



# Sydney Adventist Hospital

How did we transform over 75% of NSW's largest private health campus, including an upgrade to every essential service, whilst maintaining full operations?



The site team celebrates Pink Day for Breast Cancer awareness



And can I say as I was looking at the briefing notes for today's event, looking at all the things you were able to achieve, 12 new operating theatres, 200 new beds, additional car parking for something like 1,200 cars, all for \$200 million? Extraordinary, extraordinary... \$200 million of outstanding value.

THE HON TONY ABBOTT  
FORMER PRIME MINISTER

WE'RE WITH YOU



World leading technology in the state-of-the-art ICU



Using Building Information Modelling to collaborate effectively

In 2010, Buildcorp was engaged as Managing Contractor for the Sydney Adventist Hospital (SAH) master plan redevelopment stage 1 works. This \$200m redevelopment represents one of the biggest changes in the hospital's 100+ year history. The project involved multiple workfaces within the live hospital and added 29,500m<sup>2</sup> of floor space.

The project featured:

- ▶ A 12 storey clinical services building including a comprehensive cancer centre, eight operating theatres and 180 beds
- ▶ A five storey multi-deck car park for 1,000 vehicles and an entry building providing connectivity between the car park and main hospital lobby
- ▶ Infrastructure amplification and upgrade across all critical services
- ▶ An education centre
- ▶ Extensive road reconfiguration and a temporary car parking solution

All this had to be delivered while maintaining the standard of care that the SAH is renowned for to 53,000 inpatients and 180,000 outpatients per annum and maintaining a functional working environment for the 2,300 staff, 500 volunteers and 750 medical practitioners.

#### The right procurement model for the job

We adopted a Managing Contractor procurement model that enabled the SAH to retain full control over design throughout the build phase. Budget control was maintained via a transparent process audited and reviewed by an independent QS team. Testament to the value and flexibility achieved by the model was a statement from the then Prime Minister and former Health Minister Tony Abbott who declared the project as "outstanding value for money".

#### Culture of collaboration for smarter solutions

Buildcorp's delivery strategy recommended the formation of the SAN Alliance - Client, Architect, Project Manager and Design Team working as one to find innovative solutions. This upfront collaboration generated a number of solutions including:

- ▶ Moving the Clarke Tower and utilising link bridges to avoid a compliance upgrade of the existing facility
- ▶ The generation of an additional half floor of usable space by rationalising and relocating plant rooms
- ▶ Engineering the façade design saved over \$1.2m from the original budget forecast
- ▶ The pre-purchase of copper took advantage of a higher than average Australian dollar
- ▶ Generation of a federated Building Information Model (BIM) and advanced BIM strategies to drive collaboration between the design and site team

#### Flexible approach to traffic and delivery management

To maintain campus operations, Buildcorp adopted a flexible multi-stage approach to minimise impact on hospital operations. Some pieces of work such as upgrading the main entrance driveway were completed in over 20 separate stages. To cater for increased transport and deliveries, a three gate system was adopted, including an alternative access way to maintain 24/7 access for the emergency department

#### Tell them, tell them and tell them again

A comprehensive communication plan ensured everyone was informed of daily changes to the campus. Patients were sent a guide in the lead-up to their visit. A diverse project control group met monthly so the representatives could be informed spokespeople across the campus. Local residents and stakeholders were updated via a website, signage and newsletters.