

# RANDWICK HEALTH & INNOVATION PRECINCT

The future of lifelong health

2021–2024 STRATEGY



# ACKNOWLEDGEMENT OF COUNTRY

The Randwick Health & Innovation Precinct partners acknowledge the Traditional Custodians on whose land the Precinct stands and pay respect to the Bidjigal and Gadigal peoples who traditionally occupied the Eastern Suburbs Coast.

## Celebrating the rich Aboriginal history and proud cultural heritage at the Precinct.

The La Perouse Aboriginal community is the longest functioning and discreet Aboriginal Community in Sydney, with a rich cultural heritage and a continued connection to Country at the Randwick Health & Innovation Precinct. Two Aboriginal Hearths have been uncovered at the Precinct in 1995 and again in 2019, and are estimated to be around 8,000 years old. The Randwick Health & Innovation Precinct is committed to reflecting this connection and ensure it is a place of cultural competency, where the rich history and proud heritage of the local La Perouse Aboriginal community is deeply integrated.

To recognise the significance of connection to place, Buriburi, a local totem or spirit ancestor to the Aboriginal people of coastal Sydney, features prominently in cultural initiatives delivered by the Randwick Campus Redevelopment. Numerous stone carved symbols of Buriburi can be found dotted along walking trails of Sydney's south eastern coastline, sharing stories of their people developed over thousands of years.

The Precinct works closely with the La Perouse Aboriginal community to ensure health service design, training and skilling, cultural recognition and Arts in Health opportunities provide meaningful social and economic outcomes and reflect their unique cultural heritage in a way that is engaging and educational for all community.

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Front and Back Cover: Thanks to our Foundation and Collaborating partners for assisting us with photography of their patients and families, staff and students.





# FOREWORD

For more than 60 years, we have aspired to integrate health, research and education to improve the health outcomes of our community.

Bringing together such established and diverse organisations to deliver an initiative of this size was no small undertaking. Four years ago, our Precinct was founded by Sydney Children's Hospital, Randwick; UNSW, Sydney; Health Infrastructure; and South Eastern Sydney Local Health District, including Prince of Wales Hospital, The Royal Hospital for Women and Eastern Suburbs Mental Health Services. Now, the Precinct Founding Partners are more committed than ever to working together to create a health and education precinct that is envied globally.

2020 has undoubtedly been a time of great uncertainty but 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.

Our Precinct is a reflection of that aspiration and allows us to expand and strengthen the symbiotic relationship between the Randwick hospitals, UNSW, research institutes and our extensive health partners.

The Randwick Health & Innovation Precinct is opening up opportunities to deepen our collaborations. The substantial investment by the NSW government and UNSW in new buildings and expanded services is an important catalyst for new ways of working. Thanks to government support, the Precinct is well positioned to support job growth in the area and train NSW's future health workforce.

Patients who visit the Precinct will have greater access to more seamless care, clinicians and researchers will utilise the latest technology to transform the lives of patients, and students will have unrivalled opportunities to learn from experts and acquire the best possible skills.

The new facilities will help us to attract and retain world leaders in healthcare delivery and education, who will be close to patients and will flourish in their professional careers.

In close collaboration with industry and government, the Precinct also aims to move toward a more personalised, holistic approach to healthcare supported by community-based services that promote patient participation, early detection of illness and maintenance of good health.

The Precinct partners gratefully acknowledge the support of the NSW government and are proud to present to you this strategy that brings to life the true essence of our Precinct – genuine partnership and collaboration with a strong mission to harness translational research and ensure the future of lifelong health.

Dr Michael Still  
Chair, Randwick Health & Innovation Precinct

Cathryn Cox, PSM  
Chief Executive, Sydney Children's Hospitals Network

Professor Ian Jacobs  
President and Vice Chancellor, UNSW, Sydney

Rebecca Wark  
Chief Executive, Health Infrastructure, NSW

Tobi Wilson  
Chief Executive, South Eastern Sydney Local Health District



**“The fundamental driver for all Precinct partners is our collective commitment to improve the lifelong health and wellbeing of all Australians. By harnessing the whole, this Precinct will be the global benchmark for successful Health Innovation Precincts.”**

**DR MICHAEL STILL**  
Chair, Randwick Health & Innovation Precinct



**Four**  
founding partners



**More than 15**  
collaborating partners



**\$1B infrastructure**  
investment  
by UNSW, NSW Government and  
Commonwealth Government



**More than 1.8 million**  
patient interactions a year



**3 major**  
teaching hospitals



**Nine medical**  
research institutes



**7,000 Precinct research**  
community members



**22,000 Precinct**  
campus workforce



**40% of jobs**  
in the Randwick Local  
Government Area are in health  
and education



**UNSW Top 50**  
in the world  
(QS World University  
Rankings, 2020)



**58,000+ students**



**UNSW 1st in Australia**  
for research excellence  
and impact





# INTRODUCTION

## The future of lifelong health

The Randwick Health & Innovation Precinct brings together world-class education, research and healthcare organisations to address real-world problems across the lifespan, from newborns to centenarians.

Together we tackle health challenges through innovations in science, health and medicine, arts and humanities, business and emerging technologies. The Precinct is creating an integrated environment that expands and enhances our capability as a world-leading university, clinical health and business innovation cluster, in a permeable community space where people work, study and live. We exemplify what it means to be an effective and leading global precinct, with partnerships that are greater than the sum of their parts.

Our precinct partners from NSW Health and UNSW are recognised globally as leaders in healthcare, research and education. We have strong collaborative relationships both within and externally to the Precinct, with connections across organisations, sectors and the world. Our vibrant spaces and infrastructure are built-for-purpose; our physical spaces invite, enhance and drive interdisciplinary collaboration. We collaborate to investigate ideas, develop innovative products, services and approaches, and transform care, education and research now and into the future.

Together we can transform care and experiences for patients, and improve health outcomes across our community. Precinct knowledge translation pathways and partnerships accelerate the implementation of new approaches to patient care. The Precinct allows for the rapid, life-saving translation of research in the laboratories to the bedside. Active collaborations between researchers, practitioners and industry enable us to find solutions to real-world problems, on timelines that can make a difference to individual patients.

Our talented and skilled people are at the heart of what we do. Genuine partnerships and clinical

and educational leadership attract the world's most exceptional clinicians, health professionals, researchers and academics. Our Precinct attracts the best and brightest in their fields and contributes significantly to our local and national economy.

For over 160 years, Randwick has been at the heart of healthcare advances and improving the health of the local community. Today, we are delivering immediate, expert and personalised care. Patients with life-changing diagnoses enter a precinct that provides answers, opportunities for discovery, comfort and support. Our health and education precinct provides seamless care across the lifespan; from preconception to the complex health needs of babies, through to the elderly, from primary to intensive care, all in the one location.

The Precinct combines our diverse, world-class capabilities to impact social, health and wellbeing outcomes positively. The Precinct's pioneering work in mental health and neurosciences, virtual care, biomedical science and next-generation technologies put it at the forefront of health and medical innovation in Australia.

This strategy is the result of a cooperative process across the Precinct's partners, collaborators and community. It highlights the Precinct's vision, purpose and objectives for the next three years. It provides a snapshot of this point in time and reinforces our commitment to collaborate toward our shared goals and to find innovative solutions to old problems. We are focused on our future, and how far the Precinct and our collaborations will take us. Each organisation on the Precinct comes with its priorities and plans.

This strategy provides a shared map of where we are going as a precinct and reminds us that when we work together, we can have a greater impact.

We will work with all our current and future collaborators to bring this strategy to life and together build the future of lifelong health.

# RANDWICK HEALTH & INNOVATION PRECINCT

## Vision

To be a transformative and collaborative place of excellence solving global challenges to enhance and nurture lifelong health.

## Purpose

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

## Partnership Principles

### Excellence

We focus on quality and continuous improvement in all that we do.

### Innovation

We look forward to the future, with new ideas and new ways of thinking central to our way of working.

### Person-centred

Our work with patients and families, students, staff, precinct partners and community members places people at the centre of our decisions, activities and actions.

### Collaboration

Shared systems, information, resources, decision-making and successes enhance our partnerships.

### Solutions-focused

We focus on removing barriers and creating new ways to achieve our shared objectives.

### Sustainability

Our actions and decisions add value to our member organisations.

### Diversity

Our people, insights, disciplines and culture embrace diversity, which makes us stronger.

### Transparency

Our processes and decision-making are open, honest, clear and accountable.



# A PRECINCT WITH A DIFFERENCE

The Randwick Health & Innovation Precinct maximises the benefits that come from physically positioning a globally recognised G08 University contiguous with some of Australia's most reputable hospitals.

Educational excellence offered by UNSW Medicine is the cornerstone of this relationship. The relationship enables Precinct partners to leverage research and technological expertise across the university's diverse disciplines, leading to a significant positive impact on lifelong health.

