

**ACT Health**

Office of the Director-General

Ms Bernadette McDonald
Chief Executive Officer
Canberra Health Services
CEOHealth@act.gov.au

Dear Ms McDonald

Models of Care Review for the Surgical Procedures, Interventions Radiology and Emergency (SPIRE) Centre project

Firstly, I wanted to take this opportunity to thank you and your team for the support in developing the successful SPIRE Centre business case for Government's consideration. The Government's favourable consideration to the CHS and ACT Health preferred option is a testament to our collaborative approach being taken on the Government's major infrastructure projects. To this end, one of the next important steps for the project is the confirmation of CHS Models of Care for the SPIRE Centre functions.

In February 2018, ACT Health engaged Healthcare Management Advisors (HMA) to develop draft Models of Care, Health Planning Unit (HPU) Briefs and a draft schedule of accommodation for the SPIRE Centre (based on a previous proposed location where the current helipad is located). As part of this work, extensive engagement was undertaken with clinical stakeholders between February and April 2018, including with representatives from the Emergency Department, Intensive Care Unit, Perioperative Services, and Cardiology. A combined Model of Care and Health Planning Unit brief was developed for the Surgical Inpatient Unit.

The HMA consultancy concluded in April 2018, however the Models of Care did not progress to final endorsement due to further planning being undertaken for the BHSP throughout 2018 to refine the infrastructure solution for SPIRE and other major infrastructure projects. Through the establishment of Canberra Health Services (CHS) and the ACT Health Directorate (ACTHD), the ownership of Models of Care reside with CHS, while responsibility for HPU briefs and major project infrastructure planning documents reside with the ACTHD.

To inform next stages of design and main contractor procurement for SPIRE, the project team is required to develop an integrated Service Delivery Plan and functional brief. It is essential that up-to-date Models of Care and HPU Briefs for SPIRE inform the development of these key project planning documents.

To this end, I am seeking your support to ensure that the Models of Care are reviewed and validated by CHS in the context of the new site location, the refined infrastructure scope, and completed fifty per cent proof of concept design.

Consistent with the 2018 process, I would suggest that Executive Directors and Clinical Directors/ Clinical Leadership review these Models of Care with support from the SPIRE Centre Project team; however, I note that the review process is at your discretion.

Notwithstanding the previous clinical engagement on the draft Models of Care, I anticipate that there may be some clinical areas where you or your executive and clinical staff may wish to take a new approach to delivery and therefore seek to substantially amend the Models of Care. I ask that where such substantial changes are suggested that the existing Models of Care be validated against the current approach, to inform design procurement processes, and the areas for change are then highlighted for further development in the design process. The procurement process for the principal design consultant will then include as a first milestone the amendment of Models of Care consistent with CHS feedback and a series of workshops and benchmarking activities.

Following validation of the Models of Care, alignment of HPU briefs and the integration into a Service Delivery Plan, the project will progress into the next stage of design. As part of the development of a Preliminary Sketch Plan, ACT Health will seek consultant support to work with the project team and CHS clinical representatives to explore identified opportunities for innovation and improved operational efficiency in the design of the SPIRE Centre.

I am also recommending that SPIRE specific models of service delivery are developed for sterilising services and the new loading dock to ensure the Service Delivery Plan for SPIRE is comprehensive. To this end, we will also seek support through the engagement of the principal consultant to develop with CHS stakeholders a detailed model of service delivery, as well as confirmation of the schedules of accommodation for these two areas.

Based on current programming advice from Infrastructure Finance and Capital Works, HPU briefs for the SPIRE project and a draft Service Delivery Plan is due for draft finalisation toward the second half of 2019. I am seeking your support to review and validate the CHS Models of Care by the end of June 2019.

In line with recent clinical engagement processes, the ACTHD facility planning and project representatives are available to support the Model of Care review and validation process with CHS.

The ACTHD contact for this process is Liz Lopa, Executive Group Manager, Strategic Infrastructure Division. Alternatively, should you have any questions or concerns regarding this matter please do not hesitate to contact me directly or via my office on (02) 5124 9400.

Yours sincerely

Michael De'Ath
Director-General

May 2019

Ivansson, Zoe (Health)

From: Pulli, Tracey (Health)
Sent: Friday, 24 May 2019 1:16 PM
To: Canberra Health Services Media
Cc: Lopa, Liz (Health); Dal Molin, Vanessa (Health)
Subject: Package for SPIRE announcement on Tuesday
Attachments: Arrangements brief and talking points (pre-budget) - SPIRE announcement.docx; Fitzharris media release (pre-budget) - A bigger and better SPIRE set to transform Canberra Hospital.docx; Fitzharris media alert - pre-budget - Announcement on SPIRE at Canberra Hospital.docx; Features of SPIRE Factsheet - final to Trace.docx

Importance: High

UNCLASSIFIED

Hi Charlotte and Alex

See attached the package for the SPIRE announcement via media doorstep on Tuesday.

Attached:

- Arrangement brief and talking points – can you outline the clinical spokespeople that Bernadette was organising?
- Media release – includes draft quotes from Bernadette – highlighted for your review and approval
- Media alert
- Factsheet – currently being designed.

Details of the doorstep:**Date:** Tuesday 28 May 2019**Time:** 12 pm (30 mins)**Where:** Outside the main entrance to Canberra Hospital, along Hospital Road

Can you organise for a car park to be reserved for the Minister in the exec car park behind Building 24? Can you also let security know media will be on site?

Many thanks and let me know if you need anything more.

I'll provide the final package to you once complete for Bernadette for Tuesday.

Cheers

Tracey

Tracey Pulli
 Director of Media | ACT Health Directorate

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 E | tracey.pulli@act.gov.au
 URL | www.health.act.gov.au

Ivansson, Zoe (Health)

From: Pulli, Tracey (Health)
Sent: Tuesday, 28 May 2019 9:57 AM
To: Johnston, ClaireV
Cc: Dal Molin, Vanessa (Health); Lopa, Liz (Health); ACT Health DLO; Health Ministerial Liaison Officer; Phillips, Georgia; Nock, Thomas; Canberra Health Services Media
Subject: RE: Event brief for SPIRE pre-budget announcement [IN CONFIDENCE]
Attachments: Features of SPIRE Factsheet - updated 280519.docx

UNCLASSIFIED

Hi Claire

Please see attached the word version. I have tracked some changes. Let me know if this is more what you are looking for, otherwise, I agree best to leave it for today and we can work on it further for the website.

Cheers
 Tracey

From: Johnston, ClaireV
Sent: Tuesday, 28 May 2019 9:38 AM
To: Pulli, Tracey (Health) <Tracey.Pulli@act.gov.au>
Cc: Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; ACT Health DLO <ACTHealthDLO@act.gov.au>; Health Ministerial Liaison Officer <HealthMinisterialLiaisonOfficer@act.gov.au>; Phillips, Georgia <Georgia.Phillips@act.gov.au>; Nock, Thomas <Thomas.Nock@act.gov.au>; Canberra Health Services Media <CHSmedia@act.gov.au>
Subject: RE: Event brief for SPIRE pre-budget announcement [IN CONFIDENCE]

Can we please leave this for today actually? I think we want to avoid talking too much about how it has all changed between the original commitment and what we are now going to deliver. So if we did redraft this, just state what it will have, not how much more it was than "originally planned". Does that make sense?

From: Pulli, Tracey (Health)
Sent: Tuesday, 28 May 2019 9:34 AM
To: Johnston, ClaireV <ClaireV.Johnston@act.gov.au>
Cc: Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; ACT Health DLO <ACTHealthDLO@act.gov.au>; Health Ministerial Liaison Officer <HealthMinisterialLiaisonOfficer@act.gov.au>; Phillips, Georgia <Georgia.Phillips@act.gov.au>; Nock, Thomas <Thomas.Nock@act.gov.au>; Canberra Health Services Media <CHSmedia@act.gov.au>
Subject: RE: Event brief for SPIRE pre-budget announcement [IN CONFIDENCE]

UNCLASSIFIED

Hi Claire

Just checking up on the fact sheet. Is the office okay with this?

We will need to print the fact sheet prior to the staff briefing, which is at 11am, so if we can have your feedback prior to 10.15 that would be great.

Cheers
 Trace

From: Pulli, Tracey (Health)
Sent: Friday, 24 May 2019 4:53 PM
To: Johnston, ClaireV <ClaireV.Johnston@act.gov.au>
Cc: Dal Molin, Vanessa (Health) <Vanessa.DalMolin@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; ACT Health DLO <ACTHealthDLO@act.gov.au>; Health Ministerial Liaison Officer <HealthMinisterialLiaisonOfficer@act.gov.au>; Phillips, Georgia <Georgia.Phillips@act.gov.au>; Nock, Thomas <Thomas.Nock@act.gov.au>; Canberra Health Services Media <CHSmedia@act.gov.au>
Subject: Event brief for SPIRE pre-budget announcement [IN CONFIDENCE]
Importance: High

UNCLASSIFIED

Hi Claire

Final package for SPIRE pre-budget announcement on Tuesday next week. Attached includes:

- Arrangements brief (includes talking points)
- Media release (includes quotes from CEO of CHS)
- Media alert
- Fact sheet on new features of SPIRE (pdf)
- Jpeg of SPIRE artist impression (to provide to media with the MR)

Please let us know if you need anything further. I will be available on my mobile over the weekend.

I will also provide this to CMTEDD so treasury can look at it, noting no figures will be released as part of this Budget announcement.

Cheers
 Tracey

Tracey Pulli
 Director of Media | ACT Health Directorate

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 E | tracey.pulli@act.gov.au
 URL | www.health.act.gov.au

Features of SPIRE at Canberra Hospital



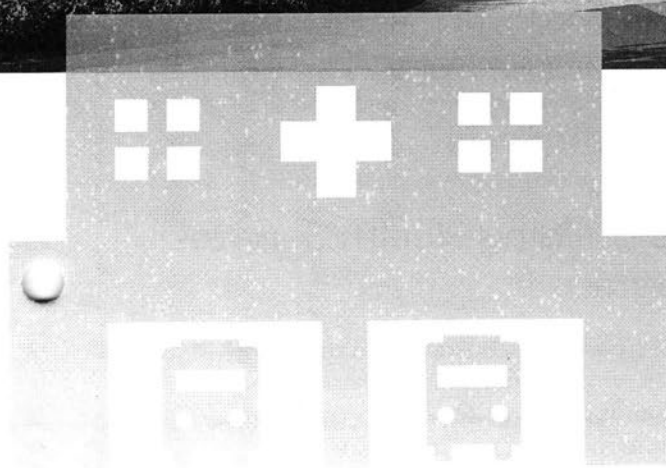
ACT
Government

ACT Health

Building Health Services Program



Artist impression of the SPIRE Centre at Canberra Hospital



The scope of the new Surgical Procedures, Interventional Radiology and Emergency Centre (SPIRE) at the Canberra Hospital has been expanded following extensive consultation with the clinical workforce over the past 12 months.

The new Centre will deliver more services for the community in a purpose-built facility.

The expanded scope means SPIRE will include:

- 148 beds and 22 theatres,
- a new and expanded Intensive Care Unit including paediatric intensive care,
- a new and expanded Coronary Care Unit including interventional cardiology services,
- a new and expanded Emergency Department, and
- integrated radiology and medical imaging facilities.

Many of the key aspects of SPIRE have been boosted, with this state-of-the-art critical care and surgical facility able to meet the acute healthcare needs of our growing and ageing community well into the future.

SPIRE will be built at the eastern end of the hospital campus. The construction of SPIRE is anticipated to be completed in 2023-24.

Intensive Care Unit

The new Intensive Care Unit (ICU) will expand from the originally planned 48 beds to 60. This is 12 more beds and will double what is currently available.

The new expanded ICU will include:

- 4 specialist paediatric beds, originally part of the expansion of the Centenary Hospital for Women Children,
- A new family zone that will provide families who have children in the ICU access to a support area including a lounge and play area,
- a rehabilitation gymnasium to provide early, integrated rehabilitation - to get ICU patients moving to assist in their recovery,
- a dedicated pod of beds which can be converted into a complete isolation pod in the event of an infectious threat, and
- dedicated critical care bays, which will enable high-end, complex interventions, reducing the need to transfer these patients to interstate facilities.

Emergency Department

The new Emergency Department (ED) will have 114 treatment spaces – 39 more than currently available at Canberra Hospital. In addition, the new ED will include:

- 4 behavioural assessment rooms,
- bariatric and superbariatric treatment spaces,
- a separate paediatrics stream treatment area, and
- other consultation and procedural areas, including specific waiting areas for treatment streams.

Furthermore 10 Mental Health Short Stay Unit treatment spaces will be provided in SPIRE.

Coronary Care Unit

The expanded Coronary Care Unit will include:

- 24 acute cardiac care beds, including bariatric and isolation beds,
- 4 Interventional cardiac laboratories, including one hybrid cardiac laboratory and one electrophysiology laboratory, and
- 27 interventional unit day beds.

Surgical and medical imaging facilities

SPIRE will increase the number of theatres at Canberra Hospital from 13 to 22 – two more than originally planned for the project. This will include state-of-the-art hybrid and interventional radiology theatres to allow the latest advances in medical technology to be used.

SPIRE will add to the medical imaging facilities available at Canberra Hospital, with:

- 2 new X-ray machines,
- 3 CT Scanners, and
- an MRI machine.

SPIRE will also include more inpatient wards with 64 beds for overnight care and storage spaces for important medical equipment.

Teaching and learning

The ANU have announced new ANU building that will boost the teaching, training and research presence on the Hospital campus.

This is a significant investment in the SPIRE Centre that will co-locate medical research, the use of the latest technologies and clinical training and teaching.

It will ensure Canberra is best placed to attract the best and brightest students and clinicians nationally and internationally.

The Building Health Services Program

SPIRE is part of the Building Health Services Program (BHSP), which is ensuring the changing health care needs of our rapidly growing community will continue to be met into the future.

Other major infrastructure projects as part of BHSP include the expansion of the Centenary Hospital for Women and Children, the scoping study for northside hospital services and completion of the network of five Walk-in Centres across Canberra.

Contacts

Further information on SPIRE and the BHSP is available on the ACT Health website.
health.act.gov.au/infrastructure | BuildingHealthServicesProgram@act.gov.au



Caption: Artist impression of the SPIRE Centre at Canberra Hospital.

Features of SPIRE

The ~~scope of the~~ new Surgical Procedures, Interventional Radiology and Emergency Centre (SPIRE) at the Canberra Hospital has been expanded following extensive consultation with the clinical workforce over the past 12 months. The new Centre will deliver more services for the community in a purpose-built facility.

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Many of the key aspects of SPIRE have been boosted, with this state-of-the-art critical care and surgical facility able to meet the acute healthcare needs of our growing and ageing community well into the future.

The construction of SPIRE is anticipated to be completed in 2023-24.

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- other consultation and procedural areas, including specific waiting areas for treatment streams.

Furthermore, 10 Mental Health Short Stay Unit treatment spaces will be provided in SPIRE.

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Contacts

Further information on SPIRE and the BHSP is available on the ACT Health website.

www.health.act.gov.au/infrastructure | BuildingHealthServicesProgram@act.gov.au

Ivansson, Zoe (Health)

From: Wrightson, Annette (Health)
Sent: Tuesday, 28 May 2019 10:20 AM
To: Lopa, Liz (Health); Burch, Brad (Health); Culver, Jakob (Health); Dowling, David (Health); Evans, Kate (Health); Finlay, India (Health); Hayne, Casey (Health); JasonSmith, Rhona (Health); Kinghorne, Sally-Anne (Health); Lindemann, Monica (Health); Noakes, Yvonne (Health); Papin, Serge (Health); Slater, Amanda (Health)
Subject: RE: SPIRE announcement today [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Congratulations to everyone involved! A great milestone in a long-long journey.

From: Lopa, Liz (Health)
Sent: Tuesday, 28 May 2019 9:33 AM
To: Burch, Brad (Health) <Brad.Burch@act.gov.au>; Culver, Jakob (Health) <Jakob.J.Culver@act.gov.au>; Dowling, David (Health) <David.Dowling@act.gov.au>; Evans, Kate (Health) <Kate.Evans@act.gov.au>; Finlay, India (Health) <India.Finlay@act.gov.au>; Hayne, Casey (Health) <Casey.Hayne@act.gov.au>; JasonSmith, Rhona (Health) <Rhona.JasonSmith@act.gov.au>; Kinghorne, Sally-Anne (Health) <Sally-Anne.Kinghorne@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Noakes, Yvonne (Health) <Yvonne.Noakes@act.gov.au>; Papin, Serge (Health) <Serge.Papin@act.gov.au>; Slater, Amanda (Health) <Amanda.Slater@act.gov.au>; Wrightson, Annette (Health) <Annette.Wrightson@act.gov.au>
Subject: SPIRE announcement today [SEC=UNCLASSIFIED, DLM=For-Official-Use-Only]

Good morning Everyone

The Government will today be announcing SPIRE!

