Rohan Ballon and Andrew Smith from our Healthy Communities team are working closely with communities, council, schools and businesses across the Maranoa region to promote and unite efforts around healthy communities, and healthy choices.
We would like to pay our respects to the traditional owners of the lands across the South West. We would also like to pay our respect to the current and future Elders who will inherit the responsibility of keeping Aboriginal and Torres Strait culture alive and creating a better life for the generations to follow. We believe the future happiness and wellbeing of all Australians and their future generations will be enhanced by valuing and taking pride in Australian Aboriginal and Torres Strait Islander peoples – the oldest living culture of humanity.

South West Queensland Traditional Owners:

- Augathella - Bidjara (Bid-jara)
- Bollon - Kooma (Coo-ma)
- Charleville - Bidjara (Bid-jara)
- Cunnamulla - Kunja (Koun-yah) with other interests Dirranbandi - Kooma (Coo-ma)
- Injune - Kongabula (Kong-ga-bull-a) Bidjara & Yiman interests
- Mitchell - Gungguri (Gon-gari)
- Morven - Bidjara (Bid-jara)
- Mungindi - Kamilaroi (Car-milla-roy)
- Quiplie - Bunthamarra (Bun-tha-mar-ra) & Wangkumara (Wong-ka-mara)
- Roma - Mandandanji (Mand-an-dand-gee)
- St George - Kooma (Coo-ma) with Kamilaroi, Mandandanji, Bigambul & Gungarri interests
- Surat - Mandandanji (Mand-an-dand-gee)
- Thargomindah - Kulilla (Cool-lee-lar)
- Wallumbilla - Mandandanji (Mand-an-dand-gee)

Our Values

- Quality
- Compassion
- Accountability
- Engagement
- Adaptability

This newsletter is produced by the South West Hospital and Health Service (South West HHS). All feedback and contributions are welcome to SWHHS_Communications@health.qld.gov.au. All published material has been approved by the Health Service Chief Executive.
FROM THE BOARD CHAIR

JIM MCGOWAN, AM

Quote for the month.

This month I will depart from usual approach which is to quote from a “famous” person. I think that the following quote comes from one of our people in Surat, who is too humble to claim ownership of it. This nurse used it to conclude her presentation to the Board and the CAN members.

“I know I will be a good nurse, but I want to be more than that. I want to be a nurse who makes a change to the community; one who improves the lives of my patients through quality, compassionate and culturally centred patient care. That is what being a nurse means to me.

Inspirational and home grown!! Thanks Anne-Maree.

FROM THE BOARD CHAIR

JIM MCGOWAN, AM

In May 2019, it will be 2 years since I was appointed as Chair of the Board of the South West Hospital and Health Service. It has been an honour and privilege and I have enjoyed every minute of it. The highlights are always the visits to your facilities to hear about your achievements and your issues. Hearing about local initiatives and innovations gives an insight into your commitment. To our staff and volunteers, I say thank you for the wonderful service which you provide. I know that mistakes are made. That is inevitable but the real test is that we learn from those mistakes.

Our values of “Quality, Compassion, Accountability, Engagement and Adaptability” should guide our actions and behaviours.

Linda and I have talked frequently about looking into the faces of our patients and consumers and seeing our loved ones. If that is the mantra, the commitment to safety and quality is assured.

As I had said before, we need to focus more on improving the health outcomes for our communities. There have been examples of this everywhere we go. Locally led initiatives, in which the South West HHS provides support are more likely to be sustainable and successful. The Board was inspired by the initiatives in Surat at our recent Board meeting there. It was the partnerships from our staff, Community Advisory Network (CAN) members, the Maranoa Regional Council, the school and local community organisations, which have led to a range of actions and activities designed to improve the health outcomes for the Surat community, which most impressed Board members. Working together, they aim to reduce the need for hospitalisations. Health care in the home and community is a key component of their strategy. In a previous Pulse article I referred to the need to see what integrated people centred care really looks like. The people in Surat did that.
As I write this article it is raining across many of our communities, and for those still waiting for relief - I have been diligently watching the forecasts and thinking of you all, knowing how important this is ahead of winter for those on the land. Please continue to look out for each other, reach out when you need, and know, as your local Health Service, we are here with you.

