

# Statement of Service 2023-24

An agreement between the  
Secretary, NSW Health and  
Health Infrastructure

for the period 1 July 2023 - 30 June 2024



# NSW Health Statement of Service – 2023-24

## Principal purpose

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

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

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

## Parties to the agreement

### The Organisation

Rebecca Wark  
Chief Executive  
Health Infrastructure

Date 27 October 2023

Signed

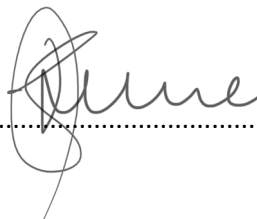


### NSW Health

Ms Susan Pearce AM  
Secretary  
NSW Health

Date 21/10/23

Signed



## Contents

<b>1. Legislation, governance and performance framework .....</b>	<b>3</b>
1.1 Legislation	3
1.2 Delegation of Functions	3
1.3 Variation of the agreement	3
1.4 Conditions of Subsidy	4
1.5 Governance	4
<b>2. Strategic priorities.....</b>	<b>5</b>
2.1 Future Health: Strategic Framework	5
2.2 Regional Health Strategic Plan 2022-32	6
2.3 NSW Government Priorities	7
2.4 NSW Health Outcome and Business Plan	7
<b>3. Budget .....</b>	<b>8</b>
3.1 Budget Schedule: Part 1	8
3.2 Budget Schedule: Part 2	9
3.3 Budget Schedule: Capital program	10
<b>4. Performance against strategies and objectives .....</b>	<b>12</b>
4.1 Key performance indicators	12
4.2 Future Health action and performance deliverables	14

# 1. Legislation, governance and performance framework

## 1.1 Legislation

The *Health Services Act 1997* (the Act) provides a legislative framework for the public health system, including the provision of health support services (s.126B).

Health Infrastructure has the role and functions established in the instrument signed by the then Director-General, NSW Health, on 18 May 2010.

## 1.2 Delegation of Functions

Health Infrastructure undertakes the following functions:

- i. to manage and co-ordinate Government approved capital works projects as directed by the Secretary and in partnership with Local Health Districts and other public health organisations with an estimated total construction cost of \$10M or more;
- ii. to deliver those capital works projects in accordance with the scope, time, budget and quality standards, consistent with applicable Government approvals and policy, as may be specified by the Ministry of Health;
- iii. to manage and coordinate and provide other relevant support services for capital works projects as requested by Local Health Districts and other public health organisations with an estimated total construction cost of less than \$10M;
- iv. to provide professional and technical advice, support and assistance for capital works projects in connection with Local Health Districts and other public health organisations to facilitate project delivery by those organisations in accordance with the time, budget and quality standards, consistent with applicable Government policy, as specified by the Ministry of Health;
- v. undertake a system risk management role in relation to all approved capital works projects through the development and promulgation of standardised contracts, templates and other documentation to support best practice and compliance with relevant government policy;
- vi. provide support and oversight of asset management by Local Health Districts and other public health organisations, including setting asset management standards, monitoring compliance and reporting against those standards to the Secretary as appropriate, in accordance with relevant government and NSW Health Policy and as otherwise specified by the Secretary from time to time;
- vii. the provision of such other infrastructure delivery services in connection with public health organisations and the public hospitals they control as may from time to time be determined.

## 1.3 Variation of the agreement

The Statement may be amended at any time by agreement in writing between the Organisation and the NSW Ministry of Health.

The Statement may also be varied by the Secretary or the Minister in the exercise of their general powers under the Act, including determination of the role, functions and activities of support organisations.

Any updates to finance or activity information further to the original contents of the Statement will be provided through separate documents that may be issued by the Ministry of Health in the course of the year.

## 1.4 Conditions of Subsidy

The Organisation is required to comply with the various Conditions of Subsidy set out in *Financial Requirements and Conditions of Subsidy (Government Grants)*.

## 1.5 Governance

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

### 1.5.1 Clinical governance

NSW public health services are accredited against the *National Safety and Quality Health Service Standards*.

The *Australian Safety and Quality Framework for Health Care* provides a set of guiding principles that can assist health services with their clinical governance obligations.

The NSW Health *Patient Safety and Clinical Quality Program* (PD2005\_608) provides an important framework for improvements to clinical quality.

### 1.5.2 Corporate governance

The Organisation must ensure services are delivered in a manner consistent with the *NSW Health Corporate Governance and Accountability Compendium*.

### 1.5.3 Procurement governance

The Organisation must ensure procurement of goods and services complies with *NSW Health Procurement* policy (PD2022\_020).

### 1.5.4 Aboriginal Procurement Policy

The NSW Government supports employment opportunities for Aboriginal people, and the sustainable growth of Aboriginal businesses by driving demand via government procurement of goods, services and construction. NSW Government agencies must apply the *Aboriginal Procurement Policy* to all relevant procurement activities.

### 1.5.5 Public health emergency preparedness and response

The Organisation must comply with standards set out in *Public Health Emergency Response Preparedness Minimum Standards* (PD2019\_007) and adhere to the roles and responsibilities set out in *Early Response to High Consequence Infectious Disease* (PD2023\_008)

### 1.5.6 Performance Framework

Statements of Service are a central component of the NSW Health Performance Framework which documents how the Ministry of Health monitors and assesses the performance of public sector health services to achieve expected service levels, financial performance, governance and other requirements.

