



Infrastructure Services Group

End of Year Highlights

2021-22



Message from the Deputy Secretary

To improve the health and wellbeing of Tasmanians it is critically important that we have the right facilities in the right places to provide healthcare services when and where they are needed.

Building the infrastructure we need for our health future is a key strategic priority for the Department. To this end we are laying the foundations for a coordinated, statewide approach to managing our infrastructure and facilities, from high level planning right through to operational commissioning. This is a shift to a forward-looking, proactive model that delivers facilities to meet community need, and it will support improved service delivery over the long term.

This begins with defining a strategic and principles-based approach to managing our assets throughout their lifecycle, and the Infrastructure Asset Management Policy sets this direction. Our new asset management system will be developed to align with international best practice, and based on the principles of good governance, delivery of health services, proactive risk management, future planning, continuous improvement and financial sustainability.

Key to planning future investment in modern health facilities is understanding demand, future service need and contemporary service delivery models.

Masterplanning for the Royal Hobart Hospital (RHH), Launceston General Hospital (LGH) and North West Regional Hospital takes a holistic approach to setting the future vision and direction for our major hospitals, and the clinical services they will provide. This work is driven by clinical service planning undertaken by the Health Planning Unit in consultation with our staff, community and partners to ensure our facilities meet future clinical service needs.

All of this work will inform a 20-year health infrastructure strategy that is due to be delivered by the end of this year.

Together with managing a large portfolio of infrastructure assets, we are progressing a significant program of capital upgrades right around Tasmania. This work underpins our delivery of health services into the future.

During the year, we have progressed substantial projects at our larger hospitals, including on the Royal Hobart Hospital redevelopment and the Masterplan for the Launceston General Hospital. To complement Government's capital investment, we have completed the negotiations to allow the State Government to sign an agreement with Calvary Healthcare for a new private hospital co-located with the LGH at 52 Frankland Street.

As well, we have delivered a variety of upgrades and other projects in regional areas including at the New Norfolk Hospital, Central Highlands Community Health Centre, dental clinics in Hobart and Launceston, and refurbished nurses accommodation at Campbell Town. A significant investment in new equipment for our hospitals has also commenced.

To align with the statewide approach in asset management and capital works, we have adopted a centralised model of managing commercial leasing and office accommodation to improve efficiencies across the Department. Our CBD Office Accommodation Plan was released during the year, and we have consolidated fleet management services for whole of agency, incorporating the Ambulance Tasmania fleet.

I am pleased to present this summary of key highlights from 2021-22 for the Infrastructure Services Group.

Shane Gregory

Deputy Secretary Infrastructure



Asset Management

The Asset Management unit manages the Department's portfolio of infrastructure assets, including facilities, plant and equipment. The unit is committed to improving our planning and management practices to ensure our assets enable the delivery of safe, high-quality health care services to the Tasmanian community.

During the year Asset Management continued to progress a range of initiatives to improve management of health facilities across Tasmania, and to streamline and consolidate building management activities.

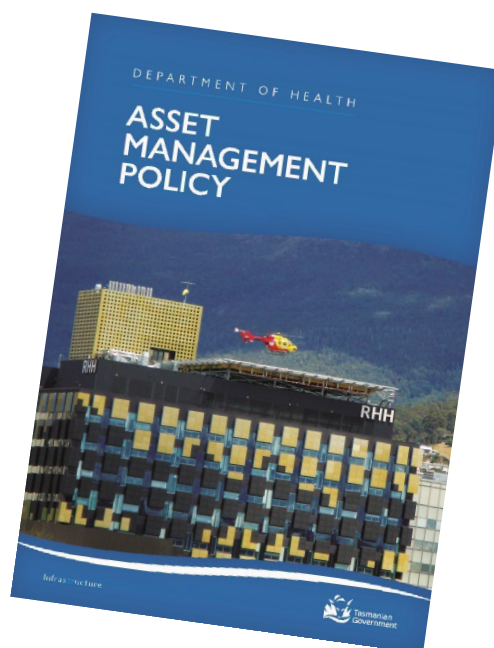
Achievements and Highlights

Asset Management Policy and Strategic Asset Management Plan

The Asset Management Policy, launched in September 2021, sets out the strategic direction the Department will take to manage its asset portfolio more effectively and ensure that we are building the infrastructure for our health future.

The Department's new policy has been developed in alignment with international best practice and based on the principles of enabling good governance, and delivery of health services, proactive risk management, future planning, continuous improvement and financial sustainability.

The Asset Management Policy is complemented by a Strategic Asset Management Plan (SAMP), released in April 2022.



