



**ACT**  
Government

Major Projects Canberra

# Canberra Hospital Expansion

## A SPIRE PROJECT UPDATE

March 2020



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## MESSAGE FROM THE ACT MINISTER FOR HEALTH



**The ACT Government is making significant progress in delivering a new emergency, surgical and critical healthcare facility at the Canberra Hospital.**

The health of Canberrans will always be a key priority for the ACT Government. We strive to deliver high-quality, person-centred care in the right place, at the right time and by the right team. By expanding Canberra Hospital to include a new emergency, surgical and critical healthcare facility, we're taking another important step in ensuring our community receives the best healthcare possible.

The expansion of Canberra Hospital is the largest health infrastructure project ever undertaken by the ACT Government. It will transform the acute and critical health services delivered by Canberra Hospital, and help future-proof our public healthcare system to meet the needs of both our growing city and the surrounding region.

The project will deliver a bigger, better Canberra Hospital with more operating rooms, emergency treatment spaces and intensive care beds.

This *Project Update* sets out progress on the project to date, including important design updates which are a direct consequence of community and clinical feedback received so far. The ACT Government has also taken another large step in the project's procurement process by shortlisting the final two construction firms who will compete to design and build the new facility.

The ACT Government is committed to continuing to work with all stakeholders as the project develops, ensuring that we provide the best outcomes for our community and health workforce now and well into the future.

**Rachel Stephen-Smith, MLA**  
*Minister for Health*









## SPIRE PROJECT OVERVIEW

**The ACT Government will deliver a bigger, better Canberra Hospital to meet the needs of our growing city and region.**


The expansion of Canberra Hospital – also known as the SPIRE Project - will support delivery of high-quality clinical services to Canberra and the surrounding regions, providing state-of-the-art facilities for medical practice, teaching, training and research.

The 40,000sqm addition to the existing Canberra hospital campus will incorporate the latest advances in technology and contemporary hospital design – enabling a considered patient-centred model of care that will maximise safety, health outcomes and operational efficiency.

In addition to the technologically advanced clinical treatment spaces, the project will deliver exceptionally designed public spaces for the use of patients, families and staff.

| PROJECT OBJECTIVES   | COMPONENTS  |
|--|---|
|  <p><b>EXCELLENCE IN PATIENT OUTCOMES</b></p> | <ul style="list-style-type: none"> <li>• Enhance acute tertiary services</li> <li>• Facilitate a patient centric model of care</li> <li>• Incorporate latest technologies and evidence-based design solutions</li> </ul>  |
|  <p><b>EXCELLENCE IN DESIGN</b></p>           | <ul style="list-style-type: none"> <li>• Solutions developed through extensive clinical engagement during the design process</li> <li>• Facilitate enhanced operational efficiency</li> <li>• Best-in-class environmentally sustainable design</li> <li>• Exceptional urban realm outcomes</li> <li>• Designs optimised for ease of maintenance, workplace safety and whole-of-life costs</li> <li>• Excellence in the design of public spaces, accessibility and wayfinding</li> </ul> |
|  <p><b>GREAT COMMUNITY OUTCOMES</b></p>       | <ul style="list-style-type: none"> <li>• Facilitate local industry participation and workforce development</li> <li>• Ensure safety of the community, patients, hospital staff and construction workers</li> <li>• Community and stakeholder engagement during design and delivery</li> <li>• Excellence in the design of public spaces, accessibility and wayfinding</li> </ul>  |

# MEETING CANBERRA'S CHANGING DEMAND FOR HEALTHCARE SERVICES




**148**  
IN-PATIENT BEDS



**RADIOLOGY & MEDICAL IMAGING**

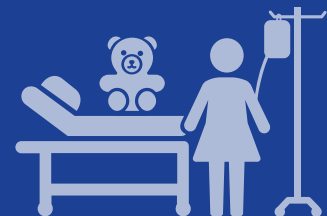
**55**  
DAY SURGERY BEDS



**RELOCATION OF THE HELIPAD**  
IMPROVING ACCESS TO THE EMERGENCY DEPARTMENT



**FAMILY-CENTRED CARE**  
CLOSE TO LOVED ONES



DOUBLE THE EXISTING ICU TREATMENT SPACES  
**FROM 30 TO 60**




INCLUDING  
**4** PAEDIATRIC ICU BEDS

**39**  
ADDITIONAL EMERGENCY DEPARTMENT TREATMENT SPACES



**22**  
OPERATING THEATRES IMPROVING ACCESS TO SURGERY





## A GROWING CITY AND CHANGING DEMAND FOR HEALTHCARE

**We are growing our public healthcare system to address the changing needs of the community and population growth.**

Canberra's population is both growing and ageing. The population of the Territory and surrounding region is forecast to increase from 412,000 people in 2017 to more than 530,000 people by 2032. This population increase means more people will

