

FOI18-111

Dear **Freedom of information request: FOI18/111**

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the Act), received by ACT Health on 31 October 2018.

In your application you requested:

"...documents related to the Surgical Procedures Interventional Radiology and Emergency building. Scope of Request:

- *The incoming Minister's brief prepared in 2016 for the Surgical Procedures Interventional Radiology and Emergency building;*
- *Briefs to the Minister for Health and Wellbeing about the SPIRE project from November 2016 to date. This may include but is not limited to Ministerial briefs, question time briefs, estimates briefs and annual report briefs."*

I am an Information Officer appointed by the Director-General of ACT Health under section 18 of the Act to deal with access applications made under Part 5 of the Act.

ACT Health was required to provide a decision on your access application by 28 November 2018.

On 27 November 2018, I decided to refuse access to all documents that were sought in your access application as I considered that the documents were contrary to the public interest to disclose. In accordance with Schedule 1, 1.6 (1) (a) of the FOI Act I decided to not disclose this information, as at the time, the information was before Cabinet for consideration and was brought into existence for that purpose.

Subsequent to the decision on access to the requested information, on 10 December 2018 an announcement was made regarding the Surgical Procedures, Interventional Radiology and Emergency centre. Following this announcement, information contained in documents 2, 3, 4, 5, 6, 7, 8, 9, 11, 12, 13, 14, 15, 16, 17, 18, 19, 21, 22 and 23 of the attached schedule are no longer considered contrary to the public interest to disclose. These documents are provided in full following review by the ACT Ombudsman.

I have decided that the remaining documents, 1, 10, 20 and 24 are still contrary to the public interest to disclose, as they would disclose the deliberations of Cabinet in accordance with Schedule 1, 1.6.

If you have any queries concerning the ACT Health's processing of your request, or would like further information, please contact the FOI Coordinator on 5124 9831 or e-mail HealthFOI@act.gov.au.

Yours sincerely

A handwritten signature in dark ink, appearing to read 'K. Doran'.

Karen Doran
Deputy Director-General
Corporate Services

4 February 2019

FREEDOM OF INFORMATION REQUEST SCHEDULE

Please be aware that under the *Freedom of Information Act 2016*, some of the information provided to you will be released to the public through the ACT Government's Open Access Scheme. The Open Access release status column of the table below indicates what documents are intended for release online through open access.

Personal information or business affairs information will not be made available under this policy. If you think the content of your request would contain such information, please inform the contact officer immediately.

Information about what is published on open access is available online at: <https://www.health.act.gov.au/about-our-health-system/freedom-information/disclosure-log>

NAME		WHAT ARE THE PARAMETERS OF THE REQUEST					File No
		<p>Documents related to the Surgical Procedures Interventional Radiology and Emergency building. Scope of Request</p> <ul style="list-style-type: none">The incoming Minister’s brief prepared in 2016 for the Surgical Procedures Interventional Radiology and Emergency building.Briefs to the Minister for Health and Wellbeing about the SPIRE project from November 2016 to date. This may include but is not limited to Ministerial briefs, question time briefs, estimates briefs and annual report briefs.					FOI18/111
Ref No	No of Folios	Description	Date	Status	Reason for non-release or deferral	Open Access release status	
1	1-3	FINAL EC LAB 009a - Health - SPIRE Centre and Canberra Hospital	October 2016	Refused	Schedule 1.6.(1)(a)	No	
2	4	Assembly Brief – SPIRE Centre	12 December 2016	Full release		Yes	
3	5-6	Budget-In-Confidence – 2017-18 Initiative Concept Brief	January 2017	Full release		Yes	

4	7-11	Minister for Health - 2017-18 Business Cases - Building Health Services Program - 10 Year Plan - Planning and Early Works	10 March 2017	Full release		Yes
5	12-13	Assembly Brief – SPIRE Centre	23 January 2017	Full release		Yes
6	14-15	Assembly Brief – SPIRE Centre	16 March 2017	Full release		Yes
7	16-17	Assembly Brief – SPIRE Centre	28 April 2017	Full release		Yes
8	18-19	Assembly Brief - SPIRE Centre	25 May 2017	Full release		Yes
9	20-21	Assembly Brief – SPIRE Centre	18 June 2017	Full release		Yes
10	22-28	2018-19 Budget Concept Brief	21 November 2017	Refused	Schedule 1.6.(1)(a)	No
11	29-46	Initiated brief: Minister for Health and Wellbeing - Building Health Services Program - Acute Project Scope Recommendations for SPIRE and the Bruce General Hospital	13 February 2018	Full release		Yes
12	47-48	Question Time Brief - SPIRE	29 March 2018	Full release		Yes
13	49-50	Question Time Brief - SPIRE	14 March 2018	Full release		Yes

