

**Submission  
No 243**

**THE SAFETY AND QUALITY OF HEALTH SERVICES PROVIDED BY NORTHERN  
BEACHES HOSPITAL**

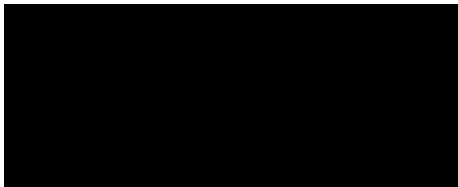
**Name:** Ms Zali Steggall OAM MP  
**Position:** Member for Warringah  
**Date Received:** 23 May 2025

Partially  
Confidential

The Northern Beaches Hospital has been a longstanding source of concern and, for many, distress. In the wake of several deeply troubling and high-profile incidents, I hope this inquiry will not only drive systemic change but also offer some measure of healing and closure for the community. Individuals have been encouraged to make their own submissions, so their voices are formally recorded and acknowledged. However, as the Federal representative, it is also important to present the broader concerns expressed by the Warringah community, and to ensure that the collective sentiment of the community is at the forefront of this important process.

I look forward to the outcomes of this inquiry and remain committed to working with the State Government to facilitate the hospital's transition to full public ownership and oversight.

Yours sincerely



**Zali Steggall OAM MP**

Federal Member for Warringah

# **Submission into the NSW Parliamentary Inquiry into the safety and quality of health services provided by Northern Beaches Hospital**




**From:** Zali Steggall OAM MP Federal Member for Warringah

**Date:** 23 May 2025

**To:** The Committee Secretary, NSW Legislative Council, Public Accounts Committee

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## **Executive Summary**

This submission addresses critical issues concerning the safety, quality, transparency, and accessibility of healthcare at Northern Beaches Hospital, operated under a public-private partnership with Healthscope. Drawing on the 2025 report by the New South Wales Auditor-General, findings from the 2019 Parliamentary Inquiry into the operation and management of the Northern Beaches Hospital, and extensive community feedback, it identifies systemic failures in public access to care, clinical safety, mental health service delivery, and staff treatment. The submission concludes with recommendations to restore public confidence and ensure safe, equitable healthcare.

### **1. Background and Context**

Northern Beaches Hospital opened in October 2018 under a public-private partnership between the New South Wales Government and the private operator Healthscope. The project was initiated and awarded by the former NSW Liberal Government, led by Premier Gladys Berejiklian. Under the agreement, Healthscope was contracted to design, build, finance, operate, and maintain the hospital, providing public patient services for an initial 20-year term and private services under a 40-year licence.

The hospital replaced Manly and Mona Vale Hospitals, consolidating acute services into a single facility at Frenchs Forest. As part of the broader Northern Beaches Health Service Redevelopment, Mona Vale was reconfigured to provide urgent care, sub-acute, community health, and palliative services, while Manly Hospital was closed. This represented a significant shift in the region's healthcare infrastructure and service delivery.

From its inception, senior clinicians raised concerns about the lack of consultation with medical staff in the hospital's planning and design, particularly regarding the implications of the public-private partnership model. These concerns were reiterated at a recent community forum, where long serving medical staff described being ignored during the planning process and expressed ongoing frustration with the hospital's operating environment.

Since its opening, Northern Beaches Hospital has faced sustained criticism. Both the 2019 NSW Parliamentary Inquiry and the 2025 Auditor-General's report identified serious systemic issues, including limited accessibility for public patients, governance deficiencies, and inadequate staffing arrangements. Despite the model's original promise of delivering equitable, high-quality care to both public and private patients, the evidence indicates that these goals have not been achieved.

## **2. Public Access and Affordability**

Residents continue to report being referred to Northern Beaches Hospital from other public hospitals, such as Royal North Shore Hospital, due to capacity issues, only to find they are unable to access the required services unless admitted as private patients, which requires private health insurance.