Strategic Asset Management Plan (SAMP)

The SAMP describes how the Asset Management Plan is put into practice by:

- describing the role of the asset management system in supporting achievement of our strategic objectives
- demonstrating our commitment to a continuous improvement approach to asset management, and
- assisting the Department in identifying asset management investment priorities.

Our new asset management information system will provide a single asset register containing condition, performance, and financial information for compliance, and evidence-based decision making.

The Building Condition Assessment Framework (BCAM) provides the comparison of risk and asset condition and performance information and data to drive programs of work. The BCAM is being used to inform masterplanning in the North West region.

LGH Masterplan and Implementation Program

The Launceston General Hospital (LGH) Precinct Masterplan and supporting LGH Implementation Program were both released during the year.



Aerial image of artists impression of LGH Masterplan

The Masterplan presents a roadmap for redeveloping the LGH precinct over the next 20 years, underpinned by a set of core planning principles.

The Implementation Program guides how each element of the Masterplan will be developed. The works program has been staged in a sequence that delivers on identified services and infrastructure priorities, facilitates orderly demolition and construction, limits double decanting and maximises clinical linkages.

The Masterplan will be delivered over four stages, and includes the following cornerstone projects.

- A new, purpose-built mental health precinct on the Anne O'Byrne site, to enable provision of safe and therapeutic, recovery-oriented care to be co-designed with consumers, carers and staff.
- A new tower on the current Northside site to expand and modernise inpatient and outpatient services, and to create a space to improve functional zoning and enable expansion of other critical clinical and support service facilities.

To complement the precinct Masterplan, negotiations to enable development of a new private hospital co-located with the LGH were finalised. The project development agreement and land sale contract signed by the Tasmanian Government and Calvary Healthcare in April 2022 pave the way for a new Calvary Private Hospital to deliver additional capacity and complementary services to support, and reduce pressure on, the LGH. A detailed service agreement will now be finalised and Calvary will work to secure the necessary development approvals and meet other conditions for development.

Equipment Management Audits

The Tasmanian Government has committed \$20 million over three years to replace and upgrade critical hospital equipment, including diagnostic imaging equipment.

During the year an external consultant was engaged to undertake an audit of medical equipment. The audit analysed and classified equipment according to priority for replacement, based on factors including nominated working life and current condition.

Audits have now been completed for medical equipment in Surgical Services, Medical Services, Women's and Children's Services, Intensive Care, Emergency Departments and Diagnostic Imaging. The audits provide a fully costed risk rated statewide equipment list which is used to support evidence-based decision making.

\$10.7 million has been allocated to replacing critical surgical services equipment with the remaining funds allocated to medical equipment that is at end of life, prioritised by hospital sites, for example an MRI at the RHH.

Our new asset management system will include medical equipment and allow us to define future investment and replacement programs to better manage the equipment life-cycle.



A person checking the operation of diagnostic imaging equipment

Increasing Elective Surgery

The Statewide Elective Surgery Four-Year Plan 2021-2025 was released in August 2021. A key component of the plan is to invest in public sector capital infrastructure and equipment to increase elective surgery capacity.

In response to the plan Infrastructure Services has been working with Surgical and Perioperative Services Clinical Leaders to prepare Project Scoping Reports (PSRs) for the capital works outlined in the plan. These include establishing a Pre-admission Clinical and Surgical Outpatients unit at the Vodafone building and opening additional operating theatre capacity at the LGH. The PSRs will be used to guide the implementation of these projects.



Mental Health Masterplanning

In line with masterplanning for the LGH and North West Regional hospital, planning is underway to build new mental health precinct at both hospitals.

The new facilities will improve access and integration of mental health services in the North and North West, and provide modern facilities to support contemporary care. Importantly the facilities will be co-designed with consumers, carers, and staff. The design will have a focus on provision of safe and therapeutic recovery-oriented care and enhancing privacy and dignity, with a range of spaces for patient, family, carer, and staff use.

Statewide Mental Health Services is working to define the clinical requirements, model of care, scale and general requirements of the new facility. This will inform the functional briefing that will be used by Infrastructure Services to deliver these projects.

Business Improvement

Alongside masterplanning and policy, two key business improvement changes were introduced during the year.

The Department's new Contractor Registration and Management System will improve the work health and safety practices of staff and contractors ensuring compliance of all contractors and staff undertaking work on our assets.

