

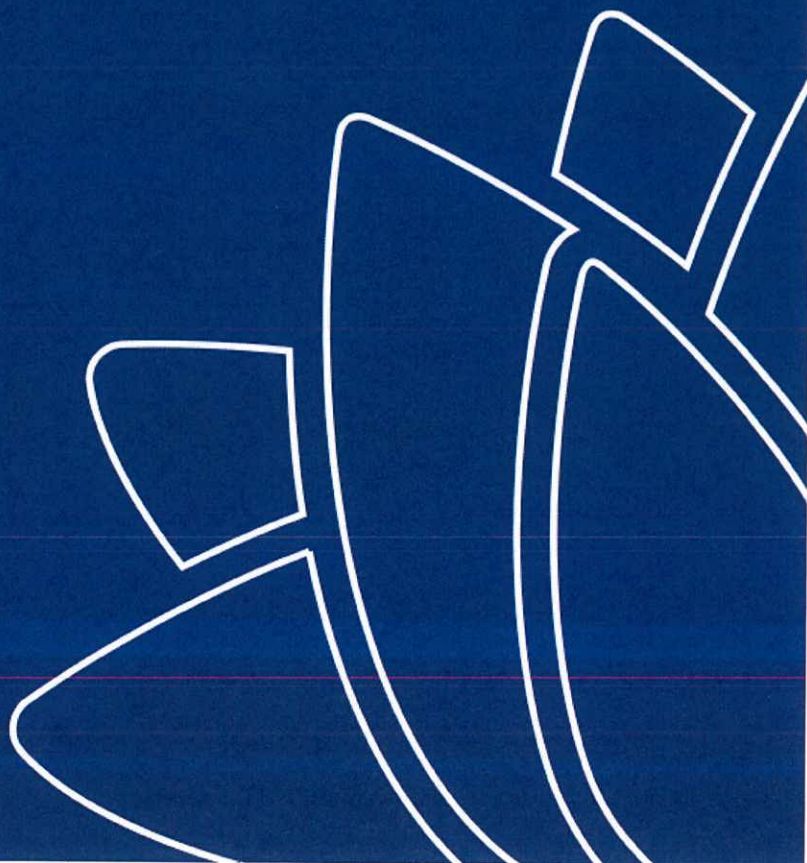
AN AGREEMENT BETWEEN:
Secretary, NSW Health

AND
Health Infrastructure

FOR THE PERIOD
1 July 2018 – 30 June 2019



Health



NSW Health Statement of Service – 2018/19

Principal Purpose

The principal purpose of the Statement of Service is to set out the service and performance expectations for the funding and other support provided to Health Infrastructure (the Organisation), to ensure the provision of equitable, safe, high quality, patient-centred healthcare services.

The Statement of Service articulates direction, responsibility and accountability across the NSW Health system for the delivery of NSW Government and NSW Health priorities. Additionally, it specifies the service delivery and performance requirements expected of the Organisation that will be monitored in line with the NSW Health Performance Framework.

Through execution of the Statement of Service, the Secretary agrees to provide the funding and other support to the Organisation as outlined in this Statement of Service.

Parties to the Statement of Service

Health Infrastructure NSW

Sam Sangster
Chief Executive
On behalf of Health Infrastructure NSW

Date: 5 Oct 2018 Signed: 

NSW Health

Ms Elizabeth Koff
Secretary
NSW Health

Date: 15/10/18 Signed: 

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1. Objectives of the Statement of Service

- To articulate responsibilities and accountabilities across all NSW Health entities for the delivery of the priorities of the NSW Government and NSW Health.
- To establish with Support Organisations a performance management and accountability system for the delivery of high quality, effective healthcare services.
- To develop effective partnerships with Aboriginal Community Controlled Health Services and ensure the health needs of Aboriginal people are considered in all health plans and programs developed by Health Infrastructure.
- To promote accountability to Government and the community for service delivery and funding.

