



ACT
Government

**Canberra Health
Services**

Model of Service



Critical Services
Building

Building 5 Dock

July 2023

Contents

1. Introduction.....	3
2. Service Principle.....	3
3. Description of Service.....	3
4. Logistics and Innovations	4
5. Performance and improvement measures.....	8
6. Interdependencies.....	9
7. Workforce.....	11
8. Implementation and Evaluation	12
9. Abbreviations.....	13
10. References List.....	13
11. Model of Service Development Participants.....	15

DRAFT

Approvals

Position	Name	Signature	Date
Senior Director, Procurement, Business Support, Chief Finance Officer Group	Andrew Murphy		

Document version history

Version	Issue date	Issued by	Issued to	Reason for issue
1.1	Sep 2022	Leanne Done, Senior Change Specialist	Andrew Murphy, Senior Director, Procurement Business Support	Initial review
1.3	Oct 2022	Leanne Done, Senior Change Specialist	Andrew Murphy, Senior Director, Procurement Business Support	Review changes
1.4	Nov 2022	Leanne Done, Senior Change Specialist	Andrew Murphy, Senior Director, Procurement Business Support	Review changes
1.5	Jan 2023	Leanne Done, Senior Change Specialist	Andrew Murphy, Senior Director, Procurement Business Support	Final approval
1.6	Feb 2023	Leanne Done, Senior Change Specialist	Andrew Murphy, Senior Director, Procurement Business Support	Final approval to progress to consultation phase
1.7	June 2023	Leo de Boer, Logistics Liaison Officer	Andrew Murphy, Senior Director, Procurement Business Support	Final approval to progress to consultation phase

1. Introduction

This Model of Service (MoS) for the Dock within the Canberra Hospital Critical Services Building (CSB), also known as Building 5, sets out the framework for innovation in service delivery for Canberra Health Services (CHS).

The MoS is aimed at Executive, Senior Management and Managers within CHS and describes the:

- overarching mission of the service area,
- operational principles, including information of service and service co-ordination,
- workforce profile; and
- performance measures that enable efficiency and safety throughout the system of service.

The document is not intended to provide specific operational details regarding day-to-day activities associated with the service. This detail sits within operational manuals, policies, procedures, and guidelines.

2. Service Principle

The Canberra Hospital will have two loading dock facilities - the Building 1 main Loading Dock and the Building 5 (B5) Dock. The B5 Dock will enable the safe and efficient receipt and dispatch of equipment, goods and materials required to support the clinical and support service operations of the CSB.

3. Description of Service

The B5 Dock operates as both a satellite to the building 1 Loading Dock and independently for inbound deliveries for Building 5. It predominantly receives and dispatches goods and materials used within the CSB.

There are clean and dirty workflows within this Dock including dedicated clean and dirty staging areas for processing:

- Waste management and soiled linen are managed in the dirty staging areas.

- Cardboard, clinical waste and soiled linen is collected directly from the Dock.
- All other waste is transported to the loading dock for removal by external contractors.

The logistics tunnel links the B5 Dock to level 1, Building 1, which facilitates operational workflows between the Building 1 Loading Dock and the B5 Dock. Where deliveries are received at Building 1 for use in Building 5, they will be transported through the logistics tunnel to the Dock.

4. Logistics and Innovations

As CHS continues to expand and enhance services across the ACT, Building 5 provides a platform for innovative expansion of health care at the Canberra Hospital.

Logistics Tunnel

The logistics tunnel is designed to separate operational movements from the public and consumer pathways and enables movement and distribution of waste, supply, equipment, linen, and food through 'staff only' areas.

Dirty and Clean Workflow

The Dock follows clean and dirty workflow principles, maintaining quality infection prevention and control standards. This partners with the building 5 design that incorporates clean and dirty staging areas for processing receipted goods and for readiness for the dispatch of goods to and from the Dock.

Clean and dirty vertical workflows are facilitated via designated facilities lifts. All clean deliveries are transported to Building 5 clinical and non-clinical areas via the clean workflow lifts; and dirty or soiled items are transported via designated dirty workflow lifts and held in the dirty staging area for processing and removal.

Capital Linen Services

Capital Linen Services deliver clean linen through the Building 1 Loading Dock to the 'linen impresting' room.

Trolleys of clean linen are compiled in the 'linen impresting' room and transported by Capital Linen Services to Building 5 via the logistics tunnel for vertical distribution to the clinical areas.

The Dock provides a designated clean staging area for clean linen trolleys.