The Precinct delivers:

- seamless care across a patient's lifespan – from preconception to the complex health needs of the elderly, from primary to quaternary acute care – all in the one location
- established pathways and partnerships to accelerate the translation of research across all disciplines into new approaches in patient care
- The Randwick Interprofessional Education (RIPE) model – a new approach to interprofessional education where students learn in real-world interdisciplinary environments
- a compelling opportunity for industry to partner easily with clinicians, academics and innovators
- a commitment to leverage the strengths of all partners and collaborators to provide patient-centred clinical services across the campus
- cutting edge health care developed by world class medical researchers and clinicians that will translate to real healthcare innovation and positively impact the health of people right across the globe.
- our researchers and clinicians will be collaborators of choice for global research projects, and will attract investment from Australian and global organisations' to our points of difference.

The Precinct is recognised globally in the areas of Children's Cancer and Neuroscience, health and addiction. It aspires to lead in the areas of Virtual care and Genomics and genetics - personalised medicine.



Children's Cancer



Neuroscience, mental health & addiction



Virtual care



Genomics and genetics - personalised medicine



# MAKING AN IMPACT ON LIFELONG HEALTH

The Precinct creates impact through:

- purposeful engagement that responds to the needs of our consumers and builds on the strengths of our community of students, patients, consumers, staff and researchers
- facilitating rapid, bench-to-bedside translational research that makes a life-saving and life-changing difference to individual patients and their families
- creating innovative ways of attracting and working with external partners to drive job creation and economic growth
- active collaborations between researchers, practitioners, industry and external partners to find solutions to real-world problems
- attracting, developing and empowering the best and brightest talent from around the world
- enriching student experiences through seamless integration of theory and practice
- lifelong education and supported professional development for all staff.



**“CREATING A WORLD-CLASS PRECINCT IS MORE THAN BRICKS AND MORTAR, IT'S ABOUT HARNESSING OUR COLLECTIVE STRENGTHS THROUGH COMMUNICATION, COLLABORATION AND MUTUAL RESPECT. BY PARTNERING TOGETHER, WE CAN TRULY TRANSFORM HEALTH CARE NOW, AND INTO THE FUTURE.”**

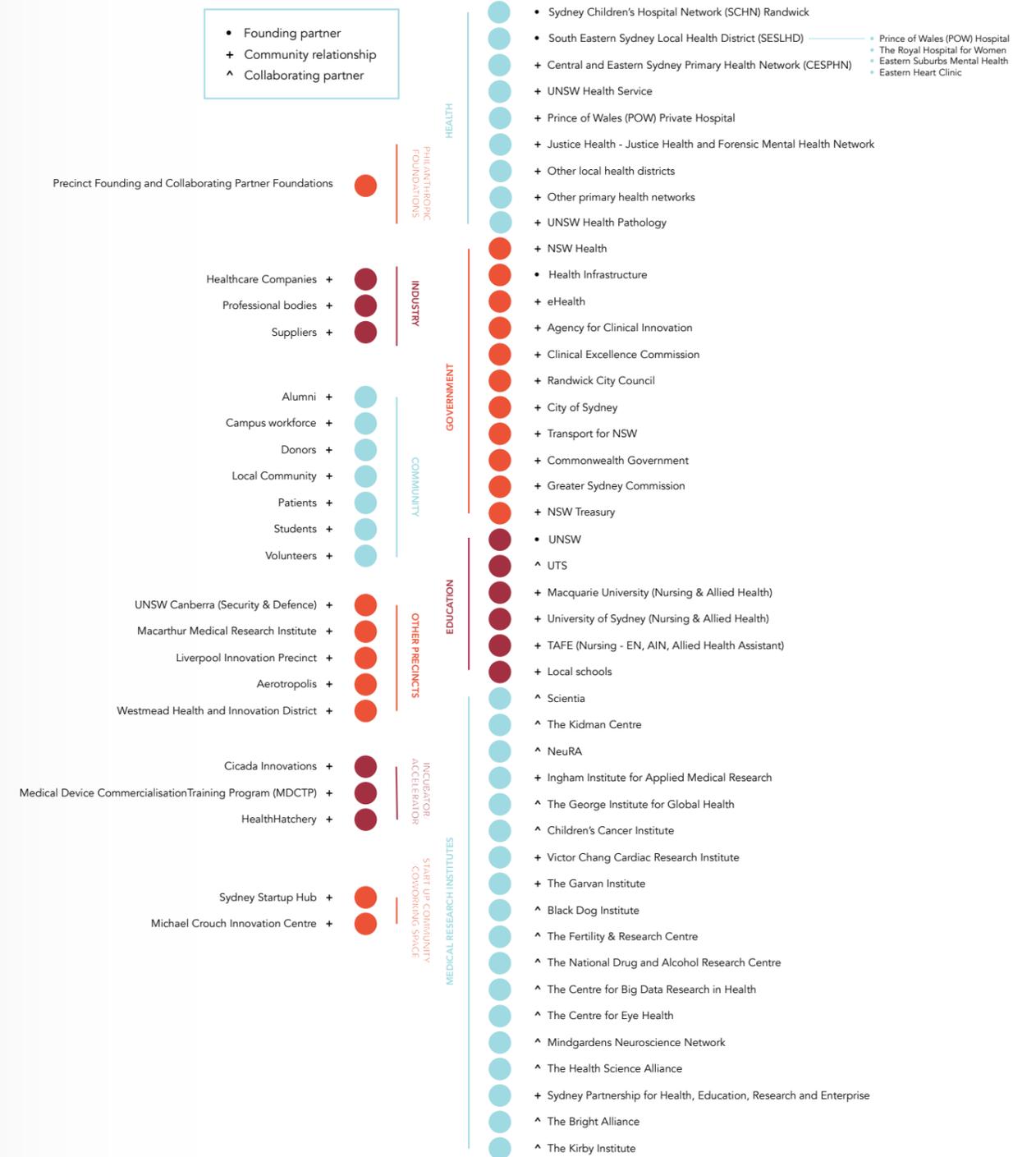
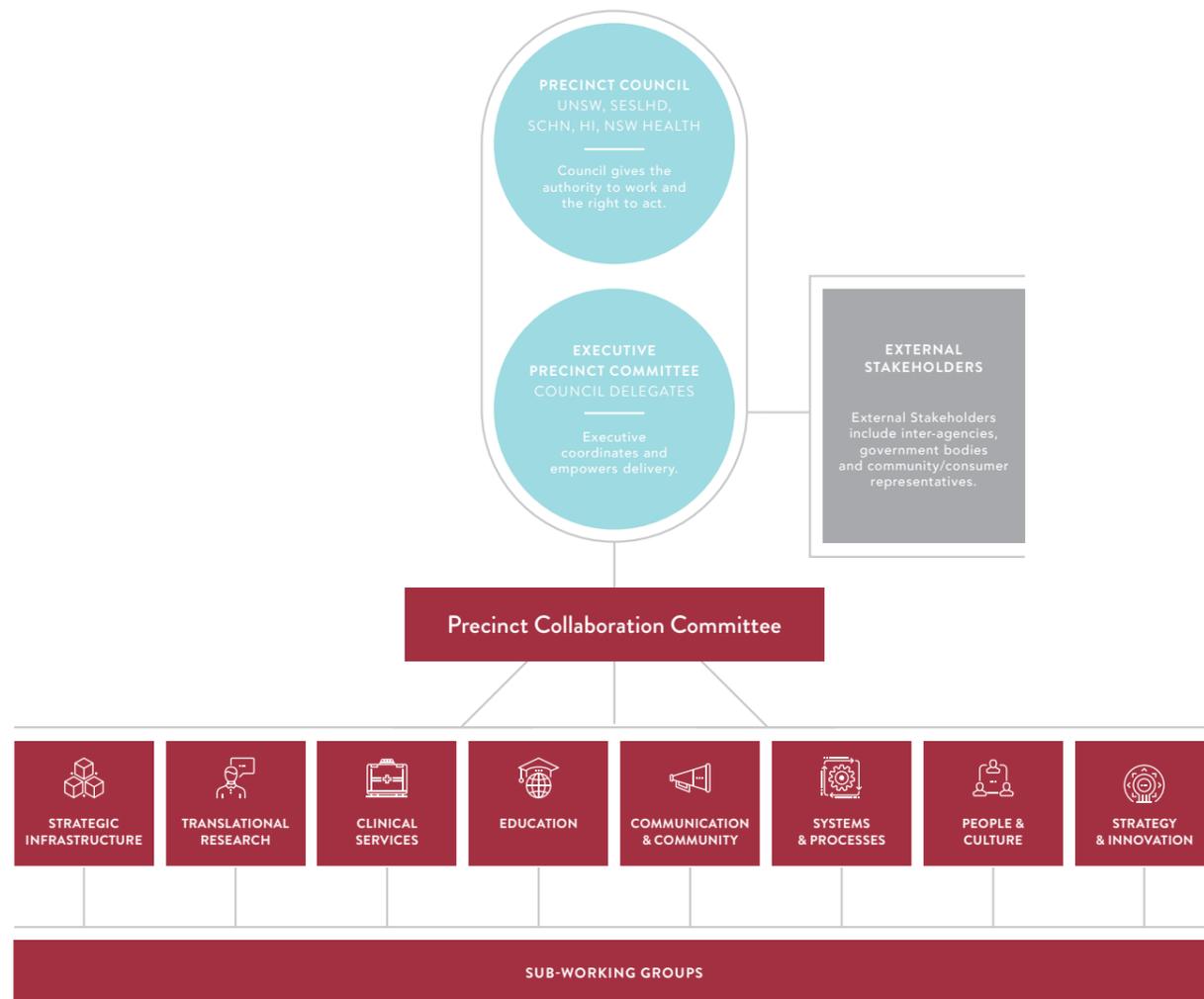
**- CATHRYN COX, PSM**  
Chief Executive, Sydney Children's Hospitals Network



# GOVERNANCE AND PARTNERSHIPS

Precinct governance allows our partner organisations to collaborate, leverage scale, diversity and expertise to influence and impact positive health outcomes. Our robust and effective governance approaches create a positive and cohesive corporate culture developed within a strong framework. Precinct governance enables the prioritisation of resources to deliver core operational activity and key strategic initiatives. A precinct approach to regular assessment and review of achievements against timeframes and the future planning horizons enables partners to collaborate with trust, transparency and shared accountabilities. Identification and reporting on shared risks across precinct operations enable objective strategic decision-making across all strategy and working groups.