2. CORE Values

Achieving the goals, directions and strategies for NSW Health requires clear, co-ordinated and collaborative prioritisation of work programs, and supportive leadership that exemplifies the CORE Values of NSW Health:

- **Collaboration** – we are committed to working collaboratively with each other to achieve the best possible outcomes for our patients who are at the centre of everything we do. In working collaboratively we acknowledge that every person working in the health system plays a valuable role that contributes to achieving the best possible outcomes.
- **Openness** – a commitment to openness in our communications builds confidence and greater cooperation. We are committed to encouraging our patients and all people who work in the health system to provide feedback that will help us provide better services.
- **Respect** – we have respect for the abilities, knowledge, skills and achievements of all people who work in the health system. We are also committed to providing health services that acknowledge and respect the feelings, wishes and rights of our patients and their carers.
- **Empowerment** – in providing quality healthcare services we aim to ensure our patients are able to make well informed and confident decisions about their care and treatment. We further aim to create a sense of empowerment in the workplace for people to use their knowledge, skills and experience to provide the best possible care to patients, their families and carers.

3. Culture, Community and Workforce Engagement

Support Organisations are to ensure appropriate consultation and engagement with patients, carers and communities in relation to the design and delivery of health services. Impact Statements are to be considered and, where relevant, incorporated into health policies.

Consistent with the principles of accountability and stakeholder consultation, the engagement of clinical staff in key decisions, such as resource allocation and service planning, is crucial to achievement of local priorities.

3.1 Engagement Survey

- The People Matter Employee Survey measures the experiences of individuals across the NSW Health system in working with their team, managers and the organisation. The results of the survey will be used to identify areas of both best practice and improvement opportunities, to determine how change can be affected at an individual, organisational and system level to improve workplace culture and practices.

4. Legislation, Governance and Performance Framework

4.1 Legislation

The *Health Services Act 1997* (the Act) provides a legislative framework for the public health system, including the provision of health support services (s. 126B).

Health Infrastructure has the role and functions established in the instrument signed by the then Director-General, NSW Health, on 18 May 2010.

4.2 Determination of Functions

Health Infrastructure undertakes the following functions:

- (i) to manage and co-ordinate Government approved capital works projects as directed by the Secretary and in partnership with local health districts and other public health organisations with an estimated total construction cost of \$10M or more;
- (ii) to deliver those capital works projects in accordance with the scope, time, budget and quality standards, consistent with applicable Government approvals and policy, as may be specified by the Ministry of Health;
- (iii) to manage and coordinate and provide other relevant support services for capital works projects as requested by local health districts and other public health organisations with an estimated total construction cost of less than \$10M;
- (iv) to provide professional and technical advice, support and assistance for capital works projects in connection with local health districts and other public health organisations to facilitate project delivery by those organisations in accordance with the time, budget and quality standards, consistent with applicable Government policy, as specified by the Ministry of Health;
- (v) undertake a system risk management role in relation to all approved capital works projects through the development and promulgation of standardised contracts, templates and other documentation to support best practice and compliance with relevant government policy;
- (vi) provide support and oversight of asset management by local health districts and other public health organisations, including setting asset management standards, monitoring compliance and reporting against those standards to the Secretary as appropriate, in accordance with relevant government and NSW Health Policy and as otherwise specified by the Secretary from time to time;
- (vii) the provision of such other infrastructure delivery services in connection with public health organisations and the public hospitals they control as may from time to time be determined.

4.3 Variation of the Agreement

The Agreement may be amended at any time by agreement in writing between the Organisation and the Ministry.

The Agreement may also be varied by the Secretary or the Minister in exercise of their general powers under the Act, including determination of the role, functions and activities of Support Organisations.

Any updates to finance or activity information further to the original contents of the Agreement will be provided through separate documents that may be issued by the Ministry in the course of the year.

4.4 Governance

Each Health Service and Support Organisation must ensure that all applicable duties, obligations and accountabilities are understood and complied with, and that services are provided in a manner consistent with all NSW Health policies, procedures plans, circulars, inter-agency agreements, Ministerial directives and other instruments and statutory obligations.

Support Organisations are to ensure

- Timely implementation of Coroner's findings and recommendations, as well as recommendations of Root Cause Analyses.
- Active participation in state-wide reviews.