14	51-56	Ministerial Brief – Tier 1 – Strategic Business Case – SPIRE Centre	9 April 2018	Full release		Yes
15	57-58	Question Time Brief - SPIRE	7 May 2018	Full release		Yes
16	59-60	Question Time Brief – ACT Health Infrastructure Planning	29 May 2018	Full release		Yes
17	61	Select Committee on estimates – HEA CW04: SPIRE Centre	June 2018	Full release		Yes
18	62-64	Question Time Brief – ACT Health Infrastructure Planning	17 August 2018	Full release		Yes
19	65-67	Question Time Brief – Infrastructure (Including SPIRE)	5 September 2018	Full release		Yes
20	68-73	Ministerial Brief - Minister for Health and Wellbeing - Building Health Services Program – Update on Surgical Procedures, Intervention Radiology and Emergency (SPIRE) Centre	9 October 2018	Refused	Schedule 1.6.(1)(a)	No
21	74-76	Question Time Brief - Infrastructure (including SPIRE)	30 October 2018	Full release		Yes
22	77-80	Annual Report Hearing Brief - Infrastructure (including SPIRE)	30 October 2018	Full release		Yes
23	81-83	Advisory note – Hospitals including workforce and infrastructure	14 August 2018	Full release		Yes
24	84-105	Ministerial Brief – Building health Service Program	17 October 2018	Refused	Schedule 1.6.(1)(a)	No

Total No of Docs

ACT HEALTH

ASSEMBLY BRIEF

Minister: Health

Cleared as correct and accurate as at: 12 / 12 / 2016

By DDG / Executive Director: Nicole Seils/ Brad Burch/
Shaun Strachan

Telephone: 0403 926 360

Action Officer: Brad Burch

Telephone: 0403 926 360

ISSUE: Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre

Key Talking Points

1. The Government has committed to the construction of the SPIRE Centre, a \$500 million new tower building at the Canberra Hospital. SPIRE which will integrate existing infrastructure and provide new medical imaging facilities, hybrid surgical theatres, a day surgery centre, inpatient wards and emergency facilities. In addition, the existing Emergency Department (ED) will be expanded to enable the existing ED to be dedicated for women and children – while managed as an integrated emergency department, there will be a separate entrances.
 2. SPIRE services, and the enabling infrastructure, will be designed in a way that maximises coordination and efficient management of patient flows; for example a patient with a broken leg who requires surgery will be able to have their initial consultation, imaging and surgery all coordinated in the same building. Importantly, an emphasis will be placed on post-surgical care and follow-up being undertaken closer to home where sensible, enhancing the ACT Government's investment in community health infrastructure.
 3. SPIRE will be the centre for complex surgical and acute care and trauma, allowing other facilities to specialise in lower acuity services and increasing the efficiency and effectiveness of our health system.
 4. Planning for SPIRE will commence in early 2017, with operational commencement targeted for 2022.
 5. The planning process will reference current asset management planning, the revised Clinical Services Framework and demand data.
-

Background

- The SPIRE project, along with the commitment to expanding the Centenary Hospital for Women and Children, represents the next phase of major works at the Canberra Hospital, following Government's decision to discontinue the Building 3/2 redevelopment.
- SPIRE was announced as a \$500 million dollar capital election promise in the 2016 election.
- Previously, development at Canberra Hospital has progressed under the Capital Asset Development Plan (CADP), first considered by the Government in early 2008, which was subsequently renamed to the Health Infrastructure Program (HIP) in 2012 (see Works in Progress assembly brief).
- Work completed on Building 3/2 early design and to inform a business case for the project included an audit of Buildings 1, 10 and 12 at Canberra Hospital and a Proof of Concept, which tested design assumptions for the redevelopment. In total \$2,180,999 was spent on design and work to inform and submit the Business Case. The documents created to inform the business case will be used to inform new projects where relevant.

Budget-in-Confidence 2017-18 Initiative Concept Brief

Agency: Health

EXPENSE

Project Title: SPIRE Centre & Emergency Department

Minister Priority Ranking: FMU to complete

Government Priority: Health and education investment

Funding Category (if capital): Forward Design

Identify relevant tier (if capital): based on overall value, inclusive of likely construction cost and risk:

- Tier 1 (under \$10m, excl. high risk)

Link to Budget Consultation Submission(s): Yes / No – If Yes, which one(s)

Offset: Yes / No / Partially – FMU to complete

Preliminary Financial Impacts Summary

Financial Impact	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000
Capital Impacts				
Capital	\$1,500	\$6,000	TBC	TBC
Capital Provision				
Expense Impacts				
Expenses				
Expenses – depreciation				
Revenue Impacts				
Revenue				
Savings/Offsets Impacts				
Savings				
Offsets				
Staffing Impact	2017-18	2018-19	2019-20	2020-21
Total Additional FTEs				

Budget-in-Confidence 2017-18 Initiative Concept Brief

1. Provide a brief description of the proposed project

The SPIRE Centre will accommodate the closely related and inter-dependent services of surgical procedures, interventional radiology procedures, the critical care units and the Emergency Department within the same building. It would expand the number of operating theatres from 13 to 20, and have separate theatres dedicated to emergency and elective surgery so elective surgery is not delayed by emergencies.

It would include two inpatient wards with 64 beds, new critical care and imaging facilities, a 24-bed high-level coronary care unit, a 48-bed intensive care unit, including for paediatric care, and a new day surgery centre with seven surgery rooms.

Staff for the SPIRE centre would come from existing ranks and expansion already planned in the budget.'

A new emergency department would be built next to the SPIRE Centre, allowing the existing emergency department to be dedicated to women and children. The two emergency departments would operate as one, but have separate entrances.

