

# North West Hospitals Masterplan

DRAFT – APRIL 2023





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# Introduction

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# Introduction

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The Department of Health (the Department) has developed this draft North West Hospitals Masterplan (the Masterplan) to provide a blueprint for the development and management of the North West Regional Hospital, Mersey Community Hospital and the Burnie Parkside Precinct, over the next 20 years.

Every public hospital and health facility in Tasmania has a role to play in delivering quality care locally as well as supporting the delivery of statewide services. As a result, it is important to consider how each site is integrated into, and contributes to, its broader context and community.

This Masterplan is designed to make the best use of the land and buildings we have, and to maximise opportunities to support the delivery of safe, high-quality healthcare now and into the future.

It provides the framework to both address issues identified with current infrastructure, and to meet projected demand for clinical services across the 20-year horizon. The Masterplan takes into consideration the evolution of the health service over time, as models of care and service priorities develop and advancements in technology are made.

The Masterplan is informed by the *Long-Term Plan for Healthcare in Tasmania 2040* and *Tasmanian Health Services – North West Clinical Services Profile* (the Profile). The Profile describes the breadth of clinical services to be provided in the North West region.



## Vision and objectives

This Masterplan has been guided by a shared vision and policy direction for a sustainable health system as documented in *Our Healthcare Future: Advancing Tasmania's Health*, and the Profile, which looks holistically at primary and acute, sub-acute and community health services.

The Masterplan is intended to:

- provide a clear plan of how the Department will efficiently utilise the three sites, to meet the healthcare needs of the North West community into the future. This includes a review of the use or divestment of the Burnie Parkside Precinct
- enable safe, high quality effective healthcare to continue to be delivered by adapting to the changing healthcare demands over time
- set up a framework of development opportunities to drive long term infrastructure planning at the sites
- guide future investment decisions to ensure the right infrastructure can be provided in a realistic timeframe while minimising disruption to clinical services
- be read in conjunction with the Clinical Services Profile for the North West.

This Masterplan also aims to achieve balance between rapid delivery of improved facilities and the best long-term outcome. It recognises that increasing service delivery capacity in the short-term is often the most pressing need. However, it must be considered in the context of a longer-term strategy as well as non-infrastructure alternatives, such as new models of service delivery and technology solutions.

The strategies outlined in the Masterplan are focused on enabling long-term, sustainable development of health infrastructure in the North West region.

## Background

In 2021-22, the Tasmanian Government committed \$500,000 for the development of a masterplan for the North West Regional Hospital to meet future demand and to guide future stages of redevelopment.

Given the interconnectedness and interdependence of the operations of the North West Regional Hospital, the Mersey Community Hospital and the Parkside Precinct, the scope was extended to undertake a strategic master planning exercise across all three facilities.



## Guiding principles

The Masterplanning process includes assessing:

- the condition of the buildings, the relationship of buildings and spaces to one another
- whether consolidating services would improve efficiency and consumer outcomes
- access to and from the facilities
- potential improvements in the use of land and buildings.

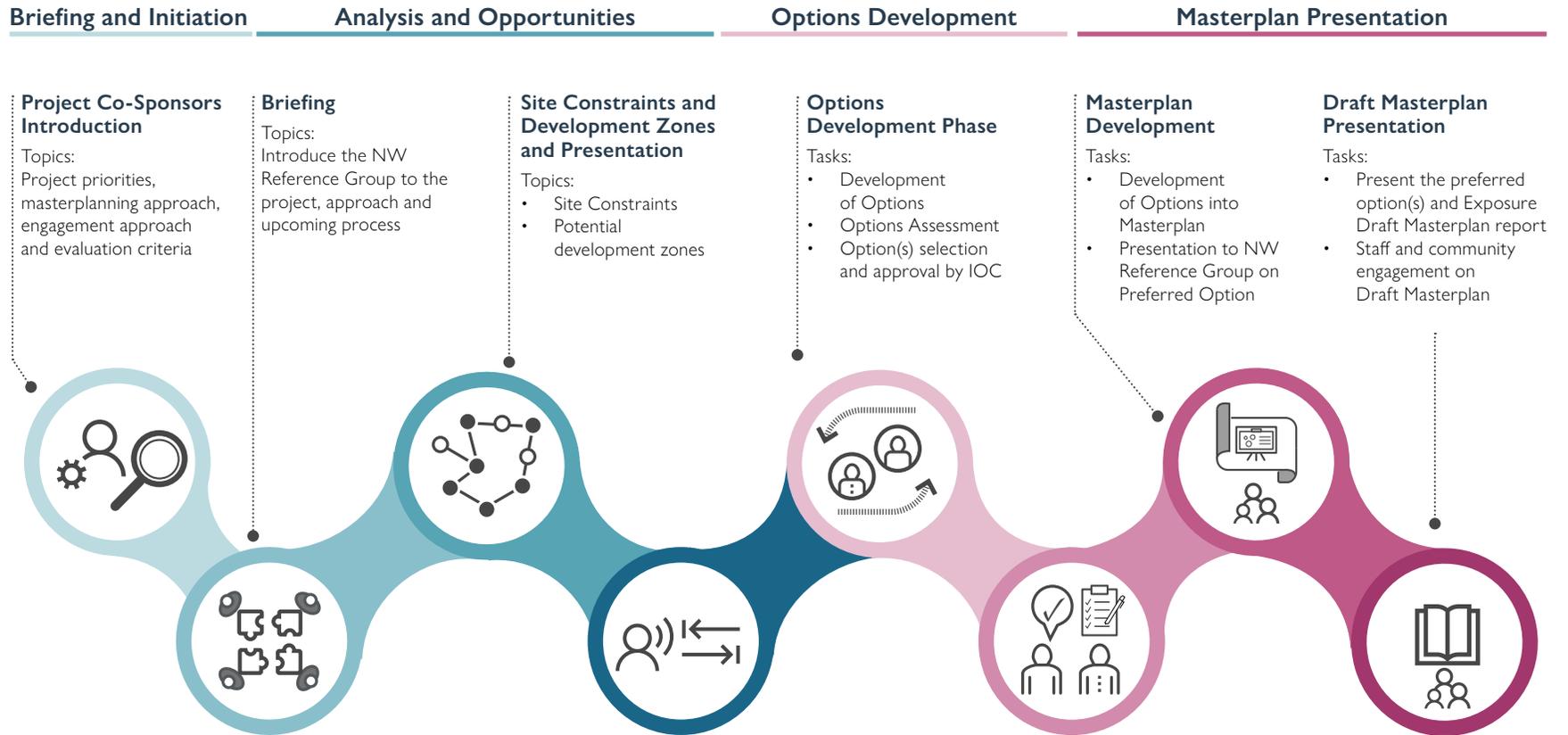
This Masterplan is underpinned by the following core masterplanning principles:

 <p><b>CONSUMER CENTRED</b></p> <ul style="list-style-type: none"> <li>• Developments are informed by current and future health needs of the community.</li> <li>• Future buildings enable safe, contemporary, effective and efficient models of patient care and are designed to meet the accessibility needs of consumers, visitors and staff.</li> <li>• New facilities are designed to contribute to the process of healing and with regard to: <ul style="list-style-type: none"> <li>• the safety, privacy, and dignity of patients, staff, and visitors</li> <li>• the diverse needs, values, and circumstances of consumers, including their race, religion, gender, age, sexual orientation, and any disability.</li> </ul> </li> </ul>	 <p><b>FUNCTIONAL AND CONNECTED</b></p> <ul style="list-style-type: none"> <li>• Developments improve the efficiency of operational relationships.</li> <li>• Clinical and support service zoning promotes connectivity, safety, and effectiveness.</li> <li>• Seamless patient journeys are facilitated.</li> <li>• Interprofessional connectivity and learning are supported.</li> </ul>	 <p><b>FLEXIBLE AND SUSTAINABLE</b></p> <ul style="list-style-type: none"> <li>• Future buildings are inherently flexible and long life, able to respond to advances in healthcare, technology, new models of care and patient needs.</li> <li>• Developments deliver the required quality of design and contribute to wider environmental, social, and economic sustainability.</li> </ul>	 <p><b>DELIVERABLE</b></p> <ul style="list-style-type: none"> <li>• Developments are affordable and achievable.</li> <li>• Coordinated and time-efficient build programs are able to be designed and delivered.</li> <li>• Construction works can be delivered while maintaining clinical functionality.</li> <li>• Service interruptions and impact on patients, staff, and visitors are considered in planning decisions.</li> </ul>	 <p><b>OPTIMISES USE OF TOTAL HEALTH SYSTEM RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Developments provide value for money.</li> <li>• Non-infrastructure solutions to service needs are considered.</li> <li>• Maximum benefit is derived from any previous investments.</li> <li>• Focus is given to whole-of-life rather than just initial capital costs.</li> <li>• Opportunities for partnership are pursued.</li> </ul>
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# Methodology

The following masterplanning process informed the development of this Masterplan.

**FIGURE 1:** Methodology



## Stakeholder engagement

To guide the Masterplan and Profile development, a North West Reference Group was established. This group comprised of representatives from the North West Executive team, the North West Consumer and Community Engagement Council, the Health Planning Unit, and Infrastructure Services.

The first round of public consultation commenced in November 2022 to provide stakeholders with an opportunity to contribute to the development of the Masterplan.

The table summarises the most common themes together with how they have been addressed as part of the Masterplan.



▲ Community Open Home with Display Boards as part of the first round of public engagement.

**TABLE 1:** Previous stakeholder engagement findings

Topic	Findings	How this is addressed in the Masterplan
<b>Travelling to the sites and access to public transport</b>	The frequency of public transport was highlighted as an issue, particularly if consumers, carers, or staff need to travel longer distances to get to the hospital sites.	While the Masterplan cannot dictate changes to public transport infrastructure, it identifies the need for better access to the site and movement through the site. Providing staff and patients with end-of-trip facilities as well as dedicated entrances for certain services improves the access to the facilities.
<b>Parking at the North West Regional Hospital</b>	It has been recognised that there are parking issues at the site, particularly for consumers with mobility constraints, including access to parking, parking location and proximity to destination.	Parking has been identified as a key issue, even before engagement commenced. Planning within the Masterplan includes substantial allocation to car parking across the site. Further, the 'precincts' identified within the Masterplan provide those visiting with 'destination' parking options in addition to general spaces that will be provided across the site.
<b>Access to new / expanded clinical services</b>	The clinical services delivered within the region is of strong interest to the community.	Services to be delivered in each region is determined by service planning, taking into consideration the resources and workforce requirements. Masterplanning responds to service planning.
<b>Condition of buildings</b>	General comments around the condition of the buildings, the Mersey Community Hospital and the Parkside Precinct.	Condition assessments have led to the decision to refurbish, rebuild or relocate services at each of the sites. The Masterplan will see substantial improvement to building condition and service consolidation as development occurs over time.
<b>Opportunities for greenspace improvements</b>	Environmental and greenspace improvements were seen by some to improve the consumer care experience.	The inclusion of urban design and landscape as part of the Masterplan is a key decision. There are benefits to consumers, carers and staff when greenspaces and outdoor spaces can be provided. The Masterplan sets out a clear vision to connect the facilities to greenspace for that benefit.
<b>Views and enjoyment</b>	Residents identified concern with development blocking views or impacting their enjoyment of their property.	At the North West Regional Hospital, the Masterplan considers the viewlines of adjacent residential development. The Masterplan incorporates a buffer from any development onsite, and facilities are planned such that they minimise impacts on views.

## Scope

This Masterplan includes three key sites located in two large population centres in the North West of Tasmania. Each campus provides health services to the community in its immediate vicinity as well as to the surrounding population.



▲ North West Regional Hospital.

### North West Regional Hospital

The North West Regional Hospital is located approximately 3.6 kilometres from the town centre of Burnie. The site is characterised by significant changes in level as well as its strong visual connection to the sea. The surrounding developments are low-rise residential, and the surrounding context includes significant areas of parkland.

This 160-bed facility provides high quality healthcare and specialist services to North West Tasmania and King Island, including medical, surgical and allied health specialties as both inpatient and outpatient services. It is an acute inpatient hospital and is the larger of the two major public hospitals.

There is a built connection with the North West Private Hospital, where women's inpatient services (including maternity, nursery and theatre requirements) and medical imaging services are delivered. The campus is adjacent to the University of Tasmania's Rural Clinical School.



▲ Mersey Community Hospital.

### Mersey Community Hospital

The Mersey Community Hospital is located approximately 1.3 kilometres from the town centre of Latrobe. The campus occupies a triangular site on Torquay Road, Bass Highway and Moriarty Road, with road frontages to each boundary.

It consists of a second site to the west across Moriarty Road, and another across Torquay Road which is primarily used for car parking.

The Mersey Community Hospital is an acute inpatient hospital, first opened at its current site in 1961. It is the smaller of the two major public hospitals in the North West region.

Development of the site has occurred over an extended period from the early 1960s through to the most recent development of the Theatres and Outpatient Clinics – which are under construction and due to be completed in 2023.

It is surrounded by predominantly low-rise residential dwellings. There are several community and health facilities located nearby, including a residential aged care facility.



▲ Burnie Parkside Precinct.

### Parkside Precinct

The Parkside Precinct is located approximately 5 kilometres from the North West Regional Hospital. The Parkside Precinct is surrounded by retail and commercial uses, with the campus spread over two sites separated by Strahan Street.

The building onsite dates from 1951 (as the original Burnie Hospital) and is supported by dedicated car parking.

The Parkside Precinct is a multipurpose site that supports a range of community-based health services.

The existing Ambulance station onsite will be relocated to a new site on the North West Regional Hospital (due for completion in 2024).

The background is a light blue architectural site plan showing various building footprints, parking lots, and circular features. A dark green rectangular box is centered on the page, containing the title text. Below the text box is a horizontal white line.

# The planning context

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# The planning context

## Department of Health Strategic Priorities 2021–23

Department of Health's *Strategic Priorities 2021-23* sets out the priorities, actions, and enablers to provide the strategic direction to ensure that Tasmanians receive the best possible health services.

There are six priorities areas outlined in the Department's strategic priorities. Priority Six: 'Building the Infrastructure for our Health Future' includes the development of this Masterplan.

## Strategic Asset Management Plan

The *Strategic Asset Management Plan (SAMP)* provides the long-term infrastructure strategy to ensure that Tasmania's health facilities deliver the right care, in the right place, at the right time. The SAMP informs the development of regional, facility or site-based masterplans.

## Our Health Care Future: Advancing Tasmania's Health

*Our Healthcare Future* outlines the long-term health reform agenda for the State.

The policy has a focus on connecting and rebalancing care across our acute, sub-acute, rehabilitation, mental health and primary health sectors, through to care in the community.

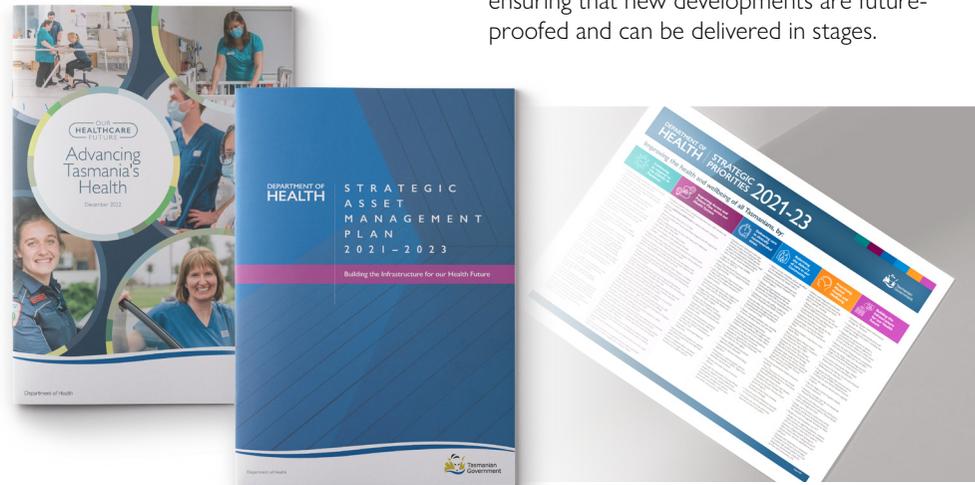
It supports opportunities to improve the sustainability of our hospitals and the health of our community care. Where appropriate and safe to so do, this will include alternatives to hospital care that are delivered in the community, closer to home.

## Long-Term Plan for Healthcare in Tasmania 2040

The *Long-Term Plan for Healthcare in Tasmania 2040* and the three regional Clinical Services Profiles have been developed in response to the shared vision and policy direction set out in *Our Health Care Future*.

The regional Clinical Services Profiles describes the breath of clinical services to be delivered within each region. The Profiles describes the priority actions areas where service capacity and capability will be expanded.

This Masterplan has been designed to be responsive to the priorities in the Profiles and to other future service delivery changes by ensuring that new developments are future-proofed and can be delivered in stages.



THE MASTERPLAN:

# North West Regional Hospital

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# The Masterplan: North West Regional Hospital

The North West Regional Hospital is an acute inpatient hospital, and as the larger of the two hospitals in the North West Region, will continue to provide specialist and more complex acute services than the Mersey Community Hospital.

This Masterplan delivers a campus-wide 'transformative development' for the North West Regional Hospital, while considering the hospital within its urban context.

This transformation includes significant refurbishment and upgrade of existing buildings to meet contemporary requirements and models of care. Buildings that are end-of-life or are otherwise no longer fit-for-purpose will be replaced with modern facilities that address service needs. New buildings will be created to provide expansion and modernisation of the hospital and to support partnership opportunities.

The concept of hospital and clinical service precincts and zones is introduced within the Masterplan to provide a wholistic approach to service delivery. Co-locating related clinical services will provide ease of access, reduced travel distances for the user (whether consumers, visitors, carers or staff) and staffing and administrative efficiencies.

A key limitation of the site is the physical barrier of Hospital Street, which previously inhibited expansion of the hospital towards the south. The Masterplan works to unlock the southern end of the site through the provision of a new linking corridor over Hospital Street. In doing so, the clinical core of the hospital can be freed up through the relocation of administrative and other non-clinical functions, opening up opportunities for the expansion and modernisation of essential clinical services.