4.4.1 Corporate Governance

Each Health Service and Support Organisation must ensure services are delivered in a manner consistent with the NSW Health Corporate Governance and Accountability Compendium (the Compendium) seven corporate governance standards. The Compendium is at: <http://www.health.nsw.gov.au/policies/manuals/pages/corporate-governance-compendium.aspx>

Where applicable, they are to:

- Provide required reports in accordance with the timeframes advised by the Ministry;
- Review and update Manual of Delegations (PD2012_059) to ensure currency; and
- Ensure NSW Auditor-General's, the Public Accounts Committee and the NSW Ombudsman's recommendations where accepted by NSW Health are actioned in a timely and effective manner, and that repeat audit issues are avoided.

4.4.2 Clinical Governance

The NSW Patient Safety and Clinical Quality Program provides an important framework for improvements to clinical quality.

http://www1.health.nsw.gov.au/pds/ActivePDSDocuments/PD2005_608.pdf

NSW public health services are accredited against the National Safety and Quality Health Service Standards.

<https://www.safetyandquality.gov.au/our-work/assessment-to-the-nsqhs-standards/nsqhs-standards-second-edition/>

The Australian Safety and Quality Framework for Health Care provides a set of guiding principles that can assist Health Services with their clinical governance obligations. See <http://www.safetyandquality.gov.au/wp-content/uploads/2012/04/Australian-SandQ-Framework1.pdf>

4.4.3 Performance Framework

Statements of Service are central components of the NSW Health Performance Framework, which documents how the Ministry monitors and assesses the performance of public sector health services to achieve the expected service levels, financial performance, governance and other requirements.

The performance of a Support Organisation is assessed in terms of whether the organisation is meeting the strategic objectives for NSW Health and Government, the Premier's priorities, the availability and implementation of governance structures and processes, performance against targets and whether there has been a significant critical incident or sentinel event.

The Framework also sets out the performance improvement approaches, responses to performance concerns and management processes that support achievement of these outcomes in accordance with NSW Health and Government policy and priorities.

Performance concerns will be raised with the Organisation for focused discussion at performance review meetings in line with the NSW Health Performance Framework available at:

<http://www.health.nsw.gov.au/Performance/Pages/frameworks.aspx>

5. Strategies and Priorities

NSW Health Strategies and Priorities are to be reflected in the strategic, operational and business plans of the Ministry and NSW Health Services and Support Organisations. Delivery of the Strategies and Priorities is the mutual responsibility of all entities.

NSW: Making it Happen

NSW: Making it Happen outlines NSW Health's State Priorities, including 12 Premier's Priorities that together define the NSW Government's vision for a stronger, healthier and safer NSW. As delivery of both Premier's and State priorities is the responsibility of all NSW Government Agencies, all entities work together to ensure successful delivery, in both lead and partnering agency capacities.

Election Commitments

To be led by the Ministry, NSW Health is responsible for the delivery of 102 election commitments over the period to March 2019 with the critical support of Health Services and Support Organisations – see also

[http://nswtreasury.prod.acquia-sites.com/sites/default/files/pdf/2015-2016 Budget Papers - Election Commitments 2015-19.pdf](http://nswtreasury.prod.acquia-sites.com/sites/default/files/pdf/2015-2016_Budget_Papers_-_Election_Commitments_2015-19.pdf)

Minister's Priority

NSW Health will strive for engagement, empathy and excellence to promote a positive and compassionate culture that is shared by managers, front-line clinical and support staff alike. This culture will ensure the delivery of safe, appropriate, high quality care for our patients and communities. To do this, Health Services are to continue to effectively engage with the community, and ensure that managers at all levels are visible and working collaboratively with staff, patients and carers within their organisation, service or unit. These requirements will form a critical element of the Safety and Quality Account.

NSW - Making it Happen

Our Contribution to the 30 NSW Priorities

NSW Health is contributing directly to 10 of the 30 NSW Priorities: 4 State Priorities and 6 Premier's Priorities

STATE PRIORITIES

BETTER SERVICES

70% of government transactions to be conducted via digital channels by 2019

Increase the on-time admissions for planned surgery, in accordance with medical advice

- Increase the proportion of Aboriginal and Torres Strait Islander students in the top two NAPLAN bands for reading and numeracy by 30%
- Increase attendance at cultural venues and events in NSW by 15% by 2019
- Maintain or improve reliability of public transport services over the next 4 years

BUILDING INFRASTRUCTURE

- 90% of peak travel on key road routes in on time
- Increase housing supply across NSW to deliver more than 50,000 approvals every year