## 2. Strategic priorities

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

### 2.1 Future Health: Strategic Framework

The *Future Health Strategic Framework* is the roadmap for the health system to achieve NSW Health’s vision.

Strategic outcomes	Key objectives
 <p><b>Patients and carers have positive experiences and outcomes that matter:</b> People have more control over their own health, enabling them to make decisions about their care that will achieve the outcomes that matter most to them.</p>	<ol style="list-style-type: none"> <li>1.1 Partner with patients and communities to make decisions about their own care</li> <li>1.2 Bring kindness and compassion into the delivery of personalised and culturally safe care</li> <li>1.3 Drive greater health literacy and access to information</li> <li>1.4 Partner with consumers in co-design and implementation of models of care</li> </ol>
 <p><b>Safe care is delivered across all settings:</b> Safe, high quality reliable care is delivered by us and our partners in a sustainable and personalised way, within our hospitals, in communities, at home and virtually.</p>	<ol style="list-style-type: none"> <li>2.1 Deliver safe, high quality reliable care for patients in hospital and other settings</li> <li>2.2 Deliver more services in the home, community and virtual settings</li> <li>2.3 Connect with partners to deliver integrated care services</li> <li>2.4 Strengthen equitable outcomes and access for rural, regional and priority populations</li> <li>2.5 Align infrastructure and service planning around the future care needs</li> </ol>
 <p><b>People are healthy and well:</b> Investment is made in keeping people healthy to prevent ill health and tackle health inequality in our communities.</p>	<ol style="list-style-type: none"> <li>3.1 Prevent, prepare for, respond to and recover from pandemic and other threats to population health</li> <li>3.2 Get the best start in life from conception through to age five</li> <li>3.3 Make progress towards zero suicides recognising the devastating impact on society</li> <li>3.4 Support healthy ageing ensuring people can live more years in full health and independently at home</li> <li>3.5 Close the gap by prioritising care and programs for Aboriginal people</li> <li>3.6 Support mental health and wellbeing for our whole community</li> <li>3.7 Partner to address the social determinants of ill health in our communities</li> <li>3.8 Invest in wellness, prevention and early detection</li> </ol>
 <p><b>Our staff are engaged and well supported:</b> Staff are supported to deliver safe, reliable person-centred care driving the best outcomes and experiences.</p>	<ol style="list-style-type: none"> <li>4.1 Build positive work environments that bring out the best in everyone</li> <li>4.2 Strengthen diversity in our workforce and decision-making</li> <li>4.3 Empower staff to work to their full potential around the future care needs</li> <li>4.4 Equip our people with the skills and capabilities to be an agile, responsive workforce</li> <li>4.5 Attract and retain skilled people who put patients first</li> <li>4.6 Unlock the ingenuity of our staff to build work practices for the future</li> </ol>
 <p><b>Research and innovation, and digital advances inform service delivery:</b> Clinical service delivery continues to transform through health and medical research, digital technologies, and data analytics.</p>	<ol style="list-style-type: none"> <li>5.1 Advance and translate research and innovation with institutions, industry partners and patients</li> <li>5.2 Ensure health data and information is high quality, integrated, accessible and utilised</li> <li>5.3 Enable targeted evidence-based healthcare through precision medicine</li> <li>5.4 Accelerate digital investments in systems, infrastructure, security and intelligence</li> </ol>
 <p><b>The health system is managed sustainably:</b> The health system is managed with an outcomes-focused lens to deliver a financially and environmentally sustainable future.</p>	<ol style="list-style-type: none"> <li>6.1 Drive value based healthcare that prioritises outcomes and collaboration</li> <li>6.2 Commit to an environmentally sustainable footprint for future healthcare</li> <li>6.3 Adapt performance measurement and funding models to targeted outcomes</li> <li>6.4 Align our governance and leaders to support the system and deliver the outcomes of Future Health</li> </ol>

The framework is a reflection of the aspirations of the community, our patients, workforce and partners in care for how they envisage our future health system. The Strategic Framework and delivery plans will guide the next decade of care in NSW from 2022-32, while adapting to and addressing the demands and challenges facing our system. There will be specific activities for the Ministry of Health, health services and





support organisations to deliver as we implement the Future Health strategy, and services should align their strategic, operational and business plans with these Future Health directions.



## 2.2 Regional Health Strategic Plan 2022-32

The Regional Health Strategic Plan (the Plan) outlines NSW Health’s strategies to ensure people living in regional, rural and remote NSW can access high quality, timely healthcare with excellent patient experiences and optimal health outcomes. The Plan aims to improve health outcomes for regional, rural and remote NSW residents over the next decade of , from 2022 to 2032.

Regional NSW encompasses all regional, rural and remote areas of NSW. There are nine regional local health districts in NSW: Central Coast, Far West, Hunter New England, Illawarra Shoalhaven, Mid North Coast, Murrumbidgee, Northern NSW, Southern NSW and Western NSW. Some areas of other local health districts may also be considered regional for the purpose of the Pplan such as South Western Sydney and Nepean Blue Mountains. The Regional Health Strategic Plan is also supported by the metropolitan local health districts and by the Specialty Health Networks which have patients in many regional locations.

The Regional Health Plan Priority Framework outlines a suite of targets for each Strategic Priority, to be achieved in the first time horizon of the Plan (years 1-3).