2. Statement of objective(s) and operational need

The Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre is planned to be operational in the 2022-23 financial year, followed closely by enhancements and refurbishment of Building 12 to meet the new Emergency Department component (2023-24 completion). It will be built on the north western corner of the Canberra Hospital campus, The SPIRE will connect with the existing Building 12, to collocate:

- 1. A dedicated Surgical and Interventional Centre.*
- 2. A larger Intensive Care Unit.*
- 3. A Day Surgery Centre.*
- 4. A general Emergency Department and additional dedicated Emergency Department for women and children.*
- 5. Expanded medical imaging facilities*

3. Alignment to ACT Government priorities and policy

- *2016 Election commitment*

4. Identify the year in which this initiative would cease

- *The development will commence in 2017-18 and open in 2022-2023*

Contact Officer:

Position:

Phone:



URGENT

due: 3/3/17

CORRESPONDENCE CLEARANCE

SUBJECT: Minister for Health - 2017-18 Business Cases

NUMBER: GBC17/34

DATE DUE: _____

Director-General - ACT Health: _____ Date: _____

Deputy Director-General - Corporate: _____ 8 Date: 22.2.17

Deputy Director-General - Canberra Hospital & Health Services: _____ Date: _____

Deputy Director-General - Innovation: _____ Date: _____

Deputy Director-General - Quality, Governance and Risk: _____ Date: _____

Deputy Director-General - Population Health Protection & Prevention: _____ Date: _____

Contextually Correct ☒Grammatically Correct ☒Spell Checked ☒Executive Director - Area name Division Date: 22/2/2017

Senior Manager - Area name _____ Date: _____

Senior Manager, Ministerial and Government: _____ Date: _____

Senior Manager - Media and Strategic Communications: _____ Date: _____

Executive - Area name _____ Date: _____

Manager - Area name _____ Date: _____

Professional Leads: _____ Date: _____

Other: _____ Date: _____



MINISTERIAL BRIEF

UNCLASSIFIED

To: Minister for Health

Tracking No.: GBC17/34

28/2/17

From: Nicole Feely, Director-General

Subject: 2017-18 Budget – ACT Health Business Cases

Critical Date: 14, 16, 20 and 27 March

Critical Reason: The Budget Committee of Cabinet will consider recurrent Business Cases on 14 and 16 March and Capital/ICT Business Cases on 20 and 27 March.

- DG .../.../...
- DDG .../.../...

Purpose

To seek your endorsement to provide the final ACT Health business cases for 2017-18 to Treasury and request that you sign the attached letter to the Treasurer (Attachment A).

To seek your endorsement of the Ten Year Health Capability Delivery Plan and associated Budget Cabinet Submission.

Recommendations

That you:

1. Note the information contained in this brief;

Noted / Please Discuss

2. Sign the attached letter to the Treasurer (Attachment A).

Agreed / Not Agreed / Please Discuss

3. Endorse the Ten Year Health Capability Delivery Plan and associated Budget Cabinet Submission (Attachment C).

Agreed / Not Agreed / Please Discuss

4. Note that the Ten Year Health Capability Delivery Plan includes one Mental Health initiative to be submitted to Treasury by the Minister for Mental Health.

Noted / Please Discuss

Meegan Fitzharris MLA

Minister's Office Feedback

UNCLASSIFIED

UNCLASSIFIED

Background

1. Budget Memorandum 2016/20 identifies two critical dates for submission of final business cases.
2. The first date (17 February 2017) relates to provision of expense Business Cases and the latter for all Capital Works and Information, Communication and Technology Business Cases (24 February 2017).
3. You were previously provided with a copy of draft Business Cases and these were endorsed by you in mid February.

Issues

4. If changes are required to any of the business cases please forward these to the Office of the Director General, ACT Health.

Financial Implications

5. A list of Business Cases (Attachment B) totalling \$50.7 million in 2017-18 (including Mental Health). The business cases exceed the central provision by \$26.4 million.
6. Health is seeking feasibility costs, which are one-off in nature and do not represent business as usual, to be funded on top of the Health Central Provision as it does not relate to the delivery of services which is the basis for the 4.15% Health Funding Envelope.
7. A Budget Cabinet Submission has been prepared (Attachment C) and is overarching to the Capital Business Cases. One Mental Health Capital Business Case is included within the submission however this Business Case will be put forward to the Treasurer by the Minister for Mental Health.

ConsultationInternal

8. Consultation has been undertaken across each Division of the Directorate.

Cross Directorate

9. ACT Health has liaised with Treasury as required.

External

10. Advice on the outcomes of Budget community consultation has already been provided.

Benefits/Sensitivities

11. Not applicable.

UNCLASSIFIED

Media Implications

Have relevant communications material to support this brief been attached (communications plan, draft media release, talking points etc)?

☐ Yes ☐ No ☒ N/A

Has the Communications Branch been consulted?

