



Health  
Infrastructure

# CORPORATE STRATEGY

2021 - 2025



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# Foreword



## MESSAGE FROM REBECCA WARK

Chief Executive

I am pleased to present Health Infrastructure's Corporate Strategy 2021-2025, which outlines our key focus areas for the next five years.

The Australian healthcare landscape is undergoing significant transformation. Significant trends are changing how patients and clinicians interact, the services that consumers want, and the infrastructure needed to deliver them.

This strategy comes at an unprecedented time of change as we deliver the largest ever investment in health infrastructure in NSW in the midst of the COVID-19 pandemic.

Never before has ensuring the financial, social and environmental sustainability of the NSW health system together with achieving best value asset and infrastructure solutions been more important.

This Corporate Strategy sets several new and exciting directions for our future following consideration of feedback from our people and stakeholders, as well as the cross-government policies and strategies guiding healthcare and infrastructure investment for the next 20 years and beyond.

Our core focus continues to be planning and delivering the largest health capital works program in Australia, but our services are evolving with greater focus on all aspects of sustainability, asset and facility advisory and broadening our work in precincts and commercial partnerships. It is our role to work with our partners, listen and respond to how contemporary health care is delivered.

At the heart of the strategy and our organisation are our people who are the driving force of Health Infrastructure - without their commitment, agility and expertise we could not deliver on our vision and priorities. Nor can we achieve this vision alone. Our collaboration and partnerships across NSW Health, government and industry are essential to achieving truly integrated, innovative solutions.

I am incredibly proud to lead an organisation consistently delivering high quality outcomes which are generating employment opportunities, stimulating local economies and creating long term social benefits for NSW communities.



# Our strategic context

## ABOUT US

Health Infrastructure delivers infrastructure solutions and services to support the healthcare needs of NSW communities now and into the future.

We oversee the planning, design and construction of health capital works over \$10 million in NSW, bringing together experts across multiple disciplines including health planning and design, town planning, project management and construction.

With over 80 projects underway, we are collaborating with clinicians, system managers, other government agencies and industry to transform public health facilities and precincts across metropolitan and regional NSW.

We consult and collaborate to strive for our projects to encompass the latest thinking and innovation and provide the flexibility and capacity for future health initiatives. Our transformative precinct projects are enabling world-leading, integrated health, research and education.

Our people and partners are the centre of our organisation, providing the essential insights, expertise and commitment to deliver future-focused health outcomes for the people of NSW.



## 2017-2020 ACHIEVEMENTS

Health Infrastructure was established in 2007 as a business unit within NSW Health's Public Health System Support Division of the Health Administration Corporation.

Coinciding with our 10th anniversary in 2017, we developed a Corporate Plan which reflected on our successes and lessons of the past and set goals to 2020. These strategic priorities were refreshed in June 2018 in response to our significant organisational growth and updated Service Agreement with NSW Health.

The 2017-2020 Corporate Plan recognised our people are our greatest asset and the priorities and initiatives either leveraged the capability of our people or focused on supporting them to excel.

The plan also aimed to better support diversity and inclusion in all aspects of the business, recognising that diversity of thinking was critical for achieving our vision. The key strategy at that time was to deliver an organisational restructure, '*HI Integrate*', which had the following objectives:

1. Support cultural change
2. Grow our own talent
3. Drive client centricity
4. Put projects at the heart of the business
5. Excel as a knowledge-based business.

We have been successful in delivering on these objectives thanks to the commitment and hard work of our people. Our key achievements have included:

- Implemented a new organisational structure to deliver a focus on project regions and supporting functional streams.
- **Horizon One:** Optimised performance through establishing for our major projects a single Health Infrastructure-led project team for integrated delivery of projects with our partners, driving greater collaboration within and external to NSW Health, and creating positive relationships with stakeholders.
- **Horizon Two:** Improved knowledge management, coordinated with eHealth to pilot HGEN and other innovations, and embedded capacity in the business for change management and asset management.
- **Horizon Three:** Delivered an updated and accredited procurement model providing us greater flexibility in procurement and grew our capability in digital assets.

Health Infrastructure has grown exponentially in the last 13 years in terms of our role, capital budget and expanding workforce. We have delivered more than 150 hospitals, multipurpose services, ambulance and community health facilities, aged care, speciality facilities and car parks throughout rural, regional and metropolitan NSW.