PRIORITIES	KEY OBJECTIVES
	<p><b>1. Strengthen the regional health workforce:</b> Build our regional workforce; provide career pathways for people to train and stay in the regions; attract and retain healthcare staff; address culture and psychological safety, physical safety and racism in the workplace.</p> <ul style="list-style-type: none"> <li>1.1 <b>Invest in and promote rural generalism</b> for allied health professionals, nurses and doctors</li> <li>1.2 <b>Prioritise the attraction and retention</b> of healthcare professionals and non-clinical staff in regional NSW</li> <li>1.3 <b>Tailor and support career pathways for Aboriginal health staff</b> with a focus on recruitment and retention</li> <li>1.4 <b>Expand training and upskilling opportunities, including across borders</b> to build a pipeline of regionally based workers</li> <li>1.5 <b>Accelerate changes to scope of practice whilst maintaining quality and safety</b>, encouraging innovative workforce models and recognition of staff experience and skills</li> <li>1.6 <b>Nurture culture, psychological and physical safety</b> in all NSW Health workplaces and build positive work environments that allow staff to thrive</li> </ul>
	<p><b>2. Enable better access to safe, high quality and timely health services:</b> Improve transport and assistance schemes; deliver appropriate services in the community; continue to embed virtual care as an option to complement face-to-face care and to provide multidisciplinary support to clinicians in regional settings.</p> <ul style="list-style-type: none"> <li>2.1 <b>Improve local transport solutions and travel assistance schemes</b>, and address their affordability, to strengthen equitable access to care</li> <li>2.2 <b>Deliver appropriate services in the community</b> that provide more sustainable solutions for access to healthcare closer to home</li> <li>2.3 <b>Leverage virtual care</b> to improve access, whilst ensuring cultural and digital barriers are addressed</li> <li>2.4 <b>Enable seamless cross-border care and streamline pathways to specialist care</b> ensuring access to the best patient care regardless of postcode</li> <li>2.5 <b>Drive and support improved clinical care, safety and quality outcomes</b> for patients in hospitals and other settings</li> <li>2.6 <b>Align infrastructure and sustainable service planning</b> around the needs of staff and communities and to enable virtual care</li> </ul>
	<p><b>3. Keep people healthy and well through prevention, early intervention and education:</b> Prevent some of the most significant causes of poor health by working across government, community, and other organisations to tackle the social determinants of health; prepare and respond to threats to population health.</p> <ul style="list-style-type: none"> <li>3.1 <b>Address the social determinants of health</b> in our communities by partnering across government, business and community</li> <li>3.2 <b>Invest in mental health and make progress towards zero suicides</b></li> <li>3.3 <b>Invest in maternity care and early childhood</b> intervention and healthcare to give children the best start in life</li> <li>3.4 <b>Invest in wellness, prevention and early detection</b></li> <li>3.5 <b>Prevent, prepare for, respond to, and recover from pandemics</b> and other threats to population health</li> </ul>
	<p><b>4. Keep communities informed, build engagement, seek feedback:</b> Provide more information to communities about what health services are available and how to access them; empower the community to be involved in how health services are planned and delivered; increase responsiveness to patient experiences.</p> <ul style="list-style-type: none"> <li>4.1 <b>Encourage choice and control over health outcomes</b> by investing in health literacy, awareness of services and access to information</li> <li>4.2 <b>Engage communities through genuine consultation and shared decision-making</b> in design of services and sustainable local health service development</li> <li>4.3 <b>Support culturally appropriate care and cultural safety</b> for zero tolerance for racism and discrimination in health settings</li> <li>4.4 <b>Capture patient experience and feedback</b> and use these insights to improve access, safety and quality of care</li> <li>4.5 <b>Improve transparency of NSW Health decision-making</b> and how it is perceived and understood by patients and the community</li> </ul>

PRIORITIES	KEY OBJECTIVES
 <p><b>5. Expand integration of primary, community and hospital care:</b> Roll out effective, sustainable integrated models of care through collaboration between Commonwealth and NSW Government and non-Government organisations to drive improved access, outcomes and experiences.</p>	<p>5.1 <b>Develop detailed designs for expanded primary care models</b> and trial their implementation in regional NSW through working with the Commonwealth and National Cabinet, Primary Health Networks, Aboriginal Community Controlled Health Organisations, NGOs and other partners</p> <p>5.2 <b>Address the employer model</b> to support trainees and staff to work seamlessly across primary care, public, private settings and Aboriginal Community Controlled Health Organisations to deliver care to regional communities</p> <p>5.3 <b>Improve access and equity of services for Aboriginal people and communities</b> to support decision making at each stage of their health journey</p> <p>5.4 <b>Develop 'place-based' health needs assessments and plans</b> by working closely with Primary Health Networks, Aboriginal Community Controlled Health Organisations and other local organisations including youth organisations and use these to resource services to address priority needs</p>
 <p><b>6. Harness and evaluate innovation to support a sustainable health system:</b> Continue to transform health services through aligned funding and resourcing models, digital and health technologies, research and environmental solutions.</p>	<p>6.1 <b>Align NSW and Commonwealth funding and resourcing models</b> to provide the financial resources to deliver optimal regional health services and health outcomes</p> <p>6.2 <b>Fund and implement digital health investments and increase capability of workforce</b> to deliver connected patient records, enable virtual care, provide insightful health data and streamline processes</p> <p>6.3 <b>Undertake research and evaluation</b> with institutions, industry partners, NGOs, consumers and carers</p> <p>6.4 <b>Commit to environmental sustainability footprint</b> for future regional healthcare</p>