A new Minor Capital Works process includes additional assessment and approval processes of the scale, cost, priority, and impact of the capital works. This process will ensure the broader operating environment, including service and infrastructure impacts and whole of lifecycle costs, are taken into consideration when scoping minor works. It will also ensure works are approved in line with delegations, appropriately prioritised and resourced, and managed in accordance with Departmental policies and guidelines.

Programming and Delivery

The Programming and Delivery unit is responsible for delivery of the Department of Health's capital works program. This includes designing and sequencing the capital program to deliver on identified service and infrastructure priorities, while also managing construction impacts and minimising disruption to service delivery.

The unit procures and manages specialist consultants and contractors including designers and technical consultants during the design phase. It also manages construction and the commissioning of completed facilities through to occupancy. As well as delivering the capital program, the unit is also responsible for continuously improving systems and processes that support delivery of capital works across our health system.



Artists impression of new Emergency Department Phase 1 at the Royal Hobart Hospital

Achievements and Highlights

Royal Hobart Hospital Redevelopment Stage 2

Significant work on Stage 2 of the Royal Hobart Hospital Redevelopment continued throughout the year, including the opening of new medical and surgical wards in A-Block.

A new Trauma and Acute Surgical Unit (TASU) on Level 6 of A-Block received its first patients in August 2021 following refurbishment; and from March 2022 the Older Persons Unit has been relocated to Level 5A after upgrades to a previously vacant ward. An additional general medical bed ward on Level 3A was also completed in December 2021, improving patient flow through the Emergency Department.

While planning for the full A-Block refurbishment is underway, a range of smaller projects within A-Block have also commenced and are at varying stages. Two key projects are the refurbishment of the Endoscopy Unit, which is now under construction, and a significant upgrade to the lifts, which is in planning phase.

Several other projects either started or progressed construction during the year. This includes start of works on the first stage of the Emergency Department expansion in March 2022, and redevelopment of J-Block which also began in March 2022 and will house an upgraded cardiology unit. Construction of the new 12-bed adult ICU is also underway and due to be completed in March 2023.

Launceston General Hospital Redevelopment Stage 1

Throughout the year progress continued on a range of projects under Stage 1 of the Launceston General Hospital Redevelopment.

This includes refurbishment of 39 Frankland Street to provide an administrative and education precinct under the LGH Masterplan, which is due to be operational in August 2022. The education precinct will include a state of the art simulation laboratory to provide learners the opportunity for hands-on deliberate practice, development of decision-making skills, and improved communication and teamwork.



Artists impression of new clerical and admin facilities at Frankland Street, as part of the LGH masterplan

Works to deliver a new, purpose-built women's and children's outpatient service on Levels 3 and 5 of the WACS tower are nearly complete. This project will provide new consulting, treatment and therapy spaces for children and adolescents as well as a new antenatal and gynaecology consulting and treatment space for women's health services.

The first stage of upgrades of the Acute Medical Unit (AMU) negative pressure rooms began in late 2021. In anticipation of increased demand for COVID beds following borders reopening in December 2021, the AMU project was expanded to include an additional ward able to accommodate COVID-19 patients. Works on Ward 3R were completed in mid-December and the ward continues to operate as a COVID backup ward as required.

Also in response to COVID-19, Ward 3D underwent significant renovations transforming it from an outpatients ward to creating 28 additional inpatient beds. Works commenced in July 2021 with operational handover in early September 2021.

Upgrades to the Emergency Department and Ambulance Ramp which began earlier this year are progressing, with works on the airlock and automatic doors completed in April 2022. Further work on the ambulance entry is continuing and due to be finished later this year.



Artists impression of new Emergency Department ambulance bay at Launceston General Hospital

During the year a highly complex project to replace both the primary and secondary back-up power generators was also completed. The project replaced ageing critical infrastructure, and as well as replacing the generators it involved upgrades to related systems and complex electrical works.

North West Regional Hospital / Mersey Community Hospital

As part of the broader upgrades at the North West Regional Hospital, works to deliver a new purpose-built Antenatal Clinic continued throughout the year.



Artists impression of new entrance to the Mersey Community Hospital

Work is nearing completion and the clinic is due to be commissioned in the second half of 2022. Other projects in detailed design phase include improvements to the Loading Dock, ICU isolation room and detailed design of a Paediatric Safe Room is now complete, and tenders are due to be called in June 2022.



Artists impression of new Paediatric Waiting area

At the Mersey Community Hospital, construction of the Outpatient Clinics and Operating Theatres started in May 2022. These upgrades will position the MCH to meet future community demand. The project will deliver expanded floor area to accommodate outpatients, operating theatres, and recovery wards respectively and plant on roof.

