

Minute | Canberra Health Services

OFFICIAL

Date:	13 November 2025	TRIM Ref: CHS25/890
To:	Janet Zagari, Chief Executive Officer, Canberra Health Services	
Through	Liz Lopa, Deputy Chief Executive Officer, Canberra Health Services	
From:	Vanessa Brady, Executive Group Manager, Campus Modernisation	
Subject:	North Canberra Hospital Accommodation Audit Findings	
Critical Date:	21 November 2025	
Critical Reason:	To allow for the commencement and completion of the consultation prior to the Christmas shutdown.	

Purpose

To provide a summary of accommodation audit carried out at North Canberra Hospital (NCH) as part of the Northside Hospital Project. This Brief identifies all NCH staff members impacted by the demolition of NCH facilities that in accordance with the CHS Office and Workstation Accommodation Policy are categorised into 5 categories which are denoted as essential or non-essential to be on campus.

To provide a summary of the NCH Decant Consultation strategy as part of the Northside Hospital Project.

To seek agreement to commencing engagement and consultation with all NCH staff on the decanting of Lewisham, Residence A, Residence B and the Engineering buildings at North Canberra Hospital.

Background

The Master Plan for the future development of the North Canberra Hospital (NCH) was approved at the Executive User Group in May 2025 and confirms the development footprint of the new Northside Hospital Project (NHP).

Several buildings will be required to be demolished to create the construction capacity for this new development. The impact of this demolition needs to be understood and planned for by the Project Team for inclusion into the NHP Detailed Business Case as part of the early works strategy.

The collection of existing buildings anticipated to be demolished includes Lewisham, Residence A, Residence B and the Engineering buildings.

The CHS Office and Workstation Accommodation Policy ([Attachment A](#)) classifies administration staff into five categories according to their function as being essential or non-essential to be based at a hospital site.

Table 1. CHS Accommodation Classification Principles

Category 1	Clinical staff delivering the Hospital based patient care requiring direct patient contact.
Category 2	Administration staff directly supporting the delivery of hospital-based patient care.
Category 3	Line management of clinical staff.
Category 4	Support Services providing auxiliary support to the delivery of hospital-based patient care.
Category 5	Other Support Services.

The application of these principles means that on campus accommodation is prioritised for staff denoted as categories 1, 2 and 3. Categories 4 and 5 staff are to be accommodated off campus.

Off-campus accommodation is defined as a mixture of dedicated health locations, ACT Government office accommodation or Home-Based Work (HBW).

Issues

Accommodation Audit Findings

In July 2025 CHS Campus Modernisation completed an accommodation audit across NCH to identify where essential and non-essential staff are located across all facilities on the NCH campus. The audit considered the functions that they perform and the spaces that they occupy to determine the appropriate categorisation.

The audit findings have identified 139 staff members classified as category 1, 2 or 3 that will be impacted by demolition and will require alternative accommodation on campus, summarised in Table 2. Refer to [Attachment B](#) for a complete list of teams and positions

Table 2. Audit findings of categories 1, 2 and 3 staff impacted by demolition

Building	Team	Staff	Proposed move to Location
Lewisham	ICT	11	Marian L01
	Education and Research	7	New Facility (to be constructed)
	Project Office	1	Marian L01
Residence A	Ambulatory Care	54	Former Gawanggal Site
	Allied Health	46	O'Shannassy
Residence B	Clinical Support	16	Xavier / New Facility (to be constructed)
Engineering	Logistics and Back-of-House	4	Marian L01
Total		139	

The audit has identified 124 staff as category 4 and 5 working across the NCH campus, summarised in Table 3.

Table 3. Auditing findings of categories 4 and 5 staff

Building	Team	Staff
Xavier	Office of the General Manager	4
	Health Information Service (HIS)	13
Lewisham	ICT	12
	ICT Transition Team	7
O'Shannassy	Quality Safety Innovation and Improvement (QSII)	8
	Executive	6
	Executive Support	9
	Medico-Legal	2
	Capital Projects	3
	Projects	4
	Communications	1
	Facilities Management	2
	Medical Administration	9
Residence A	Work Health Safety	3
	Payroll	9
	Human Resources	13
Residence B	Finance	19
Total		124

Table 3 includes three shaded teams which although included for transparency, are excluded from consideration to move off-site given that these personnel are directly involved with management of the daily operations of the hospital. Therefore, 105 people have been preliminarily assessed as being appropriate to decant. Refer to [Attachment C](#) for a list of teams and positions.

The areas vacated by the categories 4 and 5 staff in Xavier and O'Shannassy is intended to be repurposed for the movement of some of the 139 category 1, 2 and 3 personnel that will be impacted by demolition and construction activities.

NCH Decant Consultation strategy

The decant consultation strategy has been developed in accordance with Current Enterprise Agreements (EA) [Section F: Communication and Consultation](#) and the [CHS Consultation Guidelines](#). A consultation paper has been developed which describes the relocation options being proposed for the NCH campus to accommodate the decommissioning and demolition of NCH facilities. Refer to [Attachment D](#) for the NCH Decant Consultation Paper

Communications

To support the consultation with NCH staff a communications plan has been developed refer to [Attachment E](#). The plan, developed in consultation with NCH Strategic Communications team

explains how we'll communicate with all staff about the proposed relocation options for North Canberra Hospital (NCH) teams. Notice of the consultation will be provided through multiple sources to ensure that effective consultation with NCH staff and their representatives so that all staff are afforded the opportunity to review and provide feedback. Methods for communication includes:

- Website/SharePoint site
 - NCH intranet
 - Northside Hospital Project page and
 - CHS HealthHub
- All staff email from NCH General Manager
- Publish HealthHub news story
- Promoted in staff newsletters (In-SyNCHH and Check Up)
- Reminder in newsletters in the final week before consultation closes.

Financial and/or Resourcing Implications

Any costs incurred for staff to relocate and fit out works associated with providing alternate on-campus accommodation will be borne by the NHP.

Risks or Sensitivities

Enterprise Agreement

Current Enterprise Agreements (EA) specifies under S11 Transition of Former Calvary Employees that '*Calvary Employees will remain working at their Ordinary Place of Work.*' However, there are mechanisms within the EA in S11 where the ACT Government Head of Service may propose to move a service to a different site and in doing so must undertake formal consultation as prescribed in the EA S11.8.