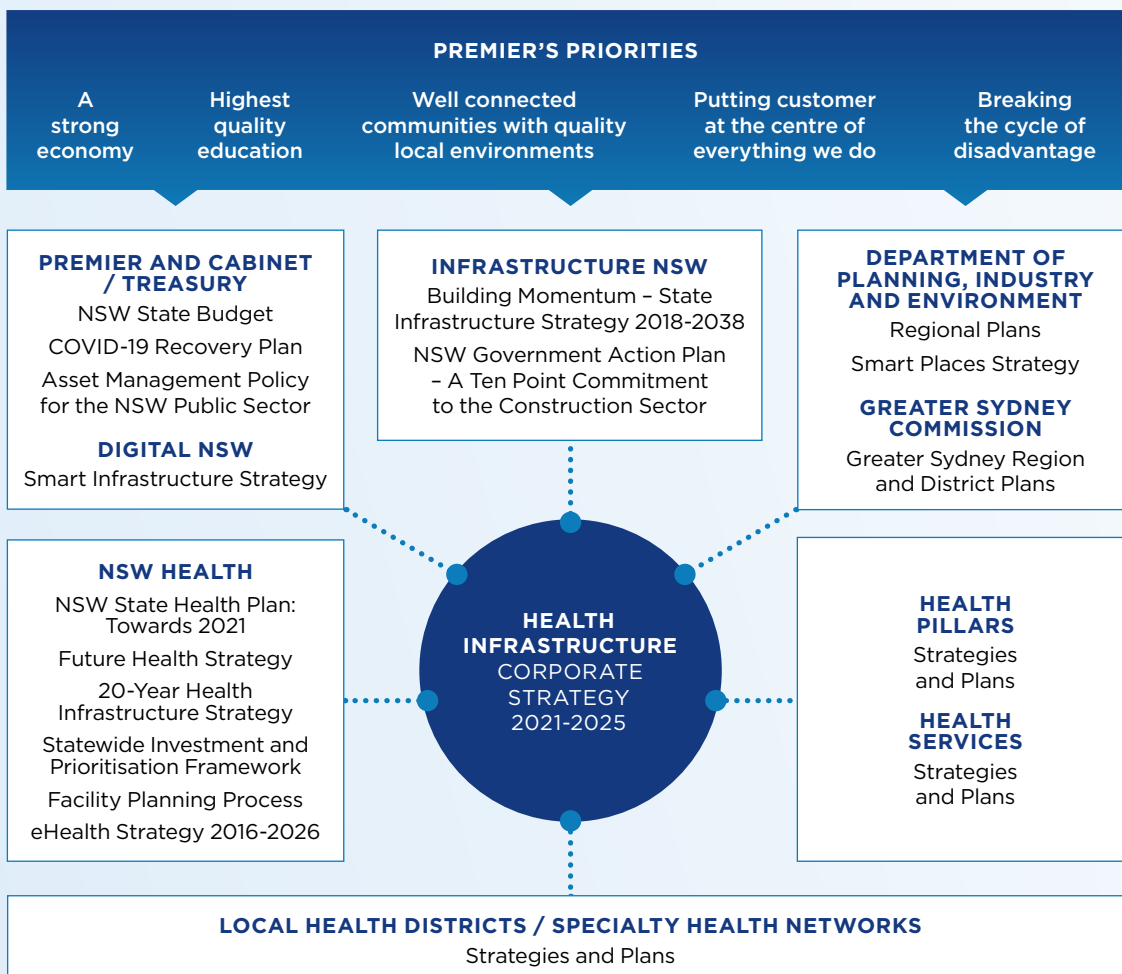




## SETTING OUR DIRECTION

Everything we do at Health Infrastructure sits within the strategic context of the NSW Government, helping to deliver for the people of NSW.

Our 2021-2025 strategic direction is informed by the NSW Premier's priorities, cross-government financial, planning and infrastructure policy and strategy, and NSW Health's policies guiding the evolution of healthcare for the next 20 years and beyond.



## OUR CHANGING ENVIRONMENT

The global healthcare landscape is changing. Significant trends are transforming how patients and clinicians interact, the services that consumers want, and the skills and infrastructure needed to deliver them.



### DEMOGRAPHIC AND SOCIAL SHIFTS

Population growth, aging population, more chronic disease



### PERSONALISED CARE

Personalised, immediate, participatory care



### TECHNOLOGICAL AND DIGITAL INNOVATION

More flexible asset management and facility design



### ADVANCES IN MEDICAL RESEARCH

Breakthroughs that make existing diseases redundant

*NSW Health 20-Year Health Infrastructure Strategy (undated) p3*

As the NSW health system moves towards value based, patient-centred care, our health facilities must adapt to the changing needs of our population, the adoption of emerging technologies and be resilient and sustainable into the future.

NSW Health is in the process of developing its Future Health Strategy and strategic initiatives to support its revised vision of being “A sustainable health system that delivers outcomes that matter to patients, is personalised, invests in wellness and is digitally enabled.”

The NSW Health 20-Year Health Infrastructure Strategy was developed by the Ministry of Health in early 2020. It calls for greater reliance on digital infrastructure, smart solutions and collaborative partnerships to deliver adaptable facilities and sustainable, integrated health infrastructure.

New health facilities will always be needed but there is an increasing focus on whole of lifecycle delivery and incorporation of sustainability initiatives in future infrastructure – be it digital, physical, home based or mobile. This may mean that upgrading existing health infrastructure delivers better value than replacing facilities or expanding physical footprints.

Health Infrastructure has an important role in this future. Our knowledge and expertise is critical to supporting NSW Health to make better use of assets and deliver sustainable solutions.

This includes ensuring the full lifecycle cost of facilities is appreciated in health facility planning to support evolving models of care and ensure that investment in health infrastructure delivers the best value for the people of NSW.

Our people and partners are key to achieving success, providing the essential insights and expertise we need to deliver. We will need to adapt to develop additional capabilities, a deeper and broader knowledge base and leverage partnerships to achieve truly integrated and innovative solutions.



## RESILIENCE IN 2020 AND BEYOND

In the aftermath of drought, bushfires and floods, the emergence of the COVID-19 pandemic in March 2020 resulted in the largest and fastest transformation in healthcare delivery across Australia and NSW.

Health Infrastructure's role expanded overnight with many of our people called on to assist in the emergency response.

We applied our problem solving, project direction and commercial capability in new ways. We led projects including planning of temporary built infrastructure and developing innovative ventilator manufacturing solutions, should additional local capacity be required.

Meanwhile our mandate from the NSW Government was clear – keep our projects going to support the NSW economy, construction industry and the thousands of people employed across our sites.

