



Victorian
Health Building
Authority

2021 Year in Review

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To receive this publication in an accessible format, email the VHBA Communications and Engagement team <vhbacomms@health.vic.gov.au>

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Foreword

Our Year in Review provides an outline of some of the key highlights and achievements of the Victorian Health Building Authority from 2021. It also sets out the funded infrastructure pipeline of the Authority which supports the Victorian Government's vision for a 'stronger, fairer and better Victoria – supporting people, jobs and growth', and realises the Department of Health's vision for 'Victorians to be the healthiest people in the world'.

The contribution the Authority has made to the health infrastructure portfolio is hugely tangible. It changes lives, and now more than ever, a well-resourced and effective health care system is a huge priority for Victorians.

This year has been all sorts of challenging, both professionally and personally and VHBA has been at the forefront of efforts to increase critical capacity and support the State's COVID-19 response. At the same time staff have showed incredible resilience in coping with the challenges of a pandemic year.

I'm incredibly proud of the Authority's achievements through this period.

Looking forward, 2022 presents an opportunity to build on the great work undertaken this year to deliver government's ambitious agenda, whilst driving economic growth in a rapidly changing sector.

We look forward to collaborating with our community, colleagues and partners on exciting projects and programs of work next year.

I'd like to take the opportunity to thank Wade Noonan for leading the Authority's Advisory Board over the past two years. He has helped us to build our capability and provided critical support and guidance on key issues and challenges. We wish him all the best for the future and look forward to welcoming a new Chair in 2022.

Chris Hotham
Deputy Secretary
Health Infrastructure



Section 1: Performance at a glance



The Victorian Health Building Authority delivers infrastructure projects and programs for the health, mental health and aged care portfolios



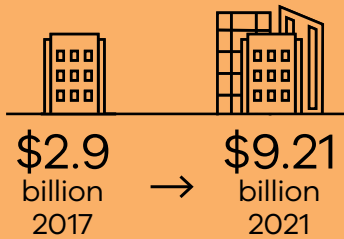
294
employees

Manages

\$16.6 billion
existing health assets



Funded programs



127
major capital projects in delivery



Completed

60+

major projects to date

Delivered



50+
master plans



50+
entity plans

Delivered

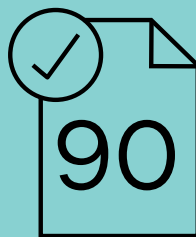


22
community consultation committees

Carbon emissions



↓ 6.2 per cent



90
health service site reviews



47
maintenance plans

NABERS hospital ratings



completed at
140 public hospitals

>80

asset management plans



About Us

The Authority is a branch of the Health Infrastructure Division within the Department of Health (DH).

We're responsible for the planning and delivery of the Victorian Government's multibillion-dollar health infrastructure program which comprises \$16.6 billion in managed assets, and \$9.21 billion in planning and delivery.

Department of Health's Vision

Victorians to be the healthiest people in the world.

Infrastructure Vision

To create and deliver exceptional health infrastructure to support the wellbeing of all Victorians.

Our foundational principles:

- We deliver the health outcomes that matter the most to the community
- We ensure fairness so we meet the needs of all Victorians
- We do things in partnership with the community and health sector.

Our Ministers



The Hon. Martin Foley
Minister for Health
Minister for
Ambulance Services



The Hon. James Merlino
Minister for Mental Health



The Hon. Anthony Carbines
Minister for Ageing

Deputy Secretary and Advisory Board



Chris Hotham
Deputy Secretary
Infrastructure



Wade Noonan
Chair



Dr Roslyn Kelleher
Board member



Jennifer Williams AM
Board member



Tim Bamford
Board member

Executive leadership team

Our leadership team are responsible for the strategic direction and performance of the Authority and are committed to delivering outcomes that improve the health and wellbeing of all Victorians.



Robert Fiske
Chief Executive
Officer



Stefano Scalzo
Executive General
Manager,
Planning and
Development



Deanne Leaver
Executive General
Manager,
Asset Strategy



Chris Browne
Executive General
Manager,
Communications and
Engagement



Barb Chalkley
Executive General
Manager,
Business Services
and Program
Management Office



Tony Michele
Executive Director,
Delivery



Stephen King
Executive Director,
High Value High Risk
(incl. PPPs)



Trent Burke
Executive Director,
Health Capital
Program

Workforce profile

Total staff



294



58%

female



42%

male

Team leadership roles



41%

female



59%

male

Executive leadership team



25%

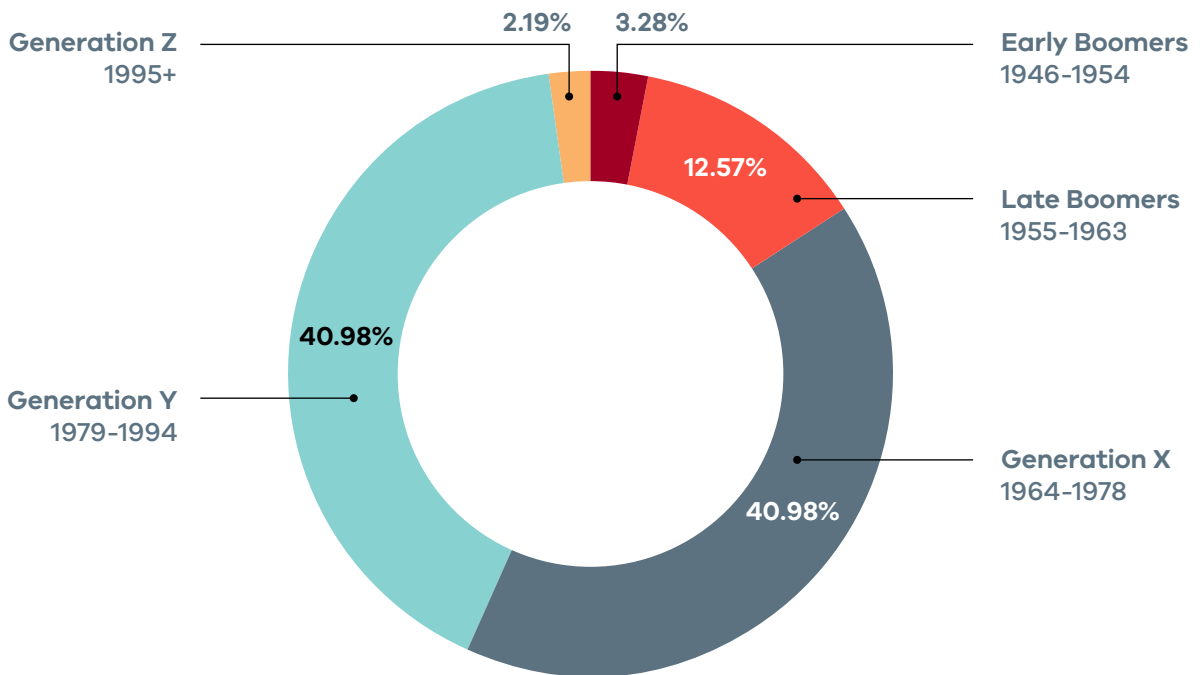
female



75%

male

Generation breakdown



Our Values

Victorian public sector values underpin everything we do and guide our behavior and work practices with colleagues, partners and local communities.



