

Interim Statement of Service

AN AGREEMENT BETWEEN:

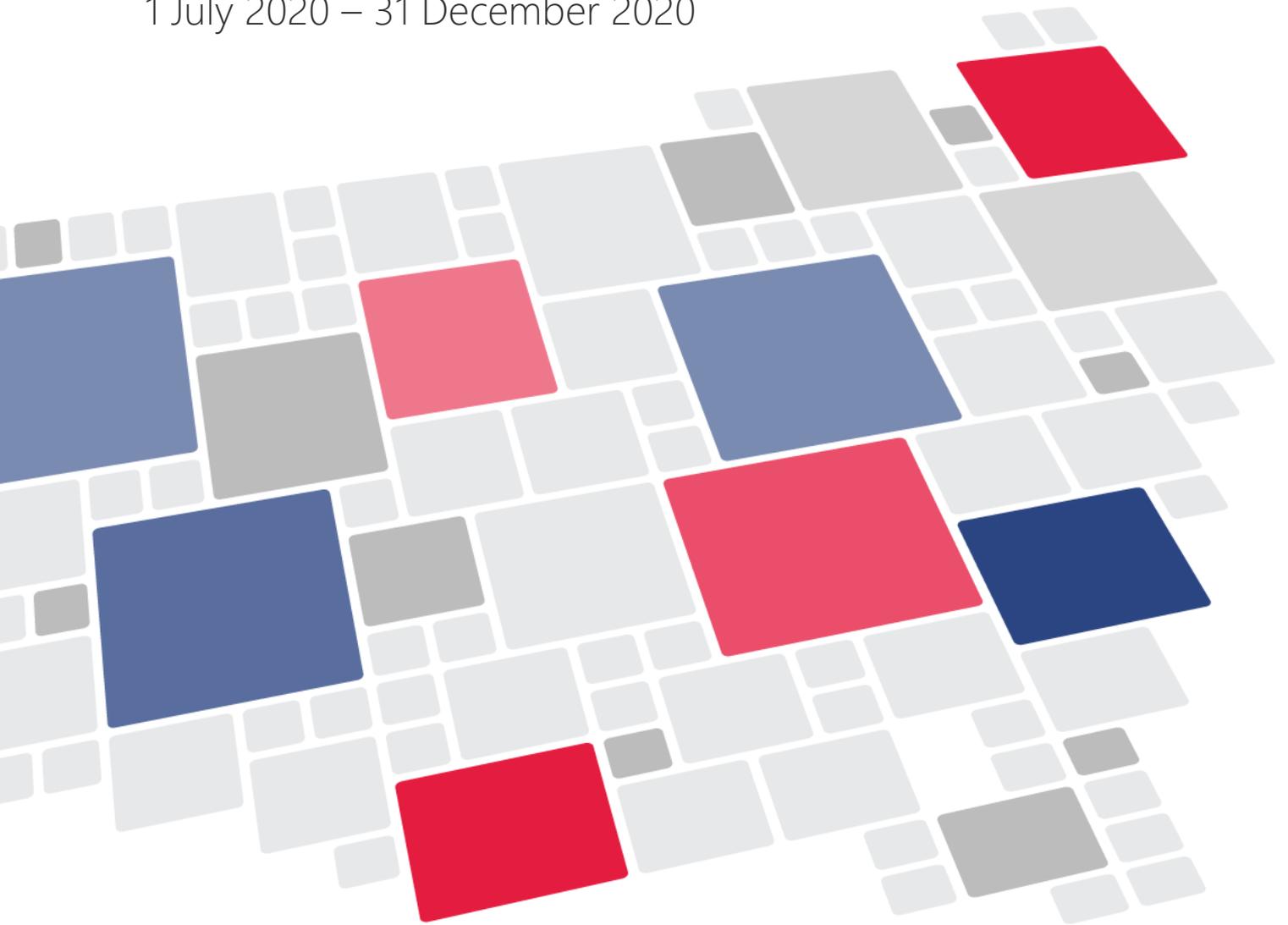
Secretary, NSW Health

AND THE

Health Infrastructure

FOR THE PERIOD

1 July 2020 – 31 December 2020



NSW Health Interim Statement of Service

Principal purpose

The principal purpose of the Statement of Service is to set out the service and performance expectations for the funding and other support provided to Health Infrastructure (the Organisation), to ensure the provision of equitable, safe, high quality, patient-centred healthcare services.