be relying on our health system, which includes chronic condition management and acute services. In time, this will place significant strain on critical services at the Canberra Hospital.

The expansion of Canberra Hospital will ensure the public healthcare system keeps pace as Canberra's community grows and diversifies. It will act as a cornerstone for future stages of redevelopment at the Canberra Hospital campus.



## INVESTING IN HEALTH INFRASTRUCTURE

**The ACT Government invests in healthcare infrastructure throughout the ACT, delivering essential and appropriate health services to all Canberrans.**

The ACT Government is committed to delivering a high-performing and safe public healthcare system, delivering essential infrastructure so that Canberrans continue to have access to quality healthcare when and where they need it.

Demonstrating the importance of healthcare services in the ACT, the ACT Government currently allocates almost one-third of its annual budget to delivering better healthcare services. Healthcare infrastructure is strategically located across the Canberra Region. This includes a network of community health and walk-in centres located close to where people live, as well as centrally located hospitals designed to deliver high-quality health services in a coordinated and efficient manner. The Canberra Hospital is the largest public hospital in the region, providing healthcare services for more than 650,000 people.

The Canberra Hospital has the Territory's largest emergency department and operating theatre complex and, in partnership with the Australian National University (ANU), is the principal teaching hospital and tertiary referral centre in the region.

Given the significant role of the hospital, delivering a bigger, better Canberra Hospital is a priority for the ACT Government.

The new facility will consolidate acute and critical care services on the campus and support improved operating efficiency and enhanced patient outcomes.

This transformational project will address the challenges of the future by providing high-quality, person-centric care in an environment that incorporates the latest advances in technology with the additional capacity required to accommodate demand now and well into the future.





## MASTER PLANNING

The new emergency, surgical and critical healthcare facility will be one of the most important pieces of infrastructure on the Canberra Hospital campus, representing an investment of more than \$500 million for our community. To complement this investment, the ACT Government is also building on previous work to develop a new Canberra Hospital Master Plan. The Master Plan will set out the development stages and design parameters for future development of the campus and will have a 20-year focus. It seeks to ensure that all the health infrastructure on the campus, new and existing, supports the best outcomes for our community. It will also consider the Canberra Hospital as part of a broader precinct, particularly with regard to traffic and parking issues.

There has been significant planning work undertaken on the hospital campus over many years. The decision to expand the Canberra Hospital and deliver the new emergency, surgical and critical healthcare facility was made in the context of previous planning work and the ACT Government's future vision for the hospital campus.

The Canberra Hospital Master Plan will consider future infrastructure needs at the Canberra Hospital, including providing a comprehensive planning framework for items such as building massing and capacity, services infrastructure and engineering plant. This phase of planning will also provide an analysis of how the campus will function in the future with respect to logistics and material distribution, parking, support services for staff and patients and community, recreational and retail spaces.







## EVOLUTION OF THE SPIRE PROJECT

**The project's collaborative design process is developing a facility with state-of-the-art clinical infrastructure, improved connectivity to other campus services and attractive public spaces.**

The ACT Government approved the project's business case in May 2019. That business case was informed by analysis, studies and other activities which were undertaken in the previous years.

Typical of major infrastructure investments, the project has continued to evolve from its inception in response to stakeholder needs, community feedback and detailed design development.

- In December 2018, the ACT Government announced the location for the facility along the eastern corridor of the Canberra Hospital campus to minimise impacts to operational services during construction.
- When considering the final business case, and having regard to both clinical engagement and a desire to deliver outstanding community outcomes, the ACT Government decided to proceed with a project scope with additional Emergency Department spaces, more Intensive Care Units, increased medical imaging capability and more operating theatres.
- As physical works have progressed, the ACT Government has ensured the staging and relocation of existing services has responded to ongoing technical analysis and clinical engagement.
- More recent detailed design has seen the project evolve to address clinical, consumer and community needs.