By linking the existing hospital facilities to the developable area to the south, the Masterplan has enabled improvements in the hospital's ability to deliver clinical services, increased the logistical and consumer amenity, and provided public landscaping and urban improvements to enrich connection to community.

The Masterplan delivers:

- a new purpose-built Mental Health Precinct to support contemporary, best practice models of care that will enable the provision of safe and therapeutic, recovery-oriented care
- additional car parking, including under crofts and basements of new buildings, to substantially increase car parking across the site
- a new Women's and Children's Precinct to enable the transfer of maternity services to the hospital
- an expanded and modernised hospital to address service and infrastructure needs, including an expansion of acute medical inpatient capacity
- a staff administration and learning hub
- a focus on landscaping and circulation on the site to improve the consumer care experience.

FIGURE 2: Existing North West Regional Hospital

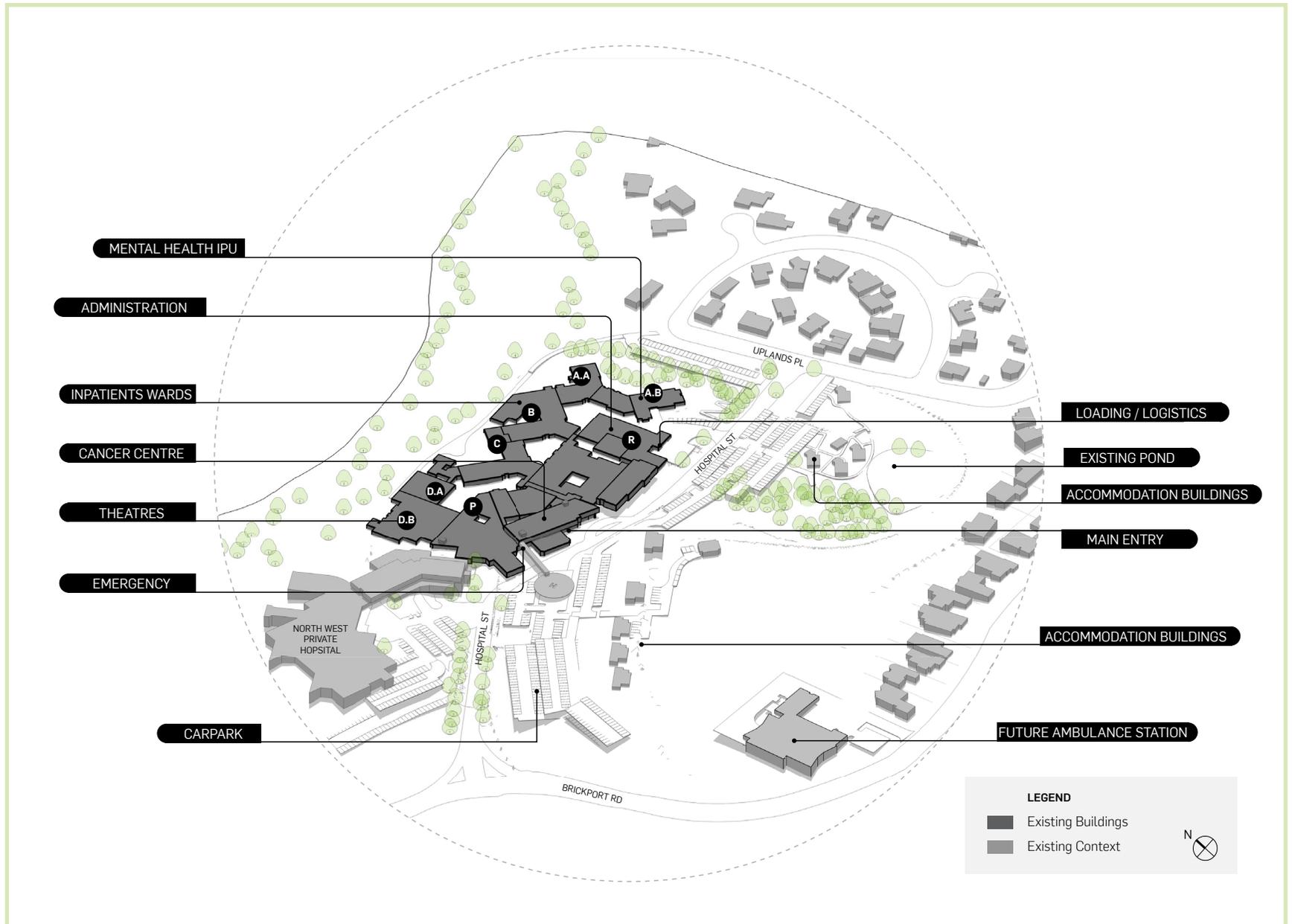
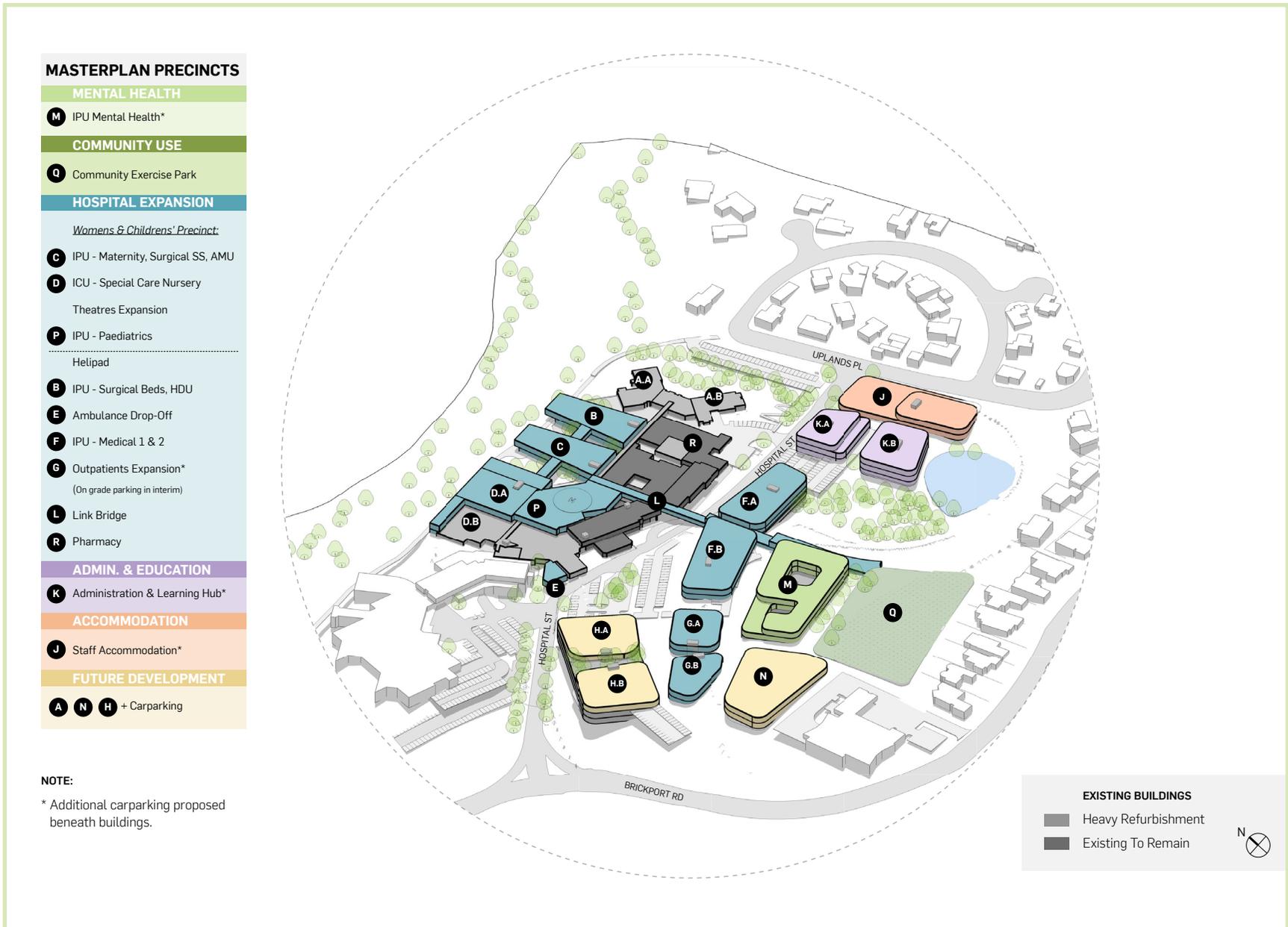


FIGURE 3: Proposed North West Regional Hospital



## Development objectives

In developing the Masterplan, the existing hospital site was assessed to identify issues and opportunities that would impact on the future use of the hospital. The findings and recommendations for the design, functionality, and fitness-for-purpose of the North West Regional Hospital are summarised below and have helped to inform the direction of the Masterplan and the proposed developments.

**TABLE 2:** Review findings and recommendations – North West Regional Hospital

Issue/opportunity	Finding	Recommendations
Existing condition of the hospital	<p>The hospital campus has been developed in stages over an extended period, with original single-storey facilities dating from 1965.</p> <p>As a result of the age of the facility, some areas to the north of the hospital have been assessed as being in poor condition, or as lacking suitability for expansion.</p> <p>Generally, the hospital's central core has been assessed as being in average condition, with the condition of buildings improving as they approach Hospital Street to the south.</p>	<p>Areas in poor condition should be assessed for their suitability for expansion or further development to determine if renewal of the building is feasible and represents value for money.</p> <p>Demolition and replacement of this infrastructure should be recommended where appropriate.</p> <p>Other existing parts of the hospital should be assessed for refurbishment to ensure the facility is fit-for-purpose and meets contemporary guidelines and standards.</p>
Development opportunity	<p>The southern portion of the site is relatively undeveloped and presents a significant opportunity for the expansion of the site.</p> <p>Hospital Street currently acts as a physical barrier, demarcating the site. As a result, the development of the southern portion of the site should include careful consideration of the required clinical adjacencies and functional relationships.</p>	<p>Expansion of the hospital to the south of Hospital Street should be investigated, with the intent to consolidate and relocate office, administration and other back-of-house services out of the existing hospital footprint. This enables the expansion and modernisation of the critical services delivered in the existing hospital footprint.</p>
Residential context	<p>The residential context in which the hospital resides poses some challenges to development, where poor positioning and design of building form could risk negatively impacting the visual amenity of the area.</p>	<p>The Masterplan should look to improve integration with the surrounding area to invite community use of infrastructure and open spaces, and consider the sensitive location of new uses in response to the diverse adjoining interfaces.</p> <p>Wherever possible, the Masterplan should seek for the development to complement adjacent land uses. For instance, new residential accommodation could adjoin sensitive residential interfaces to the east and south, while areas adjacent light industrial or open space are more suited to larger development, such as administration and education.</p> <p>The Masterplan should maintain clear viewlines from residential properties along the south boundary, while maximising the integration of buildings and landscape to minimise their visual impact.</p>

Issue/opportunity	Finding	Recommendations
Expansion and modernisation of the hospital	<p>There is limited space in the main campus to expand and modernise the hospital. On the main campus, most clinical departments that require expansion and refurbishment are landlocked, with no viable options available to gain additional space needed within the existing infrastructure.</p> <p>A new Mental Health Precinct and Women's and Children's Precinct should be investigated for development as a priority.</p>	<p>The Masterplan should investigate options to expand the site to the south, while limiting the impact to the surrounding residential zone. Options to expand should consider public amenity and access, as well as the natural values of the site, including views and the existing detention basin.</p> <p>The Mental Health Precinct should include an adult acute inpatient unit with complimentary community mental health services and older person's mental health services.</p> <p>The new Women's and Children's Precinct should allow for the return of women's inpatient services and allow the collocation of paediatric specialist outpatient with inpatient services.</p> <p>The Masterplan should respond to service priorities outlined in the Profile.</p>
Regional approach to infrastructure at the North West Regional Hospital and Mersey Community Hospital	<p>As the larger of the two hospitals in the North West region, the North West Regional Hospital will continue to provide specialist and more complex acute services than the Mersey Community Hospital.</p>	<p>The service enhancements in both medical and surgical streams will be progressed to ensure the North West Regional Hospital can fulfil this role.</p>
Parking and pedestrian access	<p>It is recognised that there are parking issues at the North West Regional Hospital site, particularly for consumers with mobility constraints, including access to parking, parking location and proximity to destination.</p> <p>Furthermore, onsite pedestrian paths are limited to vegetated areas.</p>	<p>The Masterplan must address the lack of suitable onsite parking, ensuring that access is appropriate to the services being provided and consideration is given to those with mobility constraints.</p> <p>The Masterplan should provide safe and connected walking paths and should consider the introduction of a pedestrian loop connecting key public areas of North West Regional Hospital with open space – improving amenity for visitors, patients and workers.</p> <p>The Masterplan should aim to prioritise pedestrian, cycling and public transport modes in the centre of Hospital Street through traffic-calming measures, streetscape improvements, and wayfinding which would direct vehicles to car parking adjacent site and entries.</p>
A precinct approach to the delivery of health infrastructure	<p>Consolidation of similar services into clinical precincts will allow flexibility in the management of the hospital, enable future expansion, and assist with wayfinding for visitors.</p>	<p>Distinct precincts should be established in alignment with clinical adjacency requirements and hospital circulation. This would allow expansion of complementary uses and improved staff amenity, while also integrating the site into the surrounding area, inviting public use.</p> <p>The precinct approach would also foster the opportunity for partnerships with third parties where improved services can be delivered to the sites.</p>

## Key Masterplan features

### Expand and modernise the hospital precinct

A key aspect of the Masterplan is a significant expansion and modernisation of the hospital site to address identified service and infrastructure needs, including satisfying the North West Regional Hospital's role in the broader, regional context.

Utilisation of existing buildings will include heavy refurbishment and upgrade of existing facilities to meet contemporary requirements. This refurbishment will contemporise spaces – but without the ability to expand the size of the infrastructure, the necessary service expansion will not be achieved.

The northern part of the site is well utilised and development potential is largely limited to vertical expansion. Currently, Hospital Street presents a major barrier to the effective development on the site by cutting it into two components, restricting and discouraging connection between these two areas.

**FIGURE 4:** Extent of expansion and refurbishment of the North West Regional Hospital



The construction of a new linking corridor over Hospital Street, addresses this limitation, ensuring the street does not demarcate the site. Overcoming this barrier presents the opportunity to capitalise on the largely underutilised area to the south of Hospital Street. Unlocking this portion of the site enables clinical, logistical, public amenity, landscape and urban design improvements to be achieved.

Where possible, the Masterplan relocates non-clinical and administrative services from the main hospital site north of Hospital Street, to the south of Hospital Street. This enables the expansion and modernisation of clinical services in the hospital core, while ensuring clinically appropriate co-location of services and limiting disruption to the delivery of clinical services. By doing so, the Masterplan ensures that essential space is maximised for acute service delivery, with other services provided in adjacent development zones and precincts.

Clinical service precincts will provide a wholistic approach to service delivery, providing ease of access, reduced travel distances for the user (whether this is consumers, visitors, carers or staff) and staffing and administrative efficiencies. This approach will ensure that the North West Regional Hospital is able to improve operational flow, making the hospital more efficient and improving consumer outcomes.

## Mental Health Precinct

The Tasmanian Government has committed \$40 million to the development of a new integrated mental health precinct at the North West Regional Hospital, ensuring it will be delivered as a priority in this Masterplan.

The Mental Health Precinct will be located to the south of the existing hospital and will support contemporary, best practice models of care and reflect contemporary standards in mental health facility design. The selected site will ensure that access to external spaces for patients and visitors is available, with carefully designed circulation and podding arrangements to maximise flexibility.

The precinct will have its own identity on the North West Regional Hospital site, while maintaining pedestrian and any necessary clinical connections to the future central circulation spine.

The precinct will have a dedicated entry / drop-off point with a carpark provided in the basement to minimise light pollution to the surrounding residences.

The Mental Health Precinct will feature healing gardens using the ‘therapeutic landscape’ concept, which engages the senses to bring about presence and calm. The creation of courtyards and breakout spaces within the Mental Health Precinct will allow staff, patients and visitors to engage with therapeutic landscapes.