Due to the deferral of the NSW budget, an Instrument of Authorisation has been issued allowing clusters to access Consolidated Funds from 1 July 2020 in accordance with the Government Sector Finance Act 2018. This replaces the authority of an Appropriation until the NSW budget is issued.

The Statement of Service articulates direction, responsibility and accountability across the NSW Health system for the delivery of NSW Government and NSW Health priorities. Additionally, it specifies the service delivery and performance requirements expected of the Organisation that will be monitored in line with the NSW Health Performance Framework.

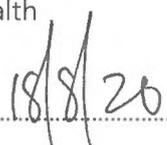
Through execution of the Statement of Service, the Secretary agrees to provide the funding and other support to the Organisation as outlined in this Statement of Service.

Parties to the Statement of Service

Ms Rebecca Wark
Chief Executive
Health Infrastructure

Date 07/08/2020 Signed 

NSW Health
Ms Elizabeth Koff
Secretary
NSW Health

Date  Signed 

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Strategic priorities

The delivery of NSW Health strategies and priorities is the responsibility of the Ministry of Health, health services and support organisations. These are to be reflected in the strategic, operational and business plans of these entities.

NSW Premier’s Priorities

In June 2019, the NSW Premier set new social priorities to tackle tough community challenges, lift the quality of life for everyone in NSW and put people at the heart of everything the Government does.

NSW Health is leading the three priorities for improving the health system:

Improving outpatient and community care
Reduce preventable hospital visits by 5 per cent through to 2023 by caring for people in the community.



Improving service levels in hospitals
100 per cent of all triage category 1, 95 per cent of triage category 2 and 85 per cent of triage category 3 patients commencing treatment on time by 2023.



Towards zero suicides
Reduce the rate of suicide deaths in NSW by 20 per cent by 2023.



NSW Health staff will continue to work together to deliver a sustainable health system that delivers outcomes that matter to patients and the community, is personalised, invests in wellness and is digitally enabled.