Linen Chutes

The Building 5 design promotes a reduction of manual handling in the transportation of dirty linen from clinical areas via a dirty linen chute system that is installed in clinical areas across Building 5.

The chute system delivers dirty linen bags directly into a dirty linen receiving trolley attached to a linear track system located in the Dock. The dirty linen track system automatically sends an alert to Dock personal as each trolley reaches capacity. The dirty linen trolleys are stored in the dirty staging area until collection from the Dock.

Fluids Management System

The Dock offers a dedicated area for storage of medical fluids to ensure the ongoing supply of stock to Building 5 clinical areas.

Waste

Waste generated in the CSB including clinical and non-clinical waste, is managed by multiple external contractors.

Clinical waste and cardboard will be managed and collected from the Dock. Non-clinical and recyclable waste will be transported to the Building 1 Loading Dock via the logistic tunnel for removal off site.

Waste management and removal from Building 5 will occur in accordance with the CHS Policy for Waste Management and contractual agreements with external service providers.

Vehicle Scheduling

Vehicle entry to the Dock will be traffic managed by a scheduling and reservation system coordinated by a supply operations officer working from the Dock. Vehicle scheduling is designed to reduce vehicle congestion and promote safe and efficient receipt and dispatch of goods.

Facilities Lift Scheduling

Internal services that access Building 5 via the Dock will follow a scheduling system to ensure seamless operational flows. Lift scheduling will be managed to complement linen, waste, and food services deliveries.

Sterilising Services Unit

Reusable Medical Devices (RMD) will be received in the B5 into the dirty staging area and transferred to the Sterilising Services Unit (SSU) via a dirty workflow lift.

Small Portable Gas Cylinders

Small portable gas cylinders are received directly to the B5 Dock in cylinder storage crates provided and managed by BOC. There is an independent storage area designated for full and empty small portable gas cylinders.

The storage room has access controls in place to ensure secure entry.

Wardspersons collect full small portable cylinders for use in Building 5 from the Dock and return all empty small portable cylinders to the empty storage area when empty.

Electric transfer trolleys are used to move small portable gas cylinders and are stored in the Dock with an allocated charging point.

Food Services

The CHS Food Services team is responsible for the preparation and distribution of food to Building 5.

Patient food deliveries will access Building 5 via the logistics tunnel to the B5 Dock. Vertical distribution will occur using the clean facilities lifts. Used Food Services trolleys will be returned to the Dock staging via the clean facilities lifts for removal.

Mortuary Services

All deceased persons in Building 5 will be cared for in accordance with the 'Providing care after Death', Procedure. Deceased persons will be transferred via the staff lifts to the Dock and transferred to the mortuary via the logistics tunnel.

Central Equipment and Courier Service

Central Equipment and Courier Service (CECS) has a designated storage area in the Dock for clinical equipment.

Equipment will follow clean and dirty flows, utilising the related staging areas for equipment deliveries and pickups.

Figure 1 and Figure 2 describe the service inflows and outflows.