Our ability to adapt and respond to the pandemic and maintain business continuity has demonstrated our versatile expertise and problem-solving capabilities. Our progressive ICT strategy and embedded flexible working policy enabled us to pivot quickly and efficiently to new ways of working with minimal disruption.

A positive consequence of the COVID-19 pandemic is the increased appetite for change and innovation, and recognition that rapid implementation is feasible. This provides great opportunity for change in the NSW Health system as a whole and the work that we do at Health Infrastructure.

The 20-Year Health Infrastructure Strategy and the draft Digital Health Strategy articulate a move towards digitisation and greater rollout of Telehealth and, with this increase in confidence around change and innovation, we are already seeing examples of rapid implementation of digital projects to support infrastructure delivery.







The COVID-19 pandemic will have short and long-term impacts on the Australian economy, construction sector and the way we work, presenting challenges and opportunities for Health Infrastructure and our partners.

The NSW Government has provided significant economic stimulus to the infrastructure sector as part of its COVID-19 Recovery Plan. Health Infrastructure has a key role to play in supporting industry - we are set to deliver a record \$10.1 billion in works over the four year period to 2023, including critical new and upgraded facilities across metropolitan and regional NSW.

Our projects create and sustain thousands of employment opportunities across NSW and are particularly important in supporting regional and rural communities. We will continue to strive to create a legacy in local communities that can catalyse growth and economic activity.

With a strategic approach and clear targets for our desired outcomes, NSW Health's work in precincts has the potential to catalyse the economic benefits from our capital program. Partnerships with aligned private sector parties and other government sectors will be crucial to this, acknowledging that the significant reduction in overseas students is impacting the financial sustainability of the University sector, many of which are our partners in health and education precincts.

Our work with construction and industry partners to support and upskill local workforces, including young workers, and to drive greater inclusion and diversity on our worksites, has never been more important than now. This not only benefits the economy but provides a richness of experience and learning for Health Infrastructure to achieve better outcomes.



# Our Corporate Strategy

## OUR VISION AND STRATEGIC PRIORITIES

The **Corporate Strategy 2021-2025** articulates how we will deliver our vision for the next five years and provides a roadmap for moving from where we are now to where we would like to be.

Our **Vision** defines what we want our organisation to do and be:

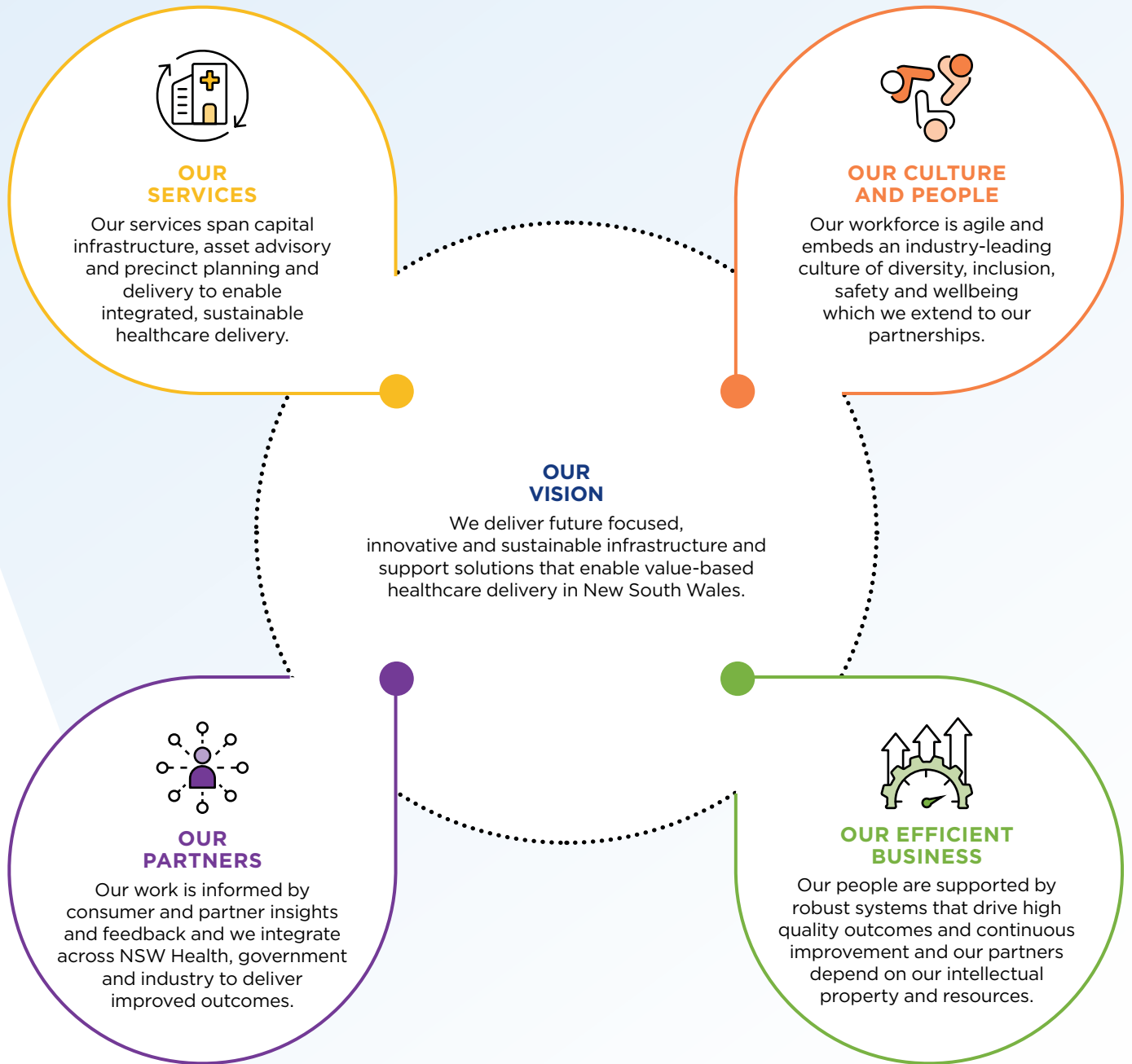
***We deliver future focused, innovative and sustainable infrastructure and support solutions that enable value-based healthcare delivery in New South Wales.***

