Agenda

- About HI
- Our Rural & Regional Portfolio
- Our Rural & Regional Pipeline
- Western NSW projects
- Working With Us
About Health Infrastructure
HI’s Vision & Values

Together we will deliver future focused outcomes for the health system

Collaboration
Empowerment
Respect
Openness
NSW Health Structure

Cluster Minister
Secretary, NSW Health
Ministry of Health
Health Administration Corporation

Service Agreement
Price/Volume/Performance

Statewide Health Services
- NSW Ambulance
- NSW Health Pathology
- Health Protection NSW

Shared Services
- Health Share NSW
- E Health NSW
- Health Infrastructure

Statewide service delivery and support to LHDs and SHNs

Local health Districts and Speciality Networks
- Central Coast LHD
- Far West LHD
- Hunter New England LHD
- Illawara Shoalhaven LHD
- Mid North Coast LHD
- Murumbidgee LHD
- Nepean Blue Mountains LHD
- Northern NSW LHD
- Northern Sydney LHD
- South Eastern Sydney LHD
- South Western Sydney LHD
- Southern NSW LHD
- Sydney LHD
- Western NSW LHD
- Western Sydney LHD
- Sydney Children's Hospitals Network

Pillars
- Agency for Clinical Innovation
- Bureau of Health Information
- Cancer Institute NSW
- Clinical Excellence Commission
- Health Education and Training Institute

Appoints Boards and meets regularly with council of Board Chairs
Service Compacts

Expertise and support for public health system

* Service compact - Instrument of engagement detailing service responsibilities and accountabilities

St Vincent's health network is an affiliated health organisation.
Our Rural & Regional Projects
Completed Regional Projects

HEALTH INFRASTRUCTURE
COMPLETED PROJECTS ACROSS REGIONAL NSW

Notes: Completed car parks are not included in this map

FEBRUARY 2017
Our Rural & Regional Pipeline
2017-18 Budget

- A record investment of more than $7.7bn will be delivered in the next four years.
- This is an additional $2.8bn over the four years to 2020-21, an increase of more than 50 percent.
- The total capital works program in 2017-18 is almost $1.7bn.
  - $553.9mn is for capital infrastructure in Rural and Regional NSW
- The total value of capital projects starting in 2017-18 is over $5.2bn.
  - $2.1bn for projects in Rural and Regional NSW
- As some of the projects announced will continue beyond the four years, the WIP and Future Works collectively form a $10bn pipeline of work.
<table>
<thead>
<tr>
<th>Project</th>
<th>Start</th>
<th>Complete</th>
<th>ETC $000</th>
<th>Allocation 2017-18 $000</th>
</tr>
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<tbody>
<tr>
<td>Coffs Harbour Hospital Expansion</td>
<td>2017</td>
<td>2021</td>
<td>156,000</td>
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</tr>
<tr>
<td>Cooma Hospital Redevelopment</td>
<td>2017</td>
<td>2020</td>
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<td>1,500</td>
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<tr>
<td>Goulburn Hospital Redevelopment</td>
<td>2017</td>
<td>2021</td>
<td>120,000</td>
<td>10,200</td>
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<tr>
<td>Inverell Hospital Redevelopment</td>
<td>2017</td>
<td>2020</td>
<td>30,000</td>
<td>5,000</td>
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<tr>
<td>Lismore Hospital Redevelopment 3C – includes ICU</td>
<td>2017</td>
<td>2020</td>
<td>52,500</td>
<td>5,000</td>
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<tr>
<td>Macksville Hospital – balance for greenfield option</td>
<td>2017</td>
<td>2018</td>
<td>23,000</td>
<td>23,000</td>
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<tr>
<td>Maitland Hospital</td>
<td>2017</td>
<td>2024</td>
<td>450,000</td>
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# New Works 2017-18