Figure 1: Service Inflows

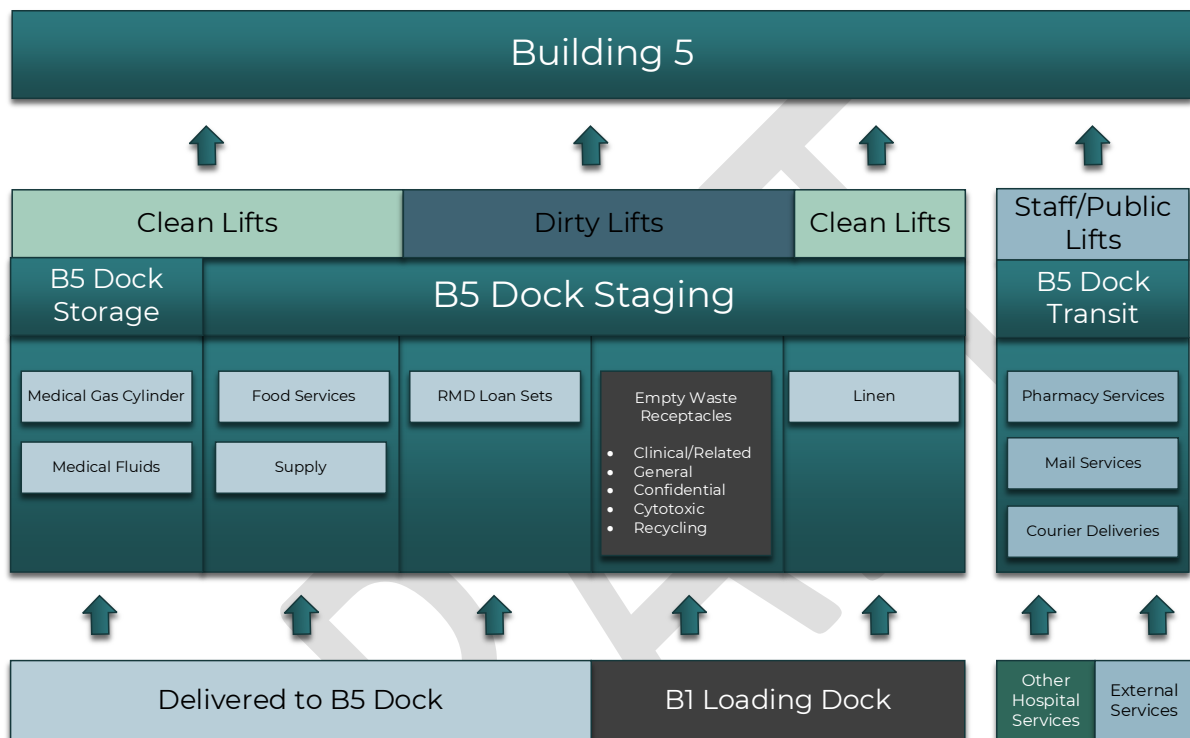
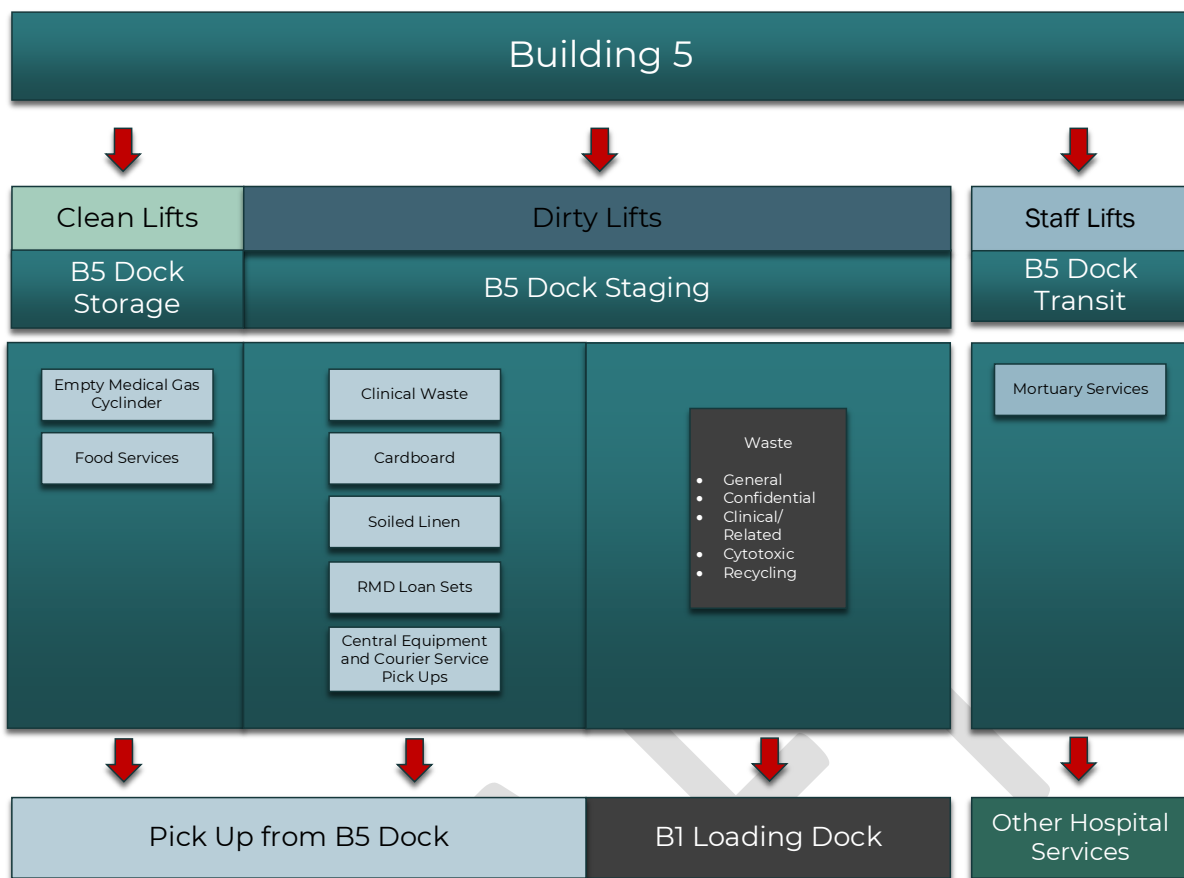


Figure 2 Service Outflows



5. Performance and improvement measures

Divisional and organisational key performance indicators support a culture of improvement and innovation across the organisation.