Bernadette and I will be briefing clinicians at 11am and the Minister and Chief Minister will be doing media at the hospital at midday with selected clinicians. Also joining the announcement will be the ANU who are going to invest in a new facility at the hospital to boost teaching, learning and research.

It should be a great announcement and is a result of everyone's hard work on this project. Once the fact sheet and media release are finalised, I will make sure everyone gets a copy.

Well done everyone. Thanks for all your hard work (some for many years!).

Liz

Liz Lopa
 Executive Group Manager, Strategic Infrastructure
 ACT Health
 Ph: 5124 9805
 [REDACTED]
liz.lopa@act.gov.au

Ivansson, Zoe (Health)

From: Pulli, Tracey (Health)
Sent: Tuesday, 28 May 2019 2:03 PM
To: Lopa, Liz (Health); Lindemann, Monica (Health); Jelbart, Merryn (Health); Dal Molin, Vanessa (Health)
Subject: FW: BARR / FITZHARRIS MEDIA RELEASE - SPIRE Centre set to transform The Canberra Hospital
Attachments: ANU welcomes major upgrades to Canberra Hospital; SPIRE announcement 1.JPG; SPIRE announcement 2.JPG

UNCLASSIFIED

Hi all

Please see below the final media release that was issued on today's SPIRE announcement, and attached for reference is the ANU media release.

Also see attached two images from the event. Included in the images are the Chief Minister Andrew Barr, Minister for Health and Wellbeing Meegan Fitzharris, Dean of the ANU College of Health and Medicine, Professor Russell Gruen, and Canberra Hospital Emergency Department Staff Specialist Dr Samuel Scanlan. I'll check with MO what they might want to use the attached images for before providing them to ANU and CHS.

To confirm, we had Canberra Times, RiotACT, WIN, Channel Nine and ABC at today's event.

In regards to other comms:

- Merryn is going to get onto developing a DG LinkedIn message on the announcement (thanks Merryn!).
- Monica will update website text (thanks Monica!).
- I'll check in with MO on to finalise the factsheet.

Let me know if you need anything further at this stage.

Cheers

Tracey

From: ACT Government Executive Media

Sent: Tuesday, 28 May 2019 1:27 PM

Subject: BARR / FITZHARRIS MEDIA RELEASE - SPIRE Centre set to transform The Canberra Hospital

Media release



Andrew Barr MLA
Chief Minister

Treasurer

Minister for Social Inclusion and Equality

Meegan Fitzharris MLA

Minister for Health and Wellbeing

Minister for Higher Education

Minister for Medical and Health Research

Minister for Tourism and Special Events
Minister for Trade, Industry and Investment

Minister for Transport
Minister for Vocational Education and Skills

Member for Kurrajong

Member for Yerrabi

28 May 2019

SPIRE Centre set to transform The Canberra Hospital

The new Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre will future-proof hospital facilities for Canberra and our region by transforming the acute health services delivered at The Canberra Hospital.

The SPIRE Centre will deliver 114 Emergency Department treatment spaces – 39 more than are currently available at The Canberra Hospital, as well as 60 ICU beds – doubling the number currently available.

SPIRE will include four new paediatric ICU beds and a family zone to provide support services for families who have children in the ICU.

It will also deliver 22 new state-of-the-art operating theatres – nine more than are currently available, including hybrid theatres and interventional radiology theatres that will support the most advanced medical technology and techniques in caring for Canberrans.

Chief Minister Andrew Barr said the delivery of SPIRE forms part of the ACT Government's plan to future-proof Canberra's healthcare system to meet ongoing growth in demand for high quality, free public healthcare.

"The SPIRE Centre was one of our most significant commitments at the 2016 election. We are getting on with delivering it because we understand how important it is to be building now to meet Canberra's healthcare needs into the future."

Minister for Health and Wellbeing Meegan Fitzharris said the original scope of the SPIRE Centre has been expanded as a result of consultation with the clinical workforce and we look forward to that continuing as Canberra Health Services (CHS) works through the finer details.

"ACT Health and CHS have engaged with clinicians extensively and we've listened," Minister Fitzharris said.

"The SPIRE Centre we are announcing today will be bigger and better than first planned and will provide the best outcomes for our community and for our current and future health workforce.

"Many of the key aspects of SPIRE have been boosted, with this state-of-the-art critical care and surgical facility able to meet the acute healthcare needs of our growing and ageing community well into the future."

This significant investment by the ACT Government will be complemented by a new Australian National University (ANU) building that will boost the teaching, training and research presence on The Canberra Hospital campus.

"This investment by the ANU means Canberra and the SPIRE Centre will be very attractive to the best and brightest students and clinicians nationally and internationally who want to do their medical training and research in a modern, state-of-the-art facility."

Canberra Health Services Chief Executive Officer Bernadette McDonald said she was excited about the expansion in the scope of SPIRE and the ANU's contribution.

"The expanded SPIRE project will be fantastic for the ACT community as well as for Canberra Health Services staff," Ms McDonald said.

"The additional theatres, intensive care beds and ED cubicles will help future-proof us for demand that is to come.

"While we have all these services now, SPIRE builds on our existing capacity through a project that will be custom-designed on the advice of our clinicians to improve safety, patient experience and the working environment for our staff."

The new Surgical Procedures, Interventional Radiology and Emergency Centre (SPIRE) will be located at the eastern end of the Canberra Hospital campus. Preparatory site works for SPIRE will get underway with decanting and site works commencing this year, with construction set for completion in 2023-24.

Further information on the new features of SPIRE is available at: <https://www.health.act.gov.au/about-our-health-system/planning-future/surgical-procedures-interventional-radiology-and-emergency>

Through the 2019-20 ACT Budget we are building for Canberra's future by investing in the hospital and healthcare facilities our growing city needs – today and in the years to come.

Statement ends

Media contact:

Kaarin Dynon T (02) 6205 2775 **M** 0422 772 215 kaarin.dynon@act.gov.au

Claire Johnston T (02) 6205 0022 **M** 0452 597 459 ClaireV.johnston@act.gov.au

ACT Legislative Assembly

Phone (02) 6205 0011 Email: barr@act.gov.au

 @ABarrMLA  AndrewBarrMLA  ChiefMinisterACT



Ivansson, Zoe (Health)

From: ANU Media Team <Media@anu.edu.au>
Sent: Tuesday, 28 May 2019 12:30 PM
To: James Giggacher
Subject: ANU welcomes major upgrades to Canberra Hospital



ANU welcomes major upgrades to Canberra Hospital

The Australian National University (ANU) will continue to play a major role in improving health in the ACT and surrounding regions as part of major upgrades to the Canberra Hospital announced today.

ANU Provost Professor Mike Calford said the University will develop new “state-of-the-art facilities” in conjunction with the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre.

“We are excited by the health improvements SPIRE will deliver for the people of Canberra and the region, and ANU is committed to playing a vital role in these future developments,” Professor Calford said.

“We’ll build on the longstanding partnership between ANU and the ACT Health Services, especially through the ANU Medical School.

“Alongside this significant investment from the ACT Government, ANU will develop world-class research, education and training facilities at the Canberra Hospital.”

Dean of the ANU College of Health and Medicine, Professor Russell Gruen, said the new facilities would advance the health and wellbeing of people in Canberra and surrounding region.

“This is a commitment we share with the ACT Government,” Professor Gruen said.

"The best health systems and patient outcomes only occur when universities and health services work closely together.

"These new facilities will help develop and attract the best clinicians, promote quality, safety and value in the health system, and make available the latest cutting-edge research and technology.

"They will also ensure ANU serves the nation by preparing health professionals for the future of healthcare. It will ensure Canberra is a hub for contemporary medical education that harnesses advanced approaches to simulation and technology-enhanced learning.

"By bringing our high-quality science and research-led education, ANU looks forward to the development of SPIRE, and to supporting ACT Health and Canberra Health Services in improving health and wellbeing and preparing for the challenges of the future."

For media assistance, contact James Giggacher on +61 436 803 488 or the ANU Media Team on +61 2 6125 7979 or at <media@anu.edu.au>.

You have received this email because you are a contact of The Australian National University. If you no longer wish to receive these emails please [unsubscribe](#).





SPIRE

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The Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre is a major health infrastructure project for Canberra and the surrounding region.

The SPIRE Centre will increase our capacity to deliver acute, hospital-based health care in a modern, purpose-built facility. It will see more than \$500 million invested in the Canberra Hospital campus.

Through funding in the 2017-18 and 2018-19 ACT Budgets, the first stages of the SPIRE project have included early planning and feasibility work. As part of this process, ACT Health established a Steering Committee and worked closely with health service providers and key stakeholders to establish an agreed baseline from which effective, territory-wide service and infrastructure planning has been undertaken.

On 28 May 2019, the Minister for Health and Wellbeing Meegan Fitzharris announced an expansion of the project's scope, with many of the project's key aspects boosted to ensure the facility is able to meet the acute healthcare needs of our growing, and aging, community well into the future.

Features of SPIRE

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- boost to the number of operating theatres, delivering more capacity for elective and emergency surgery
- more inpatient beds
- ~~and~~ a larger intensive care unit, including paediatric intensive care
- a coronary care unit for people requiring high level care for heart conditions
- state of the art surgical, procedural integrated radiology and medical ~~and~~ imaging facilities
- an expanded Emergency Department

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SPIRE factsheet ([link to new fact sheet](#))

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[Media release, 29 May 2019 \(link to CM/HM release\)](#)

Location

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Following extensive planning and feasibility work, SPIRE will be built at the eastern end of the hospital campus.

The advice of the Steering Committee has been critical in determining the optimal location for SPIRE. The proposed location at the eastern end of the campus will minimise disruption to existing critical care services such as the emergency department and helipad, while SPIRE is constructed.

There will be significant planning and consultation going forward as we enter into the next project development stage.

Next steps

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As part of the planning and feasibility work that has been underway, ACT Health has ~~commenced~~ undertaken extensive engagement with the clinical workforce on SPIRE. This will continue in 2019 as early design work progresses. This engagement will include:

- the ongoing oversight of a Steering Committee
- the establishment of specialist user and reference groups to oversee the design and planning of construction works such as ICT, clinical procedures, and accessibility, ~~and~~

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- ongoing communications with staff, consumers and the public.

The project is anticipated to be completed in 2023-24.

Page last updated on: 6-28 May 2019

MEDIA TALKING POINTS – PRE-BUDGET ANNOUNCEMENT ON SPIRE 12PM, TUESDAY 28 MAY 2019

- Health is one of the Government's biggest priorities.
- The 2019 Budget is future proofing our health care system.
- As part of this, the Government is making major investments in new health infrastructure to meet Canberra's future needs.
- At the Canberra Hospital, this includes the new Surgical Procedures, Interventional Radiology and Emergency Centre (SPIRE), which is the largest health infrastructure project in the ACT.

A bigger and better SPIRE

- Today we are announcing a bigger and better SPIRE following extensive consultation with clinicians.
- The expanded scope means SPIRE will be larger and deliver more services.
- Many of the key aspects of SPIRE have been boosted providing the best outcomes for our community and for our health workforce well into the future.
- SPIRE now deliver:
 - 114 emergency department spaces – 39 more than currently available at Canberra Hospital,
 - 22 new state of the art operating theatres – an increase from the 13 currently available and two more than originally planned,
 - 60 ICU beds – 12 more than originally planned and doubling what is currently available. The new ICU will also include 4 new paediatric ICU beds and have a family zone that will provide families who have children in the ICU access to accommodation and other supports.
- SPIRE will not only transform the campus – but will transform patient experience and outcomes for our community.
- The clinicians have been integral in the development of the final scope of SPIRE. I want to thank all who have been involved in that process.

ANU announcement

- A major component SPIRE is the that it will allow for advances in the use of medical technology and techniques and for teaching and learning.
- I am pleased to be joined by the Australian National University (ANU) today to also announce that SPIRE will now be complemented by a new ANU building that will boost the teaching, training and research presence on the Hospital campus.
- This is a significant announcement and a clear signal that SPIRE will not only transform the campus but will be the point of difference for health system in the ACT.
- The ANU's investment will co-locate medical research, the use of the latest technologies and clinical training and teaching at the Canberra Hospital – a feature of modern health care.
- It will ensure Canberra is best placed to attract the best and brightest students nationally and internationally to do their medical training and research at the Canberra Hospital.

Q&A

If asked about the Budget for SPIRE:

- At this stage in the project, we will not be releasing the total cost of SPIRE.
- As we move into the procurement process for this project, it is important we don't send any pricing signals to the market.
- SPIRE is the largest health infrastructure project in the ACT and we want the best value for money for the project and the territory.
- The upcoming Budget will confirm the spend on this project for the 2019-20 financial year.

If asked about construction timeframes for the project:

- Construction of SPIRE is anticipated to be completed in 2023-24. This has not changed.
- These changes to the scope of SPIRE have been part of the early design phases of the project and will not impact on these timeframes.

Attachment A: ARRANGEMENTS BRIEF

FUNCTION:	2019 pre-budget announcement on SPIRE
VENUE:	Outside of the Canberra Hospital Main Entrance
HOST:	Name: Liz Lopa, Executive Group Manager of Strategic Infrastructure, ACT Health Directorate Mobile: [REDACTED]
DAY:	Tuesday
DATE:	28 May 2019
TIME:	12 pm
TIME COMMITMENT:	30 minutes
CATERING:	N/A
DRESS CODE:	Business
YOUR ROLE:	To participate in a media doorstep outside of the Canberra Hospital main entrance to make a pre-budget announcement on SPIRE.
WHERE TO PARK:	There will be a car space reserved for you in the Executive Car Park behind Building 24.
WHO WILL MEET YOU:	You will be met at the main entrance to Canberra Hospital (off Hospital Road) by Michael De'Ath and Bernadette McDonald.
ADVISOR ATTENDING:	Claire Johnston
AUDIENCE:	Representatives from the ACT Health Directorate, Canberra Health Services representatives and the Australian National University and local media.
VIPs:	<p><u>ACT Health Directorate/Canberra Health Services:</u></p> <ul style="list-style-type: none"> • Michael De'Ath, Director-General of ACT Health Directorate • Bernadette McDonald, Chief Executive Officer of Canberra Health Services • Liz Lopa, Executive Group Manager of Strategic Infrastructure, ACT Health Directorate • Colm Mooney, Executive Group Manager, Infrastructure and Health Support Services, Canberra Health Services • Lisa Gilmore, Executive Director, Critical Care, Canberra Health Services • Daniel Wood, Executive Director, Surgery, Canberra Health Services <p><u>Australian National University:</u></p> <ul style="list-style-type: none"> • Russell Gruen, Dean of Health and Medicine, Australian National University

PAST INVOLVEMENT:	In December 2018 you announced the change in the location of SPIRE on the Canberra Hospital campus.
SENSITIVITIES:	There has been previous media coverage on delays with the completion of SPIRE.
ORDER OF CEREMONIES	<p>12 pm – Mr De’Ath and Ms McDonald to meet Minister Fitzharris at main entrance (off Hospital Road) for the media doorstep.</p> <p>12.05 pm – Media are assembled, and doorstep commences with Minister Fitzharris addressing the media.</p> <p>12.10 pm – Minister Fitzharris to hand over the ANU representative to make comment</p> <p>12.15 pm – Minister Fitzharris to invite questions from media.</p> <p>12.20 pm – Media doorstep concludes and opportunity for overlay footage.</p> <p>12.30 pm – Event concludes and Minister free to depart.</p>
MEDIA:	Media release and media alert prepared.
SOCIAL MEDIA ACCOUNTS	Social media being coordinated through Minister’s office.
OUTSTANDING REGULATORY ISSUES:	N/A

Attachment B: SPIRE Fast Facts, Talking Points

- The Surgical Procedures, Interventional Radiology and Emergency Centre will increase the territory's capacity to deliver acute, hospital-based health care in a modern, purpose-built facility.
- It will see \$500 million invested in the Canberra Hospital campus.
- After considerable consultation and feasibility work, including expert advice from the project's Steering Committee, the SPIRE Centre will now be built at the northern end of Canberra Hospital campus.
- This new location will minimise disruption to critical care services throughout the building phase, such as the Emergency Department.
- The new Centre will deliver:
 - a boost to the number of operating theatres, delivering more capacity for elective and emergency surgery
 - more inpatient beds and a larger intensive care unit
 - a coronary care unit for people requiring high level care for heart conditions
 - state-of-the-art surgical, procedural and imaging facilities
 - a significantly expanded ED, enabling capacity for specialist emergency healthcare for women and children
- Ongoing consultation with our clinical workforce is crucial to developing infrastructure that will meet the future healthcare needs of our community.
- This consultation includes working closely with Calvary Public Hospital as part of a whole-of-territory approach to health services and infrastructure planning.
- Whilst SPIRE progresses, ACT Health will undertake a north side hospital services scoping study. The study will explore service and infrastructure options that will ensure efficient, high quality health care services are available to residents across Canberra's north and the surrounding region.
- Updates on these and other major health infrastructure projects are available on the ACT Health website.