A Former Calvary Employee may refuse relocation in accordance with S11.10 which means that they '*will remain working at their Ordinary Place of Work and may be transferred to an alternate position at their Ordinary Place of Work.*'

In accordance with the clause in the EA, the project will send a letter to all former Calvary employees notifying them of the consultation and the proposed changes. Former Calvary employees who are identified during the consultation process and wish to exercise this clause within the EA will be managed on a case-by-case basis.

Recommendations

That you:

- Note the information and the risks contained within this brief

Agreed / Not agreed / Noted / Please amend / Please discuss

- Note the attached Consultation Paper

Agreed / Not agreed / Noted / Please amend / Please discuss

- Agree to Campus Modernisation commencing engagement and consultation with all NCH staff on the decanting of Lewisham, Residence A, Residence B and the Engineering buildings at North Canberra Hospital

Agreed / Not agreed / Noted / Please amend / Please discuss

Janet Zagari

Chief Executive Officer

Canberra Health Services

19 November 2025

CEO Feedback - *The provisions of the EA were not intended for this circumstance, rather to prevent teams being forced to work at other CHS sites to cover service gaps. Is there a mechanism to seek agreement with the unions and workers to amend this to add an exception, or to include it in current bargaining?*

I know this is about CHS teams but would like separate advice over decant strategy for ANU areas please.

6 exec staff are noted to have 9 support staff remaining on campus – please review and consider whether a smaller number of support staff is appropriate using a shared desk approach so 1 support staff desk per exec staff is allocated and shared within the team.

DCEO Feedback - *Only comment is I would take out reference to the masterplan in comms (Attachment E) as there is still a fulsome masterplan being developed for the site. I would just say that to start the new northside hospital project etc etc*

Action Officer: Owen Hughes

Contact details: 0466 847 228

Attachments

Attachment	Title	TRIM Ref
Attachment A	Office and Workstation Accommodation	COR25/11798
Attachment B	Summary Cat 1 - 3	COR25/11799
Attachment C	Summary Cat 4 - 5	COR25/11800
Attachment D	NCH Decant Consultation Paper	COR25/11801
Attachment E	Comms plan NCH decant consultation Nov	COR25/11802



Canberra Health Services

Policy

Office and Workstation Accommodation

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Policy Statement

Canberra Health Services (CHS) is committed to allocating contemporary office and workstation accommodation in a manner that is safe, flexible and supports changing work practices. CHS recognises the importance of providing office and workstation accommodation that supports the demands of delivering healthcare services.

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Purpose

The purpose of this policy is to ensure that CHS:

- provides a consistent approach to the planning, design, allocation and management of office and workstation accommodation
- provides space and facilities to support the delivery of healthcare services based on CHS' values and organisational objectives
- provides suitable and flexible office and workstation accommodation that supports changing work practices and enables compliance with work health safety and security requirements
- allocates office and workstation accommodation that supports effective health care services
- promotes collaboration with and between health professionals, with a focus on multi-disciplinary teams and assures the optimal utilisation of space.

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Scope

This policy applies to all of the CHS Network:

- employees, contractors, and consultants
- facilities, occupied or managed by CHS
- contractors and staff of external organisations occupying accommodation provided by CHS.

The policy will be used for the allocation of clinical and non-clinical workspaces to reflect [Australasian Health Facilities Guidelines](#) (AusHFG) and contemporary guidelines from other jurisdictions.

The CHS Network includes inpatient facilities at Canberra Hospital, Clare Holland House, North Canberra Hospital and University of Canberra Hospital and all community facilities.

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CHS23/151	1	06/06/2023	01/05/2027	IHSS – Strategic Accommodation	2 of 10

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Roles & Responsibilities

Strategic Accommodation Team

The Strategic Accommodation (SA) Team, within Infrastructure and Health Support Services, is responsible for the coordination and management of Workspace Variation Requests (WVRs) – forms are available on SharePoint [Strategic Accommodation Sharepoint](#).

Regular building occupancy audits of CHS facilities will be undertaken by the SA Team to assist and facilitate future workspace requirements and accommodation planning.

The SA Team will operate on advice from Work Health Safety (WHS) in relation to any work health safety needs for office and workstation allocation, furniture and/or equipment and refer to the Work Health and Safety Policy on the CHS Policy Register as required. Work Health Safety requirements will be adhered to, noting that some office spaces cannot be re-sized to allow for specific size requirements, and not all areas will require height-adjustable desks due to the nature of the work environment (such as spaces with laboratory /work benches).

Strategic Accommodation Committee

The Strategic Accommodation Committee (SAC) is responsible for oversight of CHS accommodation allocation and endorsement of priorities for accommodation requests across CHS facilities. The SAC is the decision making forum for all CHS accommodation requests to ensure priorities are aligned with strategic organisational objectives, risk management principles, and accommodation policies/procedures. The SAC is focussed on ensuring accommodation allocation priorities are consistent with delivering patient-centric solutions that provide clients with safe and timely access to healthcare services.

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Key Principles

The following key principles underpin the provision of office accommodation (clinical and non-clinical) in CHS facilities:

- *Comply with legislative and industrial requirements.* This includes ensuring safety is a key consideration in the design and provision of office and workspaces to reduce the risk of injury.
- *Enable and facilitate the ability to perform duties safely and effectively.* This includes the allocation of offices or other enclosed space on a demonstrated needs basis with shared offices or workspaces encouraged to increase space utilisation. Staff with multiple roles or working at multiple locations are not to be allocated more than one dedicated office or workspace. This also involves avoiding allocating spaces that risk impacting a building classification or compromising safety systems.

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- *Encourage collaboration.* This includes adoption of open plan work environments and contemporary office designs to ensure work settings are positioned within zones of amenity that have appropriate acoustic levels and meet workplace privacy and patient confidentiality requirements.
- *Flexible and adaptable to meet changing needs.* This includes ensuring future flexibility to accommodate changing requirements. This may include minimising built-in furniture and equipment that is fixed to floors, ceilings, core walls and external walls.
- *Patient Centric.* This includes the application of accommodation policies and procedures across the CHS organisation through a patient centric care focus.

