



NEPEAN REDEVELOPMENT



- 3P's - Be prepared, punctual and professional at all times
- Talk first, email second
- Show empathy and understanding
- Set realistic timeframes
- Project first, organisation second
- Speak up and support others to speak up
- Own your promise and hold each other to account
- All meetings have clear outcomes and agenda's
- A meeting is not always necessary to make a decision
- Use appropriate language
- Demonstrate positive leadership – solutions before problems
- Be present and lean in



- **LHD CE - Redevelopment Sponsor**
- Bruno Zinghini – ED Western Region – ESC + Delivery Responsibility
- Matt Vizard – Director Western Region – ESC + delivery responsibility
- Adrian Timp, Daniel Pitton, Paul Isaac, Stephen Janson, Steve Garzo – Redevelopment PLT (Design and Delivery)
- Malcolm Naylor , Martin Wood – CBRE & CPB Executive Sponsors
- LHD, HI, CBRE & CPB redevelopment team members – (Design & delivery)
- External Influencers – formal & informal external parties which have an impact on the redevelopment
- Visible joint organisation chart
- Clear responsibilities – terms of reference
- Support critical path deliverables and each other

LHD

HI

CBRE

CPB

EXTERNAL INFLUENCERS

Representative's

ELT – Executive Leadership Team

PLT – Project Leadership Team

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|--|---|--|---|--|
| <ul style="list-style-type: none"> • CE • Redevelopment Manager • Change Manager • Project Officers • EWG • PUG's • TAM's • Operational – ICT & Clinical • Clinical reference group • PWGs | <ul style="list-style-type: none"> • Executive Director • Director • Senior Project Director • Project Director • HI Communications • Assistant Project Director • Consultants – Capital & Specialist • HI Solutions • HI FF+E Team • HI Innovation Team • HI Commissioning Team • HI ICT Team | <ul style="list-style-type: none"> • Director • Senior Project Manager • Project Manager • Assistant Project Manager | <ul style="list-style-type: none"> • General Manager • Project Director • Design Director – Design Managers, Cost Planner, Consultants • Construction Manager – Project Managers, Engineers, Services Managers/Engineers, Subcontractors & Suppliers • Senior Site Manager – Safety Manager, Supervisors, Leading Hands, Construction Workers • Commercial Manager – Contracts Managers, Administrators | <ul style="list-style-type: none"> • Sydney Water • Department of Planning • Endeavour Energy • Penrith Council • HI Planning • Jemena • University of Western Sydney • State Member of Parliament • Ministry of Health • Federal Member of Parliament • Treasury |
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STAKEHOLDERS

- **ALIGNING STAKEHOLDER EXPECTATIONS**
 - Finalisation of the brief requirements
 - Context of construction program
- **ALIGNING / CHANGING OF STAKEHOLDER EXPECTATIONS AND COMPETING PRIORITIES**

Critical

Challenge

RESOURCING

LHD / WORKFORCE PLANNING & CHANGE

- Planning of Stage 2 concurrent with Stage 1
- Communication management
- Skills shortage – mentorship/training/indigenouse

Critical

COMMUNICATION AND DECISION MAKING

- Delay in decision making may affect construction programme

Critical

STAKEHOLDERS AND CONSUMERS

- Disruption to services for a number of years – working on a brownfield site

FATIGUE MANAGEMENT

→ STAGE 1&2 PLANNING → Project resources

Challenge

Integration of Stage 1 and Stage 2

- Planning
- Approval
- Construction

ICT Infrastructure Integration with existing campus

- Innovation

BAU for Hospital Services delivery during construction phase. Potentially 6 years of operating in a building site

- Overlay with fatigue management



Integration of Stage 1 and Stage 2

- Planning
- Approval ✓
- Consultation

ICT Infrastructure Integration with existing campus ✓

- Innovation

BAU for Hospital Services delivery during construction phase. Potentially 6 years of operating in a building site.

- Overlay with fatigue ✓
- Manage Expectations



- Clarity of decisions and how they are communicated
- Project Governance, tiered structure (ESC, PDC/PCG, PUGs, Sub-committees).
- Project Team is the facilitator of the decision-making process and provides context behind the decisions (The Project Team is not the decision maker, this is managed through Governance)
- Nepean Hospital Exec – NBMLHD Chief Executive / Executive / Board / Senior Clinical Staff Council
- NSW Government – Procurement Policies / Regulations / WH&S / HI / Ministry of Health / Australian Health Facility Guidelines
- Political – MPs, Ministers, Elections
- Decisions are made at the relevant governance meeting, within its delegation and not referred up or down the Governance structure
- Ensure the right people, who have the authority, are on the committees to ensure timely decision making.
- Proactive and collaborative consultations.