Our founding partners first came together in 2016 to create one of the most comprehensive health and education precincts in Australia, the Randwick Health & Innovation Precinct. The Precinct Council and Executive Precinct Committee (established 2017) provide overall leadership and coordination of the development of the precinct. Our governance approaches evolve to reflect the Precinct's breadth and strategic priorities. Purposeful leadership with open lines of communication across all organisations is one of the real strengths of the Precinct.



While our precinct partners are separate entities and maintain their autonomy, they work collaboratively to realise the vision for the Precinct. The Precinct strengthens strategic collaborations to:

- improve the health and wellbeing of the communities we serve
- improve the whole healthcare system
- build on the strengths of the precinct partners
- educate the current and future workforce
- advance transformational research
- create economic and scientific value for the partners and the state of NSW.



# STRATEGIC PRIORITIES

This strategy was developed collaboratively by precinct partners and stakeholders. Our strategy working groups, comprised of clinicians, researchers, educators, staff, students, consumers and community members, developed the strategic priorities across disciplines, organisations and sectors. Our strategic priorities provide the pathway from where we are now, to achieving our vision as a world-class precinct, collaboratively creating transformational change across research, education and health outcomes.

Where possible, this strategy aligns with the strategic plans of Precinct partners.

## A. Clinical & academic excellence

The Precinct attracts and retains those with academic excellence and harnesses the expertise of our people to deliver exceptional teaching, research and healthcare practice. When we attract and retain the brightest clinicians, researchers and educators across disciplines, we have the best opportunity to meaningfully transform health education, research and care to solve modern health challenges.

Our frontline workers, clinicians, policymakers, researchers and educators join forces to deliver health solutions across the Precinct. Together, we listen to patients, service providers and industry partners to identify what they want. We collaborate to deliver integrated services that consider health across every life stage.

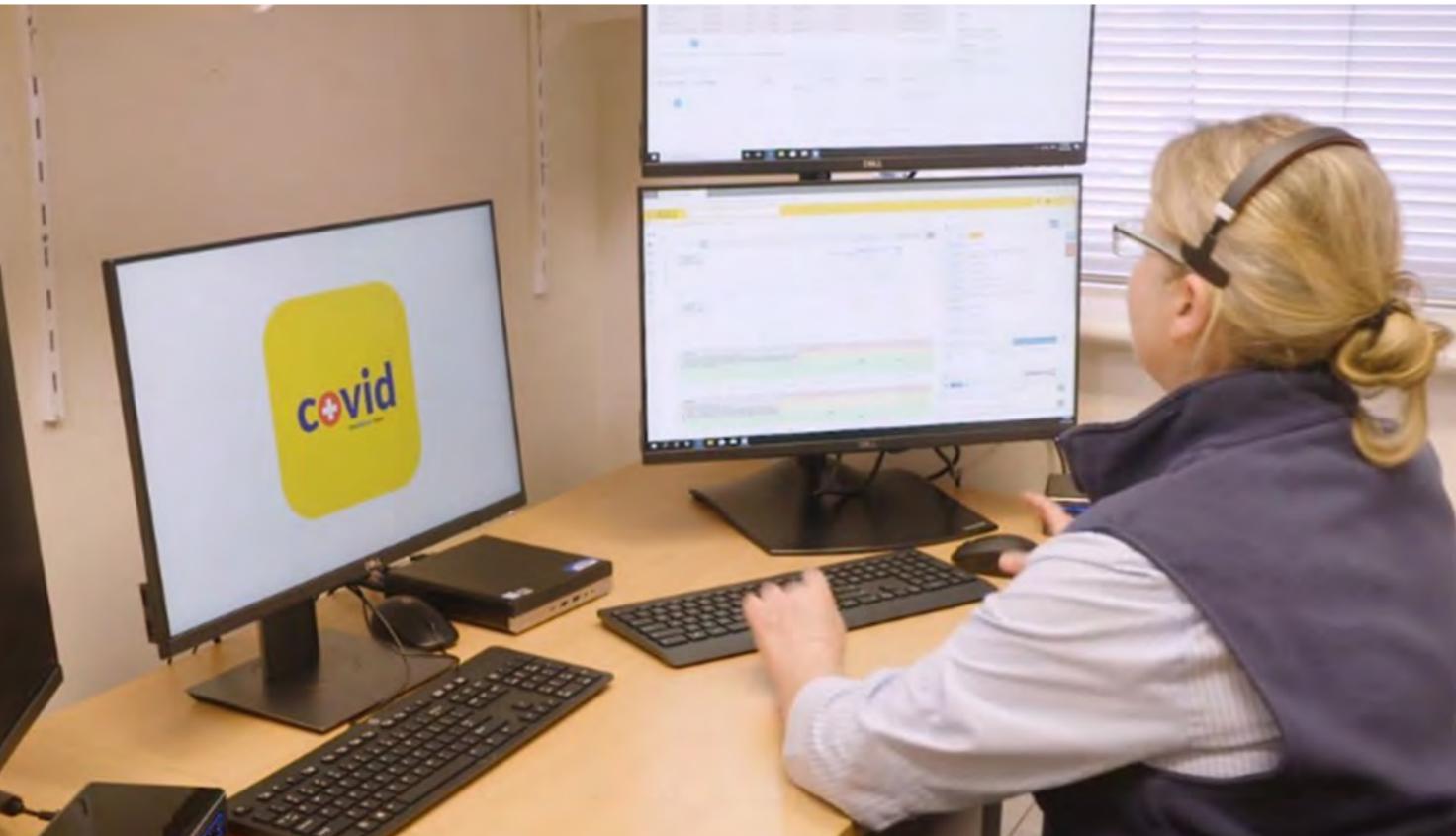
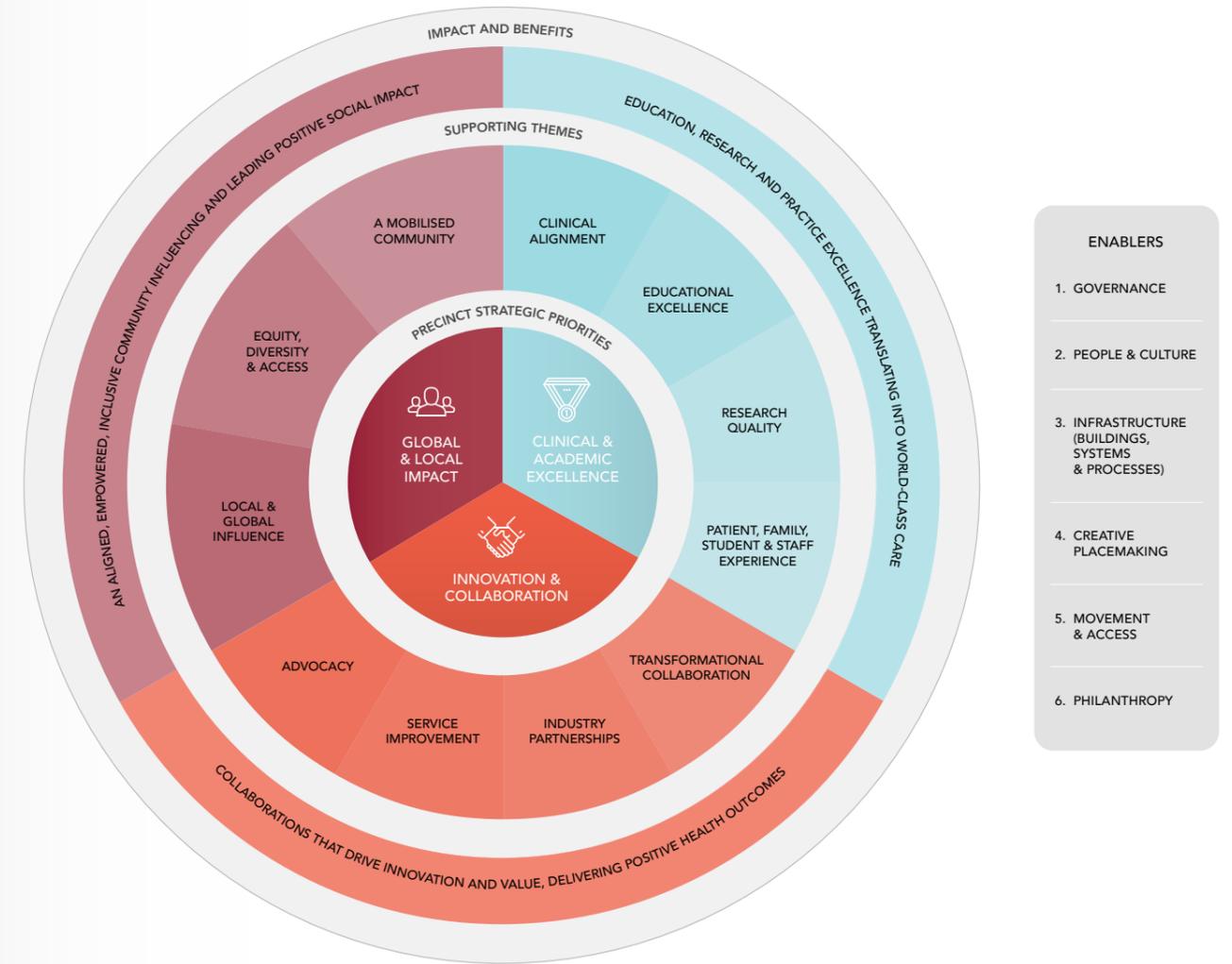
Building and optimising the use of shared research assets, such as in data usage, strategic investments, clinical trials and imaging will build research capacity and contribute to research excellence.

