

DEPARTMENT OF  
**HEALTH**

S T R A T E G I C  
A S S E T  
M A N A G E M E N T  
P L A N  
2 0 2 1 – 2 0 2 3

Building the Infrastructure for our Health Future

### Document acceptance and release notice

This document is authorised for release once all signatures have been obtained.

(for acceptance)

---

|             |   |                      |
|-------------|---|----------------------|
| Prepared by | Sharyn Cody<br>Director, Asset Management | Date: 10 / 03 / 2022 |
|-------------|---|----------------------|

---

|          |  |                      |
|----------|--|----------------------|
| THROUGH: | Shane Gregory<br>Deputy Secretary, Infrastructure Services | Date: 10 / 03 / 2022 |
|----------|--|----------------------|

---

|          |                                    |                      |
|----------|------------------------------------|----------------------|
| THROUGH: | Infrastructure Oversight Committee | Date: 10 / 03 / 2022 |
|----------|------------------------------------|----------------------|

---

|           |                                    |                      |
|-----------|------------------------------------|----------------------|
| APPROVED: | Kathrine Morgan-Wicks<br>Secretary | Date: 11 / 04 / 2022 |
|-----------|------------------------------------|----------------------|

---



# CONTENTS

---

|                        |          |
|------------------------|----------|
| <b>1. INTRODUCTION</b> | <b>2</b> |
| Purpose.....           | 3        |
| Scope.....             | 3        |

---

|  |          |
|--|----------|
| <b>2. OUR ORGANISATION</b>                               | <b>4</b> |
| Strategic Priorities 2021–23 .....                       | 4        |
| Key Roles and Accountabilities for Asset Management..... | 5        |
| Strategic Context.....                                   | 6        |
| 20-Year Infrastructure Strategy.....                     | 6        |

---

|   |          |
|---|----------|
| <b>3. OUR ASSET MANAGEMENT SYSTEM</b>                           | <b>7</b> |
| Asset Management Policy.....                                    | 8        |
| Asset Management Objectives and Implementation Activities ..... | 9        |

---

|   |           |
|---|-----------|
| <b>4. CAPITAL INVESTMENT PROGRAM</b>                | <b>12</b> |
| Masterplanning.....                                 | 12        |
| Masterplanning Principles.....                      | 13        |
| Health Facility Design Principles.....              | 13        |
| Health Facility Planning and Delivery Process ..... | 14        |

---

|  |           |
|--|-----------|
| <b>APPENDIX 1: STATEWIDE SERVICE LOCATIONS</b> | <b>15</b> |
|--|-----------|

---

|  |           |
|--|-----------|
| <b>APPENDIX 2: DEPARTMENT OF HEALTH<br/>ORGANISATIONAL STRUCTURE</b> | <b>16</b> |
|--|-----------|

---

|   |           |
|---|-----------|
| <b>APPENDIX 3: DEPARTMENT OF HEALTH<br/>GOVERNANCE COMMITTEES</b> | <b>17</b> |
|---|-----------|

---

|  |           |
|--|-----------|
| <b>APPENDIX 4: AM FUNCTIONS HEALTH<br/>EXECUTIVE SUBCOMMITTEES</b> | <b>18</b> |
|--|-----------|

# I. INTRODUCTION

The Department of Health (the Department) provides a wide range of public health and support services that are essential for our community's health and wellbeing. The asset portfolio required to deliver these services is significant and includes over \$1.984 billion worth of buildings, critical infrastructure, major equipment, and vehicles<sup>1</sup>.

The performance and quality of our health assets and the physical environment of our facilities play a key role in the quality of care provided, the safety, health and wellbeing of consumers and staff, and our ability to make service changes in response to changing needs and technological advances.

Strategic asset management planning is a critical organisational process that the Department undertakes to ensure:

- Asset portfolio planning and management is aligned with and driven by agreed clinical and corporate service delivery objectives
- Our assets meet users' needs, quality standards and achieve best value
- Decisions about asset planning, provision, management, maintenance, replacement, and disposal of assets are evidence-based.

We are committed to improving our asset planning and management practices and have adopted the *International Infrastructure Management Manual* (IIMM), published by Institute of Public Works Engineering Australasia (IPWEA), as a pathway towards ISO 55000<sup>2</sup> alignment.

In 2021, we commissioned an independent audit of asset management maturity against the IIMM Asset Management Maturity Index. The intent of the audit was to understand the current level of practice and implement a step-by-step approach to improving the Department's asset management maturity over time.

From this audit, a two-year asset maturity improvement plan outlines a program of work around five pillars:

- Defining our levels of service
- Identifying our risks and criticality
- Implementation of a new asset management information system
- Developing an asset condition and performance framework
- Improving our operational planning and asset lifecycle planning.

This Strategic Asset Management Plan (SAMP) forms part of the improvement plan and recognises the need for reform to optimise the management, performance and use of assets across the Department's full asset portfolio. Asset life cycle costs underpin this approach, with a focus on sustainability, risk management, and financial efficiency.

This SAMP has been prepared at the start of the Department's long-term journey to improve our asset management system. As our asset practices, processes, and data mature, we will move towards a fully data-driven approach to asset planning, management and decision making.

An independent assessment against the IIMM Maturity Framework will be undertaken on a bi-annual basis to ensure there is clear responsibility and accountability for implementation of the plan and that we continue to review our asset management system to optimise our asset performance.

---

<sup>1</sup> The Department's land and building assets were revalued independently by the Valuer-General as of 30 June 2018, At Fair Value before accumulated depreciation.

<sup>2</sup> ISO 5500 provides the overview of asset management, its principles and terminology and the expected benefits from adopting asset management.

## Purpose

Sound asset management requires effective planning, acquisition, operation, maintenance, renewal, and disposal of the most appropriate assets to meet current and anticipated future health service delivery demand. The purpose of this SAMP is to provide the strategic framework within which the Department undertakes and matures its asset management practices delivering on this goal.

