

# A VERY THERAPEUTIC APPROACH

The \$67 million Professor Marie Bashir Centre is the latest redevelopment of the hospital's North West Precinct on Missenden Road providing 73 mental health beds including a 6-bed Short Stay Mental Health Unit and research facilities.

As one of Australia's leading teaching hospitals, Royal Prince Alfred in Camperdown continues to expand its facilities and services in response to the community, providing training resources and opportunities for students. The \$67 million project is a collaboration between Health Infrastructure, Sydney Local Health District and The University of Sydney. The project was led by Health Infrastructure, the government agency tasked with delivering hospital redevelopments across NSW.

The purpose built facility has a total of 73 mental health beds including six short stay and seven research beds. The building also houses an eating disorders day program, physical therapies suite, shell space for ambulatory care services and office accommodation.

Health Infrastructure played a key co-ordination role between stakeholders to ensure delivery was on time, on budget and consistent with applicable Government approvals and policy. Furthermore Health Infrastructure provided professional and technical advice, support and assistance. This large scale project exceeded 400,000 contractor work hours with over 260 men on site.

Health Infrastructure's Senior Project Director Amanda Bock describes the features of the design and the importance functionality played in delivering this mental healthcare facility. "From a health perspective, the main innovation is around the model of care and its manifestation in the built form which provides a new and fresh approach to mental health treatment. The design of the facility provides for a therapeutic approach with patients afforded a level of independence and privacy."

"Whilst patient protection is utmost, careful attention to detail and a collaborative approach between the development team and users, the patients are able to control their own environments to a greater extent."

Further design aspects range from selection of materials and finishes being more akin to a domestic setting rather than a custodial environment. For example natural lighting and connection to the outside has been optimised, through the inclusion of courtyards. These spaces offer a therapeutic setting and maintain both segregation and a sense of privacy. Staff stations are open to patients, ensuring a high level of interaction with patients rather than being enclosed in a 'glass box'.

User-group consultation played a key role in providing valuable feedback early in the design. "The user group process was critical to ensure that the design provided contemporary models of care," Ms Bock said. "Once the key parameters were established, Health Infrastructure engaged Richard Crookes Construction to assist in finalizing the design. "This allowed us to use their expertise and skills



in construction to finalise the design and deliver the building in a more seamless approach. This process ensured that what we had designed could be built in the manner in which we had envisioned, in line with our timeframe and budget expectations". Ms Bock said.

One of the biggest challenges was to ensure the development considered the future master planning for the campus. The original planning and layout of the facility was updated to optimize the space available and provide opportunities for other complementary facilities to be built on the campus at a later date.

One of the many advantages of having Health Infrastructure deliver the states significant health care capital works program, is being able

to share learning's from project to project and drive innovation and efficiencies from those learning's.

"The lessons learnt from this facility and resolution of design issues can easily be replicated into new mental health facilities. This impacts from both planning and design through to construction, with Health Infrastructure's ability to replicate construction techniques and innovation across projects to improve efficiencies" comments Amanda Bock.

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## EXPERTS IN PROJECT MANAGEMENT

Savills Project Management (Savills PM) is proud of our involvement in managing the design and delivery of The Professor Marie Bashir Centre. The Centre is a purpose built six level building with 73 mental health beds, Short Stay Unit, Physical Therapies Suite, Eating Disorders Day Program, two car parks and shell space for future Renal and Ambulatory Services.

Savills PM provides a full range of project management services. For The Professor Marie Bashir Centre, Savills PM undertook:

- Functional Briefing
- Concept Design
- Schematic Design
- Contract Administration
- Commissioning and Handover

The project encountered a number of challenges along the way which were dealt with collaboratively by Savills PM, Health Infrastructure, Sydney Local Health District, University of Sydney, the builders (Richard Crookes) and consultant team. Challenges included delivering an elevated and safe mental health facility, delivering an interior that is light and encourages healing in a deep footprint; managing a number of complex stakeholders,

delivering a building which appears civic in nature rather than clinical and working within a constrained campus environment.

By taking a proactive approach to project managing the design, coordination, risks and stakeholders Savills PM and the team was able to successfully deliver the project and convert what were challenges into successes.

An improved and efficient clinical environment that promotes a sense of calm and relaxation was created through light filtration, soft finishes, colourful materials, wall images, patterned film and landscaped courtyards whilst still delivering the necessary features required in a mental health facility.

A redesign of the building footprint was completed to achieve efficient land utilisation. The original concept for the building consisted of a low rise mental health building and a multi-storey Ambulatory Care building. By consolidating all services into one multi-storey building approximately 1/3 of the site was freed up for future developments.

Savills PM also undertook a re-briefing of the project to develop a functional brief that clearly articulated and agreed with the objectives of the project and stakeholder requirements.

A high level of team engagement and collaboration was achieved as a result of considered communication and consultation which led to stakeholder satisfaction at completion of the project. The revision of the procurement strategy from 100% design construct only contract to a design finalisation contract based on approximately 80% design documents resulted in a reduction of programme duration and risk to the client.

There was an increase in the scope to the project through the tight management of budget. Contingency which was allocated for risk was able to be used to fit-out the Physical Therapies Suite, Level 5 (20 beds) and front car park whilst still maintaining a budget surplus.

Savills PM understand that health projects have their own unique challenges and complexities. With our extensive knowledge in health and research, Savills PM confidently guide and assist our clients in overcoming challenges resulting in successful outcomes for all project stakeholders.