## B. Innovation & collaboration

Individually, our partners achieve impressive results across the Precinct. Together, we have an even greater ability to create positive change. Innovation is at the heart of what we do – in our ideas, our research, our teaching and learning, and our built environment. The collaborative approach of the Precinct makes it possible to work across arbitrary boundaries, across education, research, healthcare and industry to create leading teams and alliances who deliver world-class care.

## C. Global & local impact

Our Precinct creates impact by improving experiences and outcomes for patients and their families, staff and students, and influencing health and education approaches locally and globally. We collaborate to focus our efforts on improving health and transforming healthcare. We work together to leverage the capabilities of our world-class partner organisations to create the future of lifelong health. Our Precinct offers unique educational, teaching and learning experiences and delivers exceptional care, attracting people, ideas and investment. People on the Precinct can feel this engagement, feeling inspired, welcomed and supported. Our approaches are supported by effective precinct governance, reinforcing our position as a young but mature precinct that is locally and globally relevant.



## Advancing virtual care models through interdisciplinary collaboration

The Precinct enables partnerships across previously disparate partners to achieve innovative solutions to real-world problems. The TeleClinical Care – COVID-19 (TCC-COVID) app addresses the challenge of safe and efficient remote monitoring of large numbers of people with COVID-19 in the community while managing high demands on emergency and inpatient services. The app enables patients with COVID-19 who are isolated at home to be monitored virtually by an experienced medical team.

TCC-COVID builds on the success and partnerships of the Precinct's Total Cardiac Care – Stroke, a comprehensive smartphone application-centric model of care designed to improve outcomes in stroke patients.

TCC-COVID is an app-based model of care which includes a smartphone app and a pulse oximeter that measures oxygen saturation and pulse rate and collects symptoms. It is connected to a back-end clinical database with inbuilt data analytics and alert systems. Patients enter results into the TCC-COVID app twice daily and complete a symptom questionnaire via the TCC-COVID app once daily. This process takes patients approximately 5 minutes.

The app, developed by the Biomedical Engineering team at UNSW, captures information on a patient's blood oxygen levels and heart rate and sends it back to a team of specialists based at the Prince of Wales Hospital. Alerts are triggered if the patient deteriorates or if there are no updates within a given timeframe. In the case of an alert, the central monitoring service contacts the patient to check on their safety or to determine if they are experiencing any technical issues.

The deployment of TCC-COVID was a collaborative effort between the NSW Government, Prince of Wales Hospital, South Eastern Sydney Local Health District, UNSW Sydney, The George Institute for Global Health – a UNSW affiliated medical research institute, NSW eHealth and Microsoft Australia.

TCC-COVID demonstrates that the scale, diversity and world-class expertise on the Precinct can transform the personalised and compassionate care that patients receive. Working together and supported by industry, collaboration across the Randwick Health & Innovation Precinct will make a huge difference in people's lives.

# A. CLINICAL & ACADEMIC EXCELLENCE

Our vision is to attract staff and students who strive for academic excellence and harness the expertise of our people to deliver excellence in teaching, research and healthcare practice.

The Precinct enables interdisciplinary collaboration on shared objectives, creating conditions for innovation to flourish. By nurturing a person-centred culture that recognises the individual uniqueness of staff and students, personal strengths and passions can be identified, ignited, and developed. This culture has a direct impact on the quality and safety of care and our educational outcomes. Harnessing the expertise of individuals, while simultaneously supporting them to collaborate with others, results in knowledge sharing and development and creates an environment ready for innovation and excellence.



“Our commitment to invest in the precinct will take our partnership to a new level. As well as improving health services to our local communities, the seamless physical and working integration between the hospitals and UNSW will enable us to compete at the forefront of health research and education internationally.”

**PROFESSOR, IAN JACOBS**  
President and Vice Chancellor, UNSW

Achieving clinical & academic excellence is dependent on:

1. Clinical alignment
2. Educational excellence
3. Research quality
4. Patient, family, student & staff experience.



## Progressing interprofessional education to develop highly effective teams

Patients and their families expect health services to provide seamless and well-coordinated care. The Randwick Interprofessional Education (RIPE) model is an interprofessional education program that prepares staff and students to communicate and work effectively in teams, to improve the quality and safety of patient care in the model. Medical, nursing, allied health staff and students come together to engage in experiential education and learn collaboratively. The Randwick Interprofessional Education Model takes an innovative approach to healthcare education, including both structured and opportunistic clinical learning experiences as well as face-to-face and online approaches. The Model transforms how we deliver health education, develops a collaboration-ready workforce, and will impact on how we think and work in teams across professions, and with patients, families and communities.





The Precinct is uniquely placed to deliver transitional care. With services reaching across reproductive genetics and fertility research; care from conception through to complex pregnancies; premature and complicated births; newborns with critical needs; paediatric & adolescent specialty and youth to adult and later life stages, the Precinct is equipped to provide seamless care across all life stages.

“When my wife Thi was 33 weeks pregnant we were told that [baby] Elyse was very sick. Her heart was getting weaker, her chance of survival was very low, she would have problems breathing by herself from birth and require surgery to remove a mass...For the best chance of survival we were advised to go to The Royal Hospital for Women where they have specialist doctors who deal with complicated births. With all decisions made and all the specialist doctors on hand, Elyse would be delivered in a few hours.

It was such an emotional time because we knew we would get to meet Elyse but also possibly have to say goodbye. Dr Bolisetty and his team were on hand to assess Elyse. They managed to get a breathing tube down to assist with breathing. Paediatric Surgeons Dr Carolyn Russel and Dr Dylan Wanaguru discussed the surgery procedure with us, the surgery went really well. Elyse would recover well and continue to improve.

Having all the specialist doctors in one place really sets them apart from other hospitals. They are essentially saving lives. We are so appreciative of what they have done for us, it is a miracle to have Elyse at home with us today.”

Elyse’s father

## CLINICAL ALIGNMENT

**We will deliver an integrated, clinically driven approach to precinct planning that prioritises clinical alignment between precinct partners to deliver the best outcomes for patients & families.**

Precinct health services are focused on delivering the best outcomes for patients by providing effective and person-centred services. Together we can offer seamless and personalised models of care by finding and leveraging synergies in resource, equipment and workforces across the Precinct. Creating integrated and shared services (e.g. imaging), allows us to maximise economies of scale and consistencies of practice. Technology enabled solutions will be explored to ensure patients experience smoother transitions and coordination of care for improved outcomes across their lifespan.

Creating an aesthetically-pleasing physical environment is important too. Modern, streamlined hospital spaces funded by NSW Health create better conditions in which people can work, and patients can heal and recover.

### Objectives

- Review, assess and redesign precinct-relevant clinical models of care and services.
- Confirm at a high level relevant physical space and infrastructure requirements to support the clinical models of care and services, including psychosocial support space.
- Confirm clinical models, networks and forums to bring to together nursing, medical, allied health, researchers and other staff across the Precinct.

### Measures

- The proportion of co-commissioned, co-managed and co-located services across the Precinct.
- Experiences and outcomes of patient and consumers. Patient-reported experience and outcome measures (PREMS and PROMS).
- Collaborative future models of care for each service or clinical area.
- Data and information to demonstrate patient care outcomes.



# EDUCATIONAL EXCELLENCE

We will integrate the expertise, strengths and diversity of the Precinct to educate and develop our people collaboratively.

