



Alfred Health Model of Care
COVID-19 Hotel Support Services
v 0.6

14 July 2020



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1. Background

Following an initial request on 15 April 2020 by Department of Health and Human Services (DHHS), Alfred Health (AH) has assisted in the support of international passengers arriving at Victorian airports and maritime ports that are required to complete a mandatory 14 day quarantine period in a Hotel (Operation Soteria). Alfred Health provided registered nurses (RNs) initially to five hotel sites within Melbourne to support welfare checks for passengers completing their quarantine period. An extension of AH staff supporting all active Hotel sites has subsequently occurred and remains in place.

From 17 June 2020, Alfred Health further expanded this partnership and sequentially commenced provision of all nursing, security, cleaning and mental health services within the single COVID-19 positive hotel site. In addition, from July 6, Alfred Health agreed to increase its responsibilities within 14 Standard Quarantine Hotels sites and an additional COVID-19 positive Hotel site (referred to as a Health Hotels). This broad clinical & operational support is referred to as Hotel Support Services (HSS)

2. Alfred Health HSS Current Service Provision

As of July 6, Alfred Health is co-leading two models of service provision (*refer Table 1*);

1) Health Hotels (COVID-19 positive Hotel sites)

- 2 sites (*refer Appendix 1*) with the second site, Health Hotel GC, currently completing its transition to a full AH service model
- Clinical and Security services provided by Alfred Health includes Clinical Team Leader, Infection Prevention consultancy & Customer Support Officers.
- Clinical cleaning provided by Alfred Health (standard hotel cleaning by Hotel) (*Appendix 2*)
- DHHS Team Leader, Authorised Officer and a Corrections Victoria Residential Support Worker onsite
- Clinical waste disposal from Hotel site & passenger food services provided by DHHS contractors

2) Standard Quarantine Hotels

- 14 sites (*refer Appendix 1*)
- Clinical services provided by Alfred Health includes Clinical Team Leader and Infection Prevention consultancy. Some sites are still transitioning to a complete Alfred Health Workforce model (Nursing, Testing Team and Mental Health).
- Clinical cleaning provided by Alfred Health with defined standard hotel cleaning completed by the Hotel (*Appendix 2*)
- Security currently provided by Corrections Victoria's Residential Support Workers however Alfred Health requests a review of the suitability of this arrangement.
- DHHS Team Leader and an Authorised Officer onsite
- Clinical waste disposal from Hotel site & passenger food services provided by DHHS contractors



Table 1 – Summary of Workforce models within Quarantine Hotels

Number of Sites	HSS Health Hotels (COVID-19 Positive)		HSS Standard Quarantine Hotels	
	2		14	
	Alfred Health	Other	Alfred Health	Other
Authorised Officer		✓		✓
DHHS Team Leader		✓ DHHS		✓ DHHS
Clinical Team Leader	✓		✓	
Nursing Workforce	✓		✓	
COVID Testing Team	✓		✓	
Mental Health Clinicians	✓ <i>Second site yet to implement AH MH model</i>		<i>Model yet to be agreed & implemented</i>	
Security or Residential Support Workers	✓	✓ (1 person) RSOs Corrections Victoria		✓ RSOs Corrections Victoria (AH Requests review of this arrangement)
Customer Service Officers or Patient Service Attendants	✓		✓	
Security Bag Screening <i>(limited time agreement for this task)</i>	✓		✓	
Clinical Cleaning <i>(Refer Appendix 1)</i>	✓		✓	
General Hotel Cleaning & Housekeeping <i>(refer Appendix 1)</i>		✓ Site Hotel Cleaning		✓ Site Hotel Cleaning
Clinical Waste Management <i>(to designated site point only)</i>	✓		✓	
Clinical Waste Removal <i>(from HSS site)</i>		✓ DHHS Contracted		✓ DHHS Contracted
Infection Prevention Consultancy <i>(mobile service)</i>	✓		✓	
Medical services	<i>Model yet to be agreed & implemented</i>		<i>Model yet to be agreed & implemented</i>	
Pharmacists		✓ Private scripts from contracted pharmacies		✓ Private scripts from contracted pharmacies
Pathology <i>(COVID Testing)</i>		✓		✓
Passenger Food services		✓ DHHS Contracted		✓ DHHS Contracted