This contradicts the stated purpose of the public-private model, which was to ensure equitable treatment for public patients. The 2019 Parliamentary Inquiry notes the concern from several inquiry participants that public patients may not receive the same level of service or access as private patients at the Northern Beaches Hospital. <sup>1</sup>

The Final Report from the NSW parliamentary legislative council on the operation and management of the Northern Beaches Hospital reinforces this concern. It documents community perceptions that Northern Beaches Hospital has implemented a two-tier system in which private patients receive priority access to certain procedures, while public patients experience reduced access and increased out-of-pocket costs for outpatient services. The committee concluded that this model risks public patients being treated as second class within a shared facility and highlighted the need for equitable treatment irrespective of insurance status. <sup>2</sup>

The report also confirmed that public bed numbers at Northern Beaches Hospital were reduced compared to the combined capacity previously provided by Manly and Mona Vale Hospitals, leading to concerns that the system now lacks the flexibility to meet peak public demand in a high-growth region.<sup>3</sup>

## **3. Emergency Department Services and Reportable Incidents**

Community members and health professionals have raised serious concerns about emergency services at Northern Beaches Hospital. A key issue is the absence of a 24/7 emergency surgical theatre, which limits the hospital's capacity to adequately and safely respond to urgent cases. Additionally, there have been numerous reports that triage delays are significant, with some patients saying they are waiting over three hours for assessment.

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<sup>1</sup> NSW Parliament. *Report on the Inquiry into the Operation and Management of the Northern Beaches Hospital*, Portfolio Committee No. 2 – Health, 2020, Executive Summary, p. xi.

<sup>2</sup> NSW Parliament. *Report on the Inquiry into the Operation and Management of the Northern Beaches Hospital*, Portfolio Committee No. 2 – Health, 2020, Chapter 4, p.69-86

<sup>3</sup> *ibid* p.69-86.

Additionally, public patients redirected from other facilities often experience delays in accessing necessary care.

[REDACTED]

[REDACTED]

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The 2025 Audit Office of New South Wales report further highlights underperformance at Northern Beaches Hospital, citing above-average rates of hospital-acquired complications, including patient falls, severe perineal lacerations, and birth trauma.<sup>4</sup> These findings reflect broader concerns about the hospital's clinical governance, risk management, and emergency care systems, *see appendix C*.

#### **4. Escalation of Care and Clinical Response Programs**

Escalation systems like the *Recognise, Engage, Act, Call, Help is on its way* (REACH) program are vital for allowing patients and carers to raise concerns. While mandated across New South Wales public facilities, the effectiveness of the REACH program at Northern Beaches Hospital remains unclear. Community feedback indicates low awareness and engagement with the program among both patients and staff. Many patients and carers report they were not informed about REACH on admission or during care, and some were unaware they could initiate a clinical review. In one de-identified case, a child's deteriorating condition

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<sup>4</sup> NSW Audit Office. *Performance Audit: Northern Beaches Hospital*, 17 April 2025, chapter 3, p9 – p18.

was repeatedly raised by a parent but not escalated by staff. The child later suffered a critical event, and the parent was not aware of the REACH option at the time.

This ongoing issue also reflects broader concerns raised in the 2019 Parliamentary Inquiry into the Northern Beaches Hospital, particularly regarding transparency, equitable access to care, and community engagement. Several key recommendations remain relevant:

- **Recommendation 5** addressed the need for appropriate signage at hospital admission points, informing patients of their right to public treatment at no cost. This is directly applicable to REACH, where visibility and communication about patient rights to escalate care are essential but still lacking.
- **Recommendation 23** highlighted the importance of a comprehensive community engagement strategy. A robust engagement plan is crucial for educating the public about mechanisms like REACH and building the trust required for patients and carers to feel empowered to speak up.

The continued absence of full implementation of these recommendations directly impacts the efficacy of escalation of care programs. Without strong, visible communication, equal access to care regardless of patient classification, and proactive engagement with the community, programs like REACH are unlikely to fulfil their intended role as a safeguard against preventable harm.