Our **Business Plan** articulates our annual objectives, goals and deliverables for the organisation as a whole. It guides the more detailed activities we will deliver for each financial year, in line with the Corporate Strategy. It includes individual **Business Unit Plans** which provide a framework for monitoring and reporting on how activities across the organisation are contributing to our strategic priorities and inform individuals' work plans and performance measures.



## STRATEGIC PILLARS

Our Corporate Strategy is built on four pillars which reflect the key areas of focus for Health Infrastructure in the next five years:



Our pillars guide the actions we will undertake to meet the opportunities and challenges we face, and are underpinned by our CORE Values of **Collaboration, Openness, Respect** and **Empowerment**.

The following section details our priorities including where we are now and the outcomes and high-level initiatives we will pursue over the next five years.





## OUR SERVICES (S)

Our services span capital infrastructure and broader precinct planning and delivery, as well as infrastructure and asset advisory, with a focus on enabling new ways of delivering healthcare and the sustainability of the health system.

WHERE WE ARE NOW	WHERE WE WANT TO BE (OUTCOMES)	HOW WE WILL GET THERE (INITIATIVES)
<b>S.1 EFFICIENT DELIVERY</b>		
We are a high quality delivery agency, delivering capital projects on time and on budget.	We are a high quality delivery agency, continuously improving processes and outcomes, while delivering capital projects on time and on budget.	<p><b>S.1.1</b> Deliver our health infrastructure capital investment program across metropolitan, regional and rural NSW.</p> <p><b>S.1.2</b> Review delivery processes and procurement mechanisms and leverage lessons from our past projects, contractor partners and other agencies nationally and internationally.</p> <p><b>S.1.3</b> Create a culture that gives permission and encourages teams to innovate to drive improvements in processes and outcomes.</p>
<b>S.2 FUTURE-FOCUSED FACILITIES</b>		
<p>We deliver high quality health facilities based on an approved Clinical Services Plan.</p> <p>Our buildings are future-proofed and designed in accordance with the Australasian Health Facility Guidelines.</p>	We deliver innovative and sustainable health facilities, that work together with complementary digital and other non-capital solutions to enable efficient health service delivery.	<p><b>S.2.1</b> Provide expertise and resource support to inform local health districts or networks to make informed decisions as they develop their asset and capital infrastructure strategies to inform capital funding submissions.</p> <p><b>S.2.2</b> Document Health Infrastructure's project planning and delivery systems and processes for all project phases, aligning with the new Facility Planning Process and embedding principles of the 20-Year Health Infrastructure Strategy.</p> <p><b>S.2.3</b> Embed principles of the 20-Year Health Infrastructure Strategy as key performance indicators through the life of projects and beyond (particularly facility sustainability and efficiency).</p> <p><b>S.2.4</b> Review and challenge our existing design guidance and application of guidelines. Ensure contemporary models of care are enabled and that we adequately prioritise lifecycle costs in our design thinking.</p>
<b>S.3 DIGITAL THINKING</b>		
Health Infrastructure supports pilots of digital or virtual care models and participates in them with new ways of visualising health facilities and services.	We deliver adaptable and resilient health assets that embed digital infrastructure and IT solutions.	<b>S.3.1</b> Collaborate across health to support the Virtual Care reform agenda and embed digital health strategies into project processes to drive integrated outcomes.



WHERE WE ARE NOW	WHERE WE WANT TO BE (OUTCOMES)	HOW WE WILL GET THERE (INITIATIVES)
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<b>S.4 ASSET SUPPORT</b>		
<p>We are building our asset management capability in line with the Asset Management Policy for the NSW Public Sector and assist health entities to manage the lifecycle of their assets.</p>	<p>We provide asset management expertise and sophisticated systems and processes to support local health districts and networks to inform infrastructure decision making, optimise operational efficiencies for existing facilities as well as work towards compliance with the Asset Management Policy for the NSW Public Sector by 2024.</p>	<ul style="list-style-type: none"> <li><b>S.4.1</b> Prepare the Asset Management Framework including relevant systems and processes, to ensure a consistent approach to asset planning and management across NSW Health.</li> <li><b>S.4.2</b> Establish a system to track whole-of-life asset performance and costs across the health portfolio.</li> <li><b>S.4.3</b> Bolster asset management capability and/or capacity in local health districts and networks to assist in delivery of asset management programs and drive strategies to achieve Asset Management Policy compliance and operational cost efficiencies.</li> <li><b>S.4.4</b> Integrate Health Infrastructure’s asset management functions across our business, to maximise efficiency and value to our NSW Health partners.</li> </ul>