Meegan Fitzharris MLA

Minister for Health and Wellbeing
Minister for Higher Education
Minister for Medical and Health Research
Minister for Transport
Minister for Vocational Education and Skills

Member for Yerrabi

Monday 27 May 2018

Announcement on SPIRE at Canberra Hospital

Attention news editors and chiefs of staff

Minister for Health and Wellbeing Meegan Fitzharris will tomorrow make a major announcement on relation Canberra Hospital's new Surgical Procedures, Interventional Radiology and Emergency Centre.

WHAT: Major announcement on SPIRE

DATE: Tuesday 28 May 2019

TIME: 12 pm

WHERE: Outside the main entrance of Canberra Hospital, along Hospital Road

Statement ends

Media contact/s:

Claire Johnston T (02) 6205 0022 M 0452 597 459 ClaireV.johnston@act.gov.au

ACT Legislative Assembly

Phone (02) 6205 0051 Email: fitzharris@act.gov.au

 [@MeeganFitzMLA](https://twitter.com/MeeganFitzMLA)

 [MeeganFitzharrisMLA](https://www.facebook.com/MeeganFitzharrisMLA)

Meegan Fitzharris MLA

Minister for Health and Wellbeing
Minister for Higher Education
Minister for Medical and Health Research
Minister for Transport
Minister for Vocational Education and Skills

Member for Yerrabi

Tuesday 28 May 2019

A bigger and better SPIRE set to transform Canberra Hospital

Canberra Hospital's new Surgical Procedures, Interventional Radiology and Emergency Centre will be larger and deliver more services for Canberrans as a result of ACT Government investment announced today.

SPIRE, which is the largest health infrastructure project in the ACT, will transform the Canberra Hospital campus and the acute health services delivered at the hospital and will be complemented by a new Australian National University building that will significantly boost the teaching, training and research presence on the Hospital campus.

This expanded scope of the project means SPIRE will deliver 114 Emergency Department treatment spaces – 39 more than currently available at Canberra Hospital – and 60 ICU beds – 12 more than originally planned and doubling what is currently available.

There will be 4 new paediatric ICU beds and a new family zone that will provide families who have children in the ICU access to a support area. There will also be 22 new state-of-the-art operating theatres – an increase from the 13 currently available and two more than originally planned, including hybrid theatres and interventional radiology theatres that will allow for advances in the use of medical technology and techniques.


Minister for Health and Wellbeing Meegan Fitzharris said the expansion of the project is the result of thorough consultation with the clinical workforce over the past 12 months.

"We have engaged with clinicians extensively and we've listened," Minister Fitzharris said.

"The SPIRE Centre we are announcing today will be bigger and better than first planned and will provide the best outcomes for our community and for our current and future health workforce."

ACT Legislative Assembly

Phone (02) 6205 0051 Email: fitzharris@act.gov.au

 @MeeganFitzMLA

 MeeganFitzharrisMLA

Meegan Fitzharris MLA

Minister for Health and Wellbeing
Minister for Higher Education
Minister for Medical and Health Research
Minister for Transport
Minister for Vocational Education and Skills

Member for Yerrabi

"Many of the key aspects of SPIRE have been boosted, with this state-of-the-art critical care and surgical facility able to meet the acute healthcare needs of our growing and ageing community well into the future.

"The significant investment by the ANU means Canberra and the SPIRE Centre will be very attractive to the best and brightest students and clinicians nationally and internationally who want to do their medical training and research in a modern, state-of-the-art facility."

Canberra Health Services Chief Executive Officer Bernadette McDonald said she was excited about the expansion in the scope of SPIRE and the ANU's contribution.

"The expanded SPIRE project will be fantastic for Canberra Health Services staff and for the ACT community," Ms McDonald said.

"The additional theatres, intensive care beds and ED cubicles will help future-proof us for demand that is to come.

"While we have all these services now, SPIRE builds on our existing capacity through a project that will be custom-designed on the advice of our clinicians to improve safety, patient experience and the working environment for our staff.

"It is great to see the difference our clinicians' contribution has made to the planning process. I want to thank all who have been involved in ensuring we are ready to care for the next generation of Canberrans."


The new Surgical Procedures, Interventional Radiology and Emergency Centre (SPIRE) will be located at the eastern end of the Canberra Hospital campus.

Further information on the new features of SPIRE is available at:
<https://www.health.act.gov.au/about-our-health-system/planning-future/surgical-procedures-interventional-radiology-and-emergency>

Statement ends

ACT Legislative Assembly

Phone (02) 6205 0051 Email: fitzharris@act.gov.au

 @MeeganFitzMLA

 MeeganFitzharrisMLA



Meegan Fitzharris MLA

Minister for Health and Wellbeing

Minister for Higher Education

Minister for Medical and Health Research

Minister for Transport

Minister for Vocational Education and Skills

Member for Yerrabi

Media contact/s:

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ACT Legislative Assembly

Phone (02) 6205 0051 Email: fitzharris@act.gov.au

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ACT
Government

Major Projects Canberra

Mr Michael De'Ath
Director-General
ACT Health Directorate
Level 5, 2-6 Bowes Street
WODEN ACT 2606

BY EMAIL

Dear Michael

SPIRE – Financial Delegations and Interim Sign-off Arrangements

I understand that appropriation associated with the SPIRE project currently resides with the ACT Health Directorate. I also understand that, with the establishment of Major Projects Canberra, efforts are underway to transfer that appropriation to Major Projects Canberra in the coming weeks.

Until that transfer has occurred, I would be grateful if yourself and your delegates may please continue to authorise payments, enter into contracts and take such other necessary actions as requested by Major Projects Canberra to enable progression of the SPIRE project. To that end:

- For invoices or proposed contracts with a value of up to \$300,000 (ex GST), I would be grateful if they may be paid (for invoices) or entered into (for contracts) where Major Projects Canberra has indicated its support for that action through either myself (as acting Chief Projects Officer) or Lloyd Esau (as acting SPIRE Project Director) having first signed the relevant document; and
- For invoices or proposed contracts with a value of over \$300,000 (ex GST), I would be grateful if they may be paid (for invoices) or entered into (for contracts) where Major Projects Canberra has indicated its support for that action through myself (as acting Chief Projects Officer) having first signed the relevant document.

If you agree to this approach, I'd be appreciative if you might acknowledge your agreement by signing and returning a copy of this letter to me.

Yours sincerely

Duncan Edghill
Ag Chief Projects Officer
Major Projects Canberra
5 July 2019

Agreed:

Mr Michael De'Ath, Director-General, ACT Health Directorate

Ivansson, Zoe (Health)

From: Pulli, Tracey (Health)
Sent: Monday, 22 July 2019 1:43 PM
To: De'Ath, Michael (Health)
Cc: Burch, Brad (Health); Lopa, Liz (Health); West, Alice (Health)
Subject: RE: FYI - media re: Construction of Canberra Hospital's SPIRE Centre

UNCLASSIFIED

Hi Michael

A quick update on this one – response below provided to Minister's office by Major Projects Canberra.

Does the project remain on track?

Yes the project remains on track to be delivered in 2023/2024. Nothing has changed since previous guidance by the ACT Government.

Construction was scheduled to start in 2020 but tender documents reveal construction is now expected to begin in 2021. What is the cause of the delay? etc

There is no delay in the final delivery of the SPIRE project. Early works commence this year and continue into 2020, which includes demolition, site preparation, and construction activities.

Cheers
 Trace

From: Pulli, Tracey (Health)
Sent: Monday, 22 July 2019 12:23 PM
To: De'Ath, Michael (Health) <Michael.De'Ath@act.gov.au>
Cc: Burch, Brad (Health) <Brad.Burch@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; West, Alice (Health) <Alice.West@act.gov.au>
Subject: FYI - media re: Construction of Canberra Hospital's SPIRE Centre

UNCLASSIFIED

Hi Michael

A quick for info on discussions with Major Projects Canberra today, with media follow-up from this morning's article on SPIRE construction.

You will see that we have gone back to MPC on the construction timeframes as we understand them and Brad will talk further with MPC on this if needed.

Cheers
 Trace

Tracey Pulli
 Director of Media | ACT Health Directorate

P | (02) 5124 9444 M [REDACTED]
 E | tracey.pulli@act.gov.au
 URL | www.health.act.gov.au

From: Pulli, Tracey (Health)
Sent: Monday, 22 July 2019 12:18 PM
To: Polglase, David <David.Polglase@act.gov.au>
Cc: Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Burch, Brad (Health) <Brad.Burch@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>
Subject: RE: Media enquiry re: Construction of Canberra Hospital's SPIRE Centre

UNCLASSIFIED

Hi David

Have spoken with Brad Burch and health's understanding is that there is no delay. Our understanding of timeframes is:

- Preparatory site works for SPIRE (i.e. demolition of building 24) to commence in 2019.
- Early site works to prepare for the construction proper (i.e. final demolition of building 5, hoarding and early earth works) to commence in 2020.

Hope this helps. If Lloyd needs to speak to Brad further on this, he is on his mobile – 0403 926 360.

Cheers
 Tracey

Tracey Pulli
 Director of Media | ACT Health Directorate

P | (02) 5124 9444 M [REDACTED]
 E | tracey.pulli@act.gov.au
 URL | www.health.act.gov.au

From: Pulli, Tracey (Health)
Sent: Monday, 22 July 2019 12:09 PM
To: Polglase, David <David.Polglase@act.gov.au>
Cc: Lopa, Liz (Health) <Liz.Lopa@act.gov.au>; Burch, Brad (Health) <Brad.Burch@act.gov.au>; Lindemann, Monica (Health) <Monica.Lindemann@act.gov.au>
Subject: Media enquiry re: Construction of Canberra Hospital's SPIRE Centre

UNCLASSIFIED

Hi David

As discussed, we have received a request from the CMO for a response to be developed on SPIRE construction. Media enquiry from RiotACT following this morning's CT article... Deadline for a statement 2pm.

Let me know if you need anything from me for the request.

What we have previously said on SPIRE construction:

- **Latest (May 2019)** – preparatory site works for SPIRE will get underway with decanting and site works commencing this year, with construction set for completion in 2023-24. ([media release from May 2019](#))
- **Originally (back in 2017-18)** – construction of SPIRE to begin in 2020. ([2017-18 ACT Budget SPIRE factsheet](#))

Liz/Brad – FYI.

Cheers
 Tracey

Tracey Pulli
Director of Media | ACT Health Directorate

P | (02) 5124 9444 M [REDACTED]
E | tracey.pulli@act.gov.au
URL | www.health.act.gov.au

From: Dynon, Kaarin <Kaarin.Dynon@act.gov.au>
Sent: Monday, 22 July 2019 11:37 AM
To: Pulli, Tracey (Health) <Tracey.Pulli@act.gov.au>
Cc: Warner, KarenL (Health) <KarenL.Warner@act.gov.au>
Subject: FW: Construction of Canberra Hospital's SPIRE Centre

Hi! Can you assist with answers on this I can run past Mel and the Minister?

Cheers, Kaarin

From: Lachlan Roberts [REDACTED]
Sent: Monday, 22 July 2019 11:35 AM
To: Dynon, Kaarin <Kaarin.Dynon@act.gov.au>
Subject: Construction of Canberra Hospital's SPIRE Centre

Morning Kaarin,

Hope Monday is treating you well!

I contacted Caitlin Cook but the automatic reply said I should contact you instead. I am just writing up a yarn about the construction delay of Canberra Hospital's SPIRE Centre and would love a comment from Ms Stephen-Smith.

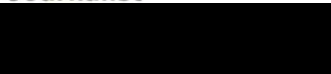
1. Does the project remain on track?
2. Construction was scheduled to start in 2020 but tender documents reveal construction is now expected to begin in 2021. What is the cause of the delay? etc

If you could send me a statement by 2pm this afternoon, that would be appreciated.

Talk soon



Lachlan Roberts
Journalist



www.region.com.au



ACT
Government

ACT Health

SPIRE: staging and decanting



Internal
communications
and engagement
plan

July 2019

Contents

Contents	i
Purpose	1
Background	1
Territory-wide Health Services Framework.....	1
SPIRE Centre	1
Site preparation: demolition of buildings 5 and 24	2
Affected staff and services	2
Building 5	3
Building 24.....	3
Adjacent buildings	3
Staging and decanting plan	4
Moves and timelines	4
Key Messages	5
Building Health Services Program	5
Staging and decanting	5
Communications plan	6
Issues and risk management	8
Monitoring and evaluation	10
Project management	10
Attachments	11
Attachment 1: Building 5 occupancy	12
Attachment 24: Building 24 occupancy.....	19

Purpose

The SPIRE internal staging and decanting communications strategy aims to:

- provide staff with timely, accurate information regarding: the demolition of buildings 5 and 24, and plans for relocation of services;
- assist in preparing staff for moves to new locations; and
- promote the value of the new SPIRE Centre to staff and the Canberra community.

Achieving these aims will create the foundation for winning broad support and positive staff sentiment for the project.

'Internal' refers to Canberra Health Services staff, ACT Health staff, ANU Medical School staff working in building 5, and the Health Minister's Office.

A separate, external communications plan has been developed for the SPIRE project. The plan covers external communications and stakeholder engagement through all phases of the SPIRE project, including demolition of buildings 5 and 24 and site preparation.

Background

Territory-wide Health Services Framework

ACT Health has undertaken Territory-wide health services planning to develop an evidence-based foundation for major health infrastructure decision making. Planning work is conducted in close consultation with clinical, nursing and allied health staff, with opportunities for further engagement from non-government organisations and community-based organisations.

As part of this planning work, ACT Health has developed a Territory-wide Health Services Framework. The Framework is a high-level strategic plan that establishes the overarching principles to guide the development and redesign of health care services across the Territory over the next decade.

The ACT Government's 10-year Health Plan also provides the foundation for key infrastructure investments, to continue to build an innovative and world-class health system for the ACT. The Plan recognises the importance of keeping Canberrans healthy and emphasises the need to plan ahead and invest, to ensure our health system is able to meet demand in an efficient, sustainable and innovative way.

SPIRE Centre

The new Surgical Procedures, Interventional Radiology and Emergency Centre (SPIRE) is a \$600 million investment in Canberra's health infrastructure.

The new Centre will deliver:

- a boost to the number of operating theatres delivering more capacity for elective and emergency surgery
- more inpatient beds and a larger intensive care unit
- a coronary care unit for people requiring high level care for heart conditions
- state-of-the-art surgical, procedural and imaging facilities
- a significantly expanded ED, enabling capacity for emergency health care for women and children.

Site preparation: demolition of buildings 5 and 24

The location for the SPIRE development was announced by the ACT Health Minister, Meegan Fitzharris, 12 December 2018. The site encompasses land on which Canberra Hospital buildings 5 and 24 are currently located. Development will require the demolition of these buildings and the relocation of existing services and staff from the site. This internal communications and engagement plan details activities to be undertaken from January 2019 through to the conclusion of the demolition/site preparation phase.

Affected staff and services

SPIRE site preparation planning, decanting and demolition works will commence in January 2019. The construction site is to be cleared and ready for building works by December 2019.



