

End of Year Highlights



2023-2024

The Tasmanian Department of Health respectfully acknowledges Tasmanian Aboriginal people as the traditional custodians of the land on which we live, work and play and pays respect to Aboriginal Elders past and present.

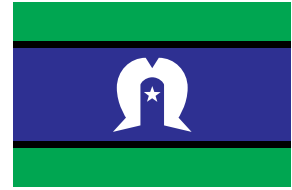


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- Cover: Part of the new helideck arriving at Launceston General Hospital (Crisp Bros Haywards)
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Message from the Deputy Secretary

Guided by the *Long-Term Plan for Healthcare in Tasmania 2040*, Infrastructure Services continues to progress planning and delivery of the infrastructure we need to deliver healthcare for Tasmanians into the future.

Throughout the year we have progressed a range of masterplanning and capital developments around the state with a view to delivering the right facilities in the right places to provide high quality healthcare services when and where they are needed.

To support service delivery over the long term our hospitals and health facilities must be adaptable and scalable to support contemporary models of care and allow for additional capacity. Keeping this in mind, our focus is on optimising our infrastructure to make the best use of our existing assets and to ensure new developments are informed by clinical service planning and consultation with stakeholders.

The North West Hospitals Masterplan, which will be the blueprint for the development of North West Regional and Mersey Community hospitals over the next 20 years is now finalised. Masterplanning for the St Johns Park Mental Health and Wellbeing Precinct to guide the heritage-sensitive revitalisation of the site, also progressed during the year.

Delivery of capital works under the current masterplans for the Launceston General Hospital and Royal Hobart Hospital continued throughout the year. This includes construction of the new helipad at LGH and the major redevelopment of the RHH pharmacy.

As well as works on the larger hospitals, we have progressed upgrades to health facilities in regional areas including the Midlands Multi-Purpose Health Centre and West Coast District Hospital. New rural ambulance stations opened at Beaconsfield and Queenstown, and work on the new ambulance station at Oatlands is progressing well.

We continued to implement the Hobart CBD Accommodation Plan to reorganise the Department's administrative areas into functional hubs. During the year over 600 staff members moved as part of the Plan to establish hubs for hospital services and administrative services.



Right across the Group, we have focused on improving the maturity of our systems and processes to help us deliver work more efficiently and effectively. Key improvements include an overarching procurement strategy, implementing our asset management information system, and our project management framework.

Together these improvements, combined with streamlined project governance, establish a standardised way of planning and delivering our projects. This supports more effective planning and engagement with our stakeholders and provides opportunities to expedite project delivery. I am pleased to present this summary of key highlights from 2023-24.

Andrew Hargrave
Deputy Secretary Infrastructure

Section 1

Asset Management Services



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

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

Significantly, the last year has seen the establishment of new roles focused on further improving the Department's asset management maturity. The 2023/24 Financial Year, saw the establishment of the Medical Equipment Asset Management team and commenced amalgamation of the Biomedical Engineering Services teams in the North and South of the state under a new statewide structure. These two areas are jointly responsible for improvements in the management of medical equipment assets.



Achievements and Highlights

Masterplanning

Infrastructure masterplanning provides the framework to make the best use of our land and buildings, and maximise opportunities for future development that supports 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 the Long-Term Plan for Healthcare in Tasmania 2040, and the North West Clinical Services Profile. The Draft Masterplan for the North West Hospitals was released in April 2023 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 2024.

In the South, a draft masterplan was released for the development of a Health and Wellbeing Precinct at St Johns Park in New Town. The Masterplan will propose the heritage sensitive revitalisation of the site and provide contemporary facilities for mental health, sub-acute and community care services to meet forecast future demand. Initial community consultation was held in mid-2023 and work on the next stage of the masterplan has commenced, with a draft final masterplan expected to be released in early 2025. Of critical importance to the Masterplan is preserving the built and cultural heritage of the site. As part of its plans for the long-term use of the site, the Department has committed to updating the Conservation Management Plan for the Precinct.



Biomedical Engineering

The Biomedical Engineering (BME) team plays a crucial role in ensuring the safe and effective management of medical equipment. In the 2023/24 Financial Year, the amalgamation of regional BME teams into a statewide structure has enhanced the management of recalls and supplier contracts. Fortnightly regional meetings facilitate proactive risk management through knowledge sharing and the team is working towards achieving economies of scale for contracting.

BME has begun listing surplus equipment for redeployment to offset procurement costs and is developing statewide Standard Operating Procedures to standardise service delivery, beginning with Acceptance Testing and End of Life (EOL) alerts. Collaborating closely with Asset Management team, BME is helping shape the department's strategic asset management approach.



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. The statewide Medical Equipment Asset Management Framework (MEAMF) has continued to be developed to better plan, acquire, operate, and dispose of medical equipment across the Department.

A multi-year rolling medical equipment Asset Management Plan is being developed and will incorporate the opportunities for improvement, risk and mitigation strategies identified in the previously completed maturity assessment.