This SAMP has been designed to:

- Demonstrate our commitment to a continuous improvement approach to asset management through adoption of the IIMM as a pathway towards ISO55000 alignment
- Describe the role of the asset management system in supporting achievement of our established asset management objectives
- Describe how the Asset Management Policy is put into practice
- Describe the improvement activities that support the Department to mature our asset management system
- Assist the Department in identifying asset management investment priorities.

## Scope

This SAMP applies to assets used for health service delivery that are controlled by the Department including infrastructure (e.g., transport/fleet and utilities), non-residential buildings (e.g., hospitals, health centres, ambulance stations, clinical offices etc), residential buildings/housing provided for staff, and other assets, such as plant and equipment, including bio-medical equipment.

This SAMP does not cover:

- Office furniture and equipment purchasing and leasing
- Information technology equipment, software, and services
- Security.

## 2. OUR ORGANISATION

Tasmania's health system comprises of a wide network of public, private, and not-for-profit services that collectively seek to deliver positive health outcomes for all Tasmanians. The health system covers the full range of health and health support services, from population and allied health services, general practitioners, allied health and community services, and tertiary and community hospitals.

The Department is responsible for a significant part of Tasmania's health system. Through our hospitals, community, primary health, ambulance, and public health services we provide a broad range of services to Tasmanian communities, and employ over 14 000 dedicated allied health, nursing, medical, paramedics, clinical support, and administrative staff.

Our services include:

- Aged care
- Alcohol and drug
- Allied health
- Breast and cancer screening
- Cancer and blood treatment
- Children's health
- Clinical support and health aides
- Critical care
- Dental health
- Diagnostic
- End of life care
- General, specialty medical and surgical
- Health promotion
- Home and community care
- Mental health
- Pregnancy and birth
- Public health
- Sexual health
- Women's health

We provide these services in a wide variety of inpatient, outpatient, community health, residential and in-home settings (Appendix 1: Statewide Services Location).

The Department's Infrastructure Services branch is responsible for ensuring that the critical assets required to deliver these services are fit-for-purpose and help to improve health outcomes and experiences for Tasmanian communities (Appendix 2: Department of Health Organisational Structure).

### Strategic Priorities 2021–23

The Department's Strategic Priorities 2021–23 sets out the priorities, actions, and enablers over the next two years to provide our strategic direction to ensure that Tasmanians receive the best possible health services.

There are six priority areas:

1. Continuing to respond to the coronavirus (COVID-19) pandemic
2. Improving access and patient flow across our health system
3. Delivering care in clinically recommended times
4. Reforming the delivery of care in our community
5. Prioritising mental health and wellbeing
6. Building the infrastructure for our health future.

These priorities are supported by three internal foundation areas:

1. Build and develop a sustainable and positive workforce we need now and for the future
2. Strengthen our governance, risk and financial management, performance, and accountability
3. Strengthen clinical safety, quality, and regulatory oversight.

This SAMP provides the framework that ensures our asset management system and improvement activities are focused on supporting achievement of the Department's priorities.



## Key Roles and Accountabilities for Asset Management

While the Secretary of the Department is ultimately accountable to the Minister for Health for all aspects of Department operations including asset management, the Deputy Secretary Infrastructure is the accountable officer for asset management. The Deputy Secretary Infrastructure is the owner of this SAMP.

The Health Executive is the principal decision-making governance committee providing support to the Secretary. It leads the strategic direction and provides oversight of the Department's key responsibilities. The Health Executive is supported by several executive committees tasked with improving healthcare across the public health system and ensuring accountability, transparency, and responsiveness to change (see Appendix 3: Department of Health Governance Committees). The functions of each executive committee and how they relate to asset management is outlined in Appendix: 4.

The Infrastructure Oversight Committee (IOC) is the subcommittee of the Health Executive responsible for ensuring that investment in, and management of, the Department's infrastructure assets support the effective and efficient delivery of health services in Tasmania.

The IOC has a role to review, approve and prioritise strategic capital infrastructure project proposals, approve forward works programs and annual budget submissions. The IOC maintains high-level oversight of the progress of work programs. The Deputy Secretary Infrastructure is the Chair of the IOC.

The Director, Asset Management supports the Deputy Secretary in the Asset Management leadership role. The roles of Deputy Secretary Infrastructure and Director, Asset Management align with the functions outlined in the requirements of asset management leadership roles as set out in ISO 55001.

| Asset Management Leadership Role  | What this means  |
|---|--|
| <b>Establish asset management purpose and direction through the Asset Management Policy, SAMP, and Asset Management Objectives.</b> | <ul style="list-style-type: none"> <li>An Asset Management Policy and Strategic Asset Management Plan in place.</li> <li>Strategic Asset Management Plan must have asset management objectives, aligned with organisational priorities.</li> </ul>                           |
| <b>Ensure Asset Management System is established and integrated into the organisations business processes.</b>                      | <ul style="list-style-type: none"> <li>Asset management must not occur in isolation from other activities but must be part of the wider organisational activities.</li> </ul>  |
| <b>Ensure resources for the Asset Management System are in place.</b>   | <ul style="list-style-type: none"> <li>Level of resourcing is sufficient to support effective asset management and deliver Asset Management Objectives.</li> <li>Balancing the Department's internal and external resources.</li> </ul>                                      |
| <b>Communicate the importance of effective Asset Management and of conforming to Asset Management System requirements.</b>          | <ul style="list-style-type: none"> <li>Effective processes are established for communicating the purpose of Asset Management, how it contributes to the achievement of organisational objectives and the importance of conforming to the Asset Management System.</li> </ul> |
| <b>Ensure the Asset Management System achieves its intended outcomes.</b>   | <ul style="list-style-type: none"> <li>Intended outcomes of Asset Management System are well defined and performance relative to these objectives is measured.</li> </ul>  |
| <b>Direct and Support persons contributing to the effectiveness of Asset Management System.</b>                                     | <ul style="list-style-type: none"> <li>Appropriate guidance, assistance and training is provided to persons with an involvement in Asset Management.</li> </ul>  |
| <b>Promote cross-functional collaboration within the Department. Facilitating a whole of Department approach.</b>                   | <ul style="list-style-type: none"> <li>Asset Management is not a silo within the organisation but is an integrated part of wider organisational processes. All parts of the organisation work together in an aligned and integrated way.</li> </ul>                          |
| <b>Promote continual improvement.</b>   | <ul style="list-style-type: none"> <li>Monitor performance, identify areas where performance does not match requirements and identify, prioritise, and implement improvements to close actual and projected performance gaps.</li> </ul>                                     |
| <b>Ensure Asset Management risk management approach is aligned with organisation's approach for managing risk.</b>                  | <ul style="list-style-type: none"> <li>Risks across the organisation are assessed using a common framework to enable comparison and prioritisation of risk across the business.</li> </ul>   |

