



# Canberra Health Services Consultation Paper

Canberra Hospital Master Plan: Decommissioning and demolition of Buildings 6 and 23 and move to flexible working

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## 1. Introduction

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.

CHS administers a range of publicly funded health facilities, programs and services including but not limited to:

- **The Canberra Hospital:** a modern 600-bed tertiary hospital providing trauma services and most major medical and surgical sub-specialty services.
- **North Canberra Hospital:** previously known as Calvary Public Hospital, is a general hospital in Bruce, with approximately 250 beds. Among its services are a 24/7 Emergency department, intensive and coronary care services, medical and surgical inpatient services, maternity services, voluntary inpatient mental health services, palliative care services and specialist outpatient clinics.
- **University of Canberra Hospital Specialist Centre for Rehabilitation, Recovery and Research:** a dedicated and purpose-built rehabilitation facility, with 140 inpatient beds, 75-day places and additional outpatient services.
- **Mental Health, Justice Health, Alcohol and Drug Services:** provide a range of health services from prevention and treatment through to recovery and maintenance at several locations and in varied environments for people suffering from mental health issues.
- **Dhulwa Secure Mental Health Unit:** a purpose designed and built facility providing clinical programs and treatment options for people suffering from acute mental health issues.
- **Six community health centres:** providing a range of general and specialist health services to people of all ages.
- **Five Walk-in Centres:** which provide free treatment for minor illness and injury.
- A range of **community-based** health services including early childhood services, youth and women's health, sexual health, dental health, mental health and alcohol and drug services.

CHS is a partner in teaching with the Australian National University, the University of Canberra and the Australian Catholic University.

### 1.1. Canberra Hospital Master Plan

The [Canberra Hospital Master Plan](#) (Master Plan) was released in December 2021 and outlines a path for the redevelopment of the Canberra Hospital campus over 20 years to 2041. The ACT Government's vision is for the Canberra Hospital to be a world leading,

sustainable and welcoming health facility, delivering exceptional healthcare, training and research for our growing region.

Implementation of the Master Plan is occurring in stages to ensure operational continuity with minimal disruption to the clinical, clinical support and administrative functions delivered on the campus. This process includes the progressive decommissioning and demolition of aged infrastructure and the construction of modern, fit-for-purpose assets across the campus.

The next stage of Master Plan implementation will see a new Pathology and Clinical Support Building constructed on the existing Building 6 and 23 sites. This means Buildings 6 and 23 will be decommissioned and demolished. To improve access to the site, Building 17 (a storage shed) will also be demolished.

Demolition of all three buildings will commence from 1 November 2023, with all affected team members to be relocated prior to this date. Demolition of these Buildings will be complex and involve the removal of hazardous substances (such as asbestos). The site is also overlooked by the new in-patient areas of the new Clinical Service Building (CSB). To ensure the project doesn't impact the operation of the CSB, the completion of demolition of these Buildings is required before the CSB opens mid next year. As this work is complex, the construction period is expected to take longer than usual, therefore it is necessary to start the works in November 2023.

The ACT Health Directorate (ACTHD) is responsible for overseeing the decommissioning and demolition of Buildings 6, 23 and 17 and is working closely with the Infrastructure and Health Support Services Division (IHSS) of CHS to understand the functional requirements and operational needs of the teams and functions currently occupying these buildings, and to identify alternate accommodation solutions.

## 2. Purpose

The purpose of this paper is to describe moving to flexible working arrangements for CHS team members working on the Canberra Hospital campus. This includes all team members, except those who are operationally required to work on-campus every day.

All team members – except where operationally required – will be asked to move to flexible working arrangements.

This includes the teams currently accommodated in Buildings 6 and 23, and those teams in other buildings on the hospital campus that will need to relocate to accommodate Building 6 and 23 team members who must remain onsite.

The paper is part of a broader consultation process being led by the ACTHD project team in partnership with IHSS and CHS People and Culture. The project team is continuing to meet with the managers of all affected teams to discuss accommodation options, as well as hosting fortnightly 'drop in' sessions for team members, including with teams from Buildings 6 and 23. Work is also occurring with the CHS Strategic Communication and Engagement team to distribute messaging, including the establishment of a dedicated email inbox ([CanberraHospitalMasterPlan@act.gov.au](mailto:CanberraHospitalMasterPlan@act.gov.au)) where team members are invited to reach out

with any questions. Further 'drop-in' sessions are planned and open to all CHS team members. 'Drop-in' session dates and locations are available on the CHS Health-Hub.