KEY

NSW Health leads these NSW Premier's and State Priorities

PROTECTING THE VULNERABLE

Successful implementation of the NDIS by 2018

- Increase the number of households successfully transitioning out of social housing

SAFER COMMUNITIES

- LGAs to have stable or falling reported violent crime rates by 2019
- Reduce adult re-offending by 5% by 2019
- Reduce road fatalities by at least 30% from 2011 levels by 2021

STRONG BUDGET AND ECONOMY

Expenditure growth to be less than revenue growth

- Make NSW the easiest state to start a business
- Be the leading Australian state in business confidence
- Increase the proportion of completed apprenticeships
- Have the time taken to assess planning applications
- Maintain the AAA credit rating

PREMIER'S PRIORITIES

BUILDING INFRASTRUCTURE

Key infrastructure projects to be delivered on time and on budget

CREATING JOBS

- 150,000 new jobs by 2019

DRIVING PUBLIC SECTOR DIVERSITY

Double the number of Aboriginal and Torres Strait Islander peoples in senior leadership roles and increase the proportion of women in senior leadership roles to 50% in the government sector in the next 10 years

IMPROVING SERVICE LEVELS IN HOSPITALS

81% of patients through Emergency Departments within four hours by 2019

KEEPING OUR ENVIRONMENT CLEAN

- Reduce the volume of litter by 40% by 2020

PROTECTING OUR KIDS

Decrease the percentage of children and young people re-reported at risk of significant harm by 15%

REDUCING DOMESTIC VIOLENCE

- Reduce the proportion of domestic violence perpetrators re-offending within 12 months by 5%

REDUCING YOUTH HOMELESSNESS

- Increase the proportion of young people who successfully move from specialist homelessness services to long-term accommodation by 10%

TACKLING CHILDHOOD OBESITY

Reduce overweight and obesity rates of children by 5% over 10 years

FASTER HOUSING APPROVALS

- 90% of housing development applications determined within 40 days

IMPROVING EDUCATION RESULTS

- Increase the proportion of NSW students in the top two NAPLAN bands by 8%

IMPROVING GOVERNMENT SERVICES

Improve customer satisfaction with key government services every year, this term of government

NSW State Health Plan: Towards 2021

The NSW State Health Plan: Towards 2021 provides a strategic framework which brings together NSW Health's existing plans, programs and policies and sets priorities across the system for the delivery of the right care, in the right place, at the right time. See <http://www.health.nsw.gov.au/statehealthplan/Publications/NSW-state-health-plan-towards-2021.pdf>

NSW Health Strategic Priorities 2018-19

The NSW Health Strategic Priorities 2018-19 outlines builds on and complements the NSW State Health Plan: Towards 2021 and aligns to the NSW State and Premier's Priorities. The approach outlined in the plan reframes the Ministry's role as system manager for NSW Health, strengthens system governance and establishes a strategic planning framework that:

- Embeds a new cross-functional approach to strategic planning and delivery in the Ministry including tighter direction and leadership;
- Allows a flexibility about how we go about achieving this in order to encourage innovation and continuous improvement; and
- Applies a tight ownership around the deliverables which will enable us to easily and transparently monitor results.

This will provide the system and our stakeholders with a meaningful overview of system priorities, and transparency and clarity on where strategic effort will be focused each year, while also delivering business as usual.

NSW HEALTH STRATEGIC PRIORITIES FY2018-19

STRATEGIES

Executive Sponsors

1 KEEP PEOPLE HEALTHY

Population and Public Health

1.1 Implement policy and programs to reduce childhood obesity
Centre for Population Health

1.2 Ensure preventive and population health programs to reduce tobacco use
Centre for Population Health and Cancer Institute NSW

2 PROVIDE WORLD-CLASS CLINICAL CARE WHERE PATIENT SAFETY IS FIRST

System Purchasing and Performance

2.1 Continue to embed quality improvement and redesign to ensure safer patient care
Clinical Excellence Commission and Agency for Clinical Innovation

