



Infrastructure Services Group

End of Year Highlights

2022-23

Message from the Deputy Secretary

To improve the health and wellbeing of Tasmanians, we must have the enabling infrastructure in the right places to provide healthcare services when and where they are needed. Managing our infrastructure needs with a long-term focus leads to better patient outcomes, efficient use of resources, better preparedness for future pandemic events, and inclusion of innovative technologies.



Together we manage an extensive portfolio of infrastructure assets right around Tasmania. Site masterplans guide our upgrades to these assets. Masterplans provide the long-term vision for improving our infrastructure to facilitate the effective and safe delivery of healthcare services based on the needs of Tasmanians.

Building on the success of the 2021-22 year, we have progressed masterplanning for the North West Hospitals, which will become the blueprint for the development of North West Regional Hospital and Mersey Community over the next 20 years. We have implemented a contractor registration system for our four major hospitals, which will soon expand to other sites around the state. Our Asset Management responsibility has broadened to include specialist equipment management, and we are developing an equipment management framework.

Masterplanning for Royal Hobart Hospital (RHH), Launceston General Hospital (LGH), Mersey Community Hospital, and North West Regional Hospital takes a holistic approach to setting the future direction of our major hospitals and the clinical services they will provide. To complement the RHH and LGH masterplans, we released the draft North West Hospitals Masterplan for public comment on 30 April 2023. The masterplanning work is guided 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 needs. All this work will inform a 20-year health infrastructure strategy.

The capital investment program provides for upgrades to buildings and facilities at all our major public hospitals. Over the year, we progressed major projects at our larger hospitals, including the completion of key projects at the RHH, LGH, and North West Regional Hospital. We continue to work with Calvary Healthcare to develop a co-located private hospital in Launceston, which we plan to build on the site at the corner of Howick and Charles Streets.

As well as working on the larger hospitals, we progressed planning of upgrades to health facilities in regional areas, including Campbell Town, George Town, Oatlands, Scottsdale and St Marys. We continued the construction of Beaconsfield and Queenstown Ambulance Stations and completed the Bridgewater Ambulance Station.

We started the staged delivery of our Hobart CBD Office Accommodation Plan, which will see the Department's administrative activities reorganised into a series of hubs, each dedicated to a particular function. Over the next 18 months, this will see a consolidation of our leased office spaces and the refurbishing of multiple sites to create more contemporary work environments.

We recently implemented a statewide approach to managing residential staff accommodation, providing efficiencies and consistency of services.

We continue rationalising the fleet and adopting zero emissions technologies and have commenced quarterly reporting to Health Executive to monitor fleet performance and implement improvements. Work continues on the Ambulance Tasmania Fleet renewal and modernisation program with dedicated fleet staff within the Infrastructure Services group. Modern ambulances support our hardworking paramedics and Ambulance Tasmania staff, who provide exceptional care to Tasmanians at their most vulnerable times.

I am delighted to present this summary of key highlights from 2022-23 for the Infrastructure Services Group.

Andrew Hargrave

Deputy Secretary Infrastructure



North West Regional Hospital site Masterplan



Mersey Community Hospital site Masterplan

Asset Management

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

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

Achievements and Highlights

Masterplanning

Infrastructure masterplanning provides the framework to make the best use of our land and buildings and to maximise opportunities for future development that support high quality health services into the future. During the year, masterplanning progressed in two key areas.

The North West Hospitals Masterplan provides a blueprint for developing and managing health infrastructure in the North West over the next 20 years. It complements clinical service planning led by the Health Planning Unit through Our Healthcare Future. The Draft Masterplan for the North West Hospitals was released in April for community consultation. It includes plans for the North West Regional and Mersey Community Hospitals. The final North West Hospitals Masterplan is scheduled for release in the second half of 2023.

In the south, a draft masterplan has been prepared for the development of a Health and Wellbeing Precinct at St Johns Park in New Town. The precinct will revitalise the site and provide contemporary facilities for mental health, subacute and community care services to meet forecast future demand. The next stage in developing the St Johns Park Health and Wellbeing Precinct Masterplan involves detailed planning and stakeholder, consumer, and community engagement and consultation.

