

# Canberra Hospital Expansion Project – Critical Services Building Operational Commissioning

Proposal to transfer the activities of workforce planning, recruitment and onboarding of clinical, non-clinical and support staff required for the Critical Services Building from the Division of Infrastructure & Health Support Services to the Division of People & Culture



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# 1. Background

The ACT Government approved the design and construction costs of \$624 million for the Canberra Hospital Expansion Project – Critical Services Building (CSB) in May 2019. The CSB is a designated project for Major Projects Canberra who manage the design, construction, building commissioning and handover of the new asset to Canberra Health Services (CHS).

CHS is responsible for the planning and implementation of the program of Operational Commissioning activities associated with this major infrastructure project.

Operational Commissioning describes the process for managing people and the change management strategy associated with the standards, procedures, systems and technologies to be used in the new infrastructure, including:

- Public consultation on the clinical models of care;
- Development of the workforce training, orientation and education modules;
- Manage equipment selection, procurement, delivery, storage, installation, testing, training;
- Establish inventories of consumable and pharmaceutical products;
- Develop the workforce plan, job specifications, recruitment strategy and onboarding of new clinical and support staff;
- Develop the facility maintenance specifications and regimes of the new facility. Facilitate the procurement of any specialist service provider contracts;
- Software and hardware mapping for all departments;
- Risk management planning; and
- Relocation plan.

## 1.1 Operational Commissioning Program

An Operational Commissioning program has been developed to manage the complex schedule of planning and implementation activities, interdependencies between critical tasks and deadlines for deliverables.

The full scope of the CSB Operational Commissioning activities will be implemented in four phases:

- Phase 1 - Operational Commissioning Set-Up (July 2021 – December 2021);
- Phase 2 - Operational Commissioning Readiness (January 2022 – April 2024);
- Phase 3 – Operational Commissioning Implementation (May 2024 -June 2024); and
- Phase 4 – Occupation & Decommissioning (July 2024 – December 2024).

The Phase 1 activities were completed in December 2021, Phase 2 activities have been initiated.

## 1.2 Operational Commissioning Business Case

ACT Government has recently approved an \$18.2M to undertake the operational commissioning work to support the opening of the CSB. The investment in operational commissioning and facility mobilisation will realise the following benefits:

- i. Building systems and processes integrated with clinical procedures that are tested under a controlled and robust framework.
- ii. Staff are appropriately trained in buildings systems and technologies, safe clinical work practices and procedure.
- iii. Simulation training for clinical and non-clinical staff on patient care and emergency management procedures.
- iv. Change management is effectively managed and adopted by staff.
- v. Seamless integration of the specialist service providers with the clinical service is trialed and tested, maximising the opportunity for modification and refinement.
- vi. Any potential risk to patient care, safety and security are identified and mitigated prior to the facility opening.
- vii. Canberra Health Services staff will attain significant benefit in participating in a thorough, effective and efficient operational commissioning process. This process supports safe change management practices and staff morale which further enhances staff retention and skill development. Staff acceptance of the new facility and the new work practices will deliver innovative patient care outcomes.

## 1.3 CSB Recurrent Business Case

A Recurrent Business Case for the CSB clinical, non-clinical and support services FTE profile and the operating budget for the CSB is being developed.

Government's approval of the Recurrent Business Case will determine the extent of recruitment of the CHS workforce required for the CSB to Go Live in mid-2024.

## 2. Principles

It is proposed that the CSB Operational Commissioning activities associated with the workforce planning, recruitment and onboarding activities transfer from Campus Modernisation to P&C, which offers the following benefits:

- a. P&C are tasked with reforming current recruitment practices across CHS to streamline the process and timeframes. CSB will require a significant recruitment program and integration of these two strategic activities, will ensure a co-ordinated and cohesive implementation process.
- b. The CSB project could offer an opportunity for P&C to test and trial new recruitment practices to assess the efficiency of new processes and procedures.
- c. The CSB recruitment campaign can be leveraged to enhance the attraction strategy for the broader CHS requirements.
- d. Consultation processes with industrial partners on workforce planning and recruitment can be effectively co-ordinated by P&C.

- e. P&C have the depth of expertise to manage the full breadth of the recruitment and onboarding activities, including the HR Business Partners and their service relationships across the CHS Divisions.

### 3. Purpose

This consultation paper:

- a. provides a summary of the scope of the Critical Services Building workforce activities required as part of the Operational Commissioning program which support the opening of the new facility in Q3 2024.
- b. outlines a proposal to transfer accountability for certain activities under the ‘workforce’ stream from the Campus Modernisation team to the Division of P&C, including staff and the associated Operational Commissioning budget and deliverables.
- c. seeks feedback from IHSS and P&C staff on the workstream activity transfer proposal.