### 2.3 NSW Government Priorities

There are several government priorities that NSW Health is responsible for delivering. These government priorities are usually reported to the Premier's Department or The Cabinet Office through NSW Health Executive. Progress on government priorities allocated to Health is monitored by the Ministry of Health including:

- Election Commitments
- Charter Letter commitments
- Inquiry recommendations

### 2.4 NSW Health Outcome and Business Plan

The NSW Health Outcome and Business Plan is an agreement between the Minister for Health, the Secretary, NSW Health and the NSW Government setting out the outcomes and objectives that will be the focus for the current period. In 2022 NSW Health's Outcome Structure was realigned to the Future Health strategic framework. The revised state outcomes are:

- People are healthy and well
- Safe care is delivered within our community
- Safe emergency care is delivered
- Safe care is delivered within our hospitals
- Our staff are engaged and well supported
- Research and innovation and digital advances inform service delivery
- To achieve these outcomes, NSW Health has set a series of ambitious targets and has a comprehensive program of change initiatives in place. These targets have been built into key performance indicators in the Statement of Service, the NSW Health Performance Framework, the NSW Health Purchasing Framework and the funding model.



### 3. Budget

#### 3.1 Budget Schedule: Part 1

<b>Health Infrastructure</b>		<b>2023-2024 Initial Budget (\$'000)</b>
<b>A</b>	<b>Expenditure Budget by Account Group (General Fund)</b>	
	Employee Related	\$6,064
	Goods & Services	\$223
	Repairs, Maintenance & Renewals	-\$7
	<b>Sub-total</b>	<b>\$6,280</b>
<b>B</b>	<b>Other items not included above</b>	
	Additional Escalation to be allocated	\$262
	Better salary packaging for healthcare workers	\$.3
	Allocated Savings Programs	-\$300
	TMF Adjustment - Workers Compensation	\$31
	TMF Adjustment - Motor Vehicle	\$.4
	IntraHealth - HealthShare 23/24 Adjustment	\$4
	IntraHealth - eHealth 23/24 Adjustment	\$23
	<b>Sub-total</b>	<b>\$21</b>
<b>C</b>	<b>RFA Expenses</b>	
<b>D</b>	<b>Total Expenses (D=A+B+C)</b>	<b>\$6,301</b>
<b>E</b>	<b>Other - Gain/Loss on disposal of assets etc</b>	
<b>F</b>	<b>Revenue</b>	<b>-\$2,078,036</b>
<b>G</b>	<b>Net Result (G=D+E+F)</b>	<b>-\$2,071,735</b>

## 3.2 Budget Schedule: Part 2

Health Infrastructure		2023-2024 Initial Budget (\$'000)
<b>Government Grants</b>		
A	Recurrent Subsidy	-\$5,742
B	Capital Subsidy	-\$2,043,997
C	Crown Acceptance (Super, LSL)	-\$559
D	<b>Total Government Contribution (D=A+B+C)</b>	<b>-\$2,050,298</b>
<b>Own Source revenue</b>		
E	GF Revenue	-\$27,738
F	Restricted Financial Asset Revenue	
G	<b>Total Own Source Revenue (G=E+F)</b>	<b>-\$27,738</b>
H	<b>Total Revenue (H=D+G)</b>	<b>-\$2,078,036</b>
<b>Expenses</b>		
I	Total Expense Budget - General Funds	\$6,301
J	Restricted Financial Asset Expense Budget	
K	Other Expense Budget	
L	<b>Total Expense Budget as per Schedule A Part 1 (L=I+J+K)</b>	<b>\$6,301</b>
M	<b>Net Result (M=H+L)</b>	<b>-\$2,071,735</b>
<b>Net Result Represented by:</b>		
N	Asset Movements	\$2,088,251
O	Liability Movements	-\$16,516
P	Entity Transfers	
Q	<b>Total (Q=N+O+P)</b>	<b>\$2,071,735</b>

**Note:**

The Ministry will closely monitor cash at bank balances to ensure funds for payments are available as required for central payment of payroll and creditors in alignment with NSW Treasury requirements.