Responsiveness

Public officials should demonstrate responsiveness by

- providing frank, impartial and timely advice to the Government
- providing high quality services to the Victorian community
- identifying and promoting best practice.



Impartiality

Public officials should demonstrate impartiality by

- making decisions and providing advice on merit and without bias, caprice, favouritism or self-interest
- acting fairly by objectively considering all relevant facts and fair criteria
- implementing Government policies and programs equitably.



Respect

Public officials should demonstrate respect for colleagues, other public officials and members of the Victorian community by

- treating them fairly and objectively
- ensuring freedom from discrimination, harassment and bullying; and
- using their views to improve outcomes on an ongoing basis.



Leadership

Public officials should demonstrate leadership by

- actively implementing, promoting and supporting these values.



Integrity

Public officials should demonstrate integrity by:

- being honest, open and transparent in their dealings
- using powers responsibly
- reporting improper conduct
- avoiding any real or apparent conflicts of interest
- striving to earn and sustain public trust of a high level.



Accountability

Public officials should demonstrate accountability by

- working to clear objectives in a transparent manner
- accepting responsibility for their decisions and actions
- seeking to achieve best use of resources
- submitting themselves to appropriate scrutiny.



Human Rights

Public officials should respect and promote the human rights set out in the Charter of Human Rights and Responsibilities by

- making decisions and providing advice consistent with human rights
- actively implementing, promoting and supporting human rights.

Our Stakeholders

Working with our industry partners and key stakeholders we place the community at the centre of our project planning, delivery, communications, engagement and asset management approach.

Engage stakeholders

We support and engage our valued sector stakeholders who partner with us to deliver the best health infrastructure outcomes for the community.

Value our people

We support and engage our people who collectively pursue the best health infrastructure outcomes for the community.

Build trust

We demonstrate expertise that builds the credibility and trust of our partners and the Victorian community.



Section 2: 2020-2021 Highlights

Message from Rob Fiske, CEO

This has been a year like no other and the Authority has been instrumental in supporting the Victorian Government's response to the COVID-19 pandemic.

I am very proud of the way our whole team has managed to 'pivot' to working from home whilst maintaining its focus on supporting the healthcare system through one of its toughest periods.

Despite the challenges we were successful in accelerating a number of key projects to increase capacity within the health care system and provide technical and engineering advice for health services to manage their infrastructure response to COVID-19. Working with our health services and department colleagues we have doubled our critical care capacity within the system and despite the best efforts of COVID-19, our program of work remains on track.

Of course, COVID-19 challenged the traditional way we go about planning and delivering our projects. Consulting with our key health service stakeholders challenged us in the design and development of many projects as they focused on dealing with an unprecedented global pandemic. In response, our communications team shifted its engagement model, leveraging online tools and new channels to keep communities engaged on our major projects in development. Our planning team adapted to new ways of working with our consulting teams unable to physically visit many of our sites.

Even with the shifting nature of the pandemic and priorities, the Authority has remained resilient and focused on the task at hand. We have continued to develop our approach to design including new Universal Design principles in aged care and mental health facilities. Our Universal Design Policy was the first for any government agency in Australia. Our sustainability programs continue to gain traction and our improving approach to sustaining and enhancing capital programs has resulted in record investment from the Victorian Government.

As you read about some of the highlights on the following pages, you will see the progress and even the completion of some of our biggest projects in the past 12 months. Some are city shaping, some are system changing, but all will have a significant impact on the ability of our healthcare system to respond to future pandemics. The Authority looks forward to sharing updates on progress on our pipeline in future reports.

COVID-19 response

The Authority played a critical role in the state's response to the COVID-19 pandemic, including:



Delivery of over 1500 ICU beds



Australian first Aerosol study



New expert Health Technical Advice for health services



Heating ventilation and air conditioning (HVAC) assessment and upgrade works across the state



Recommissioning health service buildings to increase capacity and provide testing and response services



COVID-19 Response (2020-2021)



St Vincent's Hospital on the Park

The former Peter MacCallum Cancer Centre in East Melbourne was recommissioned to include 84 beds over eight floors to offer surge response by providing care for some lower-acuity patients.



Bendigo Hospital bed expansion

A total of 45 new hospital beds were made available at Bendigo Hospital. The new hospital also has built-in capacity for 20 additional intensive care beds if they are required in emergency situations.



Former Geelong Private Hospital and Baxter House bed expansion

The former Geelong Private Hospital was brought back to life – with the disused building upgraded and refurbished to provide a new Acute Respiratory Assessment Clinic with 50 new beds and consulting rooms.

Level 2 of Baxter House was refurbished and opened as a respiratory clinic during the pandemic.



Intensive care expansion

A further 300 intensive care unit beds were commissioned at the Alfred Hospital, Austin Hospital and Monash Medical Centre in Clayton – as part of a boost to establish an extra 4,000 ICU beds across Victoria.



Northern Hospital Expansion

The expansion of Northern Hospital in Epping was accelerated by four months in 2021. The seven-storey expansion has added 96 new inpatient beds, three operating theatres, 18-bed Intensive Care Unit, 10-bed cardiac care unit and includes a 28-bed inpatient unit with pandemic functionality. The development will allow an additional 10,000 patients to be treated every year.



Our Project and Program Highlights

Health portfolio



New Footscray Hospital

Following an extensive evaluation process, and after achieving financial close in early 2021, construction began in March 2021 on the \$1.5 billion New Footscray Hospital Project. Set to open in 2025, the new hospital is the largest health infrastructure project in Victoria's history. Situated in one of the state's fastest growing regions, the new hospital will treat approximately 15,000 additional patients and enable around 20,000 additional people to be seen by the emergency department each year.

During the pandemic the communications team launched a virtual engagement room, where community members are invited to explore interviews with the builders and experience a 3D tour of the design. With kids activities and in multiple languages, the virtual engagement room has ensured community members can stay connected with the project.



Frankston Hospital redevelopment

To inform the design of the redevelopment, the Authority consulted with the local community, including people with lived experience of mental health illness, Aboriginal health representatives, staff and volunteers at Frankston Hospital. The consultation process sought and considered feedback on a range of topics including the prioritisation of healthcare services, the use of public spaces and amenities, cultural safety and the vision and aspirations of the community. The feedback, which included more than 580 contributions, was captured in an engagement report and provided to the respondents shortlisted to deliver the redevelopment. Through understanding the views and aspirations of the local community, the successful consortium will have the best opportunity to design and build a hospital for Frankston and the Mornington Peninsula that reflects the community it serves.

