RANDWICK HEALTH & INNOVATION PRECINCT

The future of lifelong health

2020: YEAR-IN-REVIEW
2020 has undoubtedly been a time of great uncertainty but it is a year that has reinforced the importance of good health, the need to find answers to the world’s biggest health dilemmas and to ensure our community feels safe. It has also been an opportunity for us to take a fresh look together at the way we conduct research, teach and collaborate in the provision of healthcare. (2021-2024 Strategy; Foreword)

Our vision
To be a transformative and collaborative place of excellence solving global challenges, ensuring and nurturing lifelong health.

Our purpose
In partnership, leverage our scale, diversity and expertise to influence and impact positive health outcomes.

Our strength
Our collaborations supported by the physical location of a globally recognized G08 University alongside children’s, women’s and adult hospitals and major medical research institutes.

OUR ACHIEVEMENTS

We solidified our strategic direction by:
• Developing, endorsing, and launching our three-year Randwick Health & Innovation Precinct Strategy (2021-2024), identifying our points of difference including our research and clinical care strengths
• Commencing detailed stream strategies for Translational Research, Education and Systems and Processes (ICT Strategy)
• Finalising a comprehensive Integrated Precinct Transport Strategy
• Presenting Precinct Clinical Services Alignment recommendations for endorsement
• Finalising the Precinct Arts & Culture Strategy with exploration of opportunities underway to deliver its key recommendations
• Reassessing and adjusting our Precinct partner integration model across the key strategic dimensions, adapting to the internal and external environment
• Commencing Precinct placemaking and master planning process.

We strengthened our Precinct governance structure by:
• Introducing a Precinct Collaborative Committee to enhance our Precinct leadership network and facilitate joint delivery of strategic initiatives
• Formalising a mechanism for our Medical Research Institute partners to connect and inform our Precinct direction
• Augmenting our community consultation program and establishing advisory committees
• Introducing new working groups in support of our Philanthropic, People and Culture, Virtual Care and Industry and Innovation aspirations
• Ensuring diversity in gender and levels including appropriate decision makers throughout the governance structure
• Adapting to and ensuring alignment to redevelopment project governance.

We invested in the foundational steps to drive our innovation and industry agenda by:
• Agreeing on a new Precinct name that reflects our innovation focus
• Appointing a co-funded Precinct Industry and Innovation Lead to develop a ‘no front door’ industry engagement approach
• Developing the Randwick Health Innovation Network proposal including the mapping of the precinct innovation ecosystem
• Continuing to ensure our master planning focus on integrated future developments
• Commencing collaboration conversations with government agencies and other health and education precincts.

The Precinct partners collaborated on several Covid-19 pandemic response initiatives:
• Developed a single QR code to streamline screening for staff, patients and visitors
• Across our campus we completed over 36,000 COVID-19 screening tests in collaboration with NSW Pathology
• NSW Health worked with UNSW, other Higher Education partners and industry to supply thousands of reconditioned ventilators to health departments in urgent need

OUR REDEVELOPMENT PROJECTS

Key Announcements
• A 5000m² UNSW research space integrated into the new Prince of Wales Hospital Integrated Acute Services Building (IASB)
• Planning and early works for the $608M Sydney Children’s Hospital and the Children’s Comprehensive Cancer Centre (SCH Stage 1 and CCC) to be fast-tracked
• Early development approvals for UNSW’s Health Translation Hub (IHT) and SCH Stage 1 and CCCC began
• State Significant Development Applications commenced for the approved Health Translation Hub and the SCH Stage 1 and CCCC

Construction Progress
• IASB main structure is on track and on budget for completion in 2022 with level 7 of 9 visible and lift and stair cores topped out
• IASB Detailed Design complete for both the main hospital and UNSW annex
• Hospital Road modifications well underway
• The Prince of Wales Hospital team are focused on preparing staff and community for change with a comprehensive change and commissioning program facilitated by established Operational User Groups
• The Schematic Design Phase of Stage 1 SCHN and CCCC development has been finalised
OUR WORKING GROUPS

We now have a single, unified, integrated precinct governance framework with strong momentum. 11 main committees with currently 144 representatives from 14 organisations drive a strong collaborative, innovation and outcome focused culture.