### 4. Transfer Proposal

Designation of certain workforce activities in the CSB Operational Commissioning program requires consideration of the issues described below.

#### 4.1 Operational Commissioning Resources

The CSB Operational Commissioning Business Case approved by Government includes a team of resources dedicated to the planning and implementation of workforce activities. Table 1 outlines the full scope of resources funded to support the CSB project.

**Table 1. CSB operational commissioning workforce FTE profile funded by the Business Case**

Position Title	Level	2021-2022	2022-2023	2023-2024	2024-2025
Workforce Strategy Senior Director	SOG A	1	1	1	1
Workforce Implementation Director	SOG B	0.5	1	1	0.5
Workforce Project Manager	SOG C	0.5	2.5	2	1
Workforce Program Reporting Officer	ASO 6	0.5	1	0.5	
Workforce Recruitment & Onboarding Project Officer	ASO 4		1	1	
Workforce Administrator	ASO 3		1	1	
Workforce Recruitment & Onboarding Processing Officer	ASO 3		3	3	
<b>TOTAL FTE</b>		<b>1.5</b>	<b>10.5</b>	<b>9.5</b>	<b>2.5</b>

The Senior Director Workforce Strategy (SOG-A) is a permanent FTE role. All other proposed FTE roles will be engaged under short-term temporary contracts.

The recruitment process for the Workforce Program Reporting Officer (ASO6) is complete and recruitment activities for the Workforce Implementation Director (SOG-B) and Workforce Project Manager (SOG-C) are being prepared.

It is proposed that the current resources and planned resources transfer from Campus Modernisation to P&C. [Attachment A](#) provides the proposed structure of the CSB Operational Commissioning Team.

P&C are required to assist the Campus Modernisation team with the recruitment of the full-profile of Operational Commissioning resources required to support the program.

## 4.2 Reporting

The Senior Director, Workforce Strategy (SOG-A) leads the CSB Operational Commissioning workforce workstream. The Senior Director currently reports to the Program Director of Campus Modernisation and it is proposed that this role will report to the Executive Group Manager P&C.

The Senior Director, Workforce Strategy and the Executive Group Manager P&C will be required to communicate and liaise with the Program Director of Campus Modernisation and formally report to the CSB Operational Commissioning Project Control Group on the status of the workforce activities, key delivery risks and performance on program milestones.

## 4.3 Operational Commissioning Program Deliverables

The full scope of CSB workforce activities as they relate to workforce planning, staff recruitment and onboarding are proposed to transfer to the accountability of P&C. The management, co-ordination, scheduling and financial management of the associated budget is proposed to transfer to P&C.

Refer to [Attachment B](#) which provides a summary of the deliverables required under the workforce stream of the Operational Commissioning Program, the specific activities governed by P&C are proposed to include:

- i. Strategic workforce planning;
- ii. Risk management as it relates to recruitment;
- iii. Union engagement and industrial relations,
- iv. Recruitment, attraction and retention; and
- v. Workforce transition mapping.

All CSB recruitment processes must be implemented and completed by April 2024.

The CSB Operational Commissioning team will be responsible for the training and orientation of the staff and existing CGS staff transitioning into the new facility. The new clinical and operational staff must be available for on-site operational commissioning activities (Phase 3 - Operational Commissioning Implementation) being executed in preparedness for the opening of the new CSB facility in July/August 2024.

## 4.4 Governance

The CSB Operational Commissioning team is formally be governed by a Tier 3 Committee, chaired by the Chief Operations Officer, titled the 'CSB Operational Commissioning Project Control Group' (PCG). This meeting commenced in February 2022 and convenes monthly through to the completion of the project (December 2024)

The governance reporting for the CSB workforce workstream is required to be formally reported into the PCG in the format of a written status report.

The Tier 1 governance committee, titled “Our People”, is chaired by the Executive Group Manager, P&C and will also be an important forum to oversight the detailed work package program being implemented by P&C.

The CSB Union Engagement Forum is a bi-monthly meeting, will change from being chaired by the Program Director, Campus Modernisation to being chaired by Executive Group Manager, P&C.

## 4.5 Operational Commissioning Budget

The budget approved in the CSB Operational Commissioning Business Case for workforce FTE and operating expenses for specialist consultants will be transferred to P&C.

P&C will directly manage the FTE and the procurement and engagement of the proposed specialist recruitment related consultants.

## 4.6 Accommodation

The Campus Modernisation team is located in Building 8, Level 3; and P&C are located in Building 23 at the Canberra Hospital Campus.

Building 23 has limited capacity for additional staff and therefore two accommodation options are available for consideration:

- Option 1 – The CSB Operational Commissioning workforce team continue to be accommodated in Building 8, level 3.
- Option 2 – A team within P&C, potentially the WorkHealth Safety team relocate to Building 8, Level 3 to enable capacity for CSB Operational Commissioning workforce team to move into Building 23 to be proximate and collocated with the P&C recruitment team.