To assist CHS accommodate growing demands for space within CHS facilities, Home-Based Work (HBW) arrangements can be implemented. HBW may be initiated by the employee or CHS. Refer to *Home Based Work procedure* [Home Based Work.docx \(sharepoint.com\)](#) for further information.

CHS will also apply the *Canberra Health Services Accommodation Principles* (see below) to guide the application of this policy, including for infrastructure projects:

- that require staging and decanting of services where existing buildings/office space will become unavailable due to proposed building refurbishment or demolition; and
- to inform allocation of workspaces in new developments at the Canberra Hospital campus.

Canberra Health Services Accommodation Principles
February 2023

Category	Prioritisation	Health Services
1	Clinical staff delivering the Hospital based patient care requiring direct patient contact. May be at Canberra Hospital, North Canberra Hospital or University of Canberra Hospital	Nursing and Midwifery staff, Allied Health staff, medical staff, specialists, Medical Imaging, Medical Physics/Radiation engineering staff.
2	Administration staff directly supporting the delivery of hospital-based patient care. Support services providing direct support to the delivery of hospital based patient care.	Reception, Pathology, Clinical Support administrative staff such as service coordinators. Food Services, Biomedical, Facilities Maintenance, Ward Services, health assistants, Sterilising Services, cleaning, security, fleet/parking, mail, fire/emergency management, switchboard, contract management, localised supply services, critical IT systems support staff.



3	Line management of clinical staff.	ADON, DON, Clinical Directors, Allied Health and Administration Managers for these teams.
4	Support services providing auxiliary support to the delivery of hospital based patient care.	People & Culture (HR) and Finance Business Partners Quality, Safety, Innovation, and Improvement Work Health Safety Insurance and Legal Liaison Unit Medico legal functions Capital Project Delivery Clinical Liaison Officers Chief Information Officer Territory Wide Surgical Services.
5	Other support services.	Finance and Business Information, Capital Project Delivery, Canberra Hospital Foundation, People & Culture, Strategy and Policy, Media and Strategic Communications

Note:

- On campus accommodation to be prioritised for Categories 1 to 3.
- Categories 4 and 5 to be accommodated off campus.
- Off-campus accommodation to be a mixture of dedicated health locations or ACT government office accommodation.
- Health Services examples provided do not cover all workforce areas and are provided for guidance only.
- CHS Accommodation Principles have been developed specifically to inform allocation of space on Canberra Hospital campus. However, where applicable, the principles can be applied to non-Canberra Hospital campus locations.

Spatial requirements for Office Space

The following summarises the spatial requirements for office accommodation and workspaces based on the position held by a CHS staff member. Variation on this data may be required based on a review of the individual facility and staff requirements.

Note: Each office type has an entry on the AusHFG website at [Australasian Health Facility Guidelines | AusHFG](#).

Space Type	Workspace m ²	Functional Description	Position Description	Comments
Office A	18	A single person office to carry out high level/volume of confidential information. High volume of 'meeting with people' as part of the role. Meetings would include internal and external senior health executives, visiting dignitaries, community leaders and politicians. Meeting area to be provided within this space.	Typically, Chief Executive Officer	
Office B	12	A single person office to carry out administrative functions in a degree of privacy. The room may allow for a small meeting space within the room.	Typically, Deputy Chief Executive Officer, Chief Operating Officer, Executive Director, Executive Group/Branch Manager, (or equivalent staff of Executive Level), Clinical Directors, Medical, Nursing and Allied Health. Visiting Medical Officer (VMO) that occupies the equivalent position of Clinical Director of a Department/Service Academic Professor.	Position is > 0.7 FTE.

Space Type	Workspace m ²	Functional Description	Position Description	Comments
Office C	9	A standard single person office where people can carry out administrative functions in a degree of privacy. This includes preparing rosters, reports, counselling, and interviewing staff.	Typically Staff Specialists, Assistant Directors of Nursing, Allied Health Managers, Nurse Managers, Clinical Nurse Consultants, Business Support Managers.	Position is > 0.7 FTE.
Office D - Shared	12	An office for two persons with two workstations to carry out administrative functions in a degree of privacy.	Typically Research Fellows, VMOs and any staff referred to in Office C.	Position < 0.7 FTE
Workstation Type A	4.4	Workstation Type A (minimum 4.4sqm) will consist of: • 1500mm - 1800mm long x 750-800mm depth adjustable desk, (capable of accommodating 2 computer monitors)*. • Pedestals and under-desk file drawers are not to limit the workstation excursion range (no higher than 600mm and width 400-450mm). Provision made for additional storage nearby i.e. tambours. * Variations to workstation specifications must be approved by WHS – refer to document available on SharePoint: <i>CHS WHS and Risk Specifications Standard Inclusions – APPENDIX A: WHS Requirements</i>	All other staff that require a workstation.	An individual workstation Type A will be allocated to staff that spend the majority of the day at their desk.

Space Type	Workspace m ²	Functional Description	Position Description	Comments
		Health - IHSS - WHS and Risk Specifications.pdf - Strategic Accommodation (sharepoint.com)		
Non allocated- Workstation	2.2	Workstation (minimum 2.2sqm) will consist of: • 1500mm long and 750-800mm depth desk*. * Variations to workstation specifications must be approved by WHS – refer to document available on SharePoint: <i>CHS WHS and Risk Specifications Standard Inclusions – APPENDIX A: WHS Requirements</i> Health - IHSS - WHS and Risk Specifications.pdf - Strategic Accommodation (sharepoint.com)		Workspace for intermittent use by visiting staff/consultants and is not designed as the primary workplace but a space to attend ad hoc functions.

It should be noted that these space allocations do not reflect other workplace requirements, including circulation space, meeting rooms, breakout spaces, beverage bays and staff amenities. Planning and assessment of such space requirements is required to comply with the AusHFG which should be used in conjunction with this policy.

Exemptions to these space protocols will be considered by the SAC on a case-by-case basis.

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Evaluation

Outcome

- CHS has a consistent approach to workspace allocation
- CHS workspaces will be consistent with spatial requirements for office spaces

Measures

- Regular review and reporting to SAC on Workspace Variation requests
- Strategic accommodation outcomes are evaluated through feedback forms and building occupancy audits.