**FIGURE 5:** Proposed Mental Health Precinct

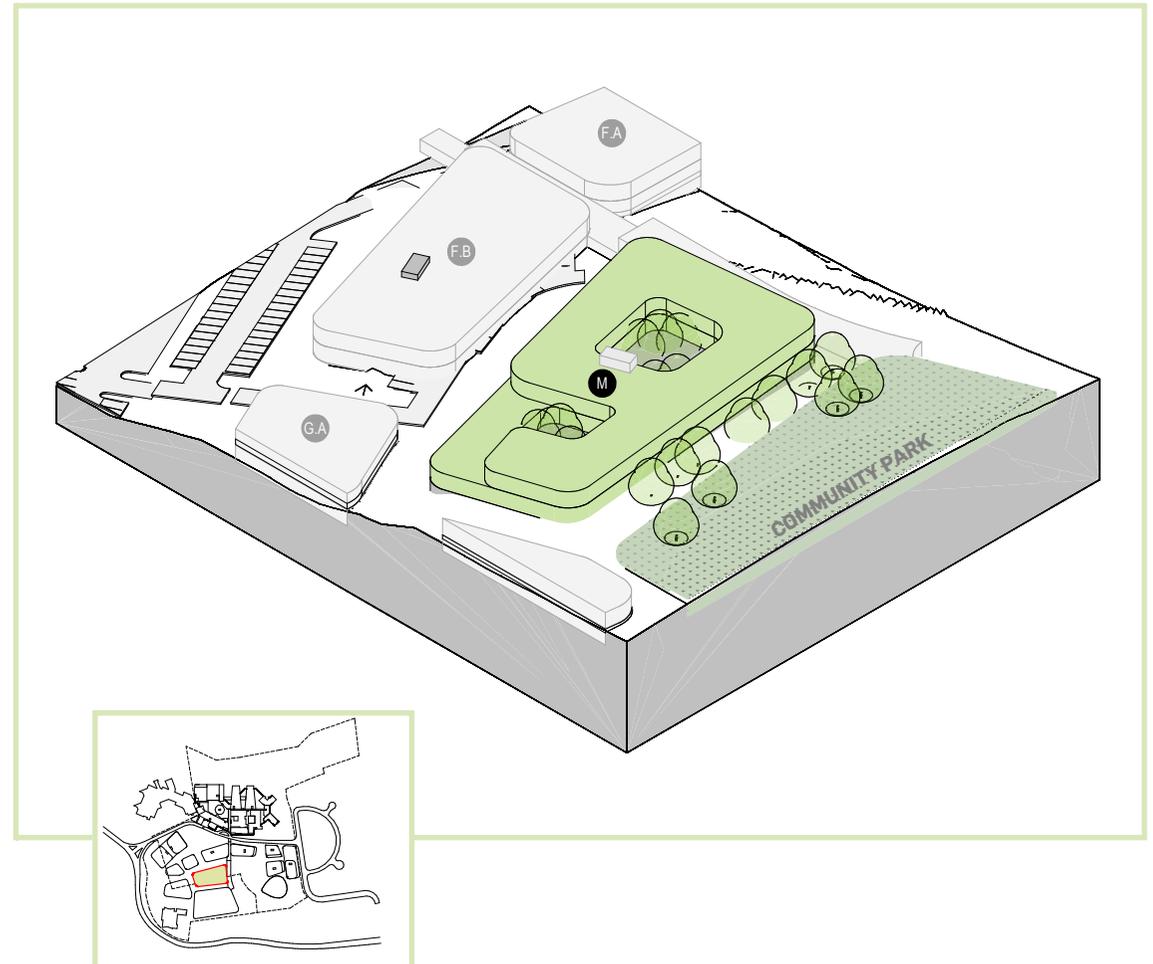


FIGURE 6: Therapeutic landscape proposal at the proposed Mental Health Precinct



### Additional carparking and improved pedestrian access

There is evidence of a significant shortfall in carparking availability on the North West Regional Hospital site. An overwhelming theme throughout community consultation focused on parking amenity and pedestrian access.

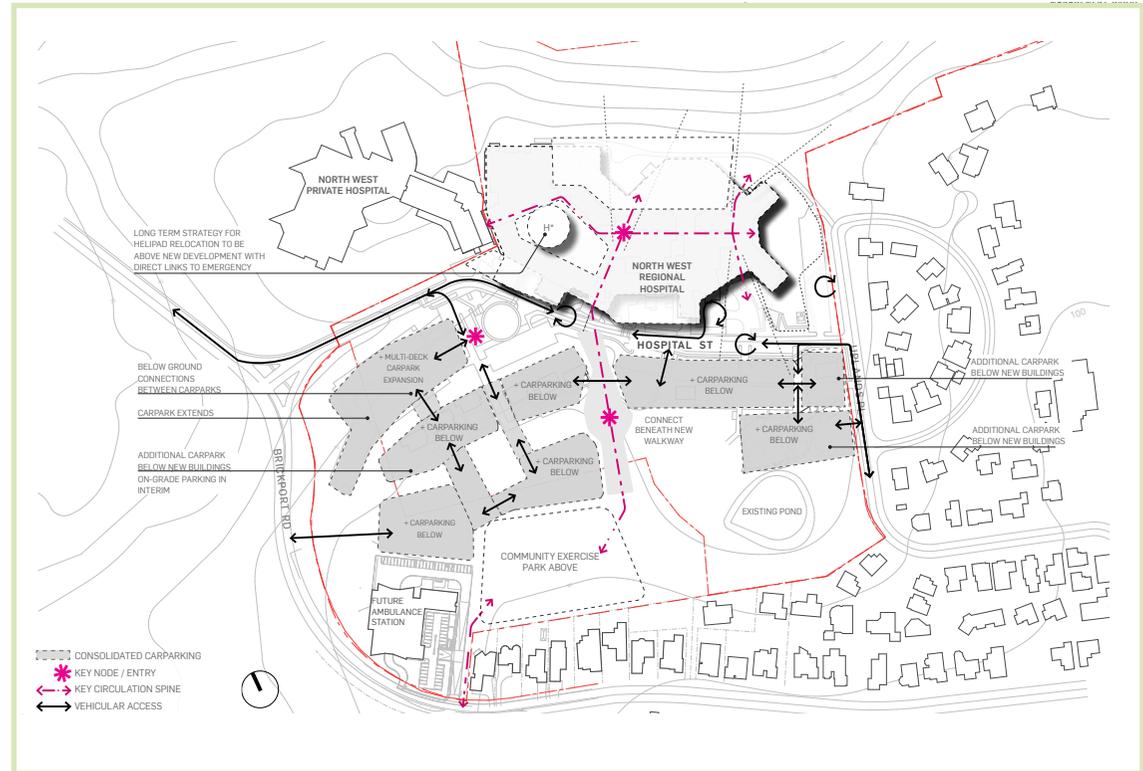
The Masterplan addresses the immediate need for additional parking spaces by consolidating parking zones onsite, and providing additional parking in undercrofts and basements of many of the new buildings to the south of Hospital Street.

Accompanying the precinct approach to the hospital layout discussed earlier, the additional parking will create a more pedestrian-friendly hospital interface for consumers by not only providing additional spaces but minimising the travel distance for the user.

This will be supported by the linking corridor, ensuring access to the full site for all users.

Changes to Hospital Street will prioritise pedestrian, cycling and public transport modes through traffic-calming measures, streetscape improvements and wayfinding that directs vehicles to carparking in the adjacent sites. Coupled with landscape and urban design improvements this will encourage better connections into and across the site.

**FIGURE 7:** Proposed additional carparking and improvements to pedestrian access



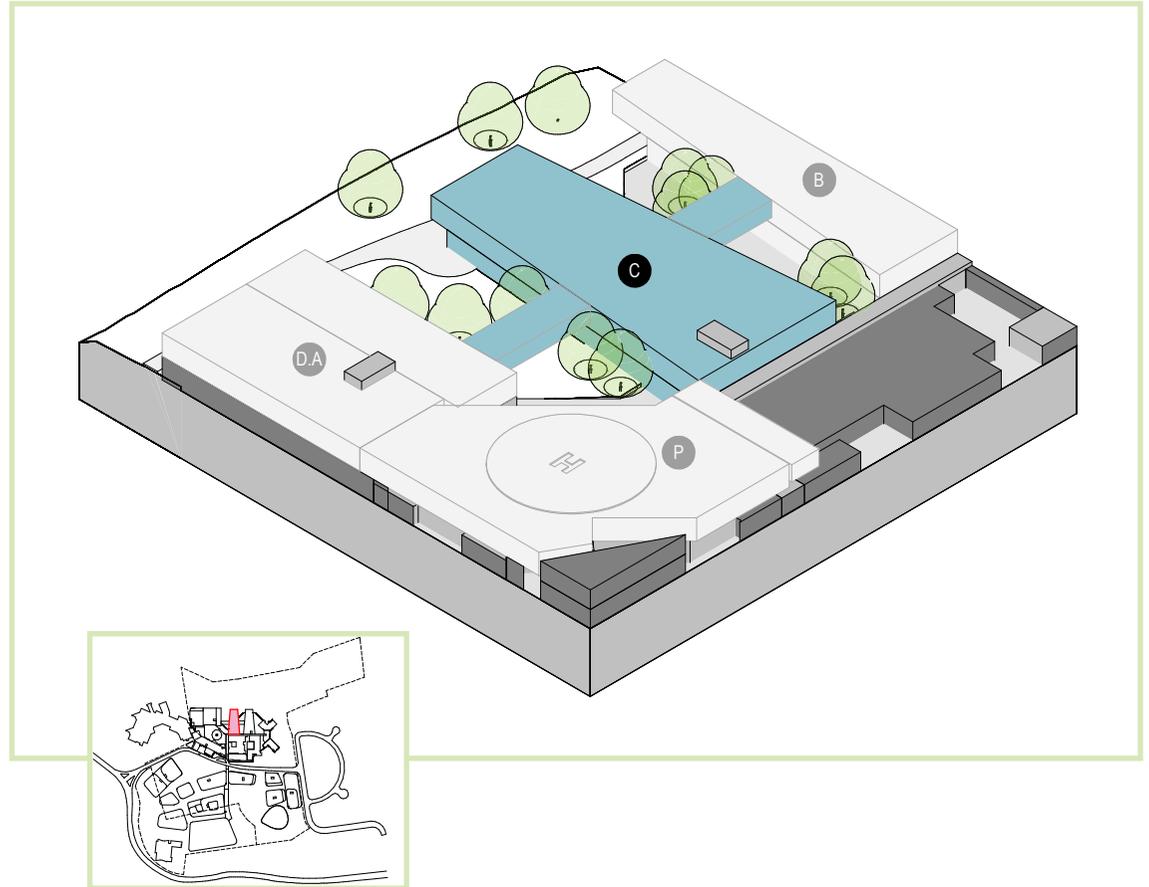
### A new Women's and Children's Precinct

A Women's and Children's Precinct will be established as part of this Masterplan. The maternity services currently operating from the adjoining North West Private Hospital will relocate to the North West Regional Hospital in a purpose-built setting.

It will be co-located with a nursery and birthing suites, which will have a direct connection to the theatres (which will be expanded upon) and the newly-built Antenatal Clinic.

The paediatric unit will be within this unit. The new hospital link will allow connection to a future specialist paediatric outpatient service if the need arises.

**FIGURE 8:** Proposed new Women's and Children's Precinct



## Administration and Learning Hub

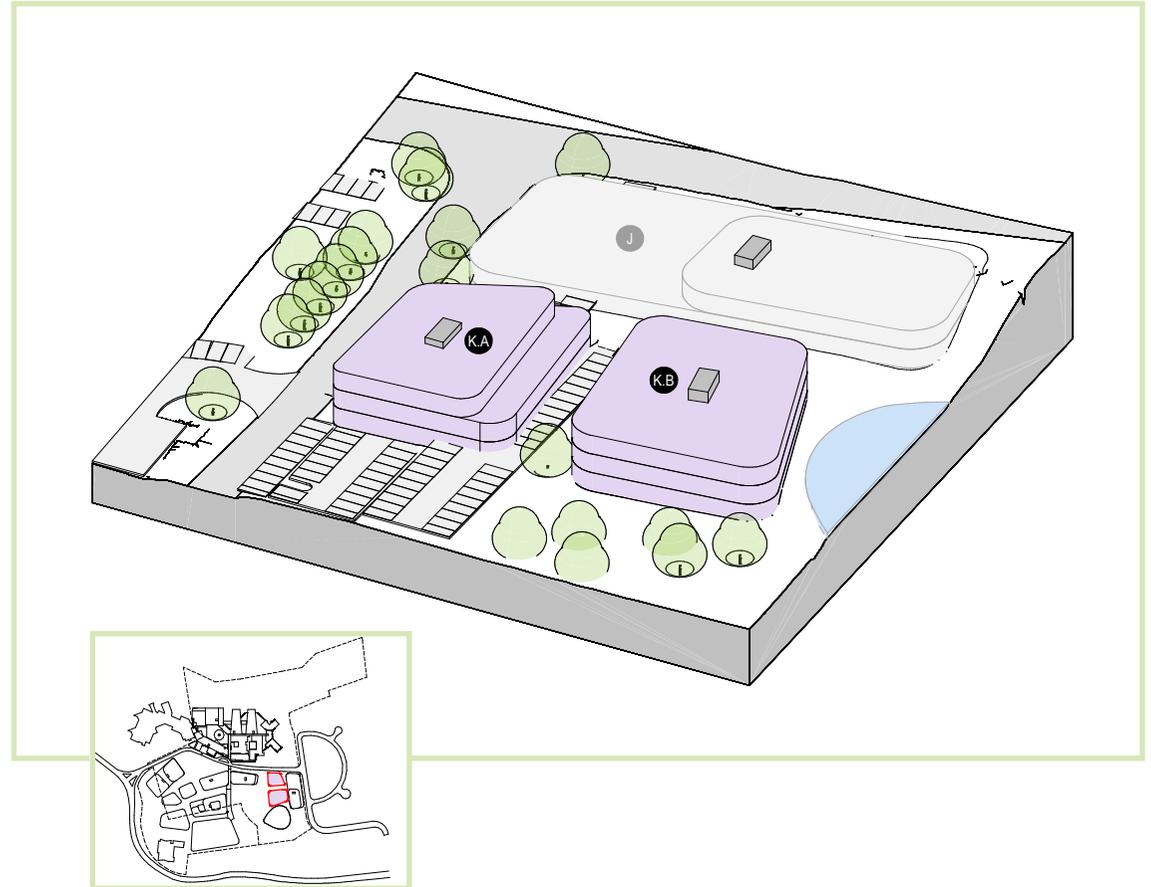
The North West Regional Hospital has adopted a precinct-based approach to clinical service delivery to aid in efficiencies for clinicians, consumers, and staff. By taking a similar approach to the provision of non-clinical spaces, further efficiencies can be gained, both from an operational and an infrastructure perspective.

A new purpose-built Administration and Learning Hub provides an opportunity to consolidate and expand clinical administration, education, and meeting facilities while simultaneously freeing up space for essential clinical functions within the main hospital. As a teaching hospital, spaces to support multidisciplinary learning and collaboration activities are critical.

The new Administration and Learning Hub will include:

- flexible-use meeting and educational facilities with high quality audio visual technologies
- spatial allocation for the future development of additional learning or administrative expansion, potentially in partnership with education and research organisations
- open-plan office design principles with a range of quiet and collaboration zones, consistent with Tasmanian Government office accommodation fit-out guidelines.

**FIGURE 9:** Proposed Administration and Learning Hub



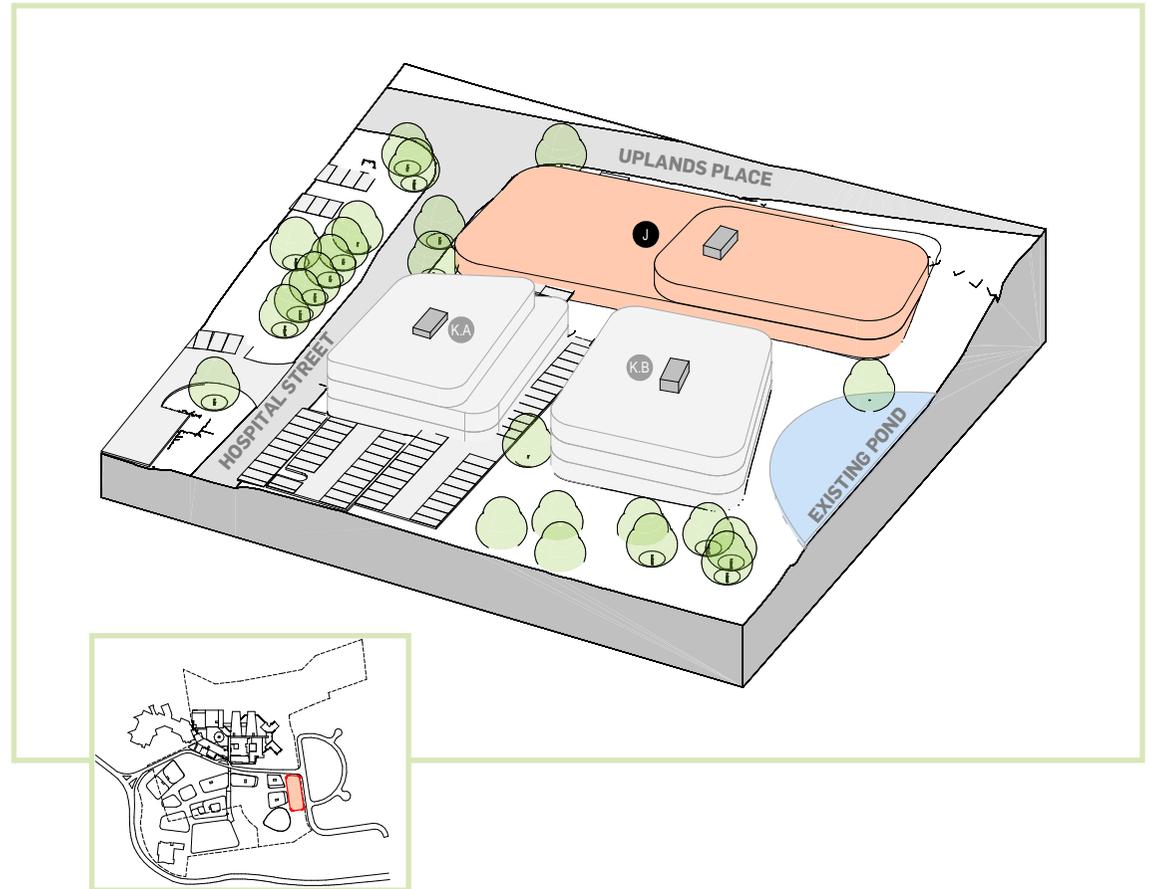
### Accommodation precinct

Existing facilities will be replaced with purpose-built staff accommodation. The expanded zone for accommodation identified along Uplands Place enables a variety of housing options (units, townhouses and apartments) and increased density.

The accommodation development opportunities have been located close to the hospital campus but are suitably positioned to not interfere with existing residential street frontages, limiting the impact of the hospital development on the surrounding neighbourhood.