NSW Health Strategic Priorities 2020-21

INTERIM NSW HEALTH STRATEGIC PRIORITIES FY2020-21									
STRATEGIES	1	2	3	4	5	6	7	8	
Executive Sponsors	Population and Public Health	Patient Experience and System Performance	Health System Strategy and Planning	People, Culture and Governance	Population and Public Health	eHealth NSW	Health System Strategy and Planning	Finance and Asset Management	
OBJECTIVES Strategic Oversight Leads	<p>1.1 Implement policy and programs to increase healthy weight in children <i>Centre for Population Health</i></p> <p>1.2 Embed a health system response to alcohol, tobacco & other drug use and work across agencies <i>Centre for Alcohol and Other Drugs and Cancer Institute NSW</i></p> <p>1.3 Reduce the impact of infectious diseases including COVID-19, and environmental health factors, including natural disasters, on community wellbeing <i>Health Protection NSW</i></p> <p>1.4 Embed Aboriginal social and cultural concepts of health and wellbeing in programs and services <i>Centre for Aboriginal Health</i></p> <p>1.5 Support pregnancy and families to ensure that all children have the best possible start in life <i>Health and Social Policy</i></p>	<p>2.1 Continue to deliver high quality and safe patient care <i>Clinical Excellence Commission and Agency for Clinical Innovation</i></p> <p>2.2 Continue to embed value-based healthcare to deliver the right care in the right setting <i>Strategic Reform and Planning</i></p> <p>2.3 Improve the patient experience and further engage with patients and carers <i>System Purchasing</i></p> <p>2.4 Provide timely and equitable access to appropriate care <i>System Management</i></p> <p>2.5 Use data and analytics to drive reform and innovation <i>System Information and Analytics</i></p>	<p>3.1 Drive health system integration and connectivity <i>System Performance Support and System Information and Analytics</i></p> <p>3.2 Progress Towards Zero Suicides initiatives across NSW <i>Mental Health</i></p> <p>3.3 Achieve mental health reforms across the system <i>Mental Health</i></p> <p>3.4 Strengthen the network of services for frailty, ageing and end of life care <i>Health and Social Policy</i></p> <p>3.5 Support vulnerable people and people with disability within the health sector and between agencies <i>Government Relations</i></p>	<p>4.1 Achieve a 'Fit for Purpose' workforce for now and the future <i>Workforce Planning and Development</i></p> <p>4.2 Improve diversity in all levels of the system <i>Workforce Planning and Development</i></p> <p>4.3 Strengthen the culture within Health organisations to reflect our CORE values more consistently <i>Workforce Planning and Development</i></p> <p>4.4 Develop effective health professional managers and leaders <i>Health Education and Training Institute</i></p> <p>4.5 Improve health, safety and wellbeing at work <i>Workforce Relations</i></p> <p>4.6 Deliver effective regulation, governance and accountability <i>Legal and Regulatory Services</i></p>	<p>5.1 Drive the generation of policy-relevant translational research <i>Centre for Epidemiology and Evidence and Office of Health and Medical Research</i></p> <p>5.2 Drive research translation in the health system <i>Office of Health and Medical Research and Agency for Clinical Innovation</i></p> <p>5.3 Make NSW a global leader in clinical trials <i>Office of Health and Medical Research</i></p> <p>5.4 Enable the research environment <i>Office of Health and Medical Research</i></p> <p>5.5 Leverage research and innovation opportunities and funding <i>Office of Health and Medical Research</i></p>	<p>6.1 Progress the implementation of paper-lite key clinical information systems <i>eHealth NSW</i></p> <p>6.2 Foster eHealth solutions that support integrated health services <i>eHealth NSW</i></p> <p>6.3 Enhance systems and tools to improve workforce and business management <i>eHealth NSW</i></p> <p>6.4 Develop and enhance health analytics to improve insights and decision-making <i>eHealth NSW</i></p> <p>6.5 Enhance patient, provider and research community access to digital health information <i>eHealth NSW</i></p> <p>6.6 Enhance systems infrastructure, security and intelligence <i>eHealth NSW</i></p>	<p>7.1 Implement the 20 Year Health Infrastructure Strategy/Plan future focused models of care <i>Strategic Reform and Planning</i></p> <p>7.2 Deliver agreed infrastructure on time and on budget <i>Health Infrastructure</i></p> <p>7.3 Deliver infrastructure plans and integrate with other agencies <i>Strategic Reform and Planning and Precincts and Partnerships</i></p> <p>7.4 Strengthen asset management capability <i>Asset Management and Health Infrastructure</i></p>	<p>8.1 Deliver financial control in the day to day operations <i>Finance</i></p> <p>8.2 Develop sustainable funding for future growth <i>Finance</i></p> <p>8.3 Drive value in procurement <i>Strategic Procurement</i></p> <p>8.4 Deliver commercial programs <i>Strategic Procurement</i></p> <p>8.5 Enhance productivity using new ways of working with the relocation to 1 Reserve Road <i>Corporate Services and Business Improvement</i></p>	
	<p>KEY</p> <ul style="list-style-type: none"> Population and Public Health People, Culture and Governance Patient Experience and System Performance Health System Strategy and Planning Finance and Asset Management Services Pillars 								
	INTERIM NSW HEALTH STRATEGIC PRIORITIES 2020-21								

NSW Health Outcome and Business Plan 2019-20 to 2022-23

The NSW Treasury Outcome Budgeting initiative intends to transform the way budget decisions are made, and resources are managed in the NSW public sector. The overarching objective of Outcome Budgeting is to shift the focus of the NSW Government to deliver better outcomes for the people of NSW with increased transparency, accountability and value (TPP 18-09¹).

The *NSW Health Outcome and Business Plan* is an agreement between the Minister for Health and Medical Research, the Secretary, NSW Health and the NSW Government setting out the outcomes and objectives that will be focused on over the next four years.