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Related Policies, Procedures, Guidelines and Legislation

Policy

- Work Health and Safety
- Consumer Privacy

Procedure

- Electrical Safety Management (excluding medical electrical systems, equipment or devices)
- Home Based Work

Legislation

- *Health Records (Privacy and Access) Act 1997*
- *Human Rights Act 2004*
- *Work Health and Safety Act 2011*
- *Workers Compensation Act 1951*
- *ACT Government Discrimination Act 1991*
- *ACT Government Disability Services Act 1991*
- *National Construction Code 2016*

Other

- Relevant Australian Standards e.g. AS 1428 Design for Access and Mobility
- Australian Charter of Healthcare Rights
- CHS WHS and Risk Specifications Standard Inclusions – APPENDIX A: WHS Requirement
- CHS FM Standard Inclusions

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Definition of Terms

AusHFG

Australasian Health Facilities Guidelines

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Office Workstation an enclosed space used to accommodate a single or multiple workers, the desk(s) computer(s), tables and chairs at which the occupant(s) work(s)

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References

1. Australasian Health Facility Guidelines (AusHFG) <https://healthfacilityguidelines.com.au/>
2. Queensland Health Work Place and Office Accommodation Guideline – Version 1.0, March 10 2014 <https://www.health.qld.gov.au/>
3. ACT Public Sector Medical Practitioners Enterprise Agreement 2021-2022 <https://www.health.act.gov.au/careers/applying-work-us/enterprise-agreements>
4. New South Wales Health – WorkSpace Accommodation Policy – 17 December 2019, Doc no PD2019_060 <https://www1.health.nsw.gov.au/>

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Search Terms

Accommodation, space allocation, office, workstation

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Attachments

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Policy Team ONLY to complete the following:

Date Amended	Section Amended	Divisional Approval	Final Approval
06/06/2023	New document	Colm Mooney, EGM Infrastructure and Health Support Services	CHS Policy Committee

This document supersedes the following:

Document Number	Document Name
CHS22/402	Office and Workstation Accommodation

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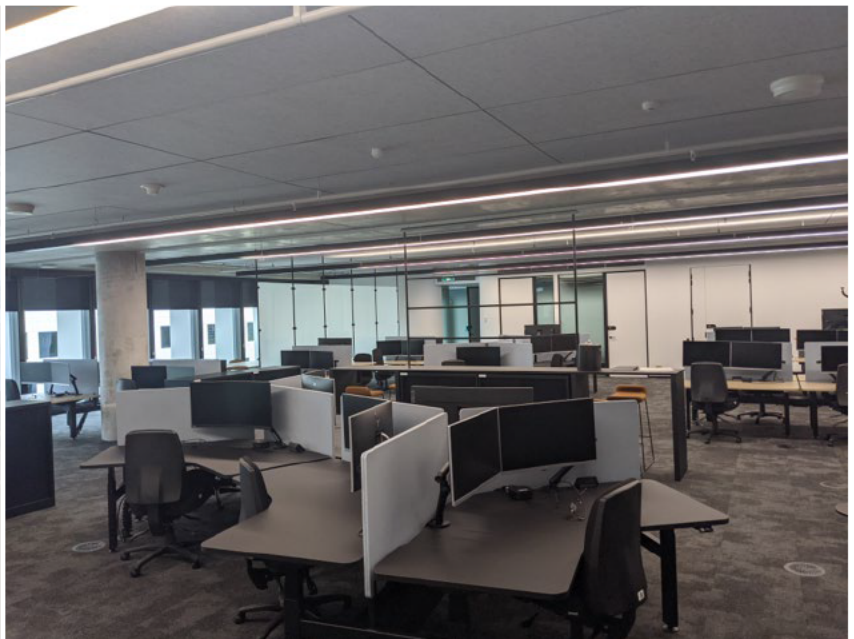
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NCH DATA Analysis Summary Cat 1 - 3 To be relocated on NCH Campus			
FROM BUILDING	DEPARTMENT	TEAMS Inc.	TO LOCATION (Proposed)
Lewisham	ICT	ICT Client Services Client Services Manager	Marian L01
Lewisham	EDUCATION/ RESEARCH (ACU)	Library computers Librarian Hot desk- Library staff	New Facility (to be constructed)
Lewisham	EDUCATION/ RESEARCH (ANU MED. SCHOOL)	Geriatricians Director Pre-vocational Training and Education (DPET) Principal Medical Education Officer (PMEO) Medical Education Support Officer (MESO)	New Facility (to be constructed)
Residence A	AMBULATORY CARE SPECIALIST OUTPATIENTS CLINIC	Admin RN Pre Admission Clinic Anaesthetist Pharmacist Clinical Nurse Team Leader Clinic Nurse	Former Gawanggal site.
Residence A	AMBULATORY CARE ADMIN - STAFF SPECIALIST	Admin Admin Team Leader Operations manager Training Director & VMO Staff Specialist- Infectious Diseases Clinical Director- General Medicine Staff Specialist- General Medicine Staff Specialist- Renal Staff Specialist- Neurology Staff Specialist- Respiratory/General Surgery Staff Specialist- Endocrinology/Rheumatology Staff Specialist- Endocrinology Staff Specialist- Neurology Staff Specialist- Endocrinology Clinical Director Surgical Registrars	Combination of locations including Xavier L01 and New Facility (to be constructed)
Residence A	ALLIED HEALTH	Breast Care Nurses Admin- Breast Care Nurses Speech Pathology Director Speech Pathology Social Work Team Leader Social Work Director Social Work & Psychology Speech Pathology Speech Pathology Hot Desk Dietitian Occupational Therapy Hot Desks Occupational Therapy Director of Occupational Therapy Student Hot Desks Director of Nutrition Occupational Therapy Allied Health Assistant Senior Occupational Therapists	O'Shannassy L01 and L02
Residence B	CLINICAL SUPPORT	Staff Health Nurse Admin Officer Infection Prevention & Control Nurses Hot desk Fit Testing Clinic Infection Prevention & Control and Staff Health Coordinator Infection Prevention & Control Manager GP Liaison Officer Diabetes Education Waste management	Combination of locations including Xavier L01 and New Facility (to be constructed)
Xavier	HEALTH INFORMATION MANAGEMENT SERVICE	HIS operations manager DHR HIS Specialist Request for Information Clerk HIS Ward clerk HIS Clerks HIS Admin Sub and Non-Acute Patient (SNAP) Officer Sub and Non-Acute Patient (SNAP) Manager HIS - Team Members	Combination of locations including Xavier L01 and New Facility (to be constructed)
Engineering	ENGINEERING SERVICES LOGISTICS/ BOH	Facilities Management	Marian L01