## 5. Information Forum

An open question and answer forum will be planned for 14 April 2022 in advance of the closing date for feedback. An invitation to this forum will be provided to all staff in the Divisions of P&C and IHSS.

The Executive Group Manager of P&C will convene this forum and it will be supported by the Executive Group Manager of IHSS; and Program Director, Campus Modernisation.

## 6. Feedback

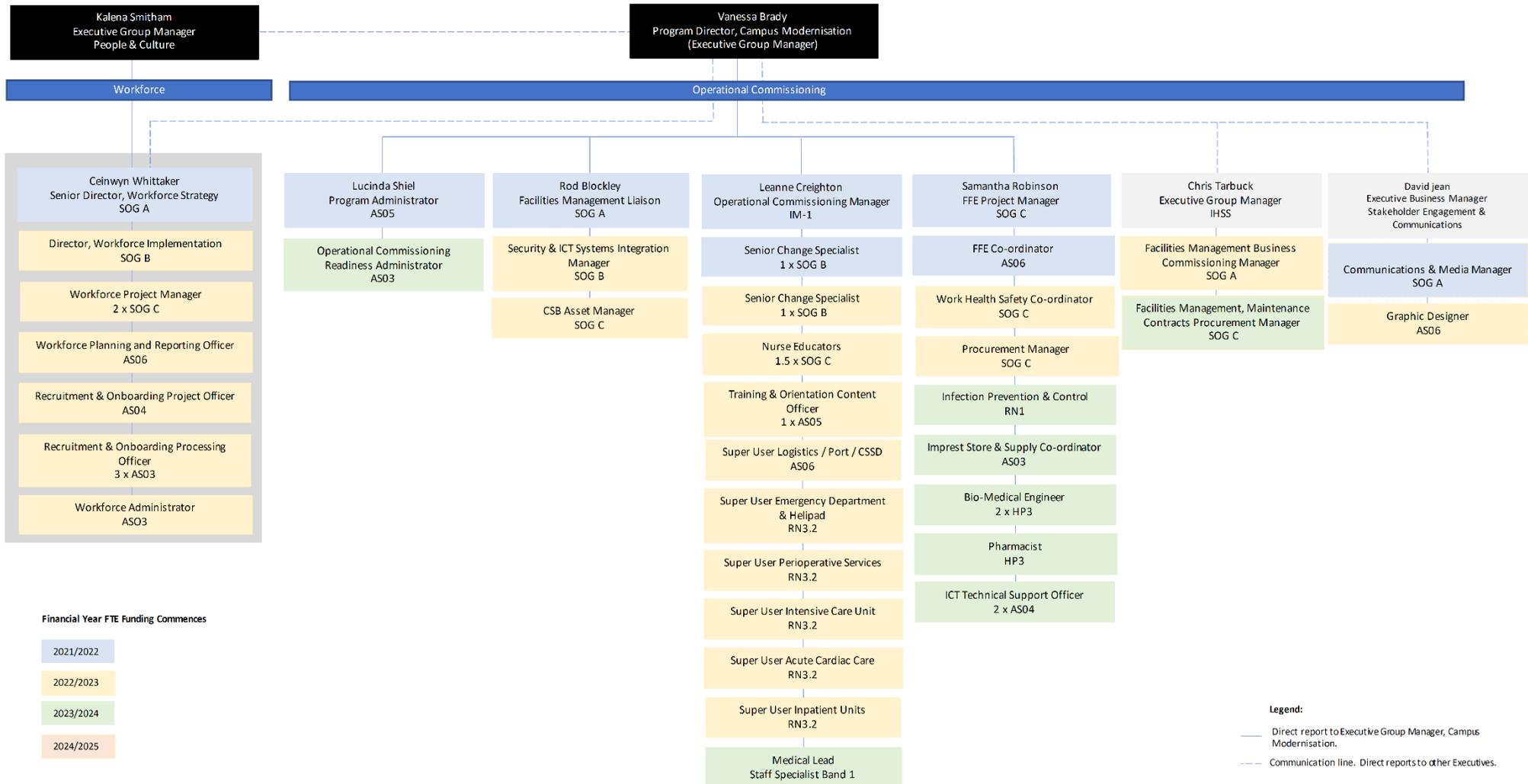
Staff impacted by this proposal are invited to provide feedback in writing on the scope of proposal outlined in this paper.

Please submit your feedback via email to the following address:

[chspeople-culture@act.gov.au](mailto:chspeople-culture@act.gov.au)

Feedback is due by **5:00pm Tuesday 26 April 2022**.

# Attachment A – Proposed Structure of the CSB Operational Commissioning Team



# Attachment B –CSB Operational Commissioning Deliverables