## 3. CHS Accommodation Principles

The Accommodation Principles at [Attachment A](#) are included in the [CHS Office and Workstation Accommodation Policy](#). The Accommodation Principles have been used by the CHS Executive to guide decisions on the move to flexible working..

The Accommodation Principles prioritise on-campus accommodation for:

- clinical team members delivering inpatient care;
- administration team members directly supporting the delivery of inpatient care; and
- line management of clinical team members (categories 1, 2 and 3).

In some circumstances category 1, 2 and 3 team members may be required to work off campus on days negotiated with their manager.

Team members who provide administrative services throughout the campus that indirectly support the delivery of inpatient care (categories 4 and 5) will be accommodated primarily off campus. Space on campus is very limited. There is only a small amount of floorspace on the campus to accommodate team members who have to relocate. As a result, only those teams with a strong justification to remain permanently onsite have been categorised in this paper as 1, 2 or 3, with other teams categorised as 4 and 5. In some instances, category 4 and 5 teams have requested a small or periodic on campus presence to support their work. To facilitate this, a combination of allocated and bookable desks and meeting rooms will be made available for category 4 and 5 teams on the hospital campus. These arrangements are described further under *Relocation options*.

## 4. Relocation options

The impending decommissioning of Buildings 6 and 23 will cause some short-term disruption to CHS team members but is also an opportunity to modernise the campus and transform the way we work. As new buildings come online, teams that remain on campus will have access to fit-for-purpose, safe and sustainable work environments that support the delivery of high-quality patient care.

For teams with the ability to work flexibly, team members will have the option to work from flexible office locations across the ACT and work from home. Many ACT Public Service team members have already transitioned to flexible working arrangements, helping balance their personal and professional commitments. Similar arrangements are now proposed for CHS team members.

### **On campus accommodation**

In the lead up to new buildings coming online, existing on-campus accommodation will be used to accommodate category 1, 2 and 3 teams currently working in Buildings 6 and 23. Where operational demands allow, this may include working some days on campus and some days at home.

The proposed relocation options for Building 6 and 23 teams and other impacted teams are provided at [Attachment B](#). Where possible and practical, the options reflect the accommodation requirements shared with the project team during consultations with managers.

## Off campus accommodation

All category 4 and 5 teams currently located throughout the campus will be primarily located off campus. Feedback from team members has highlighted the need for various offsite accommodation options to suit the differing working styles and functional requirements of the affected teams.

Proposed off campus accommodation options are described further below.

- For teams that can work flexibly, individual team members will have the option to work from flexible office locations across the ACT and utilise home-based work. This arrangement will allow many CHS team members to work from locations closer to their homes that meet their needs. A map of flexible office locations is at [Attachment C](#).

The ACT Government has set a [strategic vision](#) to become a more progressive city for flexible working. While many ACT Public Service team members have already transitioned to flexible working arrangements, we recognise this will be a new way of working for many CHS team members. Further information and resources to support managers and teams in the move to flexible working arrangements will be provided in the coming weeks.

- For teams that can work off campus, but need to remain together, the project team is working through options to refit and better utilise spaces at Village Creek, Kambah, and Bowes Street, Phillip.
- Dedicated workspaces will also be made available for CHS team members at the ACT Government Flexible Working Sites at Emu Bank, Belconnen, and Canberra Nara Centre, Civic. These spaces will be available to individual team members, as well as teams that need to work together at a single site.
- Workspaces will also be available at the ACT Public Service flexi-hubs in the Tuggeranong and Woden town centres.
- Where teams located offsite require a small or periodic on-campus presence, for example to conduct meetings or liaise with clinical team members, the provision of a limited number of allocated and bookable desks and meeting rooms will be available on campus. Further information on the system for booking desks and meeting rooms will be shared with team members via the CHS Health-Hub.

The proposed relocation options for category 4 and 5 impacted by the decommissioning of Buildings 6 and 23 are provided at [Attachment B](#). Photos of the relocation sites are provided at [Attachment D](#).

Flexible working arrangements will continue for an indefinite period of time, given the lengthy time period during which new buildings on the campus will be constructed..