NCH DATA Analysis Summary Cat 4 - 5 To be relocated off NCH Campus			
BUILDING	DEPARTMENT	TEAMS Inc.	LOCATION
Xavier	HEALTH INFORMATION MANAGEMENT SERVICE	Decision support Unit (HIS) Data Quality Team (HIS) Clinical coding team (HIS) Senior director data quality (HIS)	Flexible Working arrangements including a combination of locations from Home Based work to ACT GOV. Flexi Spaces
Lewisham	ICT	Chief Technology Officer Director Network Services Client Services Manager ICT Project Manager Snr Director, NCH ICT Transition Program Manager Director, Change & Communication - NCH ICT Transition Snr Project Manager - NCH ICT Transition Director, ICT and Digital - NCH ICT Transition Director Network Services Ass. Director Network Services Windows 11 Team	
Lewisham	PROJECT OFFICE ICT TRANSITION TEAM	Integration and Application Development Manager Application Development and Database Manager Integration and Application Support Officer NCH ICT Transition Senior Project Manager NCH ICT Transition Project Manager NCH ICT Transition Project Coordinator Data Scientist Data Engineer	
O'Shannassy	HOSPITAL ADMINISTRATION EXECUTIVE	Assistant Director- Clinical Incident Manager Assistant Director- National Standards & Accreditation Medical Administration Manager QSII- Director QSII QSII Hot desks Business Support Officer Assitant Director- Medico- legal Capital Projects Senior Director- Strategic Projects Project officer Director Medico-legal Senior Director- DHR Senior Director- Strategic Projects Communications Manager EA Decision Support Unit (Hot Desk) Business Intelligence (Hot Desk) EO Decision Support Unit (Hot Desk) Senior Director, Facilities Management Medical Recruitment Officer Medical Administration Credentialing Officer Medical Administration Coordinators Medical Administration Officer Medical Education Support Officer Medical Administration Team Leader Medical Administration Coordinators Decision Support Unit EA Decision Support Unit	
Residence A	HOSPITAL ADMINISTRATION PAYROLL	WHS Advisors Recruitment TL Hot desks Senior payroll offiicer Payroll officer Director of Payroll Assistant Director HR Business Partnerships Assistant Director- Learning & Development Recruitment Officer Wellbeing Support Officer Assistant Director- Payroll Director r of HR Business Partnerships Assistant Director of HR Business Partnerships Director of HR Business Partnerships Senior Director HR Business Partnerships HR advisors	
Residence B	HOSPITAL ADMINISTRATION PERFORMANCE UNIT PATIENT ACCOUNTS	Patients Accounts Accounts Payable offcirs, VMO payment officer Manager- Performance Unit (DSU) Revenue Manager, Patient Accounts Officer Admin Officer Senior financial accountant, Accountant HIS Business Managers	

ACT Government FlexiSpaces

Location		Access and visitor entry details	
City	220LC Mezzanine - <u>Family Friendly Space</u>	Security guards on site	Entry via Lyric Lane only
City	220LC level 1 Charnwood		No visitor entry before 8:30 am or after 5:30 pm, Monday to Friday
City	Nara Centre level 2		No visitor entry before 7:30 am or after 6:00 pm, Monday to Friday
Belconnen	Emu Bank	No security guard / reception on site	No visitor entry before 8:00 am or after 5:00 pm, Monday to Friday
Greenway	Scollay St		Access to FlexiSpace is via lift which requires swipe card access, so sponsor will need to meet visitor in ground floor foyer
Woden, Bowes Street	COSMO		Access to FlexiSpace requires swipe card access on external door to the building
Dickson	480 Northbourne Ave	Security guards on site	Access to level FlexiSpace is via lift which requires swipe card access, so sponsor will need to meet visitor in ground floor foyer
Gungahlin	Winyu House		No visitor entry before 8:30 am or after 5:00 pm, Monday to Friday
			TBA





Consultation Paper

North Canberra Hospital: Decanting and Accommodation strategy for the Northside Hospital Project.

Northside Hospital Project Team, Canberra Health Services

September 2025



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Information about the directorate can be found on the website:

www.canberrahealthservices.act.gov.au



Acknowledgement of Country

Canberra Health Services acknowledges the Ngunnawal people as traditional custodians of the ACT and recognises any other people or families with connection to the lands of the ACT and region. We acknowledge and respect their continuing culture and contribution to the life of this region.

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Interpreter 📞 call 131 450

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Introduction

Canberra Health Services (CHS) is the ACT's largest public healthcare provider, serving the ACT and the surrounding areas of NSW. CHS delivers acute, sub-acute, primary, and community health services to around 693,500 people through:

- Canberra Hospital—a tertiary and teaching hospital providing trauma services and most major medical and surgical sub-specialty services
- North Canberra Hospital—a general and teaching hospital that provides acute care, elective surgery and generalist inpatient hospital services
- University of Canberra Hospital—a specialist centre for rehabilitation, recovery and research with inpatient beds, day-bed places and additional outpatient services
- Clare Holland House—a hospice providing specialist palliative care through inpatient services, outpatient clinics, community based and specialist outreach services
- Community health centres—seven health centres providing a range of general and specialist health services to people of all ages, with a further four health centres planned to be built
- Walk-in Centres—five centres providing free treatment for minor illness and injury
- Community based health services—ranging from early childhood services, youth and women's health to dental health
- Mental Health, Justice Health and Alcohol and Drug Services—a range of health services from prevention and treatment through to recovery and maintenance at several locations and in varied environments for people experiencing mental health or addiction issues and for those in custodial settings.