This month, we have continued to focus on future health service delivery, and how together we can revolutionise person-centred health services tailored to each of our distinct community’s health needs. We are making great progress, there is already lots of excellent work going on across our services, but to really achieve our vision, it will take more coordinated and scaled up spreading of these good practice examples to have the impact our community deserve.

We are supporting, empowering and trusting our people to lead this charge, and in March:

- Sixty of our senior leaders enrolled in targeted coaching and development to be their best for the teams they lead;
- We held a ‘care transformation retreat’ to co-design our care system of the future, with frontline clinicians joining senior leaders to work through the vision together;
- Two cohorts of staff have attended agile and innovation training to equip them to lead and coach our improvements in the workplace.

Our dedicated staff often face difficult challenges every day, health care is absolutely a rewarding career, but it is not always easy. We understand this, and we are doing all that we can to care for our staff whilst they care for our community. We are developing a new way of providing revitalisation areas and boosting our Village Green staff connection program to ensure that our staff can meet these challenges and live to their full potential.

From here, we are using our current budget build and future forecasting to balance our investment in working in more collaborative and integrated ways across physical and mental health, and prioritising prevention and primary care. At the same time, we are ensuring the right diagnostic and specialist service access is made available, where it is safe to do so, within reasonable distances to where our local people live. Investment is also being made for culturally specific programs where we know we can make the most difference in closing the gap: respiratory; cardiac, diabetes, and mums and bubs.

In the coming months there will be further improvements in the way we manage and coordinate care in our General Practices; we will implement the next phase of our Cardiac Services Plan; and focus our efforts to work in partnership across the South West on our Healthy Bush Kids Program. We will be connecting and strengthening our mental health programs, partnerships and access points.

I’m getting excited about our Inaugural Patient Experience week from 22 to 26 April, which celebrates healthcare staff impacting patient experience every day. I am really looking forward to sharing the ‘I am the patient experience’ videos developed by our people. We are planning a red carpet ‘movie night’ to celebrate everyone’s efforts - and I will send out more information around this in the coming days so you can be sure to come along and get involved!

I will continue to update you on how, together, we are changing the way health care is delivered in the South West.

Yours in service, Linda
Achieving health equity isn’t just about the provision of clinical services, it requires us to have an understanding and respect of cultural differences and needs, and a commitment to applying this understanding across all areas of the health service.

Our Aboriginal and Torres Strait Islander Health Strategy implements practical, long-term, sustainable actions that will have a mutual benefit for the health service organisation and local Aboriginal and Torres Strait Islander community members.

It includes Aboriginal health, cultural competence, reconciliation and Aboriginal employment, along with other health service plans and actions for improvement of safety and quality. It enables us to be culturally safe and to support and develop Aboriginal and Torres Strait Islander people to work and progress in their leadership roles.

In 2019-20 we will be focusing on reducing Discharging Against Medical Advice and Potentially Preventable Hospitalisations for our Aboriginal and Torres Strait Islander people. We have stipulated Preventable Hospitalisations for our Aboriginal and Torres Strait Islander community members.

We thank our Aboriginal and Torres Strait Islander Leadership Advisory Council who continue to develop and strengthen as a leadership group. The voice and knowledge Council have shared on our key priorities and plans, providing advice on the draft Health Service Plan, the draft Safety and Quality Strategy refresh, the budget build and initiatives to better represent cultural safety and inclusiveness in the workplace, have been of significant value.

We can and must do more to Close the Gap.
GET READY TO CELEBRATE PATIENT EXPERIENCE WEEK

PX WEEK 20 – 24 MAY 2019

Patient Experience Week (PX Week) is an annual event to celebrate the healthcare staff that impact patient experience every day. PX Week is inspired by members of the Beryl Institute community, who will be celebrating the week of 22 – 26 April. Due to the Australian calendar, the South West will participate in PX Week from 20 – 24 May. This week will provide a focused time for the South West to celebrate accomplishments, re-energize efforts and honour the people who impact the patient experience everyday.