The combination of adopting the MEAMF and Asset Management Plan will allow a strategic asset lifecycle management approach to maintaining medical equipment across the state and enable more effective forward planning.

Asset Information Management System Implementation

An update of the Strategic Asset Management Plan (SAMP) is underway and will be completed in late 2024. The SAMP sets out requirements for the strategic asset planning, asset lifecycle tasks, use and management of Department of Health assets including disposal of assets and the development of disposal plans. It will also support continuous improvement and the on-going development of asset management maturity.

As part of our coordinated, statewide approach to managing the Department's facilities and infrastructure, the new Asset Information Management System (AIMS) was launched during the year. The AIMS is a centralised portal that houses a comprehensive register of the Department's buildings, plant and equipment. Medical equipment assets are also expected to be imported into the system in future. The AIMS allows the Department to manage our infrastructure and assets more effectively, including to optimise performance, manage risk and long term lifecycle planning for asset replacement. Together with the launch of the AIMS, significant work has been done to update localised protocols and procedures to create statewide documents. This supports a consistent approach to our asset management across the state.

Section 2

Commercial Services



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



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The Contract Services unit provides procurement services 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 and 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 Management

The Fleet Services team manages the Department's motor vehicle fleet of 950 leased light vehicles, comprising 745 operational vehicles and 205 executive vehicles. There are also 110 Type 1 ambulances managed for Ambulance Tasmania.

The Department's transition to a statewide approach for 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. During the year, quarterly dashboard reporting of motor vehicle fleet cost and usage has continued, mapping trends and informing decision-making to improve the efficiency and cost-effectiveness of the fleet. This has seen a focus on fleet utilisation and relocating vehicles rather than replacing them or increasing overall fleet numbers.

Commercial Property Portfolio Management

The Accommodation Services team is responsible for managing 250 lease and licence agreements (both inwards and outwards) across the State. During 2023–24, 17 leases/licences were executed or renewed by the Crown as Lessee or Licensee of the property. Similarly, 35 leases/licences were executed by the Crown as the Lessor or Licensor. One property was disposed of during the year.

The team continued to implement the Hobart CBD Accommodation Plan during 2023-24 to see the Department's administrative activities reorganised into a series of 'hub' buildings dedicated to a particular function. The hub at 110 Collins Street was completed with Levels 3 and 15 fitted out to provide contemporary office accommodation. The 25 Argyle Street project also delivered refurbished Levels 1, 2, 5, 6 and part of Level 3 in 2023-24. Levels 1 and 10 were refurbished and refreshed at the Department's main administrative hub at 22 Elizabeth Street.

Over 600 staff members were moved in 2023-24 as the Hobart CBD Accommodation plan was implemented.



Residential Accommodation

The Department is finalising a statewide approach to managing residential accommodation for staff. Staff accommodation, including the negotiation of leases and rent, were previously managed in each region. The centralised model will help the Department manage residential accommodation more efficiently, provide a consistent approach to staff accommodation, and help meet demand and support staff retention in the future.

The Residential Accommodation Reform team was managing a total of 320 residential properties at the end of June 2024. Of this number, 17 were owned and 303 were leased from other parties. The team also manages a leased 50-room hotel (Fountainside) for key healthcare worker accommodation in the South.

The Department continues to collaborate with Homes Tasmania on accommodation initiatives to assist with the Tasmanian Housing Strategy Action Plan and develop a framework for key worker rental accommodation. This work saw Homes Tasmania purchase the redeveloped former Aberdeen Court Motel in Punchbowl, Launceston in 2023-24 that will deliver 24 fully-furnished units of accommodation for health workers in northern Tasmania.

Contract Services

The Contract Services team supports the Department's Infrastructure division to maintain good procurement practices. This includes compliance with mandatory procurement requirements in line with the Tasmanian Government purchasing framework and ensuring that procurement methods are responsive and appropriately tailored to Infrastructure's needs.

In 2023-24 the Contract Services team facilitated 213 new procurements, with a combined value of approximately \$200 million. A total of 159 contracts with a combined value of approximately \$100 million were awarded during the year. The team also implemented the various changes to Tasmanian Government procurement and contracting policies across Infrastructure, including introduction of the new amended AS 4000 contracts.

During 2023-24 Contract Services continued to improve the maturity of Infrastructure's procurement activity in line recommendations from an independent review of Infrastructure's procurement function. This has included developing an overarching Procurement Strategy for Infrastructure; and implementing various process improvements, guidance materials and capacity building initiatives to improve the efficiency, coordination and quality of Infrastructure procurements.

Section 3

Programming and Delivery



The Programming and Delivery unit delivers the Department of Health’s capital works program. This includes administering the capital program to deliver on identified service and infrastructure priorities, whilst 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 responsible for the systems and processes that support delivery of capital works across our health system. Assisted by our Business Support team, a key achievement this year was the launch of the Project Management Framework in November 2023.



Achievements and Highlights

North West

Projects continued at both the North West Regional and Mersey Community Hospitals throughout the year.