We continue to attract, develop and retain teams who embrace the complexity of healthcare education and excel in interprofessional education and practice. Ongoing education for health professionals will occur at undergraduate, postgraduate, vocational levels and for business as usual training, consistent with best practice. The Precinct will further develop opportunities for life-long learning, career development and innovative education models, at the fore front of emerging approaches, models of care and clinical priorities.

Our precinct partners have a true desire to connect and create the conditions when staff can be their best selves. This focus on person-centred, individual focused education and development brings silos together and breaks down barriers to create a coordinated approach to education.

## Workplace-integrated learning on the Precinct

In 2019, POW Hospital, The Royal Hospital for Women, and the Sydney Children's Hospital Randwick offered 9,575 clinical placements on the Precinct.

### Placements in 2019



Medicine

**4,872**

Average length of placement: 40 days



Nursing & Midwifery

**2,855**

Average length of placement: 23 days



Allied Health

**1,848**

Average length of placement: 25 days

Total placements: 9,575



### Objectives

- Establish an environment that supports education needs and encourages learning, resulting from the purposeful redevelopment of shared areas and technology, designed with student and staff learning and wellbeing at its core.
- Leverage the strengths, capacity and expertise of precinct members to enhance healthcare education offerings and opportunities and create a model for interprofessional education (i.e. the RIPE Model).
- Progress our commitment to diverse and innovative modes of educational delivery, including face-to-face, online, work-integrated learning and professional experience.
- Enable the efficient use of and access to education resources for people across the Precinct.
- Dedicate funding and resources from all partners to confirm, coordinate, implement and evaluate the model of interprofessional education.

### Measures

- Evaluate the success of the Precinct's RIPE model.
- Audit and benchmarks against best practice educational models.
- Experiences and outcomes of students and staff.
- External recognition as a leader in providing best practice education.





# RESEARCH QUALITY

**We will deliver better value healthcare by embedding person-centred research in the delivery of care and education.**

Consumer-led, person-centred approaches enhance research quality at the Precinct. Partners collaborate to share resources and develop capabilities, strategies and tools to create an environment that is innovation-driven and well-supported by translational research pathways. Our research focus areas: mental health and neurosciences, virtual care, biomedical science and next-generation technologies, childhood cancer research translated to excellence in clinical care, place us at the forefront of medical and health innovation in Australia.

Precinct research partnerships and resourcing attract high calibre, internationally recognised researchers. Partner investment nurtures and enhances existing talent and capacity, supporting leading researchers as well as early-career researchers. Enabling spaces across the Precinct will accelerate innovation and test new treatment models through clinical research and clinical trial activity. Inspired by the people, resources and spaces at the Precinct, our research teams will find answers to the big health questions that will save lives.

The aspirations of the Precinct reflect the big health issues of our time and will see researchers engaging in multi-disciplinary population health research that addresses infectious disease, climate change and health, behavioural health, technology and equitable access to health.

## Objectives

- Advance health outcomes through focused partnerships for translational research.
- Develop an innovation precinct ecosystem.
- Develop communications framework to increase visibility, accessibility, and people connectivity across the Precinct to drive and strengthen collaborative opportunities.
- Increase researchers' skills and experience in translation and commercialisation.
- Develop/share resources on clinical trials design, oversight, Good Clinical Practice, and Human Research Ethics Committees.
- Establish purpose, objectives and levels of Consumer and Community Involvement that will support the Randwick Precinct.
- Govern and audit clinical trials on the Precinct in keeping with *National Clinical Trials Governance Framework*.
- Develop an operational model for clinical trials across the Precinct to achieve consistent costing, ability to generate income from sponsored trials and centralisation of shared services (e.g. pathology, pharmacy).
- Undertake active engagement across the Precinct to drive greater awareness of existing synergies and capabilities (e.g. workshops to showcase skills, successful collaborations).
- Conduct, present and publish high-quality research into clinically relevant innovations to build the national and international reputation of the Precinct, its health professionals and researchers.
- Develop secure data and information sharing capabilities for research across the partnerships.

## Measures

- Levels of community and consumer engagement.
- Community Health Impact Assessment exploring precinct impacts on health, including employment.
- Precinct social network analysis.
- Interdisciplinary standard research KPIs, collaborative grants, research outputs, clinical trials, students, grants and impact demonstrating the collaborative success of the Precinct and value-add.
- Capacity and capability of the hospital leadership and treatment environment and research community to undertake translational research.





# PATIENT, FAMILY, STUDENT & STAFF EXPERIENCE

## We will create a precinct that positively impacts all who connect with it.

Our health-promoting precinct supports connectedness and wellbeing for patients and their families, staff, students and visitors. All communities are welcome and actively encouraged to have a voice in precinct design and activity with a focus on accessibility and inclusion. The Precinct's co-design approach will be evidenced by approaches to care, education, research, work-life and the physical space.

### Objectives

- Encourage community presence and involvement in the Precinct, especially in co-design of services and facilities.
- Develop a 'Celebrations Calendar' across the campus.
- Promote the *Green Travel Plan* and encourage various healthy ways to travel to and from the Precinct.
- Finalise the *Arts and Culture Strategy* and embed the principles into the environment of the Precinct.

- Create a seamless, permeable environment that engages with the community.
- Explore opportunities for community-facing activities on campus.
- Provide an environment that is safe and secure and protects the privacy of the patient, family, student and staff.
- Ensure communications are translated accurately to enable all communities to access important and inclusive life-saving and community-enriching information.

### Measures

- Participation in precinct events.
- Levels of community and consumer engagement.
- Experiences and outcomes of students and staff.
- Patient-reported experience and outcome measures (PREMS and PROMS).

## Mackenzie's Mission

Mackenzie was a perfect little baby – the picture of health. At 10 weeks old, she was diagnosed with a condition called spinal muscular atrophy (SMA) – a severe inherited neuromuscular condition without a cure. Mackenzie passed away at just seven months old, however through her parents Rachael & Jonathan Casella, has left a legacy of ground-breaking research.

Funded by the Medical Research Future Fund and co-led by Conjoint Professor Edwin Kirk, the research has the long-term aim of a national program of reproductive genetic carrier screening. Approximately, 1 in every 10,000 babies has SMA, and most parents don't know they're carrying the gene until their child is born. The life expectancy of an affected child is just nine months.

Associate Professor Michelle Farrar, Paediatric Neurologist at Sydney Children's Hospital and UNSW is determined to find transformative treatments to achieve the best health outcomes for SMA. Having led a key clinical trial resulting in the approval of the only available treatment, she is now collaborating with Professor Ian Alexander at the Children's Hospital at Westmead on an alternative treatment using gene therapy.

The process being developed involves replacing the vital Survival Motor Neurone 1 (SMN1) gene that is missing in SMA patients, using a harmless virus. This harmless virus sits in the cells outside the DNA and replaces the missing gene. Should this novel research be successful, it will transform medicine and provide new hope for families.



## World-class partnerships transform childhood cancer care

The Precinct brings together partners to deliver world-class research and clinical care. The Children's Comprehensive Cancer Centre (CCCC) is a partnership involving Children's Cancer Institute, the Kid's Cancer Centre at Sydney Children's Hospital and UNSW, Sydney. The first of its kind in Australia, the Centre will accelerate the implementation of discoveries into standard care for children with cancer. Over 500 researchers and clinicians, focusing on our single common goal of curing children's cancer, will be working side-by-side in the same Centre, delivering outstanding research, teaching and world-class clinical care.

Although survival rates have improved tremendously, cancer is still the leading cause of death by disease among children. Research in the new Centre will span the entire spectrum, from laboratory research into prevention and treatment, through to research on the impact of cancer on families, and rapidly integrating research breakthroughs into improved models of care. This seamless integration of doctors and researchers will allow the Centre to use patient data from the bedside better, to drive new research discoveries at the lab bench and to take these back to the bedside in real-time.

The new Centre is a result of funding commitments from the NSW and Commonwealth governments, UNSW, the Sydney Children's Hospital Foundation and Children's Cancer Institute. The investment in both the CCCC and the redevelopment of the Children's Hospital is projected to create more than 6080 direct and indirect jobs.

The Children's Comprehensive Cancer Centre is another example of the Precinct working effectively to leverage expertise, diversity and resources to lead innovative, world-class care and create positive health outcomes for people in NSW and across Australia.



## B. INNOVATION & COLLABORATION

We will create an inclusive environment supporting our impact on the local and global stage.

The Precinct's standalone institutes, clinical schools and services are recognised globally for their excellence – having achieved national and international research success and health outcomes. The creation of a vibrant, cross-cutting and sustaining precinct will harness all the possible ideas, imagination, inventions and innovations by connecting our already high-achieving services, institutes and facilities. The Precinct provides the opportunity to co-design health services, research and education in a way that will create synergy between learning, leadership, collaboration, research and innovation. The Randwick Health & Innovation Precinct will reach beyond its borders, attracting collaborative relationships locally and from across Australia and around the world, adding strength to our existing partnerships and accelerating innovations.

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Innovation and collaboration for the precinct are enabled by:

1. Transformational collaboration
2. Industry partnerships
3. Service improvement
4. Advocacy



# TRANSFORMATIONAL COLLABORATION

We will develop and support a culture of connectedness and engagement.

