

15 April 2015

Ms Carolyn McNally
Secretary
Department of Planning and Environment
GPO Box 39
SYDNEY

Dear Carolyn

Request for Secretary's Environmental Assessment Requirements – Redevelopment of St George Hospital

In accordance with Clause 3 of Schedule 2 of the *Environmental Planning and Assessment Regulation 2000* (EP&A Regulation) and Schedule 1 of State Environmental Planning Policy (State and Regional Development) 2011 (SRD SEPP), Health Infrastructure (HI) requests the issue of Secretary's Environmental Assessment Requirements (SEARs) for the redevelopment of St George Hospital

The project includes a new acute services building at St George Hospital. The project is defined as a "Hospital" in accordance with Clause 14 of Schedule 1 of the SRD SEPP and has an estimated Capital Investment Value (CIV) of approximately \$300 million. On that basis the proposal is considered to be as State Significant Development and SEARs are therefore sought. The purpose of this letter is to provide a preliminary environmental assessment and other supporting documentation to allow the SEARs to be issued.

Background and need for the project

St George Hospital is located in the suburb of Kogarah, New South Wales and operates within the South Eastern Sydney Local Health District (SESLHD). St George Hospital is a 627 bed teaching hospital of the University of NSW and is a tertiary referral hospital. It is the Level 1 Trauma Centre for SESLHD and has one of the busiest Emergency Departments (EDs) in the State.

St George Hospital is currently being impacted by a range of issues. These include:

- Increasing trauma presentations.
- Changes in the local demography and disease patterns as the population ages, and the increasing burden of aged related chronic disease.
- Ageing infrastructure, including ageing buildings, land lock, lack of single rooms and isolation rooms, and outdated ward layouts.
- Utilisation of not fit-for-purpose ward areas for growing demands in critical care and other services with infection control, OH&S and other clinical implications.
- Rising consumer expectations.
- Need to implement medical advances and install new technology.
- Need to increase patient flow to meet demand. This increased demand and flow increases infrastructure "wear and tear".
- Imperative for maintaining quality and safety of health services.
- Ability to recruit and maintain a motivated and sustainable health workforce that meets supply and distribution demands.

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In general, patients from other health districts who are provided care in St George Hospital (inflows) utilise relatively high cost and complex services such as intensive care, often because they require highly specialised care such as trauma services. By comparison, St George residents treated in other local health district hospitals (outflows) cost less, due to lower complexity.

In order to address these issues, the St George Hospital requires redevelopment. There are three proposed stages of work identified in the masterplan:

1. New Emergency Department (ED) on Gray Street (completed in October 2014) including Mental Health expansion (occupied in November 2013);
2. Redevelopment of the intensive care, high dependency, cardiac intensive care, theatre expansion and inpatient bed accommodation within a new Acute Services Building above the Emergency Department (the subject of this application); and
3. Reconfiguration of Ambulatory Care, outpatient departments and associated services in development of an integrated primary care centre (not yet progressed).

This application relates to the Acute Service Building only.

Alignment with Strategic Health Planning

The age profile of the SESLHD population will change significantly between 2011 and 2027, particularly with respect to the 15 to 44 age group and those aged 70 years and over. The number of people aged over 70 will increase by 25,900 persons (53 per cent). By 2027, the over 70 age group will represent 14 per cent of the total LHD population compared to only 10 per cent in 2011.

The lowest percentage increase will occur in the 15 to 44 year age group with an increase of only 7 per cent (13,641 persons) over the period. By 2027, the proportion of the population aged 15-44 age group will have reduced from 43 per cent in 2011 to 39 per cent in 2027. The child population (0-14 years) is projected to increase by 15 per cent (13,326 persons) and will continue to represent 18 per cent of the total sector population.

Ageing of the population creates inter-related problems for the health care sector; an increase in people living with chronic diseases and disabilities places a higher demand for health services. This is combined with the ageing of the health professional workforce which is needed to provide the increasing level of required services.