3. Workforce Roles & Responsibilities (Alfred Health only)

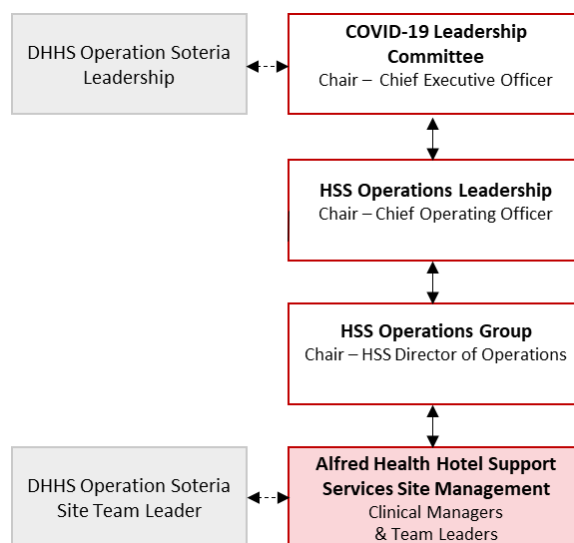
Alfred Health Role	Duties
Clinical Manager	Key communication & escalation lead onsite (cluster of sites). Liaises with AH Operational Leadership team. Refer Appendix 4 Provides daily handover to out of hours escalation team Ensures compliance to IP, risk and other clinical standards
Clinical Team Leader (all sites) or Senior RN (Health Hotels only)	Supports the DHHS Team Leader onsite to meet operational requirements Coordinates clinical nursing and alternate workforce onsite Provide support to Non clinical workforce in collaboration with Spotless Team Leader Escalates all relevant issues or actions to Clinical Manager or DHHS Team Leader as required Leads daily operationalisation of infection prevention measures across site (AH and non AH staff)
General Nurse (EN/RN)	Completes clinical assessments required and medical screening and responds to guests needs Provision of over the counter pharmaceuticals and checking of passenger personal script medication upon delivery
Paediatric Nurse	Supports clinical teams and passengers under 18 years (and families) as required
Alternate Healthcare Worker	Attends to guest needs, as directed by Registered Nurse/Team Leader
Infection Prevention Consultants (roving team)	Onsite review <ul style="list-style-type: none"> Physical distancing compliance and layout, cleaning, PPE review, waste management plan, hand hygiene facilities, workflows (clinical and office based) including checklists and logs and auditing Education <ul style="list-style-type: none"> Ensure AH Clinical Team Leader is equipped for daily operational coaching role Education of clinical/non-clinical workforce Contact tracing relating to AH staff – active involvement under the governance of the DHHS Contact Tracing Team
Mental Health Clinician	Provides direct and indirect assessment and intervention for passengers experiencing mental health challenges Provides specialist consultation and assistance to clinical teams. Full rollout model yet to be agreed and implemented
Medical Practitioner	Provides remote medical assessment and intervention for passengers. Model yet to be agreed and implemented
Spotless Team Leader	Provides site overview of Spotless cleaning & security staff in collaboration with Clinical Manager and Clinical Team Leader.
Spotless Security	Direct and indirect supervision of passengers to ensure compliance with quarantine restrictions Provision of assistance to clinical teams in interactions with passengers as required Receive (and inspect where appropriate) passengers delivered Care Packages (time limited task)
Spotless Cleaning	Clinical cleaning of communal areas and vacated passenger rooms <i>refer Appendix 2</i>
Spotless Customer Service Liaison Officer	Provide support and supervision (escort during fresh air breaks) to passengers Delivery of care packages to Passengers floors

4. Workforce Governance

Alfred Health has established governance structures and escalation processes to oversee all aspects of its involvement in HSS. This includes the provision of clinical and operational oversight and 24 hr escalation points for all issues.

Onsite, Alfred Health Team Leaders actively participate in the twice daily team huddles (led by DHHS Team Leader) and ensure attendance of relevant Alfred Health stakeholders

Table 2 – Alfred Health HSS Operational Governance Structure



4.1 Escalation

Clinical and operational issues will be escalated to, and predominately managed by the site Clinical Manager and HSS Director of Operations.

In cases of passenger clinical deterioration, should a passenger require external medical treatment, including admission to Hospital, Alfred Health will consult with DHHS and other stakeholders regarding safe passenger transfer. AH Clinical Team Leader will hand over all relevant clinical and COVID quarantine related information to the receiving organisation e.g. AV or Hospital

4.2 Workforce Partnerships

Cleaning & Security

As Alfred Health's contracted provider of security and cleaning, Spotless is fully aware of its responsibilities in this service provision and has experience in managing infection control environments. In line with standard operations, Spotless service provision will continue to be governed and monitored by Alfred Health including implementation of required cleaning audits and PPE compliance reviews. Use of Agency staff will be limited, with any unavoidable workforce gaps filled by qualified staff from agencies with suitable experience. Spotless will escalate any issues via Alfred Health structures and any external feedback regarding Spotless performance should be directed to, and will be managed by, AH Site Team Leader in the initial instance.