The project successfully completed its market testing process in 2020 with three bidding consortia announced to participate in a Public Private Partnership procurement process.



Ballarat Base Hospital redevelopment

In early 2021, the Authority established a Community Consultative Committee for the \$541.6 Ballarat Base Hospital development. Chaired by former Premier and Ballarat local the Hon. Steve Bracks, alongside local members Juliana Addison and Michaela Settle, the committee provides a forum for the local community and representatives from Ballarat Health Services, local council and other key community groups to contribute to the final designs of the redevelopment, including wayfinding, family and outdoor spaces.

The project scope was increased to renew the central energy plant for the hospital and provide additional ancillary space including a new pharmacy. Planning and design development is now well underway with architects and consultants appointed. Once completed, the redevelopment will deliver a new emergency department, a women and children's hub, state-of-the-art theatre suite and an extra 100 inpatient and short stay beds. A new and expanded critical care floor will bring together operating theatres, procedure rooms, an expanded intensive care unit, endoscopy suites and consulting rooms – delivering capacity for an additional 4,000 surgeries every year.



Early Parenting Centres

Work on the \$123 million early parenting centres expansion and upgrade project continues to progress with most site locations announced in 2021 and design development close to completion. The project will upgrade and expand facilities at existing centres in Footscray and Noble Park. It will also build and establish four new centres in the growing areas of Frankston, Casey, Wyndham and Whittlesea. Three new centres will be built in the regional areas of Ballarat, Bendigo and Geelong. Once complete, the project will more than triple the number of early parenting centres in Victoria.



Community Hospitals Program

The \$675 million investment to build ten community hospitals close to major growth areas progressed with community engagement, design development and land acquisition well underway. The program will support new developments in the City of Whittlesea, Eltham area, Point Cook and the inner-south of Melbourne region. Construction is expected to begin in 2022 and the whole program is expected to be completed in 2024.



Monash Medical Centre

The first stage of the \$76.3 million Monash Medical Centre emergency department expansion opened in March 2021, delivering a new emergency department and triage entrance, a dedicated children's emergency area, resus bay and new technology. The next stage of the expansion is due for completion by January 2022 and will refurbish and upgrade the existing emergency department and deliver a separate 24-hour short-stay unit providing mental health and drug and alcohol urgent care and support.



Sunshine Emergency Department

The Victorian Government invested \$34.9 million in the Sunshine Hospital emergency department redevelopment. Completed in early 2021, the project has expanded and refurbished the hospital's emergency department, adding 65 new spaces – more than doubling current capacity.

It also features an expanded children's section. This kids-only area is specially designed to provide approximately 19,700 kids a year a calmer, more compassionate environment to receive emergency care.



Victorian Heart Hospital

Work on the \$564 million Victorian Heart Hospital has not missed a beat throughout the year with the main structural works now complete and works on the façade and internal fit-out well underway.

Located on the Monash University Clayton campus, Australia's first standalone specialist cardiac hospital will integrate clinical cardiology services, research, and education to create a centre of excellence. Patients with heart disease will have access to world-class cardiac care and research all under one roof.



Latrobe Regional Hospital Expansion – Stage 3A

Designs for the \$217 million expansion project were released in early 2021 and construction on the multi-million-dollar project is now underway. Scheduled for completion in late 2023, the expansion will deliver a new emergency department resuscitation bay, three operating suites, six intensive care unit beds, 44 inpatient beds and a medical imaging and pathology unit.



Wonthaggi Hospital Expansion

Construction on the \$115 million Wonthaggi Hospital expansion project got underway in early 2021 and is on track to be completed in 2023.

The project will deliver three operating theatres plus a procedure room, a new emergency department with 18 additional treatment spaces, and a 32-bed inpatient ward. Once complete, hospital staff will have the capacity to treat 26,000 extra emergency patients every year.



Mental Health portfolio



Mental health beds expansion program

The \$492 million investment to deliver new acute public mental health beds across four Victorian health services is underway with designs released and construction underway at all sites.

As a key recommendation of the Royal Commission into Victoria's Mental Health System, people with a variety of views and perspectives were engaged to inform the facility and service designs for the expansion project. This includes people with lived experience of mental illness, such as consumers, families and carers, as well as medical, nursing and allied health professionals and other staff.



Thomas Embling Hospital

Planning for a \$349.6 million upgrade of Thomas Embling Hospital is underway. The upgrade will deliver an additional 82 secure mental health beds and help transform Victoria's forensic mental health system.

The expansion will include a new dedicated 34-bed women's precinct, a 48-bed medium security men's facility, as well as clinical administration facilities, fulfilling a key recommendation of the Royal Commission into Victoria's Mental Health System.



Women's Prevention and Recovery Care Centre

In early 2021 a site was selected, and designs released for the \$8.4 million Women's Prevention and Recovery Care centre in Melbourne's west. In mid-2021, construction on the 12-bed centre got underway. The centre will support women requiring treatment and care for mental ill health and will be the first in Victoria to offer accommodation for accompanying dependents.



NW Youth Prevention and Recovery Care Centre

Construction of the new \$11.9 million Youth Prevention and Recovery Care centre in Parkville is on track to be completed by the end of 2021.

Designed to increase access to safe, flexible and responsive short and medium-term mental health services, the new centre will help fill the transitional gap between community and hospital-based care. With recovery-focused treatment and around-the-clock clinical care, the new state-of-the-art facility will provide support for 200 young people aged 16-25 each year.



Statewide Child and Family Centre

A new 12-bed state-wide Child and Family Centre is underway with designs finalised to provide specialised mental health care and wellbeing services to children aged up to 11 years alongside their families.

Staffed 24 hours a day, seven days a week, the centre will offer early intervention treatment and care in a safe, residential setting. Up to three families will be able to stay onsite while they receive flexible, family-centred therapy and support from highly trained child and family mental health clinicians.



Ageing portfolio

Berengarra

In early 2021 a new \$55.57 million aged care facility was completed and commenced operation. Named Berengarra, the 90-bed facility is on the St George's Hospital site and includes two separate three-storey houses with private rooms and garden outlooks. The project is part of the largest ever revamp of Victoria's public sector residential aged care facilities, delivering best-practice care, and integrated health and wellbeing services in a home-like environment.

Wantirna Aged Care

The four-storey Wantirna Aged Care facility reached structural completion in July 2021. The \$81.58 million facility, which is on track to be completed in 2022, will provide 120 older Victorians with a safe, modern, and comfortable place to call home.

Creswick Nursing Home dementia-friendly unit

A new \$3.2 million dementia friendly unit at Creswick Nursing Home was completed and commenced operation. Funded via the Regional Health Infrastructure Fund (RHIF), the upgrade included a new 12-bed unit purpose-built to provide best practice dementia care.

The project also delivered improvements to the existing residential aged care facility, including a consolidation of common areas and upgrades to heating and cooling systems as well as upgraded mechanical, hydraulic, electrical and fire services in the complex.