The B5 Dock is a shared area used by multiple services who each have their own Key Performance Indicators (KPI's) for operations that utilise the space. These departmental/divisional KPI's focus on staff safety, cleanliness, maintenance, scheduling, and efficient use of the space available.

The specific KPIs for the Dock reflect indicators that are directly influenced by planning as well as operational execution of established work practices and procedures.

Table 1: Dock performance and improvement measures

Category	Determination	Indicator/Measure	Target
Quality	Percentage of deliveries arriving at the Dock unscheduled	Schedule System	90%
	Percentage of services utilising the Dock space that have documented CSB/Dock clean and dirty workflows in place	Clean/Dirty Workflows	100%
	Percentage of services that have staging area schedules in place to meet their service delivery requirements	Staging Area Access	100%
	Percentage of services that have service lift schedules in place to meet their service delivery requirements	Lift Access	100%
	Percentage of items stored within their designated storage areas	Dock Access and Visual Inspection	100%
Activity	Meeting scheduled vehicles	Dock Access	100%
	Meeting scheduled facilities lifts	Lift Access	100%
	Percentage of vehicles that exceed the scheduled vehicle dwell time	Dock Access	10%
Safety	Number of recordable incidents occurring in the Dock	Incident reporting	0
	Percentage of hazards that are reported and addressed in line with established WHS practices	Incident reporting and safety inspections	100%
	Percentage of operations that occur in the Dock as per approved process/procedures	Incident reporting and safety inspections	100%

6. Interdependencies

Interdependencies describe internal and external functional relationships with other CHS clinical services that specifically enable this MoS.

The B5 Dock is an access and egress point between Building 5 and the main campus for multiple internal services, including the Mortuary, food services, pharmacy, patient support services and other support services.

Loading Dock

The B5 Dock is considered a satellite of the Building 1 Loading Dock. Efficient travel routes are provided with direct entry and access to the receiving and dispatch areas via the logistics tunnel. The Building 1 loading dock will remain operational and forms an important part of the logistics business continuity plan for Building 5 and vice versa.

Supply Services

Supply Services replenish storerooms and input inventory requisitions for all Building 5 clinical and non-clinical areas.

Stock supplies are transported to the B5 Dock from either the Building 1 Loading Dock or direct from an offsite storage warehouse.

Storage of supply trolleys are either on site at the Building 1 Loading Dock or at an off-site storage warehouse. Supply trolleys are loaded onto dedicated trucks at the offsite storage warehouse for transport to the B5 Dock. Receipt of deliveries into the Dock are checked and logged into the logistic management system. Stock trolleys are temporarily stored in the Dock staging areas prior to vertical distribution to the clinical or non-clinical areas.

Central Equipment and Courier Service

The B5 Dock provides storage for the Central Equipment and Courier Service (CECS), which is managed by the Division of Nursing, Midwifery and Patient Support Services (NMPSS).

The Dock provides additional clean equipment and pump storage.

Information Communications Technology

The Information Communication Technology (ICT) requirements for the B5 Dock include reliable Wi-Fi and barcode readers for supply management.

Sterilising Services Unit (SSU)

Receipt of used Reusable Medical Devices (RMD) from external customers are transported in containers, by courier or truck, to the Dock for transfer to the SSU via the dirty facilities lifts and dirty workflows.

Loan and consignment sets are received via courier and delivered to the SSU (decontamination /loans area of SSU) via the same workflows. All RMDs are unpacked and checked within the SSU area.

Capital Linen Services

Capital Linen Service provides linen and laundering services for CHS, including on-site clean linen distribution and soiled collection services.

Delivery, distribution, and removal of linen items is coordinated between the linen room and the Dock.

Security

Security services across Building 5 and the greater campus provide CCTV monitoring and security services 24 hours a day, 365 days a year, including monitoring of the B5 Dock. The Security Operations Centre (SOC) can provide after-hours access to the Dock for any deliveries that arrive outside of staffed hours.