<b>S.5 PRECINCT PLANNING</b>		
<p>We work with government and the private sector on a project by project basis to support local health districts in developing health and education precincts.</p>	<p>We lead and drive a governance structure that brings together stakeholders across NSW Health, and centrally guides precinct strategies and endorses directions and outputs.</p> <p>We work with local health districts and networks to prepare precinct-specific strategies that are place-based, respond to the needs of the community, align with whole-of-government objectives and maximise opportunities for social, environmental and economic benefit.</p>	<ul style="list-style-type: none"> <li><b>S.5.1</b> Implement and lead an overarching governance structure for NSW Health’s precinct interfaces and deliverables, reporting to the Future Health Program Delivery Board.</li> <li><b>S.5.2</b> Develop and implement an overarching Health Precincts Strategy to articulate NSW Health’s approach to precinct planning and development, consistent with whole-of-government directions.</li> <li><b>S.5.3</b> Confirm where NSW Health seeks to prioritise precinct activities, to maximise health outcomes and enable economic development.</li> <li><b>S.5.4</b> Coordinate NSW Health’s input into updated State and Regional strategies and plans including for land use, infrastructure, transport, jobs creation and services, with focus on NSW Health’s contribution to liveability and productivity.</li> </ul>



WHERE WE ARE NOW	WHERE WE WANT TO BE (OUTCOMES)	HOW WE WILL GET THERE (INITIATIVES)
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**S.6 PARTNERSHIP AND INVESTMENT**

<p>We support the formation of partnerships on specific projects, where there are existing relationships.</p>	<p>We provide commercial expertise to enable NSW Health to explore and secure private and non-government partnerships and investment opportunities that will derive enhanced value from our precincts and projects.</p>	<ul style="list-style-type: none"> <li><b>S.6.1</b> Develop and implement a Commercial Framework to guide decision making around partnership investments, including measurement of health, social and economic benefits.</li> <li><b>S.6.2</b> Identify partnerships and third-party investment opportunities to support delivery of precinct strategies and increase health and economic outcomes.</li> <li><b>S.6.3</b> Support the Ministry of Health to pursue governance-endorsed partnership opportunities, through progressing commercial negotiations to convert to projects.</li> </ul>
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**S.7 SUSTAINABILITY**

<p>We are improving social, environmental and economic outcomes through the services we deliver.</p>	<p>We are working towards the NSW Government sustainability targets, while delivering value to our stakeholders and the communities in which we work.</p> <p>We are improving outcomes for Aboriginal and Torres Strait Islander Peoples in the communities in which we work.</p>	<ul style="list-style-type: none"> <li><b>S.7.1</b> Develop and implement a Sustainability Framework, embedding a core set of sustainability principles in our projects.</li> <li><b>S.7.2</b> Assess our projects for climate risk readiness.</li> <li><b>S.7.3</b> Embed climate change considerations into infrastructure design and the asset framework to identify and support communities vulnerable to climate change health impacts.</li> <li><b>S.7.4</b> Consider opportunities to retrofit existing infrastructure, rather than always build new, to create additional value for the community, reduce cost and environmental impact.</li> <li><b>S.7.5</b> Develop and implement a Social Impact Framework to embed social sustainability principles into our project processes and define how we get the best social outcomes to meet the needs specific to local populations.</li> <li><b>S.7.6</b> Develop and implement a Reconciliation Action Plan that articulates the actions we will take to contribute to the outcomes identified in the National Closing the Gap Agreement 2020.</li> <li><b>S.7.7</b> Build cultural awareness and capability across Health Infrastructure to inform our work.</li> </ul>
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## OUR CULTURE AND PEOPLE (C)

**Our workforce is agile to align with our changing business requirements and we embed an industry-leading culture of diversity, inclusion, safety and wellbeing which we share beyond our organisation to our partnerships.**

WHERE WE ARE NOW	WHERE WE WANT TO BE (OUTCOMES)	HOW WE WILL GET THERE (INITIATIVES)
<b>C.1 SAFETY AND WELLBEING</b>		
<p>We manage our sites, workplaces and contractors to minimise safety incidents.</p> <p>We provide help and support to our people and partners on mental health issues as they arise.</p>	<p>Safety and wellbeing is front of mind for everyone and people feel safe and welcomed in our workplaces. We have a culture of excellence in health and safety risk management.</p>	<p><b>C.1.1</b> Develop and implement a new Safety and Wellbeing Framework and build a supporting culture of openness, trust and transparency that has a positive impact on safety and wellbeing outcomes.</p> <p><b>C.1.2</b> Track and monitor safety and wellbeing statistics across the organisation and develop strategies for continuous improvement, including learning from things that go well, and focus on capability building across all our teams.</p> <p><b>C.1.3</b> Leverage our industry partners to identify mutually beneficial strategic initiatives that promote safety and wellbeing. Ensure our efforts to create a healthy workplace for our integrated teams are genuine and make a difference by measuring our success.</p> <p><b>C.1.4</b> Implement SafeWork NSW Mentally Healthy Workplaces Strategy 2018-2022, including raising awareness and reducing stigma, providing support and training to our people and industry partners. Embed this in our overarching Safety and Wellbeing Framework.</p>
<b>C.2 POSITIVE CULTURE</b>		
<p>We have a positive internal culture and live the NSW Health CORE values (Collaboration, Openness, Respect and Empowerment), with no tolerance for bullying or harassment.</p>	<p>We are known internally and externally for our positive culture, which extends across our projects and teams. We are an employer, partner or provider of choice across NSW Health, all levels of government and industry.</p>	<p><b>C.2.1</b> Develop and promote our employer and partner value propositions that set us apart from others.</p> <p><b>C.2.2</b> Leverage the NSW Health CORE values to influence positive behaviours and interactions in all collaborations internally, with our extended teams and externally.</p> <p><b>C.2.3</b> Ensure the Talent Management Framework and our organisational culture enable a safe and transparent feedback process that drives positive behavior and performance.</p> <p><b>C.2.4</b> Acknowledge and celebrate high performance of individuals and partner organisations.</p>



WHERE WE ARE NOW	WHERE WE WANT TO BE (OUTCOMES)	HOW WE WILL GET THERE (INITIATIVES)
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**C.3 DIVERSE AND INCLUSIVE**

We recognise that diversity adds value to our organisation, though we are only at the beginning of our journey to be a diverse and inclusive organisation.