## Strategic Context

Demand for health care continues to grow. Tasmania's social and demographic factors, including an ageing population and high number of people living with co-morbid health conditions, are a major cause behind this increase in demand.

Like other states and territories facing this issue, Tasmania also has people being cared for in hospital because the Tasmanian health system does not have enough subacute, primary, community and home-based services. Care in the wrong place isn't best for people and comes at a high cost. Consequently, the Stage Two reforms as outlined in *Our Healthcare Future*, will take the important next step of focusing on the delivery of better care in the community, as part of a balanced and sustainable health system – right care, in the right place, at the right time.

During 2022, the Department will develop a new long-term plan for healthcare in Tasmania. Based on evidence from regional clinical service planning, the health plan will provide the roadmap for addressing the long-term challenges the health system faces, and a comprehensive blueprint for the whole of the health system, to help us to understand the future demand for health services and how services should evolve over the next 20 years.

## 20-Year Infrastructure Strategy

A new 20-year Infrastructure Strategy will be developed in response to the health plan.

Given issues with ageing assets, together with a growth in demand for more community-based and in-home services, a new 20-year Infrastructure Strategy will focus on priority investment in several key areas to meet future demand and consumer and community expectations.

The strategy will include and build on work already underway to strengthen our planning and management practices to ensure our infrastructure assets enable the delivery of safe, high-quality health care services to the Tasmanian community.



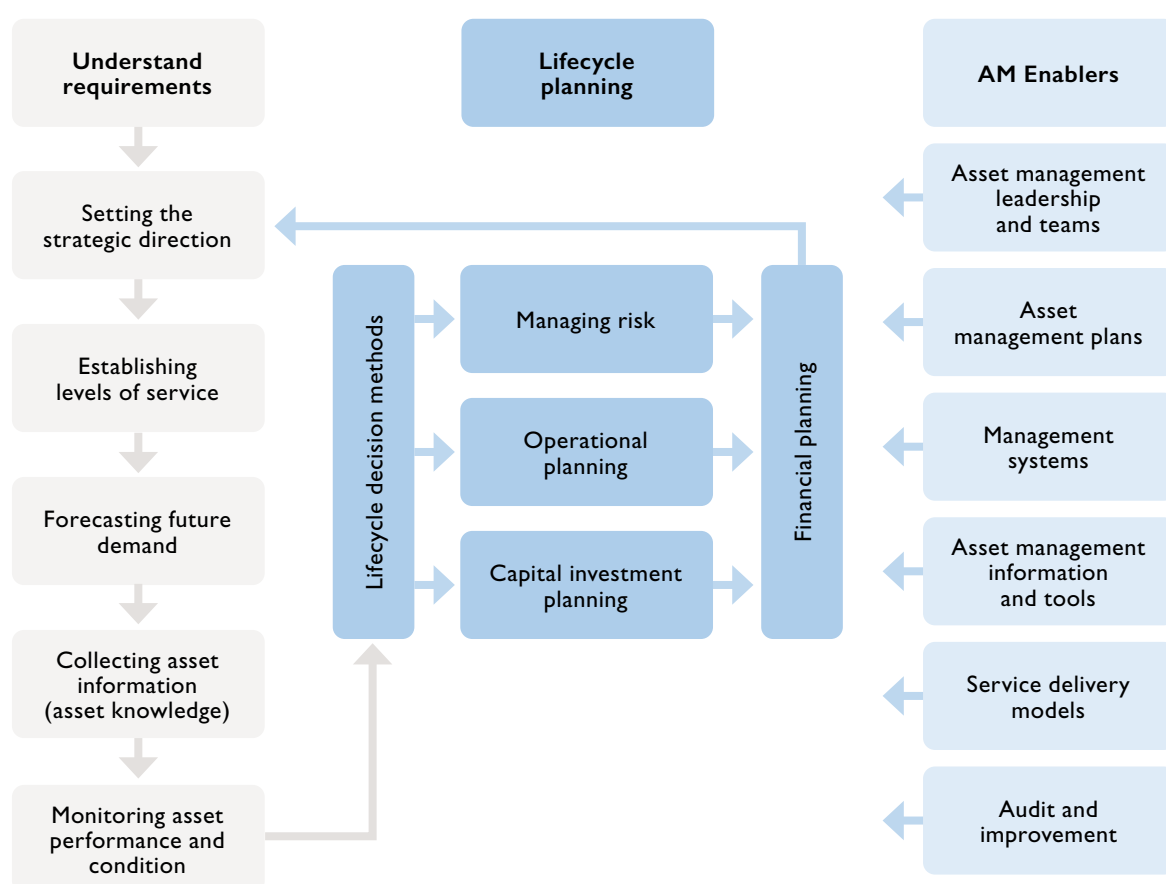


# 3. OUR ASSET MANAGEMENT SYSTEM

The Department has adopted the IIMM published by IPWEA as a pathway towards ISO 55000 alignment.