Savills PM are currently working on, or has successfully delivered, health projects for

numerous Local Health Districts and Health Infrastructure including:

- Byron Bay Hospital
- Wagga Wagga Hospital
- NSW Ambulance Roll Out
- Dubbo Hospital Stage 3 and 4
- Nepean Mental Health Inpatient Unit

Wollongong Sub Acute, Blacktown Simulation Centre, Community Health Centres, Concord Palliative Care Centre, Mental Health Capital Works Program Leukaemia Foundation and Wynnnum GP Clinic.

In addition to our health experience, Savills PM has expertise in the research and education sectors having completed projects including UTS Thomas Street, Victor Chang Cardiac Research Institute, Heart Research Institute, The Poche Centre and National Life Sciences Hub CSU.

Savills PM has been providing professional services for our clients using skills and processes honed over more than 30 years. Services are tailored to meet our clients and project specific needs. We become part of your team, adopting a collaborative approach to achieve your goals and introduce structure and certainty to project delivery.

Following the acquisitions of Colin Ging & Partners, Incoll Management, and more recently ProDirections, the team is now 150+-strong and growing with offices throughout Australia, New Zealand and Asia.

Savills PM offers experienced and highly motivated people, supported by leading systems. With access to decades of project management experience, we present a powerful project management organisation to support our clients in the delivery of their projects.

Effective and concise communication is essential for successful project management. Strong communication skills are a prerequisite for employment at Savills PM and are a focus of our professional development process. An open, friendly yet professional culture is a feature of project teams that we manage.

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## FINDING THE WAY

Artee Signs assist in creating and communicating with clarity circulation routes in building developments across all sectors. In the recent redevelopment of The Professor Marie Bashir Centre, Artee Signs designed, developed and installed the statutory and wayfinding signage both internally and externally.

Scope of works for the project involved room labeling, wayfinding signage, for both patients and staff, external building signage and branding. Working to AS and BCA requirements, one particular challenge was resolving issues related to the users of the building.

“Due to the nature of the hospital, we needed to stay away from any metal signage and make sure that all the signage is not able to be contaminated. We had to come up with a system that could not hang from ceilings, so all the wayfinding is kept to the walls for user safety,” Company Director Glenn Evers explains.

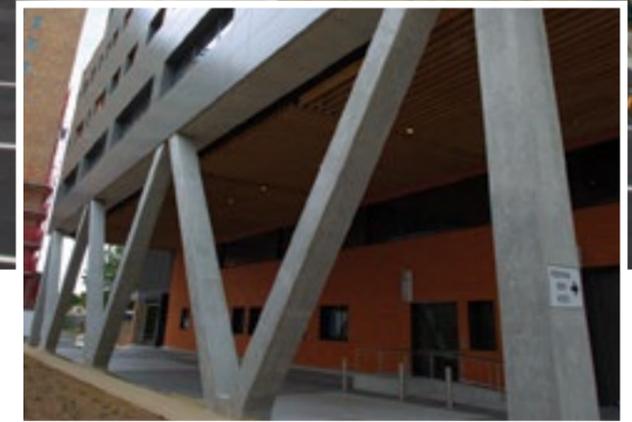
With a time frame of around 12 months from start to implementation, an intrinsic part of the process was working with the user group for concept development and feedback. A key benefit from completing user experience data, is that solutions can be drawn from similar projects, replicating existing hospital projects.

“The project management team, Richard Crookes Constructions, put us together with the user groups, the architects and the designers. Putting together a submission of the signage package to the user group,

they were then able to define their individual needs, for their individual areas. We then developed solutions that were both aesthetically correct for the architects and the designers, given the intent for the building, whilst being workable and manageable by the users themselves,” said Director Glenn Evers.

Established for over 30 years, Artee Signs have their fabrication workshop in Taren Point and work predominantly in Sydney, extending to regional NSW. Artee Signs will also design and supply for interstate projects. Other recent projects include Campbelltown Hospital and the Clinical Services Building at Royal North Shore, (Wayfinding, room identification and statutory), Corrs Chambers, Westgarth Lawyers, Stocklands Whetherill Park and HMAS Albertros.

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## ON FORM

The highly experienced team at VPT Formwork have been working on large commercial and industrial projects for over a decade. From hospitals, shopping centres, residential, towers and commercial office centres, no job is too big or too small.

VPT Formwork's expertise was called upon for The Professor Marie Bashir Centre, where they provided all the formwork to the concrete elements, including the stairs, walls, column, lift shaft, and suspended deck. They collaborated with Richard Crookes Constructions and the various other subcontractors to develop sound strategies, methodology and sequencing works. VPT also managed the materials handling to ensure high levels of productivity were met.

To enable a more efficient construction of the vertical concrete elements, VPT utilised Dintel, which are prefabricated wall forms. Bondec, a prefabricated metal decking, was used to streamline the construction of the horizontal elements. VPT also constructed lift shutters to enable all lifts to be formed and cast in a timely manner.

The design for the project called for 9m concrete off form columns at an inclination of 33 degrees due to heavy reinforcement. However, inclination vibration of the concrete was impossible, so VPT worked

with their in-house engineers and with the cooperation of RCC's concrete supplier, a designated 800 slump concrete was developed to overcome all obstacles.

VPT Formwork is again working with Richard Crookes Construction on the Union Apartments, Terry Street Rozelle.

VPT Formwork have become well known in the industry for their dedication to commitment on projects, to control outcomes and quality through the thorough implementation of plans developed by their highly qualified and experienced team.

Their efficiency is thanks to the dedicated, longstanding, loyal employees and their on site approach of working closely with staff. This ensures momentum is met within the construction program.

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