We truly recognise the meaning and value of a diverse and inclusive workforce and are working to achieve it in a meaningful and practical way. We provide a flexible, welcoming and nurturing workplace environment.

- C.3.1** Define the meaning and purpose of inclusion and diversity in Health Infrastructure and develop an Inclusion and Diversity Policy that supports our business.
- C.3.2** Set and meet appropriate 2025 targets for Health Infrastructure workforce and broader project workforce diversity including Aboriginal employment, women in construction and leadership and jobs for people with disability.
- C.3.3** Collaborate across government and private sector partners to identify opportunities to reduce social disadvantage.

**C.4 NEW CAPABILITIES**

Our people are highly skilled and educated and we have grown quickly to meet the challenges of our portfolio.

We have a diversity of expertise and different skillsets, and we are supported by strategic training and development. We have complemented our resource base with new capabilities that enable us to strengthen service offerings in asset management, precinct planning and commercial.

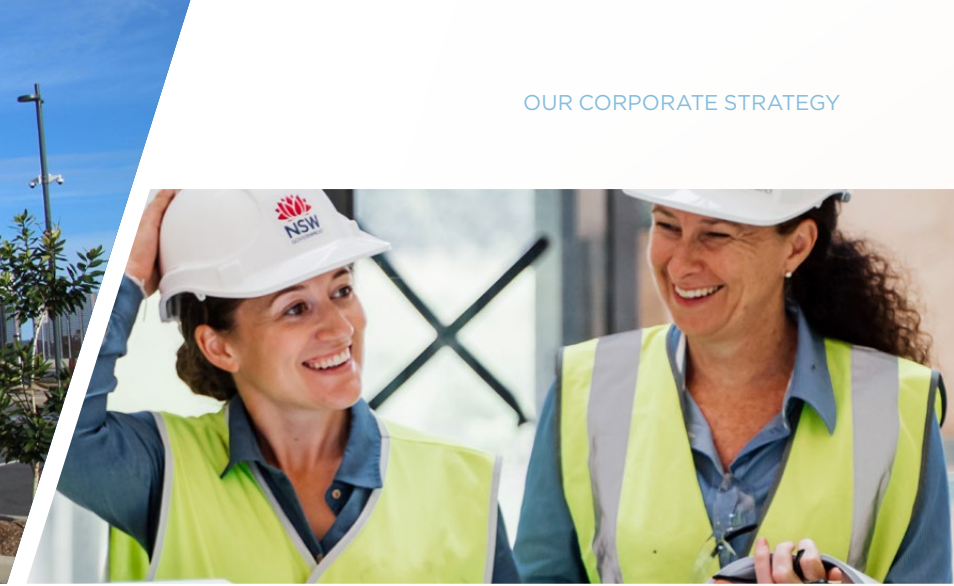
- C.4.1** Develop and implement a Future Workforce Strategy that identifies resource requirements that align with our service delivery model.
- C.4.2** Prepare a comprehensive database of expertise, skill and experience of our workforce. Use this to inform succession planning, training requirements and recruitment, and make it readily available to all, to support rapid information exchange and problem solving.

**C.5 ROLE PURPOSE**

Our Talent Management Framework enables goal setting that aligns with business unit priorities.

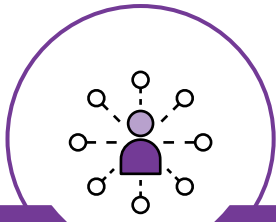
Our people have a clear understanding of their role and contribution to delivering our vision, which supports ownership and accountability of everyone's work throughout the business.

- C.5.1** Align our Talent Management Framework with our updated strategic priorities and business unit plans, to optimise outcomes. Reward and celebrate contribution to achieving success.
- C.5.2** Integrate our Talent Management Framework with the whole-of-health approach using the Performance and Talent (PAT) system, and ensure it maintains the comprehensive features of the existing Talent TALK system.



WHERE WE ARE NOW	WHERE WE WANT TO BE (OUTCOMES)	HOW WE WILL GET THERE (INITIATIVES)
<b>C.6 ROLE CLARITY</b>		
<p>Opportunity to improve documentation of role descriptions and capability requirements and improve clarity of roles and responsibilities across the organisation, and between our people and the scope of our consultants.</p>	<p>Our roles, responsibilities and accountabilities are documented and communicated. Internally this provides a clear pathway for career development and progression. With our partners, this clarity supports collaborative working and an environment where everyone is clear on their role.</p>	<ul style="list-style-type: none"> <li><b>C.6.1</b> Review role descriptions and technical and non-technical competency requirements for all our roles.</li> <li><b>C.6.2</b> Provide clear role descriptions for roles in integrated project teams, including documenting agreed responsibilities between Health Infrastructure and our partners, formalised through project governance.</li> <li><b>C.6.3</b> Align the Scope of Services for project consultants to clarify their responsibilities, scope and deliverables.</li> <li><b>C.6.4</b> Review cadet/graduate program offerings to ensure alignment with the Future Workforce Strategy and clarify career progression pathways.</li> </ul>
<b>C.7 CONTINUOUS LEARNING</b>		
<p>We provide learning and development on an as-needed basis, learning data capture is inconsistent and processes are manual.</p>	<p>We have a culture of knowledge sharing and continuous learning, and genuinely support long-term career development across the business.</p>	<ul style="list-style-type: none"> <li><b>C.7.1</b> Develop a coaching culture throughout all levels of the organisation, including facilitation of mentoring connections where they provide value.</li> <li><b>C.7.2</b> Provide and monitor learning and development opportunities and needs consistent with our Future Workforce Strategy, aligning with business objectives.</li> <li><b>C.7.3</b> Provide knowledge sharing platforms and resources that empower individuals through enabling self-directed eLearning.</li> </ul>