### 3.3 Budget Schedule: Capital program

Project Description	Project Code	Reporting Silo	Estimated Total Cost (\$'000)	Estimated Expenditure to 30 June 2023 (\$'000)	Budget Allocation 2023-24 (\$'000)	Balance to Complete ('000)
<b>Projects managed by Health Infrastructure</b>						
<b>2023-24 Major New Works</b>						
Albury Base Hospital Redevelopment	P57107	HI Silo	536,628	1,623	<b>2,412</b>	532,593
NSW Health Linen Services - Metropolitan Facility	P56712	HI Silo	150,000	-	<b>150</b>	149,850
Fairfield Hospital expansion and upgrade	P57202	HI Silo	550,000	-	<b>2,000</b>	548,000
Canterbury Hospital expansion and upgrade	P57201	HI Silo	350,000	-	<b>3,000</b>	347,000
Royal Prince Alfred Hospital - Additional Funding	P57204	HI Silo	190,000	-	<b>350</b>	189,650
Blacktown and Mount Druitt Hospitals - additional beds	P57199	HI Silo	120,000	-	<b>4,000</b>	116,000
Rouse Hill Hospital - additional funding	P57205	HI Silo	400,000	-	<b>5,000</b>	395,000
<b>Total Major New Works</b>			<b>2,296,628</b>	<b>1,623</b>	<b>16,912</b>	<b>2,278,093</b>
<b>Works in Progress</b>						
Ambulance Virtual Clinical Care Centre (VCCC)-HI	P56961	HI Silo	10,000	4,295	<b>5,705</b>	-
Rural Ambulance Infrastructure Reconfiguration Program	P56052	HI Silo	232,120	200,629	<b>16,532</b>	14,960
Sydney Ambulance Metropolitan Infrastructure Strategy	P55344	HI Silo	202,000	192,536	<b>9,464</b>	-
NSW Ambulance Relocation to Homebush - HI	P56836	HI Silo	53,000	36,276	<b>16,724</b>	-
Wyong Cancer Day Unit	P56870	HI Silo	6,400	619	<b>3,338</b>	2,443
Wyong Hospital Redevelopment - Stage 1	P55372	HI Silo	200,000	178,606	<b>9,275</b>	12,119
Broken Hill Hospital Emergency Department	P56854	HI Silo	10,000	588	<b>2,408</b>	7,004
Key Health Worker Accommodation - Far Western region	P56861	HI Silo	15,300	953	<b>8,311</b>	6,036
Wentworth Health Service Redevelopment	P56777	HI Silo	30,000	3,094	<b>6,355</b>	20,552
Asset Refurbishment / Replacement Strategy (State-wide)	P55345	HI Silo	17,401	24,086	<b>2,000</b>	-
Extended hours Childcare Centres	P56978	HI Silo	8,000	1,000	<b>3,000</b>	4,000
World Class End of Life Care	P56964	HI Silo	93,000	2,492	<b>32,508</b>	58,000
Planning - Callan Park (Pathways to Community Living)	P56963	HI Silo	1,000	128	<b>872</b>	-
Planning Future New Works 2022-23	P56959	HI Silo	1,000	768	<b>232</b>	-
Viral Vector Manufacturing Facility	P56965	HI Silo	49,600	5,409	<b>29,051</b>	15,140
HealthOne Strategy (Rebuild NSW Fund)	P56159	HI Silo	100,000	83,605	<b>559</b>	15,836
Multipurpose Services (MPS) Strategy Stage 5	P56051	HI Silo	296,530	255,672	<b>8,176</b>	32,682
Statewide Mental Health Infrastructure Program	P56407	HI Silo	664,770	167,498	<b>63,841</b>	433,431
Cessnock Hospital Redevelopment	P56855	HI Silo	111,480	1,992	<b>4,605</b>	104,883
Maitland Integrated Community and Community Mental Health Service	P56865	HI Silo	22,000	238	<b>993</b>	20,769
Glen Innes Hospital Upgrade	P56708	HI Silo	50,000	3,342	<b>7,316</b>	39,341
Gunnedah Hospital Redevelopment	P56778	HI Silo	53,000	3,450	<b>10,587</b>	38,963
John Hunter Health and Innovation Precinct	P56517	HI Silo	835,000	188,822	<b>251,614</b>	394,564
Maitland Hospital (New)	P56309	HI Silo	471,022	460,612	<b>10,410</b>	-
Manning Hospital Redevelopment Stage 2	P56723	HI Silo	100,000	8,061	<b>4,572</b>	87,367
Moree Hospital Redevelopment	P56779	HI Silo	80,000	5,099	<b>21,725</b>	53,177
Muswellbrook Hospital Redevelopment Stage 3	P56785	HI Silo	45,000	3,434	<b>10,073</b>	31,493
New Shellharbour Hospital (incl. car park) and Integrated Services	P56301	HI Silo	721,900	117,003	<b>36,426</b>	568,471
Shoalhaven Hospital Redevelopment	P56711	HI Silo	438,000	67,506	<b>56,776</b>	313,718
Finley Hospital Upgrade	P56857	HI Silo	25,000	547	<b>1,564</b>	22,889
Key Health Worker Accommodation - Murrumbidgee region	P56862	HI Silo	15,000	188	<b>8,820</b>	5,992
Temora Hospital Redevelopment	P56868	HI Silo	80,000	899	<b>2,875</b>	76,226
Griffith Hospital Redevelopment	P56401	HI Silo	250,000	130,569	<b>45,072</b>	74,358