Image 1: SPIRE location across buildings 5 and 24

Building 5

Service	Key contact	Role
ANU Medical School – training and administration	Dr Imogen Mitchell	Dean ANU Medical School
Accommodation & Volunteers	Colm Mooney	Executive Director
Sexual Health Unit	Sarah Martin	
Child at Risk of Harm Unit	Catherine Sansum	
Staff Development	Elizabeth Renton	
Clinical Skills Unit		
Clinical Placement Unit		
Tissue Viability		
Meeting/training rooms		

Building 24

Service	Key contact	Role
CHS Executive	Bernadette Macdonald	
Executive Support	Nicole Stephenson	
Quality and Safety Unit		
Emergency Management		
Meeting rooms		

Adjacent buildings

Whilst services and staff in these buildings are not required to relocate, they may be impacted by building works. This cohort of people will require project updates and notifications of any works that may impact service delivery, such as noise or traffic changes.

Service	Key contact	Role
Building 14, National Capital Hospital		
Building 4, ANU and Library		
Building 28, administration		
Building 6, administration		

Staging and decanting plan

Silver, Thomas Hanley (STH) have been engaged to complete a Staging and Decanting Plan for buildings 5 and 24. This plan includes options for service and staff relocation.

Key activities and milestones of the SPIRE Project Steering Committee endorsed plan (pending) are listed below.

August 2019	Placement of demountable in front of multi-deck car park
September - Nov 2019	Staff in Building 24 relocated to demountable.
	Staff and services relocated to new locations
August – Dec 2019	Buildings 5 and 24 demolished, SPIRE site preparation commences

Moves and timelines

Building 24

The following staff and services will be moved during February – August 2019.

Service/function	New location	Date
CHS Executive	Level 3, Building 19, Canberra Hospital	
Executive Support	Level 3, Building 19, Canberra Hospital	
Quality and Safety Unit		
Emergency Management		
Meeting Rooms		

Building 5

The following staff and services will be moved during February – August 2019.

Service/function	New location	Date
ANU Medical School – training and administration	Building 4	
Accommodation (administration only)		
Sexual Health Unit		
Child at Risk of Harm Unit		
Staff Development		
Clinical Skills Unit		
Clinical Placement Unit		
Tissue Viability		
Meeting/training rooms		
Volunteers		

Key Messages

Building Health Services Program

- Canberra is growing, and our health care services need to grow too.
- Based on an assessment of whole-of-territory health services and capacity, ACT Health Directorate commenced the Building Health Services Program. This infrastructure program includes three major, inter-related projects: the Surgical Procedures, Interventional Radiology and Emergency Centre (SPIRE), the North-side Hospital Scoping Study, and the Expansion of the CHWC. Investment in these projects will help us meet the future healthcare needs of Canberra and the surrounding region.
- Major Projects Canberra is responsible for the delivery of the SPIRE Project, building a state-of-the-art acute and emergency health care service to meet growing demand across the territory and surrounding region.

Staging and decanting

- The SPIRE development requires the demolition of buildings 5 and 24. Staff and services currently in these building will be relocated to suitable accommodation.
- The project planning and governance structure will provide opportunities for staff to engage in the expansion design and implementation.

- Planning for relocation can be a daunting and stressful time. The SPIRE Staging and Decanting Working Group will be responsible for minimising impact on service delivery and staff productivity.
- Orientation will be provided to staff moving to new areas
- All enquiries may be directed to your manager, representative on the Staging and Decanting Working Group, or BuildingHealthServicesProgram@act.gov.au

Communications plan

The following tools have been identified as appropriate for internal project communication and engagement activities relevant to the Staging and Decanting program.

x	Printed materials (flyers, posters, postcards, etc.)	x	Working groups
x	Information sessions/staff forum		Interviews
x	Displays		Field trips
	Community event		Citizen jury
x	Website and intranet	x	Technical/subject matter expert
x	Industry/stakeholder briefings		Your Say website
	Survey/questionnaire		Social media

Tool	Other information	When	Responsible
ACT Health Intranet-BHSP page https://healthhub.act.gov.au/about-us/act-health-directorate/corporate/building-health-services-program	The BHSP page will host all published staff information on the SPIRE staging and decanting program. It is the reference point for all information and inquiries.	From January – project completion	Strategic Infrastructure Engagement Officer with ACTHD Comms team
Monthly BHSP staff updates	BHSP news item is published to the ACT Health intranet news hub each month. Staging and decant news will be included, as appropriate, in these updates	March, May and August	Strategic Infrastructure Engagement Officer with ACTHD Comms team
CHS CEO all staff email	Link to relevant BHSP update included in CEO message	March, May and August	Strategic Infrastructure Engagement Officer with CHS Comms team

Tool	Other information	When	Responsible
ACTHD DG all staff email	Link to relevant BHSP update included in CEO message	March, May and August	Strategic Infrastructure Engagement Officer with ACTHD Comms team
Staging and Decanting Working Group	Working Group members made up of representatives of all affected work areas/services. Nominated by CHS Executive or Senior Managers.	February, monthly meetings	SPIRE Project Control Group
Staff meetings at CHS for affected staff	On endorsement of the Staging and Decanting Strategy by the Project Steering Committee, the plan will be presented to staff of buildings 5 and 24, and include a Q&A session. Printed resources to take away may also be distributed.	February-March	Strategic Infrastructure team
SPIRE Communications and Engagement Working Group	Working Group members made up of representatives from CHS and ACTHD Communications teams. Nominated by CHS/ACTHD Executive or Senior Managers.	February, monthly meetings	SPIRE Project Control Group
Fact sheets	Include details of relocation dates and locations, plus overall statement regarding value of SPIRE to health care in the ACT.	March	Strategic Infrastructure team with ACTHD Comms team
Posters	For display in staff spaces in affected areas with key dates and reference to BHSP intranet page for detailed information and queries	March	Strategic Infrastructure team with ACTHD Comms team
Meeting with ANU staff	On endorsement of the Staging and Decanting Strategy by the Project Steering Committee, the plan will be presented to ANU staff of buildings 5 and 24, and include a Q&A session. Printed resources to take away may also be distributed.	March	Dean ANU Medical School and Strategic Infrastructure team

Floor plans of new areas	Assist staff in visualising new spaces	April-May	Strategic Infrastructure team with ACTHD Comms team
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Ministerial briefings	Keep the Minister's Office up-to-date with Staging and Decanting program and SPIRE site preparation progress	February – project completion	Strategic infrastructure team
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Issues and risk management

There is a range of internal and external risks associated with SPIRE site preparation and the staging and decanting program. Many of the identified risks will require a communications response.

Issues/risk	Description	Stakeholder	Mitigation measure
Construction risks	Incidents on site (including asbestos findings, fire, injury, damage to plant).	CHS, ACT Health, contractors	Prepare information relating to these issues, i.e. talking points. Ensure safety is a priority with dealings with the contractor to set the standard.
	Resident complaints regarding noise, traffic, dust etc	CHS, ACT Health, Minister's Office, EPSSD, Garran residents	Provide information on planned works schedule and complaints handling process. Develop and implement complaints handling and escalation plan.
	Behaviour of construction staff, including where they park and how they access site.	CHS, ACT Health, contractors	Include worker behaviour re: parking, language etc in tool box talks on a regular basis.
	Timeframes/cost increase from what has been said publicly.	General ACT Health staff	Keep accurate records of any scope changes, for example achieving value for money.

Issues/risk	Description	Stakeholder	Mitigation measure
Construction environmental impacts.	Noise, vibration, dust.	Staff in nearby areas/buildings. Garran residents Service users	Include key messages about the construction impact. The Contractor should advise to enact an action plan if an activity will cause excessive disruptions.
Delays in project	An event arises that results in a delay in the project, such as water leak, safety risk, strike.	CHS, ACTHD, staff relocating	Develop plans and prepared response on how the issue is being handled.
Design issues	Issues relating to functionality of new spaces.	CHS, ACTHD, staff relocating	Continue to have the CHS staff involved in Staging and Decanting Working Group to ensure relocation space is fit-for-purpose Reference MoC and HPU briefs in determining relocation spaces. Promote why the design decisions have been made, such as benefits.
New service locations	Misconceptions that some services are moving to areas with reduced functionality/amenity	CHS staff	ACT Health and CHS decisions based on campus utilisation principles. Thank staff for their patience as we upgrade and refurbish the Canberra Hospital campus.
	Confusion about new locations	CHS staff.	Ensure maps and other communication material is easily accessible. Large signage in the Canberra Hospital entry points outlining changes/new locations.

Monitoring and evaluation

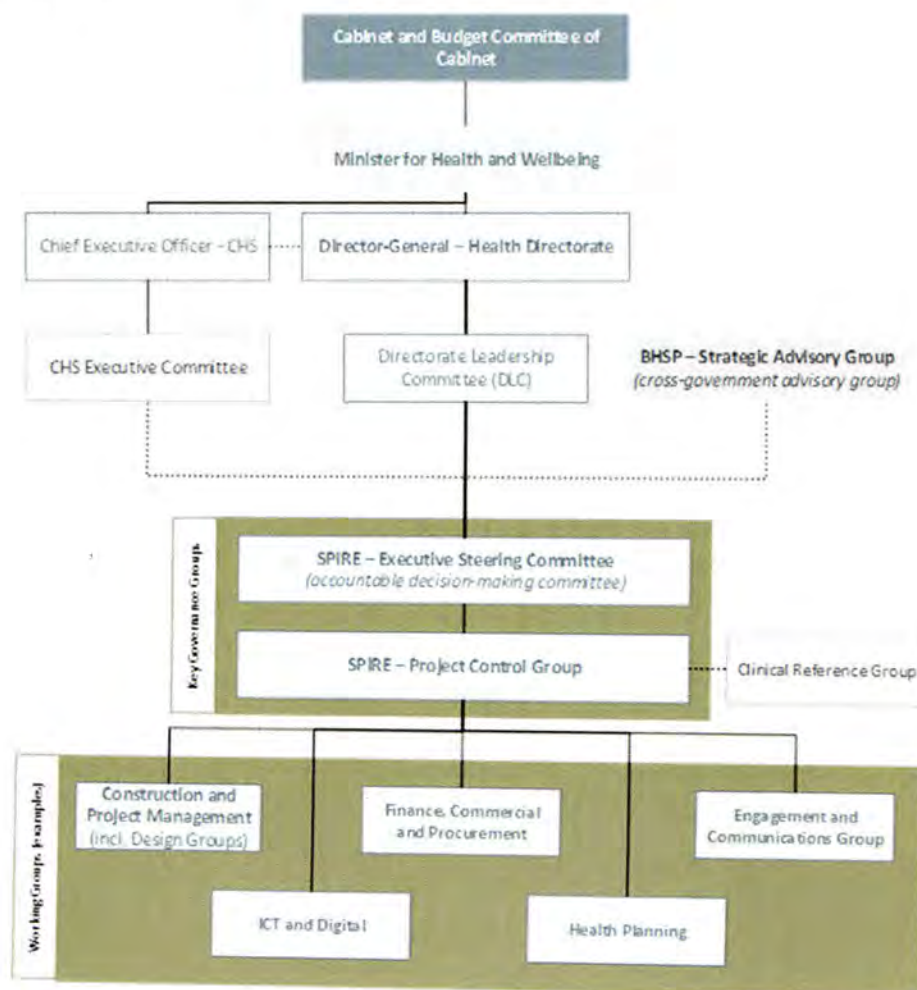
The SPIRE Communications and Engagement Working Group will have responsibility for monitoring the effective impletination of the Staging and Decanting internal communications plan.

To inform the Working Group, Strategic Infrastructure will provide a one page, monthly report covering:

- summary of staff inquiries and responses to the BHSP email account
- any feedback received by the BHSP team from CHS, ANU or ACTHD staff
- number of visits to the BHSP intranet page and numbers accessing the Staging and Decanting information posted to the page
- risk and issues management register

Project management

The SPIRE Communications and Engagement Working Group is responsible for the successful implementation of this Staging and Decanting Internal Communications and Engagement Plan.



SPIRE Communications and Engagement Working Group members are:

Name	Role	Number	Email
Monica Lindemann (Chair)	Special Advisor	5124 9191	Monica.lindemann@act.gov.au
Vanessa Dal Molin	Executive Branch Manager, Office of the Director General		Vanessa.DalMolin@act.gov.au
Merryn Jelbart	Communications Manager, ACT Health	5124 9469	Merryn.jelbart@act.gov.au
Cynthia Douglas	Senior Stakeholder Manager, Canberra Health Services		Cynthia.douglas@act.gov.au
Elaine Greenaway	Communications Account Manager, Canberra Health Services		Elaine.greenaway@act.gov.au
Rhona Jason-Smith	Senior Health Planning Officer		Rohna.JasonSmith@act.gov.au
Kate Evans	Clinical Liaison Officer		Kate.evans@act.gov.au
Brad Burch	Executive Branch Manager, Strategic Infrastructure		Brad.burch@act.gov.au
Casey Hayne (Secretariat)	Directorate Administrator		Casey.hayne@act.gov.au

Attachments

1. Building 5 Occupancy list
2. Building 24 Occupancy list

Attachment 1: Building 5 occupancy list

Current Location			Position	Staff Details		
Building	Level	Work point / Room No.		Surname	First Name	Phone
Staff Development						
5	1		Admin Front Reception, Capabiliti	Armitage	Kerri	
5	1		Orientation Admin	Hickey	Karen	51243968
5	1		Director Staff Development	O'Brien	Karen	51242437
5	1		Hot Desk			
5	1		Work Experience Coordinator	Chapman	Linden	51243418
5	1		Learning & Development & Essential Ed manager	Agius	Rochelle	51245313
5	1		Learning & Development & Registered Training Org Manager	Penman	Karen	51243643
5	1		BLS Educator, MUD Coordinator	Kennedy	Ben	51243351
5	1		Pt Experience Trainer	Crossan	Elisha	51247056
5	1		EN training Manager	Jordan	Maxine	51243382

5	1		PLS Trainer, training & Assessment Trainer	Conley	Terri	51247957
5	1		CDN Manager, transition to practice Manager	Moore	Debbie	51243066
5	1		CDN Educator Facilitator	Hogan	Monica	
5	1		Clinical Educator Aspectic Technique	Manners	Belinda	51242800
5	1		Basic/Advanced Life Support	Flynn	Brianna	51243429
5	1		E-learning Developer	Banchit	Lan	51242463
5	1		E-learning Coordinator	Lugg	Gill	51242558
5	1		Neonatal Educator	Divall	Julia	61426362
5	1		Hot Desk			
5	1		Admin Capabiliti Officer	Kaur	Rajvir	51243429
5	1	5.01.188	EN Transition to Practice CDN	Hughes, Manen, Davidson	Naomi, Lydia, Janine	51243360
5	1	5.01.187	RN Transition to Practice Program	Jensen, Mossard, Walsh, Kuleas, lloyd	Robert, Jeni, Dimiti, Tara, Suzzanna	51244113

Clinical Skills Unit						
5	1	5.1.21	Clinical Skills Support	Riedel	Candice	51242145
5	1	5.1.21	Hot desk			
Clinical Placement Unit						
5	1	5.1.105	Clinical Placement Manager	Finch	Sian	51245127
5	1	5.1.105	Admin officer ASO3			
5	1	5.1.60	Admin officer ASO5	Johnston	Nicole	51245886
5	1	5.1.60	Admin officer ASO4	Keys	Chris	51245887
5	1	5.1.60	HP3	Grose	Linda	62078169
Tissue Viability Unit						
5	1	5.1.65	CNC Tissue Viability Unit	Dunk	Ann Marie	51242954
5	1	5.1.66	RN Tissue Viability Unit	Kattakkayam	Monika	
5	1	5.1.67	RN Tissue Viability Unit	Harding	Danielle	
5	1	5.1.68	Tissue Viability Unit			
Sexual Health Office						
5	1	5.1.69	Sexual Health Hot Office			
Accommodation & Volunteers						
5	1	5.1.151	Accommodation & Volunteers Manager	Mills	Michelle	51245272

5	1	5.1.152	Volunteer Services Manager	Massey	Isabel	51243774
5	1	5.1.153	Receptionist	Gordon	Kenn	51242358
5	1	5.1.153	Receptionist	Mitchell	Lynn	51242358
5	1	5.1.154	Facilities Officer	Denham	Elizabeth	51242359
5	1	5.1.155	Volunteer Services Officer	Laundess	Danielle	51240000
Sexual Health						
5	1	5.1.31	Administration			
5	1	5.1.31	Administration			
5	1	5.1.31	Administration			
5	1	5.1.31	Administration			
5	1	5.1.31	Administration			
5	1	5.1.33	Nurses Station			
5	1	5.1.33	Nurses Station			
5	1	5.1.33	Nurses Station			
5	1	5.1.33	Nurses Station			
5	1	5.1.17	Office Manager			
5	1	5.1.17	RN Hot Desk			
5	1	5.1.17	RN Hot Desk			
5	1	5.1.18	CNC Office			
5	1	5.1.19	Clinical Director's Office			
5	1	5.1.20	Nurse Practitioner			
5	1	5.1.20	Registrar			
5	1	5.1.20	Registrar			

