

Centenary Hospital for Women and Children - Expansion Project

Administration Accommodation Arrangements

Women Youth and Children





Contents

1.	Background	3
2.	Purpose	3
3.	Principles	4
4.	Current arrangements.....	4
5.	Proposed arrangements.....	5
	5.1 Details	5
	5.2 Considerations	10
6.	Key stakeholders.....	10
7.	Relocation Following Temporary Arrangements.....	11
8.	Implementation Schedule.....	12
9.	Consultation methodology	13
10.	References	13
	Attachment A -	14
	Structure Chart: Division of Women, Youth and Children	14
	Attachment B -	15
	Buildings: Proposed Temporary Administration Accommodation Arrangements.....	15
	Attachment C -	16
	Buildings: Relocation Following Temporary Arrangements	16
	Attachment D -	17
	Floor Plans: Relocation Following Temporary Arrangements	17

1. Background

Canberra Health Services (CHS) is focussed on the delivery of high quality, effective, person centred care. It provides acute, sub-acute, primary and community-based health services to the Australian Capital Territory (ACT) - a catchment of approximately 400,000 people. It also services the surrounding Southern New South Wales region which includes the Bega Valley, Bombala, Cooma - Monaro, Eurobodalla, Goulburn, Mulwaree, Palerang, Queanbeyan, Snowy River, Upper Lachlan Shire and the Yass Valley.

To ensure CHS is able to meet the growing health service demand from the Canberra community as the population continues to rapidly increase over coming years, the ACT Government has invested more than \$50 million to expand the Centenary Hospital for Women and Children (CHWC).

This expansion project provides a planned, comprehensive and structured response to these growth pressures through expanded infrastructure and service solutions for birthing women, newborn babies, children and adolescents with a range of health care needs.

CHS strives to provide the best possible care, in the right setting, delivered by the right person at the right time. This project will be delivered through three distinct packages of work in the areas of Maternity, Neonatology and Paediatrics, and includes the construction of:

- six new mental health beds plus two flexible beds within the Paediatric Adolescent Ward,
- a new Adolescent Mental Health Day Service,
- four new Special Care Nursery Cots with two additional 'Rooming-in' rooms,
- a 15-bed expansion of the Postnatal Unit,
- a new Gynaecological Procedure Suite,
- a four-bed expansion of the Maternity Assessment Unit; and
- a dedicated Early Pregnancy Unit with three inpatient beds, co-located with the Antenatal Ward.

To enable the implementation of this exciting project, there is a need to temporarily relocate the clinical and non-clinical staff currently situated in the administration area of the CHWC (Level 2, Block F), to a number of temporary alternate locations on the Canberra Hospital Campus.

To facilitate the most effective decanting and temporary relocation processes during the period of construction, this paper outlines the proposed arrangements.

2. Purpose

This consultation paper:

- summarises the current accommodation arrangements for Division of Women, Youth and Children (WY&C) clinical and non-clinical staff currently located in the administration area of the CHWC (Building 11, Level 2, Block F),
- outlines proposed changes to these arrangements whilst a major construction stage in Block F as part of the CHWC Expansion Project is being completed; and
- the proposed relocations following the completion of this refurbishment.

The information contained in this paper provides the basis of the communications to affected staff within the Division of Women, Youth and Children (WY&C) and the associated Unions, in seeking their review and feedback.

3. Principles

In developing the proposed temporary accommodation arrangements and ensuring the process is equitable, the WY&C leadership team considered the following principles:

- Wherever possible, clinical staff are to be located in Building 11 and the new administration building. To assist with this, Medical staff (excluding Clinical Directors) will share an office (two staff per office).
- Where staff share an office, allocation will consider work hours to minimise the time the space is required to be shared.
- The functional relationships between teams will be taken into consideration. Teams that work together will be located close together wherever possible.
- In supporting communication and providing accessible leadership, the WY&C leadership team will be accommodated within the new administration building on Level 2.
- Work Health and Safety requirements.