Infrastructure grants

The Authority delivered over \$1.2 billion across 33 grant programs to improve the safety and quality of services, enhance capacity and efficiency, support contemporary models of care and improve patient and staff amenity.

Grant funding includes the \$200 million Metropolitan Health Infrastructure Fund which funded 40 projects including, \$10.98 million to expand and reconfigure Sunshine Hospital's pharmacy and \$5.7 million for facility improvements enabling better care of our Elders at the Aboriginal Community Elders Services.

It also includes the \$120 million Regional Health Infrastructure Fund (RHIF). The RHIF funded 107 projects including more than \$4.5 million to upgrade operating theatres at Central Rural Health Daylesford so more locals can get the surgeries they need, closer to home.

Public sector aged care services also shared \$10 million in funding from the Rural Residential Aged Care Facilities Renewal Program. The Program funded 22 projects including \$2.118 million for a new kitchen, a large family and resident community lounge and dining area, disability access improvements and nurse call upgrades at Rupanyup Nursing Home.



Best practice design guidelines

Public Sector Residential Aged Care Facilities Design Guideline

Developed in partnership with the Department of Health Aged care branch, the new guidelines set out requirements for facilities to enable person-centred evidence-based practice.

These guidelines were developed to inform implementation of the 'Modernisation of metropolitan Melbourne public sector residential aged care strategy' to improve the quality and safety of our public sector residential aged care facilities.

Universal Design Policy

The Authority launched its Universal Design Policy in June 2021. The design policy is a first for any government authority in Australia. It recognises that human ability is enabled, supported and encouraged by universally designed environments that provide everyone with the opportunity to participate unassisted or with minimal support.

The policy also includes a Universal Design Charter, part of a Victorian Government strategy to increase awareness and knowledge about universal design in the community. It will apply to all projects delivered by the Authority, ensuring that we continue to deliver innovative and equitable social infrastructure for all Victorians.

Sustainability performance

The Environmental Sustainability Strategy 2018-23 set out a five-year commitment to improve the Victorian health system's environmental performance and to ensure it is resilient to climate change.

Now at the half-way point, in 2021 we released our [Sustainability performance report](#). The report also includes, for the first time, data on Victoria's National Australian Built Environment Rating Scheme (NABERS) hospital ratings.

Key results to date:

- Carbon emissions from energy use are down 49,007 tonnes (6.2 per cent).
- We have made significant progress installing solar on public hospitals
- Environmental sustainability innovation grant program funded 12 projects across 10 health services.
- NABERS hospital ratings completed at 140 public hospitals, resulting in 560 certified energy ratings and 561 certified water ratings.

In 2022 work will continue to complete the actions identified in the Strategy including:

- \$40 million solar and LED program for public hospitals
- \$5 million emissions reduction program
- energy performance contracting in our major hospitals.



Asset management policies and frameworks

We have developed key policies and frameworks to apply best-practice asset management for the Victorian health asset portfolio.

Asset Information Management System

In early 2021 we launched the Asset Information Management System (AIMS) which includes over 180 million datapoints for over 130 health services across Victoria. The system covers engineering assets, buildings, land and medical equipment and is designed to provide visibility over our asset portfolio, perform strategic asset management planning, and uplift health services asset information management capabilities through continuous collaboration with the Authority.

Victorian health asset management communities of practice

The Victorian health asset management communities of practice continued local chapter events through virtual platforms bringing together the functions of corporate, service delivery, finance, capital and facilities management to support health asset management practitioners to collaborate and share knowledge to improve asset management capability.

Ten regional and nine metropolitan local chapter events were held, with the development of technical advice for critical assets and asset key performance indicators.

Technical guidance

The department publishes HTA's (Health Technical Advice) to assist health services, consultants and contractors to effectively manage risk and performance of public health facilities.

HTA's published include:

- Aerosol study within healthcare environments
- Heating ventilation and air conditioning (HVAC) system strategies to airborne infectious outbreaks
- Isolation rooms
- Selection of revolving doors for health care facilities
- Increasing bed capacity for COVID-19 patients
- Infrastructure activities during the coronavirus pandemic

The department conducted asset condition assessments for 90 sites and reviewed 47 maintenance plans and over 80 asset management plans.



Section 3: 2022 challenges and opportunities

‘Combined with good governance, innovative and competitive businesses and industry, strong public and social services, and a thriving and flourishing community, infrastructure can help create a prosperous, inclusive and sustainable long-term future’¹.

As we continue to deal with the complexity of COVID-19, many of the healthcare infrastructure challenges and opportunities that existed before the pandemic still remain. Issues of sustainability, climate adaptation, population growth, asset renewal and workforce diversity now have the additional overlay of economic recovery, jobs creation, mental health capacity and treatment for the unvaccinated.

It is this range of challenges that the Health Infrastructure Division of the Department of Health and the Victorian Health Building Authority must respond as it approaches the future pipeline of infrastructure projects.

Economic recovery and jobs creation

The 2020 and 2021 Victorian State Budgets made significant investments in health, mental health and aged care infrastructure upgrades that forms part of Victoria’s Jobs Plan aimed at:

- getting Victorians back to work
- building opportunity – building our State as we rebuild our economy
- supporting industry and growth – support for industries and leveraging our strengths
- supporting every corner of our State – ensuring no community and no Victorian is left behind

Health infrastructure projects currently in planning and development will support over 4,100 jobs at the peak of construction, with the Authority playing a vital role in the state’s economic recovery for years to come². Ensuring that our projects target skills uplift, social procurement outcomes and increased levels of access for disadvantaged sectors within our community will be increasingly important.



1 Infrastructure Victoria’s 30-Year Infrastructure Strategy

2 Victorian State Budget website – budget.vic.gov.au/building-opportunity#investing-in-our-hospitals



Climate change

Climate change poses one of the biggest threats to our future with the Victorian Government setting a target of net zero greenhouse gas emissions by 2050.

The health sector contributes 4.4 per cent of carbon emissions globally and, if the sector were a country, it would be the fifth largest emitter on the planet.

The health sector has a material role in contributing to reductions in Victoria's government emissions and its assets are also seeing growing vulnerability to the effects of climate change.

The Authority provides advice and guidance to stakeholders involved in the design, construction and refurbishment of healthcare facilities on how to build sustainable and resilient buildings. Our 'Guidelines for sustainability in capital works – creating healthier resilient buildings for a changing climate' outline the many benefits including: lower environmental impacts, greater resilience, lower operating costs and a healthier healing and working environment for patients, visitors and staff.

Through the Authority's guidelines and expert team, health services are supported with a strategic approach for how they can proactively adapt to climate change to ensure we preserve the community's health, wellbeing and safety for years to come. Examining the role of hospital electrification as well as other climate change strategies to reduce our impact whilst not affecting the operational cost to the system is an ongoing challenge.