Our precinct partners are committed to working together to create an environment that nurtures and encourages innovation and collaboration. This environment will be the result of numerous focused activities, such as skills development, processes for idea exchange, knowledge translation pathways and streamlining approaches to collaboration – building stronger links between industry and service and care improvements.

## Objectives

- Understand and map the profile of 'connectedness' across the Precinct and develop metrics to evaluate collaborative practice.
- Identify organisational levers that are driving collaborative practice and the barriers that inhibit it (e.g. time, employment conditions).
- Develop a 'People and Culture Plan' for the Precinct which fosters collaborative practice.
- Design and deliver an awareness campaign to share ideas (e.g. forums in the Precinct).
- Advance health outcomes through focused partnerships.
- Identify and design measures to evaluate Precinct collaborative practice and partnerships (e.g. social network and partnership measures).
- A simple and seamless environment to facilitate innovation.



“Randwick’s strong collaborative partnerships allow us to leverage investment from multiple parties, provide better health outcomes and build a truly innovative health precinct.”

**REBECCA WARK**

Chief Executive, Health Infrastructure NSW

## Measures

- Cross-organisational resource sharing.
- Interdisciplinary standard research KPIs, collaborative grants, research outputs, students, grants and impact demonstrating the collaborative success of the Precinct and value-add.



# INDUSTRY PARTNERSHIPS

We will ensure industry partnerships help deliver on health outcomes and bring value to the Precinct.

Industry partnerships are central to progressing bold ideas and creating impact beyond the Precinct. As well as further developing internal partnerships and collaborations, the Precinct is well-connected and open for cooperation with external stakeholders. A Precinct 'front door' will ensure patients, researchers, clinicians, donors, policymakers, and industry have a clear access point for engagement.

## Objectives

- Foster an enabling environment for industry engagement and mechanisms to measure and report on the engagement.
- Become the go-to place for industry engagement.
- Establish a Precinct 'Industry Framework' to ensure equitable and transparent access for industry, a clear value proposition and minimise barriers to collaboration.
- Increase the scale and number of industry partnerships engaged in our major precinct initiatives.
- Develop deeper partnerships with internal and external groups that facilitate industry engagement (e.g. Sydney Partnership for Health, Education Research and Enterprise (SPHERE), UNSW Knowledge Exchange).
- Develop an innovation ecosystem including precinct-wide industry engagement processes and tools.

## Measures

- Cross-organisational resource sharing.
- Interdisciplinary standard research KPIs including collaborative grants, research outputs and impact demonstrating the collaborative success of the Precinct and value-add.



Within the Precinct, UNSW hosts one of the largest student startup programs nationally, Student Entrepreneurship (a comprehensive suite of programs across all stages of startup and entrepreneurship); the Michael Crouch Innovation Centre; TechConnect Global (to engage with small-medium enterprises); and a range of facilities for engaging with industry.



# SERVICE IMPROVEMENT

**We will drive innovation through a culture of continuous improvement and transformational change.**

Embedding a culture of innovation across the Precinct is key to our success. Healthcare can be transformed by harnessing our partners' approach to (and capabilities in) continuous improvement processes and systems, and their workforce development. Empowering patients to collaborate on care design, delivery, evaluation and improvement can transform care and patient experiences and outcomes. Clear links across stages and components of transformational and sustainable change for health, will ensure appropriate involvement of patients, clinicians, researchers and industry.

## State-of-the-art imaging drives collaboration

Research Imaging NSW (RINSW) is a new strategic initiative developed in partnership between UNSW and South East Sydney Local Health District. RINSW provides state-of-the-art magnetic resonance imaging (MRI) capabilities to the basic and clinical research community. The facility is shared between research and clinical imaging, promoting collaboration between leading academic research institutions and healthcare providers.

The facility is housed in a newly refurbished purpose-designed space in the Prince of Wales Hospital. It has two 3T MRI scanners, a Siemens MAGNETOM Vida and a MAGNETOM Prisma. Both scanners have advanced imaging capabilities and auxiliary equipment to provide imaging services for clinical trials and research involving participants of all ages, including neonates and centenarians. An expert team of technical, clinical and scientific support staff consisting of radiologists,

radiographers and MR physicists are available to give advice on imaging study design, implementation, testing, training, reporting, data analysis and interpretation.

RINSW is now part of the National Imaging Facility node at UNSW, thereby consolidating a broader research imaging partnership involving NeuRA Imaging and the BRIL Preclinical Imaging Facility on the UNSW campus.

RINSW adds significant capacity to the Precinct and NSW, with shared capabilities across a range of basic research and translational imaging projects. RINSW intends to work toward extracting as much information as possible from patients' medical images and combining this with other clinical and biological data to allow a personalised approach to treatment (personalised medicine).

### Objectives

- Identify continuous improvement opportunities that will drive integration, efficiency and effectiveness in the Precinct.
- Ensure all working groups and precinct activities focus on the broader end-to-end view of healthcare.
- Reward and recognise service improvements across the Precinct.
- Develop measures to evaluate precinct collaborative practice and partnerships, e.g. social network, physical space and partnerships metrics.

### Measures

- Levels of community and consumer engagement.
- Experiences and outcomes of students, staff and the community.
- Experiences and outcomes of patients, consumers and their families. Patient-reported experience and outcome measures (PREMS and PROMS).
- Cross-organisational working groups and projects.
- Communities of practice spanning the Precinct, (e.g. student bodies and early researchers).
- Patient, staff and students' feelings of belonging on the Precinct.



# ADVOCACY

**We will develop a 'single voice' when collaborating and engaging with external stakeholders.**

The Precinct has much to offer. Our collective voice advocates for the best health outcomes for our community. We are a model of effective industry partnership, promoting transformational change and providing a vehicle for innovation. We are a leading and acclaimed local employer in the health, science and education sectors. We engage with others by communicating our values through united messaging and a single voice – creating a welcoming space for our partners and community. Our clear and effective governance structures are a demonstration of our Precinct's maturity and capability.

Our Precinct will become a flagship and the 'go-to' place for the development of other precincts globally.

### Objectives

- Develop a prospectus; its unique value proposition and current state.
- Build a Precinct community that values united leadership to drive advocacy.
- Identify and design measures to evaluate Precinct collaborative practice and partnerships (e.g. social network and partnership measures).
- Become a partner of choice for government, industry and non-government organisations.
- Build a Precinct community that involves self-promotion through storytelling and building on the excitement of those that work, visit and study at the Precinct.

### Measures

- Patient, staff and students' feelings of belonging on the Precinct.
- Communications outputs and impacts.
- Precinct collaborative practices and partnerships (e.g. social network and partnership measures).



# C. GLOBAL & LOCAL IMPACT

Our vision is to create an inclusive environment supporting our impact on the local and global stage.

At the Precinct, our partnerships result in optimal patient experiences and health outcomes for patients and their families. We are focused on translational research that takes questions and ideas from the bedside to the laboratory and back to the bedside to improve care. Our shared projects across professions and institutions make a difference across teaching, research and healthcare. We work together to offer unique educational, teaching and learning experiences, develop early-career researchers, embed knowledge translation pathways and processes (including Precinct intellectual property and commercialisation agreements), and reinforce continuous improvement systems.

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Our Precinct will achieve impact via:

1. Local & global influence
2. Equity, diversity & access
3. A mobilised community



**“The broad connections between the whole of the university and across the Precinct provide more opportunities to drive different types of innovation. Collaborations across areas such as science and engineering, business modelling, creative design, and healthcare delivery impact on how we examine, and how we develop solutions to real-world problems. This breadth of connections makes the Precinct, and the innovations it delivers, one of a kind.”**

**TOBI WILSON**

Chief Executive, South Eastern Sydney Local Health District



# LOCAL & GLOBAL INFLUENCE

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**We will create an environment that recognises and encourages innovative ideas and practices.**

Our Precinct delivers the spaces, infrastructure and systems that enhance and facilitate our work. By leveraging the combined capabilities of our partners and the existing infrastructure within the Precinct, we can anticipate and address the learning, teaching, research and health needs of the future. Partnerships with industry and our support for startups allow us to be at the forefront of breakthrough innovative ideas, products, services and approaches. Our far-reaching connections and cooperative approaches allow us to collaborate with other world leaders and influence change at a local and global level.

## Objectives

- Identify strengths and establish agreed new areas of health focus.
- Develop a pathway for incubating new areas of focus.
- Create a high-performance culture focused on impact and accountability (e.g. being the first choice for research trials/testing translation).
- Design innovative patient-centric initiatives.
- Lead Australia in attracting research funding and internationally renowned thought leaders.
- Provide a unique teaching experience that is forward thinking, compassionate and human-centred.
- Create structures and processes that facilitate opportunistic engagement across organisations.
- Integrate research, education and healthcare for greater impact and a healthier nation.

## Measures

- Number, scale and diversity of industry and innovation projects in the Precinct.
- New contract research income.
- Number of startups and Founders in Residence Incubation.
- Recognition as leaders in educational & translational research.