5	1	5.1.20	Registrar			
5	1	5.1.22	Staff specialist			
5	1	5.1.22	RN			
5	1	5.1.23	Breakout room /hot office			
5	1	5.1.24	Outreach Manager			
5	1	5.1.24	Outreach hotdesk			
5	1	5.1.69	Hot Office			
CARHU						
5	1	5.1.110	Reception Admin Officer	Broad	Aimee	62052086
5	1	5.1.110	EA Dir CARHU	Teivonen	Liisa	51242712
5	1	5.1.110	Office Manager	Shaw	Nicole	51242712
5	1	5.1.113	Community Intake	HP3		
5	1	5.1.113	Community Intake	Hot Desk (team of 6)		
5	1	5.1.114	Therapy Team leader	Tinning	Casandra	51242712
5	1	5.1.115	Clinical Director	Sansum	Catherine	51242712
5	1	5.1.116/117	Social Worker	Cobcroft	Julie	51242712
5	1	5.1.116/117	Social Worker	O'Conner	Nell	51242712
5	1	5.1.116/117	Social Worker	Merieca	Tish	51242712
5	1	5.1.116/117	Social Worker	TBC		51242712
5	1	5.1.118/200	RN	Clifton	Adele	51242712
5	1	5.1.118/200	RN	Clugston	Jannine	51242712
5	1	5.1.118/200	RN	TBC		51242712

5	1	5.1.118/200	RN	TBC		51242712
5	1	5.1.118/200	Senior Registrar	TBC		51242712
5	1	5.1.118/200	Senior Registrar	TBC		51242712
5	1	5.1.121/122	Office 4 person shared (HP3)	Nihill	Melissa	51242712
5	1	5.1.121/122	Office 4 person shared (HP3)	Johns	Annie (Patricia	51242712
5	1	5.1.121/122	Office 4 person shared (HP3)	Kelly	Matthew	51242712
5	1	5.1.121/122	Office 4 person shared (HP3)	TBC		51242712
5	1	5.1.132/3	Child Health Medical Officer	Bragg	Judy	51242712
5	1	5.1.132/3	Staff Specialists	Morgan	Kate	51242712
5	1	5.1.132/3	Staff Specialists	Payman	Nahal	51242712
5	1	5.1.132/3	Staff Specialists	Harllal-Chawla	Bhavna	51242712
5	1	5.1.134	Manager CARHU			
ANU						
5	2	5.2.163	Australian Child & Adolescent Training Loss & Grief Network	Staff 1		
5	2	5.2.163	Australian Child & Adolescent Training Loss & Grief Network	Staff 2		
5	2	5.2.163	Australian Child & Adolescent Training Loss & Grief Network	Staff 3		
5	2	5.2.163	Australian Child & Adolescent	Staff 4		

			Training Loss & Grief Network			
5	2	5.2.163	Australian Child & Adolescent Training Loss & Grief Network	Staff 5		
5	2	5.2.164	Research Unit	Staff 1		
5	2	5.2.164	Research Unit	Staff 2		
5	2	5.2.164	Research Unit	Staff 3		
5	2	5.2.164	Research Unit	Staff 4		
5	2	5.2.164	Research Unit	Staff 5		
5	2	5.2.164	Research Unit	Staff 6		
5	2	5.2.164	Research Unit	Staff 7		
5	2	5.2.164	Research Unit	Staff 8		
5	2	5.2.164	Research Unit	Staff 9		
5	2	5.2.164	Research Unit	Staff 10		
5	2	5.2.168/172	Patient Recruitment Office	x 1 workstation		
5	2	5.2.169/170/171	ANU IT Manager	Zelikovic	Vojislav	
5	2	5.2.169/170/171	ANU IT Officer	Garlardo	Ricardo	

Attachment 24: Building 24 occupancy list

Current Location				Staff Details		
Building	Level	Work point / Room No.	Position	Surname	First Name	Phone
24	1	24.1.10	Exec Branch Manager Office of Research	Shadbolt	Bruce	51244288
24	1	24.1.08	Exec Group Manager Office of Research	Hannan	Ross	51244288
24	1	24.1.09	Operations Manager Office of Research	Taylor	Reagan	
24	1	WS-11	EA to Office of Research	Craigie	Peggy	51244288
24	1		Emergency Management Coordinator	McKerlie	Donna	51245324
24	1		Business Continuity Manger	Bower	Linda	
24	1		Quality Officer Critical Care & Clinical Support	Temperley	Jane	62051076
24	1		Quality Officer Medicine			
24	1		Consumer Participation Officer	Thornton	Amanda	51241729
24	1		Quality Improvement	Kingsbury	Alison	62051263

			Program Director			
24	1		Quality Officer Surgical Services	Batten	Miranda	62073884
24	1		Clinical Insights & Outcomes	Hot Desk		
24	2	WS-6	Interprofessional Learning Coordinator	Chapman	Sarah	51243489
24	2	24.2.04	Prof Allied Health Research	Brown	Nick	62050893
24	2	WS-9	EA to Dir Allied Health	Ramis	Tenny	62050893
24	2	Office D4	Dir Allied Health	Boyd	Kerry	62050893
24	2	24.2.09	Dir Nursing and Midwifery CHS	Jeffrey	Hamish	51242147
24	2	WS-17	EO to ED Div Medicine	Cuff	Sally	51243596
24	2		EO Medical Services	Hunter	Kerryn	51245221
24	2		ED Clinical Support	Gilmore	Lisa	51248020
24	2		EA Clinical Support	Rucinski	Gul	62050606
24	2		EO Clinical Support	Robertson	James	
24	2		EO Clinical Support	Ashhurst	Pip	
24	2		Project Officer Collaboration Partnership	Wells	Patrick	51245812
24	2		Inter-professional	Chapman	Sarah	51243489

			Learning Coordinator (Allied Health)			
24	2		EA DON Nursing & Midwifery	Black	Elina	51242147
24	2	24.2.07	Consumer Feedback Coordinator	Petreski	Dragana	51243013
24	2	24.2.07	Consumer Feedback Coordinator	Elliot	Carly	
24	2		Consumer Feedback Coordinator	Power	Mel	
24	2		Consumer Feedback Coordinator	Muir	Nicki	51242447
24	2	24.2.16	Chief Executive Officer	McDonald	Bernadette	51244700
24	2	WS-51	EA to Deputy Director General	Attwood	Courtney	51242728
24	2		Deputy Director General	Bone	Chris	51242728
24	2		Exec Dir Div Medicine	Talaulikar	Girish	51243603
24	2	WS-49	EA to ED Medicine	Vaughan	Kristie	51243603
24	2	WS-47	Exec Officer to DDG	Simpson/Dwyer	Sue/Mel	51245804
24	2	24.2.15	Executive Director Surgery	Wood	Daniel	51243515
24	2	WS-44	EA to ED Surgical	Carroll	Tegan	51243515
24	2	WS-21	Business Manager to CEO	Stevenson	Nicole	51244702

24	2	WS-22	Exec Officer to CEO	Whittall	Christine	51245804
24	2	WS-23	EA to CEO	Tzavalas	Olivia	51244700
24	2	WS-24	Business Manager to DDG	Alexander	Tonia	51242169
24	2	WS-25	PA to ED Div Medicine	Reynolds	Deborah	51243596
24	2		Dir Medical Services	Dugdale	Paul	51243596
24	2		ADON Medical Inpts Div Medicine	Duggan	Tracey	
24	2	24.2.41	ADON Ambulatory Services Div Medicine	Mossman	Wendy	51242702
24	2	24.2.43	DON Surgical	Burns	Cathy	51248583
24	2	WS-29	Operational Manager Div Medicine	Robertson	Jean	51243659
24	2	WS-30	Admin Manager Div Medicine	Sullivan	Leticia	51248199
24	2	WS-31	PA to DON Medicine	Flaherty	Hannah	51242619
24	2		DON Div Medicine	Noffke	Kellie	51245161
24	2	24.2.46	ADON Clinical Support Services	Kemister	Kendra	51247130
24	2	24.2.47	ADON Surgical Wards	Lawrence	Tania	51242318
24	2	24.2.48	DON Div Surgery	Davis	Jillian	51243275
24	2	24.2.42	Admin Manager Div Surgery	Scaysbrook	Rebecca	51245467

24	2		EO to Div Surgery & Critical Care	Hutchins	Tracey	51245801
24	2		Op Manager Div Surgery	Dougan	Shannon	51247061
24	2		PA Clinical Support Services	Rooney	Betty	51248583
24	2		PA DON Surgical	Salvador	Sharon	51243843
24	2	WS-37	EA to ED Critical Care	Carriage	Debbie	51243125
24	2		ED Critical Care	Boyd	Narelle	51245801
1	8A		ADON Renal Services	McGuire	Anne	

ACKNOWLEDGMENT OF COUNTRY

ACT Health acknowledges the Traditional Custodians of the land, the Ngunnawal people. ACT Health respects their continuing culture and connections to the land and the unique contributions they make to the life of this area. ACT Health also acknowledges and welcomes Aboriginal and Torres Strait Islander peoples who are part of the community we serve.

ACCESSIBILITY

If you have difficulty reading a standard printed document and would like an alternative format, please phone 13 22 81.



If English is not your first language and you need the Translating and Interpreting Service (TIS), please call 13 14 50.

For further accessibility information, visit: www.health.act.gov.au/accessibility

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Draft content for BHSP intranet page: <https://healthhub.act.gov.au/about-act-health/corporate/building-health-services-program>

The Building Health Services Program

As our city continues to grow, so too does demand for health services. The Draft ACT Health Territory-wide Health Services Framework 2017-2027 underpins ongoing planning to ensure the healthcare needs of Canberrans are met today and into the future. An important part of this planning is providing infrastructure that will allow us to fulfil our goal to provide quality care when it is needed, delivered by the right team in the right place.

ACT Health's Building Health Services Program (BHSP) is a major program of related infrastructure projects across the Territory that will meet the growing, and changing health care needs of the community.

BHSP's current major projects include:

- [Surgical Procedures, Interventional Radiology and Emergency Centre \(SPIRE\)](#)
- [Centenary Hospital for Women and Children Expansion](#)
- [the Northside Hospital Services Scoping Study](#)
- Clare Holland House Expansion
- Walk in Centres – Inner North (planning), Weston (in-progress), Gungahlin (complete)

During 2019, there will be significant planning, site preparation and building activity across these projects that will have some impact on staff and service provision. This page will provide updates as projects progress.

Project planning and governance

Collaboration and consultation with clinicians and medical staff is critical to the success of health services planning and infrastructure design. BHSP planning includes clinical and user group consultation throughout the development process for each project.

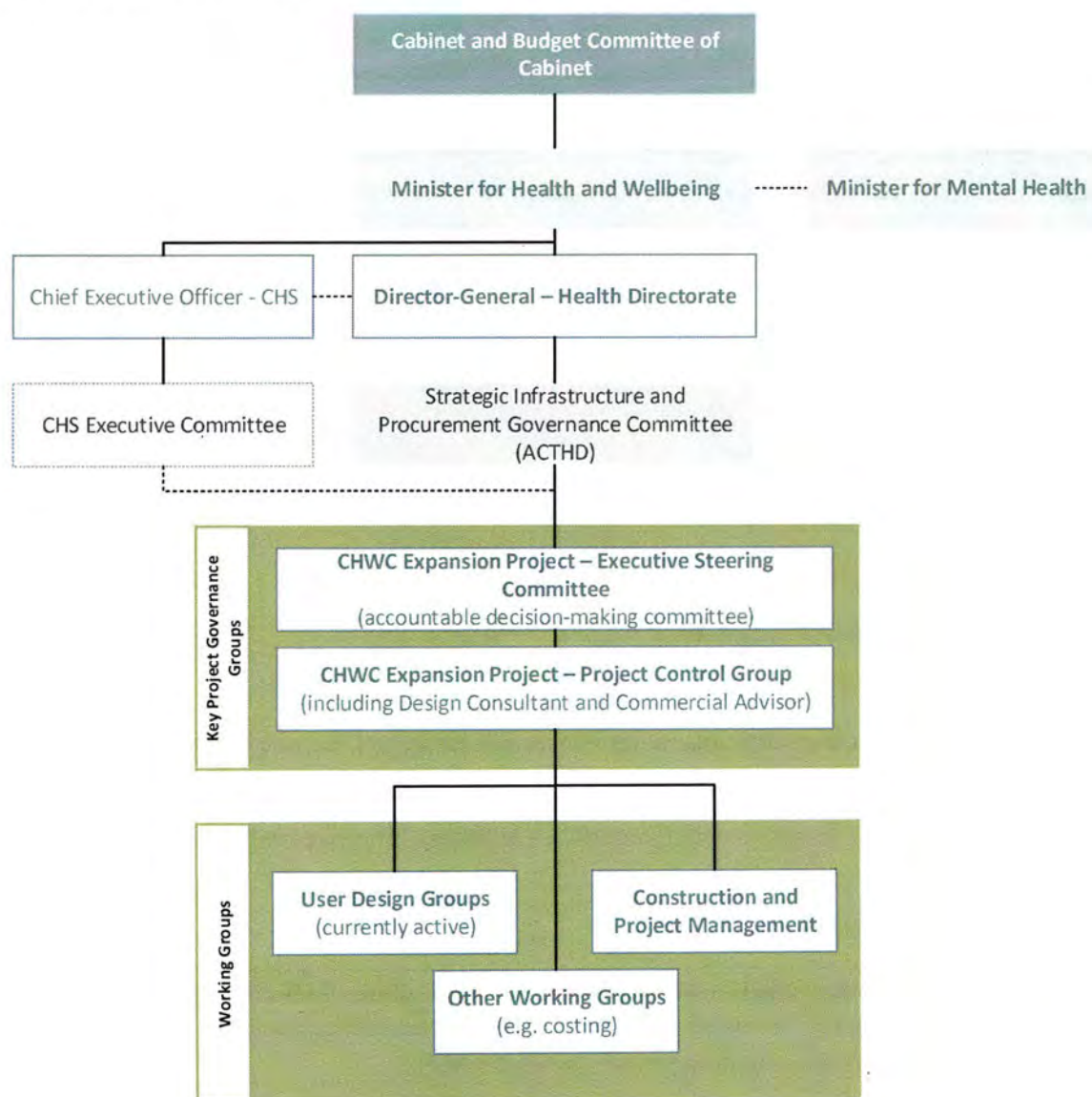
Each project's governance structure (LINK) includes representatives from key stakeholder groups with appropriate roles and responsibilities to ensure that final project design: meets user requirements; remains within project scope; and can be safely completed within desired timeframes.

Individuals engaged in the governance and development of BHSP projects are listed below (LINK). Should you wish to contribute your thoughts, ideas or concerns into the planning process please contact your manager, director, or the BHSP team.