## GENERAL LOCATION OF THE NEW FACILITY

The Canberra Hospital campus currently comprises 28 buildings with a gross floor area of nearly 207,000sqm. The campus is connected by a network of roads, bridges and tunnels, and is serviced by a multi-storey carpark and helipad.

The new emergency, surgical and critical healthcare facility will be built in the north-eastern quadrant of the Canberra Hospital campus on an approximately 11,000sqm area between Hospital Road and Palmer Street.

The site is located on the current site of Building 5 and Building 24 and is directly opposite the main hospital entry to Building 2.

The decision on the location of the building was based on consideration of the space available on campus, linkages to existing services and the ability to keep all clinical services open during construction. A core requirement of the project is that these vital health services for the Canberra community are not disrupted during the building of the new facility.



## RECENT DESIGN EVOLUTION IN RESPONSE TO CLINICAL AND COMMUNITY FEEDBACK

The design of the new facility has continued to evolve in response to clinical consultation and community feedback.

The most significant recent design development is the addition of a physical connection between the new facility and Building 2 at ground level across Hospital Road. This will provide the following benefits:

- There will be a clear main entry to the Canberra Hospital in Building 2 facing Yamba Drive. External works to the Yamba Drive side of Building 2 will create a new and expanded main entry vehicle drop off point into the hospital. Vehicles can then conveniently progress to the main hospital carpark;
- Patients, visitors and clinicians can move between existing facilities and the new building at ground level, protected from the elements; and
- Self-presentations to the new Emergency Department will be via a new, well-signposted entry point from the southern part of Hospital Road. Public vehicle access to the Emergency Department via Gilmore Crescent will not be possible, though existing access to the National Capital Private Hospital will be maintained. This will reduce traffic on surrounding suburban streets.

This design development will include works to Hospital Road and internal works in Building 2 (the Main Reception). The ACT Government will continue to work with all stakeholders to ensure clinical, community, public transport, emergency services and all other needs are taken into account.





## LOCAL TRAFFIC FLOWS

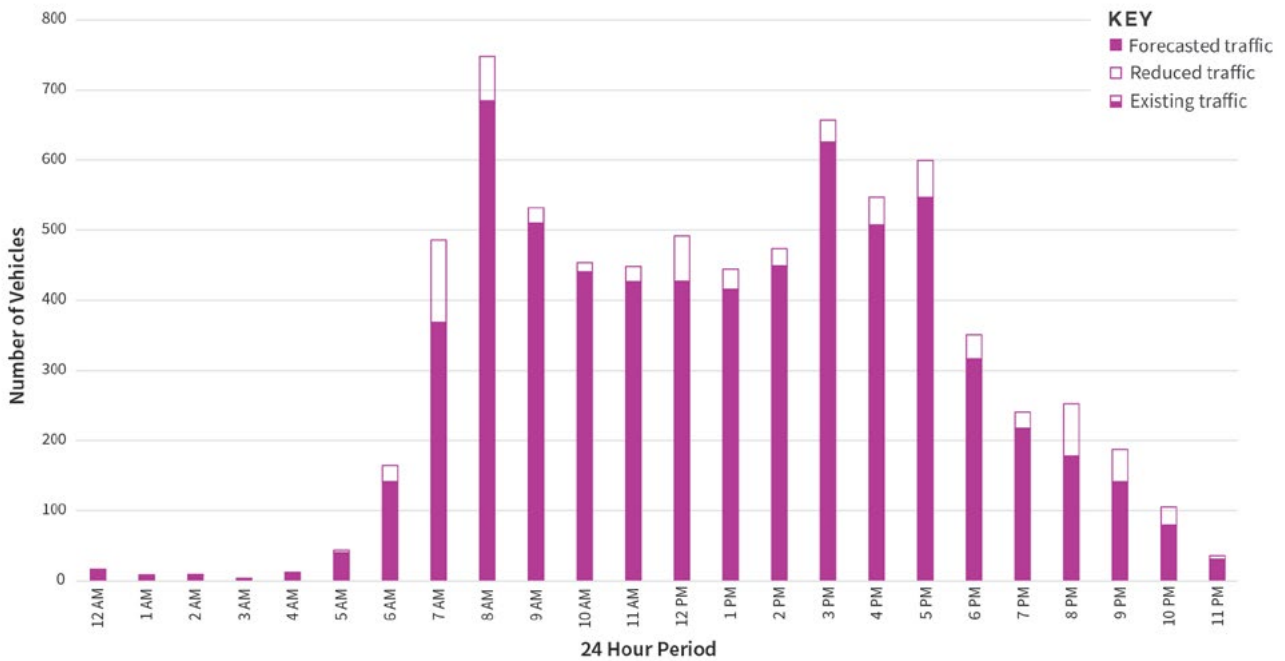
Ambulance access to the north-eastern side of the new facility will be via Palmer Street.