At North West Regional Hospital, planning continued for the new \$40 million Mental Health Precinct, which will replace the ageing Spencer Clinic. An additional 44 parking spaces were delivered to help address current parking pressures, including 24 spaces in an extension to the existing ground level carpark. Work also commenced on upgrades to the Heating, Ventilation and Air Conditioning (HVAC) system for the operating theatres complex, and the loading dock.

At the Mersey Community Hospital (MCH), significant works continued on the \$41 million redevelopment of the Outpatients Clinics and Operating Theatres. Final fitout of the electrical, hydraulic, and mechanical services for the new outpatients clinics and operating theatres are complete and a demountable building to house a temporary Central Sterile Supply Department has been installed. This will support the staged opening of the new facilities in the second half of 2024.

In October 2023, the Rural Medical Workforce Centre opened at the MCH which, in collaboration with the University of Tasmania, will support the training, recruitment and retention of doctors and health professionals in the north-west.



Ambulance Tasmania

Progress towards delivering new ambulance stations around the state continued throughout the year. New rural ambulance stations at Beaconsfield and Queenstown were completed at the end of 2023 and works began on the new Oatlands ambulance station in early 2024. The Department of Health is continuing to consult with the Bicheno community to identify a site for the new Bicheno ambulance station that balances Ambulance Tasmania's operational needs with community feedback.

Throughout the year, works continued on two state-of-the-art superstations at Burnie and Glenorchy, with both stations expected to be completed in the second half of 2024. Initial work to deliver another four ambulance stations at Cygnet, Snug, Legana and King Island also began in mid-2024.





Launceston General Hospital Masterplan

We achieved several major milestones in the Launceston General Hospital (LGH) redevelopment this year.

Construction of the new \$15 million elevated helicopter landing site began in September 2023. Key milestones were achieved with the installation of the helideck in March 2024 and the aerobridge that provides connection into the hospital in May 2024.

Planning for the new Northern Mental Health Precinct continued, including a number of design workshops held with key stakeholders. Designs for refurbishing the Northern Integrated Care Service, incorporating a new Research and Innovation Centre in partnership with the Clifford Craig Foundation were finalised and construction tenders for the new research centre have been received.



Planning and design began for a new multi-storey carpark that will make it easier for patients, staff, and visitors to access the hospital and the expanded services the LGH Masterplan will deliver. A development application for the new carpark has been lodged with the City of Launceston. The former Anne O'Byrne building was demolished to prepare the site for future development. In the short term it will become a temporary hospital carpark to offset temporary loss of parking during other capital construction projects.

Planning and design for the expansion and redesign of the Acute Care Zone is underway, which will deliver major improvements across a range of clinical areas over coming years. As part of this, a project to house a second CT Scanner was delivered. Essential upgrades to improve performance of the air conditioning and cooling systems were also delivered.

Royal Hobart Hospital

Considerable progress on the Royal Hobart Hospital Redevelopment was achieved this year.

The second stage of the new Endoscopy Unit was completed and started accepting patients in mid-2023. Construction of enabling and transitional projects to support Phase 2 of the Emergency Department Expansion also began in the second half of 2023. The development application for the main works was submitted to City of Hobart during the year and the detailed design work is continuing.

Planning and design for a major redevelopment of A-Block continued during the year. Concept designs for the complex project, which includes replacement of the roof and façade, and internal upgrades to clinical areas, are expected to be completed in the next financial year.

Upgrades to the Neurology department began in early 2024 and works to install a new linear accelerator within the Holman Clinic were also delivered during the year. Other critical infrastructure upgrades completed in 2024 include the upgrades to the heating, ventilation and air conditioning system and the construction of the new \$7 million CT Angiography Suite.



Works to deliver the \$22 million pharmacy redevelopment began in late 2023 and made considerable progress during the year. The project will deliver a state-of-the-art hospital pharmacy, including sterile pharmaceutical production facilities, to meet statewide demand.



Mental Health

Work to deliver the new St Johns Park Mental Health Facility continued throughout the year. The design for the centre, which will house a range of community-based services as well as 15 short stay beds and a Tasmanian Eating Disorders Clinic, has been finalised. The preferred construction contractor was announced in November 2023 and subject to achieving the necessary approvals, construction is expected to begin in late 2024.

Planning and design for the new Tasmanian Eating Disorders Service in Northern Tasmania is now complete. Construction tenders have been invited and building works are expected to begin in late 2024.



District Hospitals and Community Health Centres

Throughout the year, improvements and upgrades were progressed at district hospitals and community health centres around the state. Upgrades to deliver an additional aged care bed and improvements to the emergency department at West Coast District Hospital began in November 2023 and the aged care bed component of the project was completed in April 2024. Works to deliver a new eight-bed residential aged care wing at the Midlands Multipurpose Health Centre began in January 2024 and building work is due to be completed in mid-2024.

Planning has started for Stage 2 of the Kingston Community Health Centre, which will deliver increased services to meet growing demand in the community. Planning also continued for the redevelopment of the Kings Meadows Community Health Centre.





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