The IIMM defines the asset management system as being a set of interrelated or interacting elements of an organisation, including the Asset Management Policy, Asset Management Objectives, Asset Management Strategy, Asset Management Plans, and the processes to achieve these objectives.

Asset management planning links organisational strategic business goals to operational activities. Asset management planning enables the Department to ensure it meets the required levels of services, in the most effective manner, through the management of its assets now and into the future.



The asset management system starts at the strategic level by establishing an Asset Management policy and objectives and then allocating resources to delivering asset management at an operational level.

This SAMP assists us to build our asset management system to define, develop and maintain an asset base that is capable of meeting current and future clinical service needs ensuring our health facilities deliver the right care, in the right place at the right time.

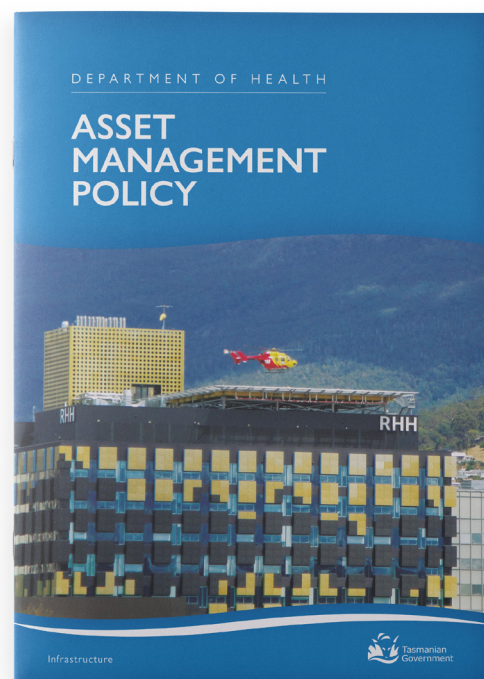
## Asset Management Policy

The Asset Management Policy outlines the Department's commitment to effective asset management of Tasmania's public health system asset base. It sets the direction for our new asset management system which will be developed in alignment with international best practice and our six asset management principles:

1. Ensuring good governance
2. Enabling the delivery of health services
3. Proactively managing our risk
4. Planning for the future
5. Continuous improvement
6. Financial sustainability


Over the coming two years we are developing and commencing roll out of a range of policies, systems, and process to ensure the essential elements of asset management are in place to deliver on the policy's vision. In addition to this SAMP, these include the 20-year Infrastructure Strategy, a new Asset Management Information System, a Building Condition Assessment Framework, Criticality Framework, a Medical Equipment Management Framework and associated Asset Management Plans and a new Contractor Registration and Management System.

We will also complete the transition to a central service model for the management and maintenance of all Department owned and leased facilities and embed our new ways of working to effectively support an integrated and collaborative approach to asset management.



## Asset Management Objectives and Implementation Activities

The Department has selected a series of Asset Management Objectives and implementation activities that in the short to medium term will help ensure the foundations of good asset management needed to meet our longer terms goals are in place and working well.

| Principles   | Asset Objectives  | Implementation Activities   |
|--|---|---|
| <b>Ensuring good governance</b>  | The Asset Management Policy outlines the Department's commitment to effective asset management of Tasmania's public health system asset base.   | <ul style="list-style-type: none"> <li>The Asset Management Policy sets the Department's vision for management of assets.</li> </ul>  |
|  | The Department's Asset Management Objectives translate the Asset Management Policy and organisational strategic priorities into high-level statements that guide asset management activities. | <ul style="list-style-type: none"> <li>The Asset Management Objectives build the foundations of a good asset management system to meet our longer terms goals.</li> </ul>   |
|  | The Strategic Asset Management Plan (SAMP) is used to translate the organisational objectives to asset management objectives, plans and systems.  | <ul style="list-style-type: none"> <li>The SAMP assists the Department to strategically manage its assets.</li> <li>The SAMP is regularly reviewed.</li> </ul>  |
|  | A lifecycle asset management approach is consistently applied to all Departmental assets.   | <ul style="list-style-type: none"> <li>Infrastructure Services has responsibility for the management of all Departmental assets, and stakeholders are regularly communicated with to ensure expectations are understood and documented.</li> </ul>  |
|  | All capital projects (including minor works) are delivered within scope, time, cost, and quality objectives.  | <ul style="list-style-type: none"> <li>All capital projects have a Health Executive member as the Project Sponsor who is accountable for ensuring the project is completed with scope, time, cost, and quality objectives.</li> <li>Steering Committees (where appointed) assist the Project Sponsor in discharging their accountabilities.</li> <li>The Health Facility Planning and Delivery Process prescribes the phases for the delivery of all capital projects.</li> </ul> |
|  | Our obligations under legislation, regulations, codes, agreements, and other requirements will be met.  | <ul style="list-style-type: none"> <li>All requirements are documented, and actions programmed if required, for all assets.</li> </ul>  |