Analysis of traffic flows in the local area indicates that Canberra Hospital currently contributes significantly to the number of vehicles using Gilmore Crescent but only makes a modest contribution to traffic on Palmer Street. Based on the current design approach, including the proposed

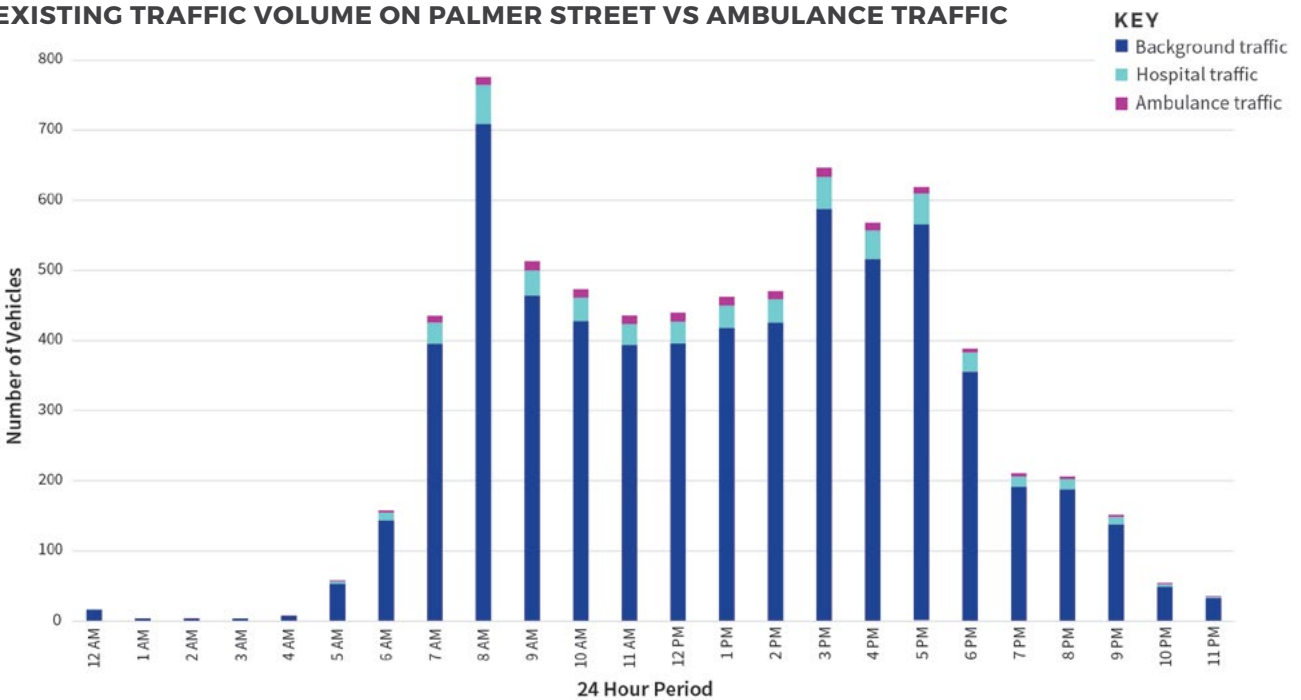
split of Hospital Road, the impact of the project can be summarised as follows:

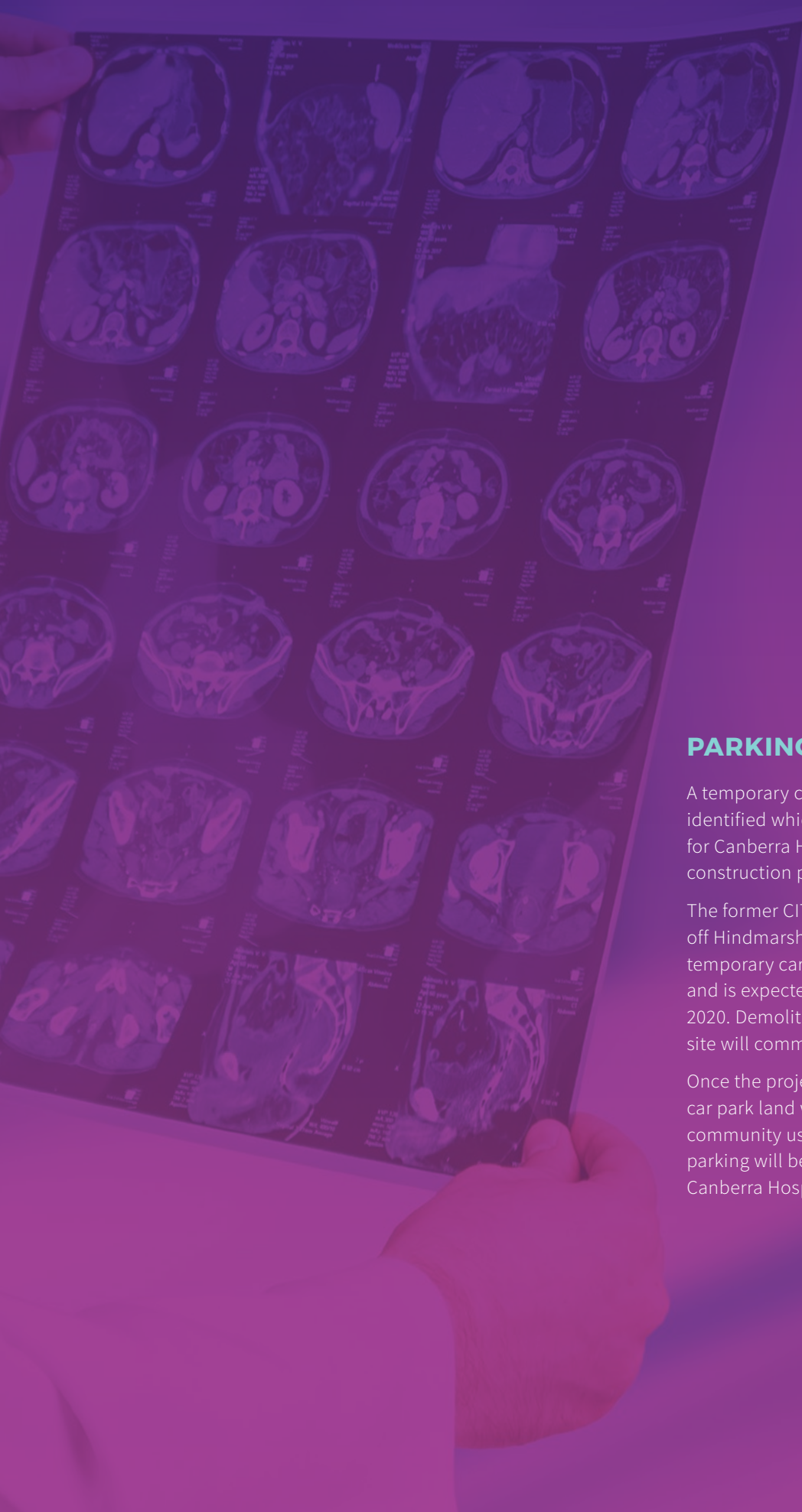
- The volume of traffic on Gilmore Crescent will be reduced noticeably due to the removal of the northern carpark and may reduce further as a result of splitting Hospital Road.
- There will be no substantial change to the traffic volumes on Palmer Street.
- Ambulance movements along Palmer Street will represent a very small addition to the normal volume of traffic using this road.