4. Current arrangements

Clinical, junior medical staff, Visiting Medical Officers and non-clinical administration staff associated with Maternity, Neonatology, Paediatric services are currently accommodated on Block F, Level 2 of the CHWC Building (Building 11) at the Canberra Hospital.

Table 1 below provides a summary of the staff who are currently accommodated on Level 2, Block F.

Table 1: Staff located Level 2, Block F, Building 11:

Executive	Paediatrics	Obstetrics/ Gynaecology	Clinical Support & Projects	Neonatology	Allied Health
<ul style="list-style-type: none"> • Executive Director • Director of Nursing and Midwifery • Business Manager • Operations Manager • Admin Manager • Administration. 	<ul style="list-style-type: none"> • Clinical Director • Assistant Director of Nursing – Paediatrics & Neonatology • Staff Specialists • Fellows • Registrars • Administration. 	<ul style="list-style-type: none"> • Clinical Director • Assistant Director of Midwifery • Staff Specialists • Fellows • Registrars • Educators • Lactation consultants • Midcall • Administration 	<ul style="list-style-type: none"> • Assistant Director of Nursing • Clinical Support Nurses: <ul style="list-style-type: none"> - Research - Education - Patient Flow - Quality and Safety. 	<ul style="list-style-type: none"> • Clinical Director • Staff Specialists • Fellows • Registrars • Administration 	<ul style="list-style-type: none"> • Director • Genetics Counsellors • Physiotherapist • Social Workers • Paediatric Diabetes Team • Administration.

An overview of the structure of the Division of Women, Youth and Children is provided at **Attachment A**.

The current allocation of offices and workstations is based on the following model:

- a. Staff Specialists are allocated their own office – unless the hours they work equates to less than 0.7 FTE, in which case they may share based on two per office and depending on office availability.
- b. Visiting Medical Officers (VMOs), Fellows, Registrars and Resident Medical Officers (RMOs) work to a ‘hot desk’ system or are allocated a shared workstation, depending on availability.
- c. Managers who manage more than 20 FTE are provided with offices.
- d. Workstations are provided for other staff which includes clinical and non-clinical support staff. Some staff may share a workstation, depending on their hours of work and availability.
- e. Staff are provided with all necessary equipment including a workstation inclusive of a computer, 1-2 screens, telephone, an office chair, a manual sit to stand desk and a pedestal. Staff in offices may have a table and two visitor chairs, a bookcase and/or a tambour dependant on preference.
- f. Workstations and offices may be used by staff on a full-time or part-time basis depending on their clinical duties and availability.
- g. Printers will be in close proximity to all staff - including a centrally located print room with access to stationery, storage, a confidential waste bin and document preparation area.

5. Proposed arrangements

5.1 Details

The CHWC Expansion Project will facilitate a range of significant improvements to clinical infrastructure within CHWC including an increase in post-natal beds, an increase in mental health beds for adolescents, inpatient facilities for the Early Pregnancy Unit, improvements and an increase in beds for the Neonatology Special Care Nursery, increased beds in the Maternity Assessment Unit and an upgrade of Gynaecological Procedure facilities.

To enable the CHWC Expansion Project to proceed, the current administration area on Block F, Level 2 will be refurbished into a new Antenatal Ward and the Early Pregnancy Unit; and a new storey (Level 3) will be constructed above which will provide new administrative accommodation and education facilities.

Up to 130 staff will be impacted by this construction stage of Block F, Level 2 and these staff will require temporary office accommodation for a period of up to 18-months (August 2021 to January 2023).

Upon completion of the new administration building, 60 staff will relocate from Block F, Level 2 into this new accommodation.

The remaining 70 staff are proposed to relocate into two locations:

- Building 6 will accommodate 40 staff.
- Building 11 will be reconfigured to accommodate 30 staff in the following locations within CHWC:
 - Block D, Level 1
 - Block E, Level 1

- Block D, Level 2
- Block D, Level 3.

Refer to **Attachment B** for an overview of the proposed office locations.

Specific accommodation details will include:

- Staff Specialists will share an office – two persons per office.
- All other workstation arrangements will continue as mentioned under ‘4. Current Arrangements’ as much as possible.
- **Table 2** below shows the proposed temporary locations by areas and teams.