To allow the main works to begin on Outpatients Clinics and Operating Theatres, a significant package of early works (Critical Infrastructure) was completed in February 2022. These essential preliminary works involved replacement of current building services including electrical, mechanical, hydraulics, fire and structural services.

Planning and consultation for additional works, including a new ward to increase bed capacity has commenced in 2021 in alignment with the North West Hospitals Masterplan. Construction is expected to begin in the 2022-3 year.

Ambulance Tasmania Projects

We have continued to progress delivery of new ambulance stations and helipads to support improved paramedic services around the state.

Tenders to build the new Burnie Ambulance Station at the North West Regional Hospital were invited in May 2022, and construction is expected to begin in late 2022. The site for a new state of the art Ambulance Station at Glenorchy Ambulance has recently been acquired, and a public display of the final design is scheduled for early June 2022.

Planning for the Bicheno and Longford Ambulance Stations is continuing, negotiations to deliver Bridgewater, Oatlands and Queenstown are progressing, and tenders to build the new Beaconsfield station are currently being considered.



Artists impression of new ambulance station for Queenstown

Early planning and site investigations are also progressing for new helipads at St Helens and Dover, which will improve aeromedical response capability into these areas.

New Mental Health Beds in Southern Tasmania

Work to deliver 27 new short-term mental health beds is continuing through the redevelopment of the Peacock Centre and St Johns Park facilities. This additional capacity in the south will help to alleviate pressure on the Royal Hobart Hospital.

Redevelopment of the Peacock centre was well advanced when it was damaged by a significant fire in December 2021. Despite this setback rectification work is well advanced, and redevelopment of the site is now scheduled to be completed in November 2022.

A new mental health facility at St Johns Park will house a co-located eating disorder clinic. The detailed design is currently underway and development approvals are progressing, with works due to begin by the end of 2022.



Artist's impression of the redeveloped Peacock Centre



Artist's impression of the redeveloped Peacock Centre



Artist's impression of the redeveloped Peacock Centre

Commercial Services

The Commercial Services branch is responsible for the commercial and contractual arrangements for the Department's real property portfolio, fleet operations and capital infrastructure delivery procurement.

The Contract Services unit provides a coordinated approach to Government contracting and procurement activities for building and construction projects under the Department's Capital Infrastructure Program. The Fleet Services unit is responsible for the efficient management of all aspects of the Department's vehicle fleet, including the Ambulance Tasmania fleet. The Accommodation Services unit manages strategic office accommodation planning and ensures office environments are delivered in line with service delivery requirements and Tasmanian Government Office Accommodation Fit Out Guideline.

Achievements and Highlights

Property Portfolio Management

The Accommodation Services team is responsible for managing 216 lease and licence agreements (both inwards and outwards). During 2021-22, 35 leases/licences in (both new and renewing) were processed, with a further 120 leases/licences out (both new and renewing) processed. Nine properties were acquired and seven disposed during the year.



Location of the Department's administrative service buildings in Hobart

The Hobart CBD Accommodation Plan, endorsed during the year, will consolidate office accommodation to gain operational efficiency and meet demand for office space. Under the plan we will improve utilisation of building stock and provide contemporary office accommodation fit out that is technology enabled for flexible working. We will also exit inefficient and unsuitable buildings and enable the Department to meet short-term demands for space.

Department of Health – Outpatient Clinic and Support Services



Location of the Department's outpatient clinics and support service buildings in Hobart



Location of the proposed hub and support buildings in Hobart

The implementation of the plan is expected to take a number of years as tenancies become available, refurbishment works are completed, and staff are relocated.

Heads of Agreements and/or leases were negotiated to enable the Department to meet increased demand. In each of these building the Department successfully negotiated the inclusion of landlord funded refurbishment fit outs. This includes 5 300 m² in the Vodafone building to deliver additional outpatient clinics to support the Royal Hobart Hospital, 1 700 m² in the Trafalgar Building to deliver an extra 156 office work points and 4 500 m² at the former Entura offices in Cambridge to deliver additional office and workshop spaces.



St Helens District Hospital entrance

Contract and Procurement Services

The Contract Services unit was created during the year to provide dedicated, specialist expertise for the procurement and management of the Infrastructure Services Group's major contracts. This includes design, construction, management, and maintenance contracts across a variety of construction and professional specialisations.

During the year, the unit was responsible for managing 126 separate procurement activities – awarding 97 contracts and issuing 11 official orders, together valued at over \$97.5 million. The Project Management Professional Services Panel for Health Infrastructure Projects was also established, with 22 organisations on the panel to provide project management, contract administration and superintending services to the Department.