20 Year Infrastructure Strategy

Development of the 20 Year Infrastructure Strategy continued throughout the year. The strategy builds on the Strategic Asset Management Plan (released in early 2022) and in conjunction with various masterplans will describe the priority areas for infrastructure investment over the next 20 years. Aligned to the Long-Term Health Plan for Healthcare in Tasmania 2040, the 20 Year Infrastructure Strategy is updated every five years to reflect changes in regional demographics, health service demand, technology and changes in the broader policy and planning environment. The Infrastructure Program is updated as masterplans are developed, reviewed, or updated. The 20 Year Infrastructure Strategy will comprise the underpinning Asset Management Policy, Strategic Asset Management Plan, individual masterplans, disposal schedules and work plans.

Medical Equipment Asset Management Framework

Medical equipment plays an integral role in the delivery of health services. As essential tools for our health specialists, medical equipment must be professionally managed. We are developing a Statewide Medical Equipment Asset Management Framework (MEAMF) to better plan, acquire, operate, and dispose of medical equipment across the Department.

The first stage of the project, the maturity assessment, has been finalised, identifying strengths, weaknesses, and risks associated with existing management practices for medical equipment. Findings from the maturity assessment inform our next steps, including developing a rolling ten-year Asset and Risk Management Plan. Adopting MEAMF will allow a strategic asset lifecycle management approach to maintaining medical equipment across the state and enable more effective forward planning.