2.2 Continue to move from volume to patient-centred value-based care
Strategic Reform

3 INTEGRATE SYSTEMS TO DELIVER TRULY CONNECTED CARE

Strategy and Resources

3.1 Drive system integration through funding and partnership agreements
System Performance Support

3.2 Deliver mental health reforms across the system
Mental Health

3.3 Integrate the approach to End of Life and Palliative Care
Health and Social Policy

3.4 Support people with disability within the health sector and between agencies
Government Relations

3.5 Leverage health information and analytics to connect care across the system
System Performance Support

3.6 Support vulnerable people
Government Relations

4 DEVELOP AND SUPPORT OUR PEOPLE AND CULTURE

People, Culture and Governance

4.1 Achieve a 'Fit for Purpose' workforce for now and the future
Workforce Planning and Development

4.2 Enable new ways of working facilitated by the move to St Leonards
Workforce Relations

4.3 Strengthen the culture within Health organisations to reflect our CORE values more consistently
Workforce Planning and Development

4.4 Develop effective health managers and leaders
Health Education and Training Institute

4.5 Improve health, safety and wellbeing at work
Workplace Relations

5 SUPPORT AND HARNESS HEALTH AND MEDICAL RESEARCH AND INNOVATION

Population and Public Health

5.1 Generate policy-relevant research
Centre for Epidemiology and Evidence

5.2 Drive research translation in the health system
Office of Health and Medical Research and Agency for Clinical Innovation