## FORECAST TRAFFIC VOLUME ON GILMORE CRESCENT



## EXISTING TRAFFIC VOLUME ON PALMER STREET VS AMBULANCE TRAFFIC





## PARKING SOLUTIONS

A temporary car park solution has been identified which will facilitate parking availability for Canberra Hospital staff during the construction phase.

The former CIT Woden campus site, located off Hindmarsh Drive, will be the site of a new temporary car park for more than 1100 vehicles, and is expected to be ready for use by the end of 2020. Demolition of the disused structures on the site will commence shortly.

Once the project is complete, the temporary car park land will be made available for other community uses, whilst alternate permanent parking will be prepared in accordance with the Canberra Hospital Master Plan.

# PROCUREMENT UPDATE

**In line with the project timelines, in March 2020 the ACT Government shortlisted the final two construction firms to participate in the project's Request for Tender process.**

The project is being procured under an "Early Contractor Involvement (ECI)" model. This is a model commonly used across Australia for major health infrastructure projects.

This approach facilitates collaboration between the Territory and the contractor during the design and delivery of the project. By adopting this form of procurement, the ACT Government and its partner will jointly:

- Ensure that designs are developed that will optimise patient outcomes, constructability, build quality, ease of maintenance and whole-of-life cost efficiencies;
- Identify opportunities to achieve improved value-for-money in the project's delivery; and
- Identify and manage project risks.

## SHORTLISTED DESIGN AND CONSTRUCTION ORGANISATIONS

Expressions of interest for the ACT Government's design and construction partner closed at the end of 2019. Five exceptionally high-quality submissions were received from national design and construction firms.

Following an extensive evaluation process, the final two tenderers were shortlisted in March 2020 to participate in the project's 'Request for Tender' phase. These shortlisted candidates are:

- Lendlease Building, and
- Multiplex.

The highly collaborative ECI model will see the shortlisted candidates work with the ACT Government to progress the project's design.

The preferred design and construction partner will be appointed later in 2020, with a contract for the main works expected to be entered into in the first part of 2021.

The ACT Government sincerely thanks all firms who submitted an Expression of Interest for the outstanding quality of their proposals.







# CONSTRUCTION WORKS UPDATE

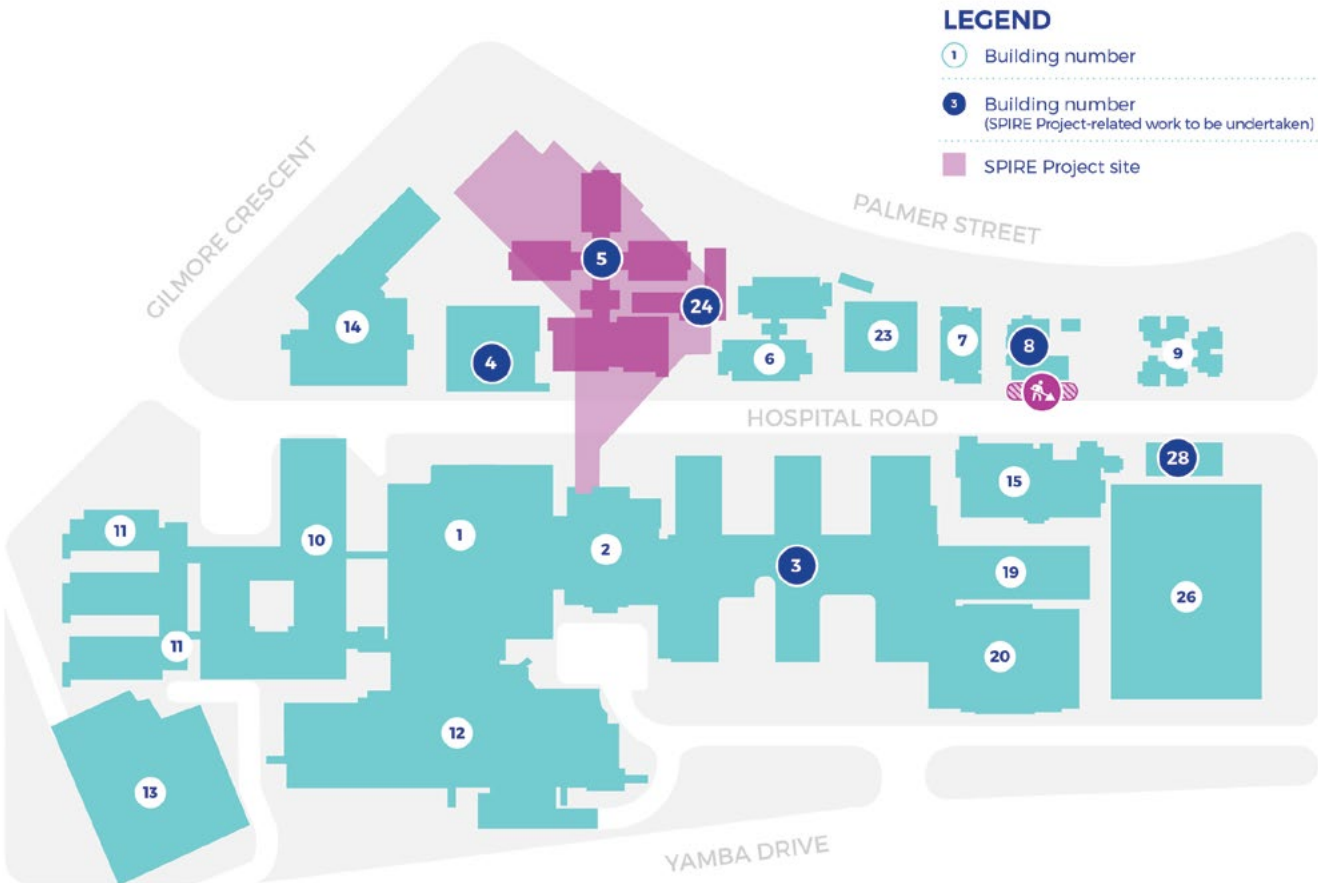
**Preparatory works on the Canberra Hospital Campus are progressing well, with physical construction of enabling activities well underway.**