## 5. Mental Health Services for Young People

In 2022, the New South Wales Government committed \$7.5 million to establish four acute paediatric mental health beds at Northern Beaches Hospital.<sup>5</sup> This followed an incident in which a teenager died shortly after being discharged from the hospital in a tragic circumstance. A coronial report later concluded that the young person would likely have benefitted from access to age-appropriate inpatient mental health care.

In response to public concern and a community campaign led by the family, the Government allocated funding for a dedicated four-bed adolescent mental health, drug, and alcohol unit at the hospital. However, in 2024, the project was abandoned after the Government advised that Healthscope was unable to meet the necessary construction and operational requirements. The funding was subsequently redirected in 2025 to the Brookvale Community Health Clinic's Youth Mental Health Hub.

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<sup>5</sup> NSW Audit Office. *Performance Audit: Northern Beaches Hospital*, April 2025, p. 24.



As a result, the original commitment remains unfulfilled, and young people on the Northern Beaches continue to face a significant gap in access to safe, acute mental health services.<sup>6</sup>

## **6. Staffing, Clinical Capability and Working Conditions**

Staff at Northern Beaches Hospital have consistently raised concerns regarding clinical staffing levels, working conditions, and the overall ability to deliver safe, high-quality care. A central issue is the inadequacy of staffing ratios, which many argue do not align with patient demand or established best practice standards. Employees have also reported that their pay rates and leave entitlements are inferior to those available in the NSW public health system, including limited access to maternity leave, carer's leave, and other essential benefits.

Unlike public hospitals, Northern Beaches Hospital is not subject to the Safe Staffing Levels initiative introduced by the NSW Government in 2023. While this reform is being progressively implemented, Healthscope, under the terms of its project deed, is not obliged to adopt these standards. Although the deed requires the delivery of services in line with "good operating practices," this does not ensure parity with public sector staffing benchmarks, resulting in ongoing gaps in service quality and workforce support.<sup>7</sup>

The Australian Salaried Medical Officers' Federation (ASMOF) NSW has reported that the hospital's private operator prioritises cost savings over safety by rostering minimal staff on weekends, relying heavily on junior doctors, and maintaining outdated electronic medical records systems. In its submission to the NSW Audit Office, ASMOF outlined member concerns, including chronic understaffing, excessive working hours, bed block, insufficient overtime compensation, and restricted access to leave.<sup>8</sup>

A heavy reliance on casual and short-term staff further compounds these issues, undermining continuity of care and increasing pressure on permanent clinical teams. These concerns are consistent with the findings of the 2019 Parliamentary Inquiry, which

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<sup>6</sup> Audit Office. op. cit., p.24

<sup>7</sup> NSW Audit Office. *Performance Audit: Northern Beaches Hospital*, April 2025, p. 13.

<sup>8</sup> Australian Salaried Medical Officers' Federation (NSW). *Submission to the Audit Office of NSW – Northern Beaches Hospital Inquiry*, November 2024.

concluded that employment conditions at Northern Beaches Hospital are “significantly inferior to those available in the public health system.”<sup>9</sup>

In addition to operational challenges, staff have expressed distress at the emotional toll of recent clinical incidents and growing frustration from the community. Reports suggest that healthcare workers have experienced verbal threats, mental health strain, and a diminished sense of connection with the local community. Despite these pressures, staff remain committed to their roles and to the wellbeing of patients. Immediate measures are required to support staff welfare, improve working conditions, and strengthen recruitment and retention across the workforce.

## 7. Governance, Transparency, and Accountability

The public-private partnership governance model has failed to ensure sufficient oversight and accountability. The 2025 Auditor-General’s report found deficiencies in incident reporting, transparency, and performance tracking.<sup>10</sup>

Community confidence has also been undermined by the lack of visible action following major incidents and by ongoing commercial negotiations between the private operator and insurers, which have raised public anxiety about access and entitlements, *see appendix D*.

