

**Michael Cleary - Mental Health infrastructure docs**

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**From:** Dan Harradine  
**To:** Michael Cleary  
**Date:** 7/10/2011 8:55 AM  
**Subject:** Mental Health infrastructure docs  
**Attachments:** Letter to Prem re infrastructure.doc; 110929\_EMTcapworksbrief\_Attach 1.doc

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MInumber

The Honourable Anna Bligh MP  
Premier and Minister for Reconstruction  
Member for South Brisbane  
PO Box 15185  
CITY EAST QLD 4002

Dear Premier

The Mental Health Capital Works Program Stage 1 is delivering 17 infrastructure projects in support of the implementation of the Queensland Plan for Mental Health 2007-2017

The total budget for these projects as outlined in BP3 2011-12 is \$148.351 million funded under the Queensland Health Capital Acquisition Program.

To date, four projects have been completed, a further 4 projects are currently under construction, 2 projects are under development as part of larger hospital redevelopments, 2 projects are awaiting final planning approvals from local and state government departments, 3 projects are awaiting tender assessment by Project Services, 1 projects is part way though a Community Infrastructure Designation process and the final project has just received an approved model of care from the Mental Health Branch and is now proceeding to complete schematic design.

A series of land use and location issues have delayed the delivery of the Mental Health infrastructure projects. These include changes to site locations, land use concerns, Koala Conservation Regulation requirements and the incorporation of two projects into other hospital redevelopment projects.

Other issues that have delayed the delivery of these projects include the extended time frame taken to develop appropriate models of care and the development of appropriate scopes of work prior to the standard architectural design processes commencing.

Ongoing and extended community consultation has also occurred on a number of projects that were not anticipated as part of the program schedule.

You can be assured that recent changes to the project delivery team within Queensland Health and changes that have been undertaken to streamline the governance and approvals process will limit any further unnecessary delays to the delivery of this program of works. As a majority of these projects enter the construction phase of delivery, the risk of further pre-construction delays is reduced significantly.

A continuous improvement process is being undertaken to identify efficiencies in future works. This will consist of:

- a. a review of completed facilities commencing with the recently opened Community Care Unit located at Coorparoo;
- b. expedite the decision making process by instituting the request of key decision makers progressively to aid in the timely resolution of emerging issues;
- c. budget containment improvements by removing authority from the Department of Public Works for expenditure of contingency;
- d. time/programme containment by employ of dedicated managers where appropriate; and
- e. cost containment by aligning the project management with suitable industry experienced organisations with an interest in developing longer standing relationships with Queensland Health and Government.

When compared to the June 2011 baseline, five projects are continuing to experience ongoing delays to their completion for a variety of reasons.

The Logan Acute project has experienced a four month delay to July 2012 as a result of limited site access, extensive inclement weather and general contractor delays. These contractor lead delays are being investigated by Project Services as they may be in breach of the contract conditions.

Townsville Secure Mental Health Rehabilitation project has experienced a further six month delay as a result of extended stakeholder consultation in relation to design of the facility changing from a hybrid high/medium secure unit to a Secure Mental Health Rehabilitation Unit. Further delays were experienced whilst assessing the potential of including an involuntary detoxification service at this location. The model of care has now been completed with the project to be delivered in three stages due to occupancy of secure patients during construction.

Tenders for the Townsville Child and Youth Mental Health project closed in August 2011. However, ACCC issues with regard to collusion by the lowest tenderer on previous projects have resulted in their tender being declared unacceptable for this project. Negotiations are continuing with the second lowest tenderer. Project Services are yet to provide a recommendation of tender acceptance. This issue has resulted in a further two month delay.

West Moreton Community Care Unit has experienced a 4 week delay as a result of an instruction from the local Council to undertake further hydraulic stormwater studies prior to completion of construction documentation.

The Redlands Adolescent Extended Treatment Unit project team are continuing negotiations with Department of Environment and Resource Management in relation to koala and vegetation management issues. This has resulted in a requirement for a further reduction in building footprint on the site and this concept plan work is continuing. A new Initial Assessment Report for stakeholder consultation will be required pending Queensland Health's identification of further uses for the site. This has resulted in a further 4 week delay.