To facilitate the construction of the new facility, a series of projects (referred to as enabling works) are being progressed. Enabling works ensure that vital health services for the Canberra community are not disrupted during the building of the main new facility.

A new “Building 28” is nearing completion. This building will house Canberra Health Services executive and administration who are currently located on the site of the new facility.

Site establishment works are underway at Building 8, with power isolation works currently taking place.

The coming months will see the demolition of the existing Building 8 to make way for a new building to house the Canberra Sexual Health Centre, Staff Development Unit, ANU administration and other functions. Demolition works will also take place to prepare the new temporary carpark at the former CIT Woden site.





## CONTINUING ENGAGEMENT

Ongoing consultation with clinicians, healthcare specialists, consumers and the community will ensure the SPIRE Project will be a world-class, purpose-built facility.

### CLINICAL, CONSUMER AND COMMUNITY ENGAGEMENT

The project team is working with Clinical User Groups, a specialist Clinical Advisory Group, a Consumer Reference Group and a Local Community Reference Group to identify what is needed for Canberra Health Services to deliver the best quality care at the Canberra Hospital.

These groups are vital to the success of this project and integral to the consultation process. Information from these groups is being used to inform the detailed design of the project.

#### CANBERRA HEALTH SERVICE

- Clinicians
- Administrative staff
- Clinical support staff
- ACT Emergency Services

#### CONSUMERS AND COMMUNITY

- Patients, carers and families
- Local residents
- Garran Primary School families and staff
- Carer organisations

#### HEALTH INDUSTRY

- ANU Medical School
- External suppliers and contractors
- External health providers
- Non-Government Organisations
- Professional associations

#### REFERENCE GROUPS

- Consumer Reference Group
- Clinical Advisory Group
- Clinical User Groups (10)
- Local Community Reference Group

#### GOVERNMENT

- Commonwealth Department of Health
- Australian Commission on Safety and Quality in Health Care
- NSW Department of Health

#### PROJECT OVERSIGHT

- ACT Government
- Minister for Health
- Project Governance
  - Project Board
  - Project Control Group



## COMMUNITY ENGAGEMENT

The project is key to ensuring the healthcare needs of Canberra's growing and ageing population are met into the future. Community engagement in the project is an essential factor to ensure the new facility is also successfully integrated into the hospital's neighbourhood.

A Local Community Reference Group has been established to provide feedback during the design and construction process.