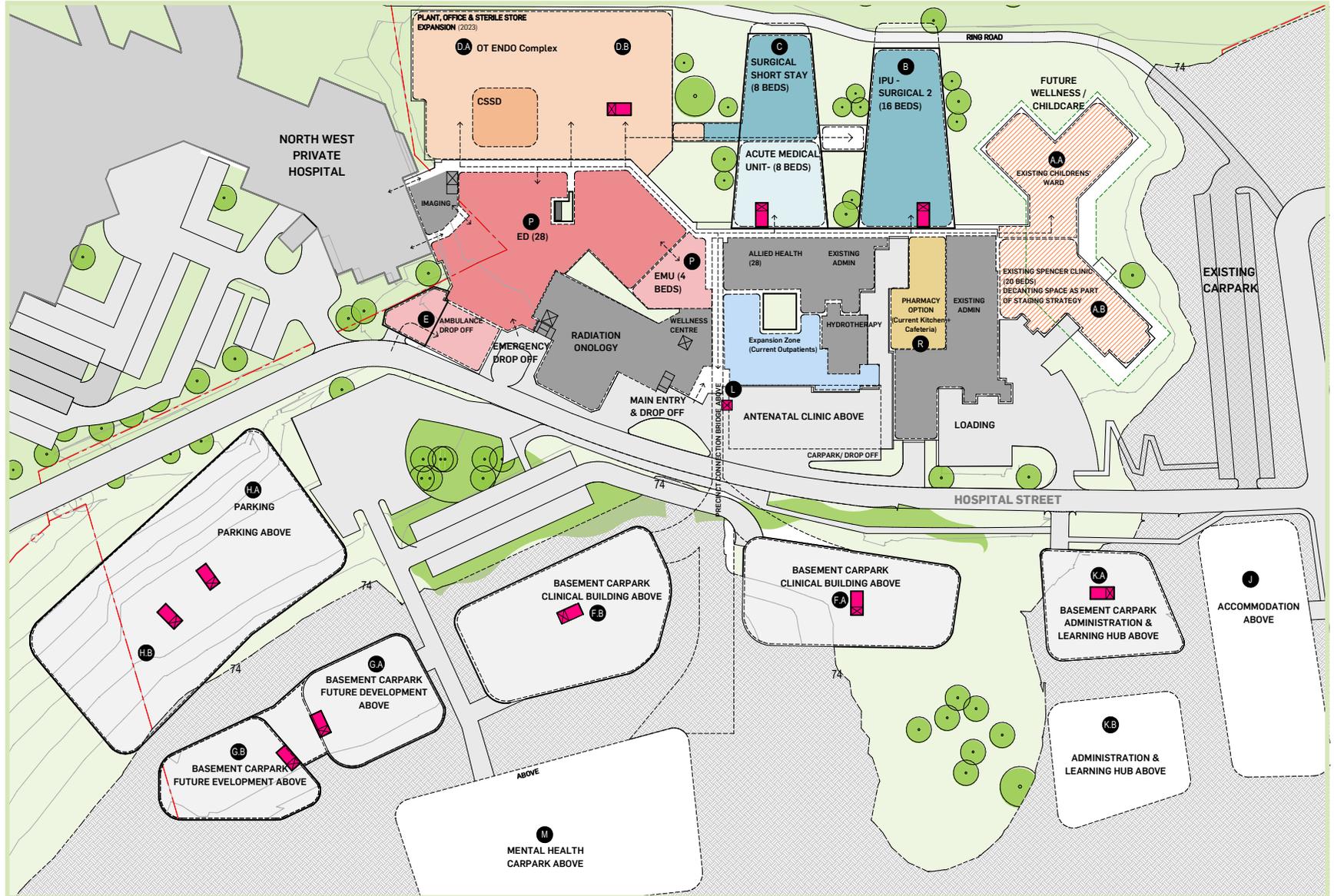
Spatial allocation within the Masterplan has also been made for future development of infrastructure in partnership with other organisations. These opportunities will be explored separately over the life of the Masterplan.

**FIGURE 10:** Proposed accommodation precinct



# Masterplan layouts

FIGURE 11: Proposed ground floor – North West Regional Hospital



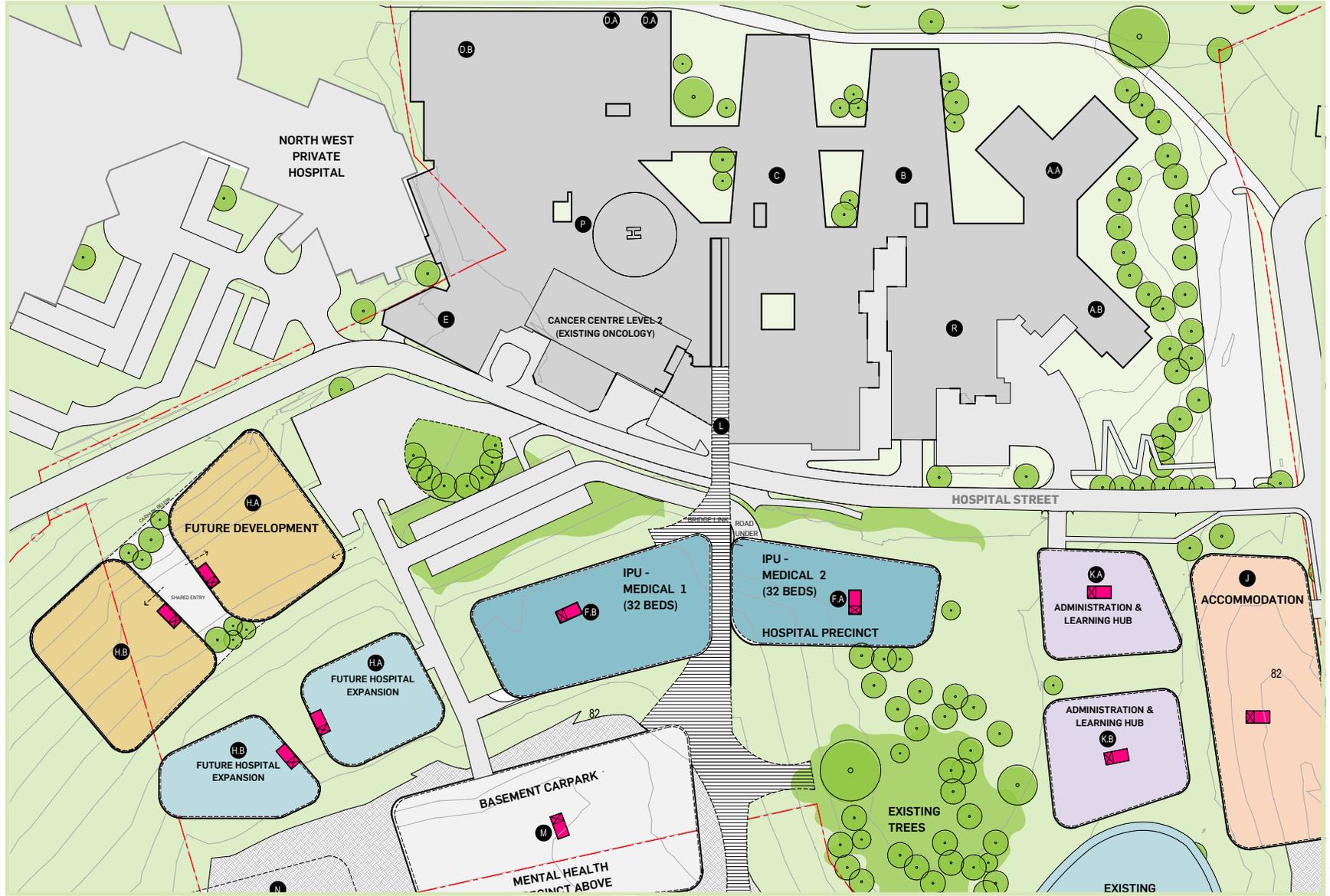
# Masterplan layouts

FIGURE 12: Proposed first floor – North West Regional Hospital



# Masterplan layouts

FIGURE 13: Proposed second floor – North West Regional Hospital



## Masterplan layouts

FIGURE 14: Proposed third floor – North West Regional Hospital



## Site sections

Working in tandem with the site's natural topography, the development precincts will expand to unlock underutilised areas of the site. Existing residential interfaces will have an appropriate buffer zone so as to retain the local values, such as views to Bass Strait and open green spaces.

The new buildings will maximise views across the escarpment to the water to the north, and to encourage natural light and viewlines of the landscaped areas.

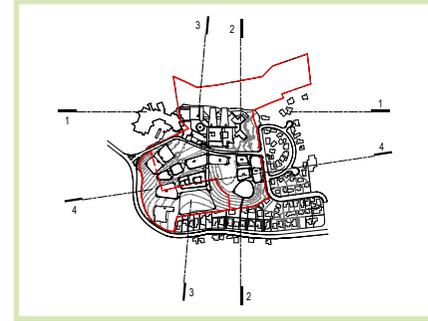


FIGURE 15: Site sections

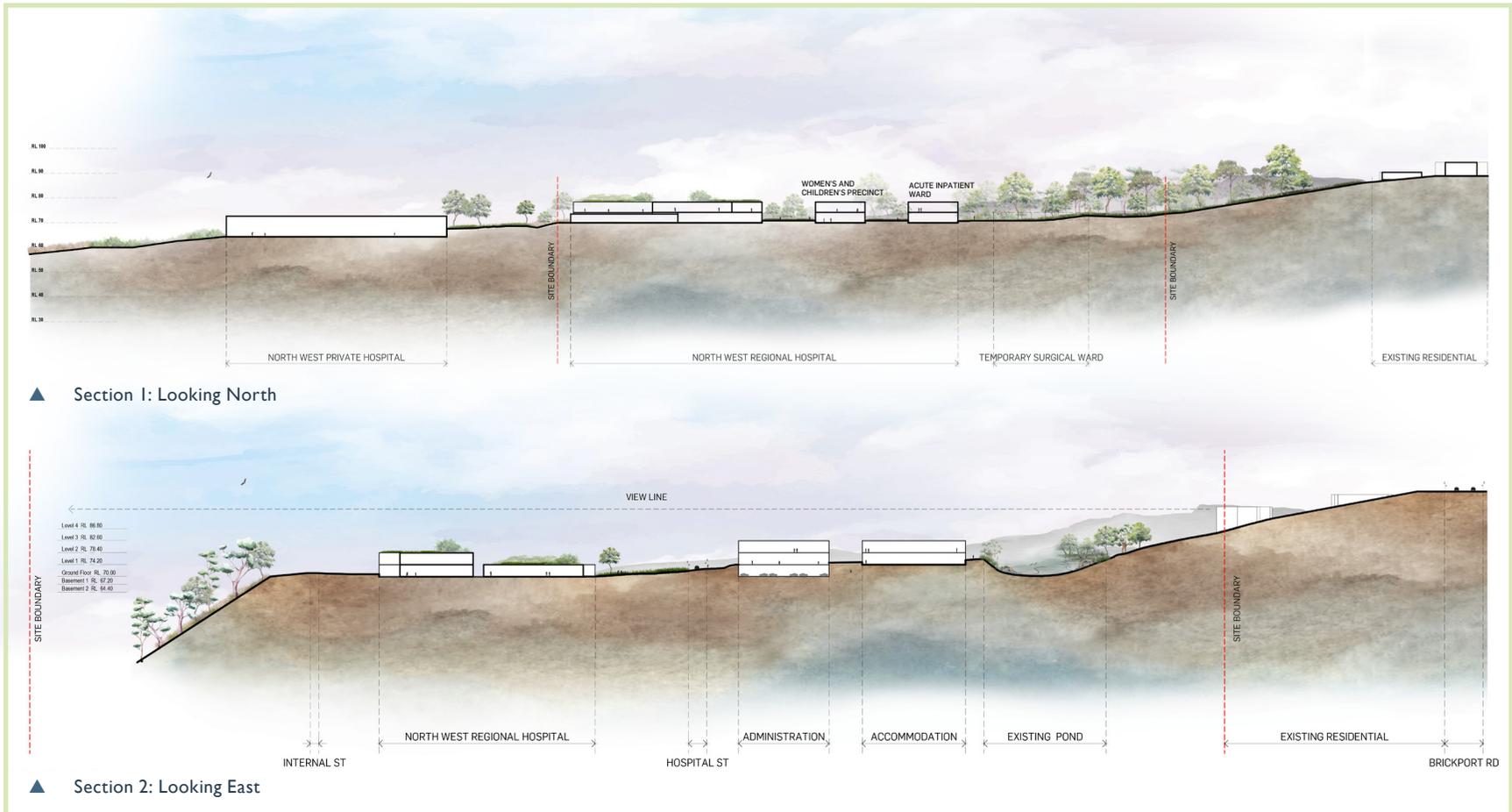
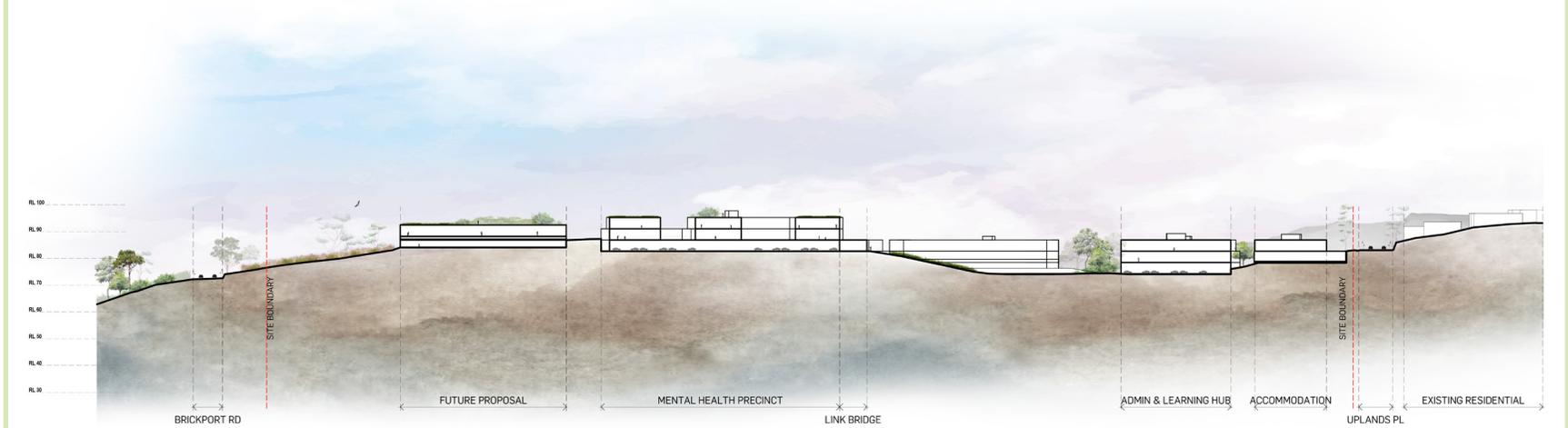


FIGURE 16: Site sections (continued)



Section 3: Looking East



Section 4: Looking North West

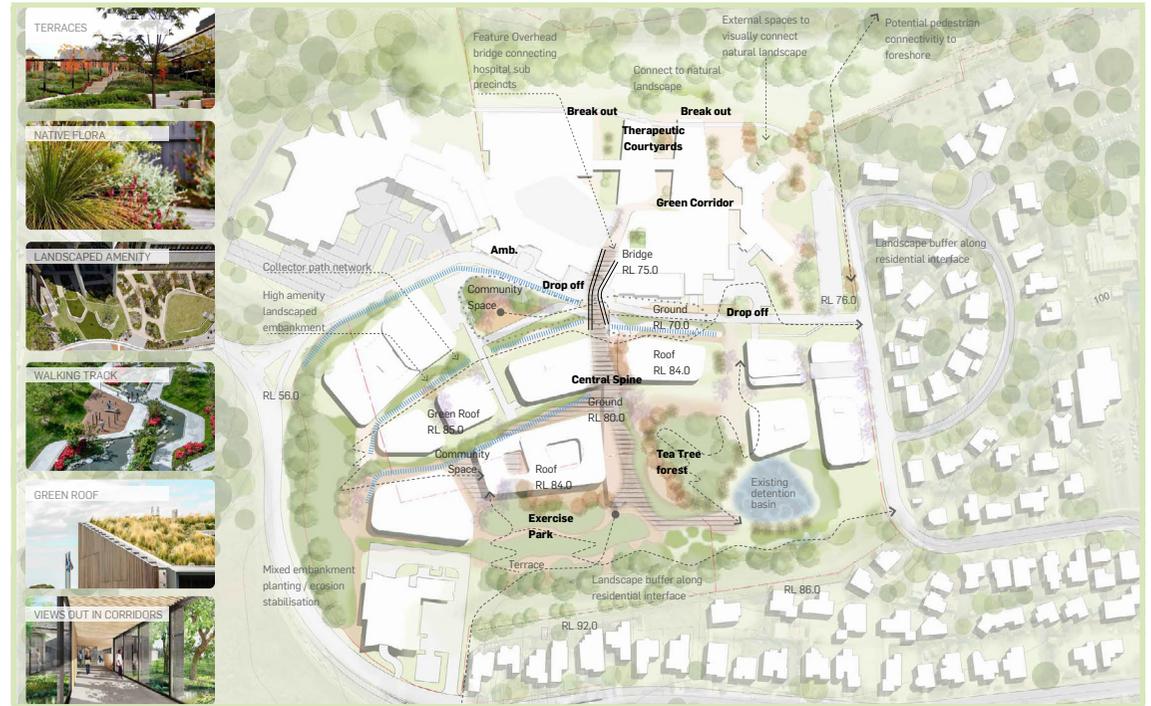
## Landscape design

The following landscape design statement has been used to inform the development of the Masterplan:

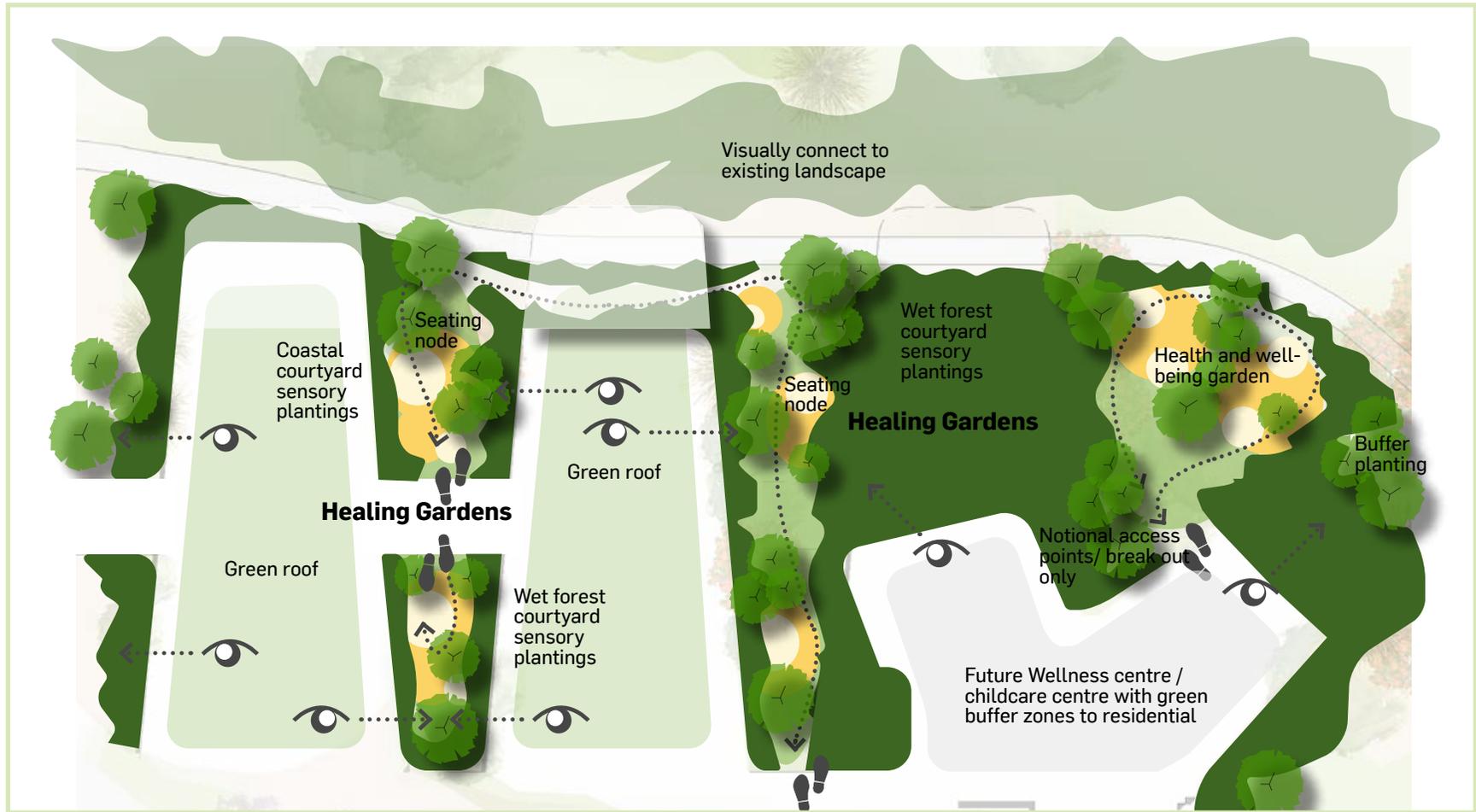
- Develop a strong north-south connection between the current clinical precinct and new southern development site.
- Improve overall hard and soft landscaping throughout the entire site.
- Develop hospital and supporting landscape amenity south of existing Hospital Street.
- Improve amenity to existing landscape courtyards.
- Cultivate wild exterior landscape with a blend of remnant and new native vegetation buffer.
- Introduce healing gardens to new and old hospital precincts.
- Create passive, social and recreational community space.
- Integrate a specialised mental health landscape precinct.
- Include green roofs and accessible rooftop landscapes.

The landscape design will be accentuated by a native planning palette. The character takes on a contemporary coastal feel with species selected from contrasting foliage and based on hardness to wind and salt spray of this escarpment landscape.

**FIGURE 16:** Proposed landscape concept and key external pedestrian linkages



**FIGURE 17:** Proposed health gardens surrounding the new in-patient wings



Healing courtyards are proposed and will include calming elements and a combination of plants for texture, pattern, sound, scent and movement. Healing gardens reference the ‘therapeutic landscape’ concept, seeking the engagement of the senses to bring about presence and calm.

The creation of courtyards and breakout spaces within the hospital precinct will allow staff, patients and visitors to engage with therapeutic landscapes. The community park will provide a variety of spaces for recreation, play, gathering and conversation for both North West Regional Hospital staff, patients and visitors, as well as the local community.

Set in an elevated position above Hospital Street, the playground creates a focal point within the landscape and structural play elements will provide high-value play opportunities alongside visual interest.

FIGURE 18: Proposed community parkland

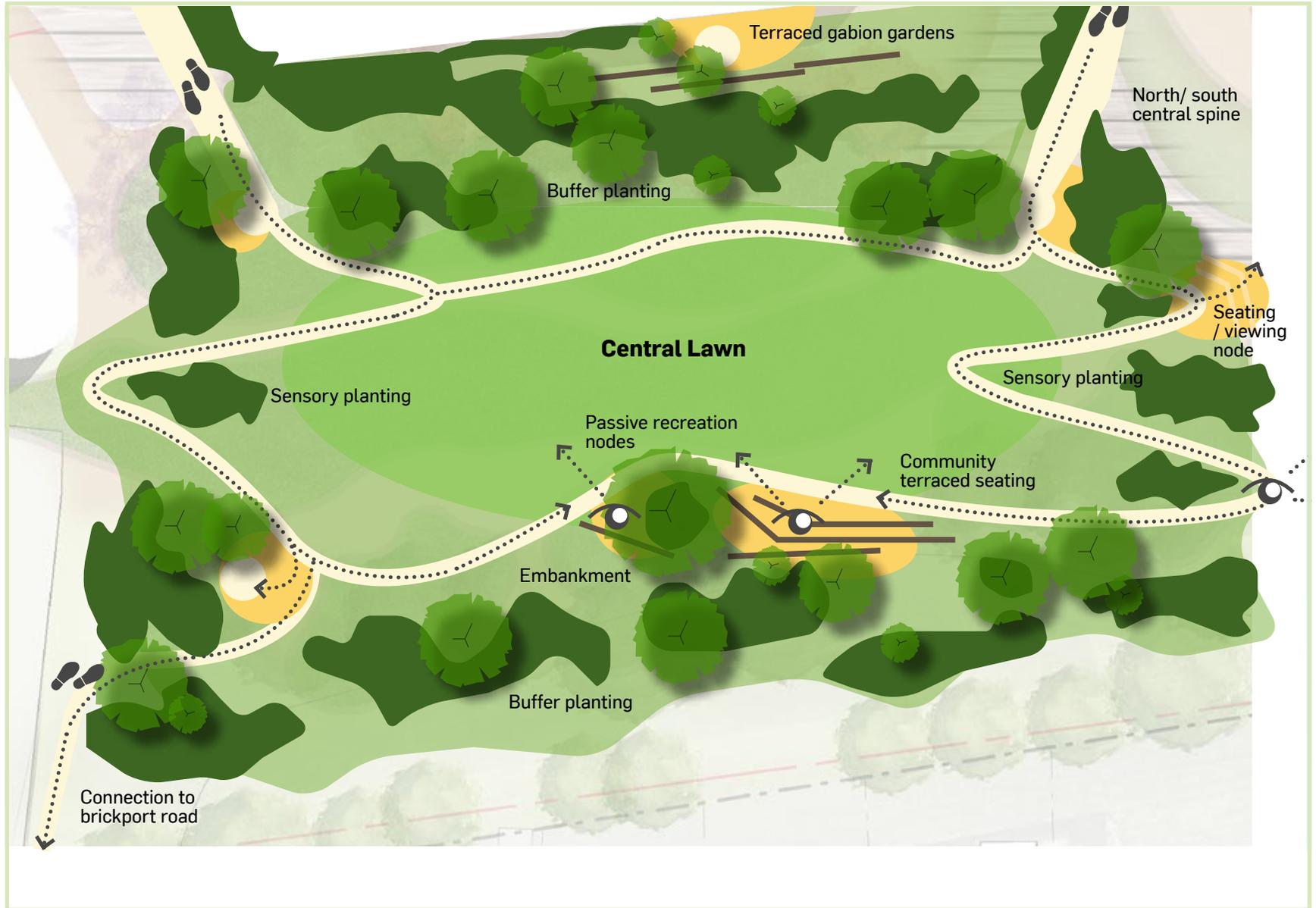
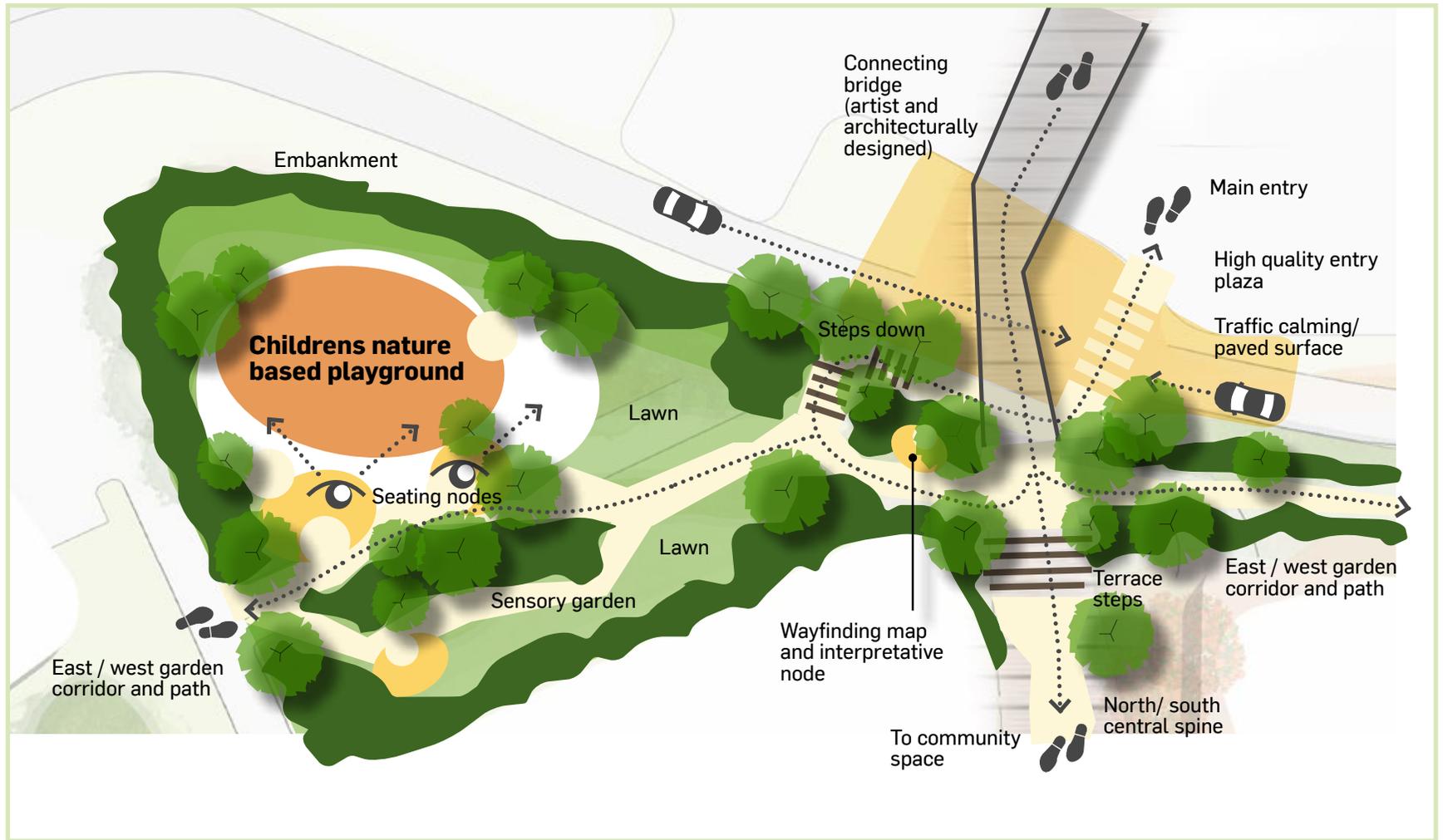


FIGURE 19: Proposed playground and connective spaces including link bridge across Hospital Street



THE MASTERPLAN:

# Mersey Community Hospital

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# The Masterplan: Mersey Community Hospital

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The Mersey Community Hospital is an acute inpatient hospital and the services it provides are more generalist in nature than the North West Regional Hospital. A significant proportion of patients are transferred to North West Regional Hospital and comprehensive tertiary hospitals, such as Launceston General Hospital and Royal Hobart Hospital, for ongoing management.

The Mersey Community Hospital will remain a general hospital with an expected focus on providing dedicated sub-acute services, as well as building on its capacity as a dedicated elective surgery centre.

The Masterplan proposes a campus-wide 'transformative development' for the Mersey Community Hospital which expands the existing hospital, prioritises delivery of health services and sets up adaptive re-use strategies available onsite within existing building blocks.

Where possible, existing departments will expand to meet contemporary requirements, undergoing heavy refurbishment to achieve this. An improvement in clinical and operational efficiencies will be gained through the relocation of some services.

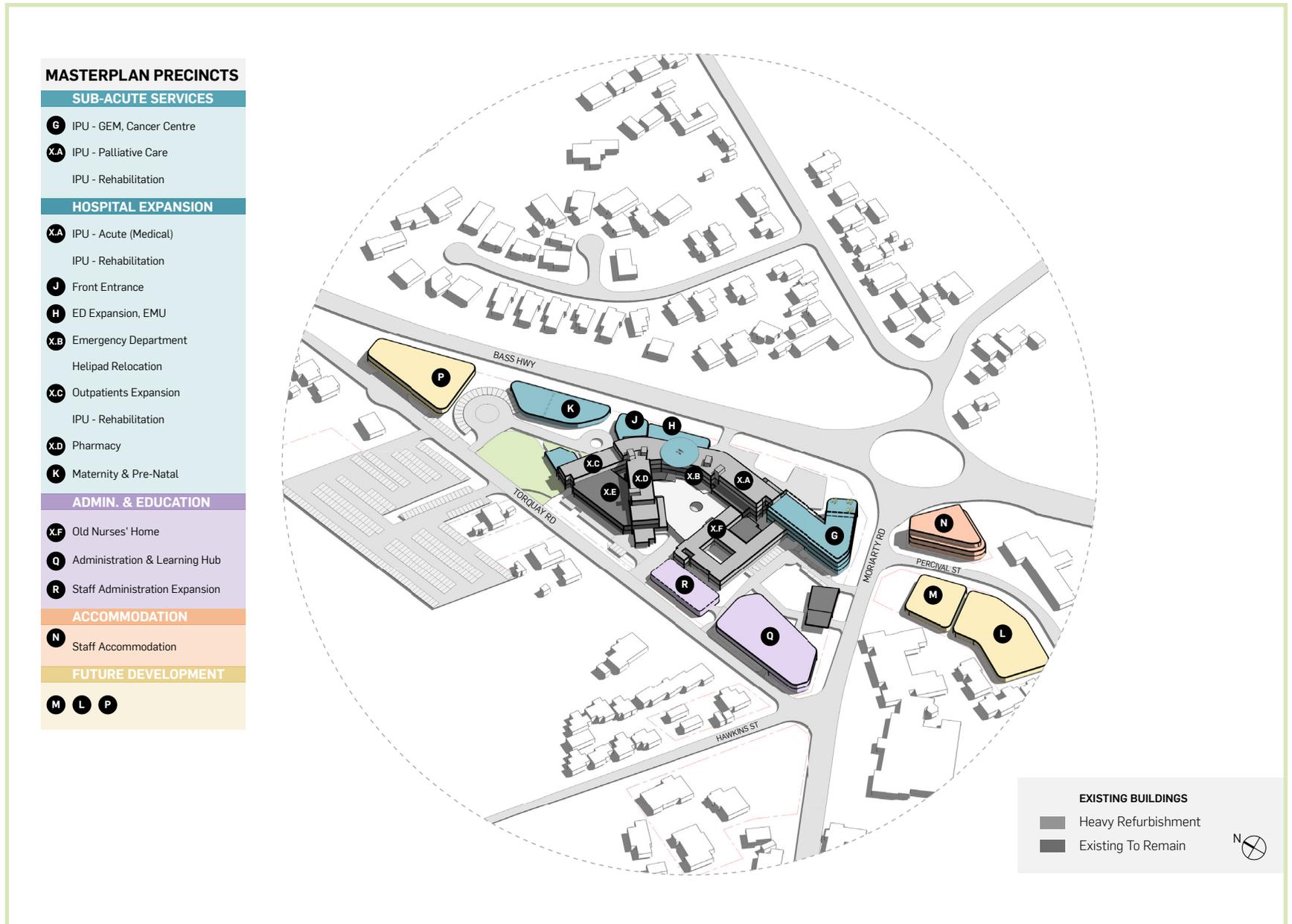
The Mersey Community Hospital Masterplan will provide:

- an expanded and modernised hospital to address service and infrastructure needs, including an expansion of sub-acute care capacity
- staff and administration learning hubs
- a focus on landscaping and circulation on the site to improve the consumer care experience
- a new building structured towards the delivery of sub-acute services along the Bass Highway / Moriarty Road corner, physically linked to the hospital core
- refurbishment of existing spaces, including the hospital core and the existing administration building, where additional capacity will be provided.

FIGURE 20: Existing Mersey Community Hospital



FIGURE 21: Proposed Mersey Community Hospital



## Development objectives

In developing the Masterplan, the existing hospital sites were assessed to identify issues and opportunities that would impact on the future use of the hospital. The findings and recommendations for the design, functionality and fitness for purpose of the Mersey Community Hospital are summarised below and have helped to inform the direction of the Masterplan and the proposed developments.