Nursing

Strong clinical site leadership and consistent staff is seen as an important component of maintaining the required high standard of governance. Experienced Alfred Health Clinicians will be rostered into the Clinical Manager and Team Leader roles with strong efforts made for consistent staff amongst other clinical roles. Use of Agency staff will be limited, with any unavoidable workforce gaps filled by qualified staff from agencies with suitable experience. At all times Agency staff will be under the supervision and governance of Alfred Health

Infection Prevention (IP) Consultants

Infection Prevention is now the responsibility of Alfred Health at all HSS sites and it is an expectation that all AH and non AH staff on site must comply with agreed IP procedures.

Alfred Health has adopted a site based IP Clinical Nurse Consultant approach with planned flexibility that allows teams to provide intensive set up, regular review and on-call site support as needed. Specialised consultants will be employed via HealthCare Australia who have significant experience in NSW Quarantine Operations. All Infection Prevention intervention will however continue to be overseen by Alfred Health.

Mental Health Clinicians

Alfred Health is providing an onsite mental health clinician role within Health Hotel- B, with confirmation of the service model for the remaining 15 sites yet to be agreed. It is expected that the model will replicate a consultant liaison service with daily phone assessments, 24hr escalation and onsite intervention as required

Medical Services

Alfred Health will partner with medical service providers to ensure that the established model of remote passenger consultations is maintained. This may include a change in service provider as the model is embedded

5. Risk Management

Clinical and non clinical staff engaged by Alfred Health will utilise the Riskman platform to document and escalate all incidents and identified risks.

Reporting of these incidents will occur on a daily basis to DHHS Operation Soteria. Significant or urgent incidents will be escalated immediately via the established governance framework

All risks and incidents reported will be screened and investigated (if required) by Alfred Health Clinical Governance Unit with the input of HSS clinicians as appropriate. Any recommendations that result from these reviews will be discussed with DHHS Operation Soteria prior to implementation.

Alfred Health has an active Risk Register in relation to HSS Operations which is reviewed regularly by Alfred Health HSS Leadership Group. Further risk reviews of each HSS site are currently underway. Risks unique to each site will be added to this Register with mitigation strategies implemented and discussed with DHHS as necessary.

Passenger complaints will be directed to DHHS Team Leader onsite for documentation, delegation or escalation.



6. Future Workforce Model Priorities

In partnering with DHHS for Hotel Support Services, Alfred Health is conscious of the significant workforce and operational demands of this commitment on our service. It is for this reason, that we are proposing the following hierarchy of focus for our teams;

6.1 Priority 1 - Embedding Workforce Model

With the rapid expansion of AH HSS across 16 sites, our initial focus will be on embedding our team leadership & clinical and non clinical workforce.

Intensive infection prevention oversight will be applied during this phase to ensure standards are consistently applied and all workforces (both Alfred Health and others) are fully aware and compliant with required procedures. This includes a strong focus on education and auditing of all staff and processes on site

Alfred Health will establish and embed the provision of medical, paediatric and mental health services to all hotels once an agreed model is approved. We expect that embedding of this model will be complete within 4 weeks from date of signing of the Memorandum of Understanding

6.3 Priority 2 - Expansion of Model of Care

Alfred Health in consultation with DHHS will consider the feasibility of extended service provision for any identified needs such as Pharmaceutical, Allied Health and Pathology service provision.

Any further expansion of Hotel Support Services provision, including the addition of any new Hotel sites will require early consultation and negotiation between DHHS and Alfred Health.

7. Appendix

7.1 Appendix 1 - Hotel Support Services Sites

HSS Site Type	HSS Location	Comments
Health Hotel (COVID-19 Positive site)	<ul style="list-style-type: none"> • Brady Hotel • Grand Chancellor 	
Standard Quarantine Hotel	<ul style="list-style-type: none"> • Novotel Collins • Novotel South Warf • Mercure Welcome • Pullman • Marriot • Crown Promenade • Crown Metropole • Pan Pacific • Rydges Swanston • Stamford Plaza • Four Points • Holiday Inn Flinders Lane • Holiday Inn Airport • Park Royal Airport 	<p><i>Sites may not be all operational simultaneously and are opened and closed as directed by DHHS</i></p>