## 8. Implementation of the recommendations from 2019 Parliamentary Inquiry into the operation and management of the Northern Beaches Hospital

Of the 23 recommendations made in the final report of the operation and management of the Northern Beaches Hospital, many remain outstanding, including:

- **Recommendation 1:** That in order to build the community's trust in the Northern Beaches Hospital and enable community members to make informed choices about how they access care, NSW Health and Healthscope immediately and significantly enhance transparency by publishing information on an ongoing basis with respect to:
  - all inpatient and outpatient services available at the hospital to public and private patients
  - out of pocket patient costs.

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<sup>9</sup> NSW Parliament. op. cit., p.69-86.

<sup>10</sup> NSW Audit Office. *Performance Audit: Northern Beaches Hospital*, April 2025, pp.2-4.

- **Recommendation 2:** That NSW Health and Healthscope ensure that the same levels and standards of care are provided to public and private patients at the Northern Beaches Hospital.

This inquiry presents an opportunity to evaluate progress and renew commitment to implementation, *see appendix E*.

## 9. Health Infrastructure and Population Growth Pressures

The Northern Beaches area has been earmarked for increased residential density as part of the New South Wales Government's broader planning and housing targets. Despite this expected growth, health infrastructure planning, particularly bed capacity and emergency preparedness has not kept pace with projected population increases.

The final report of the operation and management of the Northern Beaches Hospital following the 2019 parliamentary inquiry, found that the consolidation of Manly and Mona Vale Hospitals into the single Northern Beaches Hospital site has significantly reduced public bed availability. Community stakeholders, as noted in the report, expressed deep concern that this reduction would leave the hospital unable to meet demand generated by increasing residential development. The committee found that local health planning must be realigned with projected growth. NSW Parliament. <sup>11</sup>

Northern Beaches Hospital operates under a constrained model that limits its flexibility to absorb sudden surges in public patient demand. The lack of inpatient beds, combined with high emergency department presentations and inadequate specialist service coverage, places both patients and staff under unsustainable pressure. Future planning must urgently align hospital capacity with the area's growing population profile to prevent system-wide strain and further degradation of care quality. <sup>12</sup>

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<sup>11</sup> NSW Parliament. op. cit., p.69-86.

<sup>12</sup> NSW Parliament. op. cit., p.69-86.

## 10. Recommendations

1. **Public Confidence Measures** – Release a plan outlining interim service guarantees and transparency protocols.
2. **Expand Emergency Capacity** – Establish a 24/7 emergency surgical theatre and stroke unit at Northern Beaches Hospital.
3. **Transition to Public Ownership** – Reconsider the public-private arrangement and return the hospital to full public operation.
4. **Transparency in Incident Management** – Mandate public reporting of Reviewable Incidents and Serious Adverse Event Reviews with independent oversight.
5. **Strengthen REACH Implementation** – Audit the REACH program’s use and awareness; improve staff and patient education.
6. **Support for Workforce Secondment** – Offer secondment pathways from public hospitals to supplement workforce expertise.
7. **Recruitment and Retention Plan** – Develop competitive recruitment and retention strategies with full alignment to public sector conditions.
8. **Implement Audit Findings** – Enforce full and timely delivery of all 2025 Auditor-General recommendations.
9. **Track 2019 Inquiry Outcomes** – Publish progress on the 2019 recommendations and identify areas of non-compliance.
10. **Plan for Population Growth** – Align hospital infrastructure planning and bed capacity at Northern Beaches Hospital with the region’s increasing population and residential density, as driven by state rezoning and urban development strategies.
11. **Strengthen Staff Engagement** – Establish transparent consultation processes with senior clinicians and hospital staff to inform hospital reform and service delivery improvements.

## 11. Conclusion

Residents of the Northern Beaches deserve a public hospital that delivers safe, high-quality and equitable care, supported by strong governance, transparency and accountability. This submission has highlighted systemic shortcomings in access, emergency care, clinical safety, staffing and oversight at Northern Beaches Hospital. Despite years of community concern, audit findings, and parliamentary recommendations, critical issues remain unresolved.