## Budget

Project Description	Project Code	Reporting Silo	Estimated Total Cost (\$'000)	Estimated Expenditure to 30 June 2023 (\$'000)	Budget Allocation 2023-24 (\$'000)	Balance to Complete ('000)
<b>Projects managed by Health Infrastructure</b>						
Tumut Hospital Redevelopment	P56516	HI Silo	50,000	46,436	3,564	-
Wagga Wagga Base Hospital Car Park	P56524	HI Silo	30,000	25,406	4,594	-
Wagga Wagga Base Hospital Redevelopment	P55264	HI Silo	431,360	415,710	15,650	-
Coffs Harbour Hospital Expansion	P56166	HI Silo	194,000	184,941	9,059	-
Port Macquarie Hospital Car Park and Helipad Relocation	P56751	HI Silo	33,972	19,835	5,987	8,150
Nepean Hospital and Integrated Ambulatory Services Redevelopment	P56310	HI Silo	1,000,000	660,575	86,716	252,708
Nepean Redev Stage 2- East Block Cladding Remediation	P57197	HI Silo	2,400	-	2,400	-
Ballina District Hospital Redevelopment	P56956	HI Silo	2,000	507	1,493	-
Grafton Base Hospital Redevelopment	P56974	HI Silo	263,800	1,143	8,324	254,333
Lismore Hospital Redevelopment Stage 3A, 3B and 3C	P55028	HI Silo	312,750	306,587	6,163	-
Tweed Hospital and Integrated Ambulatory Services Redevelopment	P56291	HI Silo	723,331	608,898	105,696	8,737
Hornsby Hospital Redevelopment Stages 1 and 2	P54774	HI Silo	406,534	401,981	4,553	-
Manly Adolescent and Young Adult Hospice	P56697	HI Silo	20,346	19,599	747	-
Ryde Hospital Redevelopment	P56710	HI Silo	479,000	18,177	27,078	433,745
Sydney Childrens Hospital, Randwick - Stage 1 Comprehensive Childrens Cancer Centre	P56649	HI Silo	658,000	201,573	166,711	289,715
The Childrens Hospital at Westmead Stage 2 Redevelopment (includes car park)	P56520	HI Silo	619,000	151,799	206,587	260,614
Randwick Campus Reconfiguration and Expansion Stage 1	P56067	HI Silo	869,822	753,203	76,919	39,699
St George Hospital - Ambulatory Care, Day Surgery, Sub-Acute Inpatient Building	P56705	HI Silo	411,000	116,698	75,002	219,301
Sutherland Hospital Operating Theatre Complex (incl. MRI)	P56648	HI Silo	88,500	59,447	24,598	4,455
Batemans Bay HealthOne	P56853	HI Silo	20,000	326	6,894	12,780
Key Health Worker Accommodation - Southern NSW region	P56863	HI Silo	15,000	305	9,258	5,437
Cooma Hospital Redevelopment	P56168	HI Silo	26,587	19,801	6,786	-
Eurobodalla Health Service Redevelopment	P56645	HI Silo	260,000	33,787	44,646	181,567
Goulburn Hospital Redevelopment	P55265	HI Silo	165,000	144,446	16,515	4,039
Bankstown and Lidcombe Hospital and Community Health Services Redevelopment	P56706	HI Silo	1,300,000	11,280	92,255	1,196,464
Bowral and District Hospital Redevelopment Stage 2	P56644	HI Silo	55,000	20,330	12,322	22,349
Campbelltown Hospital Redevelopment Stage 2, Mental Health and South West Paediatric Service	P55260	HI Silo	632,000	578,457	53,543	-
Liverpool Health and Academic Precinct	P56402	HI Silo	740,000	294,514	95,293	350,193
Liverpool Hospital Car Park	P56525	HI Silo	50,000	49,374	626	-
Concord Hospital (Phase 1A and 1B) Upgrade	P56167	HI Silo	326,200	315,696	10,504	-
Concord Hospital Car Park	P56650	HI Silo	32,400	10,002	15,621	6,777
Royal Prince Alfred Hospital Redevelopment	P56699	HI Silo	750,000	64,594	48,093	637,313
FY19 Planning FNW - Canterbury Hospital	P56466	HI Silo	581	581	(0)	-
Bathurst Health Service Redevelopment	P56975	HI Silo	200,000	2,597	4,097	193,306
Cowra Hospital - major refurbishment and new acute services	P56707	HI Silo	110,200	8,790	30,831	70,579
Dubbo Health Service Redevelopment (includes car park and Cancer Centre)	P54532	HI Silo	306,300	299,002	7,298	-
Cumberland West Mental Health Relocation	P56832	HI Silo	460,000	21,596	39,284	399,120
Blacktown Mount Druitt Hospitals Redevelopment Stages 1 and 2	P54756	HI Silo	651,187	646,137	5,050	-
Rouse Hill Health Service	P56405	HI Silo	300,000	54,234	27,797	217,968
Westmead Hospital Redevelopment Stage 1 - WSY	P55335	HI Silo	831,590	792,698	19,577	19,316
Cystic Fibrosis Specialist Service Unit (CFSSU) at Westmead Hospital	P56519	ARRP	65,000	63,572	1,428	-
<b>Total Works in Progress</b>			<b>19,180,383</b>	<b>9,574,651</b>	<b>2,071,339</b>	<b>7,543,079</b>
<b>Total Capital Expenditure Authorisation Limit managed by Health Infrastructure</b>			<b>21,477,011</b>	<b>9,576,274</b>	<b>2,088,251</b>	<b>9,821,172</b>

**Notes:**

Expenditure should not exceed to the approved limit without prior authorisation by Ministry of Health.


## 4. Performance against strategies and objectives

### 4.1 Key performance indicators

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

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

[http://internal4.health.nsw.gov.au/hird/view\\_data\\_resource\\_description.cfm?ItemID=48373](http://internal4.health.nsw.gov.au/hird/view_data_resource_description.cfm?ItemID=48373)