Table 2: Proposed Temporary Locations by Areas and Teams:

Area	Temporary Location						
	New CHWC Administration Building		Building 6		CHWC, Building 11		
	Level 1	Level 2	Level 2	Level 3	Blocks E & D, Level 1	Block D, Level 2	Block D, Level 3
Administration	✓ Administration Support.	✓ Operational Manager.			✓ Administration Manager.		
Adolescent Mental Health Inpatient Unit (Allied Health; Psychiatrists)	✓						
Allied Health				✓	✓ Administration Support.		
Clinical Support team	✓ Clinical Support Administration.		✓ Education, Research, Quality and Safety; Clinical Support Nurses; Administrator NICUCam, Birthing Outcomes System (BOS) Administrator, Palliative Care Nurse; and Behavioural Care Specialist Nurse.		✓ Clinical Development Nurses/ Midwives.		

Area	Temporary Location						
	New CHWC Administration Building		Building 6		CHWC, Building 11		
	Level 1	Level 2	Level 2	Level 3	Blocks E & D, Level 1	Block D, Level 2	Block D, Level 3
Diabetes/Endocrine			✓ (Adult) Education, Administration; and Dietician.	✓ (Paediatric) Education, Administration, Dietician; and Social Work.			
Executive Director, Director of Nursing/ Midwifery, Assistant Directors of Nursing and Midwifery, Clinical Directors and their support staff.		✓					
Genetics (Administration and Counsellors)			✓				
Maternity	✓ Lactation Consultant.				✓ Clinical Development Midwife, Endometriosis Nurse, Lactation Consultant; and Childbirth Education.	✓ Mid-call.	
Neonatology	✓ Staff Specialists, Registrars, Fellows.				✓ Clinical Development Nurse.		✓ Care Co- ordinator, Partnering with Parents and NICUCam; and

Area	Temporary Location						
	New CHWC Administration Building		Building 6		CHWC, Building 11		
	Level 1	Level 2	Level 2	Level 3	Blocks E & D, Level 1	Block D, Level 2	Block D, Level 3
							Newborn and Parent Support Service (NAPSS).
Obstetrics & Gynaecology	✓ Staff Specialists, Registrars and Fellows.						
Paediatrics	✓ Staff Specialists, Registrars and Fellows.				✓ Staff Specialists, Registrars, Fellows and Clinical Development Nurse.		
Paediatric Surgery (Staff Specialists and Registrars)					✓		

5.2 Considerations

The duration of the proposed temporary accommodation requirements is dependent on several key outcomes occurring:

- The construction completion of the Block F, Level 2 refurbishment into a new Ante-Natal Ward and Early Pregnancy Unit by December 2022.
- The construction completion of Block F, Level 3 storey addition and fitout of administration accommodation and education facilities by December 2022.

There will be no changes to the clinical services provided to women, young people and children within the CHWC during these temporary accommodation arrangements. Clinical interactions with patients will remain unchanged, however interactions with other teams may need additional attention.

The change impacts to staff affected by these temporary relocations may include:

- Some staff will be located a little further from the teams that they may regularly interact with currently.
- Knowing where staff are located.
- The flexible interactions experienced whilst centrally located in the current administration area may not be available.
- The increase in physical distance of teams from their clinical areas and other teams they have a functional relationship with.

To assist with alleviating concerns and address any issues associated with the proposed relocation:

- teams with functional relationships will be grouped together as much as possible in the different locations
- clinical staff working with patients will (wherever possible) be located close to their work practices and clinical requirements
- the Executive Team has been grouped together to ensure prompt communication and service between the different work areas
- staff will be reminded to allow additional travel time for meetings/appointments
- staff will be encouraged to use technology such as Webex and Teams to engage with each other etc.
- clear and consistent information will be provided to all CHS staff regarding the temporary location of teams - including relevant contact details and location maps, which will also indicate hot desk availability in the new administration building and in Building 6.