A key driver of the redevelopment is improving the ability of the hospital to manage surges in demand resulting from the role of St George Hospital as a level 1 trauma service. The SESLHD Healthcare Services Plan 2012-2017 highlights the need to work with the Ministry of Health to develop and evaluate a comprehensive critical care clinical service delivery model at St George Hospital Campus in order to provide a coordinated critical care service. A key component of this is the capital development of a purpose built critical care unit to allow better critical care monitoring and interventions, co-location of critical care patients, appropriate infection control and isolation procedures, and more timely admission and egress of critical patients.

The contribution of the St George Hospital Redevelopment to a number of NSW Government strategic visions is presented in the following table.

Strategic document	Description
NSW 2021 - Plan to Make NSW Number One	<p>The <i>NSW 2021 - Plan to Make NSW Number One</i> has two goals where the NSW Ministry of Health is the lead agency: Goal 11: Keep people healthy and out of hospital and Goal 12: Provide world-class clinical services with timely access and effective infrastructure.</p> <p>By achieving these goals, the State hopes to restore confidence in the public health system by rebuilding hospitals and health infrastructure, encouraging stronger engagement with medical practitioners, and giving communities and health care providers a strong and direct voice in improved patient care.</p> <p>The redevelopment will directly contribute to meeting Goal 12.</p>
South Eastern Sydney Local Health District Strategy 2012-2017	<p>The <i>South Eastern Sydney Local Health District Strategy 2012-2017</i> outlines the vision, values, purpose, principles for decision making, priorities and desired outcomes for the SESLHD organisation and services over the next five years. Thirteen fundamental principles are detailed to guide decisions on the directions and actions to take with regard to the development and delivery of health care within SESLHD:</p> <ul style="list-style-type: none"> • Embed health promotion and disease prevention into clinical practice where possible. • Resource the health needs of Aboriginal people and other disadvantaged population groups to reduce inequities in health service access and health outcomes. • Raise self-awareness and personal responsibility for health through patient self-management initiatives and by addressing issues of health literacy. • Empower patients to be active participants in decisions affecting their health. • Provide services locally where possible, and centralised where necessary, to ensure timely and equitable access to a comprehensive range of high-quality services that are delivered in the right care setting. • Strive to achieve maximum value-for-money while ensuring services are delivered within the available budget. • Patient-centred, safe and evidence-based health care. • Sound corporate and clinical governance including risk management. • Coordinated care provided from an integrated service system, achieved by working in genuine partnership with General Practitioners and other service providers. • Commitment to continuous monitoring and improvement of clinical and population health services and programs. • Strong clinical leadership, with commitment to advancing evidence-based decision-making and innovation, and rapid translation of research findings into clinical practice, population health programs and service models. • Foster teaching and research to advance best practice; deliver better outcomes and equip future clinicians and other health professionals for a career with the SESLHD. • Deliver greater transparency and accountability by ensuring access for community members to up-to-date information about SESLHD's performance. <p>These principles will provide the framework for all service redesign and development of new models of care and will underpin the St George Hospital Redevelopment. This will ensure the SESLHD strategy is met for the Redevelopment.</p>