Opportunities to stay informed

Project updates will continue to be published on this page. If you have any further questions, please contact BuildingHealthServicesProgram@act.gov.au

CHCW Expansion Project governance structure



Governance committees

Committee	Roles
Strategic Infrastructure & Procurement Steering Committee Terms of Reference (LINK)	<ul style="list-style-type: none"> Deputy Director-General Corporate Services (ACTHD) <i>Karen Doran, Chair</i> Members TBA
CHWC Project Executive Steering Committee Terms of Reference (LINK)	<ul style="list-style-type: none"> Executive Group Manager Strategic Infrastructure and Procurement (ACTHD) <i>TBC, Chair</i> Executive Branch Manager Strategic Infrastructure (ACTHD) <i>Brad Burch</i> Deputy Director General Canberra Health Services (CHS) <i>Chris Bone</i> Executive Director, Infrastructure Management & Maintenance (CHS) <i>Colm Mooney</i> Executive Director Health System Planning and Evaluation (ACTHD) <i>Carolyn Bartholomew</i> Branch Director Social Infrastructure Branch (CMTEDD) <i>Sophie Gray</i> Branch Director Social Policy Branch, Finance & Budget Division (CMTEDD) <i>Ben Morris</i>
CHWC Project Control Group Terms of Reference (LINK)	<ul style="list-style-type: none"> Branch Director Social Infrastructure Branch (CMTEDD) <i>Sophie Gray, Chair</i> Project Manager, Social Infrastructure Branch (CMTEDD) <i>John Catanzariti</i> Executive Branch Manager Strategic Infrastructure (ACTHD) <i>Brad Burch</i> Executive Director Women, Youth and Children (CHS) <i>Elizabeth Chatham</i> Executive Director Mental Health, Justice Health and Drug and Alcohol Services (CHS) <i>Katrina Bracher</i> Director Facilities and Maintenance (CHS) <i>Chris Tarbuck</i> Senior Manager Social Policy Branch Finance and Budget Division (CMTEDD) <i>Shaun Ryan</i>

Working Groups - User Design Groups

Executive User Group (DROP DOWN LIST)

- Branch Director Social Infrastructure Branch (CMTEDD) *Sophie Gray, **Chair***
- Deputy Director General Canberra Health Services (CHS) *Chris Bone*
- Director of Nursing and Midwifery (CHS), *Karen Faichney*
- A/g Executive Director Health System Planning and Evaluation (ACTHD) *Carolyn Bartholomew*
- Project Manager Social Infrastructure Branch (CMTEDD) *John Catanzariti*
- Assistant Project Manager, Social Infrastructure Branch (CMTEDD) *Babita Busic*
- Capital Project Delivery Director (CHS), *Dave Gilbert*
- Executive Director Infrastructure Management & Maintenance (CHS) *Colm Mooney*
- Commercial Adviser (ACTHD) *Jakob Culver*

Neonatal Intensive Care Service User Group (DROP DOWN LIST)

- Director Silver Thomas Hanley (consultant), **Chair**
- Director Neonatology (CHS) *Hazel Carlisle*
- A/g Assistant Director Nursing Neonatology/Paediatrics (CHS), *Alison Moore*
- A/g Executive Director Health System Planning and Evaluation (ACTHD) *Carolyn Bartholomew*
- Commercial Adviser (ACTHD) *Jakob Culver*
- Project Manager, Social Infrastructure Branch (CMTEDD) *John Catanzariti*
- Assistant Project Manager, Social Infrastructure Branch (CMTEDD) *Babita Busic*
- Digital Solutions Infrastructure Program Manager (ACTHD) *Andrew Heldon*
- Senior Manager, Infrastructure Hub (ACTHD) *Mark Moerman*
- Director of Nursing and Midwifery (CHS), *Karen Faichney*
- Clinical Nurse Consultant (CHS) *Janine McEwan*
- Clinical Liaison Officer (ACTHD) *Yvonne Noakes*

Paediatric High Care Unit User Group (DROP DOWN LIST)

- Director Silver Thomas Hanley (consultant), **Chair**
- Director Paediatrics (CHS), *Anne Mitchell*
- A/g Assistant Director Nursing Neonatology/Paediatrics (CHS), *Alison Moore*
- Clinical Nurse Consultant (CHS), *Donna Colwill*
- Commercial Adviser (ACTHD), *Jakob Culver*
- Project Manager, Social Infrastructure Branch (CMTEDD), *John Catanzariti*
- Assistant Project Manager, Social Infrastructure Branch (CMTEDD), *Babita Busic*
- Digital Solutions Infrastructure Program Manager (ACTHD), *Andrew Heldon*
- Senior Manager, Infrastructure Hub (ACTHD), *Mark Moerman*
- Clinical Nurse Consultant (CHS), *Wendy Alder*
- A/g Executive Director Health System Planning and Evaluation (ACTHD) *Carolyn Bartholomew*
- Director of Nursing and Midwifery (CHS), *Karen Faichney*
- Midwife (CHS), *Jacqueline Gherarden*
- Clinical Liaison Officer (ACTHD) *Yvonne Noakes*

Adolescent Gynaecological Procedures Unit User Group (DROP DOWN LIST)

- Director Silver Thomas Hanley (consultant), **Chair**
- Clinical Midwifery Manager, *Julianne Nissen*
- Senior Registrar Obstetrics and Gynaecology (CHS), *Natalie Decure*
- Director Obstetrics and Gynaecology (CHS) *Boon Lim*
- Project Manager, Social Infrastructure Branch (CMTEDD), *John Catanzariti*
- Assistant Project Manager, Social Infrastructure Branch (CMTEDD), *Babita Basic*
- Digital Solutions Infrastructure Program Manager (ACTHD), *Andrew Heldon*
- Senior Manager, Infrastructure Hub (ACTHD), *Mark Moerman*
- Assistant Director Nursing Maternity (CHS), *Penny Maher*
- Clinical Liaison Officer (ACTHD) *Yvonne Noakes*
- Commercial Adviser (ACTHD), *Jakob Culver*
- Health Facilities Planner (ACTHD), *Sally Anne Kinghorne*
- A/g Executive Director Health System Planning and Evaluation (ACTHD) *Carolyn Bartholomew*

Maternity Assessment Unit User Group (DROP DOWN LIST)

- Director Silver Thomas Hanley (consultant), **Chair**
- Clinical Midwifery Manager, *Julianne Nissen*
- Director Obstetrics and Gynaecology (CHS), *Boon Lim*
- Senior Registrar Obstetrics and Gynaecology (CHS), *Natalie Decure*
- Project Manager, Social Infrastructure Branch (CMTEDD) *John Catanzariti*
- Assistant Project Manager, Social Infrastructure Branch (CMTEDD) *Babita Basic*
- Digital Solutions Infrastructure Program Manager (ACTHD) *Andrew Heldon*
- Senior Manager, Infrastructure Hub (ACTHD) *Mark Moerman*

Medical Surgical Inpatient Unit User Group (DROP DOWN LIST)

- Director Silver Thomas Hanley (consultant), **Chair**
- A/g Assistant Director Nursing Renal (CHS), *Anne Maguire*
- Project Manager, Social Infrastructure Branch (CMTEDD), *John Catanzariti*
- Assistant Project Manager, Social Infrastructure Branch (CMTEDD), *Babita Basic*
- Digital Solutions Infrastructure Program Manager (ACTHD), *Andrew Heldon*
- Senior Manager, Infrastructure Hub (ACTHD), *Mark Moerman*
- Clinical Liaison Officer (ACTHD) *Yvonne Noakes*
- A/g Executive Director Health System Planning and Evaluation (ACTHD) *Carolyn Bartholomew*
- Commercial Adviser (ACTHD), *Jakob Culver*
- A/g Assistant Director Nursing Surgery and Oral Health (CHS), *Tania Lawrence*
- Assistant Director Nursing Medical (CHS), *Tracey Duggan*

Building Health Services Program update

Finding the latest information about the ACT Government's Building Health Services Program, including the \$500 mill [Surgical Procedures, Interventional Radiology and Emergency Centre \(SPIRE\)](#), just got easier.

A new [BHSP Health Hub page](#) featuring news and information about a number of important infrastructure projects including SPIRE and the Centenary Hospital for Women and Children expansion has just been launched.

For the latest information about these projects including—governance, working groups, site preparation and building activity that will take place on the Canberra Hospital campus and other sites, visit the [BHSP Health Hub page](#) today!

Check the [BHSP Health Hub page](#) each month for updates. Send your questions to BuildingHealthServicesProgram@act.gov.au

<place holder heading> We're set to grow

Our city is growing, and we need to make sure that Canberra Health Services grows with it.

This means expanding our physical infrastructure, both at Canberra Hospital and in the community. The Building Health Services Program is a major investment in our city's health service buildings and includes:

- Building the Surgical Procedures, Interventional Radiology and Emergency Centre (SPIRE)
- Expanding the Centenary Hospital for Women and Children, including establishing an adolescent mental health ward ~~Expansion~~
- Undertaking a The-Northside Hospital Services ~~Scope~~ Scoping Study
- Expanding Claire Holland House ~~Expansion~~
- Completing the final two of Canberra's five new Walk-in Centres, including in the Inner North and Weston.

SPIRE Centre

The Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre will increase our capacity to deliver acute, hospital-based health care in a modern, purpose-built facility. The project is anticipated to be complete in 2023-24.

The centre will:

- boost ~~to~~ the number of operating theatres, delivering more capacity for elective and emergency surgery
- have more inpatient beds and a larger intensive care unit
- provide a coronary care unit for people requiring high level care for heart conditions
- include state-of-the-art surgical, procedural and imaging facilities
- have a significantly expanded ~~eEmergency dDepartment~~, ~~enabling capacity for specialist emergency healthcare for women and children~~



SPIRE will be located on the north eastern end of the Canberra Hospital Campus, encompassing the land on which replacing buildings 5 and 24 currently stand. This location has been chosen as it will minimise ~~the~~ disruption to existing critical care services ~~as at~~ the hospital during SPIRE's construction.

Planning for relocating staff and services currently based in buildings 5 and 24 is underway. A Staging and Decanting Working Group has been established, including members from the affected

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services, and relocation will begin later in the year. Stand by for more information as the project progresses.

Expansion of Centenary Hospital for Women and Children Expansion

~~We are continuing work~~Work continues on the expansion of the Centenary Hospital for Women and Children (CHWC) with some components, such as the custodial birthing suite, already complete. Features of the expansion project include:

- increase in special care nursery beds
- new adolescent gynaecology area
- increase in inpatient beds for women's and children's services
- improvements to clinical areas (such as the High Care Ward)
- new adolescent mental health ward

Commented [MK(3): Do you have any more information on this? It sounds like it could be quite interesting.

The expansion works will be undertaken in stages with our staff working closely with building planners to ensure we can maintain quality health care service throughout the expansion project. There will be a temporary relocation of some services within CHWC.

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Northside hospital services scoping study

The northside hospital services scoping study explores potential developments and improvements to health infrastructure in Canberra's north.

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~~We're~~ACT Health is working closely with Calvary Public Hospital to explore options that will ensure efficient, high quality health care services are available to residents across Canberra's north and the surrounding region.

The study is intended to be completed this year.

Stay up to date

To stay up to date with the latest details on these projects, be sure to visit the Building Health Services Program page on HealthHub. Search 'Building Health Services' on the intranet. If you have any questions, or want to get involved contact the BHSP team at BuildingHealthServicesProgram@act.gov.au

Pulse has got you covered too. We'll be publishing updates on BHSP projects as works progress.

Raise the roof for health care, literally

It's a very exciting time in CHS's history as we grow to meet the increasing demand and growth of our city.

~~Making Helping us~~ we meet this ~~growth demand~~ is ACT Health's Building Health Services Program, which looks at investing in, and expanding, our physical infrastructure.

Some of the upcoming projects in this space include:

- building the ~~upcoming~~ Surgical Procedures, Interventional Radiology and Emergency (SPIRE) centre
- expanding the Centenary Hospital for Women and Children, including establishing an adolescent mental health ~~ward unit~~
- undertaking a Northside Hospital Services Scoping Study
- expanding Claire Holland House ~~providing an additional 8-10 beds~~
- building two more Walk-in Centres in the Inner North and Weston.

Commented [SL(1): Monica – can you provide a bit more information/update on this infrastructure project (one or two lines will suffice)

SPIRE Centre

After ~~years of extensive~~ ~~whispers/rumours~~, ~~planning and review~~, ~~work is set to start on~~ the new SPIRE Centre. ~~that is~~ Anticipated to be completed in 2023-24, ~~the new Centre~~ will increase our capacity to deliver acute, hospital-based health care in a modern, state-of-the-art facility.

The centre will include:

- more operating theatres
- more capacity for elective and emergency surgery
- more inpatient beds
- a larger intensive care unit
- a coronary care unit for people requiring high level care for heart conditions
- ~~top of the~~ notch surgical, procedural and imaging facilities
- ~~a~~ significantly expanded emergency department



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It will be located on the north eastern end of the Canberra Hospital ~~c~~Campus, ~~on top of replacing the current existing~~ buildings 5 and 24. ~~The new location will, to minimise disruption to existing critical care services, including the emergency department and helipad, while construction takes place.~~ Relocation of staff and services in this area will begin later this year.

Centenary Hospital for Women and Children Expansion

Work continues on the expansion of the Centenary Hospital for Women and Children (CHWC) with areas such as the custodial birthing suite, already complete. When finished, the expansion will see:

- increased special care nursery beds
- a new adolescent gynaecology area
- increased inpatient beds
- improvements to clinical areas (such as the High Care Ward)
- new adolescent mental health ~~ward~~ unit

CHS staff have been participating in a series of Clinical User Design Groups to ensure building design meets the needs of patients and staff. The upgrades will take place in stages in collaboration with building planners to ensure we maintain quality health care services throughout the building process.

Commented [SL(3): Monica – can we have a line or about user consultation and engagement?

Northside hospital services scoping study

As part of Territory-wide health services planning, ACT Health is investigating health care demand and services available in Canberra's north. The northside hospital services scoping study is exploring explores potential developments and improvements to health infrastructure in Canberra's north the area.

Options will be explored in collaboration with Calvary Public Hospital, that Hospital, to ensure will make sure we are delivering efficient, high quality health care services to residents across Canberra's north and the surrounding region across an integrated healthcare system.

The study is intended to be completed this year.

Stay up to date

To stay up to date with the latest info on these projects, visit the Building Health Services Program page on the staff HealthHub or health.act.gov.au/infrastructure

If you have any questions or want to get involved you can contact the ACT Health team at BuildingHealthServicesProgram@act.gov.au

Project planning and governance

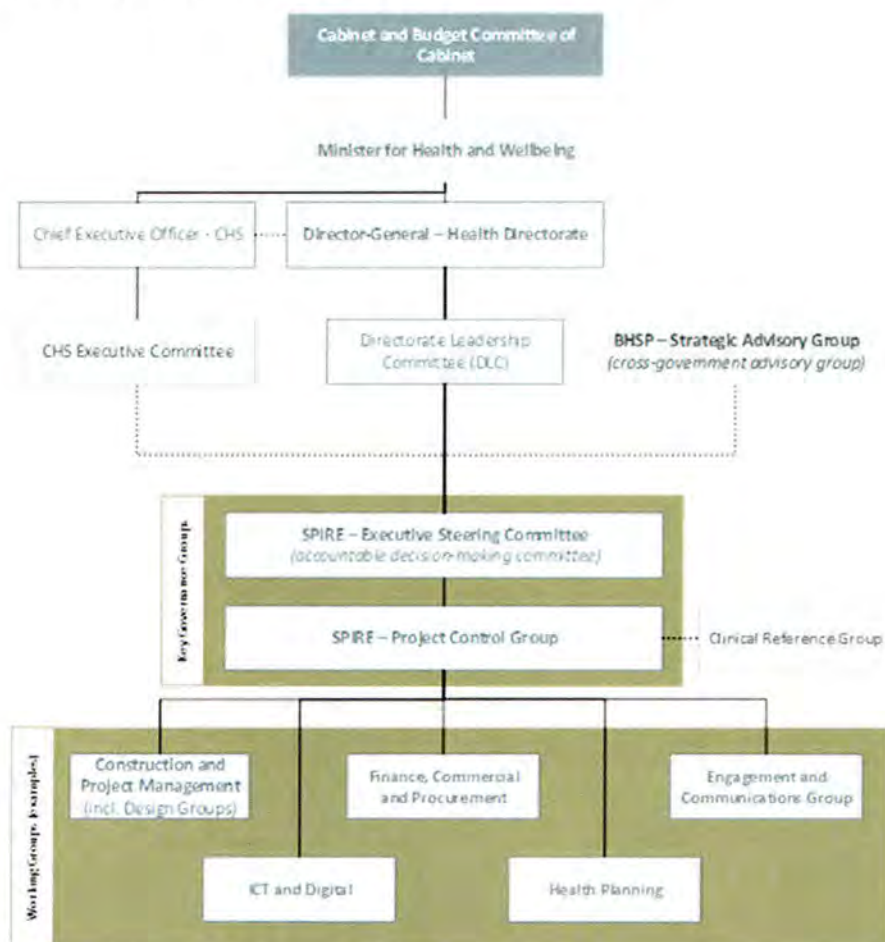
Collaboration and consultation with clinicians and medical staff is critical to the success of health services planning and infrastructure design. BHSP planning includes clinical and user group consultation throughout the development process for each project.

Each project's governance structure includes representatives from key stakeholder groups with appropriate roles and responsibilities to ensure that final project design: meets user requirements; remains within project scope; and can be safely completed within desired timeframes.

Governance structures and committee members are available through the links below. Should you wish to contribute your thoughts, ideas or concerns into the planning process please contact your manager, director, or the BHSP team.