## OUR PARTNERS (P)

**Our work is informed by consumer and partner insights and feedback to ensure we deliver value. We integrate across NSW Health, government and industry to deliver improved outcomes.**

*Our partners are the stakeholders we collaborate with to deliver our services and ensure an integrated health system. We partner across NSW Health and local health districts, the broader NSW Government, education and research institutes, private industry and the infrastructure sector. Our consumers are the patients, carers and communities benefiting from the NSW health system.*

WHERE WE ARE NOW	WHERE WE WANT TO BE (OUTCOMES)	HOW WE WILL GET THERE (INITIATIVES)
<b>P.1 INSIGHT FOCUSED</b>		
<p>We have an opportunity to commit to more genuine and meaningful engagement and improve the consistency and coordination of our efforts.</p>	<p>Our decision making is informed by consumer and partner insights and feedback to ensure we deliver value.</p> <p>We have a consistent, coordinated interface with our stakeholders and effective engagement opportunities inclusive of diverse stakeholder needs.</p>	<p><b>P.1.1</b> Develop a more informed view of what our consumers and partners need and value.</p> <p><b>P.1.2</b> Standardise and enhance mechanisms by which we inform project planning and delivery through consumer and stakeholder engagement and feedback.</p> <p><b>P.1.3</b> Embed measures of consumer and partner value into our project and business decision making and performance monitoring.</p>
<b>P.2 TRUSTED ADVISOR</b>		
<p>We are engaged by NSW Health to plan and deliver capital solutions over \$10 million and support asset management.</p> <p>Our diverse skills and expertise are not broadly understood or leveraged.</p>	<p>We are a trusted advisor to our partners in NSW Health and across whole of government.</p> <p>We collaborate with other state-wide health services to provide high quality services.</p>	<p><b>P.2.1</b> Promote and align our objectives, expertise and services with the needs of our partners across NSW Health and government.</p> <p><b>P.2.2</b> Build strengthened partnerships with eHealth, HealthShare and NSW Pathology to develop complementary and integrated service offerings that will enable efficiencies as well as innovation, supporting areas of reform.</p> <p><b>P.2.3</b> Develop and implement initiatives to strengthen our cross-government and industry collaboration and coordination.</p> <p><b>P.2.4</b> Provide support and advice to NSW Health partners where we have expertise, including establishing mechanisms for local upskilling to optimise health system outcomes.</p>



WHERE WE ARE NOW	WHERE WE WANT TO BE (OUTCOMES)	HOW WE WILL GET THERE (INITIATIVES)
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**P.3 INDUSTRY SUPPORT**

The availability of contractors and consultants with health expertise is limited and the social infrastructure sector is very competitive, leading to a shortage of high quality resources in the market.

We partner with industry to drive innovation, quality and performance across the infrastructure sector and our business.

- P.3.1** Continue to support and deliver on the targets of the Premier’s Ten Point Plan for the Construction Industry.
- P.3.2** Establish new ways of working with industry to deliver innovative, best value services. Consider how we enable innovation opportunities and ensure fair and equitable risk allocation.
- P.3.3** Enhance transparency of our business deliverables and resource requirements to enable advanced planning and resource upskilling within industry to best support our needs.
- P.3.4** Provide new organisations with opportunities to tender on projects and services. Support new organisations in early engagements to maximise chances of success.

**P.4 INFORMATION SHARING**

We build and manage data in an increasingly structured and standardised way, including AFMOnline, BIM, dROFUS and others, to support future infrastructure and asset systems.

We empower our partners through provision of up-to-date, accessible information and data to inform infrastructure planning, delivery and management across NSW Health.

- P.4.1** Leverage and embrace data and information to create insights, value and drive improvements.
- P.4.2** Build our data management capacity and invest in digital capabilities to assist our partners within NSW Health enhance asset management outcomes.
- P.4.3** Design and deliver asset management tools and solutions to assist our partners within NSW Health meet their asset management obligations.



## OUR EFFICIENT BUSINESS (E)

**Our people are supported by robust, simple systems and processes that drive high quality outcomes and continuous improvement. Our partners depend on our intellectual property and resources with knowledge captured, shared and easy to access.**