This inquiry presents a crucial opportunity to address these failures and drive meaningful, lasting reform. Restoring public confidence will require a clear commitment to transparency, robust clinical engagement and a shift toward a model that prioritises staff wellbeing and ensures equitable, high-quality care for all patients. Moving forward, it is essential that the hospital is responsive to the needs of the community it was built to serve.

## References

1. NSW Parliament. *Report on the Inquiry into the Operation and Management of the Northern Beaches Hospital*, Portfolio Committee No. 2 – Health, 2020, Executive Summary, p. xi.
2. NSW Parliament. *Report on the Inquiry into the Operation and Management of the Northern Beaches Hospital*, Portfolio Committee No. 2 – Health, 2020, Chapter 4, p.69-86
3. NSW Parliament. op. cit., p.69-86.
4. NSW Audit Office. *Performance Audit: Northern Beaches Hospital*, 17 April 2025, chapter 3, p9 – p18.
5. NSW Audit Office. *Performance Audit: Northern Beaches Hospital*, April 2025, p. 24.
6. Audit Office. op. cit., p.24
7. Australian Salaried Medical Officers' Federation (NSW). *Submission to the Audit Office of NSW – Northern Beaches Hospital Inquiry*, November 2024.
8. NSW Parliament. op. cit., p.69-86.
9. NSW Audit Office. *Performance Audit: Northern Beaches Hospital*, April 2025, pp.2-4.
10. NSW Parliament. op. cit., p.69-86.
11. NSW Parliament. op. cit., p.69-86.

## Appendix C: Update from Zali Steggall, 'Audit confirms public-private hospital model has failed Northern Beaches patients'



**ZaliSteggall** MP  
FEDERAL MEMBER FOR WARRINGAH



### **UPDATE: Audit confirms public-private hospital model has failed Northern Beaches patients**

**17 April 2025**

Today's report from the NSW Auditor-General confirms what many in our community have raised for years: the Northern Beaches Hospital public-private partnership is failing to deliver the high-quality, integrated healthcare our community needs and deserves.

The findings are deeply concerning. The hospital is not meeting required clinical standards, remains poorly integrated into the wider health system, and serious patient safety risks have not been adequately addressed.

I welcome the report's recommendations and will continue to work with State and Federal Governments to support the transition of the hospital to full public ownership. Access to safe, high-quality public healthcare must be a priority.

However, it is important to acknowledge that this transition is a complex process involving significant procedural and financial challenges. I remain committed to working collaboratively with State representatives, and to keeping the community informed as this matter progresses.

The report also underscores the systemic failings of the public-private hospital model. Commercial imperatives should never be prioritised over patient safety or clinical outcomes. I commend the NSW Government for its commitment to no further public-private acute care hospital arrangements.

Alongside my State colleagues Michael Regan, Member for Wakehurst, and Jacqui Scruby, Member for Pittwater, I wrote to the NSW Premier calling for a Parliamentary Inquiry into the hospital's performance. I welcome its establishment and encourage all patients, staff and families with experience of the hospital to make a submission by May 20. Your voices are critical to achieving better outcomes.

This is a key opportunity to secure real improvements in healthcare delivery for the Northern Beaches. I remain committed to advocating for an effective, publicly accountable hospital that centres the healthcare needs of the community and promotes safe and positive working conditions for their staff.

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## Appendix D: NSW Auditor-General's Report to Parliament, Northern Beaches Hospital 2025, Key Findings

### Key findings

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#### **NSW Health has identified that there is a risk the Northern Beaches Hospital public-private partnership will fail, and is monitoring that risk**

There is a risk that the State may need to assume responsibility for public health services at the Northern Beaches Hospital earlier than the expected timeframe of 2038. In November and December 2023, Healthscope wrote to the Ministry of Health with a request to bring forward the return of the public portion of the Northern Beaches Hospital by 14 years, while retaining the private portion until 2058. In these requests, Healthscope noted operational concerns including:

- challenging administrative and integration outlook
- risk to viability of Northern Beaches Hospital due to insufficient funding
- lack of integration into the wider health network
- strained stakeholder relationships.