4 Our staff are engaged and well supported 				
Measure	Target	Performance Thresholds		
		Not Performing ✘	Under Performing ↘	Performing ✔
Workplace Culture - People Matter Survey Culture Index- Variation from previous survey (%)	≥-1	≤-5	>-5 and <-1	≥-1
Take action - People Matter Survey take action as a result of the survey- Variation from previous survey (%)	≥-1	≤-5	>-5 and <-1	≥-1
Staff Engagement - People Matter Survey Engagement Index - Variation from previous survey (%)	≥-1	≤-5	>-5 and <-1	≥-1
Staff Engagement and Experience – People Matter Survey - Racism experienced by staff Variation from previous survey (%)	≥5 % points decrease on previous survey	No change or increase from previous survey.	>0 and <5 % points decrease on previous survey	≥5 % points decrease on previous survey
Staff Performance Reviews - Within the last 12 months (%)	100	<85	≥85 and <90	≥90
Recruitment: Average time taken from request to recruit to decision to approve/decline/defer recruitment (business days)	≤10	>10	No change from previous year and >10	≤10
Aboriginal Workforce Participation - Aboriginal Workforce as a proportion of total workforce at all salary levels (bands) and occupations (%)	3.43	<2.0	≥2.0 and <3.43	≥3.43
Employment of Aboriginal Health Practitioners (Number)	Individual – See Data Supplement	Below target	N/A	At or above target
Compensable Workplace Injury Claims (% of change over rolling 12 month period)	0	Increase	≥0 and <5% decrease	≥5% decrease or maintain at 0

## 6 The health system is managed sustainably





Measure	Target	Performance Thresholds		
		Not Performing ✘	Under Performing ⚠	Performing ✔
Expenditure Matched to Budget - General Fund - Variance (%)	On budget or favourable	>0.5% unfavourable	>0 and ≤0.5% unfavourable	On budget or favourable
Annual Procurement Savings Target Achieved – (% of target achieved)	Individual – See Data Supplement	<90% of target	≥90% and <95% of target	≥95% of target
Reducing free text orders catalogue compliance (%)	25	>60	≤60 and >25	≤25
Reducing off-contract spend (%)	25	>60	≤60 and >25	≤25
Use of Whole of Health contracts (%)	75	<40	≥40 and <75	≥75
Projects in planning phase (for refurbishments and new builds) that have a Net Zero Plan to address 'net zero ready' priorities (%)	95%	<90%	<95%	≥95%
Projects in planning phase (for refurbishments and new builds) that have a Climate Adaptation Plan to respond to the risks and opportunities of our changing climate (%)	95%	<90%	<95%	≥95%
Proportion of gross construction cost (for refurbishments and new builds) dedicated to environmental sustainability (%)	4%	<3%	<4%	≥4%
Passenger Vehicle Fleet Optimisation (% Cost Reduction)	3	<1	≥1 and <3	≥3


## 4.2 Future Health action and performance deliverables


Future Health actions and performance deliverables will be monitored, noting that indicators and milestones are held in the detailed program operational plans.

### 4.2.1 Future Health actions


Action code	Achievement statement	Actions	Due by
<b>1 Patients and carers have positive experiences and outcomes that matter</b>			
1.2.2.2.15	Safe spaces: There are established design and operating principles for NSW Health to provide safe spaces for adults and children to say what they need to clinicians, as well as providing warm welcoming environments to reduce anxiety and overstimulation.	Launch the “Design Guide for Health” (a collaboration between Health Infrastructure and the Government Architect NSW) to guide design of functional, welcoming	June 30 2024


Action code	Achievement statement	Actions	Due by
<b>2 Safe care is delivered across all settings</b>			
2.5.1.4.11	Infrastructure design guidance: Standard design guidance considers environmental sustainability, efficiencies to reduce operating costs, incorporates the latest innovations, and is digitally enabled e.g. virtual care clinician pods, and optimises day-to-day operation of the health centres.	Update Project Governance for delivery of capital projects, to include responsibility for financial, environmental and social sustainability outcomes and decisions	June 30 2024

Action code	Achievement statement	Actions	Due by
<b>3 People are healthy and well</b>			
3.6.2.1.5	Tailored facilities: Targeted investment is made in improved, co-designed facilities for people with mental health needs, their families, carers and staff.	Codesign with consumers, carers and staff in the development of State Wide Mental Health Infrastructure Program (SWMHIP) facility design	June 30 2024


Action code	Achievement statement	Actions	Due by
<b>6 The health system is managed sustainably</b>			
6.3.2.1.2	Clarity of responsibilities: Earlier Liaison between LHD and Shared Services roles and responsibilities in supply chain management are clearly established, including alignment with new capital development.	Resolve roles and responsibilities between HI, HealthShare/eHealth and LHDs in sharing data that will enable greater visibility of forward pipeline of procurement that is to occur as part of new capital development, to enable strategic procurement.	June 30 2024
6.3.2.3.3	Strategic asset management: Procurement decisions are based around whole of life asset costs including maintenance and replacement strategies and benefits aligned to value base healthcare.	Embed whole-of-life principles in goods and services procurement processes for capital project delivery	June 30 2024


#### 4.2.2 Performance deliverables


Key Objective / Action code	Deliverable in 2023-24	Due by
<b>2 Safe care is delivered across all settings</b>		
2.5.1.2.16	<ul style="list-style-type: none"> <li>Develop and implement guidance for Stage 0 of the Facility Planning Process, to support collaboration with subject matter experts across NSW Health to inform decision making in early planning of infrastructure projects</li> </ul>	15 December 2023
2.5.1.4.12	<ul style="list-style-type: none"> <li>Prepare sustainability guidance documentation for assets and infrastructure specifically relating to Carbon and Energy, Climate Risk and Resilience, Circular Economy and Social Outcomes</li> </ul>	31 May 2024
2.5.1.4.13	<ul style="list-style-type: none"> <li>Update engineering specifications to embed lifecycle management and whole-of-life principles into building and equipment design and selection</li> </ul>	30 June 2024


