



Consultation Paper

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

Northside Hospital Project Team, Canberra Health Services

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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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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.