7. Workforce

Changes to the Building 1 Loading Dock and the B5 Dock partnered with the growth of service and subsequent variations to logistics and workflows will influence workforce requirements.

Management of staff within the Building 1 Loading Dock and the B5 Dock is undertaken in accordance with:

- relevant Enterprise Agreements,
- ACTPS Work Level Standards,
- Public Sector Management Act (1994); and
- Public Sector Management Standards 2016.

The workforce profile within these two areas comprises roles identified as store persons and truck drivers – generally designed as Health Service Officers (HSOs).

The number of FTE is dependent on changes in activity in both the Building 1 Loading Dock and the B5 Dock, whilst also including work negotiated through external Service Level Agreements that are in place.

8. Implementation and Evaluation

Implementation

The implementation and evaluation of the B5 Dock MoS will be led by the Infrastructure and Health Services team with the support of Campus Modernisation.

The MoS innovations will be implemented in the lead up to the opening of Building 5 through the development and implementation of:

- orientation and training programs for existing staff likely to work within the service,
- orientation and training programs for new staff employed to work within the service,
- ongoing training programs for staff working within the service; and
- processes and documentation used within the service that support the principles of the MoS.

Evaluation

Evaluation of the Dock will occur through a range of mechanisms that include:

- CHS's Clinical Governance Structure and Committees.
- CHS's Risk Management Processes.
- Operational and management performance monitoring processes through the:
 - Australian Council of Healthcare Standards (ACHS)
 - National Safety and Quality Health Service (NSQHS) Standards set by the Australian Commission on Safety and Quality in Health Care (ACSQHC).

9. Abbreviations

Abbreviation	Definition
ACHS	Australian Council on Health Care Standards
ACSQHC	Australian Commission on Safety and Quality in Health Care
CECS	Central Equipment and Courier Service
CH	Canberra Hospital
CHS	Canberra Health Service
CRU	Central Reprocessing Unit
CSB	Critical Services Building
ICT	Information and Communication Technology
KPI	Key Performance Indicator
MoS	Model of Service
NSQHS	National Safety and Quality Health Service
RMD	Reusable Medical Device
SSU	Sterilising Services Unit

10. References List

Standards

- Australasian Health Facility Guidelines Part D - Infection Prevention and Control, Revision 7.0, 2016.
- Australasian Health Facility Guidelines Part E - Building Services and Environmental Design, Revision 5.0, 2016; and
- National Safety and Quality Health Service (NSQHS) Standards set by the Australian Commission on Safety and Quality in Health Care
- NHMRC Australian Guidelines for the Prevention and Control of Infection in Healthcare
- Safe management of wastes from health-care activities / edited by Y. Chartier et al. – 2nd ed., World Health Organisation, 2014
- Standards Australia, AS 4332-2004: The Storage and Handling of Gases in Cylinders – Australian Government.

Frameworks & Strategies

- CHS Clinical Governance Framework 2020-2023
- CHS Corporate Plan 2020-2021
- CHS Exceptional Care Framework 2020-2023
- CHS Partnering with Consumer Framework 2020-2023
- CHS Strategic Plan 2020-2023
- CHS Work Health Safety Strategy 2018-2022

Policies & Procedures

- ACT Health Incident Management
- ACT Health Services Plan 2022-2023
- ACT Work Health and Safety Management System
- CHS Providing care after Death Procedure
- CHS Protective Security – Security Design for Facilities
- CHS Waste Management
- CHS Work Health Safety Management System
- CHS Work Health Safety Policy

Legislation

- ACT Environment Protection Act 1997
- Dangerous Substances Act 2004
- ACT Work Health and Safety Act 2011

11. Model of Service Development Participants

Position	Name
Senior Director Procurement Business Support, Procurement and Supply	Andrew Murphy
Assistant Director Supply Services, Supply Administration	Jacqueline Williams
Contracts Manager, Domestic and Environmental Services	Ralph Bradbury
Manager, Central Equipment Store	Neil Howlett
Director Supply Service, Supply Administration	Rob Swain
Acting Director Nursing and Midwifery Support	Joanne Keni
Client Liaison Officer, Infrastructure and Health Services	Leo de Boer
Senior Change Specialist, Infrastructure and Health Services	Leanne Done

ACKNOWLEDGMENT OF COUNTRY

Canberra Health Services acknowledges the Traditional Custodians of the land, the Ngunnawal people. Canberra Health Services respects their continuing culture and connections to the land and the unique contributions they make to the life of this area. Canberra Health Services 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

www.health.act.gov.au | Phone: 132281

© Australian Capital Territory, Canberra