CHS is a partner in teaching with the Australian National University, the University of Canberra and the Australian Catholic University.

Northside Hospital Project

The ACT Government has committed to redeveloping North Canberra Hospital (NCH) as part of the Northside Hospital Project (NHP), guided by the NCH Master Plan endorsed in May 2025. This plan outlines a staged redevelopment of the NCH Campus through to 2060, ensuring continuity of hospital operations while modernising infrastructure.

The Northside Hospital Project aims to deliver additional beds, an expanded Emergency Department, more operating theatres with a dedicated high volume low-complexity surgical centre, new interventional radiology and cardiology services, and expanded outpatient services.

The redevelopment will include the decommissioning and demolishing of older buildings and constructing new, fit-for-purpose facilities. The first stage of works, commencing in



2026 will include a series of accommodation changes and relocations of impacted services. This will enable the decommissioning and demolition of several buildings including Lewisham, Residence A, Residence B, and the Engineering.

Purpose

The purpose of this paper is to describe the relocation options being proposed for the NCH campus to accommodate the decommissioning and demolition of the Lewisham, Residence A, Residence B, and the Engineering buildings

This paper forms part of a wider consultation and communication strategy led by the NHP team, in collaboration with NCH Executive, and CHS People and Culture. The project team is continuing to engage with NCH Executives and team Managers of the affected areas to discuss accommodation options.

Work is also occurring with the CHS Strategic Communication and Engagement team to distribute messaging, including the establishment of a dedicated email inbox CHS.CampusModernisation@act.gov.au where team members are invited to reach out with any questions. To support the engagement with all NCH team members the NHP team will establish a series of 'drop in' sessions. 'Drop-in' session dates and locations are available on the NCH Health-Hub.

CHS Accommodation Principles

The Accommodation Principles at [Attachment A](#) are included in the [CHS Office and Workstation Accommodation Policy](#). The Accommodation Principles classifies staff into five categories according to their function as being essential or non-essential to be based at a hospital site.

Table 1. CHS Accommodation Classification Principles

Category 1	Clinical staff delivering the Hospital based patient care requiring direct patient contact
Category 2	Administration staff directly supporting the delivery of hospital-based patient care
Category 3	Line management of clinical staff
Category 4	Support services providing auxiliary support to the delivery of hospital-based patient care.
Category 5	Other Support Services.



The application of these principles means that on site accommodation is prioritised for staff denoted as category 1, 2 and 3. Categories 4 and 5 staff are to be accommodated off campus. Off campus accommodation being a mixture of locations including, ACT Government flexible office accommodations and Home-Based Work (HBW).

These principles have been used by the NCH Executive to guide decisions on the relocation of team members impacted by the NHP. These principles were also used to identify teams across the campus not impacted by the NHP that could work off- campus to free up space for team members who need to remain on campus.

As space at NCH is very limited, some team members in categories 1, 2 and 3 may be required to work off campus on days negotiated with their manager, to accommodate team members who must relocate for direct patient care

Relocation Options

The impending decommissioning and demolition of Lewisham, Residence A, Residence B and the Engineering buildings will cause some short-term disruption to NCH team members but is also an opportunity to modernise the campus and transform the way we work. As new buildings come online, teams that remain on campus will have access to fit-for-purpose, safe and sustainable work environments that support the delivery of high-quality patient care.

On campus accommodation (categories 1, 2 and 3)

In the lead up to new buildings coming online, existing on-campus accommodation will be used to accommodate category 1, 2 and 3 teams currently working in Lewisham, Residence A, Residence B and the Engineering buildings. Accommodation options are being assessed and reviewed for service and functional suitability. These options include locations across Marian, Xavier, O'Shannassy former Gawanggal site and a new constructed facility. For a list of teams and proposed locations please see [Attachment B](#)

Flexible working arrangements (categories 4 and 5)

For teams with the ability to work flexibly, team members will have the option to work from flexible office locations across the ACT and/or work from home. Many ACT Public Service team members have already transitioned to flexible working arrangements, helping balance their personal and professional commitments. Similar arrangements are now proposed for NCH team members.

Where teams located off campus require a small or periodic on-campus presence, for example to conduct meetings or liaise with clinical team members, a limited number of desks and meeting rooms will be available on campus. Further information on the desks and meeting rooms will be shared with team members via the NCH Health-Hub.



Given the lengthy period during which new buildings on the campus will be constructed, flexible working arrangements will continue for an indefinite period. For a list of teams and proposed locations please see [Attachment C](#)

Timeline

The relocation of teams will only commence once team member and union consultation processes have concluded.

The timeline for the decommissioning and demolition of Lewisham, Residence A, Residence B and the Engineering buildings requires all occupants to vacate by August of 2026.

The relocation of teams will be undertaken as a rolling process as alternate accommodation becomes available. Teams classified as category 4 and 5, located across the campus, will be required to transition to flexible arrangements from January 2026 to enable the commencement of minor construction and refurbishment activities. These activities will enable categories 1, 2 and 3 teams to be relocated on campus progressively as each space becomes available.

Table 2. Timeline of activities to support the decommissioning of Lewisham, Residence A, Residence B and the Engineering buildings.

Activity	Timeframe
Review on and off campus relocation sites against team accommodation requirements.	Sept – Oct 2025
Commence consultation with team members and unions on team relocation options.	Nov 2025
Close consultation with team members and unions on team relocation options.	Dec 2025
Incorporate feedback from team members and union consultation into relocation plans.	Jan 2026
Commence Flexible working arrangements - category 4/5 teams	Feb 2026
On-Site Construction/Refurbishment activities	Feb – Jul 2026
Commence relocation activities of categories 1, 2 and 3	Mar – Aug 2026

All teams will be provided with advance notice (minimum 2 weeks) about when it is time to relocate. However, all teams are strongly encouraged to start sorting files and decluttering their workspaces now in anticipation of the move.



Frequently Asked Questions

NCH team members have raised a number of questions about the relocation of teams affected by the demolition of Lewisham, Residence A, Residence B and the Engineering buildings. Answers to these questions are provided in the FAQs at [Attachment D](#). The FAQs will be updated regularly and shared on the NCH Health-Hub.