| Principles  | Asset Objectives  | Implementation Activities  |
|---|---|--|
| <b>Enabling the delivery of health services</b>  | <p>The right assets are provided, in the right place, and to the right specifications and standards to ensure that they are fit for purpose, future focused and enable high quality and safe care.</p> <p>Design of new health facilities and the refurbishment of existing facilities support the delivery of optimal patient care through the provision of appropriate physical environment.</p> <p>Health services have the appropriate equipment in the right place, at the right time, fit for purpose, safe and maintained to support the delivery of high-quality health services.</p> | <ul style="list-style-type: none"> <li>Clinical service plans and models of care inform investment decisions which are aligned to service needs, system wide objectives and Government policy.</li> <li>The Health Facility Planning and Delivery Process shapes the delivery of all capital projects.</li> <li>Standard specifications for IT, infection control and environmental sustainability inform facility design.</li> <li>The design of all new facilities and upgrades is guided by the Health Facility Design Principles.</li> <li>Equipment is managed and maintained in accordance with the Equipment Management Framework and Asset Management Plans.</li> </ul>  |
| <b>Proactively managing our risk</b>           | <p>A single point of investigation for all assets provides robust live data for compliance, performance, forecasting and evidence-based decision making.</p> <p>Critical assets, asset risks and asset management risks are managed through up-to-date registers and asset management plans.</p> <p>The potential of accidental damage or exposure to Asbestos-Containing Materials is minimised.</p> <p>The work, health and safety practices of staff and contractors is improved.</p>  | <ul style="list-style-type: none"> <li>The Asset Management Information System provides a single asset register containing condition, performance, and financial information.</li> <li>A Condition Assessment Framework provides a comparison of risk and asset condition and performance information and data to drive programmes of work.</li> <li>The Criticality Assessment Framework, informed by IIMM Procedure: Determining Asset Criticality, enables the identification of critical assets and provides a structured and consistent basis for understanding and managing the risk associated with each particular asset class.</li> <li>The management of Asbestos-Containing Materials is in accordance with the Asbestos Management Plan and systems and business processes are in place to effectively support staff and contractors.</li> <li>Consistent statewide registration and compliance of all contractors and staff undertaking work on our assets is managed through the Contractor Registration and Management System.</li> </ul> |

| Principles  | Asset Objectives   | Implementation Activities  |
|---|--|--|
| <b>Planning for the future</b>     | <p>Planning is focused on what is needed to deliver, optimise, and maintain a physical infrastructure asset base which meets current and future service levels, and which supports safety, sustainability, and good practice health service delivery.</p> <p>Masterplanning determines built infrastructure disposal / rationalisation and cost-effective decision making with proceeds being reinvested into the delivery of health services.</p> <p>A data-driven approach to asset planning, management and decision making will improve our asset management system.</p> | <ul style="list-style-type: none"> <li>• A 20-year Infrastructure Strategy responds to the long-term health plan and informs asset management and investment decisions.</li> <li>• Site, service or region-based masterplans inform the capital investment program.</li> <li>• Masterplans are developed in accordance with agreed masterplanning principles.</li> <li>• The Asset Management Disposal Framework outlines the process for determining surplus built infrastructure and enables the Department to reinvest into the delivery of assets that meet user's needs', quality standards and achieve best value.</li> <li>• Current service delivery needs are documented, and progress towards meeting them is reported.</li> <li>• Forecasting of future demand and changes in standards/technology affecting assets is undertaken regularly and documented.</li> <li>• An asset lifecycle model is regularly updated, and annual renewals requirements are estimated over 5 years, 10 years, 20 years.</li> </ul> |
| <b>Continuous review</b>         | <p>Our performance is optimised through continuous review of our asset management system.</p> <p>Evaluation of capital projects is embedded into the Planning and Delivery process.</p> <p>Our asset management staff promote a consistent approach to asset management across the state and business units.</p>   | <ul style="list-style-type: none"> <li>• Bi-annual external evaluation of asset maturity against the IIMM maturity framework with outcomes reported to the IOC.</li> <li>• Post occupancy evaluation data and information informs future capital projects.</li> <li>• Asset management teams have the skills, resources, and responsibility to maintain the asset management system.</li> </ul>  |
| <b>Financial sustainability</b>  | <p>A range of asset and non-asset options are robustly analysed to maximise benefits and improve the efficiency of the health system.</p> <p>Our assets are effectively managed, maintained, repaired, renewed/ replaced, disposed, and the integrity protected.</p> <p>Decisions are informed through adequate asset information, including asset condition, existing and alternative asset use and residual value.</p>   | <ul style="list-style-type: none"> <li>• Business case recommendations for capital investment are evidence based and meet service needs and maximise benefits at optimal cost.</li> <li>• All essential maintenance and regulatory requirement activities are identified and programmed.</li> <li>• All programmed activities are undertaken within the required timeframes and corrective maintenance with the define response times.</li> <li>• Effective security, redundancy, back-up, and/ or operational plans are in place as required by the measures identified in our risk assessments, business continuity plans, and emergency response plans.</li> <li>• The level of service impact of differences between asset management funding requirements and annual budgets is reported to the IOC.</li> </ul>   |

## 4. CAPITAL INVESTMENT PROGRAM

Prioritised projects will be identified either through structured masterplanning studies or from analysis of other information about:

- capability and capacity of existing assets to meet increased demand and service growth or change
- asset performance
- organisational risk
- financial efficiency
- technological advancements

As the Department's asset management practices and data systems mature, the application of more sophisticated decision tools at various stages of the capital investment planning process will shape a comprehensive and fully data driven capital investment program.

### Masterplanning

Masterplans for major hospitals, health precincts or groups of services, provide the long-term vision for improving health facilities and critical infrastructure assets to facilitate efficient, effective and safe delivery of healthcare services, by site or region, based on robust service analysis and planning.

Masterplans provide a roadmap for future infrastructure investment decisions and help ensure that all developments achieve maximum public value

in terms of economic, social, and environmental outcomes. In developing a site or service masterplan, the projected service needs for the catchment area are assessed against the suitability of the asset base to deliver those services.

Where there are gaps, the masterplan outlines a strategy and staged plan to address them, in accordance with agreed service and infrastructure planning principles. Masterplans are reviewed in line with clinical service planning to reflect changes to service delivery and to address emerging critical infrastructure needs.

Masterplanning will also determine built infrastructure disposal enabling the Department to reinvest into the delivery of assets that meet user's needs, quality standards and achieve best value.