**TABLE 3:** Review findings and recommendations – Mersey Community Hospital

Issue/opportunity	Finding	Recommendations
Development opportunity	<p>The main hospital campus is situated on a corner triangular site with frontages to Bass Highway, Moriarty Road, and Torquay Road. These boundaries represent a significant physical barrier to expansion. As a result, the site presents minimal opportunity for expansion within the current central title.</p> <p>Adjacent titles provide development opportunity, potentially for non-clinical functions given their separation from the main hospital precinct.</p>	<p>Due to the constrained nature of the site, space in the clinical core of the hospital should be prioritised for clinical services.</p> <p>Opportunities for the expansion of the site through the construction of new buildings should be capitalised upon, with the use of the building to be determined by its required functional relationship.</p> <p>The use of adjacent titles should be explored for future development.</p>
Proximity of the Bass Highway	<p>The Bass Highway and Moriarty Road frontages provide the main exposure for the site, creating a strong and noisy barrier to development.</p> <p>The Bass Highway also presents an opportunity for the hospital to improve its visual impact on the passing public.</p>	<p>The Masterplan should be sensitive in its location of new uses in response to the diverse adjoining interfaces, including the Bass Highway.</p> <p>The Masterplan should consider key viewlines at gateway / entry locations to create a positive arrival experience for staff, consumers and the public.</p>
Expansion and modernisation of the hospital	<p>There is limited space in the main campus to expand and modernise the hospital. Most clinical departments on the main campus that require expansion and refurbishment are landlocked with no viable options available to gain additional space needed.</p>	<p>Consolidation of administrative and other back-of-house services away from the clinical core of the hospital should be investigated to release floor space.</p>
Regional approach to infrastructure at the North West Regional Hospital and Mersey Community Hospital	<p>The Mersey Community Hospital will remain a general hospital with an expected focus on providing dedicated sub-acute services, as well as building on its capacity as a dedicated elective surgery centre.</p>	<p>Enhance capability for the delivery of sub-acute service on the site.</p>
A precinct approach to the delivery of health infrastructure	<p>Consolidation of similar services into clinical precincts will allow flexibility in the management of the hospital, enable future expansion, and assist with wayfinding for visitors.</p>	<p>Distinct precincts should be established in alignment with clinical adjacency requirements and hospital circulation. This would allow expansion of complementary uses and improved staff amenity, while also integrating the site into the surrounding area – inviting public use.</p> <p>The precinct approach would also foster the opportunity for partnerships with third parties where improved services can be delivered to the sites.</p>

## Key Masterplan features

### Expanded and modernised hospital precinct

The Mersey Community Hospital Masterplan sets up a framework for future development of the site, expanding the existing hospital, prioritising the delivery of health services, and setting up adaptive re-use strategies available onsite within existing building blocks. The Masterplan will lay the groundwork for the site to increase sub-acute service delivery across the north and north west of Tasmania through expanded sub-acute services including palliative care, rehab and older persons services.

Where possible, existing departments will expand to meet contemporary requirements, undergoing heavy refurbishment to achieve this (such as the Emergency Department or Rehabilitation Inpatient Unit). Some services may need to relocate to support an improvement in functional adjacencies and relationships. The outcome of this will be renewed facilities and fit-for-purpose spaces for consumers to receive treatment when onsite.

A new clinical building is proposed along the Bass Highway / Moriarty Road corner, physically linked back to the existing Block A building. This will provide the infrastructure to accommodate an expansion of sub-acute services.

The ability to deliver an expansion of emergency and urgent care services into the future has been considered, and a location proposed near the main entry adjacent to the outpatient / non-admitted services precinct.

To achieve necessary expansion of health services on the site, non-clinical services will be relocated away from the core of the site. This is achieved through the provision of a purpose-built education precinct at the south of the site. The University's Rural Medical School will be accommodated in this location.

The landscape strategy will provide greater pedestrian linkages for visitors around the site. A new raised courtyard above the existing Emergency Department drop-off will support greater interaction with, and connectivity to, outdoor space for all users. It will also increase safety through the separation of pedestrians and service vehicles.

The existing main entry will be redesigned to increase amenity and presence onsite. The Torquay Road frontage will be revitalised with pedestrian pathways enhancing connectivity between the carpark and plaza in front of the existing helipad location. Logistic vehicles will be rediverted to a logistics precinct to reduce the traffic bottleneck entering the site at the Emergency Department drop-off location.

### Non-admitted same day services

Currently, non-admitted same day maternity and pre-natal services are located throughout the site. Relocating these services into a dedicated outpatients / non-admitted building will free up space for a future Rehabilitation Ward expansion and co-location of these services will improve flow, efficiency and patient experience.

The new building will be located separately to the hospital core.

The location nominated is near the main entry adjacent to the outpatients clinics and provides both good connection with the core clinical services while establishing the building as its own destination on the site.

## Administration and Learning Hubs

A newly refurbished Administration Hub provides an opportunity close to the hospital to consolidate and expand clinical administration and meeting facilities.

Heavy refurbishment is proposed within the existing building, including removal of wet areas originally constructed for the building when it was used as nurse's accommodation / living quarters. This will increase spatial planning efficiencies and allow extra office accommodation within the same building envelope.

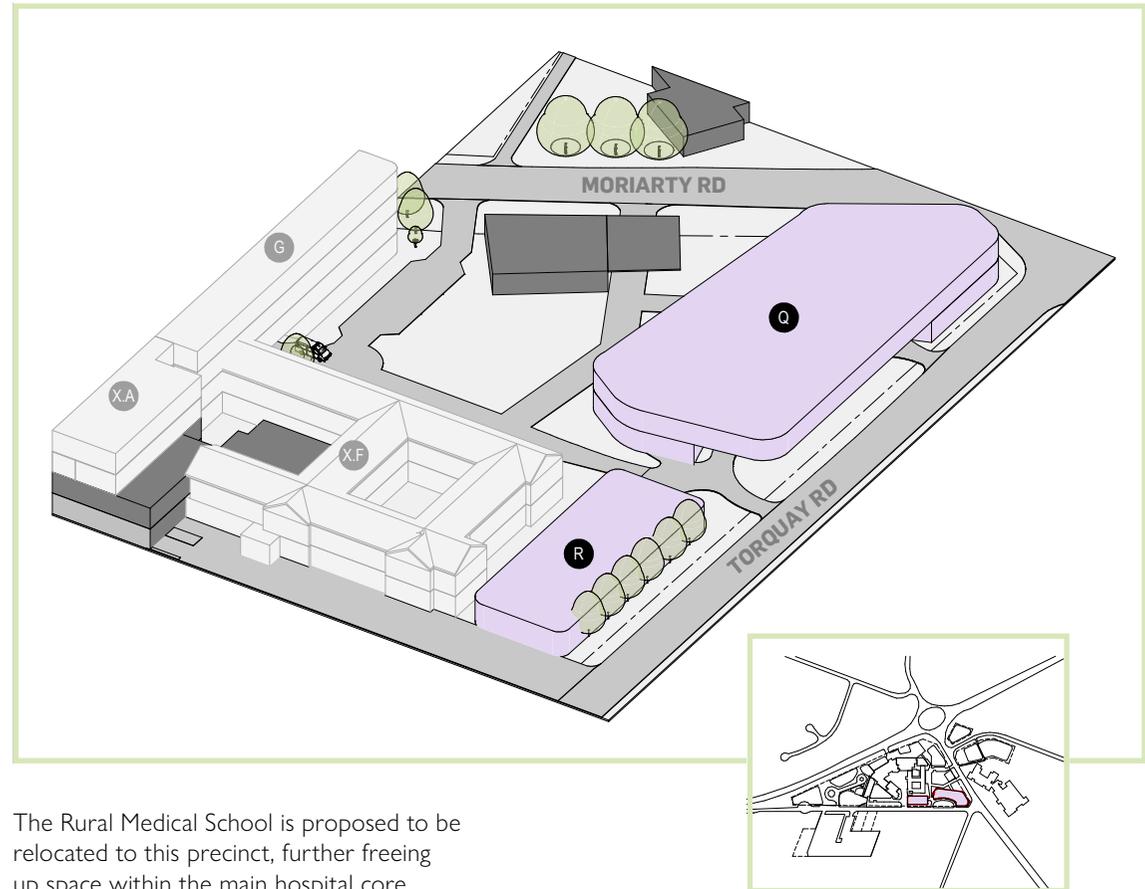
Additional administrative and office spaces can be delivered in a future-proofed floor of the new Sub-Acute building, or the Education, Innovation and Research Precinct as required.

The new Administration Hub will include:

- flexible-use meeting facilities with audio visual and other technologies.
- open-plan office design principles with a range of quiet and collaboration zones, consistent with Tasmanian Government office accommodation fit-out guidelines.

A Learning Hub will also be created to provide a dedicated precinct for upskilling, and partnerships with tertiary organisations. The purpose-built facility at the southern end of the site will replace existing accommodation units, with frontage to Moriarty Road and indirect links back to the clinical and administration areas.

**FIGURE 22:** Proposed Administration and Learning Hubs



The Rural Medical School is proposed to be relocated to this precinct, further freeing up space within the main hospital core.

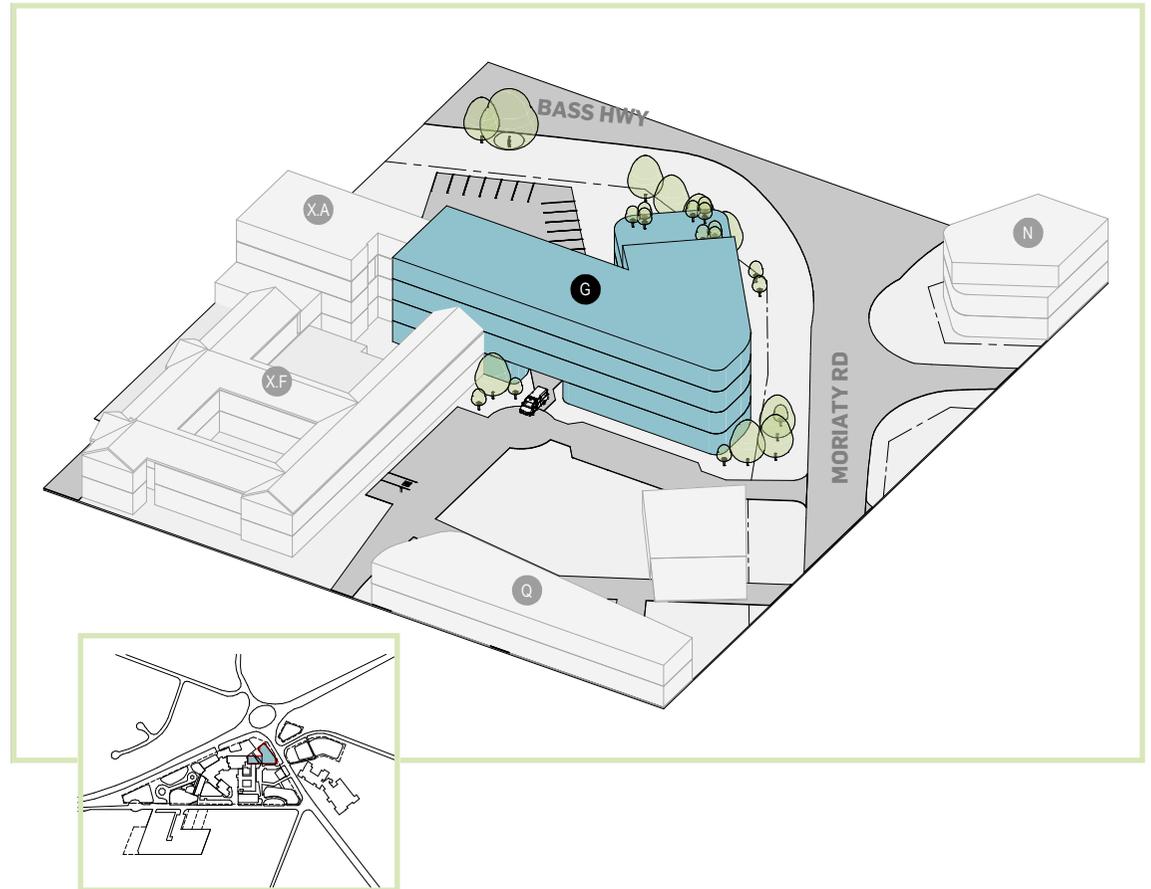
As a teaching hospital, space to support multidisciplinary learning and collaboration activities are critical.

### New Sub-Acute Services building

A new Sub-Acute Services building will be constructed along the Bass Highway / Moriarty Road corner of the site. The building will be physically linked to the hospital core and the existing administration building.

This new facility will help to increase specialist sub-acute service delivery across the north and north west of Tasmania. This facility will support expanded sub-acute services including palliative care, a new geriatric evaluation and management ward and medical oncology. It provides expansion capacity for other specialist sub-acute services.

**FIGURE 23:** Proposed new Sub-Acute Services building

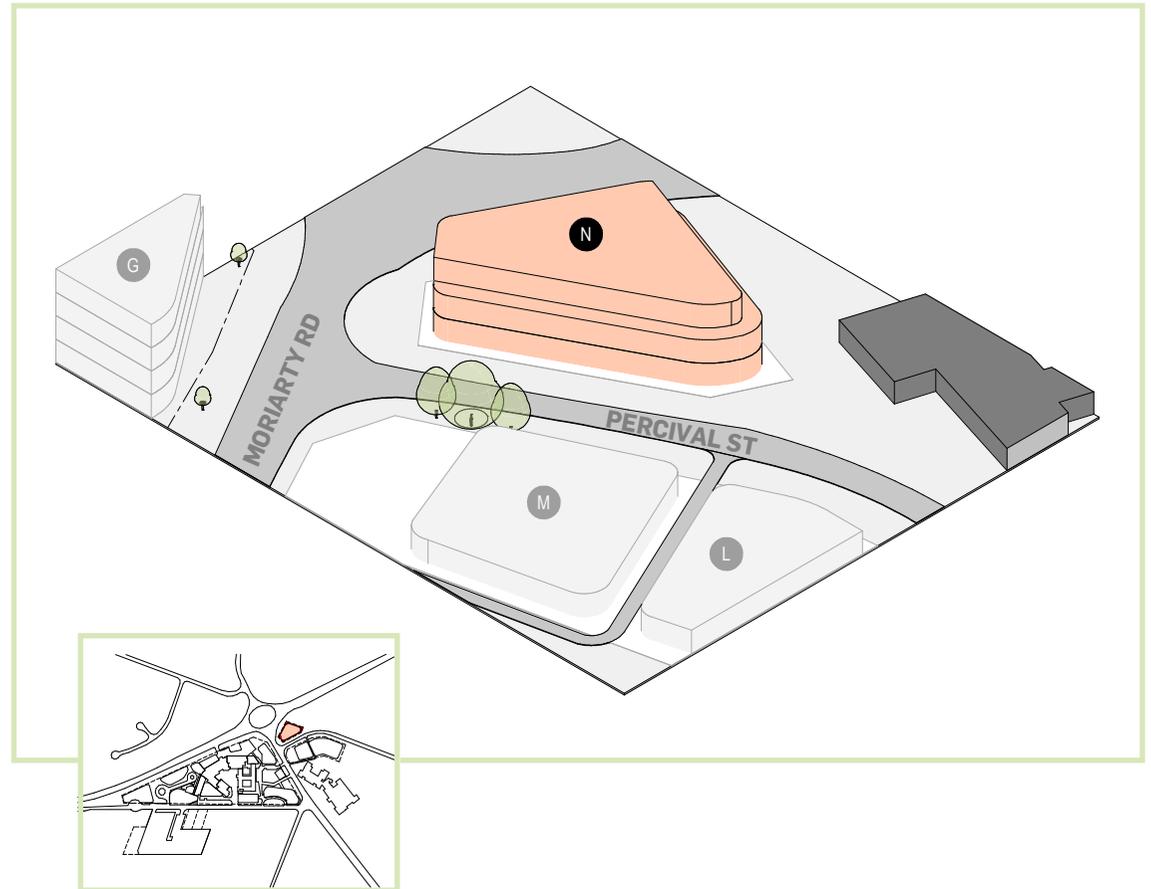


### Accommodation precinct and partnerships

A new, purpose-built, accommodation precinct will be delivered across Moriarty Road to free up the main site for clinical functions requiring close proximity to the hospital core.

Spatial allocation within the Masterplan has also been made for future development of infrastructure in partnership with other organisations. These opportunities will be explored separately over the life of the Masterplan.