Health Planning and Infrastructure Division have commenced an assessment of the potential to accelerate projects as part of the mental health program. Three projects (Logan Community Care Unit, West Moreton Community Care Unit and Redlands Adolescent Extended Treatment Unit) have been identified as potentially being suitable for acceleration by using alternative procurement and delivery methods. Given the relatively small size of the individual projects it is not anticipated

that significant time savings will be achievable. The assessment of the acceleration opportunities will be completed by the end of November and further advice will be forwarded at this time.

Should you have any queries regarding my advice to you, Mr Cameron Crowther, Principal Advisor, will be pleased to assist you and can be contacted on telephone 3234 1191.

Yours sincerely

**GEOFF WILSON MP**  
**Minister for Health**

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**ATTACHMENT 1: Progress in the Queensland Plan for Mental Health Capital Works Program**

Project	Original Timeframe	Progress	Project funding	Comments	Impact of delay
Acute unit at Logan- 25 beds	June 2012	On track for delivery by June 2012	\$15,447,817	<ul style="list-style-type: none"> <li>Delay arising from Ministerial decision to change scope from refurbish and expand existing build to new build.</li> <li>Construction Underway.</li> <li>Completion expected June 2012.</li> </ul>	<ul style="list-style-type: none"> <li>N/A - On track.</li> </ul>
Acute aged care beds at Rockhampton- 4 beds	June 2012	Delays experienced	\$562,000	<ul style="list-style-type: none"> <li>Project now part of the Rockhampton Hospital Redevelopment Project</li> <li>The four psycho-geriatric beds have been incorporated as part of the current larger capital development occurring and due to programming of the larger redevelopment can not be delivered until mid 2013.</li> <li>Service planning underway.</li> <li>Completion expected June 2013.</li> </ul>	<ul style="list-style-type: none"> <li>Delayed access to beds.</li> <li>Delay in meeting Government commitment and community expectations.</li> </ul>
Acute unit at Caboolture- 20 beds	June 2012	On track for delivery by June 2012	\$10,647,727	<ul style="list-style-type: none"> <li>Minor delays arising from site difficulties and weather events.</li> <li>Construction underway</li> <li>Completion expected February 2012</li> </ul>	<ul style="list-style-type: none"> <li>N/A - On track.</li> </ul>
Acute unit at Mackay- 30 beds	June 2012	On track for delivery by June 2012	\$2,550,000	<ul style="list-style-type: none"> <li>Part of Mackay Hospital Re-development Project</li> <li>Service planning underway.</li> <li>Completion expected March 2012.</li> </ul>	<ul style="list-style-type: none"> <li>N/A - On track.</li> </ul>
Community care unit at Coorparoo- 20 beds	June 2012	Completed	\$10,546,533	<ul style="list-style-type: none"> <li>Operational from September 2011.</li> </ul>	<ul style="list-style-type: none"> <li>N/A – completed.</li> </ul>
Community care unit at Logan – 16 beds	June 2012	Delays experienced	\$9,025,000	<ul style="list-style-type: none"> <li>Project delayed due to site acquisition approval held up for approximately 12 months and town planning process by the DoCs in response to issues raised by Local Council.</li> <li>Contract documentation underway.</li> <li>Completion expected December 2012.</li> </ul>	<ul style="list-style-type: none"> <li>Delayed access to beds.</li> <li>Delay in meeting Government commitment and community expectations.</li> </ul>
Community care unit at Bayside - 20 beds	June 2012	Delays experienced	\$10,256,988	<ul style="list-style-type: none"> <li>Project delayed due to facility being moved from original site at Moreton Bay Nursing Care Unit to new site and recent issue in Federal court of investigation of collusion tender contractors.</li> <li>Tender process underway.</li> </ul>	<ul style="list-style-type: none"> <li>Delayed access to beds.</li> <li>Delay in meeting Government commitment and</li> </ul>