Site masterplans are in place for our major public hospitals, with the Launceston General Hospital Precinct Masterplan completed in October 2021 and the review of the North West Regional Hospital and Mersey Community Hospital masterplans due for completion in late 2022. On completion of the *Our Healthcare Future* long-term plan for healthcare in Tasmania, planning will commence on the next stage of the Royal Hobart Hospital Masterplan which was last reviewed in 2019. Site masterplans for other services including Ambulance Tasmania, Child Health and Parenting Services and Rural Hospitals will also commence.





## Masterplanning Principles



- Developments are informed by current and future health needs of the community.
- 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.
- New facilities are designed to contribute to the process of healing and with regard to:
  - the safety, privacy, and dignity of patients, staff, and visitors
  - the diverse needs, values, and circumstances of consumers, including their race, religion, gender, age, sexual orientation, and any disability.



- Developments improve the efficiency of operational relationships.
- Clinical and support service zoning promotes connectivity, safety, and effectiveness.
- Seamless patient journeys are facilitated.
- Interprofessional connectivity and learning are supported.



- Future buildings are inherently flexible and long life, able to respond to advances in healthcare, technology, new models of care and patient needs.
- Developments deliver the required quality of design and contribute to wider environmental, social, and economic sustainability



- Developments are affordable and achievable.
- Coordinated and time-efficient build programs are able to be designed and delivered.
- Construction works can be delivered while maintaining clinical functionality.
- Service interruptions and impact on patients, staff, and visitors are considered in planning decisions.



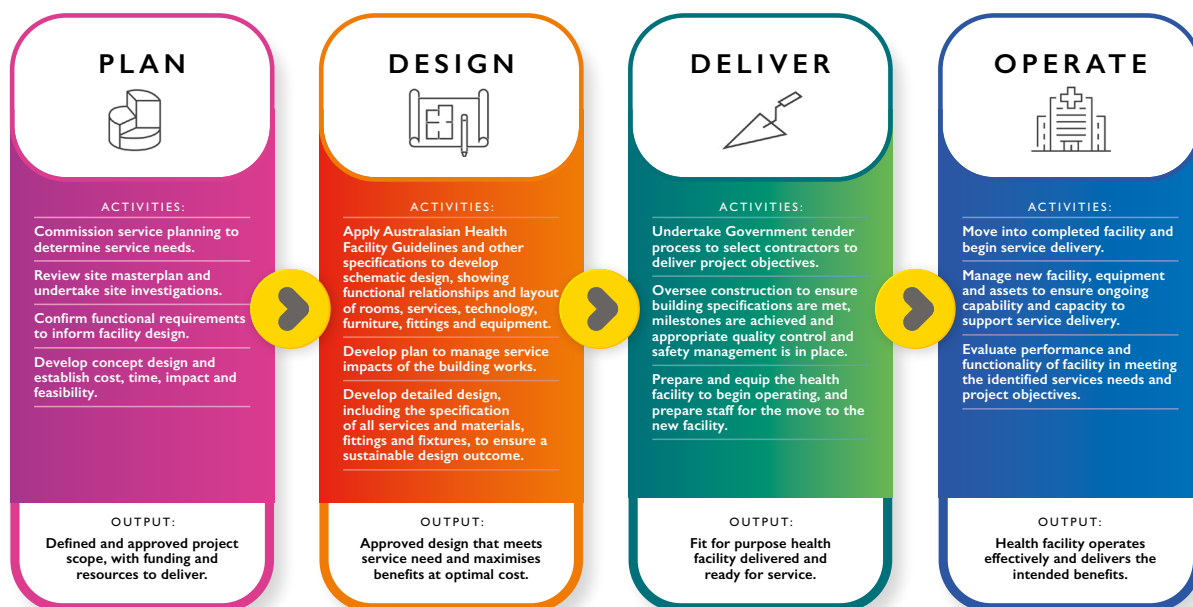
- Developments provide value for money.
- Non-infrastructure solutions to service needs are considered.
- Maximum benefit is derived from any previous investments.
- Focus is given to whole-of-life rather than just initial capital costs.
- Opportunities for partnership are pursued.

## Health Facility Design Principles

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

The following principles guide our approach to the design of all new health facilities and upgrades:

- The *Australasian Health Facility Guidelines* (AusHFG) are used as the basis 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 processes.
- The needs of people of diverse culture and linguistic backgrounds are sought and used to inform our planning and design process.
- Universal design is incorporated in all capital works projects to ensure health facilities are accessible to most people, regardless of age, disability, background or any other factors.
- All capital projects aim for best practice in environmental sustainability – reducing the cost of energy, water usage and to eliminate 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.



## Health Facility Planning and Delivery Process

The Department's Health Facility Planning and Delivery Process is used to guide all projects included in the capital investment 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.