- [CHWC Expansion](#) (link to a separate page)
- [SPIRE](#)

SPIRE Project Governance Structure



Governance committees

SPIRE Project Executive Steering Committee

- Director General (ACTHD) *Michael De'Ath, Chair*
- Executive Group Manager Strategic Infrastructure and Procurement (ACTHD) *TBC*
- Executive Branch Manager Strategic Infrastructure (ACTHD) *Brad Burch*
- Chief Executive Officer Canberra Health Services (CHS) *Bernadette McDonald*
- Deputy Director General Clinical Services (CHS) *Chris Bone*
- Deputy Director General Corporate Services (ACTHD), *Karen Doran*
- Executive Director Infrastructure Management & Maintenance (CHS) *Colm Mooney*
- Executive Director Health System Planning and Evaluation (ACTHD) *Carolyn Bartholomew*
- Executive Director Infrastructure, Finance Capital Works (CMTEDD) *TBC*

SPIRE Project Control Group


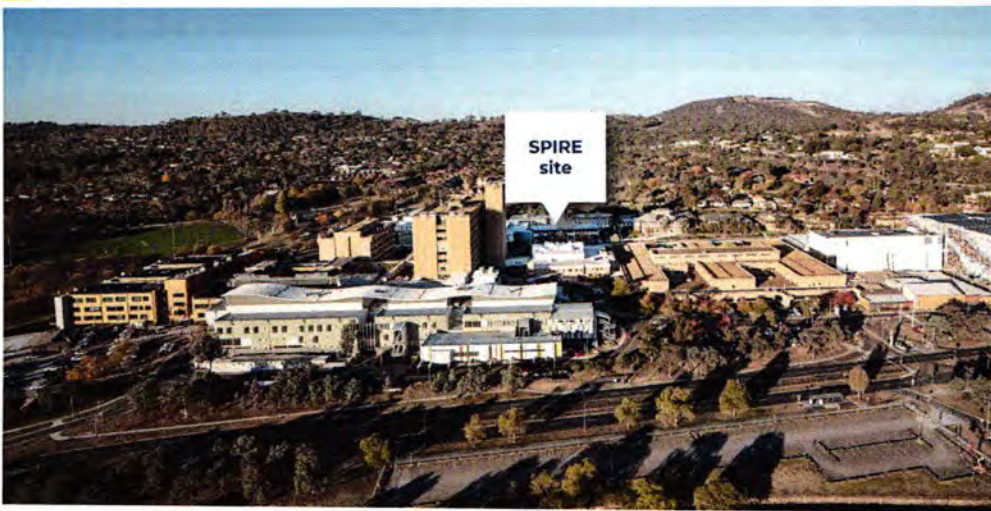
- Executive Group Manager Strategic Infrastructure and Procurement (ACTHD) *TBC, Chair*
- Branch Director Social Infrastructure Branch (CMTEDD) *Sophie Gray*
- SPIRE Project Manager (ACTHD) *TBC*
- SPIRE Clinical Director (CHS) *TBC*
- Executive Director Medical Services (CHS) *Paul Dugdale*

- Executive Director Nursing and Midwifery (CHS) *Hamish Jeffery*
- Executive Director Surgery and Oral Health (CHS) *Daniel Wood*
- Executive Director Critical Care (CHS) *Narelle Boyd*
- Director Social Policy Branch, Finance and Budget Division (CMTEDD) *Ben Morris*
- Executive Branch Manager Strategic Infrastructure (ACTHD) *Brad Burch*
- Executive Director Health System Planning and Evaluation (ACTHD) *Carolyn Bartholomew*
- Director Facilities and Maintenance (CHS) *Chris Tarbuck*

Our Canberra CONTENT TEMPLATE

Email this template and any related attachments to
tania.navarro@act.gov.au
Natasha.lorenz@act.gov.au or Joni.wanless@act.gov.au

PUBLISHING INFORMATION	
CONTACT	<i>Who is the central contact person for this content?</i> > Monica.lindemann@act.gov.au
DIRECTORATE	<i>Which Directorate(s) owns the subject matter of this content?</i> > ACT Health
INPUTS AND APPROVAL	<i>Have you has some Ministerial Office input?</i> <i>Please list key contributors to this story and/or approvals.</i> > This story is a derivative of the SPIRE Centre media release, 12 December 2018. The media release was approved by the Office of the Minister for Health and Wellbeing with input from the Deputy Director General ACT Health.
REGIONS	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;"> <ul style="list-style-type: none"> - All Canberra regions - Belconnen - Central (City, Inner North & Inner South) - Gungahlin - Tuggeranong - Woden and Weston Creek </div> <div style="width: 35%;"> <i>Which region(s) does this content apply?</i> <i>Think about how the story can be applied to more than just one region.</i> All Canberra Woden and Weston Creek </div> </div>
PUBLISH DATE	<i>Is there an announcement date, embargo or critical date for this content?</i> DATE: >
CONTENT	
<p><i>Remember, if this story relates to a particular Canberra region, make it local, relevant and interesting.</i></p> <p>Building up Canberra's health care service</p> <p>Planning is underway for construction of the new Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre.</p> <p>The \$500 million state-of-the-art facility will be on the north-eastern side of the Canberra Hospital campus and will boost the territory's acute and hospital-based health care services.</p> <p>The Centre will replace ageing buildings and completely renew the north-eastern end of the hospital precinct. The site will also ensure minimal disruption to critical care services, such as the Emergency Department.</p> <p>Construction is expected to start in 2020 with a planned completion date set for 2023-24.</p> <p>More information at health.act.gov.au/infrastructure</p> <p>> Digital content – no word limit (+ story title). Include as much detail as you like.</p> <p>As above</p>	

IMAGES / VIDEO	
VIDEO	Provide a short description of any existing or planned video content that supports this content. >
LINK TO VIDEO	Where is the video located? (ie Vimeo/ YouTube). Include URL. Please note that all videos will be marked as 'public'. >
IMAGES / PHOTOGRAPHY If you don't have an image, contact the Our Canberra Team in CMTEDD Comms.	Do you have an image for this content? Describe or paste a copy of your related image(s) here. You can email the high res image attachments to WholeofGovComms@act.gov.au Minimum specs for digital use images is – 600x450px Minimum specs for print use images is – 300 DPI If you don't have an image let us know and we may be able to help with setting up a shot.
	 <p>></p> <p>Or</p> 
CAPTION AND ACKNOWLEDGE	If needed, provide a short caption for the photo(s) and/or image(s) provided. > Location of the new Surgical Procedures, Interventional Radiation and Emergency Centre at Canberra Hospital, Garran. Does the photographer need to be acknowledged? If yes provide details. >
SOCIAL MEDIA & OTHER CHANNELS	
Facebook	Will this content be published on social media? Include text, hashtags and handles to be used if available.

	Facebook > Twitter > LinkedIn > YouTube > Other >
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How content was used for Our Canberra (CMTEDD Comms to complete)		
Digital		Date
Social		Date
Print		Date
EDM		Date

In December 2018, the location of SPIRE at the Canberra Hospital was publicly announced by Minister for Health and Wellbeing, Meegan Fitzharris. For the announcement a media doorstep style media event was held at the hospital and a new SPIRE fact sheet was developed.

ACT Health has commenced engagement with the clinical workforce on SPIRE as early design work progresses. A clinical leadership forum on SPIRE was held in November 2018 prior to the location announcement, with engagement to continue through 2019, including:

- the ongoing oversight of a Steering Committee;
- the establishment of specialist user groups to oversee the design and planning of construction works such as ICT, clinical procedures, and accessibility; and
- ongoing communications with staff.

In addition, ACT Health will present a SPIRE information session at the Woden Valley Community Council public meeting on Wednesday 6 March. Updates throughout the life of the project will also be made available on the ACT Health website and through the Our Canberra newsletter, with the latest article on SPIRE scheduled for the March edition.

A summary of planned communications and engagement activities is attached. Strategies for internal staging and decanting communications and engagement, project communications and engagement are in draft, pending endorsement by the SPIRE Project Control Group and Executive Steering Committee

1 Stakeholder Engagement Plan

Key messages

- SPIRE is one project within an inter-related suite of health infrastructure projects across the ACT that make up the Building Health Services Program (BHSP).
- The BHSP is based on extensive Territory-wide health services planning and demand modelling.
- SPIRE is a complex project with a significant number of stakeholders including clinicians, ~~nurses~~, allied health administrators and other support staff at Canberra Hospital; emergency services personnel; the community, and particularly patients, their families and friends; and site neighbours, which includes the National Capital Private Hospital and Garran Primary School
- Extensive consultation and communication has been undertaken to date, including a Ministerial announcement of the new site for SPIRE, engagement with internal hospital stakeholders as part of the Business Case development process, and external engagement with Garran Primary School and Woden Community Council to inform the community about SPIRE. Importantly, the feedback of project stakeholders has played a critical role in the design development process, as well as the selection of the new location for SPIRE at Canberra Hospital. (Not sure this statement is true)
- The communications and stakeholder engagement approach has been tailored to ensure that it considers the key interests of each stakeholder, as well as each stage of project development from design to construction, commissioning and ongoing operations
- Accordingly, the communications and consultation approach is based on the principle that regular and meaningful engagement is essential to achieve project objectives

Commented [LM(1): The term "clinicians" includes all professionals who work directly with a patient. The term includes nurses, allied health and doctors. It is incorrect to list clinicians as separate to nurses, etc. This needs to be corrected throughout the document, otherwise it will annoy clinical staff.

1.1 Introduction

As Canberra's largest public hospital, developments at Canberra Hospital are of significant community and stakeholder interest. SPIRE will be no exception, with the Project scope encompassing a range of critical and acute facilities (see Chapter ~~Error! Reference source not found.~~) that provide vital services to the community.

Given this interest and the anticipated impact of the project on a range of stakeholders, a strong and coordinated engagement approach is essential to ensure that the project objectives are achieved and that all stakeholders are well informed about the benefits of the Project and its progress towards completion.

To this end, ACT Health has prepared a Stakeholder Engagement Plan for SPIRE that adopts a tailored approach to each of the key stakeholder groups, identifying their likely issues (see box right) and the appropriate method and timing of consultation. As the Project includes decanting activities, a Decanting Engagement Plan has been prepared to ensure that

Key areas of interest for internal stakeholders

- Clinical, other Canberra Hospital staff and ambulance services**
- Design and functionality of SPIRE
 - Impact of construction on existing operations
 - Model of Care and technological changes
 - Staffing impacts
 - Accessibility and parking
 - Emergency vehicle access and ambulance bay capacity
 - Integration and transition of existing facilities to SPIRE
 - Patient flow and accessibility
 - Decanting and staging

- Government stakeholders**
- Relationship with other BHSP projects, both at Canberra Hospital and across the Territory
 - Impact on health service delivery in the Territory

Key areas of interest for external stakeholders

- Patients, their families and visitors**
- Car parking, accessibility and public transport
 - Impact on patient care and operations
 - Access to critical services, particularly the Emergency Department relocation from Building 12 to SPIRE
 - Wayfinding during construction and once SPIRE is operational

- Local community**
- Traffic changes and congestion on Palmer and Gilmore Streets
 - Impact on Garran Primary School access
 - Helicopter noise
 - Emergency vehicle traffic and noise
 - Construction traffic, noise, dust and vibration

departments relocated as part of SPIRE are appropriately consulted and informed throughout.

It is expected that the engagement strategy and activities will evolve as the project passes through critical milestones in design, construction, commissioning and operations. For example, in the initial design phase, ongoing consultation is being undertaken with Canberra Hospital clinical and maintenance staff in a collaborative and iterative manner to ensure that the design meets their requirements and facilitates the implementation of enhanced Models of Care and achieves operating efficiencies. This consultation is being led by key leaders in ACT Health and CHS and supported by specialist advisors as required.

As the Project continues to develop, communication and consultation will be undertaken with a broader pool of stakeholders. This will continue to include consultation with clinical and maintenance staff, but will also include other staff and users of Canberra Hospital, patients and visitors, as well as the local community in Woden and Garran, including Garran Primary School. Effective stakeholder consultation with the local community will be critical to support planning and approvals processes and to understand and address community concerns as they arise. It is anticipated that external communications activities will be coordinated by the ACT Health Communications and Media Unit, in consultation with the ACT Health Strategic Infrastructure Unit and the CHS Communications team. Communications will align with the Whole of Government Communications and Engagement Plan 2019, in which Health is a priority area.

This Chapter provides an overview of the anticipated project stakeholders and their likely areas of interest, as well as providing a summary of the communications approach.

1.2 Our stakeholders

SPIRE is a complex project, with a broad range of internal and external stakeholders, ranging from staff at Canberra Hospital, patients and visitors, through to Territory Directorates, aged care facilities, unions, health service providers and emergency services personnel.

Project stakeholders have been split into internal (i.e. within the ACT Government) and external for discussion in this Chapter.

1.2.1 Internal stakeholders

Internal stakeholders within ACT Government are outlined in [Table 1Table 47](#). The internal stakeholder list comprises key internal stakeholders likely to have a direct and active interest in SPIRE, including those directly involved and affected as a result of SPIRE. These stakeholders will require active consultation at each stage of project development.

Table 147: Internal stakeholders

Internal Stakeholder Group	Key Stakeholder
Canberra Hospital staff and ACT Health	<ul style="list-style-type: none"> • ACT Health and CHS staff • Canberra Hospital staff, including: <ul style="list-style-type: none"> ◦ Clinicians, nursing and allied health staff ◦ Administrative staff ◦ Clinical support staff • Staff to be decanted in Buildings 5 and 24 • Project Steering Committees and Working Groups (see Section Error! Reference source not found.8.4)
Other Internal Stakeholders	<ul style="list-style-type: none"> • ACT Minister for Health and Wellbeing

Internal Stakeholder Group	Key Stakeholder
	<ul style="list-style-type: none"> • ACT Minister for Mental Health • Members of the ACT Legislative Assembly • CMTEDD • Environment Planning and Sustainable Development Directorate (EPSDD) • IFCW • ACT Emergency Services • Community Services Directorate (CSD) • Education Directorate • Transport Canberra and City Services (TCCS), including ACT Roads (off campus road network implications), and Transport Canberra (public transport) • ACT Ambulance Service (ACTAS) • Access Canberra
Key internal hospital and health service providers	<ul style="list-style-type: none"> • The Calvary Hospital • GSSD in Mitchell (currently utilised by Canberra Hospital)

1.2.2 External stakeholders

External stakeholders are outlined in [Table 47](#) [Table 1](#) [Table 48](#). The external stakeholder list comprises key external stakeholders likely to have an active interest in SPIRE and benefit from communication and engagement throughout the Project. It should be noted that the list is not exhaustive and additional external stakeholders may be consulted ~~with~~ as part of the stakeholder engagement plan for SPIRE.

Table 248: External stakeholders

External Stakeholder Group	Key Stakeholder
Government agencies	<ul style="list-style-type: none"> • Federal Department of Health • Key NSW Government stakeholders with respect to Canberra Hospital servicing the surrounding region including NSW Health and local councils • Australian Commission on Safety and Quality in Health Care – National Safety and Quality Health Service (NSQHS) standards
Community stakeholders	<ul style="list-style-type: none"> • Patients, carers and families • Local residents • Garran Primary School staff and families • Sporting groups and organisations that use surrounding facilities¹ • Media organisations • Community councils • Community interest groups • Consumer and carer organisations • Visitors

¹ Including Phillip District Playing Field, Phillip Enclosed Oval and Woden Park Athletic

External Stakeholder Group	Key Stakeholder
ANU Medical School staff and students	<ul style="list-style-type: none"> • Teaching staff, research staff and administrative staff • Executive staff • Students • ANU Medical Faculty • ANU Medical School communications unit • Policy and administration staff
Key external hospital and health service providers	<ul style="list-style-type: none"> • National Capital Private Hospital • Doctors and nurses working outside the Canberra Hospital in the surrounding region • General practitioners (GPs) and referring doctors • Potential ACT Health employees • Aged care providers
External suppliers and contractors	<ul style="list-style-type: none"> • Existing and potential contractors • Existing and potential suppliers
Non-Government Organisations, peak bodies and professional associations	<p>Stakeholders may include the following:</p> <ul style="list-style-type: none"> • Aboriginal and Torres Strait Islander Community Groups • ACT Mental Health Consumer Network • Allied Health Professional Associations² • Alzheimer's Australia ACT Ltd • Arthritis ACT • Australian College of Midwives (ACT Branch) • Australian Medical Association (ACT Branch) • Capital Health Network • Carers ACT • Community Transport Services • Health Care Consumers' Association (HCCA) • Mental Health Community Coalition of the ACT • Pastoral Care Groups • Royal Australian College of Surgeons • Royal Australian College of General Practitioners
Academic institutions	<ul style="list-style-type: none"> • Providers who have students on placement with CHS (e.g. The University of Canberra (UC), Australian Catholic University (ACU), Canberra Institute of Technology (CIT))
Unions	<ul style="list-style-type: none"> • Health Service Union (ACT Branch) • Australian Nursing Federation ACT • Community and Public-Sector Union • Liquor, Hospitality & Miscellaneous Workers Union • Professionals Australia • CMFEU

The recommended modes of communication for all internal and external stakeholders is provided at Appendix [ix](#).