5.3 Make NSW a global leader in clinical trials
Office of Health and Medical Research

5.4 Enable the research environment
Office of Health and Medical Research

6 ENABLE eHEALTH, HEALTH INFORMATION AND DATA ANALYTICS

eHealth NSW

6.1 Implement integrated paper-lite core clinical information systems
eHealth NSW

6.2 Foster eHealth solutions that support integrated health services
eHealth NSW

6.3 Systemise improved access to data and information through improved platforms
eHealth NSW

6.4 Systemise and expand the integration of data to drive greater insights
eHealth NSW

6.5 Enhance decision-making by better supporting insights and actioning
eHealth NSW

6.6 Enhance patient, provider and research community access to digital health information
eHealth NSW

7 DELIVER INFRASTRUCTURE AND SYSTEM CAPABILITY

Strategy and Resources

7.1 Deliver agreed infrastructure on time and on budget
Health Infrastructure and eHealth NSW

7.2 Undertake integrated planning with other agencies
Health System Planning and Investment

7.3 Build asset management capability
Asset Management

7.4 Optimise procurement and supply chain
Procurement

7.5 Deliver commercial programs
Finance

8 BUILD FINANCIAL SUSTAINABILITY AND ROBUST GOVERNANCE

Financial Services and Asset Management

8.1 Secure a long term sustainable financial position
Finance

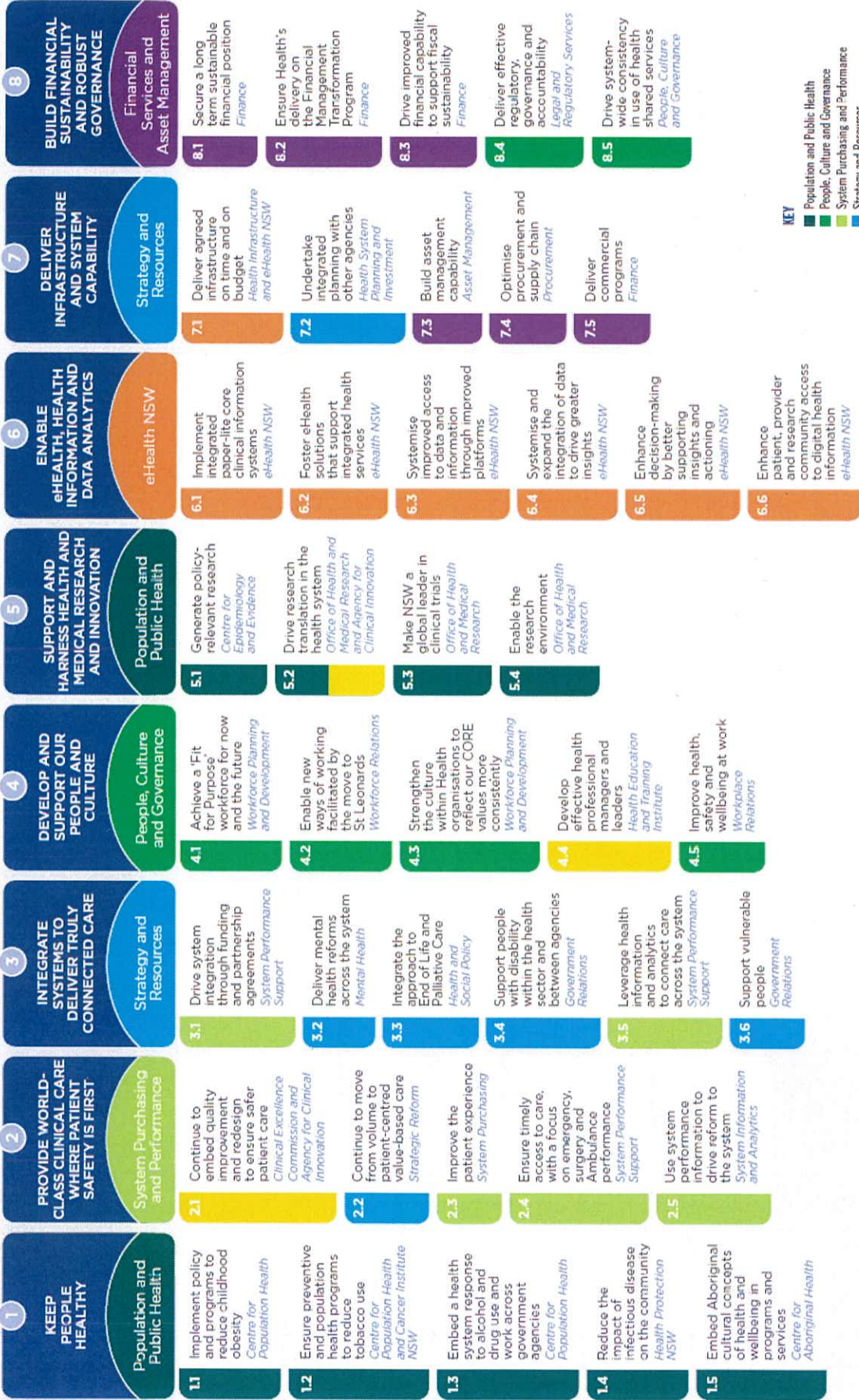
8.2 Ensure Health's delivery on the Financial Management Transformation Program
Finance

8.3 Drive improved financial capability to support fiscal sustainability
Finance

8.4 Deliver effective regulatory, governance and accountability
Legal and Regulatory Services

8.5 Drive system-wide consistency in use of health shared services
People, Culture and Governance

OBJECTIVES Strategic Oversight Leads



KEY

- Population and Public Health
- People, Culture and Governance
- System Purchasing and Performance
- Strategy and Resources
- Financial Services and Asset Management
- Office of the Secretary
- Services
- Pillars

6. Performance against Strategies and Objectives

The performance of a Support Organisation is assessed in terms of whether it is meeting performance targets for individual key performance indicators for each NSW Health Strategic Priority.

✓	Performing	Performance at, or better than, target
↘	Underperforming	Performance within a tolerance range
✗	Not performing	Performance outside the tolerance threshold

Detailed specifications for the key performance indicators are provided in the Service Agreement Data Supplement along with the list of improvement measures that will continue to be tracked by the Ministry's Business Owners - see

http://hird.health.nsw.gov.au/hird/view_data_resource_description.cfm?ItemID=22508

The Data Supplement also maps indicators and measures to key strategic programs including

- Premier's and State Priorities
- Election Commitments
- Better Value Care
- Patient Safety First
- Mental Health Reform
- Financial Management Transformations

Key deliverables under the NSW Health Strategic Priorities 2018-19 will also be monitored, noting that process key performance indicators and milestones are held in the detailed Operational Plans developed by each Health Service and Support Organisation.