NSW Health has identified five state outcomes that it will achieve for the people of NSW. The state outcomes cover the broad range of functions and services provided across care settings.

1. Keeping people healthy through prevention and health promotion
2. People can access care in out of hospital settings to manage their health and wellbeing
3. People receive timely emergency care
4. People receive high-quality, safe care in our hospitals
5. Our people and systems are continuously improving to deliver the best health outcomes and experiences

To achieve these outcomes, NSW Health has set a series of ambitious targets and has a comprehensive program of change initiatives in place. These targets have been built into key performance indicators in the Service Agreement, the *NSW Health Performance Framework*, the *NSW Health Purchasing Framework* and the funding model.

¹ <https://www.treasury.nsw.gov.au/sites/default/files/2018-12/TPP18-09%20Outcome%20Budgeting.pdf>

Alignment of directions and strategies to outcomes:



Governance

The Organisation must ensure that all applicable duties, obligations and accountabilities are understood and complied with, and that services are provided in a manner consistent with all NSW Health policies, procedures, plans, circulars, inter-agency agreements, Ministerial directives and other instruments and statutory obligations.

The Organisation is to ensure active participation in state-wide reviews that relate to HI’s functions and services.

The policies and frameworks referred to in section 4.4 of the 2019-20 Service Agreement between the Secretary, NSW Health and the Organisation remain applicable for this agreement.

Interim budget – NSW Health Outcome Budgeting

State Outcome Budget Schedule: Financial allocation

Health Infrastructure - Budget 2020-21		
		Interim 2020-21 Initial Budget (\$'000)
A	Expenditure Budget by Account Group (General Fund)	
	Employee Related	\$350
	Goods & Services	\$2,470
	Repairs, Maintenance & Renewals	-\$3
	Depreciation	\$401
	Borrowing Costs	\$2
	<i>Sub-total</i>	\$3,219
B	SP&T Expenses	\$
C	Total Expenses (C=A+B)	\$3,219
D	Other - Gain/Loss on disposal of assets etc	\$
E	Revenue	-\$916,833
F	Net Result (F=C+D+E)	-\$913,614
<u>Note:</u>		

Schedule A Part 2

		2020/21
Health Infrastructure		(\$'000)
	<u>Government Grants</u>	
A	Recurrent Subsidy	-\$2,953
B	Capital Subsidy	-\$801,392
C	Crown Acceptance (Super, LSL)	-\$268
D	Total Government Contribution (D=A+B+C)	-\$804,613
	<u>Own Source revenue</u>	
E	GF Revenue	-\$112,221
F	SP&T Revenue	\$
G	Total Own Source Revenue (G=E+F)	-\$112,221
H	Total Revenue (H=D+G)	-\$916,833
I	Total Expense Budget - General Funds	\$3,219
J	SP&T Expense Budget	\$
K	Other Expense Budget	\$
L	Total Expense Budget as per Schedule A Part 1 (L=I+J+K)	\$3,219
M	Net Result (M=H+L)	-\$913,614
	<u>Net Result Represented by:</u>	
N	Asset Movements	\$913,211
O	Liability Movements	\$403
P	Entity Transfers	\$
Q	Total (Q=N+O+P)	\$913,614
Note:		
<p>The minimum weekly cash reserve buffer for unrestricted cash at bank will be maintained for FY 2020/21 to \$5m. The cash at bank reserve buffer was reduced to approximately 75% of the FY 2018/19 buffer as a result of the transition of creditor payments and PAYG remittance to HealthShare and HealthShare managed bank accounts from the 1st July 2019. All NSW Health Entities will comply with the cash buffer requirements under NSW Treasury Circular TC15_01 Cash Management – Expanding the Scope of the Treasury Banking System.</p> <p>The Ministry will closely monitor cash at bank balances during the year to ensure compliance with this NSW Treasury policy.</p>		