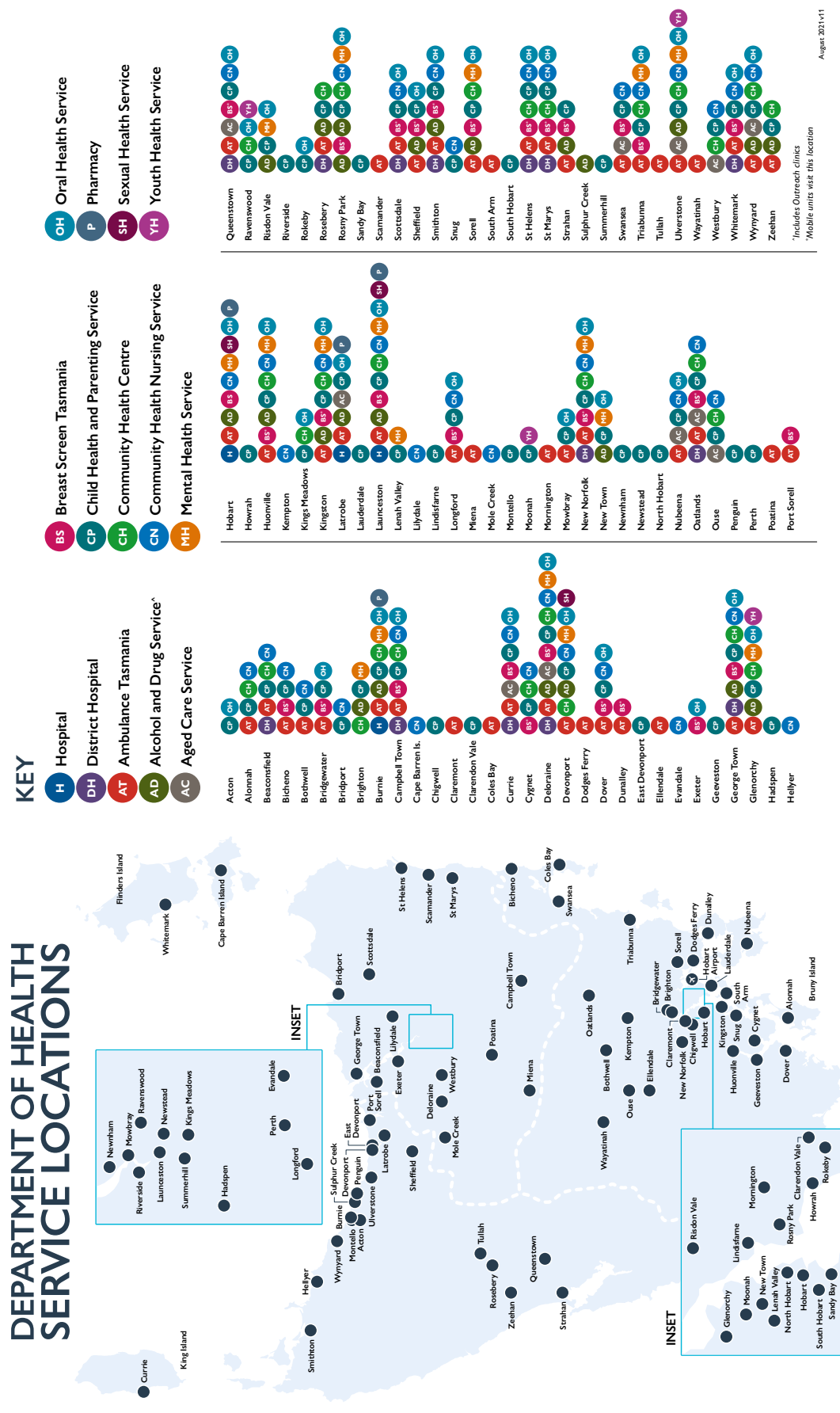
The process is underpinned by the following principles:

- Capital works are aligned with Government policy, systemwide objectives and local service needs, using a collaborative approach.
- A spectrum of options is robustly analysed to maximise benefits and improve the efficiency of the health system.
- The preferred option is evidence-based and meets the service needs and maximises benefits at optimal cost.
- The project is delivered within scope, time, cost, and quality objectives.
- Evaluation of the intended benefits and outcomes is undertaken, and learnings used to improve future projects.