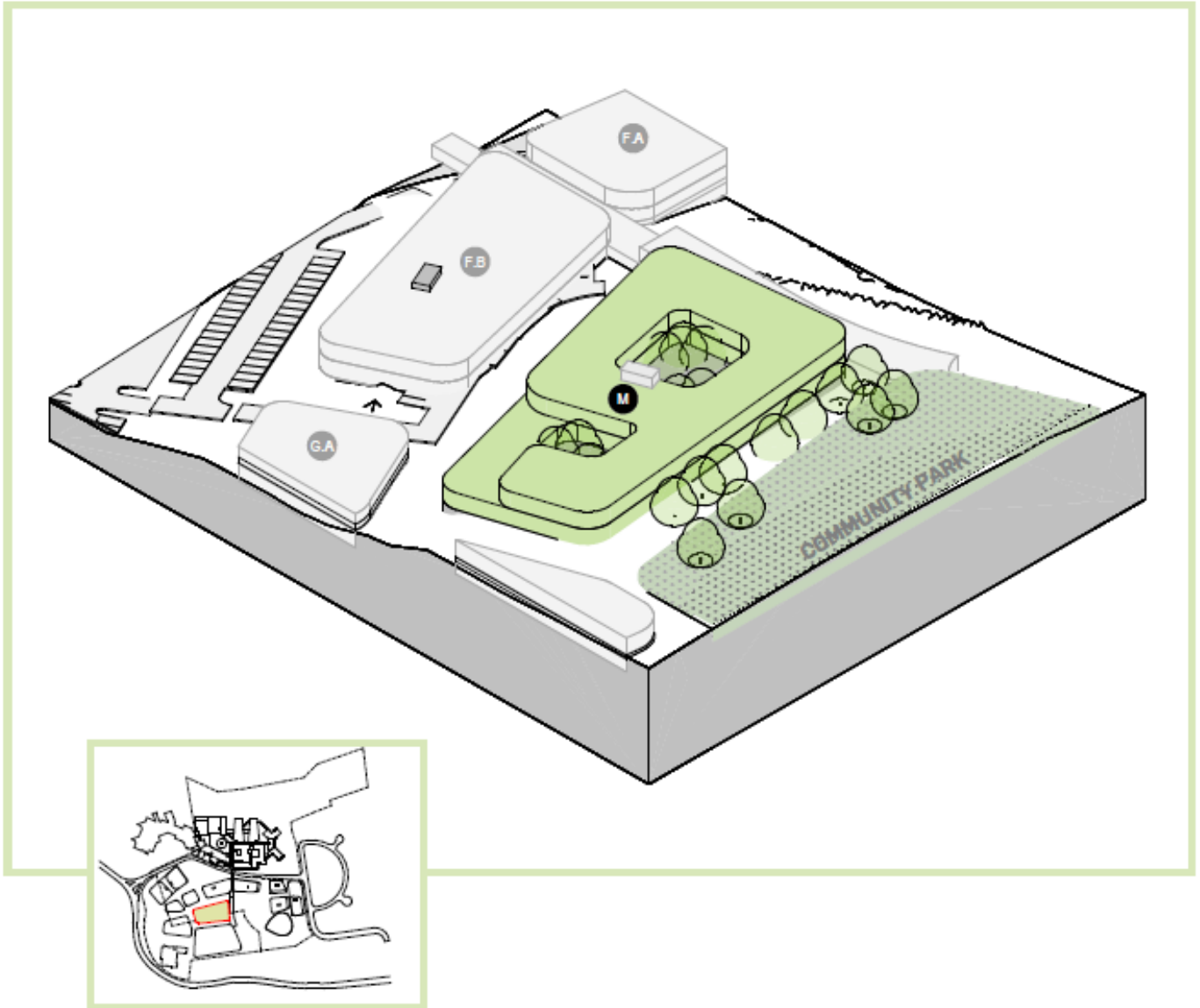
Specialist Medical equipment

Mental Health Planning

Planning for three new Mental Health Precincts is underway, one for each region, the South, North and North West.

The new North and North West facilities will improve access and integration of mental health services with modern facilities that support contemporary care. Planning for the Mental Health Precinct in the North West is continuing as a part of developing the North West Hospitals Masterplan. The precinct will support the delivery of best-practice models of care and reflect contemporary design standards for mental health facilities.

Simultaneously, planning for the Mental Health Precinct at the Launceston General Hospital Precinct has progressed after confirming the site will be 52 Frankland Street. Designs for the new precinct to replace the Northside Tower are being developed, and construction is expected to start in late 2024.



New Mental Health precinct at the North West Regional Hospital site

Launceston Hospice

The Australian Government pledged \$20 million to build a new hospice in Launceston. The new Launceston Hospice will improve the provision of palliative care in the region. In addition, it will provide increased capacity to help meet future demand as our population grows. Planning is underway, and several potential sites have been assessed. Once the site is determined, the design process will begin.

The hospice also supports the implementation of the Tasmanian Palliative and End of Life Care Policy Framework 2022-27 and the Long-Term Plan for Healthcare in Tasmania 2040.



Business Improvements

As part of our commitment to health and safety, we have implemented a Contractor Registration and Management System (CRMS) for contractors who work at our properties. The CRMS provides a portal for contractors to complete site inductions, record their mandatory training and qualifications, and register when they arrive and leave our sites. It replaces outdated registration systems with a centralised digital system that provides real time information about contractor compliance and which contractors are working on site. The new system is currently active in the four major Hospitals. The next implementation stage will see the system rolled out to other locations around the state.

In another important safety initiative, we have introduced a new online portal to house asbestos registers for all Department of Health properties around the state. The new portal provides easy access to information for contractors who undertake work in our buildings where asbestos is known or likely to exist. Providing the necessary information to undertake their work safely.



Programming and Delivery

The Programming and Delivery unit delivers the Department of Health's capital works program, including planning, designing and constructing the enabling infrastructure required for health service delivery. Often this is undertaken in working hospitals where continuity of clinical service delivery is the highest priority.

During the design phase, the unit procures and manages specialists, including designers and technical consultants. It also manages the construction and 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 and promoting project management best practice that supports the delivery of capital works across our health system.

Achievements and Highlights

North West

During the year, major projects continued at the North West Regional and Mersey Community Hospitals. The purpose-built Antenatal Clinic at the North West Regional Hospital was completed in August 2022. The \$5.8 million Antenatal Clinic combines a range of services in a dedicated setting, delivering better support for mums, babies and staff. In addition, as the Antenatal Clinic was delivered under budget, the remaining funds have enabled the delivery of a 24-space extension to the car parking next to the existing multi-storey car park. Planning is underway for the additional car parking spaces.

At the Mersey Community Hospital, construction of the new Outpatients Clinics and Operating Theatres continues, and several construction milestones were achieved. In October 2022, we opened the temporary Outpatients Clinic that allows the hospital to deliver outpatient services while construction is underway. Further progress was made to the site, with the concrete slab for the new E Block poured in March 2023. Building works continue into the coming year, with the project expected to be complete in late-2024.