State Outcome Budget Schedule: Capital program

PROJECTS MANAGED BY HEALTH SERVICE	Project Code	Reporting Silo	Estimated Total Cost 2020/21	Estimated Expenditure to 30 June 2019	Cost to Complete at 30 June 2019	Capital Budget Allocation 2020/21	2020/21 Capital Budget Allocation by Source of Funds			
							MOH Funded 2020/21	Local Funds 2020/21	Revenue 2020/21	Lease Liabilities 2020/21
2020/21 Capital Projects			\$	\$	\$	\$	\$	\$	\$	\$
MAJOR NEW WORKS 2020/21										
TBA	TBA		TBA	TBA	TBA	TBA	TBA	TBA	TBA	TBA
TOTAL MAJOR NEW WORKS										
			-	-	-	-	-	-	-	-
WORKS IN PROGRESS										
Bankstown-Lidcombe Emergency Department	P56397	HI Silo	25,000,000	9,262,984	15,737,016	15,737,017	15,737,017	-	-	-
Blacktown-MT Druitt HS Redev.	P54756	HI Silo	651,186,804	638,832,070	12,354,734	12,354,734	12,354,734	-	-	-
Bowral Hospital Redevelopment	P56038	HI Silo	68,663,473	61,921,589	6,741,884	6,741,883	6,741,883	-	-	-
Campbelltown Hospital Redevelopment Stage 1	P55260	HI Silo	632,000,000	182,721,354	449,278,646	181,393,058	130,756,854	-	50,636,204	-
Canterbury Hospital	P56466	HI Silo	1,000,000	20,000	980,000	980,000	980,000	-	-	-
Central Coast Medical Schools and Central Coast Hospital Redevelopment	P56598	HI Silo	39,600,820	20,000,000	19,600,820	14,600,820	-	14,600,820	-	-
Childrens Hospital at Westmead Stage 2 Development	P56520	HI Silo	619,000,000	8,556,222	610,443,778	11,387,291	11,387,291	-	-	-
Coffs Harbour Hospital Expansion	P56166	HI Silo	194,000,000	65,345,462	128,654,538	59,334,521	59,334,521	-	-	-
Concord Hospital (Phase 1A and 1B) Upgrade	P56167	HI Silo	341,200,000	138,913,231	202,286,769	124,604,722	124,604,722	-	-	-
Cooma Hospital Redevelopment	P56168	HI Silo	18,600,000	10,000,993	8,599,007	4,866,776	4,866,776	-	-	-
Cystic Fibrosis Specialist Service Unit (CFSSU)	P56519	HI Silo	65,000,000	1,716,783	63,283,217	3,328,722	3,328,722	-	-	-
Dubbo Hospital Stages 1 & 2	P54532	HI Silo	241,300,000	211,194,066	30,105,934	30,105,934	27,774,370	-	2,331,564	-
Goulburn Hospital Redevelopment	P55265	HI Silo	150,000,000	56,087,099	93,912,901	66,786,076	66,786,076	-	-	-
Grafton Hospital Redevelopment Ambulator	P56047	HI Silo	17,500,000	14,407,402	3,092,598	3,092,598	-	3,092,598	-	-
Griffith Hospital Redevelopment Stage One	P56401	HI Silo	250,000,000	22,318,293	227,681,707	19,985,119	19,985,119	-	-	-
HealthOne Strategy	P56159	HI Silo	100,000,000	32,132,861	67,867,139	39,352,394	-	-	39,352,394	-
Hornsby Ku-ring-gai Hospital Redevelopment	P54774	HI Silo	400,254,626	311,686,134	88,568,492	80,869,039	66,609,040	14,260,000	-	-
Inverell Hospital Redevelopment	P56163	HI Silo	60,000,000	44,881,075	15,118,925	12,254,641	12,254,641	-	-	-
John Hunter Health and Innovation Precinct	P56517	HI Silo	780,000,000	9,199,938	770,800,062	38,336,699	38,336,699	-	-	-
John Hunter NICU (Stages 2 and 3)	P56160	HI Silo	18,000,000	15,357,440	2,642,560	2,642,560	-	-	2,642,560	-
Lismore Hospital Redevelopment Stages 3A, 3B and 3C	P55028	HI Silo	312,750,000	261,737,436	51,012,564	25,438,488	953,373	-	24,485,115	-
Liverpool Health and Academic Precinct	P56402	HI Silo	740,000,000	46,803,984	693,196,016	72,300,493	72,300,493	-	-	-
Liverpool Hospital Car Park	P56525	HI Silo	50,000,000	3,012,633	46,987,367	26,562,145	26,562,145	-	-	-
Macksville Hospital Redevelopment Stage 2	P56040	HI Silo	73,000,000	71,675,797	1,324,203	1,324,203	-	-	1,324,203	-
Maitland Hospital (New)	P56309	HI Silo	470,000,000	174,788,471	295,211,529	193,232,800	143,232,800	-	50,000,000	-
Manning Hospital Redevelopment Stages 1 & 2	P56041	HI Silo	40,000,000	34,202,611	5,797,389	5,797,389	5,797,389	-	-	-
Mudgee Hospital Redevelopment	P56170	HI Silo	70,700,000	66,591,276	4,108,724	4,108,724	4,108,724	-	-	-
Multipurpose Services (MPS) Strategy (including Mudgee Hospital Redevelopment)	P56051	HI Silo	296,530,000	215,839,760	80,690,240	45,520,727	-	-	45,520,727	-
Nepean Hospital and Integrated Ambulatory	P56310	HI Silo	550,000,000	243,200,135	306,799,865	206,597,679	206,597,679	-	-	-