6. Key stakeholders

Key stakeholders that will be impacted by these temporary arrangements and therefore engagement will occur, including:

- The WYC leadership team,
- Paediatric staff,
- Obstetrics and Gynaecology staff,
- Neonatology staff,

- Diabetes/Endocrine staff - including adult service,
- Genetic Counselling staff; and
- WY&C administration staff.

7. Relocation Following Temporary Arrangements

Future administration space will be created with the construction of the new CHWC Administration Building and an additional floor on Block F, Level 3. This will provide high quality, fit-for-purpose accommodation including electronic sit-to-stand desks and up-to-date technology in meeting rooms. Upon completion of the construction of Block F Level 3, the WY&C staff situated in temporary accommodation will be moved and be co-located with their teams into CHWC.

See **Attachment C** for an overview of the building locations. **Table 3** provides the final location for WY&C staff at the conclusion of the Block F construction stage and **Attachment D** provides the floor plans.

Table 3: Location details following refurbishment:

Area	Location details		
	New CHWC Administration Building, Level 1	New CHWC Administration Building, Level 2	Building 11, Block F, Level 3
Administration	✓ Paediatric	✓ Executive	✓ Neonatology, Obstetrics and Gynaecology
Adolescent Mental Health Inpatient Unit	✓		
Allied Health			✓
Clinical Support team			✓
Diabetes/Endocrine	✓ Paediatric Diabetes' Team		✓ Adult Diabetes' Team
Executive Director, Director of Nursing/ Midwifery, Assistant Directors of Nursing and Midwifery, and their support staff.		✓	
Genetics			✓
Maternity			✓
Neonatology			✓
Obstetrics & Gynaecology			✓
Paediatrics	✓		
Paediatric Surgery	✓		

Workstation allocation will return to the arrangements prior to the temporary arrangements:

- Staff Specialists having their own office – unless the hours worked equate to less than 0.7 FTE, in which case they may share based on two per office and depending on office availability.
- VMOs, Fellows, Registrars and RMOs work to a ‘hot desk’ system or are allocated a shared workstation depending on availability.
- Offices being provided for managers, which is dependent on the number of staff they manage (more than 20 FTE).
- Workstations for other staff which includes clinical and non-clinical support staff. Some staff may share a workstation, depending on their hours of work and availability.
- All necessary equipment being provided which includes a workstation inclusive of a computer, 1-2 screens, telephone, an office chair, an electric sit to stand desk and a pedestal. Staff in offices may have a table and two visitor chairs, a bookcase and/or a tambour dependant on preference.
- Workstation and offices may be used by staff on a fulltime or part-time basis depending on their clinical duties and availability.
- Printers being in proximity to all staff - including a centrally located print room with access to stationary, storage, a confidential waste bin and document preparation area.

8. Implementation Schedule

The proposed implementation program includes:

Table 4: Implementation Program

Target Date	Activity
	CHWC Administration Building construction commenced in October 2020.
July 2021	CHWC Administration Building construction completed.
Early August 2021	Decanting from Block F Level 2 commences. WYC teams move: <ul style="list-style-type: none"> - 60 staff relocate to the new CHWC Administration Building, - 30 staff relocate internally within the CHWC; and - 40 staff relocate to Building 6.
August 2021	Construction of Block F, Levels 2 and 3 commences.
December 2022	Completion of: <ul style="list-style-type: none"> - Level 2: Antenatal Ward and Early Pregnancy Unit - Level 3: Administration, Education Facilities and Neonatology support areas.
January 2023	40 staff relocate from Building 6 into Block F, Level 3. 30 staff relocate internally from CHWC into Block F, Level 3.

9. Consultation methodology

This proposal provides relevant details in relation to the CHWC Expansion Project – Administration Accommodation Arrangements.

We are seeking your feedback on the proposals outlined in this paper.