3 Infrastructure Victoria's 30-Year Infrastructure Strategy

4 Infrastructure Victoria's 30-Year Infrastructure Strategy

Asset management

Victoria's population is estimated to reach 10 million by 2051³ and much of Victoria's public health infrastructure needs upgrading, reconfiguration or complete renovation. This is exacerbated by growing demand on the health care system, with hospital inpatient services expected to grow by over 80% by 2042⁴.

The Authority's 'Strategic Asset Management Plan' sets out the asset management framework for the Victorian health sector to achieve:

- appropriately planned and delivered infrastructure investment
- innovative and efficient service delivery solutions to meet clinical needs
- a whole-of-life approach to sustainably manage assets
- integrated risk management principles and practices into decision making processes at all stages in the asset management lifecycle
- asset management capabilities and competency across the health portfolio
- compliance with legislative and policy requirements.

Through this plan we are able to determine where services and major engineering infrastructure will be needed to support increased demand. Getting the sequence of funding right so that our assets are renewed at the right time and services are expanded in a planned way is critical to the service levels our community will expect into the future.

Designing inclusive infrastructure

Human ability is enabled, supported and encouraged by a universally designed environment that provides everyone with the opportunity to participate unassisted or with minimal support.

Across all health care settings, the Authority has established universal design principles, processes and guidelines for capital projects to enable and empower Victoria's diverse population through improving human performance, health and wellness, and social participation.

All of our capital projects embed these principles as an underlying requirement to ensure projects create smart, equitable, safe and comfortable environments for all occupants, regardless of their capability levels or needs.

A completely new building provides the best opportunity for the built form to deliver all the aspirations, principles and objectives, but even minor works, renovations or extensions to existing facilities can have a significant impact on the quality of care for residents, patients, clients and staff. Much of our existing and older infrastructure was designed and built at a time without a requirement for Universal Design. How we can adapt it, renew and modify these facilities over coming years to support universal access is a huge challenge and opportunity for the VHBA. It starts with taking a leadership role to positive change.

The Authority's new Universal Design policy demonstrates our commitment to exceed minimum accessibility standards and deliver innovative and equitable social infrastructure for all Victorians.

The policy includes a Universal Design Charter, part of a Victorian Government strategy to increase awareness and knowledge about universal design in the community.

Community and stakeholder engagement

The Victorian public expects and increasingly demands to be informed and involved in decisions that impact them, their families and local community.

The Authority strongly supports the Victorian Government Public Engagement and Partnership Vision of 'Working together to make decisions and improve the lives of Victorians'. We believe that communities and stakeholders have a valuable role to play in shaping infrastructure to deliver the best possible health and wellbeing outcomes.

Involving and engaging with local communities creates a greater sense of community ownership, helps to identify issues early on so they can be addressed, and delivers better outcomes for everyone.

Our engagement approach is collaborative, inclusive and tailored to the needs of each individual project and community. From the early planning stages through to design and delivery, we provide information, seek community feedback and involve stakeholders where possible to deliver health infrastructure that meets the needs and expectations of the community.

We recognise that not effectively involving local community members and stakeholders at key decision points can have significant consequences for projects – including community opposition, program delays, increased costs and compromised outcomes.

In 2022 we will be launching our new Engagement Framework outlining the work we do with local communities and the best practice principles we follow for all our priority projects.

Mental health reform and improved design

A reformed mental health system, supported by good infrastructure, can deliver better outcomes for those with mental illness, their carers, employers and loved ones.

The Victorian Government has committed to delivering all of the Royal Commission into Victoria's Mental Health System recommendations, including the delivery of 144 acute mental health beds.

As we begin to support the important work of rebuilding Victoria's mental health system, learning from the lived experiences of Victorians is vital. We have a responsibility to ensure we are designing and delivering person-centred environments that promote recovery and wellbeing, are responsive to consumer needs and are respectful, safe and culturally appropriate.

The Authority is committed to best practice design in mental healthcare and has been recognised on the world stage for the design and delivery of the Thomas Embling Secure Psychiatric Intensive Care Unit and Orygen Youth Health precinct.

Aged care reform and improved design

Public sector residential aged care services play a critical role in supporting vulnerable older Victorians with complex physical and mental health care needs to access appropriate care. The report released by the Aged Care Quality and Safety Royal Commission signalled the need for fundamental system reform to better support quality and safety, which includes a focus on building design.

The prime objective of residential aged care facilities is to provide an environment that enhances the quality of life for its residents. To achieve this, the Authority will continue to focus on mobility and dementia-friendly spaces that promote social connections, independence and the privacy and dignity of residents in the design and delivery of public sector aged care facilities across the state.

These contemporary designs will allow staff to better respond to infectious outbreaks such as COVID-19, gastroenteritis or influenza. Providing residents with single rooms with private ensuites is an important element in this approach, as are appropriate air handling systems which can be used to contain the spread of infectious airborne particles by safely exhausting all air externally.

The Authority's residential aged care facility design guidelines assist service providers, designers and project managers to deliver environments that better meet community expectations and complex needs of residents.

Workforce diversity and capabilities

We have a passionate and dedicated workforce and we are focused on creating long and satisfying careers for all. To successfully deliver our extensive and growing program of work we need the right people, with the right skills, at the right time.

The Authority is taking a new approach to workforce capability and succession planning at senior levels and designing new programs to address skill and capability gaps in 2022 and beyond.