☐ Yes ☐ No ☒ N/A

Signatory Name: Shaun Strachan

Phone: 52248

Action Officer: Trevor Vivian

Phone: 43142

Attachments

Attachment	Title
Attachment A	Letter to the Treasurer – 2017-18 Business Cases
Attachment B	List of ACT Health Business Cases 2017-18
Attachment C	Budget Cabinet Submission – 10 Year Health Capability Delivery Plan

UNCLASSIFIED

Original Sent by Minister's Office

Meegan Fitzharris MLA

10.3.17 14



Member for Yerrabi

Minister for Health

Minister for Transport and City Services

Minister for Higher Education, Training and Research

Mr Andrew Barr MLA

Treasurer

ACT Legislative Assembly

London Circuit

CANBERRA ACT 2600

Dear Treasurer, *Andrew,*

In accordance with Treasury memo 2016-20, please find attached the ACT Health Business Cases for the 2017-18 Budget. I look forward to discussing these initiatives at Cabinet.

A list of Business Cases totalling \$50.7 million in 2017-18 (including Mental Health) is attached to this letter. The business cases exceed the central provision by \$26.4 million.

I am seeking Cabinet consideration to funding feasibility costs and Territorial grants, which are one-off in nature (totalling \$25.9 million) and do not represent business as usual, to be funded on top of the Health Central Provision as it does not relate to the delivery of services which is the basis for the 4.15 per cent Health Funding Envelope.

Yours sincerely


 Meegan Fitzharris MLA
 Minister for Health

6/3/2017

AUSTRALIAN CAPITAL TERRITORY LEGISLATIVE ASSEMBLY
 London Circuit, Canberra ACT 2601, Australia
 Phone +61 2 6205 0051

 GPO Box 1020, Canberra ACT 2601, Australia
 Email fitzharris@act.gov.au


@MeeganFitzMLA



MeeganFitzharrisMLA

ACT HEALTH

ASSEMBLY BRIEF

Minister:	Health
Cleared as correct and accurate as at:	23 / 01 / 2017
By DDG / Executive Director:	Nicole Seils/ Brad Burch/ Shaun Strachan
Telephone:	0403 926 360
Action Officer	Brad Burch
Telephone:	0403 926 360

ISSUE: Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre

Key Talking Points

1. The Government has committed to the construction of the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre, a \$500 million new tower building at Canberra Hospital.
 2. SPIRE will integrate:
 - a. existing infrastructure and provide new medical imaging facilities;
 - b. hybrid surgical theatres;
 - c. a day surgery centre;
 - d. inpatient wards; and
 - e. emergency facilities.
 3. In addition, the existing Emergency Department (ED) will be expanded to be dedicated for women and children – while managed as an integrated ED, there will be separate entrances.
 4. SPIRE services and the enabling infrastructure will be designed in a way that maximises coordination and efficient management of patient flows. For example, a patient with a broken leg who requires surgery will be able to have their initial consultation, imaging and surgery all coordinated in the same building.
 5. Importantly, an emphasis will be placed on post-surgical care and follow-up being undertaken closer to home where sensible.
 6. SPIRE will be the centre for complex surgical and acute care and trauma, allowing other facilities to specialise in lower acuity services and increasing the efficiency and effectiveness of our health system.
 7. The planning for SPIRE will commence in early 2017, with operational commencement targeted for 2022.
 8. The planning process will reference current asset management planning, the Clinical Services Framework and demand data.
-

Background

- The SPIRE project, along with the commitment to expanding the Centenary Hospital for Women and Children, represents the next phase of major works at Canberra Hospital, following Government's decision to discontinue the Building 3/2 redevelopment.
- SPIRE was announced as a \$500 million capital election promise in the 2016 election.
- Work completed on Building 3/2 early design and to inform a business case for the project included an audit of Buildings 1, 10 and 12 at Canberra Hospital and a Proof of Concept, which tested design assumptions for the redevelopment. In total \$2,180,999 was spent on design and work to inform and submit the Business Case. The documents created to inform the business case will be used to inform new projects where relevant.

ACT HEALTH

ASSEMBLY BRIEF

Minister:	Health
Cleared as correct and accurate as at:	16/3/2017
By DDG / Executive Director:	Nicole Seils/ Brad Burch/ Shaun Strachan
Telephone:	0403 926 360
Action Officer	Brad Burch
Telephone:	0403 926 360

ISSUE: Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre

Key Talking Points

1. The Government has committed to the construction of the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre, a \$500 million new tower building at Canberra Hospital.
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Background

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- SPIRE was announced as a \$500 million capital election promise in the 2016 election.
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ACT HEALTH

ASSEMBLY BRIEF

Minister: Health

Cleared as correct and accurate as at: 28/04/2017

By DDG / Executive Director: Shaun Strachan/ Brad Burch

Telephone: 0403 926 360

Action Officer: Brad Burch

Telephone: 0403 926 360

ISSUE: Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre

Key Talking Points

1. The Government has committed to the construction of the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre, a \$500 million new tower building at Canberra Hospital.
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 6. SPIRE will be the centre for complex surgical and acute care and trauma, allowing other facilities to specialise in lower acuity services and increasing the efficiency and effectiveness of our health system.
 7. Early planning for SPIRE has commenced and is the subject of consideration in the 2017-18 Budget context.
 8. The planning process will be comprehensive, including strategic asset management, clinical needs analysis and Territory wide health planning inputs.
-

Background

- The SPIRE project, along with the commitment to expanding the Centenary Hospital for Women and Children, represents the next phase of major works at Canberra Hospital, following Government's decision to discontinue the Building 3/2 redevelopment.
- SPIRE was announced as a \$500 million capital election promise in the 2016 election.
- Work completed on Building 3/2 early design and to inform a business case for the project included an audit of Buildings 1, 10 and 12 at Canberra Hospital and a Proof of Concept, which tested design assumptions for the redevelopment. In total \$2,180,999 was spent on design and work to inform and submit the Business Case. The documents created to inform the business case will be used to inform new projects where relevant.