<table>
<thead>
<tr>
<th>Project</th>
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<tr>
<td>Mudgee Hospital Redevelopment</td>
<td>2017</td>
<td>2020</td>
<td>70,200</td>
<td>8,000</td>
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<tr>
<td>Planning Future New Works (Rouse Hill, Griffith, Tumut, Liverpool, Statewide Mental Health Program and St George)</td>
<td>2017</td>
<td>2018</td>
<td>15,000</td>
<td>15,000</td>
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<tr>
<td>Shellharbour Hospital Redevelopment Stage 1</td>
<td>2017</td>
<td>2022</td>
<td>250,600</td>
<td>5,000</td>
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<tr>
<td>Shoalhaven Hospital Car Park</td>
<td>2017</td>
<td>2019</td>
<td>9,840</td>
<td>4,368</td>
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<tr>
<td>Tweed Hospital and Integrated Ambulatory Services Redevelopment</td>
<td>2017</td>
<td>2025</td>
<td>534,131</td>
<td>2,525</td>
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<tr>
<td>Wagga Wagga Hospital Redevelopment Stage 3</td>
<td>2017</td>
<td>2022</td>
<td>170,000</td>
<td>4,000</td>
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<tr>
<td>Wyong Hospital Redevelopment Stage 1</td>
<td>2017</td>
<td>2021</td>
<td>200,000</td>
<td>10,000</td>
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# Works in Progress 2017-18

<table>
<thead>
<tr>
<th>Project</th>
<th>Start</th>
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<th>ETC $000</th>
<th>Allocation 2017-18 $000</th>
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<tbody>
<tr>
<td>Armidale Hospital Redevelopment</td>
<td>2015</td>
<td>2019</td>
<td>60,000</td>
<td>29,543</td>
</tr>
<tr>
<td>Bowral Hospital Redevelopment</td>
<td>2015</td>
<td>2020</td>
<td>50,000</td>
<td>5,000</td>
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<tr>
<td>Broken Hill Hospital and Dental Facility Reconfiguration</td>
<td>2015</td>
<td>2020</td>
<td>30,000</td>
<td>9,619</td>
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<tr>
<td>Bulli Hospital Aged Care Centre of Excellence</td>
<td>2015</td>
<td>2019</td>
<td>37,100</td>
<td>20,965</td>
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<tr>
<td>Dubbo Hospital – Stages 1 and 2</td>
<td>2011</td>
<td>2019</td>
<td>91,300</td>
<td>5,700</td>
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<tr>
<td>Dubbo Hospital – Stages 3 and 4</td>
<td>2016</td>
<td>2021</td>
<td>150,000</td>
<td>37,781</td>
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<tr>
<td>Gosford Hospital Redevelopment</td>
<td>2014</td>
<td>2020</td>
<td>348,000</td>
<td>87,241</td>
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<tr>
<td>John Hunter Children’s Hospital NICU (Stages 2 and 3)</td>
<td>2016</td>
<td>2020</td>
<td>18,000</td>
<td>7,956</td>
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<tr>
<td>Lismore Base Hospital Redevelopment Stage 3A and 3B</td>
<td>2013</td>
<td>2020</td>
<td>260,250</td>
<td>27,781</td>
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<tr>
<td>Project</td>
<td>Start</td>
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<td>ETC $000</td>
<td>Allocation 2017-18 $000</td>
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<td>-------------------------------------------------------------</td>
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<tr>
<td>Macksville Hospital Redevelopment</td>
<td>2015</td>
<td>2019</td>
<td>50,000</td>
<td>25,980</td>
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<tr>
<td>Manning Hospital Redevelopment Stage 1 (Renal and Oncology)</td>
<td>2015</td>
<td>2020</td>
<td>20,000</td>
<td>9,869</td>
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<tr>
<td>MPS Strategy Stage 5 Planning and Development</td>
<td>2013</td>
<td>2019</td>
<td>31,294</td>
<td>13,836</td>
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<tr>
<td>Multipurpose Services (MPS) Strategy Stage 5</td>
<td>2015</td>
<td>2022</td>
<td>300,000</td>
<td>59,592</td>
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<tr>
<td>Muswellbrook Hospital Redevelopment Stage 2</td>
<td>2015</td>
<td>2020</td>
<td>19,975</td>
<td>13,063</td>
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<tr>
<td>Port Macquarie Mental Health Expansion</td>
<td>2016</td>
<td>2019</td>
<td>15,416</td>
<td>10,574</td>
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<tr>
<td>Rural Ambulance Infrastructure Reconfiguration</td>
<td>2015</td>
<td>2022</td>
<td>122,120</td>
<td>34,991</td>
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<tr>
<td>Tweed Hospital Redevelopment Stage 1</td>
<td>2016</td>
<td>2019</td>
<td>48,160</td>
<td>21,968</td>
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<tr>
<td>Wagga Wagga Rural Referral Hospital</td>
<td>2011</td>
<td>2019</td>
<td>268,989</td>
<td>6,122</td>
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</table>
# Works in Progress 2017-18