PROJECTS MANAGED BY HEALTH SERVICE	Project Code	Reporting Silo	Estimated Total Cost 2020/21	Estimated Expenditure to 30 June 2019	Cost to Complete at 30 June 2019	Capital Budget Allocation 2020/21	2020/21 Capital Budget Allocation by Source of Funds			
							MOH Funded 2020/21	Local Funds 2020/21	Revenue 2020/21	Lease Liabilities 2020/21
							\$	\$	\$	\$
2020/21 Capital Projects										
Northern Beaches - Mona Vale Hosp. & Com	P53985	HI Silo	618,900,000	594,790,497	24,109,503	24,099,997	24,099,997	-	-	-
Port Macquarie Hospital Car Park	P56404	HI Silo	11,500,000	9,085,460	2,414,540	2,414,540	2,414,540	-	-	-
Randwick Campus Reconfiguration and Expa	P56067	HI Silo	720,000,000	382,272,586	337,727,414	124,911,475	124,911,475	-	-	-
Randwick Campus Redevelopment - UNSW I	P56599	HI Silo	58,050,000	2,605,000	55,445,000	22,726,733	-	22,726,733	-	-
Rouse Hill Health Service – Land Acquisition	P56405	HI Silo	75,000,000	21,961,642	53,038,359	53,038,359	53,038,359	-	-	-
Rural Ambulance Infrastructure Reconfigura	P56052	HI Silo	122,120,000	103,890,238	18,229,762	8,853,970	8,853,970	-	-	-
SCHN Westmead Redevelopment Stage 1	P56171	HI Silo	95,000,000	87,045,388	7,954,612	7,954,612	7,954,612	-	-	-
Service Support Hub	P56469	HI Silo	1,000,000	505,062	494,938	494,938	494,938	-	-	-
Shellharbour Hospital Redevelopment Stage	P56301	HI Silo	378,600,000	22,219,508	356,380,492	3,000,000	3,000,000	-	-	-
Statewide Mental Health Infrastructure Prog	P56407	HI Silo	700,000,000	38,421,736	661,578,264	34,350,041	34,350,041	-	-	-
Sydney Ambulance Metropolitan Strategy (S	P55344	HI Silo	184,000,000	159,981,954	24,018,046	15,024,408	-	15,024,408	-	-
Tumut Hospital Redevelopment	P56516	HI Silo	50,000,000	5,100,000	44,900,000	30,861,286	30,861,286	-	-	-
Tweed Hospital and Integrated Ambulatory :	P56291	HI Silo	582,131,000	77,403,505	504,727,495	94,232,910	94,232,910	-	-	-
Wagga Wagga Car Park	P56524	HI Silo	30,000,000	250,000	29,750,000	6,429,533	6,429,533	-	-	-
Wagga Wagga Hospital Redevelopment Stag	P55264	HI Silo	431,360,000	359,219,286	72,140,714	39,633,405	39,633,405	-	-	-
Western Cancer Centre Dubbo	P56408	HI Silo	35,000,000	12,989,042	22,010,958	22,010,958	4,510,958	-	17,500,000	-
Westmead Hospital Redevelopment Stage 1	P55335	HI Silo	832,300,000	744,980,661	87,319,339	87,319,339	87,319,339	-	-	-
Wyong Hospital Redevelopment - Stage 1	P55372	HI Silo	200,000,000	44,950,298	155,049,702	86,069,669	86,069,669	-	-	-
TOTAL MAJOR WORKS IN PROGRESS			12,400,246,723	5,640,078,965	6,760,167,758	1,973,063,425	1,669,566,100	69,704,559	233,792,767	-
TOTAL CAPITAL EXPENDITURE AUTHORISATION LIMIT MANAGED BY HEALTH INFRASTRUCTURE			12,400,246,723	5,640,078,965	6,760,167,758	1,973,063,425	1,669,566,100	69,704,559	233,792,767	-