6.1 Key Performance Indicators

Strategic Priority	Measure	Target	Not Performing X	Under Performing ↘	Performing ✓
Strategy 4: Develop and Support our People and Culture					
4.1	Staff Engagement - People Matter Survey Engagement Index - Variation from previous People Matter Survey (%)	=<0 Increase	=>5% decrease from previous survey	<5% decrease from previous survey	Increase, or no change from previous survey
	Staff Performance Reviews - Within the last 12 months (%)	100	<85	>=85 and <90	>=90
4.3	Aboriginal Workforce Participation - Aboriginal Workforce as a proportion of total workforce - at all salary levels (bands) and occupations (%)	1.8%	Decrease from previous Year	Nil increase from previous year	Increase from previous Year
4.4	Compensable Workplace Injury - Claims (Number)	10% Decrease	Increase	>=0 and <10% Decrease	>= 10% Decrease
Strategy 7: Deliver Future Focused Infrastructure and Strategic Commissioning					
7.1	Capital - Variation Against Approved Budget (%)	On budget	> +/- 10 of budget	NA	< +/- 10 of budget
Strategy 8: Build Financial Sustainability and Robust Governance					
8.1	Expenditure Matched to Budget - General Fund - Variance (%)	On budget or Favourable	>0.5 Unfavourable	>0 but =<0.5 Unfavourable	On budget or Favourable

Health Infrastructure Scorecard

Health Infrastructure will continue to monitor and report against the measures in the HI Scorecard:

- Organisational Capacity:
 - Employee Engagement
 - Talent Actions
 - Succession Planning
 - Learning & Development
- Financial Performance:
 - Cashflow
 - Business Cases Completed
 - Safety Performance
 - Projects Delivered on Time
- Internal Business Processes
 - Invoices Entered and Paid
 - Procurement Audit Issues
 - Contract Management and Project Management Audit Issues
- Customer & Stakeholder
 - CORE Behaviours – Client Survey

6.2 Strategic Deliverables

In addition to key performance indicators, and performance against the HI Scorecard metrics, achievement of strategic deliverables by Health Infrastructure NSW under NSW Health Strategic Priorities 2018-19 will be monitored.

There will be regular monitoring of progress by the Strategic Lead position and using Roadmaps.

Strategic Priority	Deliverable in 2018/19	Due by
Strategy 7 Deliver Optimised Infrastructure & Commercial Capability		
Objectives 7.1 Deliver agreed Infrastructure on time & on budget		
Deliver Metro hospitals on time and on budget with Northern Beaches Hospital to be operational	<ul style="list-style-type: none"> Deliver projects in line with Government commitments within NSW State Budget Papers 	<ul style="list-style-type: none"> June 19
Deliver Regional and Rural hospitals on time and on budget	<ul style="list-style-type: none"> Deliver projects in line with Government commitments within NSW State Budget Papers 	<ul style="list-style-type: none"> June 19
Deliver key programs including: <ul style="list-style-type: none"> - Multipurpose Services - HealthOne Strategy - Rural Ambulance Infrastructure Reconfiguration - Sydney Ambulance Metropolitan Infrastructure Strategy - Statewide Mental Health Program 	<ul style="list-style-type: none"> Deliver projects in line with Government commitments within NSW State Budget Papers Where required, complete Program Business Case(s) Standardisation of design and/or procurement of program wide approaches as appropriate 	<ul style="list-style-type: none"> June 19
Embed operational commissioning and change management capability	<ul style="list-style-type: none"> Periodic change management forum Change management reporting to project steering committees 	<ul style="list-style-type: none"> June 19
Objectives 7.2 Undertake integrated planning with other agencies		
Align NSW Health to Greater Sydney Commission Metro Sydney Plan	<ul style="list-style-type: none"> Support MOH and provide input into whole of government working groups 	<ul style="list-style-type: none"> June 19
Align NSW Health to Regional Plans	<ul style="list-style-type: none"> Inclusion of Regional Plan requirements into new planning business cases and site master plans 	<ul style="list-style-type: none"> Dec 18