ACT HEALTH

ASSEMBLY BRIEF

Minister: Health

Cleared as correct and accurate as at: 25/05/2017

By DDG / Executive Director: Shaun Strachan/ Brad Burch

Telephone: 0403 926 360

Action Officer: Brad Burch

Telephone: 0403 926 360

ISSUE: Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre

Key Talking Points

1. The Government has committed to the construction of the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre, a \$500 million new tower building at Canberra Hospital.
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 7. Early planning for SPIRE has commenced and is the subject of consideration in the 2017-18 Budget context.
 8. The planning process will be comprehensive, including strategic asset management, clinical needs analysis and Territory wide health planning inputs.
-

Background

- The 2017-18 Budget will fund \$3 million in each of the following two financial years for feasibility and planning, with capital expenditure expected to commence in the 2019-20 financial year.
- The SPIRE project, along with the commitment to expanding the Centenary Hospital for Women and Children, represents the next phase of major works at Canberra Hospital, following Government's decision to discontinue the Building 3/2 redevelopment.
- SPIRE was announced as a \$500 million capital election promise in the 2016 election.
- Work completed on Building 3/2 early design and to inform a business case for the project included an audit of Buildings 1, 10 and 12 at Canberra Hospital and a Proof of Concept, which tested design assumptions for the redevelopment. In total \$2,180,999 was spent on design and work to inform and submit the Business Case. The documents created to inform the business case will be used to inform new projects where relevant.

ACT HEALTH

ASSEMBLY BRIEF

Minister: Health

Cleared as correct and accurate as at: 18/06/2017

By DDG / Executive Director: Shaun Strachan/ Vanessa Brady

Telephone: 0404 364 949

Action Officer: Brad Burch

Telephone: 0403 926 360

ISSUE: Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre

Key Talking Points

- The Government has committed to the construction of the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre, a \$500 million new tower building at Canberra Hospital. \$236 million has been allocated in the 2017-18 Budget and forward estimates.
 - SPIRE will integrate:
 - a. existing infrastructure and provide new medical imaging facilities;
 - b. hybrid surgical theatres;
 - c. a day surgery centre;
 - d. inpatient wards; and
 - e. emergency facilities.
 - In addition, the existing Emergency Department (ED) will be expanded and will include a dedicated entrance and facilities for emergency obstetric and paediatric presentations. The expanded ED will be managed as one facility.
 - SPIRE services and the enabling infrastructure will be designed in a way that maximises coordination and efficient management of patient flows. For example, a patient with a broken leg who requires surgery will be able to have their initial consultation, imaging and surgery all coordinated in the same building.
 - Importantly, an emphasis will be placed on post-surgical care and follow-up being undertaken closer to home where sensible.
 - SPIRE will be the centre for complex surgical and acute care and trauma, allowing other facilities to specialise in lower acuity services and increasing the efficiency and effectiveness of our health system.
 - Early planning for SPIRE has commenced.
 - The planning process will be comprehensive, including strategic asset management, clinical needs analysis and Territory wide health planning inputs.
-

Background

The 2017-18 Budget will fund \$3 million in each of the following two financial years for feasibility and planning, with capital expenditure expected to commence in the 2019-20 financial year.

The SPIRE project, along with the commitment to expanding the Centenary Hospital for Women and Children, represents the next phase of major works at Canberra Hospital, following Government's decision to discontinue the Building 3/2 redevelopment.

SPIRE was announced as a \$500 million capital election promise in the 2016 election.

Work completed on Building 3/2 early design and to inform a business case for the project included an audit of Buildings 1, 10 and 12 at Canberra Hospital and a Proof of Concept, which tested design assumptions for the redevelopment. In total \$2,180,999 was spent on design and work to inform and submit the Business Case. The documents created to inform the business case will be used to inform new projects where relevant.



CORRESPONDENCE CLEARANCE

SUBJECT: Ministerial Brief - Minister for Health and Wellbeing - Building Health Services Program - Acute Project Scope Recommendation for the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) and the Bruce General Hospital

NUMBER: COR18/H92 MIN18/113

DATE DUE:

Director-General - ACT Health:

Date:

Deputy Director-General - Corporate:

Date:

Deputy Director-General - Canberra Hospital & Health Services:

Date:

Deputy Director-General - Innovation:

Date:

Deputy Director-General - Quality, Governance and Risk:

Date:

Deputy Director-General - Population Health Protection & Prevention:

Date:

Deputy Director-General - Performance, Reporting and Data:

Date:

Contextually Correct ☒

Grammatically Correct ☒

Spell Checked ☒

Executive Director - Area name

VANESSA BRADY

Date:

27.1.18

Senior Manager - Area name

Date:

Senior Manager, Ministerial and Government:

Date:

2/2/18

Senior Manager - Media and Strategic Communications:

Date:

Executive - Area name

Date:

Manager - Area name

Date:

Professional Leads:

Date:

Other:

Date:



MINISTERIAL BRIEF

Health Directorate

SENSITIVE

To: Minister for Health and Wellbeing

Tracking No.: MIN18/113

6 FEB 2018

From: Nicole Feely, Director General, ACT Health

Subject: Building Health Services Program – Acute Project Scope Recommendation for SPIRE and the Bruce General Hospital

Critical Date: Not applicable

Critical Reason: Not applicable

- DG .../.../...
- DDG .../.../...