If you have questions that are not addressed in the FAQs, please contact the Northside Hospital Project team via email at CHS.CampusModernisation@act.gov.au.

Future Benefits

Canberra Health Services and North Canberra Hospital acknowledge that there are inconveniences associated with any construction work, whether it be team relocations, noise, workarounds or traffic disruptions. However, all of this is to create a state-of-the-art hospital campus for the Canberra community and a modern workplace for all NCH team members.

The North Canberra Hospital (previously Calvary Public Hospital Bruce) was opened in 1979. Not surprisingly, some of the buildings on the campus are showing their age and no longer provide the amenity team members would expect from more contemporary facilities. The Northside Hospital Project provides an opportunity to modernise the campus for team members, patients and visitors and make the hospital an even better place to work and stay.

For teams that can work flexibly, it provides an opportunity to transform the way we work and provide team members with options to work closer to home and balance their personal and professional commitments.

In the short-term, the Northside Hospital Project will cause some disruption to team members on campus. The project team, working alongside the NCH Executive and CHS People and Culture teams, will be available every step of the way to minimise this disruption and make the transition as smooth as possible.

Consultation Methodology

This consultation paper provides information about the decommissioning and demolition of Lewisham, Residence A, Residence B and the Engineering buildings, and the relocation of affected team members. While the project team has made every effort to identify workable accommodation solutions for all impacted teams, there may be details we have overlooked or opportunities to further refine the approach. We welcome your feedback.

Feedback can be provided via email to CHS.CampusModernisation@act.gov.au.



Feedback is due by COB Friday, 19 December 2025.

In particular, we are seeking responses to the following questions:

1. Do you have any concerns about the relocation options proposed in this paper? If so, what are they?
2. Do you have further questions about the decommissioning and demolition of Lewisham, Residence A, Residence B and the Engineering buildings, or the proposed relocation options, which are not included in this paper or covered in the FAQs?
3. Do you have any other feedback you would like to be considered about this proposal?

While this is an exciting time, we appreciate that some team members may be feeling anxious about the changes that are about to occur. For support, the [Employee Assistance Program](#) (EAP) offers free, 24-hour, professional, independent and confidential counselling/coaching services for team members and their immediate family for work related or personal issues.

For any further information relating to this consultation process, please contact the project team via email at CHS.CampusModernisation@act.gov.au.



Communication plan

Northside Hospital Project: decant consultation

Overview

This plan explains how we'll communicate with all staff about the proposed relocation options for certain North Canberra Hospital (NCH) teams, due to the planned closure and demolition of the Lewisham, Residence A, Residence B, and Engineering buildings.

Background

- North Canberra Hospital is planning to close and demolish four older buildings—Lewisham, Residence A, Residence B, and Engineering—as part of a major redevelopment under the Northside Hospital Project.
- Guided by the NCH Master Plan, the project will expand services and facilities, including more beds, theatres, and outpatient care.
- Stage one begins from February 2026 and involves relocating some services and staff. A consultation paper will be shared with all staff and unions from the end of November, outlining proposed relocation options. Clinical staff who need to stay on campus will be prioritised, while approximately 130 identified support services staff will need to move off-site or work flexibly.
- A series of open forums will also be held to support staff engagement during the consultation process.

Communication objectives

1. **Inform** all staff about the proposed building closures and the broader redevelopment plans under the Northside Hospital Project.
2. **Help staff understand** who is affected and what relocation means for them
3. **Provide clear relocation options** and criteria for prioritisation,
4. **Encourage staff engagement** through open forums and feedback opportunities.
5. **Ensure transparency** in the decision-making process and timelines.
6. **Build trust and confidence** in the consultation process by being responsive and inclusive.

Target audience

- All NCH staff; 130 + directly affected NCH staff who are currently on campus and will need to relocate.

Key messages

- North Canberra Hospital is preparing for a major redevelopment as part of the Northside Hospital Project, guided by the NCH Master Plan endorsed in May 2025.
- Four buildings—Lewisham, Residence A, Residence B, and Engineering—are planned for closure and demolition in 2026 to make way for new, fit-for-purpose facilities.
- A staff consultation paper to be released at the end of November, outlines the process and proposed relocation options for affected staff. It will be accompanied by a set of Frequently Asked Questions to support staff understanding.
- All staff are invited to participate in the consultation, regardless of whether they are directly impacted.
- Open forums will be held to support staff engagement, provide information, and answer questions.
- Clinical staff (and administration staff supporting the delivery of hospital-based patient care) who need to remain on campus will be prioritised for accommodation on site at NCH, while some support services staff will need to relocate off-site or work flexibly.
- While construction will bring some disruption, it's part of creating a modern, state-of-the-art hospital campus that better serves the Canberra community and provides a more contemporary workplace for NCH staff.
- The redevelopment offers opportunities to improve how we work, including flexible arrangements that support work-life balance and allow some staff to work closer to home.
- Staff feedback is valued and will help shape final decisions about relocation and accommodation arrangements.
- We understand that some team members may feel anxious about the upcoming changes. Support is available through the Employee Assistance Program (EAP), which offers free, confidential, 24-hour counselling and coaching for staff and their immediate families.
- Feedback is due by COB Friday 19 December 2025. For further information about the consultation process, email the project team: CHS.CampusModernisation@act.gov.au



Issues

Risk/issue	Mitigation strategy
Staff confusion or misinformation about who is affected and what relocation means	• Provide clear, consistent messaging in all channels • Include FAQs with the consultation paper • Use open forums to clarify details • Executive Directors to communicate relevant messaging directly to teams affected
Low engagement or participation in the consultation process	• Promote forums and consultation paper/FAQs through multiple communication channels • Send reminders • Ensure Executive Directors and senior managers encourage participation
Staff anxiety or resistance to relocation	• Acknowledge concerns in messaging. Highlight support available • Outline benefits of the redevelopment and flexible work options
Overpromising outcomes or timelines	• Ensure messaging is realistic and approved • Communicate that feedback will inform decisions, not guarantee outcomes

Action plan – staff consultation process

When	What	How	Responsibility
From end November 2025	Staff consultation paper and staff FAQs	• Published on NCH intranet on Northside Hospital Project page and on HealthHub for transparency • NCH GM email (to be distributed when consultation paper is published) • Publish NCH intranet and HealthHub news story • Promoted in staff newsletters (In-SyNCHH and Check Up) in the same week	Northside Hospital Project team finalises consultation paper for CHS Comms to publish Project team to provide dot points to NCH Comms to draft intranet article/newsletter content. Project team arranges approvals.