Strategic Priority	Deliverable in 2018/19	Due by
Objectives 7.2 Undertake integrated planning with other agencies		
Earlier planning with TfNSW, DPE and GSC on integrated transport and land use	<ul style="list-style-type: none"> • Consultation with stakeholders during business case development and site master plans • Regular program coordination meetings with TfNSW, DPE and GSC 	<ul style="list-style-type: none"> • Dec 18 • June 19
Progress plans on designated Health & Education precincts	<ul style="list-style-type: none"> • Inclusion of H&E development strategies into new planning business cases and site master plans 	<ul style="list-style-type: none"> • June 19
Oversee coordination of Western Sydney Airport planning across three Local Health Districts	<ul style="list-style-type: none"> • Support NSW Health as required in implementation plan for City Deal • Include consideration of WSA into new planning business cases and site master plans for three relevant Districts 	<ul style="list-style-type: none"> • June 19
Objectives 7.3 Build asset management capability		
Assess asset management maturity and plan actions to raise capability	<ul style="list-style-type: none"> • Define Capability Requirements for achieving the State-Wide Asset Management Framework objectives • Undertake Gap analysis on AM maturity and capability • Develop Action Plan to raise AM capability 	<ul style="list-style-type: none"> • June 19
Coordinate NSW Health response to identified statutory and compliance risks	<ul style="list-style-type: none"> • Complete Asset Class Statutory Compliance Register • Configure AFMO to reflect compliance requirements • Establish compliance reporting framework and dashboards in AFMO for use by Districts 	<ul style="list-style-type: none"> • June 19
Drive state-wide approach to medical equipment management in response to the Auditor General Report	<ul style="list-style-type: none"> • Appoint Director, Medical Equipment Asset Management • Develop Asset Management Framework for Medical Equipment • Ongoing leadership of the Biomedical Engineering Working Group, to drive district implementation of the AM Framework within Districts 	<ul style="list-style-type: none"> • June 19

Strategic Priority	Deliverable in 2018/19	Due by
Objectives 7.3 Build asset management capability		
Continue to build utilisation of AFM online	<ul style="list-style-type: none"> • Redefinition of AFMO implementation milestones • Commencement of the Asset Register Development • Drive state-wide adoption of AFMO and the transition to utilisation for Unplanned maintenance in districts 	<ul style="list-style-type: none"> • June 19
Objectives 7.5 Deliver commercial programs		
Implement retail strategy	<ul style="list-style-type: none"> • Inclusion of retail strategy with new planning business cases and site master plans • Establish mandate for HI role in retail strategy 	<ul style="list-style-type: none"> • Dec 18 • Dec 18
Implement key worker accommodation program	<ul style="list-style-type: none"> • Establish mandate for HI role in key worker accommodation program 	<ul style="list-style-type: none"> • Dec 18
Other Strategic Deliverables		
Health Infrastructure Strategic Deliverables		
Implementation of a construction procurement accreditation framework which includes a review of the present construction procurement capability across the Districts	<ul style="list-style-type: none"> • Pilot a construction procurement framework across three Districts • Develop and release a construction procurement intranet site supplying tools, templates and guidelines for all in NSW • Review Districts preparedness and ability to meet any new Public Works Advisory Accreditation assessment 	<ul style="list-style-type: none"> • June 19
Integrated Talent Framework	<ul style="list-style-type: none"> • Succession Planning pipeline mapped against Project Prioritisation Framework • HI Recognition & Development Framework piloted and embedded to promote engagement, retention and attraction • Strategic Learning & Development Framework embedded and operational to improve capability to deliver HI's solutions 	<ul style="list-style-type: none"> • June 19

Strategic Priority	Deliverable in 2018/19	Due by
Other Strategic Deliverables		
Health Infrastructure Strategic Deliverables		
People & Performance Framework	<ul style="list-style-type: none"> • Diversity & Inclusion Framework endorsed • Diversity & Inclusion strategies embedded to deliver improvement targets in ATSI, disability, women and STEM fields • Salary parity review for all roles with a focus on scarce & critical resources to ensure HI is an attractive and competitive employer • Pilot Major Project Leadership Academy for NSW partnering with VIC Government agencies • Pilot digital recruitment strategies to improve the attraction of talent to HI and embed contemporary practices to enhance the customer experience • Plan future focused workforce demands, skills and capabilities to attract critical talent and develop frameworks to effect capability development to ensure adequate resources to deliver projected health solutions 	<ul style="list-style-type: none"> • June 19
HI Integrate	<ul style="list-style-type: none"> • Development of (specialised) industry-leading Project Leadership Program for HI to deliver on its mandate • HI organisation reorientation (HI Integrate) completed and embedded to business as usual operations to drive improved project delivery across project lifecycle using fully integrated project teams • Project Mobilisation tools, templates and methodology to accelerate project start-up for all Integrated Project Teams 	<ul style="list-style-type: none"> • June 19