Purpose

To seek your endorsement of the recommended scope for the Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre and the Bruce General Hospital projects.

Recommendations

That you:

1. Note that ACT Health has developed a new scope option for the SPIRE Centre and Bruce General Hospital based on updated data and discussions with your office;

Noted / Please Discuss

2. Agree that ACT Health pursue the scope options, outlined in this brief and detailed at Attachment A; and

Agreed / Not Agreed / Please Discuss

3. Sign the letter at Attachment B seeking agreement from the Chief Minister, Mr Andrew Barr MLA, for an extension of time to submit a number of ACT Health's 2018-19 capital business cases.

Signed / Amendments Required

Meegan Fitzharris MLA

13/2/18

Minister's Office Feedback

SENSITIVE

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Background

1. Over the last 6 months ACT Health has been developing the Strategic Business Cases for SPIRE, Bruce General Hospital and the Expansion of the Centenary Hospital for Women and Children (CHWC). While the CHWC Expansion Business Case is nearing completion, SPIRE and Bruce General Hospital are still subject to scope confirmation prior to the finalisation of the Business Cases for inclusion into the 2018-2019 Budget.

Issues

2. The SPIRE and Bruce General projects are intrinsically linked within the Territory Wide Health Services planning, including role delineation and services profile mix across the networked acute hospital sites. The recommend scope presented below seeks to address projected growth in hospital service demands across the Territory and surrounding regions. While the detailed scope and costing is at Attachment A, the new developments can be described as followed:
 - a. Bruce General Hospital (\$248.9 million): this development, on the site of the Calvary Public Hospital Bruce (CPBH), will focus on providing:
 - i. Same day planned procedures, including scopes (Endoscopes and Bronchoscopes), urology, ophthalmology and minor plastics (hand and dermatology);
 - ii. Outpatient consult rooms;
 - iii. Maternity services for low risk births;
 - iv. Day chairs;
 - v. Emergency Department with an Emergency Medicine Unit (adult and pediatric) and Mental Health Short Stay Unit;
 - vi. Medical and Mental Health inpatient beds; and
 - vii. Surgical services contracted through a service agreement with the Calvary Private Hospital.
 - b. SPIRE Centre (\$487.9 million): This development will expand and enhance emergency, critical care and surgical services at the Canberra Hospital, including:
 - i. State of the art surgical facilities, including hybrid theatres and interventional radiology suites;
 - ii. Increased emergency services, including dedicated paediatric and maternity emergency services;
 - iii. Contemporary Intensive Care Unit (ICU) with additional beds, including paediatric ICU beds;
 - iv. Contemporary Coronary Care Unit with additional beds, collocated with three Cardiac Catheterisation Laboratories and Electro-Physiology Laboratory; and
 - v. Additional surgical inpatient beds.

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3. The presentation at Attachment A also shows the current estimated demand and the extent to which these projects address the demand out to 2024-2025. Ultimately with these projects, surgical inpatient, emergency and theatre capacity (supplemented by private sector services) will meet demand beyond 2030 – with operational reform and efficiency improvements, this will extend well beyond 2030.
4. With fit-out of the shelled areas 10-15 years into operation, service demand should be met beyond the period for which our projections remain accurate (2031-2032).
5. With endorsement of this brief, ACT Health will work to complete the Strategic Business Cases for your review and Cabinet's consideration in the 2018-19 Budget context. Cabinet will be asked to authorise capital design funding and reconfirm the capital provision over forward estimates. Further detailed business case will then be delivered for consideration in the 2019-20 Budget context, which will confirm capital costs, operational costs and the demand and commissioning profile for the projects.
6. Parking provision for an additional 900 spaces at the Canberra Hospital is being addressed through a separate business case and will include consideration of paid parking across ACT Health's facilities.
7. Given the extended process to date to define scope, ACT Health is not in a position to meet the ACT Treasury expectations in relation to business case submission. The letter at Attachment B seeks the Chief Minister's authority for a revised delivery schedule for a number of ACT Health's capital business cases, as follows:

Project	Delivery Date
CHWC Expansion	Week ending 16 February 2018
Weston Creek WiC	Week ending 16 March 2018
SPIRE Centre	Week ending 23 March 2018
Bruce General Hospital	
Canberra Hospital Northern Car Park	

Financial Implications

8. While estimated costs are still being determined, the current estimates are within the capital cost expectations of Government's commitment, being \$500 million for SPIRE and \$250 million for the Bruce General Hospital.
9. With endorsement of this brief, ACT Health will confirm the estimated capital costs for these projects to a P50 probability level. Operational costs will require additional health planning work and will feature in the detailed business cases. As far as practical, it is the intention of ACT Health to absorb within growth funding these recurrent costs under an Activity Based Funding (ABF) Model, except for new services.