Strategic document	Description
South Eastern Sydney Local Health District Health Care Services Plan 2012-2017	<p>The <i>Health Care Services Plan 2012-2017</i> provides the direction for the development of services and programs to ensure they remain focused on addressing the health needs of the community. The Health Care Services Plan outlines a range of health service initiatives to address the needs of a growing population, which is expected to rise across the SESLHD from just over 847,000 people to more than a million people by the year 2020. Increasing the capacity of St George Hospital through the redevelopment will contribute to the <i>Health Care Services Plan 2012-2017</i> being realised.</p>
South Eastern Sydney Local Health District Asset Strategic Plan 2012-2017	<p>The <i>South Eastern Sydney Local Health District Asset Strategic Plan 2012-2017</i> provides the long term approach for managing the SES LHD's land, buildings, infrastructure, plant and equipment to support implementation of health care priorities and initiatives outlined in the Strategy and <i>Health Care Services Plan 2012-2017</i>.</p> <p>Specifically in relation to St George Hospital, the Asset Strategic Plan identifies three stages of capital development:</p> <ol style="list-style-type: none"> 1. Expansion and relocation of the Emergency Department 2. Redevelopment of the intensive care, high dependency, cardiac intensive care to a built for purpose critical care floor, theatre expansion and inpatient bed accommodation. 3. Reconfigure ambulatory care, outpatient department and associated services including development of an integrated primary care centre. <p>A Master Development Plan has been prepared for the St George Hospital. Therefore, undertaking the redevelopment will contribute to the strategy being realised.</p>
St George Hospital Redevelopment Service Statement	<p>The <i>St George Hospital Redevelopment Service Statement</i> outlines the service requirements for the St George Hospital and Health Services Campus, so it can effectively manage current and future activity and ensure patients receive timely, safe and high quality care.</p> <p>A growing and ageing population in the SESLHD is a major driver for the projected strong demand for health services at St George Hospital. The number of residents living with chronic disease is also on the rise. As one of the major trauma centres for NSW and one of the busiest, the trend for increased major trauma cases each year is another major driver for growth predictions. There is an urgent need for infrastructure that will adequately meet this anticipated growth in demand. The redevelopment of St George Hospital will allow for demand to be met for major trauma services by improving and expanding the capacity of acute care facilities.</p>

These principles will provide the framework for all service redesign and development of new models of care and will underpin the St George Hospital Redevelopment.

The Health Care Services Plan 2012-2017 provides the direction for the development of services and programs to ensure they remain focused on addressing the health needs of the community. The Health Care Services Plan outlines a range of health service initiatives to address the needs of a growing population, which is expected to rise across the SESLHD from just over 847,000 people to more than a million people by the year 2020. Increasing the capacity of St George Hospital through the redevelopment will contribute to the Health Care Services Plan 2012-2017 being realised.

The South Eastern Sydney Local Health District Asset Strategic Plan 2012-2017 provides the long term approach for managing the SESLHD's land, buildings, infrastructure, plant and equipment to support implementation of health care priorities and initiatives outlined in the Strategy and Health Care Services Plan 2012-2017.

Specifically in relation to St George Hospital, the Asset Strategic Plan identifies three stages of capital development:

1. Expansion and relocation of the Emergency Department;
2. Redevelopment of the intensive care, high dependency, cardiac intensive care to a built for purpose critical care unit, theatre expansion and inpatient bed accommodation; and
3. Reconfigure ambulatory care, outpatient department and associated services including development of an integrated primary care centre.

A Health Services Master Plan has been prepared for the St George Hospital. Therefore, undertaking the second of the above stages will contribute to the strategy being realised. The St George Hospital Redevelopment Service Statement outlines the service requirements for the St George Hospital and Health Services Campus, so it can effectively manage current and future activity and ensure patients receive timely, safe and high quality care.

A growing and ageing population in the SESLHD is a major driver for the projected strong demand for health services at St George Hospital. The number of residents living with chronic disease is also on the rise. As one of the major trauma centres for NSW and one of the busiest, the trend for increased major trauma cases each year is another major driver for growth predictions. There is an urgent need for infrastructure that will adequately meet this anticipated growth in demand.

The redevelopment of St George Hospital will allow for demand to be met for major trauma services by improving and expanding the capacity of acute care facilities.

Site Context and locality

St George Hospital campus is located in Kogarah, bounded by Gray Street to the south-west, Kensington Street to the north-west, as well as segments of Belgrave and South Streets, and Chapel Street and St George Private Hospital to the south and east. The hospital is sited close to main transportation links including rail (500m from Kogarah Station) and close by Princes Highway for private transport access as well as for ambulance and patient transport. The main entry to the hospital is from Gray Street, and access to the multi-storey car park is also available adjacent the main Gray St entrance.

