisation of the transit unit model requires testing.

The models of care for this service will be supported by the following additional resources:

- CSO 1.0 FTE as MAU currently doesn't have a CSO and with the increase to 16 beds additional administrative support is required. However this will be countered with the Wardsperson being allocated to the Wardsperson pool facilitating equitable access across the facility.

Concierge

A new Concierge service is due to open on 5 May 2021, and the Concierge will operate from the main corridor until the main entry is available. The operating hours will be from 8am to 8pm, 7 days per week to provide customer service and wayfinding across the new hospital facilities.

As part of the redevelopment there will be a separation of Switchboard and Reception responsibilities with dedicated Concierge roles and specialist Switchboard roles.

The models of care for this service will be supported by the following additional resources:

- Concierge 2.21 FTE
- Switchboard 0.21 FTE to provide cover for meal breaks across both teams

Security

The Security Office is currently located near the Emergency Department entrance, with the opening of the new main entrance on 5 May 2021, there will be an additional security office set up as a Security Control Room. One Security Officer will be based in the ED sub-security office, one Security Officer in the Control Room, with two Security Officers for patrolling duties.

The models of care for this service will be supported by the following additional resources:

- Security Officer 4.0 FTE

Environmental Services

To service the increased floor space there will be an increase of 29.53 FTE cleaning and waste disposal staff.

Wardspersons

To service the increased floor space and enhance management and leadership of Wardspersons, an additional 1 FTE as a Senior Wardsperson has been identified. Allocation of resources will be reviewed with possible zoning allocation introduced.

Mortuary

The new location for the mortuary will be on the basement floor of the Clinical Services Building 60 providing 8 fridges. The mortuary is scheduled to open on 5 May 2021.

The models of care for this service will be supported by allocation from the current allocation of wardsperson and cleaning resources.

ADDITIONAL RESOURCING

In addition to the above resources linked directly to the moves to new facilities, a review of existing resources has identified resourcing gaps impacting service delivery. These additional resources are outlined below:

Allied Health

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- Team Leader (AO5) Outpatient Clinic Administration 1.0 FTE commenced early January 2021
- From March 2021 with commencement of Fracture Clinic an additional 1 FTE Senior Fracture Clinic/Orthopaedic Physiotherapist.
- Overall there will be 15.44 FTE recruited across Allied Health specialties to commence on Day 1 of moving into the new wards and another 20.31 FTE across Allied Health specialties to commence post May 2021.

The table below provides a summary of the additional resources required for Stage 2 Redevelopment.

Position	Grade/ Level	FTE	Total increase
Allied Health	Subtotal		43.35
Diversional Therapist (Dementia/Delirium)		2.0	2.0
Pharmacy	Grade 3 Grade 1/2 Asst/Tech Grade 1	2 5.79 2.2	9.99
Physiotherapy	L4 L3 L1/2	1.84 4.26 4.33	10.43
Occupational Therapy	L3 L1 (grad)	3.74 1	4.74
Social Work	L3 L1/2	4.74 2.8	7.61
Speech Pathology	L3 L1/2	1 1.63	2.63
Neuropsychology/Psychology	Clin Psych	0.4	0.4
Podiatry	L3	0.92	0.92
Dietetics	L1/2 L3	1.42 1.71	3.13
Allied Health Assistants	L1/2/3	2	2.0
Corporate Services	Subtotal		40.95
Engineering (Engineer, Plumber, Electrician, Carpenter, Handyperson)	Grade 3/Trades	5.0	5.0
Concierge	AO2	2.21	2.21
Switchboard	Tele L2	0.21	0.21
Security	SO/Sen SO	4.0	4.0
Environmental Services	HAG2	29.53	29.53
Nursing	Subtotal		5.2
Clerical Staff (Ward Clerks, 2.2, CSO MAU 2)	AO2/3	4.2	4.2
Wardsperson (Team Leader)	Chief	1.0	1.0

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