Launceston General Hospital Masterplan

We achieved several major milestones in the delivery of Stage 1 of the Launceston General Hospital redevelopment this year. The dedicated Women's and Children's Precinct in the *lutha* building opened in the second half of 2022. The precinct provides contemporary facilities and a safe environment to support delivering high-quality patient care to Tasmanian women and children. The new *tunapri mapali* administration and learning building, incorporating the Anne O'Byrne Education Centre, opened in November 2022. Both buildings were given *palawa kani* names in consultation with the Tasmanian Health Service Northern Aboriginal Action Group (*rana rrala payngana rrala*).

A During the year a Memorandum of Understanding was signed between the Government and the Clifford Craig Foundation to deliver a new dedicated Research and Innovation Centre at LGH.

Planning is underway for the new Research Centre, which will be established in the Northern Integrated Care Services building, and will co-locate Department of Health staff with the Clifford Craig Foundation and the John Ramsay Library.

An upgrade of the Acute Medical Unit was completed in August 2022, and planning is also underway for a new multi-storey car park and comprehensive heating, ventilation and air conditioning replacement at the LGH.

The design for a new helicopter landing site at LGH is also being finalised after changes to Civil Aviation Safety Authority (CASA) regulations required the closure of the existing helipad. The new helipad will be on the roof of the Cleveland Street multi-storey car park, allowing a state-of-the-art, contemporary helipad construction with efficient patient transfer to the Emergency Department, ICU and theatres.



An artist's impression of the new LGH Helipad

Planning for a new private hospital co-located with the LGH is progressing. After a review of logistical and design considerations, the site for the co-located private hospital was changed. The co-located private hospital will now be developed on the larger site at the corner of Howick and Charles Streets. Planning and design work is underway to prepare the site for construction.

Royal Hobart Hospital Redevelopment

Considerable progress on the Royal Hobart Hospital Redevelopment was achieved this year. Opening in January 2023, the first stage of the Emergency Department expansion provides 28 new beds. It ensures the hospital has the number of beds and treatment points to meet current and future emergency demands. The design for Phase 2 of the Emergency Department expansion is almost complete, with construction due to start in the second half of 2023.

The first stage of the Endoscopy Short Stay Suite was completed in December 2022, and work is almost complete on the second stage, which is due to start taking patients in mid-2023. In March 2023, the Cardiology unit upgrade was finished. The upgrade provides contemporary spaces for cardiology patients to receive care. Part of the project includes the creation of a dedicated sleep centre to deliver sleep management and care for chronic sleep conditions. The Intensive Care Unit (ICU) expansion was completed in May 2023, providing 12 new ICU beds in a state-of-the-art facility.

A number of other projects started or progressed during the year at the RHH. The design of the A-Block refurbishment is expected to be completed in early 2024 and the lift replacement has progressed, with tenders to be called in mid-2023. In March 2023, tenders were invited for the Pharmacy redevelopment, and works are due to begin in the second half of 2023. Several small projects are also progressing, including the new Angiography suite and equipment upgrade which is due to start construction in mid-2023. A comprehensive upgrade to D Block Air Conditioning is under construction and scheduled to be finished in early 2024. The design of the Neurology upgrade is completed, and construction will start in late 2023. The bunker for the Linear Accelerator to treat cancer at the Holman Clinic is due to start construction in mid-2023.



One of the rooms constructed as part of the RHH Emergency Department expansion phase 1

Mental Health

Progress continues to deliver 27 new short-term mental health beds in southern Tasmania. The redeveloped Peacock Centre, which includes 12 of these beds, was officially opened in March 2023. The Peacock Centre is the first of its kind in Tasmania. It houses four new mental health services, including a new short-stay unit providing specialist treatment in a home-like environment.

Work to deliver a mental health centre at St Johns Park has also progressed. The design for the centre, which will provide another 15 short stay beds, is complete. Tenders to build the centre have been invited and construction expected to begin later in 2023.

In the North, the design of the new Northern Tasmanian eating disorder service is underway. Tenders for the project are expected to be invited in early 2024.



Peacock Centre interior

Ambulance Tasmania

Progress towards delivering new Ambulance Stations around the state continued throughout the year. Construction of the new Bridgewater, Beaconsfield and Queenstown Rural Ambulance Stations began in the second half of 2022, and the Bridgewater Ambulance Station opened in May 2023.