7.2 Appendix 2 – Summary of HSS Cleaning and Waste Management Responsibilities

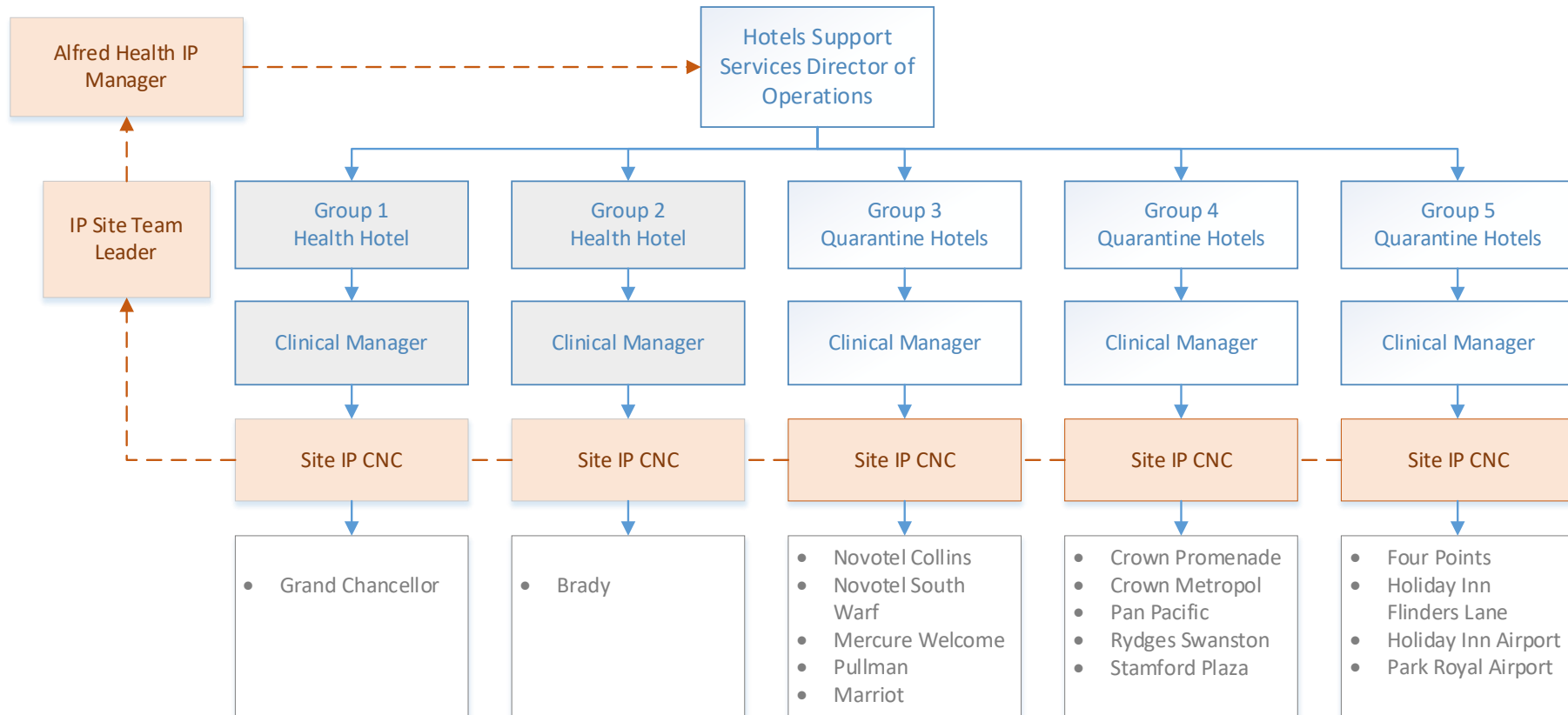
Refer to Operation Soteria Quarantine Hotel Cleaning Procedure Document v 2.1, & Spotless HSS Work Instructions for cleaning task detail