# APPENDICES

# APPENDIX I: STATEWIDE SERVICE LOCATIONS



**Figure 1: Department of Health Service Locations**

# APPENDIX 2: DEPARTMENT OF HEALTH ORGANISATIONAL STRUCTURE

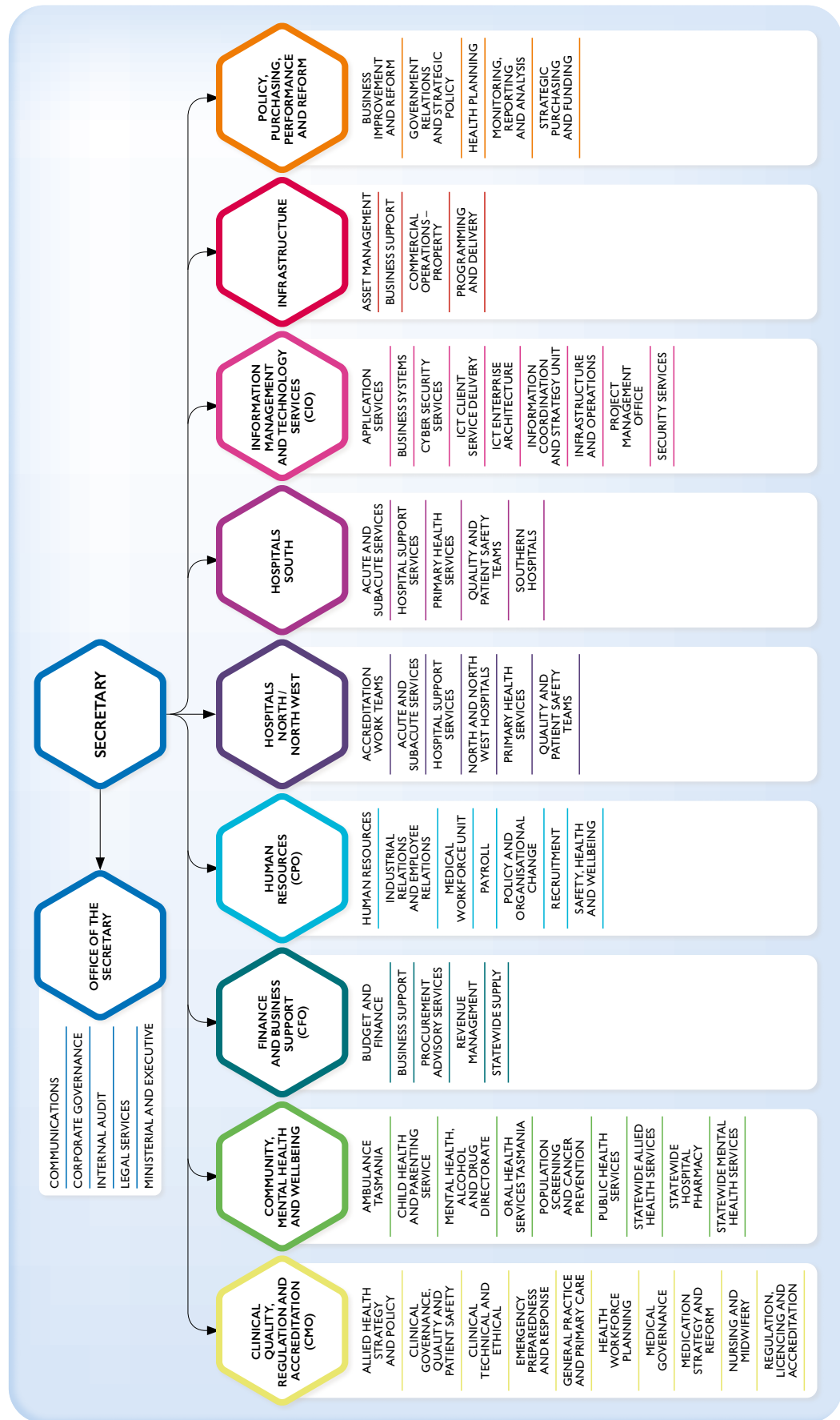


Figure 2: Department of Health Organisational Chart



DEPARTMENT OF HEALTH – GOVERNANCE





# APPENDIX 4: AM FUNCTIONS

## HEALTH EXECUTIVE

### SUBCOMMITTEES

Health Executive Subcommittees are key stakeholders in the preparation and implementation of this SAMP.

| DOH subcommittee                          | Description  | AM requirements of the subcommittee  | Subcommittee requirements of AM  |
|---|--|--|--|
| <b>Audit and Strategic Risk</b>           | Assists the Secretary with governance and oversight responsibility in relation to reporting processes, including financial reporting processes, internal control structures, risk management system (financial and non-financial), compliance and the internal and external audit process. | <ul style="list-style-type: none"> <li>Definition of risk management framework.</li> <li>Articulation of departmental risk appetite.</li> </ul>  | <ul style="list-style-type: none"> <li>Reporting of asset and asset management risks, proposed controls, residual risks, and mitigation measures.</li> <li>Effective implementation of controls and mitigations measures to manage risk within the risk appetite.</li> </ul> |
| <b>Budget and Finance</b>                 | Provides strategic oversight of the Department's budget and financial management responsibilities, and as appropriate provides advice and recommendations to the Health Executive.   | <ul style="list-style-type: none"> <li>Definition of requirements for expenditure justification.</li> </ul>  | <ul style="list-style-type: none"> <li>Provides justification for funding requests.</li> <li>Provides short-, medium- and long-term forecasts.</li> </ul>  |
| <b>Infrastructure Oversight Committee</b> | Ensures that investment in, and management of, the Department's infrastructure assets support the effective and efficient delivery of health services in Tasmania.   | <ul style="list-style-type: none"> <li>Reviews, approves, and prioritises strategic capital infrastructure project proposals.</li> <li>Approves forward works programs and annual budget submissions. Maintain high-level oversight of the progress of work programs.</li> </ul> | <ul style="list-style-type: none"> <li>See <i>requirements of asset management leadership roles as set out in ISO 55001 pg. 8</i></li> </ul>   |
| <b>People</b>                             | Responsibility and accountability for strategic human resources, industrial relations and workforce matters across the Department.   | <ul style="list-style-type: none"> <li>Works to implement resourcing requirements for asset management.</li> </ul>   | <ul style="list-style-type: none"> <li>Develops and maintains an asset management resourcing plan.</li> </ul>  |

| DOH subcommittee                                 | Description   | AM requirements of the subcommittee  | Subcommittee requirements of AM  |
|--|---|--|--|
| <b>System Performance and Forecasting</b>        | Provides timely and consistent decision making around the performance response levels required to address underperformance. Monitors the implementation of agreed action plans to address underperformance. Provides high level oversight and strategic direction to the Department's annual Service Plan, KPIs and other performance measures, in line with Government strategic objectives. | <ul style="list-style-type: none"> <li>Provides demand models and forecasts as they relate to requirements for assets.</li> <li>Determines levels of service.</li> <li>Sets performance measures.</li> </ul> | <ul style="list-style-type: none"> <li>Identification/notification of asset related performance outcomes.</li> </ul>                         |
| <b>Clinical Executive</b>                        | Provides reporting, policy and strategic advice to the Health Executive and the Secretary, operating within a system-wide safety and quality focus.   | <ul style="list-style-type: none"> <li>Reviews and endorses models of care and models of service delivery to inform capital investment programs.</li> </ul>  | <ul style="list-style-type: none"> <li>Capital investment program responds to service plans, models of care and service delivery.</li> </ul> |
| <b>Work Health and Safety</b>                    | Provides strategic advice and guidance on major work, health and safety operational issues and management strategies to reduce risk and improve safety performance.   | <ul style="list-style-type: none"> <li>Monitors and reports on the work health and safety of asset management staff and contractors.</li> </ul>  | <ul style="list-style-type: none"> <li>Identification/notification of work health and safety matters.</li> </ul>                             |
| <b>Business Improvement and Reform Oversight</b> | Oversees the development and implementation of the business improvement and reform programme.   | <ul style="list-style-type: none"> <li>Reviews and endorses models of care and models of service delivery to inform capital investment programs.</li> </ul>  | <ul style="list-style-type: none"> <li>Capital investment program responds to service plans, models of care and service delivery.</li> </ul> |





Department of Health  
GPO Box 125  
HOBART TAS 7001  
1300 135 513  
[www.health.tas.gov.au](http://www.health.tas.gov.au)  
Published March 2022  
© State of Tasmania 2022