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Queensland

**Capworks Management
(QLD) Pty Ltd**

for the
*Royal Brisbane and Women's
Hospital Redevelopment*

2003

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Project Management Achievement Awards Royal Brisbane & Women's Hospital Redevelopment

The Royal Brisbane & Women's Hospital Redevelopment was undertaken to upgrade the facilities of Queensland's largest teaching hospital in order to meet present and future demand for best practice healthcare delivery.

The major components of the Redevelopment included:

- State-of-the-art referral and teaching hospital complex, comprising 3 high-rise buildings with a total floor area of 110,000 square metres.
- Central Energy Plant
- Biological Research Centre
- Car park for 956 cars
- Enabling works
- Widening of Butterfield Street to provide a new entrance to the complex.

The \$498 million project was the largest and most complex health project undertaken in Australia, and the largest most complex building construction undertaken in Queensland. It was part of Queensland Health's \$2.8 billion program of upgrading of public healthcare facilities. The project was executed on a congested site, without interruption to the clinical, teaching and research activities of the Royal Brisbane Hospital, The Royal Women's Hospital, The Royal Children's Hospital, and the Queensland Institute of Medical Research. This demanded an extraordinary level of integration between all stakeholders.

Integration of the many and diverse stakeholders was achieved by creating task-specific working groups comprising end-users, stakeholders and project team members. All task groups were linked by shared membership and coordinated by project control groups. A project steering group provided strategic leadership.

The RBWH executive user group coordinated more than 80 user groups, comprising clinical, clinical support and non-clinical support staff. The executive user group also provided a dynamic and expert interface between end-users and the project team.

Public institutions of this size, with a culture of change and technical complexity, are redeveloped infrequently. This required expert and careful management of the planning, design and construction process. Further, the dynamic environment made close collaboration with the client, including comprehensive understanding of the client's core business, essential.

To achieve the agreed project outcomes in this complex and dynamic environment we used the change management model, which gave prominence to a shared vision of the project outcomes, buy-in of senior management, involvement of all stakeholders, early and clear definition of goals, and unambiguous feedback on progress.

Project deliverables included:

- Integration of project outcomes with the client's business objectives
- A functional, client-focussed design
- Life cycle based design
- Achievement of project cost, scope, quality and time targets.