Notes:

- 1) The above budgets are reflective of interim budget approvals as per NSW Treasury and are subject to change as part of the State Budget process which has been postponed until November 2020.
- 2) The Ministry is unable to provide allocations for new MOH funded projects and Health Infrastructure managed projects scheduled to commence in FY21 as they are subject to the outcome of the State Budget in November 2020.
- 3) The above budgets do not include allocations for new FY21 Locally Funded Initiative (LFI) Projects and Right of Use Assets (Leases) Projects. These budgets will be issued by the Ministry through a separate process.
- 4) Expenditure needs to remain within the Capital Expenditure Authorisation Limits (CEAL) indicated above
- 5) Minor Works & Equipment >\$10,000 Program is an annual allocation. Estimated Total Cost is calculated as Prior Year expenditure plus FY21 Budget Allocation

Performance against strategies and objectives

Key performance indicators

The performance of the Organisation is assessed in terms of whether it is meeting key performance indicator targets for NSW Health Strategic Priorities.

	Performing	Performance at, or better than, target
	Underperforming	Performance within a tolerance range
	Not performing	Performance outside the tolerance threshold

Detailed specifications for the key performance indicators are provided in the Service Agreement Data Supplement. See:

http://internal4.health.nsw.gov.au/hird/browse_data_resources.cfm?selinit=K

Strategy 4: Develop and support our people and culture					
Strategic Priority	Measure	Target	Not Performing 	Under Performing 	Performing 
4.3	Workplace Culture - People Matter Survey Culture Index- Variation from previous year (%)	≥ -1	≤ -5	> -5 and < -1	≥ -1
4.3	Take action-People Matter Survey take action as a result of the survey- Variation from previous year (%)	≥ -1	≤ -5	> -5 and < -1	≥ -1
4.1	Staff Performance Reviews - Within the last 12 months (%)	100	< 85	≥ 85 and < 90	≥ 90
4.1	Recruitment: time taken from request to recruit to decision to approve/decline/defer recruitment (business days)	10	> 10	No change from previous year and > 10	≤ 10
4.2	Aboriginal Workforce Participation - Aboriginal Workforce as a proportion of total workforce at all salary levels (bands) and occupations (%)	1.8	Decrease from previous Year	No change	Increase on previous Year
4.5	Compensable Workplace Injury - Claims (% change)	≥ 10 Decrease	Increase	≥ 0 and < 10 Decrease	≥ 10 Decrease

Strategy 4: Develop and support our people and culture

Strategic Priority	Measure	Target	Not Performing ●	Under Performing ▲	Performing ✓
Outcome 5 Our people and systems are continuously improving to deliver the best health outcomes and experiences					
4.3	Staff Engagement - People Matter Survey Engagement Index - Variation from previous year (%)	≥-1	≤ -5	>-5 and <-1	≥-1

Strategy 8 Build financial sustainability and robust governance

Strategic Priorities	Measure	Target	Not Performing ●	Under Performing ▲	Performing ✓
8.1	Expenditure Matched to Budget - General Fund -Variance (%)	On budget or Favourable	>0.5% Unfavourable	>0 and ≤0.5% Unfavourable	On budget or Favourable

Performance deliverables

Key deliverables under the NSW Health Strategic Priorities 2020-21 will also be monitored, noting that process indicators and milestones are held in the detailed operational plans developed by the Organisation.