You can provide feedback via email to CHS.CHEunionforums@act.gov.au

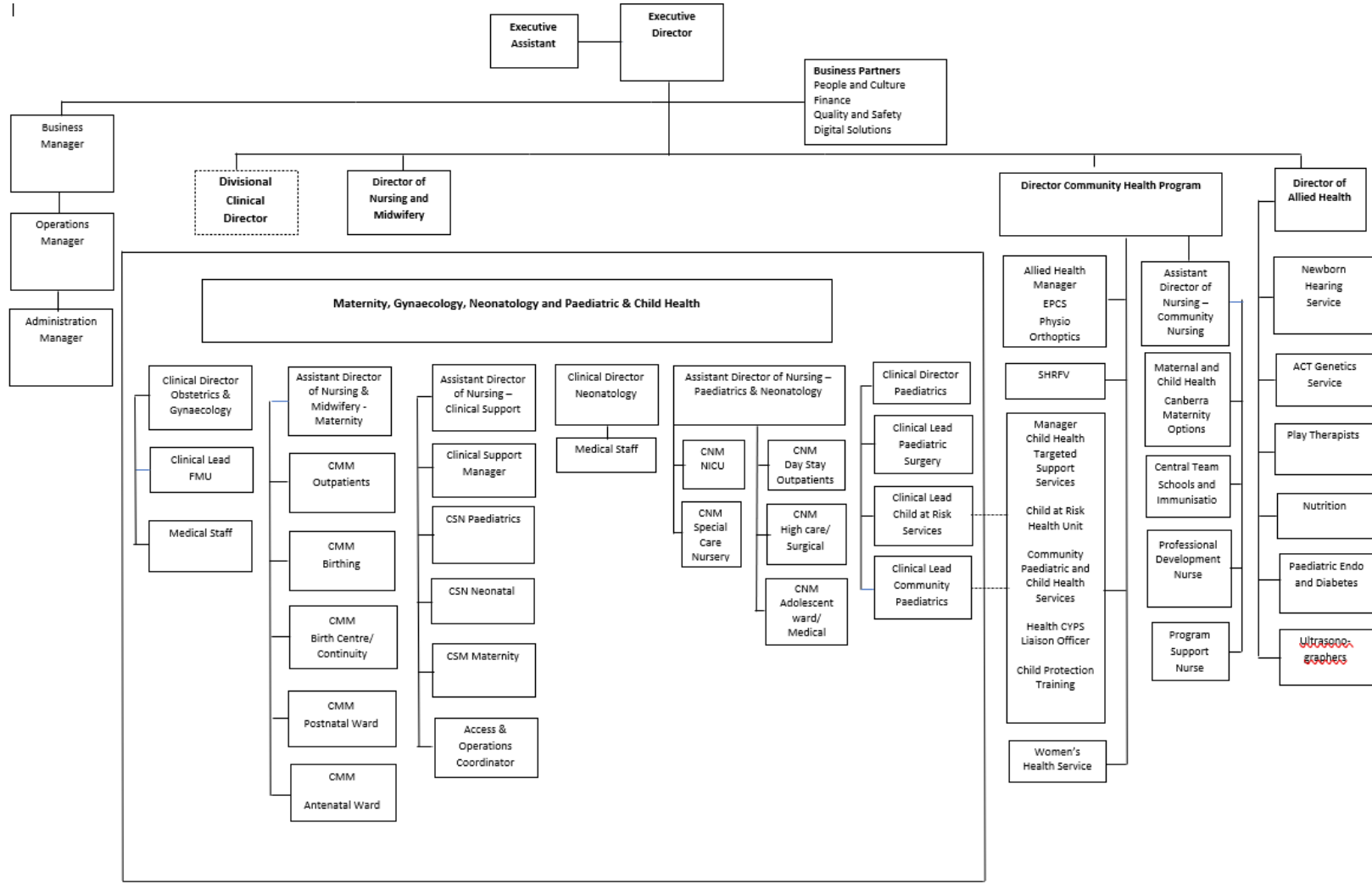
Feedback is due by **COB 23 April 2021**.

10. References

- Canberra Health Services Corporate and Strategic Plan.
- Strategic priorities for July 2020 - June 2021.
- Enterprises Agreements – relevant consultation clauses.
- ACT Health Policy: ACT Health Office and Workstation Accommodation Policy (DGD12-020)
Note: policy is due for review.