When	What	How	Responsibility
		• Reminder in newsletters in the final week before consultation closes.	
From end November 2025	Union consultation	Updates/briefing with unions about the process	Project team
From end November 2025	Media talking points for Minister's Office	Media talking points for the Minister (in case needed) should be provided as part of a Ministerial brief	Project team leads NCH Comms provides support
From end November 2025	All staff forums – Lewisham Building Function Rooms (in person and online)	All staff email sent out to invite staff to open forums	Project team to set up meeting bookings via NCH GM's office & arranges/delivers forums (speak with NCH Helpdesk staff for forum technical support) NCH Comms distributes email.
19 December 2025	Staff consultation period closes	Updated information about the closure and next steps to go up on the Northside Hospital Project intranet page	Project team provides to NCH Comms to publish
January 2026 and ongoing	Updates to all staff about the outcome of the consultation process. Next steps? When do staff need to start moving?	• NCH GM all staff email • Intranet news story • Story for Check Up and In-SyNCHH	Project team to provide information to CHS Comms CHS Comms to draft, Project team to arrange approvals before publishing.

Evaluation

- Clicks and engagement intranet news stories
- Number of inquiries/feedback to the consultation paper to the CHS Campus Modernisation inbox during consultation.
- Number of staff participating in the open forums (online and in-person).
- Anecdotal feedback from unions/staff representatives about the consultation process.



NCH staff consultation: decant and relocation

Content for CHS communication channels

For NCH intranet and HealthHub news

Consultation now open: relocation plans as part of NCH redevelopment

North Canberra Hospital is preparing for a major redevelopment as part of the Northside Hospital Project, guided by the NCH Master Plan endorsed in May 2025.

As part of this, four buildings—Lewisham, Residence A, Residence B, and Engineering—are planned for closure and demolition in 2026 to make way for new, fit-for-purpose facilities.

A staff consultation paper and FAQs are now available. These documents outline the proposed relocation options for affected staff and provide answers to common questions.

All staff are invited to participate in the consultation, regardless of whether you or your teams are directly affected. Your feedback will help shape final decisions about relocation and accommodation arrangements.

To support engagement, a series of open forums will be held in early December. These sessions will provide an opportunity to ask questions, share feedback, and hear more about the redevelopment plans. Stay tuned for further details.

While this is an exciting time, some team members may feel anxious about the upcoming changes. Support is available through the Employee Assistance Program (EAP), which offers free, confidential, 24-hour counselling and coaching for staff and their immediate families.

You can also email: CHS.CampusModernisation@act.gov.au if you have any questions or need further information.

Staff consultation feedback is due by **COB Friday 31 November 2025**.

NCH General Manager (all NCH staff email)

Subject: Staff consultation now open – Northside Hospital Project update

Hi Team,

As part of the Northside Hospital Project, our hospital is preparing for the closure and demolition of four buildings in 2026 to make way for new, fit-for-purpose facilities.



To support this transition, a staff consultation paper and FAQs are now available on the intranet. These outline proposed relocation options for some teams and provide important information to help you understand what's ahead.

Everyone is encouraged to read the materials and share feedback – whether or not you're directly affected. Your input will help shape final decisions about relocation and accommodation arrangements.

We'll also be hosting a series of open forums (in person and online options) in early December to provide more context, answer questions and hear your thoughts.

We recognise that change can bring uncertainty. If you're feeling anxious or need support, please remember that the Employee Assistance Program (EAP) offers free, confidential, 24-hour counselling and coaching for staff and their immediate families.

That said, you can also contact the Northside Hospital Project team if you have any questions or need further details by emailing: CHS.CampusModernisation@act.gov.au

All feedback about the consultation is due by COB Friday 31 November 2025.

Following that, we will be in touch to let you all know the next steps and to provide details about staff movements onsite and other accommodation arrangements.

Kind regards,
Greg Brylski
Acting General Manager

For In-SyNCHH and Check Up all staff newsletters

Have your say: proposed staff relocations for NCH redevelopment

North Canberra Hospital is entering an exciting new chapter, with a major campus redevelopment planned as part of the Northside Hospital Project. This transformation will deliver modern, fit-for-purpose facilities that support better care for our community and a more contemporary workplace for our teams.

As part of this change, a staff consultation paper and FAQs are now available on the intranet. All staff are encouraged to read the materials and provide feedback – whether or not you're directly affected.

We'll also be hosting open forums in early December answer your questions and hear your thoughts.

Consultation feedback is due by **COB Friday 19 December**.

Questions? Email: CHS.CampusModernisation@act.gov.au



Ministerial talking points (if needed)

NCH redevelopment – staff consultation

- North Canberra Hospital is entering a significant phase of redevelopment under the Northside Hospital Project, guided by the Master Plan endorsed in May 2025.
- Four ageing buildings on site – Lewisham, Residence A, Residence B, and Engineering – will be decommissioned and demolished in 2026 to make way for modern, fit-for-purpose facilities that better serve patients, staff, and the broader Canberra community.
- A staff consultation process is now underway, with a consultation paper and FAQs available to all staff and Unions. This outlines proposed relocation options for affected teams and invites feedback to help shape final decisions.
- While some disruption is expected, this redevelopment is a vital step toward creating a state-of-the-art hospital campus and a more contemporary, flexible workplace for North Canberra Hospital staff.
- Clinical staff and those supporting hospital-based patient care will be prioritised for on-campus accommodation, while some support services staff may relocate off-site or work flexibly.
- All staff are encouraged to participate in the consultation, regardless of whether they are directly impacted. Open forums will be held to support engagement and answer questions.
- Staff wellbeing is a priority, and support is available through the Employee Assistance Program (EAP), offering free, confidential counselling and coaching 24/7.
- The consultation period ends at the end of November. Following this, hospital teams will be updated on the next steps, including further details about staff movements on campus and flexible working arrangements for support staff.