² Including Australian Physiotherapy Association and Speech Pathology Australia

1.3 Communication and consultation

1.3.1 Communication objectives

The communication objectives for SPIRE include the following:

- Receive clinical and other user / expert input into infrastructure planning to ensure project concepts and early designs meet health care needs and community expectations;
- Inform and engage local communities, health services staff and user groups in the infrastructure development program as it unfolds; and
- Build positive public sentiment towards the project.

These objectives align with the ACT Government's commitment to engaging effectively with its citizens as outlined in *Engaging Canberrans: A guide to community engagement*³.

Additionally, key projects in the BHSP, such as SPIRE, the ~~potential future~~ Northside Hospital scoping study and the expansion of CHWC are all closely related. Consequently, a Territory-wide approach to health services planning and communication is anticipated to be maintained ~~for~~ during planning and early design of each project. Further information on the key messages for Territory-wide health planning and SPIRE is set out at Appendix X.

1.3.2 Consultation methods

Internal and external stakeholder groups will be engaged ~~and communicated~~ by ACT Health and CHS throughout the development of SPIRE through a series of meetings, consultations and workshops.

Communications will be developed by the ACT Health Communications and Media Unit, in consultation with ACT Health and CHS. The Executive Group Manager Strategic Infrastructure ~~and Procurement~~ will act as the lead spokesperson for SPIRE with support from the Deputy Director General, Director General (ACT Health), the CEO of CHS and the Minister for Health as required and at significant project milestone events.

The community will be given opportunities to provide ongoing feedback throughout the Project's development. A variety of different consultation methods will be used, including:

- **Communication and engagement tools** – tailored for internal and external stakeholders (as set out in this Chapter)
- **ACT Government's Your Say online engagement website and platform** – use of the latest tools and technologies to engage online with stakeholders and the community

The proposed tools and channels for engaging with stakeholders are set out in the table below with further detail provided at Appendix X.

Table 349: Stakeholder engagement tools and channels

Tool / channel	Internal Stakeholders	External Stakeholders
ACT Health website	✓	✓
ACT Health and ACT Government social media accounts	✓	✓
ACT Health intranet	✓	

³ https://s3-ap-southeast-2.amazonaws.com/ndp.au.prod.app.act-your-say/files/2614/6724/4263/communityengagement_FINAL.pdf

Tool / channel	Internal Stakeholders	External Stakeholders
CHS internal staff newsletter – Pulse	✓	
CHS CEO all staff emails	✓	
ACT Health Director-General all staff emails	✓	
Division-wide newsletters	✓	
Managers information kit	✓	
Director-General and Chief Executive Forums	✓	
Direct email	✓	✓
Media relations (releases, alerts, press conferences, op-eds, backgrounders with journalists)	✓	✓
Collateral (posters/flyers in workplaces, digital screens across the campus etc.)	✓	✓
Face-to-face meetings	✓	✓
Presentations at existing scheduled staff meetings	✓	✓
Your Say website	✓	✓
Our Canberra newsletter	✓	✓
Public meetings	✓	✓
Letterbox drops (Garraan residences)	✓	✓
External signage and worksite hoardings	✓	✓

1.3.3 Communication issues by project phase

Anticipated communication issues by Project phase are outlined in the table below. These will be revised as the Project progresses.

Table 450: Communication issues

Communication strategy	
Phase	Description
Project initiation	<p>Communication will focus on:</p> <ul style="list-style-type: none"> • Informing stakeholders about the facility planning process • Outlining project benefits, vision and objectives • Informing stakeholders on opportunities for engagement • Providing advice on the high-level timeline for the project's development
Facility planning	<p>Communication activities will focus on:</p> <ul style="list-style-type: none"> • Outlining project benefits, vision and objectives • Keeping stakeholders informed of achievements, milestones and critical decisions during facility planning • Receiving early design input from clinicians and maintenance staff and other stakeholders

Communication strategy	
Phase	Description
Design and construction	<p>Communication activities will focus on:</p> <ul style="list-style-type: none"> • Keeping stakeholders informed of achievements, milestones and critical decisions • Continuing to receive design input from clinicians and maintenance staff and other stakeholders • Providing advice on the proposed decanting strategy and timing for its implementation • Informing Canberra Hospital staff, patients and other relevant stakeholders on temporary access arrangements to facilities • Informing stakeholders on key construction activities, including early works and demolition • Providing advice on any impacts on operational activities at Canberra Hospital from both a staff and patient perspective, and any temporary operational arrangements that are in place, as well as planned service disruptions • Providing information on temporary traffic impacts, both on and offsite, as well as wayfinding information for temporary access and parking arrangements
Commissioning and change management	<p>During the final pre-occupation stage of construction, communication activities will focus on:</p> <ul style="list-style-type: none"> • Keeping stakeholders informed of the progress of building and operational commissioning to ensure that there is a smooth transition when operations commence following completion of construction in mid-2024 and a 6 month commissioning process • Advising staff, patients and visitors on transition arrangements from existing clinical facilities (e.g. ED in Building 12) into SPIRE • Informing clinical staff and other staff on the implementation of changes in Model of Care and / or service delivery • Providing wayfinding information to patients, visitors and other stakeholders • Advising the community on any anticipated operational impacts, such as emergency vehicle traffic and anticipated helicopter noise
Post occupancy evaluation	<p>In the final phase of construction, communication activities will focus on:</p> <ul style="list-style-type: none"> • Ongoing consultation with the local community in relation to the impact of SPIRE • Ongoing consultation with patients, visitors and staff to ensure operational phase continues to meet the project objectives • Reviewing the implementation of operational policies and changes to the models of care and service delivery

Communication of the decanting strategy will be a critical component of the overall communications plan for the Project, affecting several of the phases identified in Table 551. Consequently, a Decanting Engagement Plan has been prepared as a supporting document to the overall Stakeholder Engagement Plan for SPIRE (see Appendix 4).

The communication approach for decanting will include consultation with internal and external stakeholders directly affected by the decant, including:

- Current occupants of Buildings 5 and 24
- ANU Medical School (Building 4)
- Stakeholders connected with the provision of residential accommodation for patients' families

Commented [LM(2)]: Where is table 51? Table 50?

1.3.4 Previous and planned community consultation

Various community consultation activities have been undertaken to date or are planned to be undertaken throughout the planning and design process for SPIRE. These are outlined in the table below, with further detail and dates for key engagement activities provided at Appendix [X].

Table 652: Planned consultations (including consultation undertaken to date)

Date	Consultation
December 2018	In 12 December 2018, the new location for SPIRE at the Canberra Hospital was publicly announced by the ACT Minister for Health and Wellbeing. For the announcement, a media doorstep style media event was held at the Canberra Hospital and a new SPIRE fact sheet was developed and made available on the ACT Health website
Recently completed	<ul style="list-style-type: none"> Meetings were held with the Garran Primary School in February 11 April 2019 to communicate project updates in the context of SPIRE and its proximity to the school Woden Valley Community Council members were informed consulted on of the overall project objectives at an information session in 6 March 2019. The Council suggested a letter drop to keep everyone informed and to let the residents of Woden know who they can talk to Meeting participants were invited to sign up to an updates email list to receive periodic project information. Updates will be made available to the community via the ACT Health website, subscription email updates and through the Our Canberra newsletter (i.e. article on SPIRE within the March edition of the publication)
Ongoing (community)	<p>Your Healthy Future is a series of community consultations that will be undertaken throughout 2019. The consultation is designed to understand the communities' thoughts on initiatives that are underway, including:</p> <ul style="list-style-type: none"> Better Health Infrastructure - \$756m in health infrastructure investment (including SPIRE) Health Reform – planning for our future health care needs including Territory-wide Health Services Mental Health Reform Agenda – improve our mental health service system and a new Office for Mental Health and Wellbeing Preventative Health Strategy – developing a new strategy to support health and wellbeing <p>The insights gained from these community consultations will help to inform key projects, such as SPIRE, and help ACT Health to build a future healthcare system that aligns with the needs of Canberrans</p>
Ongoing (Canberra Hospital workforce)	<p>ACT Health has commenced engagement with the clinical workforce and key staff stakeholder groups (including FM and administrative staff) on SPIRE as early design work progresses. A clinical leadership forum on SPIRE was held in November 2018 prior to the location announcement, with engagement to continue throughout 2019 under the oversight of a Steering Committee (see Chapter Error! Reference source not found. 8.4), including:</p> <ul style="list-style-type: none"> The establishment of specialist user groups to oversee the design and planning of construction works such as ICT, clinical procedures, and accessibility Ongoing communications with staff
Planned and upcoming (2019)	<ul style="list-style-type: none"> Online content, including: <ul style="list-style-type: none"> Content published on Your Say website (external) Monthly project updates in staff newsletters (internal) Regular project updates on the ACT Health website

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Date	Consultation
	<ul style="list-style-type: none"> • Staging and Decanting strategy and communications plan – ongoing throughout 2019 in consultation with CHS, ACTHD and design consultants • Site signage (prior to works starting) • Letterbox drop notification to key external stakeholders including surrounding residents – to provide an overview of the SPIRE construction timeline at key milestones (e.g. demolition and site preparation notification) • Media releases for SPIRE including SPIRE site preparation and demolition
Planned and upcoming (2020-2024)	<ul style="list-style-type: none"> • Online content, including: <ul style="list-style-type: none"> ◦ Content published on Your Say website (external) ◦ Monthly project updates in staff newsletters (internal) ◦ Regular project updates on the ACT Health website • Media releases for SPIRE at major project milestones (e.g. final designs, selection of preferred contractor, construction milestones)

Ivansson, Zoe (Health)

From: Lopa, Liz (Health)
Sent: Friday, 6 September 2019 7:43 AM
To: Galton, Sarah (Health); Burch, Brad (Health)
Subject: Fwd: Perioperative MOC Workshop

Hi sarah and Brad

Please see below the summary of perioperative

Doctor's concerns about the number of theatres. Noting that one doctor has mentioned talking to the Minister, can you please pull some operating theatre projections and some talking points about theatre demand projections and potential Northside numbers.

We will need this ASAP.

Thanks

Liz

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From: Esau, Lloyd <Lloyd.Esau@act.gov.au>
Sent: Friday, September 6, 2019 6:10:45 AM
To: McDonald, Bernadette (Health) <Bernadette.McDonald@act.gov.au>
Cc: Edghill, Duncan <Duncan.Edghill@act.gov.au>; Lopa, Liz (Health) <Liz.Lopa@act.gov.au>
Subject: RE: Perioperative MOC Workshop

UNCLASSIFIED

Bernadette

I forgot to mention, I have a meeting with helipad (Kevin Grove, David Lamond, Hazel Carlisle & Narelle Boyd) on Tuesday next week so we may resolve a way forward then.

Lloyd Esau | Project Director, SPIRE (a/g) & ACT Law Courts
 Major Projects Canberra | ACT Government

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From: Esau, Lloyd
Sent: Friday, 6 September 2019 6:01 AM
To: Bernadette McDonald (Health) (Bernadette.McDonald@act.gov.au) <Bernadette.McDonald@act.gov.au>
Cc: Duncan Edghill (Duncan.Edghill@act.gov.au) <Duncan.Edghill@act.gov.au>; Liz Lopa (Health) (Liz.Lopa@act.gov.au) <Liz.Lopa@act.gov.au>
Subject: Perioperative MOC Workshop

UNCLASSIFIED

Bernadette

The majority of this week's workshops on models of care have gone very well. However, we have encountered some discontent in the perioperative and helipad workshops that I wanted to alert you to. The key points are set out below:

Perioperative MOC Workshop – 05 September

1. The feeling was that 22 Operating Theatres was not enough, with suggestions that our facility covers (or will cover) a population of 1.5 million. There appears to be a presumption that all surgeries currently delivered for Canberra Hospital elsewhere would return to the CH site as a result of the SPIRE project.
2. The plans for the existing 13 ORs in Building 12 came up. Although it was stated that future use of this building would be determined as part of the Territory-wide clinical services plan and master planning processes, the prospect that a decision to decommission these may occur was a concern. (NB: the Business Case assumption was that these 13 ORs would close).
3. There was confusion over activity data and they want to see the data and future projections (by specialty) that had been used to determine the number of OR's. Dr Andrew Mitchell had his own surgical projections that apparently demonstrated that we will be at full capacity (with 22 theatres) on the day of opening. Dr Wendall Neilson also noted that the data would be wrong for his speciality as he had secured an additional vascular surgeon this year. It was noted that twilight surgery would not be an option to increase capacity.
4. The group thought the breakdown of Hybrid/IR/general was wrong and were not supportive of the governance arrangements that have been determined for the IR OR's.
5. For maternity, Boon Lim (O&G) and Hazel Carlisle (NICU) were strongly of the opinion that a dedicated obstetric operating theatre was needed, either in CHWC or retained in Building 12. As you know, this was a known risk with the location of SPIRE that we have discussed previously and needs to be resolved. Transfer times for a birthing mother and for critically ill infants going back to NICU are driving these concerns.
6. The maternity discussion prompted suggestions that all O&G and paediatric surgery stay in the current ORs post-delivery of SPIRE. The surgeons then suggested that all day surgery could be done in the Building 12 OR's with just emergency and elective multi-stay surgery to happen in SPIRE.
7. The group was also of the understanding that the Endoscopy Suite was also going to be co-located with the ORs in SPIRE. This is currently not provided for in the Business Case or planning for SPIRE.
8. In the main, Dr Andrew Mitchell and Dr Wendall Neilson were most vocal in their concerns around the planned arrangements for SPIRE. Dr Andrew Mitchell stated that he was seeing the Minister tomorrow and that he would be informing her that there were not enough OR's and that no one had asked him to be part of the planning process.

Helipad MOC Workshop – 03 September

1. This working group remains of the view that two helipads are essential.

In both these areas we will need to discuss how we can resolve outstanding issues and agree a way forward. Although the helipad matter is fairly fundamental, we will be requiring the designs to be developed so that a second pad can be added – so even a late change on this will not be too disruptive. However, if there will be two, it would be best to resolve this now. For perioperative, the capacity issue probably boils down to what happens with Building 12. Unfortunately, the timeline for the Territory-wide clinical services plan and master planning does not help with resolving the SPIRE planning ahead of ECI tenders around March of next year.

I am happy to come over today to discuss this further, or wait until our meeting on Monday.

Regards

Lloyd Esau | Project Director, SPIRE (a/g) & ACT Law Courts
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From: Dynon, Kaarin <Kaarin.Dynon@act.gov.au>
Sent: Monday, 22 July 2019 11:37 AM
To: Pulli, Tracey (Health) <Tracey.Pulli@act.gov.au>
Cc: Warner, KarenL (Health) <KarenL.Warner@act.gov.au>
Subject: FW: Construction of Canberra Hospital's SPIRE Centre

Hi! Can you assist with answers on this I can run past Mel and the Minister?

Cheers, Kaarin

From: Lachlan Roberts [REDACTED]
Sent: Monday, 22 July 2019 11:35 AM
To: Dynon, Kaarin <Kaarin.Dynon@act.gov.au>
Subject: Construction of Canberra Hospital's SPIRE Centre

Morning Kaarin,

Hope Monday is treating you well!

I contacted Caitlin Cook but the automatic reply said I should contact you instead. I am just writing up a yarn about the construction delay of Canberra Hospital's SPIRE Centre and would love a comment from Ms Stephen-Smith.

1. Does the project remain on track?
2. Construction was scheduled to start in 2020 but tender documents reveal construction is now expected to begin in 2021. What is the cause of the delay? etc


If you could send me a statement by 2pm this afternoon, that would be appreciated.

Talk soon



Lachlan Roberts
Journalist



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