Attachment A -

Structure Chart: Division of Women, Youth and Children



Attachment B -

Buildings: Proposed Temporary Administration Accommodation Arrangements



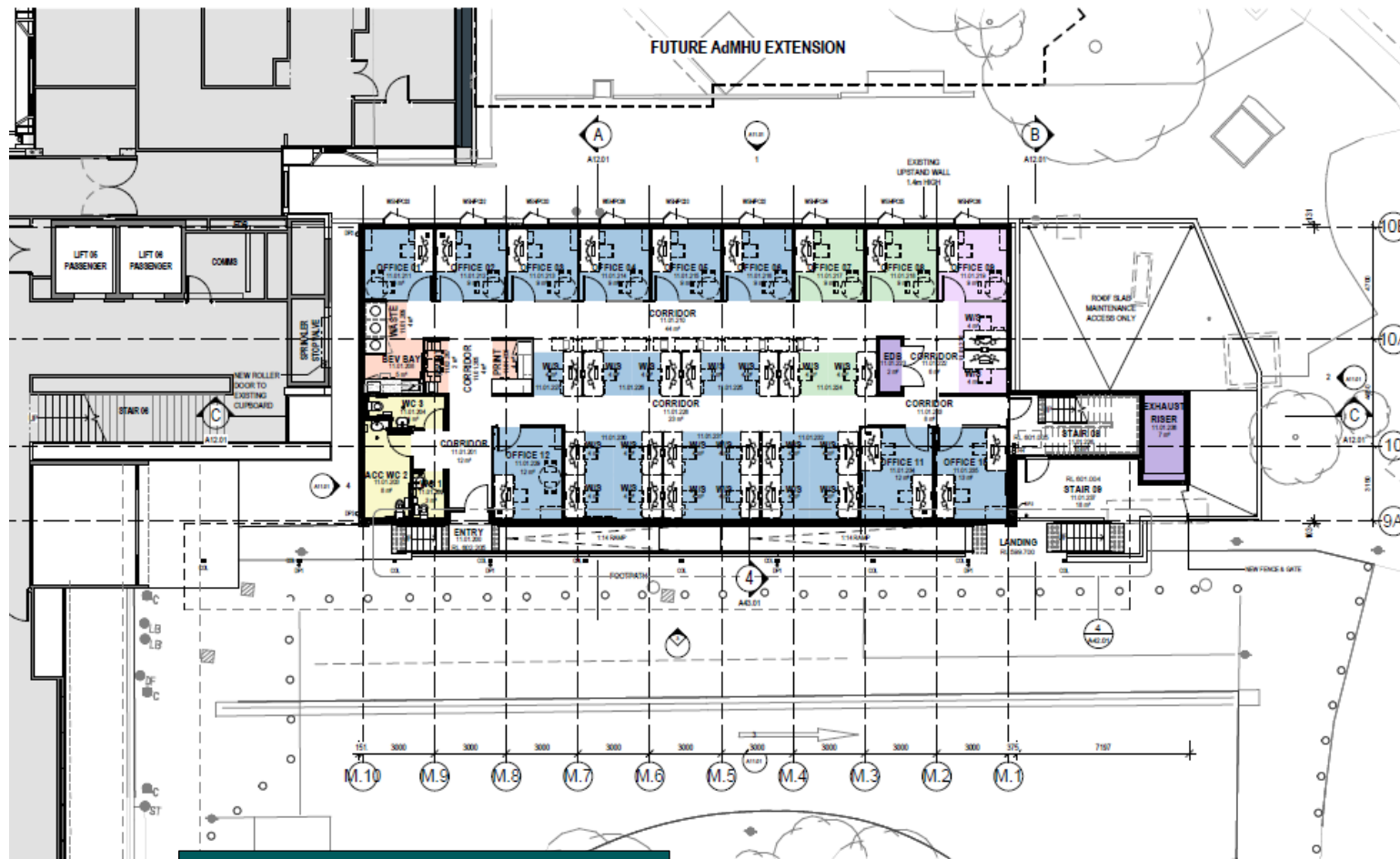
Attachment C -