# EQUITY, DIVERSITY & ACCESS

**We will create a Precinct which gives everybody equal access to our services and acts as a springboard for realising their full potential.**

Our Precinct advocates for the whole community, ensuring equal access to health, research and educational services. The Precinct actively addresses the needs of culturally and socially diverse communities and advocates for priority populations. Precinct partners value diversity and strive to achieve targets for diversity, inclusion and equity.

Precinct partners embrace collaboration with community and other aligned partners to progress this work, enhance social mobility and access to education. Precinct infrastructure supports an inclusive physical space, with access across the campus for people of all abilities.

## Objectives

- Develop an Equity, Diversity and Access Strategy for the Precinct.
- Promote a culture of inclusive service.
- Create an easily accessible environment – no 'wrong doors'.
- Increase diversity of voices and leadership.
- Design accessible and intuitive precinct navigation.
- Grow Precinct collateral e.g. an integrated precinct map.

## Measures

- Development of an Equity, Diversity and Access Strategy for the Precinct.
- Diversity and engagement with priority populations, including Aboriginal representation, the achievement of Premier's gender equity targets, inclusive employment.
- Audits of Precinct physical spaces, including navigation and wayfinding.

Oncologists at Sydney Children's Hospital, Randwick (SCH) delivered the state's first CAR T-cell infusion to 11-year-old Kamm Deininger, following two relapses and a three year battle with a rare and devastating form of leukaemia.

Kamm received his CAR T-cell infusion in May, becoming the first child in Australia to receive CAR T-cell therapy for Philadelphia Positive Acute Lymphoblastic Leukaemia (Ph+ALL).

According to Dr Richard Mitchell, Paediatric Oncologist and Deputy Director of the Transplant and Cellular Therapies Program at the Kids Cancer Centre at SCH, this therapy is one of the most exciting breakthroughs in leukaemia treatment, giving hope to those who have relapsed on standard therapies.

**"AS ONCOLOGISTS, WE FEEL AN INCREDIBLE OBLIGATION TO GIVE EACH CHILD THE ABSOLUTE BEST, FIGHTING CHANCE. THE AVAILABILITY OF THIS TREATMENT IN NSW MEANS MORE CHILDREN FROM ACROSS AUSTRALIA, IN EQUALLY DEVASTATING SITUATIONS AS KAMM, WILL BE OFFERED HOPE WHERE PREVIOUSLY THERE WAS NONE."**

Dr Richard Mitchell, Kids Cancer Centre.

the cancer cells. These modified cells are grown to sufficient numbers and then reinfused back into the patient's bloodstream where inside the body they persist, able to scan and destroy leukaemia cells without damaging most other healthy cells.

Kamm's mother, Yiching, knows first-hand the pain that comes with a devastating cancer diagnosis, having been by her son's side for more than 60 hospital admissions.

"The last relapse in March was extremely unexpected. Throughout treatment Kamm endured intense rounds of chemotherapy followed by a bone marrow transplant from his sister, the standard treatment for his cancer and at the time, his only option," says Yiching.

**"KAMM'S ONCOLOGY TEAM ARRANGED ACCESS TO CAR T-CELL THERAPY, AND FOLLOWING A SIMPLE INFUSION HE EXPERIENCED NO SIDE EFFECTS. WHILE WE CONTINUE TO MONITOR FOR ANY SIGNS OF THE CANCER RETURNING, HE IS LOOKING FORWARD TO RETURNING TO SCHOOL AND KARATE SOON. "**

Yiching, Kamm's mum.

Sydney Children's Hospital, Randwick is one of only two Australian sites to deliver CAR T-cell therapy and is providing last-chance treatment for children from interstate and even internationally.

CAR T-cells are a living drug that work very differently from chemotherapy. The patient's own immune cells (T-cells) are removed in a simple procedure and then genetically reprogrammed in the laboratory to attack

## Turning the brilliance of Australian researchers into commercialised solutions

The Precinct is committed to leveraging the capabilities of its partners to transfer ideas into innovations, inventions, intellectual property and commercialised medicines and devices. The George Institute for Global Health has been named partner in a new national four-year initiative, the Australian Government's \$32 million Researcher Exchange and Development within Industry (REDI) initiative. The REDI initiative brings universities and industry together, to turn research ideas into reality.

The funding program allows the Institute to create impact by driving entrepreneurship and innovation in healthcare. The Institute's partnership with UNSW delivers Health10x, a unique startup accelerator program designed to support Australian health innovators build successful social enterprises. Health 10x focuses on innovations that address significant health challenges in emerging and underserved markets, particularly the burden of non-communicable diseases (NCDs), like cancer, diabetes and chronic respiratory illness – leading causes of death and disability worldwide.

The REDI initiative is being delivered through MTPConnect, a not-for-profit industry growth centre aiming to accelerate the rate of growth of the medical technologies, biotechnologies and pharmaceuticals sector to help boost the Australian economy.

Australia's medical technology, biotechnology, pharmaceutical and digital health sector supports 70,000 Australian jobs and contributed more than \$5 billion in Gross Value Added (GVA) to the Australian economy in 2019. Australia is world-leading in this sector, and its future is dependent on continually advancing the skills of its workforce.

Involvement in the REDI initiative will allow The George Institute to leverage its global health expertise and work collaboratively across the Precinct to turn ideas from the brightest minds into commercially viable healthcare innovations for populations that need them most.



# A MOBILISED COMMUNITY

**Our vision is to be an integral part of driving and developing a constructive and collaborative community, both locally and globally.**

Our precinct is a welcoming space for all. Completion of our *Arts and Culture Strategy* will allow us to design physical spaces that are connected and permeable, creating a welcoming and inspiring collaborative space. The Precinct will partner with diverse and strong consumer groups who actively engage in the planning, design and delivery of precinct objectives. Our close relationships with the La Perouse Aboriginal community will result in meaningful partnerships on health service design, education, cultural recognition and Arts in Health and placemaking. Structured communities of interest will help address community needs, both internally and externally to the precinct.

## Objectives

- Promote a community presence and culture for the Precinct and actively remove barriers to community participation.
- Create a people-centric system to support productive, effective, connected, engaged and increasingly mobile people.
- Establish a culturally diverse precinct consumer group.

- Actively promote community cohesion across acute and community health services.
- Develop an integrated pathway between health services and the local community.
- Work across the Randwick Collaboration Area to develop broad and inclusive retail strategies (e.g. retail, accommodation and ancillary services, including day care).
- Understand and map the profile of 'connectedness' across the Precinct.
- Develop or identify measures to evaluate precinct collaborative practice and partnerships (e.g. example, social network, physical space and partnerships).

## Measures

- Metrics to evaluate collaborative practice.
- Diversity and engagement with priority populations, including Aboriginal representation, the achievement of Premier's gender equity targets and inclusive employment.
- Patient, staff and students' feelings of belonging on the Precinct.
- Data on business partnerships and engagement across the Precinct.



## Fertility & Research Centre – an Australian first

The Fertility & Research Centre combines comprehensive low-cost fertility programs, IVF and clinical research with oncofertility services. The Centre is gaining new insights into ectopic and failed pregnancies with the world's first biobank of human fallopian tube samples.

Emily (pictured above) was one of the first to receive fertility preservation treatment at the Centre. Treatments can improve the future fertility of men, women and children, leaving a lasting impact on their wellbeing. "Cancer patients diagnosed at Sydney Children's or Prince of Wales Hospital can now speak with doctors about fertility preservation the very same day they are told they need chemotherapy." Professor Bill Ledger, Professor of Obstetrics and Gynaecology at UNSW and Director of Reproductive Medicine at The Royal Hospital for Women.

The Fertility & Research Centre is a collaboration between UNSW Sydney and The Royal Hospital for Women, with partners including Sydney Children's Hospitals Network, Prince of Wales Hospital, and NSW Health.

# STRATEGIC ENABLERS

The Precinct partners are committed to achieving the best health outcomes for the community. Our strategic enablers help us to deliver the Precinct strategic vision by investing in and harnessing the partnership potential of our people, services, systems and places.

## GOVERNANCE

Executive commitment to the governance approach is a vital enabler of the success of the Precinct. From the Chairs of our respective Boards providing strategic direction and guidance at the Precinct Council, to the clinicians, managers, and executives collaborating in working groups across the Precinct, the governance structure embraces a diversity of perspective and contribution.

### Objectives

- Embed the robust and trusted governance framework that has been established.
- Be known globally as a leader in collaborative approaches to Precinct operations and governance.
- Implement risk management strategies that facilitate informed decision-making.
- Create structure and tools that allow time-limited sub-working groups to form around specific strategic objectives.
- Leverage the governance structure to engage with external agencies and demonstrate ongoing achievement of strategic priorities.

### Measures

- Transformational collaboration and industry partners attracted to the Precinct.
- Benchmarking other Australian and international precincts.
- Invitations to speak on behalf of the Precinct.



# PEOPLE AND CULTURE

Our Precinct allows staff, students and patients to thrive and enjoy good health in a culture that embodies the precinct values; where staff share pride in delivering leading-edge education. Our work and brand as an employer locally and internationally builds reputation, attracts and retains exceptional candidates and enhances the recruitment and new starter experience. Our culture reflects our priorities, values and behaviours of the Precinct. It supports staff to work more collaboratively to provide efficient, innovative and timely services to patients and the broader community. Underpinning our approach across the Precinct is the belief in our people, and embedding a people-centred approach to everything we do.