	Task	Alfred Health (Spotless) Responsibility	Hotel/Other Responsibility
1	Communal Areas All HSS sites	Cleaning of high touch points only within lobby's, elevators, HSS staff toilets, change rooms, HSS office, staff meal preparation areas, staff rest areas, passenger corridors and other Hotel communal areas	Standard hotel floor and surface cleaning in communal areas including toilets and rest zones. Cleaning in Hotel food preparation zone and non passenger or HSS zones (e.g. Loading docks and linen zones)
2	Health Hotel Passenger Rooms (COVID Positive)	Pathogen clean post departure including removal of soiled linen and other disposable items Interim clean during occupancy in case of urgent requirement (e.g. significant spill or clinical incident).	Set up of rooms, including linen & general housekeeping prior to new passenger arrival
3	Standard Quarantine Hotel Passenger Rooms (non COVID)	No responsibilities in non COVID passenger vacated rooms	Standard hotel clean and linen removal post non COVID-19 passenger departure Set up of rooms, including linen & general housekeeping prior to new passenger arrival
4	Outbreak Pathogen Clean Standard Quarantine Hotel	Exit Pathogen clean post transfer of known or suspected COVID Positive passengers within Quarantine Hotel	Set up of rooms, including linen & general housekeeping prior to new passenger arrival
5	Clinical Waste All sites	Removal of clinical waste from communal areas and passenger zones. Delivery to agreed collection zone within Hotel site and replacement of receptacle	DHHS contracted removal of Clinical Waste from agreed Hotel collection point 7 days/week at a defined time. DHHS supply of additional 10 replacement bins at all sites to ensure adequate supply at all times
6	Non-Clinical Waste	Removal & transport of non-clinical waste (e.g. food/rubbish) from Health Hotel and/or Positive passengers corridors to designated areas	Removal and transport of non-clinical waste (e.g. food/rubbish) from Quarantine Hotel passenger corridors (non COVID) and other communal & staff locations to designated areas. Replacement of receptacles
7	Document Security Management	No responsibilities	Removal and replacement of secure document control bins as required
8	Linen	Bagging and transportation of soiled linen from Health Hotel passengers or other confirmed COVID Positive rooms only	Removal of linen from Quarantine Hotel passenger rooms (non COVID) & other hotel locations (e.g. change rooms, kitchenettes). Cleaning of all soiled linen Supply of all required fresh linen
9	Crockery/Cutlery	Removal of used crockery/cutlery from Health Hotel or passenger rooms/corridors and delivery to agreed location	Removal of used crockery/cutlery from Quarantine Hotel Passenger rooms/corridors Cleaning of all HSS crockery & cutlery

7.3 Appendix 3 - HSS Equipment Provisions

	Item to be Supplied	Alfred Health Responsibility	DHHS/Hotel Responsibility
1	PPE Trolleys, masks, goggles/face shields, gowns, gloves for clinical and non clinical staff as required		✓ DHHS
2	Clinical consumables Hand hygiene supplies, minor wound dressing, over the counter medications etc		✓ DHHS
3	Clinical scrubs For use by clinical and cleaning staff		✓ DHHS supply disposable scrubs for those staff without personal scrubs
4	Computers (Laptops or PCs)	✓ For Alfred Health Communication and risk/incident documentation	✓ DHHS supply for passenger documentation as required by DHHS
5	Clinical Equipment		✓ DHHS
6	Telehealth equipment	✓ For use with passengers unable to use own devices	
7	Telephones	✓ For communication to AH staff and contractors	✓ DHHS supply for communication with passengers, DHHS and Hotel site staff
8	Cleaning Equipment	Supply portable equipment and cleaning supplies required for assigned tasks (Appendix 2)	Hotel supply portable equipment and cleaning supplies required for assigned tasks (Appendix 2)
10	Staff linen Towels, tea towels		✓ Hotel

7.4 Appendix 4 - HSS Operational Site Structure



Dedicated Clinical Team Leaders and Clinical Workforce to all individual sites

7.5 Appendix 5 - HSS Staffing Model

Health Hotel (COVID Positive)			
Shift times	0700-1530	1300-2130	2100-0730
Role	AM	PM	ND
AH Nurse TL	1	1	
Acute Care Assessment/ED RN	1	1	1
General RN/EN	2	2	1
Alternate Healthcare Worker	2	2	1
Mental Health Clinicians	*1	*1	*altered shift times
Security & Cleaning staff roster dependant on site/passenger numbers			

Standard Quarantine Hotel (Non COVID) >150 guests			
Shift times	0700-1530	1300-2130	2100-0730
Role	AM	PM	ND
AH Nurse TL	1	1	
General RN/EN	3	3	4
Alternate Healthcare Worker	4	3	2

Flexible workforce large hotel	0830-1700	*shift time TBC
Role	AM	<i>testing and survey days only</i>
General RN/EN	2	Arrival survey D1 *depending on pax numbers
General RN/EN	2	Testing D3 & D11 *depending on pax numbers
Alternate healthcare worker	2	Testing D3 & D11 *depending on pax numbers

Cleaning staff rostered dependant on site and passenger numbers