**FIGURE 24:** Proposed accommodation precinct



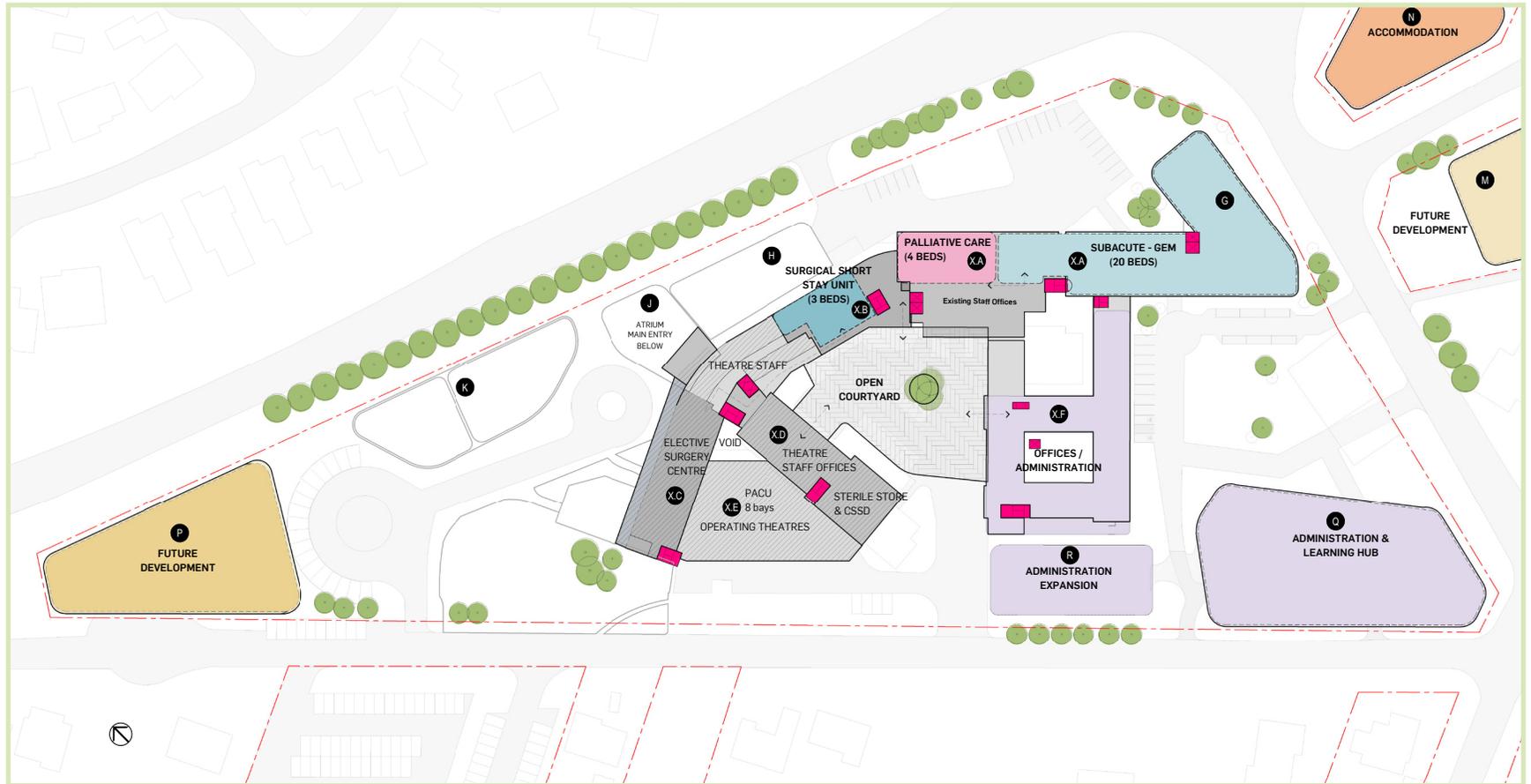
## Masterplan layouts

FIGURE 25: Proposed ground floor – Mersey Community Hospital



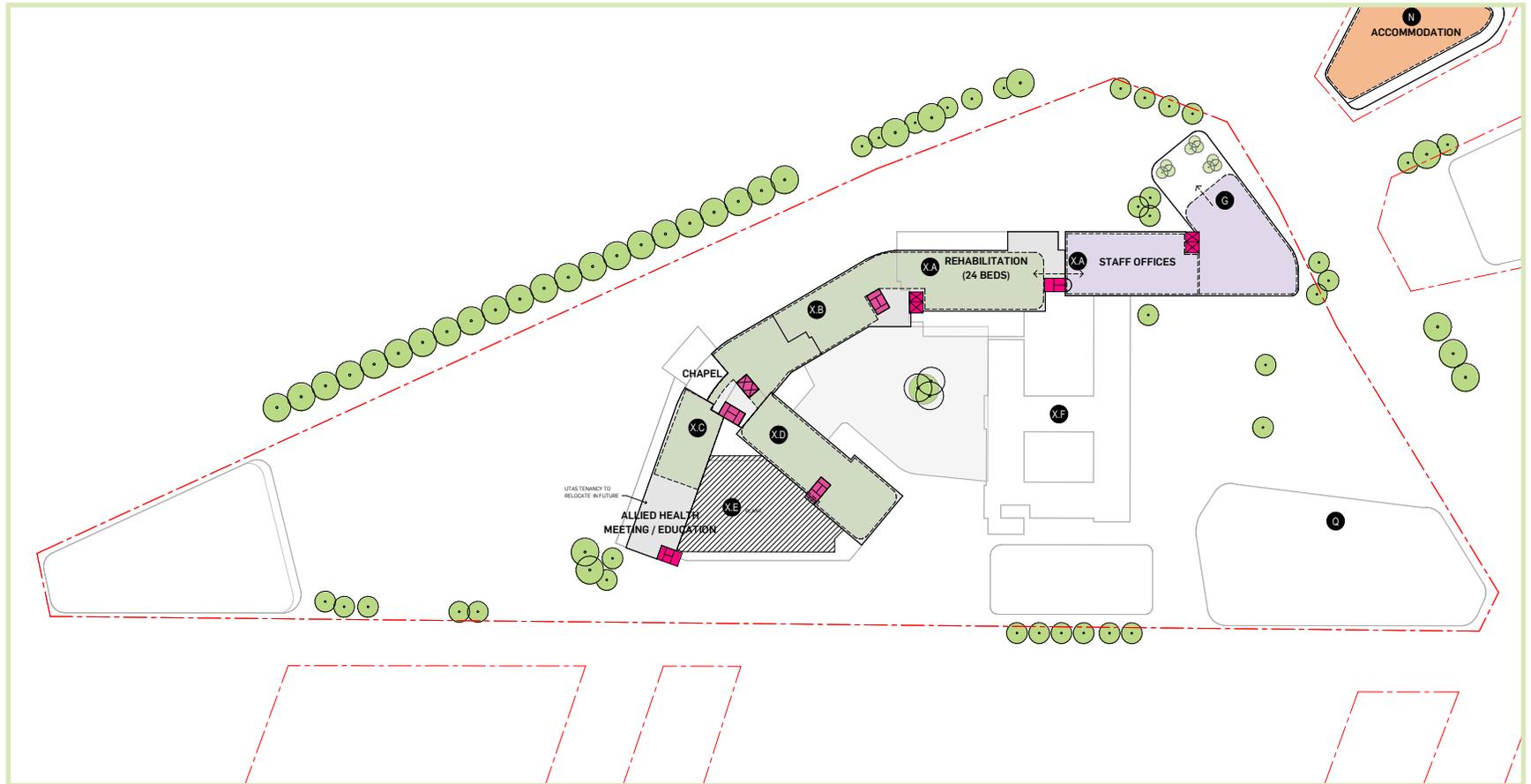
# Masterplan layouts

FIGURE 26: Proposed first floor – Mersey Community Hospital



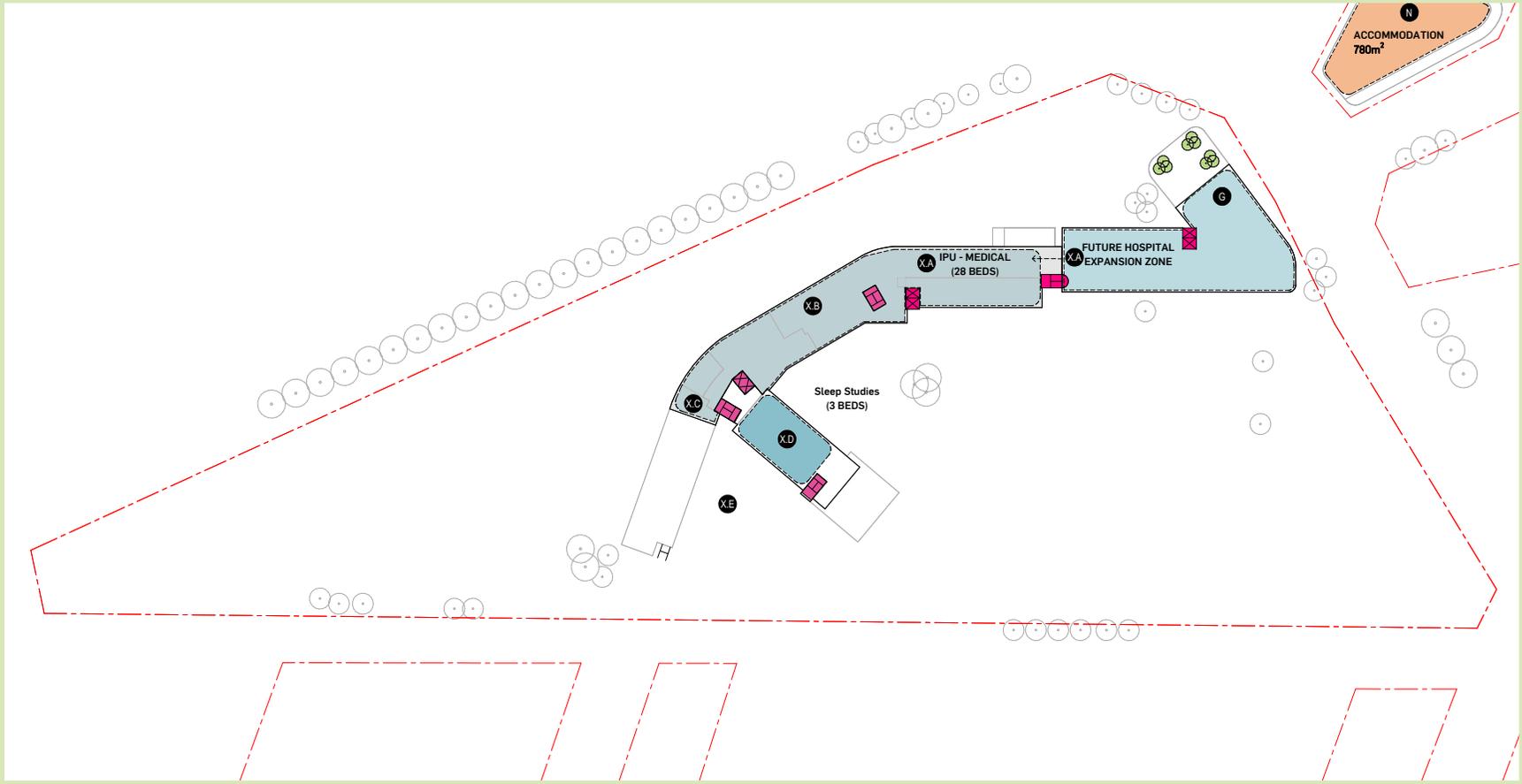
## Masterplan layouts

**FIGURE 27:** Proposed second floor – Mersey Community Hospital



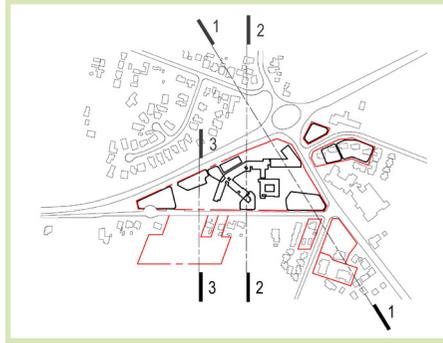
# Masterplan layouts

FIGURE 28: Proposed third floor – Mersey Community Hospital

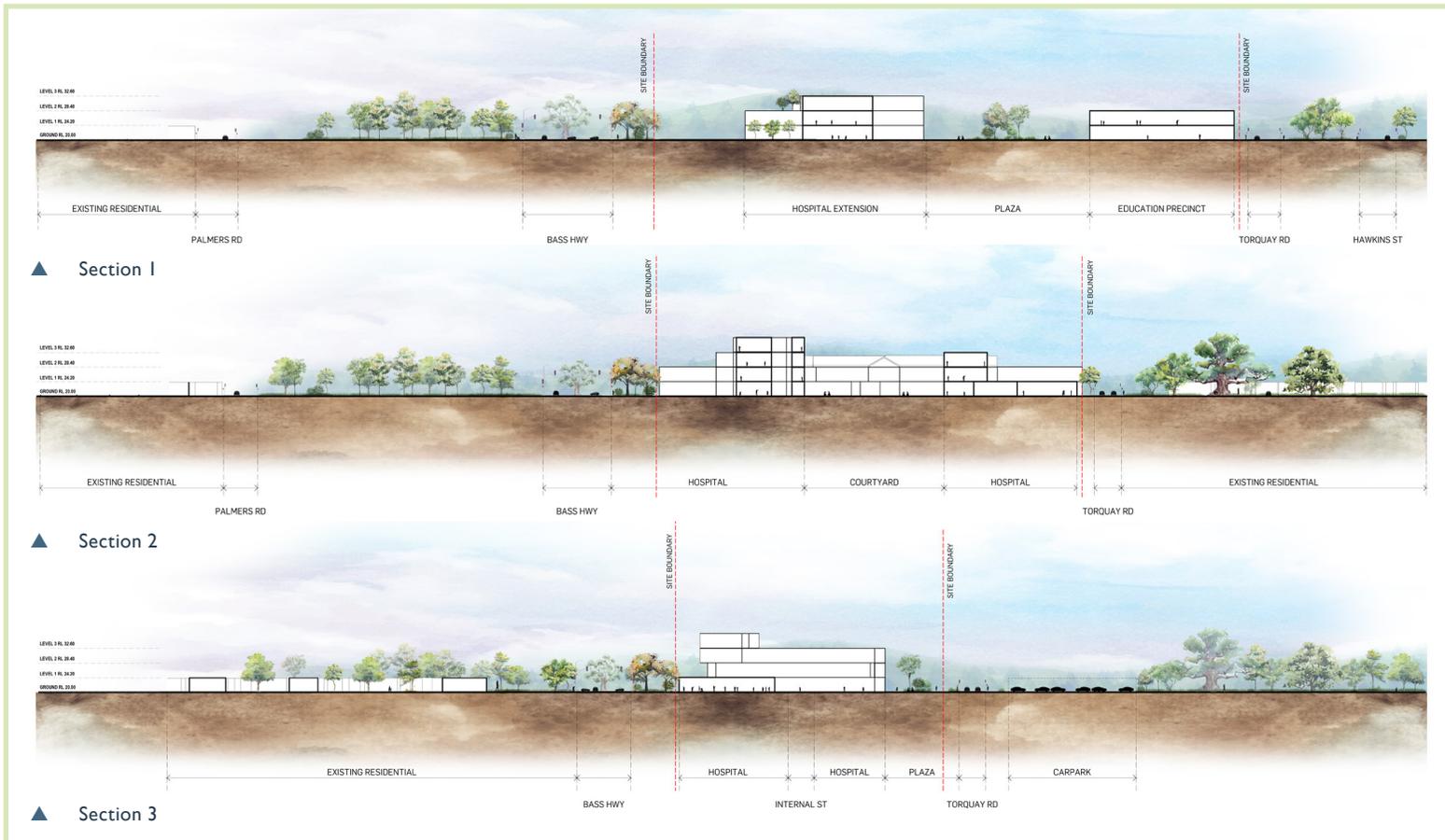


## Site sections

The flat topography of the site has allowed for effective pedestrian links between buildings on the site, increasing consumer access to the landscaping. Further, a raised central courtyard will improve the experience of consumers, carers, staff and visitors and reduce the interaction between pedestrians and service vehicles.



**FIGURE 29:** Site sections



## Landscape design

The Mersey Community Hospital Masterplan creates courtyards / landscapes in pockets of space that will be valuable to staff, visitors and consumers. There is a major opportunity to do this over the central triangular courtyard currently onsite which has three building edges opening to the courtyard. The aim of revitalising this space is to encourage active use of curated outdoor space.

Healing gardens will provide multiple intimate-sized breakout spaces at ground and upper levels to create opportunity for staff or patients to experience the landscape as part of their daily activities.

The elevated plaza provides an attractive landscape 'shortcut' between different areas within the hospital, encouraging interaction with, and use of, outdoor spaces for circulation as well as gathering, visitation or respite.

The main entry to the hospital will feature a playground to create a fun and relaxed entry experience. A more human-centric entry sequence from carpark to building will prioritise pedestrians and employ traffic calming measures.

**FIGURE 30:** Proposed landscape concept and key external pedestrian linkages



FIGURE 31: Proposed Healing Gardens and Central Courtyard Podium Space



THE MASTERPLAN:

# Parkside Precinct

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# The Masterplan: Parkside Precinct

Analysis and assessment of existing infrastructure, service and site opportunities were considered for the Parkside Precinct as part of this Masterplan.

This analysis and assessment identified development challenges relating to the building fabric and physical infrastructure on the site.

As a result, it has been determined that site opportunities were considered minimal due to these challenges.

The Masterplanning process determined that the facility is not fit-for-purpose, and significant expenditure is required to contemporise this facility for the delivery of health services into the future.

The Parkside Precinct will continue in its current form in the short term, with a view to divesting in this site.

Clinical services will be relocated to either the North West Regional Hospital or the Mersey Community Hospital. The exception being oral health services which will relocate to an appropriate community location. These decisions will be informed by clinical service planning.

Staff administration within the Parkside Building will be considered as part of an accommodation strategy that will look at relocation opportunities holistically across the NW Region.



▲ Burnie Parkside Precinct as seen from the North.

NORTH WEST REGIONAL HOSPITAL  
& MERSEY COMMUNITY HOSPITAL

# Sustainability initiatives

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# Sustainability initiatives

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The Tasmanian Government's *Tasmania: Net Zero by 2030 Emissions Pathway Review Summary Report (2021)* provides an overview of the different emissions reduction opportunities available to Tasmania and how these opportunities can impact Tasmania's emissions profile to 2050. The North West Hospitals Masterplan considers these targets and similarly outlines opportunities specific to each site.

The North West Regional Hospitals' sustainability initiatives highlight site-specific opportunities for passive design, green roofs, activation of public spaces, reduction of energy consumption, water catchment and reuse, amongst others.

The main sustainability principles referenced in the development of the Masterplan are:

- the hospital campuses are healing environments
- resource use is minimised
- the hospital campuses are resilient to climate change
- the hospital campuses promote wellbeing and healthy lifestyles.

There is a focus on promotion of active travel with the inclusion of pedestrian (and child-friendly) footpaths and landscaping throughout the site.

As part of the Department of Health's sustainability commitments, a number of "business as usual" sustainability initiatives are required to be included in capital works projects. In addition to this, 2.5% of the project's budget will be allocated to delivering sustainability initiatives that are over and above standard practice. This budget allocation is also for supporting the adoption of new and innovative technology.

Some measures which should be targeted during the implementation of this Masterplan are:

- high indoor environment quality, a connection with nature and an active lifestyle
- air tightness for the whole building design fabric
- minimisation of resource use through reducing reliance on natural gas, reducing waste to landfill and promoting active transport
- salutogenic (to encourage wellness as opposed to treat sickness) design to support health, wellbeing and operational resilience
- design of lighting to work with our internal body clock to help balance the natural rhythm (circadian) and reduce staff fatigue and absenteeism.

In regard to transport, the items that will be targeted include:

- improvement of options and environments that promote the increased uptake of public and active transport
- inclusion of electric vehicle chargers throughout carparking network.

From a landscape perspective, sustainability will be met through the following:

- use of regenerative landscape strategies
- retention and protection of existing trees through appropriate construction methodologies within tree protection zones.