Preliminary discussions with the community have indicated that traffic, safety and working with other Government bodies to deliver a wholistic plan for the hospital campus are specific topics of interest.

This reference group will be a critical conduit between the project team and the community, to ensure local neighbourhood feedback during the design process is heard, such as undertaking further modelling of traffic movements and vehicle numbers in the area to inform the detailed design phase of the build.

This is just the start of the conversation, and through the Local Community Reference Group, information forums, and online at YourSay, there will be ongoing opportunities for community input into the project.

## ENCOURAGING CLINICIANS TO TRAIN AND STAY IN CANBERRA

The project will support delivery of high-quality clinical services to Canberra and the surrounding regions, providing state-of-the-art facilities for medical practice, teaching, training and research. It will incorporate the latest advances in technology and contemporary hospital design – enabling a patient-centred model of care that will maximise

safety, health outcomes and operational efficiency.

By combining an exemplary working environment and world-class treatment and care facility, we can attract and retain the best clinical practitioners, and in turn ensure that we are delivering better healthcare, where and when Canberrans need it.







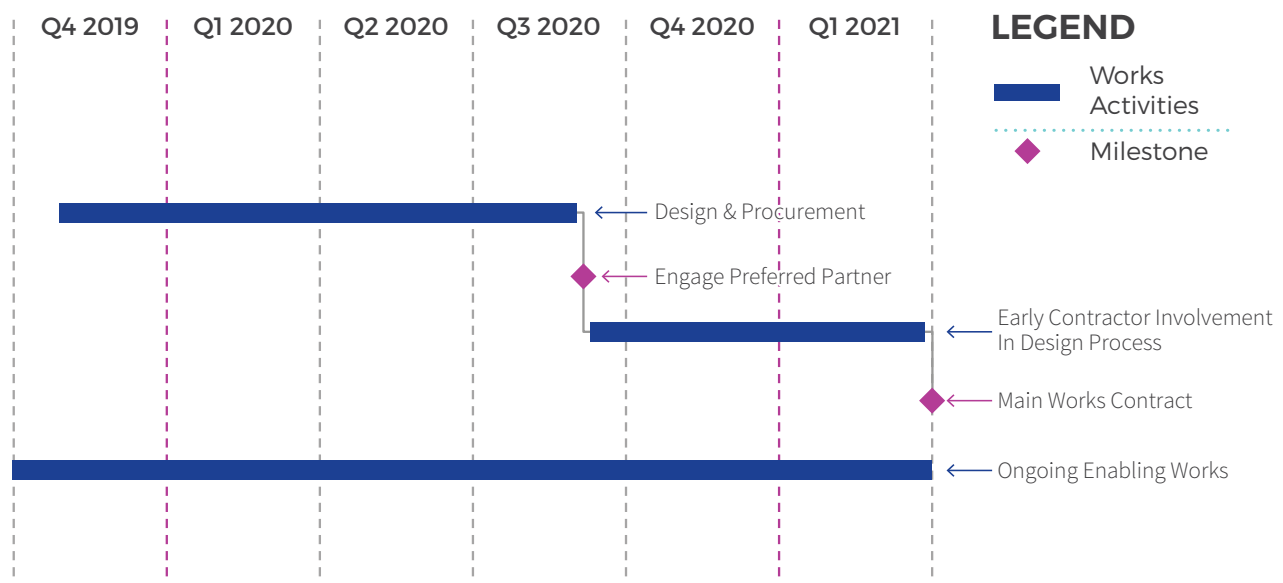
## NEXT STEPS

The project consists of two streams of activity that will run in parallel over the next year.

These are:

- **Main Works** – the planning, design, procurement and delivery of the new emergency, surgical and critical healthcare facility; and
- **Enabling Works** – the planning, design, procurement and delivery of multiple projects necessary to facilitate Main Works e.g. clearing buildings on the new facility footprint and relocating services to ensure minimal disruption to healthcare services.

## THE YEAR AHEAD - SPIRE PROJECT (INDICATIVE)







## GET INVOLVED

Join the conversation about the expanded Canberra Hospital. Subscribe to project updates via the website to get the latest information, construction updates and to find out how you can get involved.

[act.gov.au/majorprojectscanberra](https://act.gov.au/majorprojectscanberra)

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