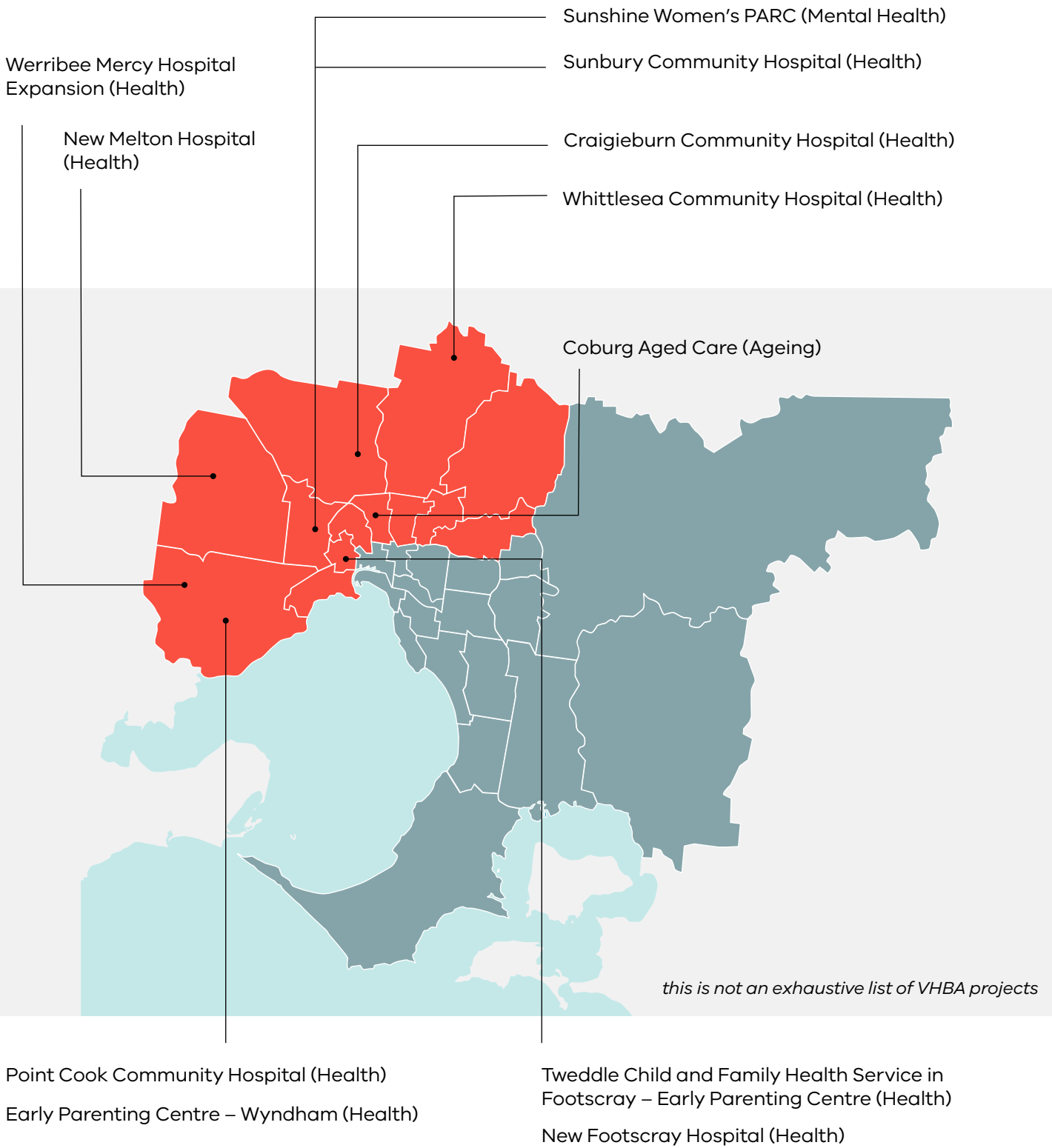
Section 4: Our infrastructure pipeline

The Authority is delivering record investment in health infrastructure and upgrades so that people can get the care they need, closer to home.

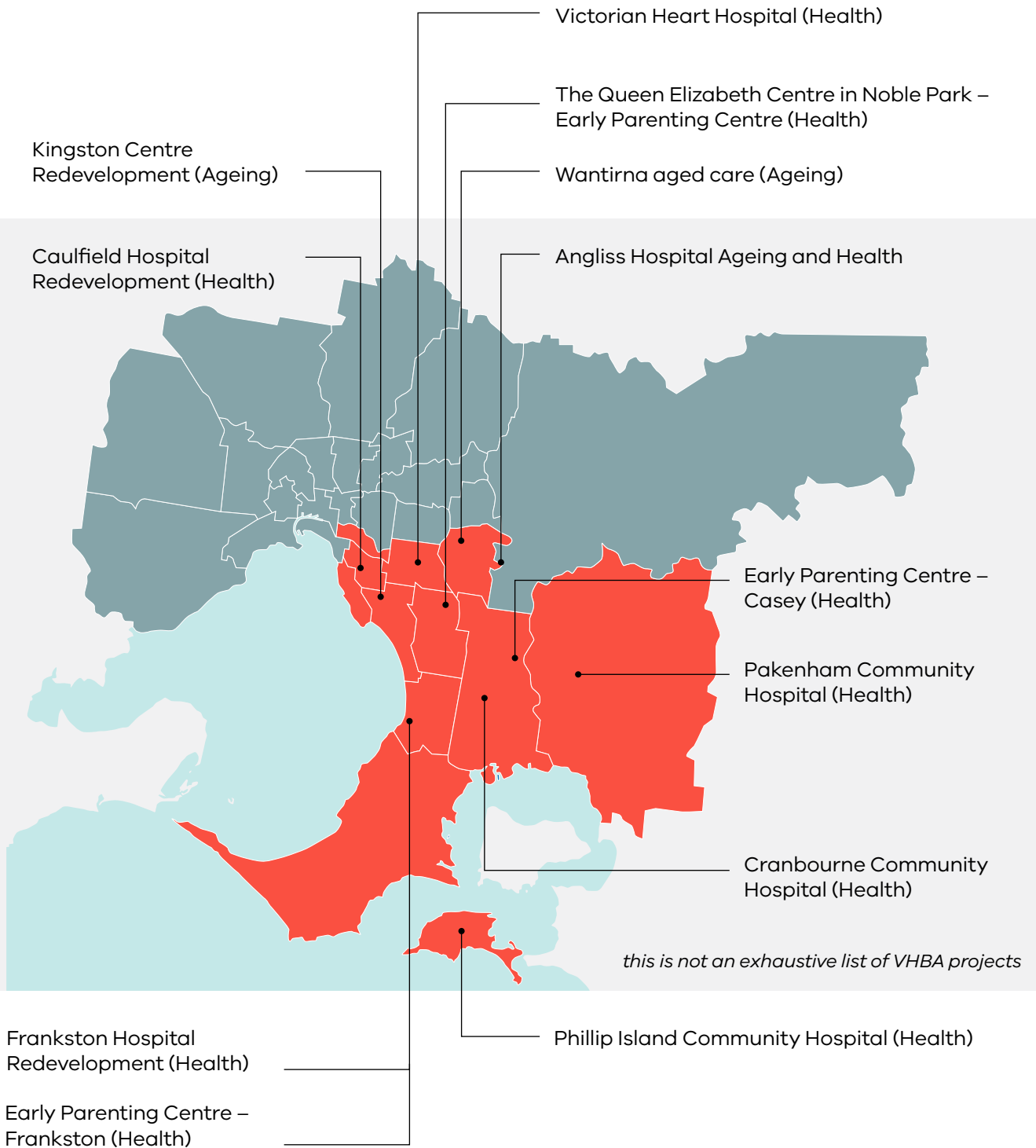
The following section provides a snapshot of key projects by region. Further information and additional projects can be found on our website.