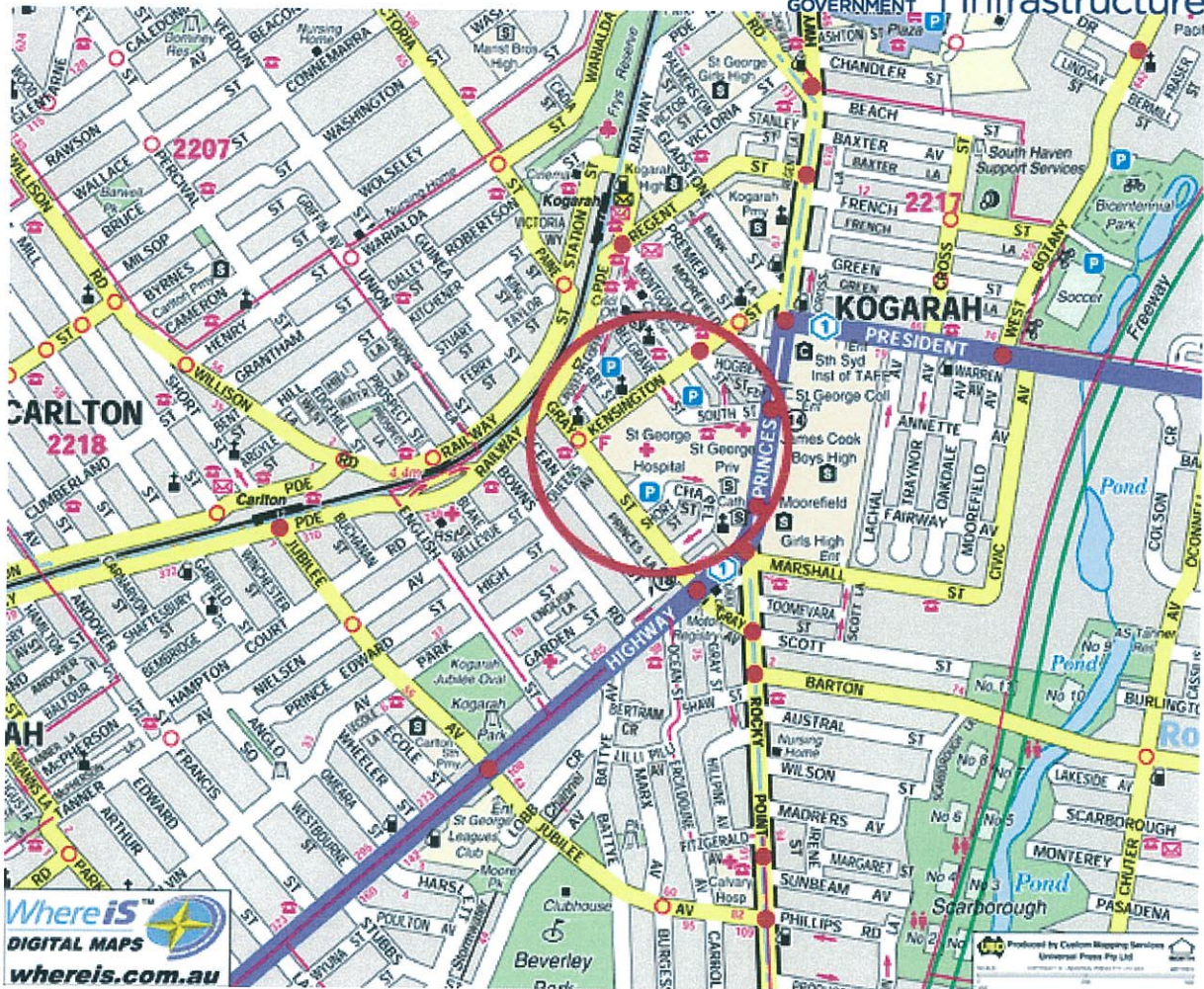


Figure 1 Locality

The area in which the Hospital Campus is located is characterised by a mix of residential, commercial and retail uses with a number of medical centres and doctors' offices located in the vicinity of the hospital. The St George Private Hospital is located adjacent and St Patricks Primary School and Bethany College are also nearby in Chapel Street and the Princes Highway respectively.