In January 2024, the Ministry of Health formally declined Healthscope's requests, noting that Healthscope have no legal or contractual entitlement to withdraw from or vary the project in the manner proposed. The Ministry of Health reaffirmed that Healthscope must continue to provide services under the terms of the project deed. Recent reported financial challenges for Healthscope confirm this is an ongoing risk for NSW Health to manage.

#### **The Northern Sydney Local Health District effectively manages the contract day-to-day to ensure it is cost effective for the State**

The Northern Sydney Local Health District is effective in managing the contract with Healthscope to deliver public hospital activity at the Northern Beaches Hospital. The Northern Sydney Local Health District is focused on enforcing the risk allocation set out in the project deed, relying on dialogue in project deed governance forums to resolve issues, rather than on more formal contract mechanisms, such as reviews and performance improvement plans.

The Northern Beaches Hospital public-private partnership delivers public hospital activity at a lower cost to the State than NSW Health public hospitals. This is due to the discounted price paid to Healthscope for delivering units of public hospital activity. The financial benefit to the State remains despite several funding increases provided to Healthscope by NSW Health. In June 2024, the Northern Sydney Local Health District calculated that over \$73 million in additional funding had been provided to Healthscope to operate the Northern Beaches Hospital since the hospital opened in October 2018.

#### **The Northern Beaches Hospital has achieved accreditation to ensure the hospital meets national quality standards for hospital care, but some quality and safety concerns remain**

The Northern Beaches Hospital has achieved and maintained accreditation and licensing. This level of accreditation ensures that the hospital meets national quality standards for hospital care. The Northern Beaches Hospital meets the same national quality standards as NSW public hospitals.

Notwithstanding accreditation and licensing, the hospital has recorded some concerning results for hospital-acquired complications relative to expectations. Hospital-acquired complication rates at the Northern Beaches Hospital are mostly within the expected range of results. However, the hospital has recorded elevated rates of falls, third- and fourth-degree perineal lacerations, and birth trauma during the review period. The Northern Sydney Local Health District and Healthscope have worked to resolve these issues through project deed governance forums and mechanisms, but repeated patterns of poor results are a cause for concern.

More recently, Healthscope and the Northern Sydney Local Health District have investigated sepsis and deteriorating patient pathways at the Northern Beaches Hospital following several incidents and concern that Healthscope has not adequately embedded appropriate clinical models of care.



**The Northern Beaches Hospital has not addressed a known, longstanding clinical risk and has limited visibility over minor harm and near-miss incidents**

The Northern Beaches Hospital electronic clinical systems present quality and safety risks that have been known to Healthscope and the Northern Sydney Local Health District since the hospital opened in 2018. In the emergency department, Healthscope's electronic medical record system is used in tandem with another system that captures patient administrative data. The two systems are not well connected, elevating the risk that clinically relevant information is not fully considered in making clinical decisions. This risk was realised in a serious adverse event in September 2024 as identified in a Serious Adverse Event Review. Neither Healthscope nor the Northern Sydney Local Health District have taken sufficient action to address this risk.

Healthscope complies with requirements to report serious harm incidents to the Ministry of Health and the Northern Sydney Local Health District. The Northern Sydney Local Health District relies on Healthscope to maintain incident response systems equivalent to those at NSW public hospitals. The audit observed gaps in how minor harm or near-miss incidents at the Northern Beaches Hospital are reported and analysed by Healthscope, which is not consistent with practice in NSW public hospitals.

The relatively limited analysis and monitoring of trends for minor harm or near-miss incidents present a risk that emerging trends are not identified and addressed. Additionally, Healthscope is unable to determine the extent to which factors such as insufficient staffing or equipment result in minor harm or near-miss incidents at the Northern Beaches Hospital.

**The Northern Beaches Hospital is not well integrated into the District and network**

A key objective of the Northern Beaches Hospital public-private partnership is to deliver a hospital integrated into the Northern Sydney Local Health District and the NSW Health network. Characteristics of an integrated facility include: supporting the District's principal referral hospital, the Royal North Shore Hospital, by absorbing demand; ensuring that patients experience seamless transfer of care between the Northern Beaches Hospital and NSW Health facilities; and supporting the objectives of the Northern Sydney Local Health District in providing health services to the community.