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<thead>
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<th>ETC $000</th>
<th>Allocation 2017-18 $000</th>
</tr>
</thead>
<tbody>
<tr>
<td>HealthOne / Integrated Primary Healthcare Centres</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HealthOne Strategy</td>
<td>2016</td>
<td>2022</td>
<td>100,000</td>
<td>2,657</td>
</tr>
<tr>
<td>HealthOne Planning and Development</td>
<td>2015</td>
<td>2018</td>
<td>2,000</td>
<td>638</td>
</tr>
</tbody>
</table>

Key HealthOne sites (Far West LHD)
- Tibooburra
- Dareton
- Buronga
Western NSW
Dubbo Hospital Redevelopment – Stages 3 & 4

In January 2015 the NSW Government announced $150 million to deliver Stages 3 and 4 of the Dubbo Hospital Redevelopment project.

OVERVIEW

Dubbo Hospital Redevelopment Stages 3 and 4 will continue to expand and enhance Dubbo Hospital to ensure it continues to be a leading referral centre in regional NSW, and provide the highest level of health care for the Dubbo community now and into the future.

This project follows on from the $91.3 million Dubbo Hospital Redevelopment – Stages 1 and 2.

The Western NSW Local Health District has determined details of the redevelopment based on the future clinical needs of Dubbo Hospital, and following feedback provided as part of the consultation process.

In June 2016 planning commenced for the renal dialysis unit which will now be delivered in Stages 3 and 4.

SCOPE

- new emergency department and short stay unit
- new medical imaging unit
- new inpatient unit
- a new critical care floor comprising of:
  - coronary care/stroke unit
  - intensive care unit
  - cardiac catheter laboratory
- new renal dialysis unit (originally part of Stages 1 and 2 works)
- new ambulatory care unit
- new front of house entry and drop off zone
- upgrade of women's and children's community health
- additional parking on campus
In February 2015 the NSW Government announced $60 million towards the Mudgee Hospital Redevelopment project. In June 2017 a further $10.2 million was committed to the redevelopment.

A portion of funding was allocated in the 2016/17 Budget to begin planning with a further $8 million in the 2017/18 Budget.

OVERVIEW

The Western NSW Local Health District has completed the Clinical Services Plan (CSP). The CSP provides a roadmap for public health services in the region and a guide for how services will be structured and organised in the future.

The redevelopment will provide enhanced services, facilities and care to patients in a modern, integrated facility which will replace the existing ageing infrastructure.

In June 2017, the NSW Government announced the redevelopment will include a brand new facility on the existing hospital campus.
In June 2017, the NSW Government announced $10 million to deliver the Integrated Cancer Centre at Dubbo.

Together with the Commonwealth's Government's $25 million commitment in May 2016, the Integrated Cancer Centre will give people in Western NSW access to top medical care.