## 5. Timeline

The timeline for the decommissioning and demolition of Buildings 6 and 23 requires all occupants to vacate by 1 November 2023. The relocation of teams will be undertaken as a rolling process as alternate accommodation becomes available and only once team member and union consultation processes have concluded.

### *Timeline of activities to support the decommissioning of Buildings 6 and 23*

Activity	Timeframe
Confirm accommodation requirements of teams to be relocated, including: <ul style="list-style-type: none"> <li>teams currently located in Buildings 6 and 23</li> <li>category 4/5 teams located elsewhere on campus</li> </ul>	June - July 2023
Review on and off campus relocation sites against team accommodation requirements	July 2023
Commence consultation with team members and unions on team relocation options	1 August 2023
Close consultation with team members and unions on team relocation options	25 August 2023
Incorporate feedback from team members and union consultation into relocation plans	By end August 2023
Commence relocation of teams	From 1 October 2023 *

*\* The relocation of teams will be undertaken as a rolling process, with teams relocating as spaces become available. For some teams, relocation to their new accommodation may occur prior to 1 October 2023 to align with clinical service priorities.*

All teams will be provided with advance notice (minimum 2 weeks) about when it is time to relocate. However, all teams are strongly encouraged to start sorting files and decluttering their workspaces now in anticipation of the move.

## 6. Frequently Asked Questions

CHS team members have raised a number of questions about the relocation of teams affected by the demolition of Buildings 6 and 23. Answers to these questions are provided in the FAQs at [Attachment E](#). The FAQs will be updated regularly and shared on the CHS Health-Hub.

If you have questions that are not addressed in the FAQs, please contact the Canberra Hospital Master Plan project team via email at [CanberraHospitalMasterPlan@act.gov.au](mailto:CanberraHospitalMasterPlan@act.gov.au).

## 7. Future benefits

Canberra Health Services and the ACT Health Directorate acknowledge that there are inconveniences associated with any construction work, whether it be team relocations, noise, workarounds or traffic disruptions. However, all of this is to create a state-of-the-art hospital campus for the Canberra community and a modern workplace for all CHS team members.

The Canberra Hospital (then Woden Valley Hospital) was opened in 1973 and continues to be the main tertiary hospital serving the ACT and surrounding region. Not surprisingly, some of the buildings on the campus are showing their age and no longer provide the amenity team members would expect from more contemporary facilities. The decommissioning of Buildings 6 and 23 provides an opportunity to modernise the campus for team members, patients and visitors and make the hospital an even better place to work and stay.

For teams that can work flexibly, the decommissioning of Buildings 6 and 23 is also an opportunity to transform the way we work and provide team members with options to work closer to home and balance their personal and professional commitments.

Short-term, the decommissioning of Buildings 6 and 23 will cause some disruption to team members on campus. The project team, working alongside the CHS Strategic Accommodation and People and Culture teams, will be available every step of the way to minimise this disruption and make the transition as smooth as possible.

While this is an exciting time, we appreciate that some team members may be feeling anxious about the changes that are about to occur. For support, the [Employee Assistance Program](#) (EAP) offers free, 24-hour, professional, independent and confidential counselling/coaching services for team members and their immediate family for work related or personal issues.

## 8. Consultation methodology

This consultation paper provides information about the decommissioning and demolition of Buildings 6 and 23, and the relocation of affected team members. While the project team has made every effort to identify workable accommodation solutions for all impacted teams, there may be details we have overlooked or opportunities to further refine the approach. We will welcome your feedback.

Feedback can be provided via email to [CanberraHospitalMasterPlan@act.gov.au](mailto:CanberraHospitalMasterPlan@act.gov.au).

Feedback is due by COB Friday, 25 August 2023.

In particular we are seeking responses to the following questions:

1. Do you have any concerns about the relocation options proposed in this paper? If so what are they?
2. Do you have further questions about the decommissioning and demolition of Buildings 6 and 23, or the proposed relocation options, which are not included in this paper or covered in the FAQs?



3. Do you have any other feedback you would like to be considered about this proposal?

For any further information relating to this consultation process, please contact the project team via email at [CanberraHospitalMasterPlan@act.gov.au](mailto:CanberraHospitalMasterPlan@act.gov.au).