Integration is a challenge for the Northern Beaches Hospital public-private partnership. While some of the expected absorption of demand has occurred, it has not met initial expectations. Additionally, the Northern Beaches Hospital project deed has created barriers to introducing new services at the hospital. The public-private partnership was established as a mechanism to buy admitted patient activity. Opportunities to add new services have been frustrated by technical aspects related to how the Northern Sydney Local Health District purchases activity from Healthscope. This situation will worsen as trends continue for health services to explore more outpatient care, such as Hospital in the Home. The Northern Beaches Hospital public-private partnership structure presents a barrier to flexible and holistic clinical service planning in the District.

**Healthscope is not required to implement the Safe Staffing Levels initiative at the Northern Beaches Hospital, which may affect service quality over time**

The NSW Government is currently implementing the Safe Staffing Levels initiative in emergency departments at NSW public hospitals. The Safe Staffing Levels initiative introduces minimum staffing levels, which will result in more nurses and midwives in NSW Health public hospitals. However, Healthscope is not required to implement the initiative at the Northern Beaches Hospital.

In the absence of any other action to enhance staffing levels at the Northern Beaches Hospital, there is a risk that patients at the Northern Beaches Hospital will experience a lower level of service over time than at NSW public hospitals. Efforts to match the NSW Government initiative may also make it difficult for Healthscope to make the public portion of the Northern Beaches Hospital work financially, further risking the success of the partnership.



**The Northern Beaches Hospital has not addressed a known, longstanding clinical risk and has limited visibility over minor harm and near-miss incidents**

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## Appendix E: Operation and management of the Northern Beaches Hospital, February 2020, Recommendations

### LEGISLATIVE COUNCIL

Operation and management of the Northern Beaches Hospital

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## Recommendations

- Recommendation 1** 99
- That in order to build the community's trust in the Northern Beaches Hospital and enable community members to make informed choices about how they access care, NSW Health and Healthscope immediately and significantly enhance transparency by publishing information on an ongoing basis with respect to:
- all inpatient and outpatient services available at the hospital to public and private patients
  - out of pocket patient costs.
- Recommendation 2** 100
- That NSW Health and Healthscope ensure that the same levels and standards of care are provided to public and private patients at the Northern Beaches Hospital.
- Recommendation 3** 100
- That NSW Health ensure that the Northern Beaches Hospital is able to provide all coronary intervention treatments currently available to private patients to public patients also, regardless of the urgency of their need.
- Recommendation 4** 101
- That NSW Health determine and inform the public of:
- the boundaries for ethical business practices at the Northern Beaches Hospital
  - the appropriate mechanism to investigate allegations of business conduct that is not in the interests of individual patients or the broader community.
- Recommendation 5** 101
- That Healthscope ensure that appropriate signage is erected at the Northern Beaches Hospital's points of admission which notifies patients of their right to treatment as a public patient at no cost.
- Recommendation 6** 102
- That NSW Health better support non acute care and address the need for outpatient services at the Northern Beaches Hospital by:
- reinstating previously available public specialist clinics, with priority given to cardiology and neurology
  - enhancing paediatric outpatient services
  - addressing the long existing gaps in gastroenterology, ophthalmology and orthopaedic outpatient services
  - ensuring outpatient services for public patients are bulk billed.
- Recommendation 7** 103
- That NSW Health and Healthscope publish data on rates of intervention in respect of all births that have occurred at the Northern Beaches Hospital, and actively monitor these figures to ensure that maternity related options and outcomes for public patients are consistent with those in the public hospital system.