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10. ACT Health has also identified that the four percent funding model for Infrastructure Finance and Capital Works (IFCW), as project delivery agency, is significant given the size of these projects – being \$32.8 million across the SPIRE, Bruce General and CHWC Expansion projects. It is recommended that ACT Health and IFCW work develop a project delivery model closer to commercial sector mechanisms and funding. The letter to the Chief Minister at Attachment B, includes a paragraph to this end.

ConsultationInternal

11. The process for these business cases has included high level consultation through the Building Health Services Program (BHSP) governance structure; further more detailed consultation will occur over the next 11 months to inform the detailed business cases and seek wider stakeholder feedback and project acceptance.

Cross Directorate

12. Treasury has participated within the BHSP governance for the SPIRE project and has been briefed at a high level regarding the Bruce General Hospital. ACT Health will be required to provide Early Project Overview (EPO) presentations to ACT Treasury prior to the submission of Business Cases.

External

13. External consultation has been limited and selective to date.

Benefits/Sensitivities

14. ACT Health needs to confirm the scope for these project in the week commencing 29 January 2018 in order to deliver strategic business cases in the 2018-19 Budget.
15. The completion date for the SPIRE, Bruce General Hospital and Northern Carpark Business Cases is 16 March 2019. Refer to Attachment B which is letter drafted on your behalf to the Chief Minister, Treasurer, Minister for Economic Development, Minister for Tourism and Major Events; advising that the submission of these Business Cases to Treasury is the week commencing 19 March 2018.

Media Implications

16. Not applicable.

Signatory Name:	Vanessa Brady	Phone:	6205 9071
Action Officer:	Brad Burch	Phone:	6207 2385

Attachments

Attachment	Title
Attachment A	SPIRE & Bruce General Hospital Service Scope Recommendation
Attachment B	Letter to Chief Minister, Treasurer, Minister for Economic Development, Minister for Tourism and Major Events

SENSITIVE

14 FEB 2018



Meegan Fitzharris MLA

Member for Yerrabi

Minister for Health and Wellbeing

Minister for Transport and City Services

Minister for Higher Education, Training and Research

Mr Andrew Barr MLA
Chief Minister
ACT Legislative Assembly
London Circuit
CANBERRA ACT 2601

Dear Chief Minister *Andrew,*

I write in relation to the 2018-19 Budget process, and in particular the delivery of ACT Health's capital proposals for:

- Surgical Procedures, Interventional Radiology and Emergency (SPIRE) Centre;
- Bruce General Hospital (formerly Northside Hospital Scoping);
- Centenary Hospital for Women and Children (CHWC) Expansion;
- Canberra Hospital Northern Car Park; and
- Weston Creek Walk-in Centre (WiC).

ACT Health has been working closely with consultants to deliver 2018-19 Business Cases for these projects, and are closing in on delivery of a final product. Unfortunately however, the timeframes for delivery of these business cases does not align with ACT Treasury's timelines.

As such, I am seeking your approval to deliver the business cases as ministerially endorsed documents as follows:

Project	Delivery Date
CHWC Expansion	Week ending 16 March 2018
Weston Creek WiC	
SPIRE Centre	Week ending 23 March 2018
Bruce General Hospital	
Canberra Hospital Northern Car Park	

ACT Health will work closely with ACT Treasury through this final stage of the business cases to ensure that the projects are well understood and to mitigate any risk associated with late submission. I note that ACT Treasury representatives have participated and provided valuable input in the governance process for these projects since November/December 2017.

AUSTRALIAN CAPITAL TERRITORY LEGISLATIVE ASSEMBLY

London Circuit, Canberra ACT 2601, Australia
Phone +61 2 6205 0051

GPO Box 1020, Canberra ACT 2601, Australia
Email fitzharris@act.gov.au



@MeeganFitzMLA



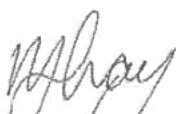
MeeganFitzharrisMLA

I have also asked ACT Health to engage with ACT Treasury's Commercial Services and Infrastructure (CSI) area regarding the costs associated with project delivery, currently set at four percent (or \$31.8 million for the three major projects, SPIRE, Bruce General and CHWC Expansion). ACT Health is hoping to establish with CSI a project delivery mechanism and funding profile more in line with commercial sector costs for projects of this nature.

Thank you for considering this request as ACT Health endeavours to deliver quality products to support the significant investment planned for health infrastructure between now and 2023-24.

The contact officer from ACT Health is Vanessa Brady, Executive Director, Building Health Services Program, available on (02) 6205 9071, or via email at vanessa.brady@act.gov.au.

Yours sincerely



Meegan Fitzharris MLA
Minister for Health and Wellbeing

13/2/2018



Building Health Services Program SPIRE & Bruce General Hospital Service Scope Recommendation

23 January 2018

Overview

Total Estimated Capital Cost: \$748.8 million

► **Bruce General Hospital (\$248.9 million):**

- 24/7 Emergency Department, including mental health and paediatric short stay units
- Procedure rooms, including the following services
 - Scopes including Endoscopes and Bronchoscopes
 - Urology
 - Ophthalmology
 - Minor plastics (hand and dermatology)
- Same day planned procedures and emergency surgery (between the hours of 9:00am to 5:00pm) purchased from Calvary Private, equivalent of 2 theatres
- Maternity services for low risk births
- Non-admitted services
- General medicine and mental health inpatient wards