Strategic Priority	Deliverable in 2019-20	Due by
7. Plan for and deliver future focused infrastructure		
7.2 Deliver agreed infrastructure on time and on budget		
Deliver Regional and Rural hospitals on time and on budget	Deliver projects in line with commitments within the NSW State Budget papers	June 2021
Deliver metropolitan hospitals on time and on budget	Deliver projects in line with commitments within the NSW State Budget papers	June 2021
Undertake detailed planning of mental health infrastructure program utilising co-design	Development of mental health design guide for state-wide mental health investment program (SWMHIP) Development of program wide change management strategy for SWMHIP Plan and deliver projects in line with commitments within the NSW State Budget papers.	June 2021
Embed design principles to ensure health facilities are sustainable, resilient and smart	Prepare HI's 5-Year Strategic Plan to identify how the business and project planning approach will align with the NSW 20 Year Health Infrastructure Strategy (HIS), revised Facility Planning Process (currently draft) and the NSW Government's Asset Policy.	December 2020
7.3 Deliver infrastructure plans and integrate with other agencies		
Ensure support services are integrated into capital planning and development	Incorporate the revised Facility Planning Process (currently draft) into HI's project methodology and embed interfaces with other health agencies into the methodology and deliverables.	June 2021
Leverage university and other third-party funding in Health and Education precincts	Develop stakeholder engagement and partnering strategies to support third party funding Provide dedicated resources to support NSW Health objectives in Health and Education precinct development.	June 2021

Strategic Priority	Deliverable in 2019-20	Due by
7.4 Strengthen asset management capability		
Undertake special investigations as required e.g. cladding	Provide expert advice to support local health districts or other health entities as property, infrastructure or asset-specific requests or investigations arise when specific investigation and reporting to the MoH.	June 2021
Embed lifecycle asset management principles in all new capital programs	Prepare HI's 5-Year Strategic Plan to identify how the business and project planning approach will align with the NSW 20 Year Health Infrastructure Strategy (HIS), revised Facility Planning Process (currently draft) and the NSW Government's Asset Policy.	December 2020
Health Infrastructure Strategic Deliverables		
Align the direction of Health Infrastructure with the future direction of NSW Health	Strategic Plan 2020-2025 to be completed and endorsed by the Secretary. Identify any necessary updates to the HI constitution and seek endorsement accordingly.	December 2020
Support local health districts or health entities in achieving requirements of the NSW Government's Asset Management Policy.	Develop state-wide approach including a framework and format for deliverables.	June 2021
Collaboration across NSW Government	Represent NSW Health in forums relating to infrastructure to promote capability of NSW Health in relation to infrastructure planning and delivery, and asset management/ Contribute to whole-of-government objectives and outcomes.	June 2021
Deliver additional key projects outside the CISP	Deliver additional projects as instructed by the Ministry of Health.	June 2021
Provide due diligence expertise and planning advice for infrastructure projects outside the CISP	Deliver additional advisory services as requested by the Ministry of Health or Local Health Districts. Regular program coordination with TfNSW, DPIE and GSC.	June 2021

Strategic Priority	Deliverable in 2019-20	Due by
Progress plans, in conjunction with the MOH for designated Health and Education precincts	Continue to work with the MoH to support the following precinct projects: <ul style="list-style-type: none"> o Cumberland o Westmead o Randwick o Liverpool o RPA/Camperdown o Bankstown o John Hunter Health and Innovation 	June 2021
Support the Construction Leadership Group (CLG) to deliver key actions in the 10 point plan	Continue to support the delivery of actions and priorities of the CLG. Recommence planning to develop LHD construction procurement capability. Continue construction procurement capability development across HI Capital Consultant and Contractor market.	June 2021