Come along and get involved! The following are just some of the events we’ll be holding to support and showcasing the drive in the South West to focus on person-centred care and patient experience:

- The announcement and launch of our I AM The Patient Experience video competition entries and winner
- Media promotions, competitions and opportunities to win IMPX packs
- Education webinars from the Beryl Institute on Improving Patient Experience
- Launch of our South West Beryl Institute membership

Start planning your events to celebrate PX Week at your facility. More information will be coming over the next few weeks.

THE MOST POSITIVE PLACE IN MITCHELL

The team at Mitchell Multipurpose Health Service (MPHS) is strengthening teamwork and leadership through its workplace wellness program. The focus is on staff enjoying their day at work and reminding everyone that the South West is truly the best place to live.

For instance, what started as a ‘Positive Post-it Place’ where staff wrote little compliments to each other, has turned into a whole wall called ‘The Positive Place’ where quotes, feedback and trivia reside.

Mitchell MPHS has also launched a monthly Mitchell Wellness Newsletter that keeps staff up to date with upcoming events and activities within the facility and the community, provides healthy advice and a mouthwatering monthly recipe.

Speaking of food, staff themed lunches have become a much anticipated regular event that brings everyone together in an inclusive, fun setting. Beginning with the challenge of “Find a dish to share starting with G?”, other memorable occasions have included Chinese New Year in February and All Things Irish in March.

Another innovation that has produced a positive effect is the idea of mentally preparing to finish work. We’re all used to getting our head in gear for the start of the day, but how you approach the end of the working day is just as important. Staff use a ‘Going Home Checklist’ that helps them recharge and reset as they leave to ensure work stays at work.

And it doesn’t end there, upcoming activities include a Book Club, Tai Chi, Picnic in the Park, joining in the Park Run and, of course, more themed lunches.

Since it was launched in 2018, the workplace wellness program has reduced absenteeism, increased productivity and improved work performance. Even better, patients and local residents have all been given a boost by our staff members’ positive enthusiasm.
INNOVATION, AGILE AND DESIGN THINKING

On 6 and 7 March 2019, 25 excited and motivated staff came together for a workshop led by Collective Campus.

Day One of the workshop was designed to give knowledge and capability on the concepts of Innovation and Agile crash courses and Day Two was all about Design Thinking.

South West HHS also took the opportunity to incorporate our first patient focus group into this design training, so they could share first-hand feedback on a range of issues they’ve experienced.

The day proved to be a big hit with one of the patient participants stating:

"It was an extremely useful process and I commend the South West on starting the process of designing services with the needs and voice of the patient included.

Our staff took away some useful resources and tools that will enable them to lead design groups within their own areas, and that will ensure we’re incorporating patient feedback into the service redesign processes across the South West region.

It was a great opportunity for clinical and non-clinical staff to work together in diverse groups to brainstorm and flesh out some ideas they have for enhancing health care delivery and services in the future.

South West HHS now has 10 staff trained and ready to become certified Agile Scrum Masters. Scrum Masters help everyone understand the theory, practices, rules and values of the Agile way of working and also helps those outside the core team understand which of their interactions with the team are helpful and which aren’t. The Scrum Master helps everyone maximize the value created by the Agile mindset.

South West HHS is determined to be a leader, an innovator and an early adopter of positive creative solutions like Agile that will help us develop and deliver better services for everyone.

AGILE TRAINING

It’s a Sprint to being done, done, done!

For three days this month, so staff members were put through their paces with Agile coaching.

Agile is an approach based on delivering requirements incrementally throughout the life-cycle of a project, enabling people to adapt and respond to changing conditions collectively, faster and more flexibly. At the core of Agile is the idea that it is often impossible to fully define the scope of a problem at the beginning of the project and that by breaking a job down into smaller time driven tasks called Sprints it is possible to track progress better and re-direct energy and resources accordingly.

With the fast pace of organisational, sector and health change in the 21st century, this way of working is becoming increasingly necessary if South West HHS is to deliver and meet our communities’ needs.

South West HHS is determined to be a leader, an innovator and an early adopter of positive creative solutions like Agile that will help us develop and deliver better services for everyone.
Our first Senior Leaders Forum for 2019 kicked off with a bang on 5 March 2019, with a focus on our people and the future. This dynamic session united all disciplines of clinical and non-clinical leaders across South West HHS and provided an opportunity for everyone to connect, share ideas, joint plan, problem solve and develop.