We asked our Working Groups to share their achievements, challenges, progress in 2020 and focus for 2021:

STRATEGIC INFRASTRUCTURE

What did you achieve in 2020?
After months of consultation, we finalised the brand mark and name. Aligning the identity for the precinct made us feel extremely proud and created a new sense of direction for the Precinct campus. We also felt great pride in our ability to collaborate with all the precinct partners, especially with the Strategy and Innovation group to deliver on our new strategy.

How will you have an impact in 2021?
There is much potential in the coming months for us to drive collaboration and engagement at all levels, building genuine partnerships and prioritising the objectives of the precinct amongst our respective departments and organisations.

COMMUNICATION AND COMMUNITY

What did you achieve in 2020?
We will work with our Precinct partners and in collaboration with other working groups to begin implementing the translational research aspects of the Precinct operational plan.

How will you have an impact in 2021?
We will continue master planning for future developments, exploring opportunities to improve integrated precinct wayfinding and improving connectivity across the precinct.

TRANSLATIONAL RESEARCH

What did you achieve in 2020?
Through our strong relationships with working groups and services across the Precinct, we undertook a detailed horizon scan to identify opportunities that exist on campus highlighting our research strengths across the Precinct. We developed a strategy to support and improve translational research, research that relates directly to patients. We are finalising the operational plan and prioritising actions to enable delivery of transformative and translational research, our Precinct vision.

How will you have an impact in 2021?
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PEOPLE AND CULTURE

What did you achieve in 2020?
The establishment of the People and Culture Working Group in November.

How will you have an impact in 2021?
Establishing a Precinct People Value Proposition which sets out our vision, values and culture to attract and retain students, employees and community and commercial partners is a key objective for the coming year. We will also work collaboratively on the agreed priorities of all our foundational partners; lifelong learning, diversity and inclusion, wellbeing and digitally enabled communities.

EDUCATION

What did you achieve in 2020?
As evidenced by more than 9500 clinical student placements, the breadth and learning needs of groups such as medicine, nursing and midwifery, simulated learning and allied health provided a challenging scope. However, working with key people across the precinct has enabled an understanding of the potential of partnering on extensive educational activities that span the continuum of undergraduate, post-graduate and vocational training across a wide variety of health disciplines.

How will you have an impact in 2021?
In the coming year, we are committed to coordinating, designing and prototyping IPE [Inter-professional Education] projects across the Randwick precinct.

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CLINICAL SERVICES ALIGNMENT

What did you achieve in 2020?
Our collaborative approach helped encourage Senior Managers and clinicians to work together and progress the alignment of opportunities. Improving the health care journey for our communities in the specific specialty areas of mental health, virtual care and adolescent young adult care transition is a key driver of this collaboration.

How will you have an impact in 2021?
Codesigning our vision for healthcare across the patient’s lifespan will enable a seamless and cohesive patient and family experience.

SYSTEMS AND PROCESSES

What did you achieve in 2020?
Our group has a deep commitment to the Precinct Vision; to ensure precinct partners work in a more collaborative and enabling environment. This year, we proudly developed the Precinct ICT Strategy, a framework and operational manual for delivering our plan, and led numerous ‘proof of concept’ initiatives to validate strategic foundation capabilities.

How will you have an impact in 2021?
We are focused on several IT opportunities and initiatives across the Precinct campus that will have immediate benefits for all partners and set a strong foundation for future collaboration.

STRAIGHT AND INNOVATION

What did you achieve in 2020?
Despite the challenges, our perseverance, agility and collegiality in articulating our agreed future direction have resulted in the development and approval of the RHIP Strategy. We achieved this through genuine partnership, respect and commitment to the task and each other - sprinkled with good humour!

How will you have an impact in 2021?
Our aim is to support all working groups in finalising the 2021 RHIP Operational Plans for the first year of our Precinct Strategy.

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