WHERE WE ARE NOW	WHERE WE WANT TO BE (OUTCOMES)	HOW WE WILL GET THERE (INITIATIVES)
<b>E.1 KNOWLEDGE MANAGEMENT</b>		
<p>We have a Knowledge Library that captures key documentation but is under utilised.</p> <p>Intellectual property is lost as resources change.</p>	<p>Our partners depend on our corporate intellectual property and our knowledge is captured and easy to locate and access.</p> <p>We capture and embed lessons learned in our work and value continuous improvement.</p>	<p><b>E.1.1</b> Adopt a knowledge and intellectual property system across the business that is readily accessible for all and captures lessons learned to ensure we are operating with the best available insights.</p> <p><b>E.1.2</b> Implement a fully digitised filing and records management system consistent with NSW Government requirements.</p>
<b>E.2 EFFECTIVE SYSTEMS</b>		
<p>Different corporate and project systems adopted across the business create duplication and inconsistency and reporting data is not readily available.</p>	<p>Our corporate and project systems support the way we do business. They are fully integrated allowing access to information where and when we need it digitally and in real time to support decision making.</p>	<p><b>E.2.1</b> Clearly document our business systems so that processes are accessible, easy to understand and templates are readily available.</p> <p><b>E.2.2</b> Rationalise the number of data systems and improve their sustainability.</p> <p><b>E.2.3</b> Digitise project information to enable clear reporting and make real-time data readily accessible.</p> <p><b>E.2.4</b> Develop and implement a Digital and Data Strategy to support decision making and outcomes across our business.</p>
<b>E.3 CONTINUOUS IMPROVEMENT</b>		
<p>Quality management and assurance processes are implemented in areas of the business though there is no formalised framework and this can lead to inconsistencies across the business.</p>	<p>Our assurance processes and quality management systems are aligned and understood for consistent high quality deliverables both within the business and on our projects.</p>	<p><b>E.3.1</b> Develop and implement a Quality Management System and Assurance Framework that includes processes to support continuous improvement and meaningful capture of lessons learned.</p> <p><b>E.3.2</b> Embed assurance processes across the business and strategically align our internal audit program to focus on high priority areas of the business.</p> <p><b>E.3.3</b> Train our people in human-centred design thinking processes to equip them to challenge the status quo in a meaningful way. Leverage this process understanding to embed our continuous improvement culture.</p>





**WHERE WE ARE NOW**

**WHERE WE WANT TO BE (OUTCOMES)**

**HOW WE WILL GET THERE (INITIATIVES)**

**E.4 INNOVATION**

Innovation occurs in some parts of the organisation, generally on a project-by-project basis.

We create opportunities to innovate on a range of scales to improve business and project outcomes.

- E.4.1** Develop and implement an Innovation Strategy that embeds a culture of curiosity to explore what is possible and support this with systems and processes that allow us to succeed.
- E.4.2** Establish a participative innovation process, inclusive of our partners.
- E.4.3** Identify opportunities for partnership with the private sector to enhance innovation opportunities.
- E.4.4** Identify how digital transformation can enable innovation at Health Infrastructure.

**E.5 FINANCIAL SUSTAINABILITY**

Our operations are funded from an allocation from the capital delivery program and in recent years we have managed operations within that budget.

Our operations are funded through allocations from the capital delivery program and the asset management program, and our business model is sustainable and transparent.

- E.5.1** As our core service offerings expand, consider efficient resourcing structures and funding approaches and explore opportunities for outsourcing specialist services that are not required full time or in-house.
- E.5.2** Provide our partners with greater visibility and understanding of our business model and how charges are applied to capital projects.
- E.5.3** Set and manage our operations budget, reviewing forecast resource requirements and other budgets to maintain alignment with capital delivery program and asset management program budget allocations.

# Measuring our success

At Health Infrastructure we have a clear focus on achieving our outcomes and measuring our success.

We will track our progress against each of the priorities outlined in this strategy, to ensure we are progressing in line with our five-year timeframe through the detailed actions, measures and indicators of our supporting Business Plan and Business Unit Plans.

## MEASURING

We will measure our Corporate Strategy using quantitative and qualitative assessment of progress against the defined outcomes, or “where we want to be”, for each of our strategic priorities.

This is in line with the strategy’s key focus on engagement with our consumers and partners to seek feedback and embed measures of value into our decision making and project and business performance monitoring.

Feedback and survey data collected from staff, the Health Infrastructure Board and stakeholders has confirmed strong support for our strategic direction and where we want to be as an organisation.

This feedback will inform a base-line assessment with measures and indicators to be expanded upon as the supporting Business Unit Plans are developed.

## DYNAMIC DOCUMENTS

Our Corporate Strategy and Business Unit Plans are dynamic documents that will be updated and refreshed as regularly as required, over the life of the plans. To ensure our Corporate Strategy remains relevant, consistent with government policies and strategies, and on-track to achieve our five-year vision, we will review it every two years or more frequently, if needed.





## References

Key policies and strategies underpinning our Corporate Strategy include:

- *Building Momentum – State Infrastructure Strategy 2018-2038*, Infrastructure NSW, February 2018
- *Future Transport 2056 Strategy*, Transport for NSW, March 2018
- *Greater Sydney Region Plan Metropolis of Three Cities*, Greater Sydney Commission, March 2018
- *NSW Government Action Plan – A Ten Point Commitment to the Construction Sector*, Construction Leadership Group, June 2018
- *Asset Management Policy for the NSW Public Sector*, NSW Treasury, October 2019
- *NSW 2040: Economic Blueprint*, NSW Treasury, November 2019
- *Global NSW: Putting NSW on the World Stage*, NSW Treasury, December 2019
- *NSW Digital Strategy: Designing our Digital Future*, Department of Customer Service (Digital NSW), December 2019
- *NSW Health 20-Year Health Infrastructure Strategy*, Ministry of Health, April 2020
- *NSW Health State-wide Investment and Prioritisation Framework*, Ministry of Health, July 2020
- *NSW Health Facility Planning Process*, Ministry of Health, August 2020
- *NSW COVID-19 Recovery Plan*, Department of Premier and Cabinet, July 2020
- *NSW Smart Infrastructure Policy*, Department of Customer Service, July 2020





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