External expert in communications and engagement Ms Beth Burgess presented on how collectively we can build awareness, support and ultimately advocacy for the changes taking place within South West HHS that will enable us to position ourselves as a leader for improving health outcomes in rural and remote areas.

Mr Peter Barker, Director People and Culture, ran through our People Strategy which is a major body of work focused on supporting our strategic priorities, with a particular emphasis on our teams and our people. Aligned to our Strategic and Operational Plans, it establishes a vision and key priorities to be achieved by 2022.

After consulting with many of our people on what individually and organisationally we aspire to, we established Our People Vision:

A framework has been developed to describe the five key priorities we believe we will need to continually improve to achieve this vision:

- Active leadership
- Personal growth
- Innovation
- Partnerships
- Future workforce.

Our draft 2019-20 Operational Plan has a clear focus on our people, healthy communities and uplifting our community and Community Advisory Networks to drive healthier choices. In an energising session on how we can deliver on our Operational Plan, Chief Executive, Ms Linda Patat motivated our senior leaders to respond to this call and create a network of high performing teams to become a national leader in delivering health services to rural and remote communities.

The next Senior Leaders Forum will be in April and will be the start of our Storytelling initiative.

Everyone has a story to tell. It’s time to share ours.

Our senior leaders learned, and engaged with, what it means to be a storyteller. Storytelling is the most important tradition humans possess. Stories contain lessons that instruct the audience. They teach us to love, to forgive others, to be just and to strive for better than we have. The human brain is wired to listen to, empathise with and understand through stories, whether those stories are shared face to face, online, on the radio, in a podcast or in a video.

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After consulting with many of our people on what individually and organisationally we aspire to, we established Our People Vision:

To be a high performing and person centred workplace, that is authentic to our values, connected to our local needs, and underpinned by a collaborative culture.

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• Innovation
• Partnerships
• Future workforce.

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The next Senior Leaders Forum will be in April and will be the start of our Storytelling initiative.
On 19 March 2019 Mr Mike Wagner, Executive Director and Chief Teaching Officer from the Advisory Board travelled from America to the South West to facilitate our System and Community Care Workshop for 25 staff in Roma.

It was an exciting opportunity to collaborate with the Advisory Board, a global organisation that works with healthcare organisations from across the world to improve, design and deliver health services in a better way. Our staff were able to work with this world class presenter and academic to transform how we think about the future of health service delivery.

At the workshop participants listened and examined how other organisations have successfully delivered new ways to access health services and worked collaboratively to co-design services with patients and communities to improve health outcomes.

In the afternoon, the workshop looked at four case studies of different patient journeys to consider how we might deliver our services in a more person-centred and patient-driven way to improve health outcomes and ensure patients enjoy the most modern and creative approaches to healthcare.

The conversations during the workshop were awesome, inspired and creative. The information and lessons learned will now be used to develop our own ways of working differently to ensure all of us at South West are ready to take on future thinking and succeed in person-driven care.

We’re delighted to report that on Friday 8 March 2019 our partner Southern Queensland Rural Health (SQRH) made a major announcement that will have a long-lasting positive impact on our region.

SQRH will construct a brand new health training facility at Charleville Hospital. The state-of-the-art facility will include training rooms, consultation rooms, telehealth studios and clinical simulation areas and provide the very latest equipment and training for nursing, midwifery and allied health students.

Increasing opportunities for training in rural areas is a key priority for South West HHS and SQRH, and this facility will be about attracting and retaining health students who intend to work in regional areas.

Giving trainees experience of life in a rural community will increase the chances that they will continue to work here or in a similar location once they are qualified. The new clinical training facility in Charleville will attract more health professionals to the area, improving local health care services now and into the future.

Charleville will become a key location for training of the emerging rural health workforce and will also be home to SQRH, which is a collaboration between the University of Queensland, the University of Southern Queensland, Darling Downs Hospital and Health Service and South-West Hospital and Health Service.

The new training facility will deliver significant benefits for local health services and communities!
STRENGTHENING OUR PARTNERSHIP WITH RFDS

Underlining our total commitment to the health and wellbeing of all South West Queenslanders, South West HHS and Royal Flying Doctor Service have signed a Memorandum of Understanding that further strengthens our collaboration and joint partnership.