Buildings: Relocation Following Temporary Arrangements

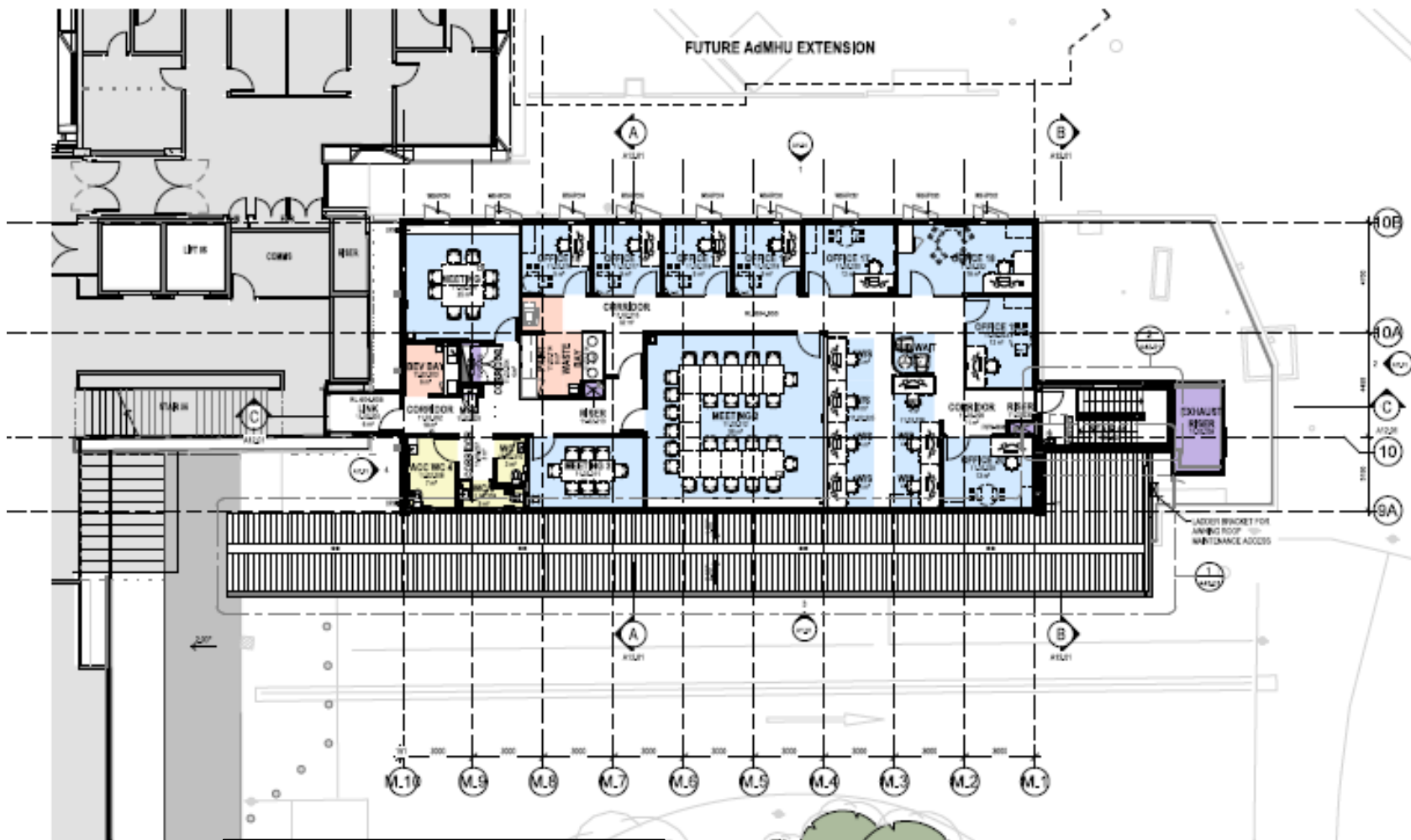


Attachment D -

Floor Plans: Relocation Following Temporary Arrangements



New CHWC Administration Building, Level 1



New CHWC Administration Building, Level 2