Key Objective / Action code	Deliverable in 2023-24	Due by
<b>3 People are healthy and well</b>		
3.5.1.2.12	<ul style="list-style-type: none"> <li>Engage local Aboriginal communities in facility design through implementation of the Connecting with Country Framework across the capital program, to improve accessibility and acceptability of mainstream services for Aboriginal peoples.</li> </ul>	15 December 2023
3.6.2.1.4	<ul style="list-style-type: none"> <li>Develop "Kit of Parts" for Mental Health facility planning and design in NSW, leveraging lessons from recent projects and best practice, with the Kit of Parts to include generic models of care, design principles and requirements</li> </ul>	31 May 2024



Key Objective / Action code	Deliverable in 2023-24	Due by
<b>4 Our staff are engaged and well supported</b>		
	<ul style="list-style-type: none"> <li>Prepare Health Infrastructure's Workforce Plan and engage with MoH to align with Future Health Workforce Plan to leverage opportunities for knowledge sharing and alignment of approach.</li> </ul>	15 December 2023
	<ul style="list-style-type: none"> <li>Leverage our industry partners to identify mutually beneficial strategic initiatives that promote safety and wellbeing across the capital program delivery. Ensure our efforts to create a healthy workplace for our integrated teams are genuine and make a difference by measuring our success.</li> </ul>	29 March 2024

Key Objective / Action code	Deliverable in 2023-24	Due by
<b>5 Research and innovation, and digital advances inform service delivery</b>		
5.1.2.1.7	<ul style="list-style-type: none"> <li>Develop and pilot the Commercial Framework to assess opportunities to partner with industry. Embed roles, responsibilities and processes across government agencies in managing identified opportunities.</li> </ul>	29 March 2024
5.3.1.5.6	<ul style="list-style-type: none"> <li>Lead commercial negotiations and project delivery for NSW Health investment in targeted gene therapies with industry (mRNA research and Viral Vector Manufacturing)</li> </ul>	30 June 2024

Key Objective / Action code	Deliverable in 2023-24	Due by
<b>6 The health system is managed sustainably</b>		
6.3.2.1.2	<ul style="list-style-type: none"> <li>Resolve roles and responsibilities between HI, HealthShare/eHealth and LHDs in sharing data that will enable greater visibility of forward pipeline of procurement that is to occur as part of new capital development, to enable strategic procurement.</li> </ul>	15 December 2023
	<ul style="list-style-type: none"> <li>KPIs for environment and/or financial sustainability included in director and executive level staff performance agreements</li> </ul>	July 2023
	<ul style="list-style-type: none"> <li>Carbon footprint assessment methodology and reporting framework is established for NSW Health capital program</li> </ul>	31 May 2024
	<ul style="list-style-type: none"> <li>Monthly asset management implementation program reports to be submitted to the Executive Director, Strategic Asset Management.</li> </ul>	Monthly
	<ul style="list-style-type: none"> <li>An asset management transition plan must be agreed and submitted to Ministry of Health, Executive Director, Strategic Asset Management. This plan is to outline the transition of Health Infrastructure Program functions to the Ministry of Health</li> </ul>	12 December 2023
	<ul style="list-style-type: none"> <li>A draft close out report for the Asset Refurbishment and Replacement Program (ARRP) as per the 2014 ARRP Business Case</li> </ul>	30 March 2024
	<ul style="list-style-type: none"> <li>Asset Management Implementation program milestones reached, and outcomes achieved</li> </ul>	30 June 2024

Key Objective / Action code	Deliverable in 2023-24	Due by
<b>6 The health system is managed sustainably</b> 		
	<p><b>Procurement reform</b></p> <p>The Organisation will report on:</p> <p>Procurement capability</p> <ul style="list-style-type: none"> <li>Local resources and training to uplift procurement capability of non-procurement staff</li> <li>Procurement staff attend Procurement Academy training</li> </ul> <p>Procurement compliance</p> <ul style="list-style-type: none"> <li>Goods and services procurements and Information and Communication Technology (ICT) procurements valued over \$30,000 and outside existing arrangements are tested against the Risk Assessment Tool.</li> <li>Disclosure requirements for contracts (including purchase orders) valued over \$150,000 are met: <ul style="list-style-type: none"> <li>Contracts/purchase orders are disclosed on eTendering</li> <li>Contracts/purchase orders are saved on PROcure, where relevant</li> </ul> </li> </ul> <p>Social and sustainable procurement</p> <ul style="list-style-type: none"> <li>Spend and contracts with Aboriginal businesses</li> <li>Achieve and report on a minimum 1.5% Aboriginal participation for contracts valued &gt;\$7.5m through the Department of Customer Services (DCS) reporting portal (unless an exemption applies).</li> <li>Achieve and report on Small and Medium Enterprise participation of 25% of project addressable spend for goods and services contracts valued &gt;\$3m through the DCS portal, (unless an exemption applies).</li> </ul> <p>Contract and supplier relationship management</p> <ul style="list-style-type: none"> <li>All requests for emergency procurements must be approved by the Secretary and must not be requested based on lapsed contract or supply shortfall. The ICT Purchasing Framework contract templates (Core&amp; contracts; Master ICT Agreement/ICT Agreement contracting framework) are used when engaging suppliers on the ICT Services Scheme (where relevant), unless an exemption applies.</li> <li>Contracts with emerging, legacy and strategic suppliers valued at or over \$5 million have a Contract/Panel Management Plan in place.</li> </ul>	Quarterly