The Project

The new building is a seven level structure (above the existing two level ED) with a GFA of approximately 30,000m². Its height at the top of the helipad parapet is RL67.9m. It accommodates:

- Two floors of ICU/HDU and cardiac intensive care services
- Two floors of inpatient units
- A floor of theatres
- A floor providing sterilising services and cardiac catheter labs
- One floor of support/office area, providing an interstitial space above the operating ED for constructability;
- A rooftop helipad; and
- Additional onsite car parking capacity atop the existing Gray Street multi deck car park

The project scope also provides for necessary works within the existing hospital for circulation, access and recanting of displaced services, as well as new entrances to both the north (Kensington St) and south (Gray St) of the hospital.

The St George Hospital is a very constricted campus with little space for future expansion and development. This project is built above the new ED, and the co-location of acute services on this footprint, together with essential linkages into the existing hospital and support services, is the key to redeveloping the campus in line with the Master Plan.



Services

The ED project has provided the services to facilitate expansion of the Acute Services Building above it.

Further capacity needs to be provided from the new electrical substation in Gray St, allowing the two temporary kiosks to be replaced by transformers adjacent to the existing structure within Hospital land.

Traffic

A traffic study has been carried out and concluded that there were no negative impacts on pedestrian or vehicle access to the site caused by the development.

Environmental Sustainable Design

NSW Health has a comprehensive set of Engineering Services and Sustainable Development guidelines (TS11) which have been used by the design team to ensure a fully compliant design is produced. The key sustainable development objectives outlined in TS11 are:

- comfortable and healthy indoor environment (in terms of thermal comfort, visual comfort and indoor air quality);
- minimised non-renewable resource consumption (e.g. energy, water) and environmental impacts (e.g. greenhouse, other air and water emissions, solid waste); and
- cost effectiveness over its whole life cycle.

These principles are underpinned by the following sustainable development drivers:

- Government Energy Management Policy (GEMP) objectives of the NSW Government's Sustainability Advisory Council NSW Water Conservation Strategy, and
- NSW Government's Waste Reduction and Purchasing Policy (WRAPP). These principles are endorsed by NSW Health and are to form part of the design development for the works at SGH. All design consultants are to confirm their adherence to the principles in TS11.

The project will consider the following initiatives for implementation:

- Energy efficiency generally
- Harvesting of rainwater for watering of adjoining landscaped areas
- Minimisation of non-renewable resource consumption
- Minimisation of solar gain in summer and maximisation in winter by careful design
- Use of sun shading and insulation as well as technological options such as
- Solar-efficient glass
- Opportunities for day lighting where viable and where the opportunity exists to assist in improving patient well-being
- Use of renewable energy systems
- Use of environmentally sound materials

The plans are being developed with the basic principles of good environmental design recognising southern Sydney's temperate coastal climate. The project will be certified to conform to the BCA requirements (under Part J) for energy management, as well as the specific energy requirements laid down in the health engineering documentation TS11.

Contamination

On the basis that the new building will be built above the new ED, contamination is not considered to be a significant issue.

Overshadowing

The proposed new building will have overshadowing impacts on some of the properties opposite on Gray Street. Opportunities to ameliorate this impact are being further investigated.

Planning Strategies and Relevant Controls

NSW State Plan

The project is consistent with the health priorities contained in *Chapter 4: Health Communities* of the NSW State Plan (2010). These priorities are:

1. *Improve and maintain access to quality healthcare in the face of increasing demand.* The project will provide a significant improvement to the quality of health care provided into the future.
2. *Improved survival rates and quality of life for people with potentially fatal or chronic illness.* The project will provide a more efficient and effective model of care in line with the hospital's status and allow for a greater volume of patient throughput.
3. *Promote healthy lifestyles.* Prevention through healthy life choices and early detection through screening activities and diagnostic assessments are being integrated with primary care and service provision in the development of health services across the State

Metropolitan Plan for Sydney 2036 (NSW Department of Planning, 2010)

The project will provide significant added value to supporting:

- A stronger Global Economic Corridor from Macquarie Park through North Sydney to Sydney Airport and Port Botany. St George Hospital serves the Kogarah, Rockdale and Hurstville areas. All are within this corridor and are identified as major urban centres.
- A target of over 550,000 new jobs for Sydney which will mean 21,000 new jobs in Southern Sydney.