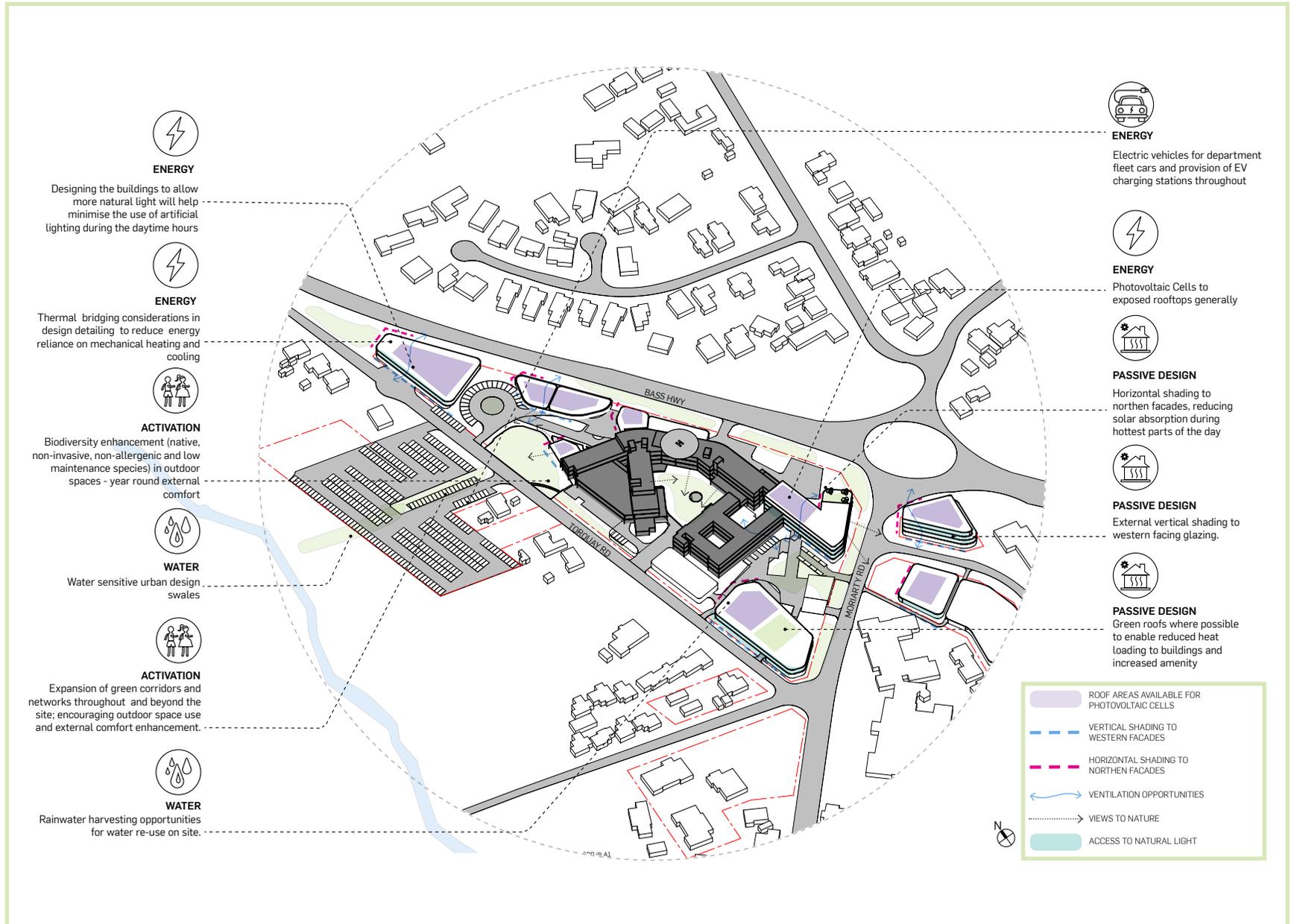


▲ Electrical switchboard at the North West Regional Hospital.

FIGURE 32: Proposed sustainability initiatives – North West Regional Hospital



**FIGURE 33:** Proposed sustainability initiatives – Mersey Community Hospital





# Implementing the program

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# Implementing the program

Implementing the vision for the Masterplan at both sites will require careful planning, and the involvement of consumers, staff, other service providers and our partner organisations.

Implementation will be underpinned by the adjacent core planning principles.

Before we begin construction, each project will go through a rigorous planning process and will be informed by:

- service planning and model of care development to tell us what the future service need is, based on demographic projections and research on contemporary models of service delivery
- stakeholder input and advice to understand the needs and experiences of those that receive and provide care
- site investigations to understand the options for development, and any constraints or critical issues specific to the site that may impact on construction
- assessment of the likely impacts of construction on service delivery, patients, staff and visitors
- the Australasian Health Facility Guidelines and other industry standards to ensure that we delivery health facilities that meet current best practice standards.

**FIGURE 34:** Core planning principles



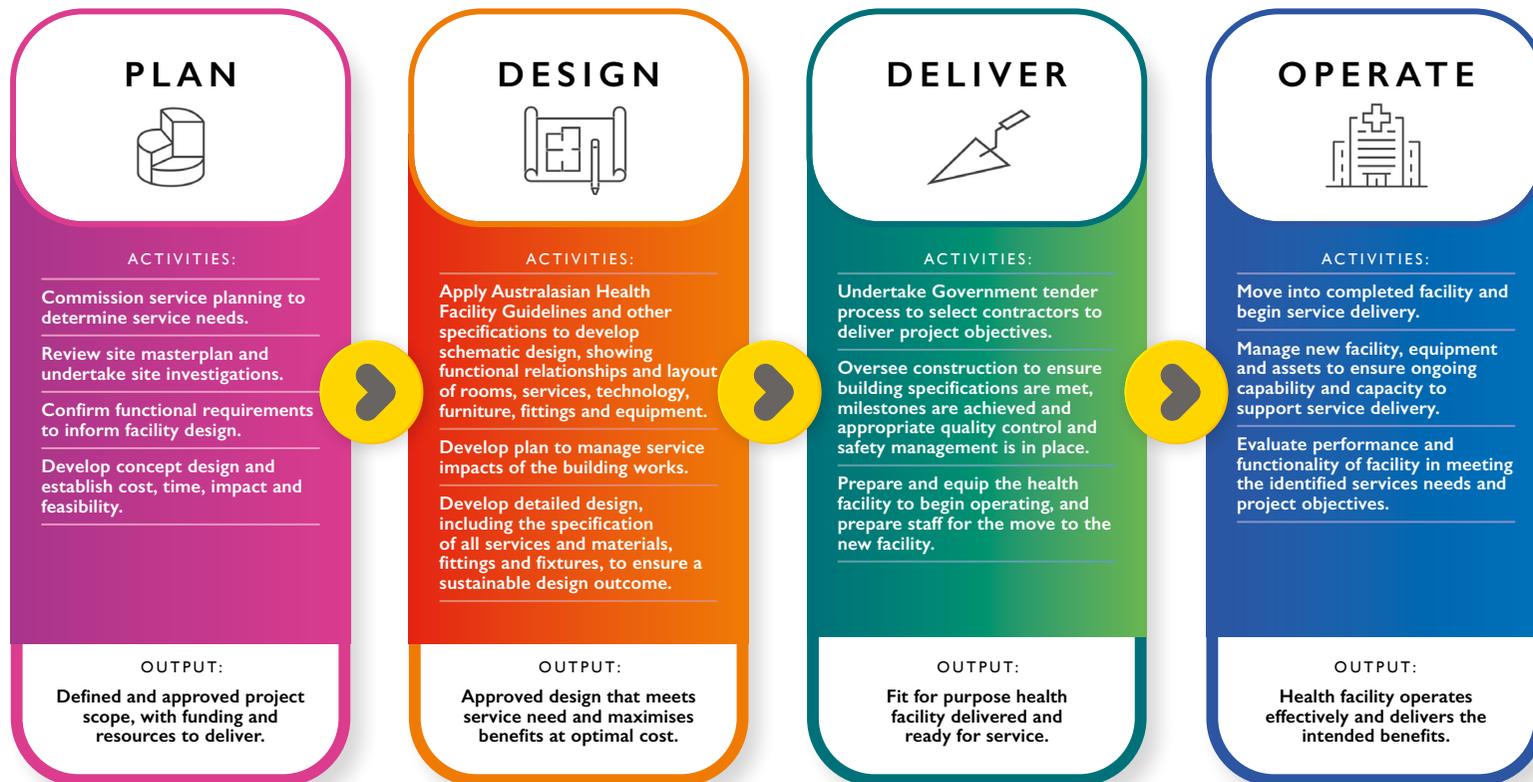
## Health Facility Planning and Delivery Process

The Department's Health Facility Planning and Delivery Process will be used to guide the Implementation Program. The process involves a series of planning steps and decision gateways, designed to ensure that all new and upgraded health facilities are fit-for-purpose, future-focused, and enable high quality and safe care.

At the first step for each project in this Implementation Program, the coordination of clearly designed and documented functional design briefs, services plans, models of care, community and staff requirements and operational policies is required to inform the planning process for all capital works projects.

These will be developed and approved in accordance with appropriate delegations before the facility planning and design begins.

**FIGURE 35:** Health Facility Planning and Delivery Process



## Health Facility Design Principles

There is strong evidence that well-designed hospital and health services contribute to the healing process, improve patient experience, support staff performance, recruitment and retention, improve efficiency and reduce ongoing operational costs.

The following principles guide our approach to design.

- Compliance with the Australasian Health Facility Guidelines (AusHFG) is mandatory for the planning and construction of new health facilities and the refurbishment of existing facilities.
- Co-design with patients, consumers, carers and staff underpins our planning and design process.
- The needs of people from diverse cultural and linguistic backgrounds are sought and used to inform our planning and design process.
- Universal design is incorporated in all capital works projects.
- All capital programs aim for best practice in environmental sustainability – reducing the cost of energy, water usage and eliminating pollutants in our environment, especially greenhouse gas emissions, while supporting patient and staff safety and comfort.
- Infection control principles and standards are fundamental to the design of health facilities.
- Health facilities are designed to provide a safe and secure environment for patients, staff, contractors and visitors.

## North West Hospitals Masterplan – Staging Approach

These staging plans have been prepared to demonstrate how each element of the Masterplans will be delivered. The program of works has been staged in sequence that delivers on identified services and infrastructure priorities, facilities orderly demolition and construction, limits double decanting and maximises clinical linkages.

Opportunities to review implementation of the Masterplan will be included in the program, to ensure that it continues to address the infrastructure needs of the two sites.

Building on a hospital site is challenging and it's important that all development works are planned carefully to minimise disruption to service delivery and impacts on patients and staff.

These plans reflect early staging considerations including the allocation of spaces within the masterplans.

Further work is required to refine the staging approach of the Masterplan to ensure it aligns with the projected needs of the North West Community.

FIGURE 36: North West Regional Hospital – Overall Development Stages

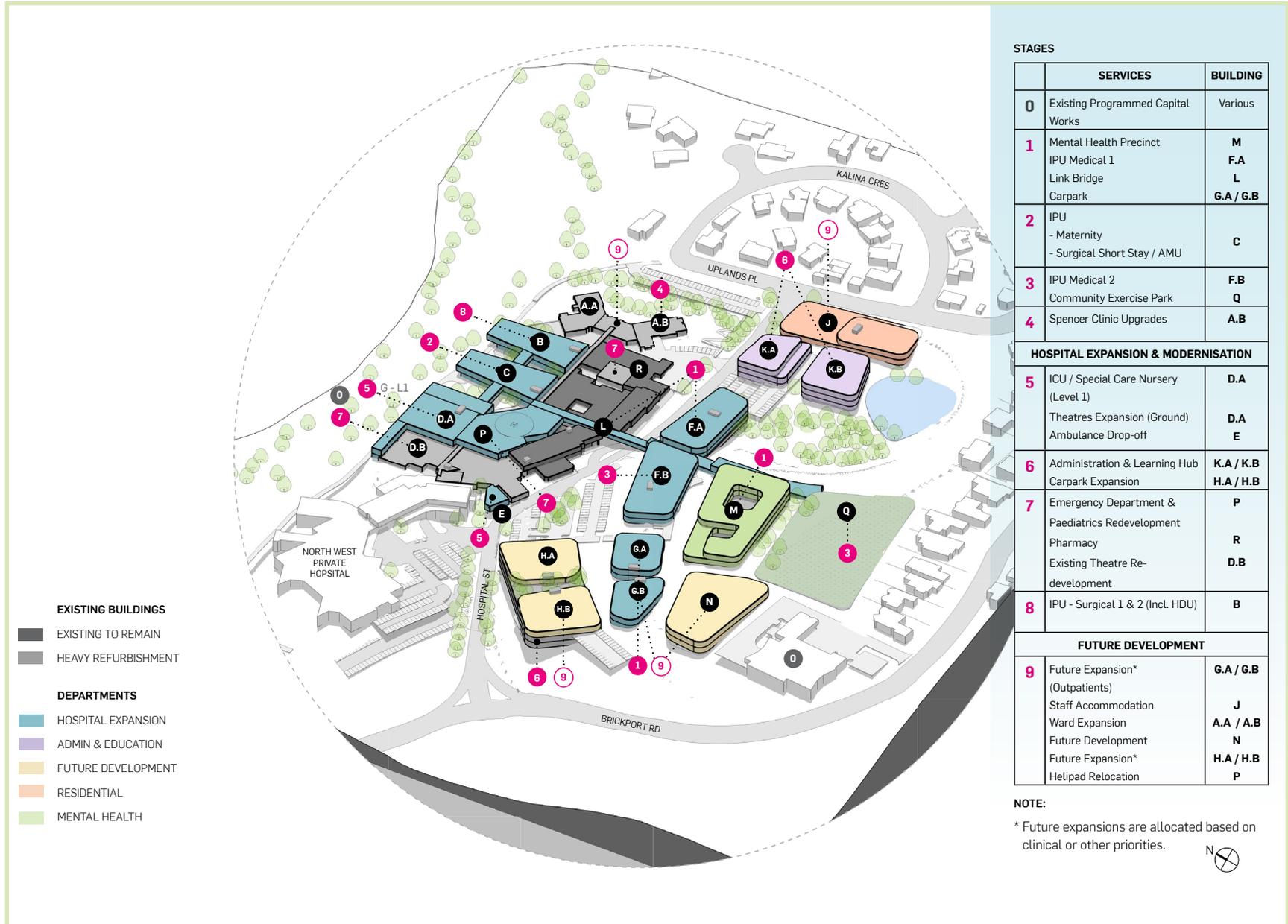
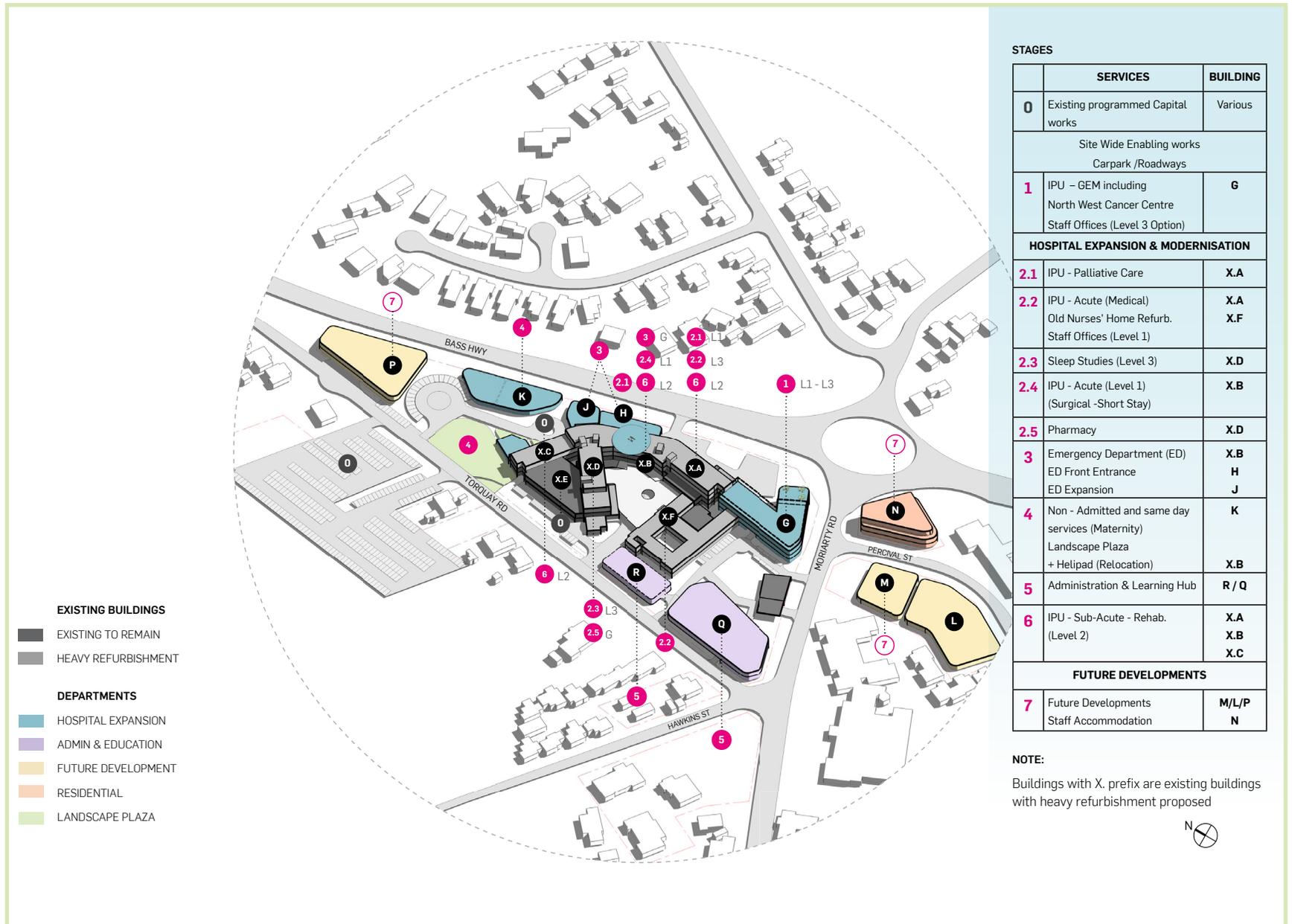


FIGURE 37: Mersey Community Hospital – Overall Development Stages



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Published April 2023  
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