Ms Linda Patat, Health Service Chief Executive South West HHS and Ms Meredith Staib, Chief Executive Officer Royal Flying Doctor Service signed the agreement which provides the framework to enable strategic partnership in the following priority areas:

- Joint service and activity planning
- Strategic partnership in the following priority areas:
  - Officer Royal Flying Doctor Service signed the
  - West HHS and Ms Meredith Staib, Chief Executive
  - Ms Linda Patat, Health Service Chief Executive South
  - signed a Memorandum of Understanding that further
  - West HHS and Royal Flying Doctor Service have
  - wellbeing of all South West Queenslanders, South
  - Underlining our total commitment to the health and

The Memorandum of Understanding deepens our already vital relationship with the RFDS and acknowledges both of our strategic and service plans, which have general practice and supporting high performing comprehensive primary health care as a cornerstone.

The six objectives of the Memorandum of Understanding include:

1. Build a strong working relationship based on the parties’ roles in the region supported through joint service planning activities, data support and shared health intelligence, and shared priority setting.

2. Identify areas of service duplication, evidence of market failure and new opportunities for market development and innovation.

3. Develop a data sharing agreement to enable greater visualisation of services commissioned to establish population level baseline estimates to guide greater evidence informed outcome measures.

4. Build greater clinical engagement, workforce engagement and innovation, and clinical coherence of care pathways.

5. Enhance participation of Aboriginal and Torres Strait Islander peoples and their representative bodies in the planning and commissioning processes.

6. Promote shared use of facilities.

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6. Promote shared use of facilities.

Together, we will prioritise the issues and approaches associated with coordinating health and wellbeing service provision and engagement in South West Queensland, leading towards greater integration and innovation across the primary health sector.

#SWSPIRIT RECIPIENT

DR MARK GARRETT

Congratulations Dr Mark Garrett, our #SWspirit recipient for the month of March!

Imagine having a job where you regularly jump on a plane and head off to work in a different location, often many hours away from home. That’s the exciting reality for South West HHS Clinical Director of the Flying Specialists Service, Dr Mark Garrett. It’s fair to say, no two days are the same for this accomplished anaesthetist.

Having recently celebrated twenty years of working for the health service, he is a familiar face to many across the vast geographic region he and his team serve, including the communities of Roma, Charleville, Cunnamulla, St George, Goondiwindi, Miles, Chinchilla, Dalby, Kingaroy, Stanthorpe, Longreach and Barcaldine.

Known for his devotion to his profession, colleagues applaud Dr Garrett for his respectful communication, pleasant nature and the helpfulness he extends to all he meets. A true team player and capable leader, he is held in high esteem for his extraordinary commitment to the health service, professionalism and diligence over the years, often under complex circumstances.

Since relocating to Roma from Brisbane in search of greater opportunities many years ago, he has continued to be driven by a strong sense of purpose that inspires the people he works with to find deeper meaning and satisfaction in their own work.

“I enjoy working with colleagues at the many hospitals I visit, it’s a supportive environment and they are very appreciative of our service. Over the years I’ve had great exposure to lots of other professionals, different gynaecologists and surgeons who I’ve been able to learn from.”

Dr Garrett regards the South West as the perfect location for any doctor wanting rural medical experience and all the perks of a relaxed country lifestyle.

DR MARK GARRETT

As time goes by, there are more and more opportunities in rural medicine and senior medical officers also get a lot of experience and better variety within a rural setting,” he said.

“My wife and I had small children when we moved out, we came out knowing no-one but we met people and got involved with local groups. If you are prepared to look for it and engage there’s plenty to do in the bush and working here allows me that great work life balance.”

Mr Garrett regards the South West as the perfect location for any doctor wanting rural medical experience and all the perks of a relaxed country lifestyle.

South West Hospital and Health Service | The Pulse March 2019

Ms Meredith Staib, CEO RFDS and Ms Linda Patat, HSCE SWHHS sign the inaugural agreement between our organisations.
Meet Guy, our Community Advisory Network (CAN) Chair for Augathella. He and his wife Natalie own and operate Biddenham, a cattle property 18km west of Augathella. Natalie is also the Augathella State School Principal and they have three kids. Two go to school in Augathella and their eldest girl is away at her first year of boarding school in Toowoomba. Guy and Natalie came to Biddenham to help Natalie’s parents back in 2008 after they had both worked for some time in Charleville where they met. In 2011 a family succession with Natalie’s family allowed them to establish their own business on Biddenham.