- A target of 640,000 new homes by 2031 with 35,000 new homes in Southern Sydney.
- A stronger focus on urban consolidation to contain the Sydney's urban footprint.
- This will lead to more medium-to-high-density residential developments around transport corridors and major urban centres.

Draft Sydney South Sub Regional Strategy

The Draft Strategy identifies Kogarah as a Major Centre and provides direction for the future regeneration of the town centre and its surrounds. This will impact on the demand for hospital resources. The Strategy also identifies hospitals as magnet infrastructure.

Kogarah Local Environmental Plan 2012

The site is zoned SP2 Infrastructure for the purposes of a Health Services Facility under the Kogarah local Environmental Plan 2012 (KLEP). The objectives of this zone are to:

- Provide for infrastructure and related uses; and
- Prevent development that is not compatible with or that may detract from the provision of infrastructure.

Development for the purpose of a hospital is permitted with consent. On that basis, the proposal is permissible.

The following clauses from the KLEP apply:

- Clause 6.5 deals with Airspace Operations; and
- Clause 6.6 deals with Aircraft Noise

There are no controls within the KLEP that apply to the site including height or floor space. No other controls in the KLEP apply to the site.

St George Hospital Health Services Master Plan

A Health Services Master Plan has been prepared for the hospital site which addresses the health services need of the hospital into the future. This Master Plan was originally prepared in 2011 (including consultation with local Government and stakeholders) which assisted with locating the ED. It was revisited by the current planning team during 2014, which concluded that the location of the Acute Services Building above the ED was critical for acute services care and enabling of future master planned stages. Further information on this master plan will be provided with the development application.

Consultation

Meetings were held with Kogarah City Council (KCC) and the Department of Planning and Environment in October 2014 to discuss the proposal and seek feedback on the issues that may concern Council.

In November 2014, the Local Health District and NSW Health attended a forum organised by Kogarah City Council, attended by RMS and local entities. The redevelopment was presented to this forum, and discussed traffic and enabling works currently being carried out on both Kensington Street and Gray Street frontages.



A "Kogarah CBD Task Force" community meeting established by Kogarah City Council (KCC) comprises leaders from various organisations based in Kogarah including Kogarah City Council, Westpac Banking Group (St George Bank), St George TAFE, St George Public and Private hospitals, St George Local Area Command and Medicare Local South Eastern Sydney. These organisations represent over 10,000 employees working in the Kogarah CBD. Past meetings of the Task force have noted that the Kogarah Town Centre is a major medical precinct with St George Public and Private Hospitals, Calvary Health Care and numerous other medical facilities servicing the community daily. Kogarah is also home to one of the State's largest TAFE campuses and two major high schools (one of which is a NSW Selective Secondary School), as well as a major strategic location for the Westpac Banking Group.

At the quarterly task force meeting held on the 1st December 2014, the LHD reported on the planning for the Acute Services Building. An overview was provided outlining Health's intention to accommodate a multi-level building and Helipad atop the new ED on Gray Street and that the planning is progressing well. It was also noted that the redevelopment planning included expansion for the multi deck car park infrastructure on Gray Street and additional at grade parking as part of the enabling works. The feedback was well received and the progress supported by the Task Force.

Consultation with local residents has also commenced, details of which will be provided in the development application.

Request for Secretary's Environmental Assessment Requirements

On the basis that the proposal falls within the criteria identified in Schedule 1 of the SRD SEPP, Health Infrastructure formally request that the Department of Planning and Environment issue the Secretary's Environmental Assessment Requirements to facilitate the preparation of the Environmental Impact Statement to accompany the development application for the proposal.

If you require any additional information please contact John Armstrong on 0408 417 107/9978 5426 or Leone McEntee on 9978 5420/0410 432 505. We would be happy to meet with your Department to discuss the proposal at any time.

Yours sincerely

Sam Sangster
Chief Executive