Works are ongoing at Queenstown and Beaconsfield, with both stations due for completion in 2023. Following community consultation in late 2022, the process to secure the preferred site for the Bicheno Ambulance Station is underway, and planning for future projects at Oatlands and Longford is also complete.

Delivery of two state-of-the-art Ambulance Stations at Burnie and Glenorchy also continued. Works to build the Burnie station began in October 2022, and tenders to build the Glenorchy station are currently being considered, with construction due to start in mid-2023.



The new Bridgewater Ambulance Tasmania station

Commercial Services

The Commercial Services branch manages the commercial and contractual arrangements for the Department's property portfolio, fleet operations and capital infrastructure delivery purchasing.

The Contract Services unit provides an organised approach to Government contracting and purchasing activities for projects under the Department's Capital Infrastructure Program. The Fleet Services unit manages the Department's vehicle fleet, including the Ambulance Tasmania fleet. The Accommodation Services unit manages the Department's commercial and residential rental activities, office space planning. It ensures office environments are delivered in line with service delivery requirements and the Tasmanian Government Office Accommodation Fit Out Guideline.

Achievements and Highlights

Fleet Statewide Systems

The Department's transition to a statewide approach to managing our vehicle fleet continued during the year. A dedicated team has been established to streamline services and create a consistent approach to managing the fleet, including additions and renewal of the Ambulance fleet. We introduced quarterly dashboard reporting of motor vehicle fleet cost and usage to map trends and inform decision-making to improve the efficiency and cost effectiveness of the fleet.



Residential Accommodation

The Department is developing a statewide approach to managing residential accommodation for staff. Staff accommodation, including the negotiation of leases and rent, has been managed in each region by Hospitals North, Hospitals North West and Hospitals South. The centralised model will help us manage staff accommodation more efficiently, provide a consistent approach to residential accommodation, and help meet demand and support staff retention in the future.

Liverpool Clinics

The newly revamped Liverpool Clinics at 59 Liverpool Street (formerly the Vodafone Building) now houses outpatient and pre-admission services to support the Royal Hobart Hospital. The first stage of the Liverpool Clinics opened in May and saw the redevelopment of nearly 1 800 sqm of leased offices into contemporary clinical space. The Liverpool Clinics project supports the implementation of the Tasmanian Government's four-year Elective Surgery and Endoscopy Plan to meet the target of patients receiving surgery within clinically recommended times. Future work will see more clinical services delivered on other building levels as these spaces become available.



Liverpool Clinics in Hobart

Procurement Maturity Assessment

As part of our ongoing process improvements, we have reviewed our contracting and procurement processes this year and introduced several critical changes. An example is the new Consultancy Services Panel contract we created to streamline the procurement of the specialist consultants needed to support our capital projects. We also created a panel contract for Workstations and Associated Office Furniture and a Hobart CBD Removalist Services. More broadly, we also implemented a range of new tools (such as the contract management system Open Windows), processes and training to support more coordinated, streamlined and strategic procurement and contracting activity across Infrastructure Services.

During the year, Contract Services facilitated approximately 170 procurements with a combined value of over \$100 million. Between July 2022 and April 2023, 119 contracts were awarded, and another 55 procurements commenced.

CBD Accommodation Plan

In late 2022 we began the implementation of the Hobart CBD Accommodation Plan. The Accommodation Plan will see our administrative activities reorganised into a series of 'hub' buildings dedicated to a particular function. It involves a large and complex series of refurbishments and office moves that will be staged over 18 - 24 months. Creating these hubs will improve internal connections by bringing teams together. It will also provide contemporary work environments that meet the Tasmanian Government's Office Accommodation Guideline and enough space for teams to grow over time. As well as hubs within the Hobart CBD, a hub will be created at Cambridge Park to provide a dedicated State Headquarters for Ambulance Tasmania. The first staff moves began in late 2022, and since then, over 800 staff members have been moved as part of the Hobart CBD Accommodation Plan. These moves include refurbishments and relocation of key functions within our offices at 22 Elizabeth Street such as the visitor reception, and teams in HR, Infrastructure Services, and Policy, Purchasing, Performance and Reform.



A newly refurbished office at the Department



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