► **SPIRE (\$499.9 million):**

- Hybrid Theatres, Interventional Radiology Procedure Rooms and Cardiac Catheterisation Labs (including Electro-Physiology)
 - All high acuity and complex surgery, plus day surgery centre
 - Expanded Emergency Department, including dedicated maternity, paediatric and older persons' services
 - Expanded Critical Care services, including Adult and Paediatric Intensive Care Unit and Coronary Care Unit beds
 - 900 space car park is currently excluded from costs – private sector financed options are being pursued
-

Bruce General Hospital Scope

Estimated Capital Cost: \$248.9 million – 23,270m²

- | |
|---|
| ▶ 24/7 Emergency Department: |
| - 26 x treatment bays |
| - 1 x resus bay |
| - 12 x bed short stay unit inclusive of 8 adult and 4 paediatric beds |
| - 4 x bed Mental Health Short Stay Unit |
| ▶ Theatres and procedure rooms: |
| - 6 x procedure rooms |
| - 2 x theatres purchased from Calvary Private |
| ▶ Maternity Services: |
| - 20 x birthing suites / post-natal beds |
| ▶ Inpatient Wards, totalling 148 beds, 90% single rooms, including: |
| - 32 x General Medicine beds |
| - 32 x General Medicine beds (shelled) |
| - 32 x Mental Health |
| - 32 x Mental Health (shelled) |
| - 20 x Maternity beds |

SPIRE Scope

Estimated Capital Cost: \$499.9 million – 36,102m²

- ▶ Emergency Department Expansion:
 - 120 x treatment spaces including short stay unit beds, resus bays, dedicated maternity, paediatric and older persons' services
- ▶ 33 Theatres and Procedure rooms:
 - 13 x existing theatres
 - 10 x new hybrid theatres
 - 10 x theatres (shelled)
 - 3 x Cardiac Catheterisation Laboratory
 - 3 x Interventional Radiology
 - 1 x Electrophysiology Laboratory
- ▶ Critical Care and Coronary Care:
 - 44 x Adult ICU beds (increase from 31)
 - 4 x Paediatric ICU beds (2 commencing through Centenary Hospital expansion)
 - 32 x Coronary Care Unit beds (increase from 19)
- ▶ Inpatient Wards, totalling 64 beds, 90% single rooms, including:
 - 32 x Surgical Inpatient Beds
 - 32 x Surgical Inpatient Beds (Shelled)

SPIRE Scope

- ▲ Shelled floor for Teaching, Training and Research
 - Supplementary funding will be sought for the fitout
- ▲ Non-Clinical Services
 - 100 x Basement Car Spaces
 - A separate 900 space stand-alone car park located at the Canberra Hospital will determined through a separate Business Case and will be funded by the private sector



Discussion

Emergency Department

Current State and Projected Activity – Without Infrastructure & Service Expansion

Current State	2017-18 Treatment Spaces	2026-27 Demand	2026-27 Surplus/Shortfall
Canberra Hospital (a)	71	93	-22
Calvary Public (b)	37	55	-18
Total	108	148	-40

(a) Excludes Mental Health Short Stay, these are included as Inpatient beds.

(b) Calvary does not currently provide a Mental Health Short Stay service.

Note: Projections are based on expected population growth by age groups. This will be updated with trend data as it becomes available.

Future State with Recommended Infrastructure & Service Expansion

Current State	2026-27 Treatment Spaces	2026-27 Projected Demand	2026-27 Average Surplus/Shortfall
Canberra Hospital (c)	110	93	17
Calvary Public (d)	39	55	-16
Total	149	148	1

(c) Excludes 10 Mental Health Short Stay, as these are captured within inpatient bed numbers.

(d) Excludes 4 Mental Health Short Stay, as these are captured within inpatient bed numbers.

Scope Procedure Services

Current State and Projected Activity – Without Infrastructure & Service Expansion

Current State	2017-2018 Procedure Rooms	2026-27 Projected Demand	2026-27 Surplus/Shortfall
Canberra Hospital	3	2	1
Calvary Public	2	4	-2
Total	5	6	-1

Future State with Recommended Infrastructure & Service Expansion

Proposed Option	2026-2027 Procedure Rooms	2026-27 Projected Demand	2026-27 Surplus/Shortfall
Canberra Hospital	3	2	1
Bruce General	6	4	2
Total	9	6	3

Note 1: Projected activity includes procedure room for Endoscopy, Bronchoscopy, Colonoscopy and Hysteroscopy services.

Surgical Services

Current State and Projected Activity – Without Infrastructure & Service Expansion

Current State	2017-2018 Theatres	2026-27 Projected Demand	2026-27 Surplus/Shortfall
Canberra Hospital	13	25	-12
Calvary Public	7	6	1
Total	20	31	-11

Note 1: Projections are based on expected population growth by age groups. This will be updated with trend data as it becomes available.

Future State with Recommended Infrastructure & Service Expansion

Proposed Option	2026-2027 Theatres	2026-27 Projected Demand	2026-27 Surplus/Shortfall
Canberra Hospital (a)	23	25	-2
Bruce General	0	6	-6
Private Theatres (Day Elective)	2	0	2
Total	31	31	-6

(a) Excludes shelled space for 10 additional theatres.