The Integrated Cancer Centre in Dubbo will assist people living in remote areas of Western NSW by providing access to world-class cancer diagnostics and treatment facilities.

The project aims to improve health outcomes for patients with cancer by reducing the need to travel long distances for care, making it easier for them to access diagnostic and treatment services in a timely manner.

The project is being delivered in close consultation with the $150 million Dubbo Hospital Redevelopment Stages 3 and 4 to minimise disruption to patient services.
<table>
<thead>
<tr>
<th>Site</th>
<th>Status</th>
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<tbody>
<tr>
<td>Walgett</td>
<td>Construction completed late 2015</td>
</tr>
<tr>
<td>Molong</td>
<td>Construction commenced June 2016</td>
</tr>
<tr>
<td>Coolah</td>
<td>Construction commenced November 2016</td>
</tr>
<tr>
<td>Rylstone</td>
<td>Construction commenced November 2016</td>
</tr>
<tr>
<td>Cobar</td>
<td>Planning is underway. Construction contract expected to be awarded in September 2017</td>
</tr>
<tr>
<td>Site</td>
<td>Status</td>
</tr>
<tr>
<td>---------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Bathurst</td>
<td>Construction expected to commence late 2017</td>
</tr>
<tr>
<td>Cowra</td>
<td>Site sourcing and investigations being undertaken to determine preferred site</td>
</tr>
<tr>
<td>Grenfell</td>
<td>Site sourcing and investigations being undertaken to determine preferred site</td>
</tr>
<tr>
<td>Molong</td>
<td>Construction expected to commence late 2017</td>
</tr>
</tbody>
</table>
RAIR Projects West of Bathurst

In Planning
• Bathurst
• Goulburn
• Yass
• Grenfell
• Cowra
• Cootamundra

Due to Commence Construction
• Griffith
• Molong

Construction Complete
• Wagga Wagga
• Harden (Operational Commissioning)
• Ardlethan (Operational Commissioning)
• Coolamon (Operational Commissioning)
Working with HI
Procurement Methodologies

• Early Contractor Involvement
• Design Finalisation Contract
• Lessons Learned
Non-price tender assessment

• Contractors engaged on all projects must meet or exceed targets for training management, apprenticeships and Aboriginal participation.

• Strong emphasis on non-price tender assessment criteria, including:
  ✓ Aboriginal participation
  ✓ Training
  ✓ Apprenticeships
  ✓ Local industry participation

• Both direct and indirect Aboriginal participation.
South East Regional Hospital at Bega

• Brookfield Multiplex partnered with the Bega Local Aboriginal Land Council to provide a 12 month construction-based traineeship program:
  • The traineeship provided 20 unemployed indigenous people with the opportunity to develop a diverse and unique range of skills in a mentoring atmosphere.
  • Brookfield Multiplex partnered with Hunter Valley Training Company & Illawarra TAFE.
  • The program was funded through the Australian Government’s Indigenous Employment Program.
  • The trainees completed the program with a Certificate II in Construction Pathways.

• Traineeships accounted for more than 10% of total labour hours, and indigenous participation accounted for a further 10%, on the $187 million South East Regional Hospital at Bega.
Tamworth Hospital Redevelopment

- Indigenous participation accounting for over 5% of total labour hours, and training and traineeships making up more than 20% of total labour hours, on the $211 million Tamworth Hospital Redevelopment.

- Local industry participation was also measured (defined as primary residence within 100km of site):
  - For Main Works 2 = 43% of total workforce
  - For Main Works 3 = 38% of total workforce

- APP (Project Manager) and Richard Crookes Constructions (Contractor, in JV with Abigroup) have since opened offices in Tamworth.

- RCC subsequently awarded the contract for the Armidale Hospital Redevelopment.
• Traineeships consistently exceeded a 20% target of labour hours at the $88 million Byron Central Hospital project, and indigenous participation exceeded the 8% target.
Any Questions?

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