### Objectives

- Develop the Precinct employer brand, reputation and experience locally and internationally and enhance the recruitment and new starter experience.
- Attract and retain the best people from across the world who share the values of the Precinct, to work, learn and live.
- Support learning and teaching excellence for all; including the professional development and career progression of all students and staff.
- Encourage a culture of innovation, collaboration and continuous improvement.
- Harness our existing capabilities and strengths across the precinct to make the most of our people.
- Attract investment through business, research and industry partners and alumni of the Precinct.

### Measures

- Staff engagement.
- Reputation, talent recruitment and retention.
- New starter and hiring manager feedback.
- Precinct collaborative practices, partnerships and successes (e.g. social network and partnership measures).
- Cross-organisational resource sharing (e.g. secondments, rewards, co-funded positions, rotations).
- Cross-organisational working groups and projects.
- Communities of practice spanning the precinct (e.g. student bodies, early researchers).
- Measures of diversity, including Aboriginal representation, the achievement of Premier's gender equity targets.
- Philanthropic interest in progressing the campus through gifts and bequests.
- Experiences and outcomes of patients, consumers and their families.
- Positive stories of treatment in one of the Precinct entities.



# INFRASTRUCTURE

The Precinct's design, development and management of innovative buildings, environments and systems create a cohesive ecosystem of modern and responsive healthcare delivery. Real collaboration between people from multiple disciplines and organisations is enabled when people can inhabit the same virtual spaces to meet in real-time, to share data, to plan and execute projects, to teach and to learn. Modern infrastructure enables students and clinicians to access the latest research technologies. Patients' experiences and outcomes are improved through technology that enables seamless and flexible care. Investment in a sound and secure infrastructure framework and well-designed spaces, systems and processes will support a productive, efficient, connected, engaged and increasingly mobile workforce.

## Objectives

- Build on extensive master planning to continue developing the Precinct into one which is healthy and green, integrated and responsive to its people and community.
- Work across the NSW government and with the local stakeholders to strengthen the connectivity and access to and from, and within, the Precinct.
- Work with all precinct partners on a framework for shared services and infrastructure.
- Implement data sharing and manage capabilities that encompass hospital, UNSW and partner organisations.
- Establish a centralised biobanking service that provides high-quality, clinically annotated specimens to enable pioneering research.
- Deliver a framework for the provision of interprofessional development using online learning platforms.

## Measures

- IT strategy incorporating systems, processes and platforms, with a strong focus on enabling services and big data.
- Scale of world-class shared research infrastructure.
- Patient and staff satisfaction with our physical environments and virtual care.
- A strategic framework and plan for shared research and clinical infrastructure across the Precinct.



The NSW Government has committed over \$1billion to developing Randwick as a liveable, productive, equitable and sustainable economic precinct, and as part of other innovation precincts, playing a key part in the COVID-19 Economic Recovery Plan to harness the lessons learnt during the pandemic and to build a more resilient and self-sufficient economy.

Over \$1.5 billion is being invested by state and federal Government, UNSW and philanthropic donors have together committed over \$1.5billion to strengthen health, research, education and innovation outcomes of the precinct. This will deliver a new Prince of Wales Hospital Integrated Acute Services Building (\$780m), including integration of UNSW health-related education, training and research spaces; the redevelopment of the Sydney Children's Hospital, Randwick including Australia's first Comprehensive Children's Cancer Centre (\$608 million); and UNSW Health Translation Hub (\$250 million).

The Randwick Hospitals Campus can be seen to the front right, the UNSW, Sydney campus to the front left, and the construction site where three new buildings will open soon: Prince of Wales Hospital Acute Services Building, UNSW's Health Translation Hub, and Sydney Children's Hospital, Randwick including a new Children's Comprehensive Cancer Centre.

## Leveraging strengths to create expert mental, drug and alcohol and neurological health hub

The Precinct enables complex partnerships through existing relationships, governance structures, and shared systems and approaches to working together. The Mindgardens Neuroscience Network is revolutionising treatment for people who experience mental health, drug and alcohol or neurological disorders. Established in 2019, Mindgardens is Australia's first comprehensive brain disorders centre and focuses on translational research strategies to achieve better care and outcomes for patients. Mindgardens brings together the strengths of four founding partner organisations: Black Dog Institute, Neuroscience Research Australia (NeuRA), SESLHD and UNSW Sydney.

Mindgardens brings together the skills of some of Australia's leading mental health researchers and clinicians in neurology, psychiatry, psychology, drug and alcohol and other disciplines with state-of-the-art technological investigation facilities.

With a leadership role in research, education and enhancing mental health, addiction and neurological services, Mindgardens will:

- ensure patients have easy, appropriate and integrated access to high-quality care
- play an integral role in research and mental health treatment across the Precinct and NSW

- offer the newest and most promising mental health and addictions treatments through better integration of service delivery, research and education.

Innovative models such as Mindgardens specialist clinics (e.g. for psychosis and depression), community hubs (to improve the interface between physical health and mental health, as well as alternatives to emergency departments) and digital technologies for prevention and outreach will ensure personalised and seamless care.

Shared organisational infrastructure supports the collaborative clinical, research and education approaches of the Mindgardens partnership, including:

- clinical trials framework
- shared data systems
- integrated care pathways for people with mental health and substance use issues
- support for clinicians to develop research expertise.

Mindgardens is an example of the benefits and impacts created by strong alliances and collaboration on the Precinct.





## MOVEMENT AND ACCESS

The Precinct is an open and permeable space that encourages people to share and spend time on the precinct. Our Precinct will establish an efficient plan for the movement of people (pedestrians and on bikes) and vehicles (visitor, staff, patient, service and operational) across the Precinct.

### Objectives

- Develop an Integrated Precinct Transport Plan.
- Work across government and with local stakeholders to strengthen the connectivity and access to and from, and within, the Precinct.
- Provide access to opportunities for sustainable travel modes.

### Measures

- Movement and access plans complete and implementation in progress.
- Audits of precinct movement, physical spaces, navigation and wayfinding.

## CREATIVE PLACEMAKING

The Precinct provides a place for the community to receive care, work, study and live. Our safe, inclusive and integrated Precinct environment will facilitate a sense of community, social engagement and wellbeing.

### Objectives

- Develop wayfinding strategy principles and an implementation plan for the Precinct.
- Develop a creative placemaking strategy that includes retail and public spaces.
- Develop options for a Green Infrastructure Strategy for the Precinct.

### Measures

- Implementation of the *Art and Culture Strategy*.
- Progress against our environmental sustainability plan.
- Community inclusion and use of Precinct spaces.





The Randwick Health & Innovation Precinct has come to life through significant support and investment from the state and federal government.

Thank you to all who contributed to the development and publication of this strategy.

Thank you to the patients, staff and students who allowed us to use your words and images.

Thank you to our partners and community, who together create the success of our Precinct.

## PHILANTHROPY

Philanthropy teams from across the Precinct are working collaboratively to deliver this ambitious shared vision.

Our achievements across the Precinct inspire donors and supporters to contribute to our work. By inspiring and engaging key partners to contribute financially and support the Precinct now and into the future, philanthropic partners can make a real and meaningful difference to healthcare and health outcomes.

Meaningful engagement, compelling stories and messaging about the Precinct's impact on the health of society inspire support. The Precinct provides a platform for support, by identifying potential philanthropic donors, building an engaged precinct partner network, and magnifying philanthropic opportunities to allow donors to contribute to significant research activity.

### Objectives

- Establish a coordinated approach that facilitates giving to Foundations associated with the Precinct, by providing a clear access point for engagement.
- Develop philanthropic guiding principles, messaging and a coordinated approach to support collaboration across the Foundations on the Precinct.
- Create a single-minded, united message for philanthropy across the Precinct to promote a shared vision with consistent messaging.
- Garner philanthropic resources to support the vision and mission of the Precinct.
- Maximise philanthropic opportunities – engage early with potential volunteers and donors to develop a culture of giving across the lifespan.
- Create a precinct partner community that engages with and supports the Precinct, establishes a network of collaborators and generates value for itself.

### Measures

- Precinct philanthropic guiding principles, messaging and front door in place.
- Tracking of philanthropic enquiries.
- Amount of philanthropic income received.
- Allocation of philanthropic funds.
- Number of shared referrals between Precinct partners.



### About our landmark

The history of sandstone in Randwick spans from when the eastern seaboard of Sydney was once covered in sandhills, to the heritage buildings that still stand as landmarks today.

Sand dunes dominated coastal southern Sydney, stretching from Devonshire Street, where Central Railway is now located, to the shores of Botany Bay. This unique stone is formed by unifying existing elements into a material with strong physical properties and stability. These characteristics symbolise the combining of the old and new health and education facilities into one precinct.

The landmark uses the perimeter of the new precinct to create a modern and recognisable graphic. By encompassing patterns derived from the heritage sandstone and the modern buildings an abstract shape is formed. The unique form symbolises the coming together and integration of the existing and new facilities.