With the assistance of the Programming and Delivery branch and the Health ICT Project Management Office, a new Open Windows contract management system was implemented to better procure and manage construction and maintenance contracts. The system will enable project and contract managers to better manage the Department's infrastructure contracts with a specific focus on contract variations and payment claims, as well as supporting continuous improvement for contract administration within the Division.

Vehicle Fleet Management

The Department currently operates 988 leased light vehicles, comprising 784 operational vehicles and 204 executive vehicles. There are a further 104 Type 1 Ambulances managed on behalf of Ambulance Tasmania.

Historically, vehicle fleet management was undertaken in the regions, with Ambulance Tasmania taking responsibility for its own vehicles. This year fleet management was consolidated to deliver an efficient, effective and consistent approach to manage motor vehicle fleet services across the State. The Fleet Services unit also took responsibility for managing the consolidated ambulance fleet with a view to better supporting ambulance delivery, maintenance and management. A number of KPIs have been developed to monitor the effectiveness of the Department's vehicle fleet, identify trends and areas of improvement.



One of the new ambulances in the fleet

One major project delivered during the year has been the replacement and fit out of new ambulances. Thirty Type 1 Ambulances have been commissioned during the year and are now in service. Fleet Services will now work to develop a future replacement program for the ambulance fleet.

Business Support

The Business Support unit provides a range of specialist services to support the delivery of the Infrastructure Services Group's key priorities.

The unit is responsible for planning and implementing business improvement projects to support a strategic and statewide approach to managing our assets, the capital works program, asset management, and commercial functions.

The unit is also responsible for the development and management of Group-specific processes and procedures to assist streamlined and efficient operations, as well as providing support to ministerial and executive functions.

Achievements and Highlights

Project Management Framework

As part of the continuous improvement of systems and processes that support the delivery of capital works, the unit is progressing the development of a Project Management Framework for Infrastructure Services. The framework will be based on the Tasmanian Government's Project Management Framework and will be tailored for capital works projects in the health sector.

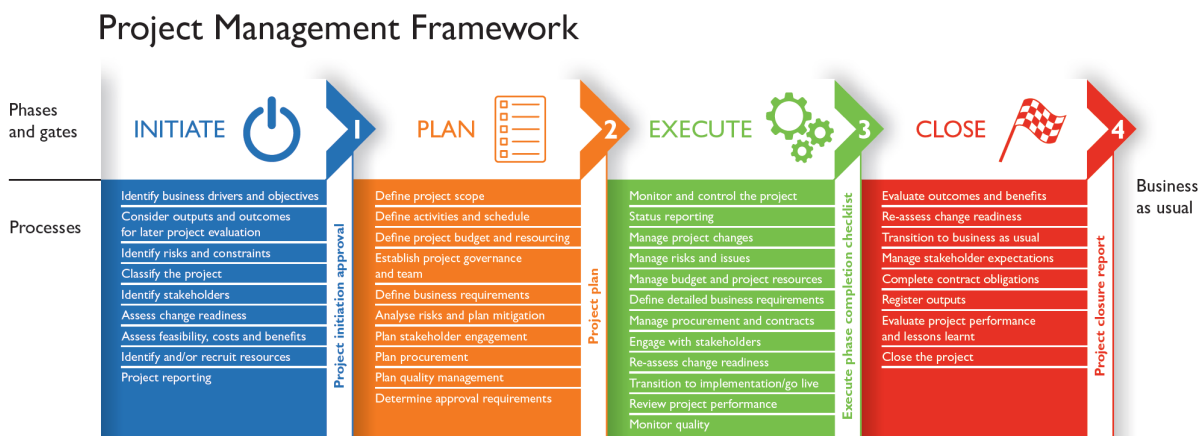


Diagram showing the project management framework

The framework will draw on project management processes and tools already in use in other agencies and will produce a consistent approach to project management for health capital works projects. The framework will be complemented by a suite of tools and processes tailored to delivering and maintaining health infrastructure, resulting in a sector-specific approach to project management.

Electronic forms

A key business improvement project during the year has been working with Health ICT to develop a range of electronic forms to support standard business functions. This includes activities such as minor works and office accommodation requests, vehicle bookings and capital funding bids.

The move to using e-forms will deliver greater efficiencies by standardising and streamlining processes, which are currently paper-based and handled manually and in different ways across different locations.

The project is aligned with the Infrastructure Services Group moved towards a more strategic and centralised approach to managing assets and commercial functions and over time will continue to be developed.



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