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				<ul style="list-style-type: none"> <li>Completion expected October 2012.</li> </ul>	<ul style="list-style-type: none"> <li>community expectations.</li> </ul>
Community care unit at Gailes- 18 beds	June 2012	Delays experienced	\$9,878,421	<ul style="list-style-type: none"> <li>Project delayed due to significant difficulties in securing a suitable site. Ministerial decision that original site unsuitable due to concerns within the local community.</li> <li>Service planning underway</li> <li>Completion expected August 2013.</li> </ul>	<ul style="list-style-type: none"> <li>Delayed access to beds.</li> <li>Delay in meeting Government commitment and community expectations.</li> </ul>
Secure mental health rehabilitation unit in Townsville- upgrade of 30 beds	June 2012	Delays experienced	\$16,653,236	<ul style="list-style-type: none"> <li>Project delays attributed to the need to undertake a site options and associated cost analysis to confirm the location, scope and the associated funding required.</li> <li>Design development underway.</li> <li>Completion expected September 2013.</li> </ul>	<ul style="list-style-type: none"> <li>Delayed access to beds.</li> <li>Delay in meeting Government commitment and community expectations.</li> </ul>
Extended treatment beds at Townsville- 8 beds upgraded	June 2012	Completed	\$571,454	<ul style="list-style-type: none"> <li>Completed June 2008.</li> </ul>	<ul style="list-style-type: none"> <li>N/A – completed.</li> </ul>
High secure beds incorporating a high dependency unit at The Park– 9 beds.	June 2012	Completed	\$8,103,997	<ul style="list-style-type: none"> <li>Construction completed July 2011.</li> <li>Operation delayed due to building modifications needed, expected to operate from November 2011.</li> </ul>	<ul style="list-style-type: none"> <li>N/A – completed.</li> </ul>
Extended treatment beds for forensic patients at The Park - 20 beds.	June 2012	On track for delivery by June 2012	\$2,600,000	<ul style="list-style-type: none"> <li>Contract documentation and Tender process underway.</li> <li>Completion expected May 2012.</li> </ul>	<ul style="list-style-type: none"> <li>N/A - On track.</li> </ul>
Adolescent extended care unit at Redlands to replace the Barrett Adolescent Centre- 15 beds.	June 2012	Delays experienced	\$16,128,432	<ul style="list-style-type: none"> <li>Project encountered numerous issues causing delays. Issues include: extended land acquisition timeframes; delays in confirming the model of service delivery to inform the Project Definition / Schematic Design; and the requirement to complete of a preliminary infrastructure plan for the site under the requirements of the Sustainable Planning Act 2009 Community Infrastructure Designation (CID) process requiring Queensland Health to meet the Vegetation Protection and Koala Conservation State Planning Regulatory Provisions (implemented after the land was acquired).</li> <li>Completion expected November 2013.</li> </ul>	<ul style="list-style-type: none"> <li>Delayed access to beds.</li> <li>Delay in meeting Government commitment and community expectations.</li> </ul>
Adolescent acute unit and day	June 2012	On track for delivery by June 2012.	\$10,621,902	<ul style="list-style-type: none"> <li>Construction underway</li> <li>Completion expected October 2011.</li> </ul>	<ul style="list-style-type: none"> <li>N/A - On track.</li> </ul>

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program at Toowoomba- 8 beds.				•	•
Adolescent acute unit and day program at Townsville- 6 beds.	June 2012	Delays experienced	\$12,802,900	<ul style="list-style-type: none"> <li>• Tender process underway.</li> <li>• Project delayed due to preferred site on Parklands Campus being required for construction of expanded rehabilitation services. Alternative site now being progressed. Recent issue in Federal court of investigation of collusion tender contractors has caused further delays.</li> <li>• Completion expected September 2012.</li> </ul>	<ul style="list-style-type: none"> <li>• Delayed access to beds.</li> <li>• Delay in meeting Government commitment and community expectations.</li> </ul>
Secure mental health rehabilitation unit at Caboolture- 23 beds.	June 2012	On track for delivery by June 2012.	\$11,783,629	<ul style="list-style-type: none"> <li>• Construction underway.</li> <li>• Completion expected February 2012.</li> </ul>	• N/A - On track.
Aged extended treatment beds at the Sunshine Coast- 5 beds.	June 2012	Completed.	\$991,440	• Completed April 2010.	• N/A – completed.