Western and northern growth corridor



South eastern growth area

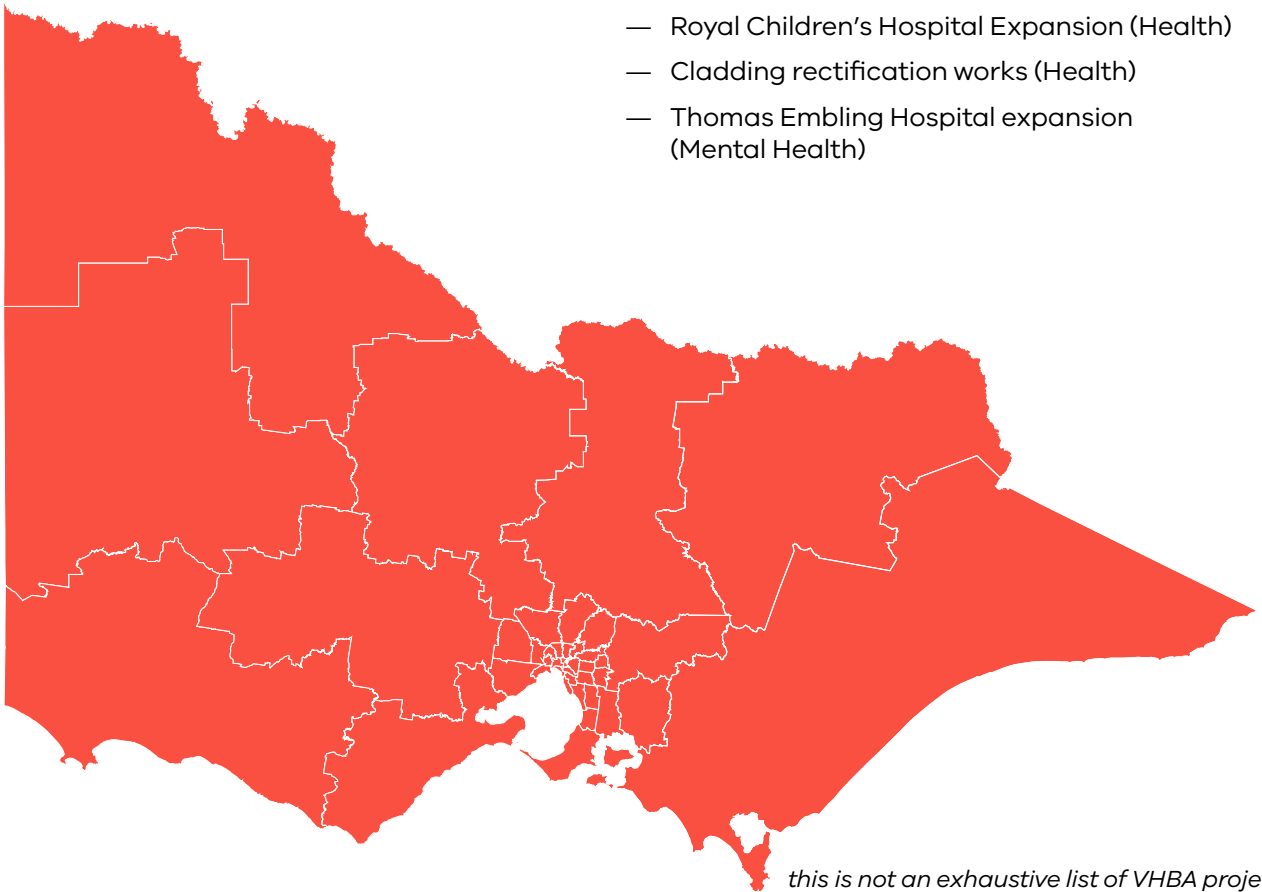


Other metro and state-wide projects

The below projects are spread across Victoria and cover multiple sites.

- Statewide Child and Family Centre (Mental Health)
- Mental Health Beds Expansion Project (Mental Health)
- Paediatric ED's (Health)
- Metropolitan Health Infrastructure Fund (Health)
- Regional Health Infrastructure Fund (Health, Ageing)

- Medical Equipment Replacement Program (Health)
- Engineering Infrastructure Replacement Program (Health)
- Mental Health and Alcohol and Other Drug Facilities Renewal Fund (Mental Health)
- Health Solar and LED Upgrade Program (Health)
- Ambulance Station upgrades (Health)
- Rural Residential Aged Care Facilities Renewal Fund (Ageing)
- Youth mental health facilities (Mental Health)
- Guaranteeing Future Energy Supply (Health)
- Royal Children's Hospital Expansion (Health)
- Cladding rectification works (Health)
- Thomas Embling Hospital expansion (Mental Health)



this is not an exhaustive list of VHBA projects

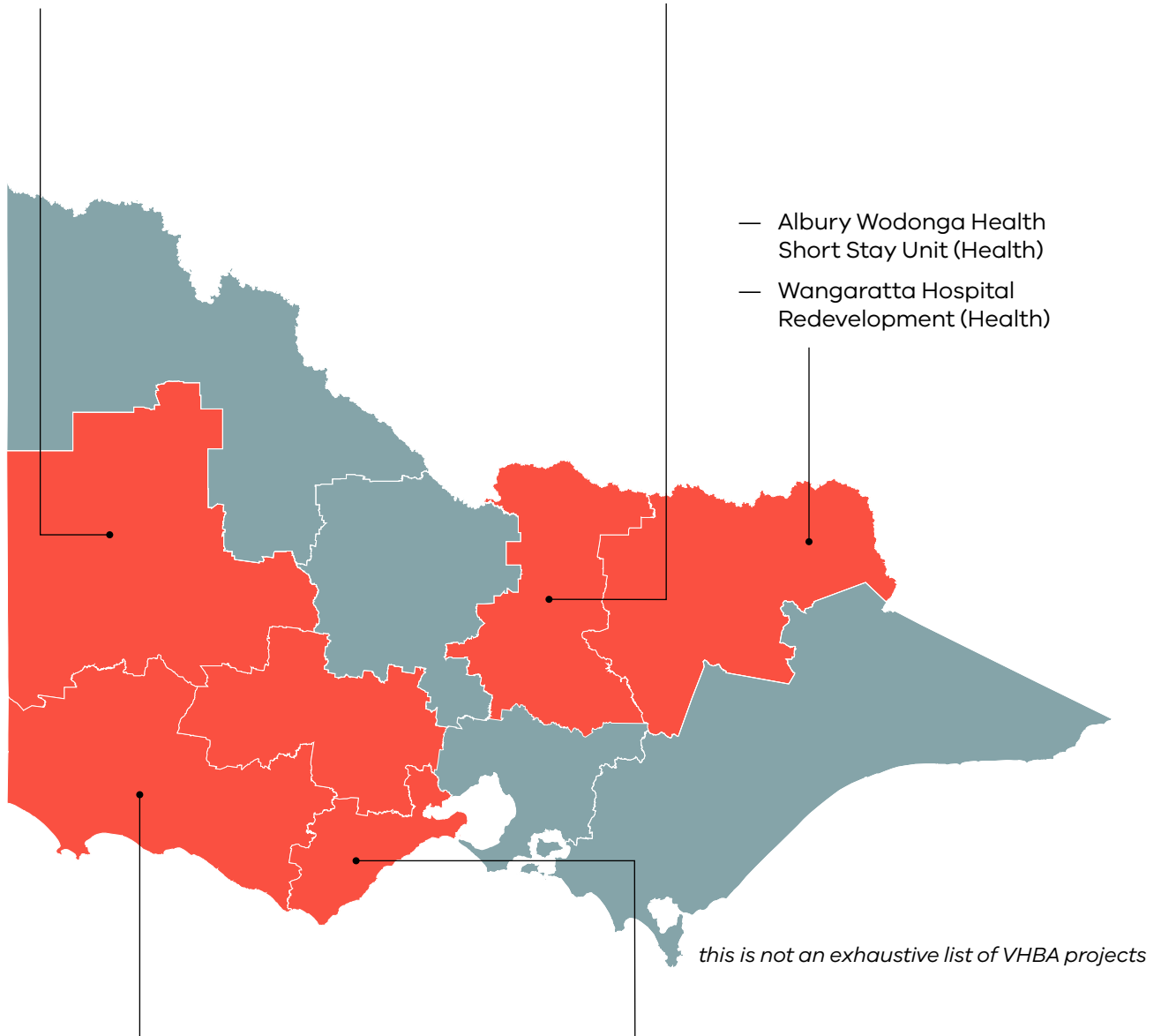
- Mental Health/AOD Crisis Hubs – Royal Melbourne Hospital (Mental Health)
- Royal Melbourne Hospital Redevelopment – Arden Renewal Precinct (Health)