- Recommendation 8** 103  
That the Northern Sydney Local Health District work with Healthscope to extend the option for midwife group practice to all patients and provide birthing baths in all birthing suites.
- Recommendation 9** 125  
That the NSW Government take immediate steps to engage directly with Northern Beaches state Members of Parliament, community leaders and other stakeholders to investigate the ways and means to restore a public level 3 emergency department to the Mona Vale Hospital as soon as possible.
- Recommendation 10** 125  
That NSW Health undertake an audit on the complete range of medical and health services on the Mona Vale Hospital site to confirm that what is currently available accords precisely with what has been produced in both written and electronic form and is in the public domain. Further, that information regarding the services be continuously updated as the services develop and evolve.
- Recommendation 11** 126  
That NSW Health and the North Sydney Local Health District, on an ongoing basis, positively consider opportunities to expand both the range and availability of medical and health services that are offered at the Mona Vale Hospital.
- Recommendation 12** 126  
That the Northern Sydney Local Health District monitor over time the effectiveness of both the Northern Beaches Hospital and the Mona Vale Hospital in meeting the health needs of the communities they serve, including for emergency care. Further, that it establish a mechanism, beyond the current limited Bureau of Health Information data published quarterly, for ongoing reporting to communities, for the purposes of transparency, engagement and building trust.
- Recommendation 13** 127  
That the Northern Sydney Local Health District make full and proactive use of its ability to adjust the activity profile of the Northern Beaches Hospital according to the community's evolving needs, both via the 'annual notice' process and renegotiation of specific aspects of the deed.
- Recommendation 14** 127  
That the Northern Sydney Local Health District and Healthscope formally request, on behalf of the residents of the Northern Beaches, that Transport for NSW establish by mid 2020 a regular direct bus service from Palm Beach on the Pittwater Peninsula to the Northern Beaches Hospital via the Wakehurst Parkway.
- Recommendation 15** 127  
That the Northern Sydney Local Health District and Healthscope formally request, on behalf of the residents of the Northern Beaches, that Transport for NSW look at alternative options to widening the Wakehurst Parkway given flooding and other environmental constraints.
- Recommendation 16** 128  
That the NSW Government ensure that the land on which the Mona Vale and Manly Hospitals sit always remain in public hands for health and medical related activities, and that 99 year or other similar long term leasing arrangements not be entered into for the sites.

- Recommendation 17** 128  
That the NSW Government cease demolition of the Mona Vale Hospital main building after asbestos removal is complete and retain this public asset for future use.
- Recommendation 18** 148  
That the Northern Sydney Local Health District and Healthscope:
- take further action to fully integrate the Northern Beaches Hospital into the operations of the local health district, including in the hospital's working relationship with other hospitals
  - establish integration as a formal item for reporting and discussion in the local health district's fortnightly meetings with Healthscope.
- Recommendation 19** 149  
That Northern Beaches Hospital collaborate with community based services, including health clinics, to improve its linking of patients, and especially vulnerable patients, into services. In doing so, that it:
- jointly develop and trial a care navigation model enabling immediate access and support for patients at risk following admission
  - participate in a joint care planning process with key community care providers in discharge planning for patients with high and complex care needs
  - enhance its understanding of the eligibility criteria for a range of community services and supports.
- Recommendation 20** 149  
That the Northern Sydney Local Health District and Healthscope examine and act on further ways to provide quality discharge planning and effective linkage of patients into community based services.
- Recommendation 21** 150  
That Healthscope and the Northern Beaches Hospital continue to build a culture of respect and collaboration with general practitioners and community based services, including by establishing:
- ongoing mechanisms for these stakeholders to meet regularly with senior representatives of the hospital and the Northern Sydney Local Health District to resolve issues and build partnerships
  - proactive and regular communication to local general practitioners on jointly identified matters of importance via mechanisms to be jointly agreed
  - a dedicated general practice liaison role with a clinical background to support communication regarding individual patients and troubleshoot matters as they arise.
- Recommendation 22** 166  
That the NSW Government not enter into any public private partnerships for future public hospitals.
- Recommendation 23** 166  
That the Northern Beaches Hospital develop, publish and implement a community participation and engagement plan that:

- recognises the fundamental value of consumer perspectives for the planning, delivery and evaluation of health services
- guides the hospital to engage better with the community it serves.