With a strong sense of community, Guy and his family love living in Augathella, where you just have that feeling you belong. Recently, younger people have come to the district or chosen to stay in the town to raise their families and the local school is thriving, with the Junior Rugby League Club (the Augathella Meat Ants) and swim club (the Augathella Aqua Ants) really well supported. Not only that, there’s also a strong contingent of Augathella kids who regularly head to Charleville, an hour away, to play netball, cricket and attend swimming squad training.

Guy didn’t know a lot about the Augathella Community Advisory Network until 2014 when he was invited to join as a representative from the Augathella State School P&C. He did know however, how good the service offered by the Augathella Hospital (or MPHS) and the Augathella Doctor’s Surgery was.

His introduction to the CAN was made seamless by the CAN Chair at the time, Jenne Drysdale, who is also his neighbour. Jenne provided solid leadership for the CAN for many years but it was time to give her a break so at the beginning of 2016, Guy put his hand up for the CAN Chair Role.

‘I guess the best part of being involved with CAN is being able to support our community by seeking tailored health initiatives to suit our community’s needs. I also get a kick out of supporting the wonderful staff we have at the Doctor’s Surgery and Hospital, so they can continue to offer the best service possible.’

I have often thought that the Augathella health services and their staff make a major contribution to the positivity and liveability of the Augathella Community for young people and the elderly alike. I guess it was my sense of wanting to give back to the community as well as wanting to support our local health services that made me jump at the offer to join the CAN.

Being part of the CAN means influencing health service planning and the Augathella CAN, led by Guy, has a direct connection to the South West Hospital and Health Board and our Executive Leadership Team.

This coming year, Augathella CAN is focusing on:

- Health Awareness Programs and Events reflective of our community’s needs
- Ensuring Allied Health Services are continuing
- Monitoring resourcing of the In-Home Nursing and Care services to make sure they meet growing demand
- Monitoring services delivered at Augathella Doctor’s Surgery
- Monitoring staffing and health services offered by the Augathella MPHS to make sure they respond to changing community requirements

I would encourage any community minded person who would like to give back to their local community to get involved with their local CAN. A community can only thrive if its people are healthy, and the best way to assist that is by providing feedback through the CAN as to what your community’s health needs are.
NEW ROMA HOSPITAL UPDATE

The new Roma Hospital is being built specifically to meet the needs of the region and will provide state-of-the-art care on which the entire South West can rely.

The new three level Roma Hospital, under construction adjacent to the existing hospital, is being delivered by Watpac for South West HHS as part of the Queensland Government’s $180 million Enhancing Regional Hospitals program.

Construction is starting to take shape, with the following highlights for March:

- Continued detailed excavation and install of in-ground services
- Completed 20% of concrete ground slabs to Services Building
- Continued install of concrete columns and stairwell walls
- Completed the first Level 1 suspended slab pour to Hospital Offices and Amenities

This is in addition to the already achieved construction of:

- Ground (concrete) slabs 75% complete
- Columns (concrete) progress 60% complete
- Level 1 suspended concrete slab formwork commenced
- In-ground services continued progress.

We are continuing to focus on commissioning and to assist with this process, a “Lessons Learnt” session was held on 4 February 2019 with industry leaders who have recent commissioning experience. This provided valuable insights and considerations for incorporation into our planning.

Once complete the hospital will provide 22 beds and two birth suites, with departments including emergency, allied health, medical imaging, inpatient wards, pathology, medical records and central sterilising.

Additional facilities to be delivered include theatres, a mortuary, reception, administration areas, staff lounge, training rooms, laundry, kitchen, a cafe and plant rooms. Two new car parks are also included as part of the project which will provide over 220 free parking spaces for hospital visitors.

And finally, and most excitingly of all, the Name the Crane competition has closed, with the winner to be announced soon! The winner, will receive an iPad, kindly donated by Watpac, and be invited to the project site to view the crane and meet the project team.