- Royal Victorian Eye and Ear Hospital Redevelopment (Health)
- St George's Aged Care Development (Ageing)
- Austin Hospital Central Sterile Services Department (Heidelberg)

South West and North East Region

- Glenview Community Care (Ageing)
- Camperdown Hospital redevelopment (Ageing)
- Maryborough Hospital Redevelopment (Health)
- Grampians PARC (Mental Health)

- Goulburn Valley Hospital Shepparton Redevelopment (Health)
- Seymour Barrabill House Redevelopment (Ageing)



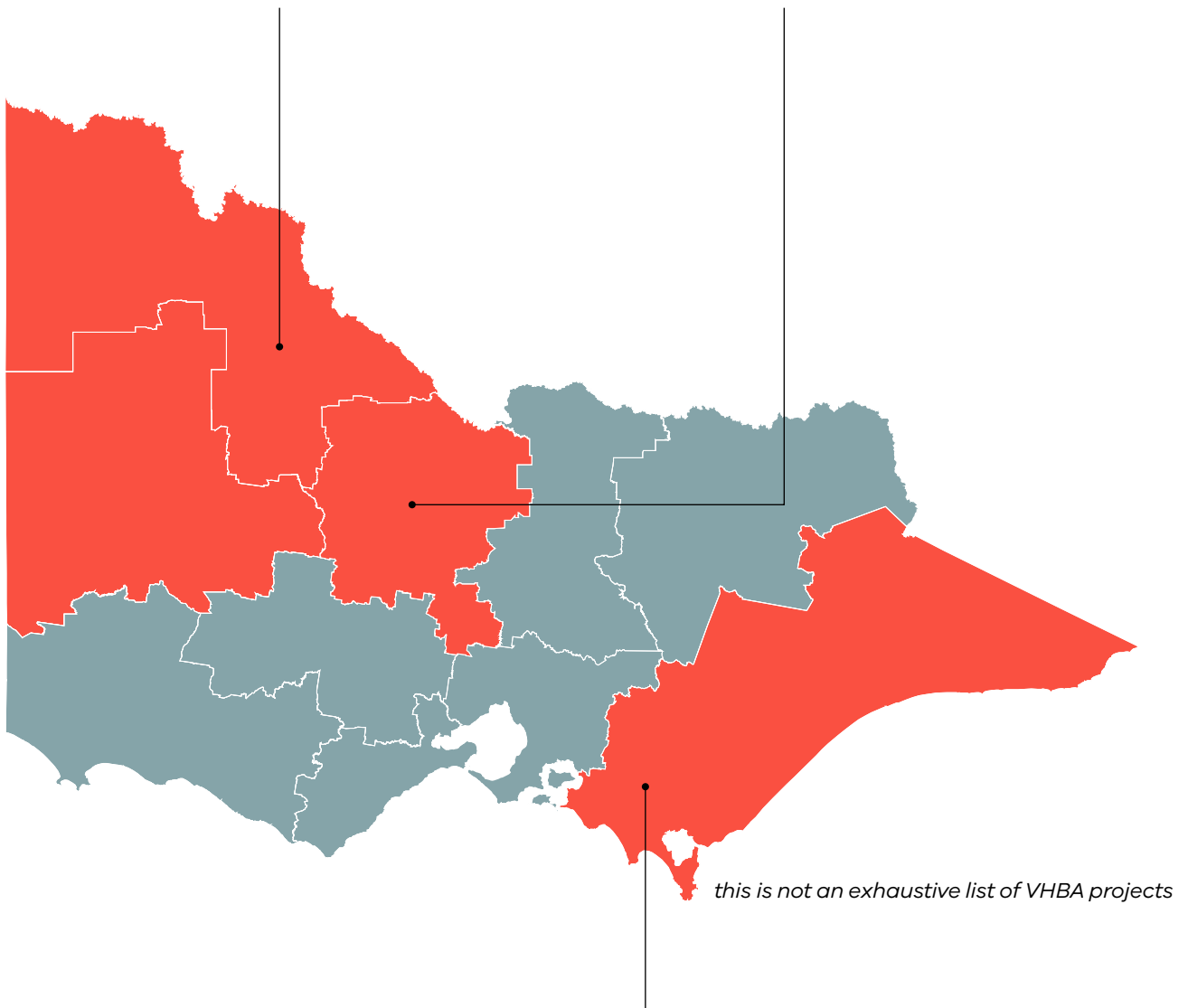
- Albury Wodonga Health Short Stay Unit (Health)
- Wangaratta Hospital Redevelopment (Health)

- Warrnambool Hospital Redevelopment (Health and Mental Health)

- Geelong Women's and Children's (Health)
- Early Parenting Centre – Geelong (Health)
- Torquay Community Hospital (Health)
- Ballarat Hospital Redevelopment (Health)
- Wathaurong Aboriginal Co-operative Ltd Expansion Project (Health)

North Western and South Eastern Region

- East Wimmera Heath – Birchip Campus (Ageing)
- Swan Hill District Health ED Redevelopment (Health)
- Mildura and Northern Mallee Service Plan (Health)
- Cohuna Hospital (Health and Ageing)
- Inglewood and Districts Health Service – Student Accommodation and Allied Health (Health)
- Early Parenting Centre – Bendigo (Health)
- Echuca Cancer and Wellness Centre (Health)
- Bendigo Health Day Rehabilitation Centre (Health)
- Golden Oaks Nursing Home Redevelopment (Ageing)
- Cobaw Community Health Hub (Health)



- Latrobe Regional Hospital Expansion – Stage 3A (Health)
- Wonthaggi Hospital Expansion (Health)
- Armitage House Refurbishment (Ageing)

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