

# Schedule 39 – Transition Plans Schedule

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## Part A - Minimum Structural Format and Content Requirements for Plans

The Operator must ensure that any Project Plans (or reports) required under this document to include the following minimum structural and content requirements:

- (a) a Project Plan must be structured in a logical format with content that clearly and concisely addresses the minimum requirements of that Project Plan;
- (b) a Project Plan must avoid ‘motherhood statements’ and is required to identify issues and propose solutions in a way that is clear and will be contractually binding as part of the Project Deed;
- (c) a Project Plan must be sufficiently detailed to enable the State to use the Project Plan in respect of contract management of this document without requiring any further information from the Operator;
- (d) a Project Plan must be a complete and integrated document that provides detail of innovative approaches that will be implemented at the NBH in the management and delivery of the Services, how expected benefits of solutions will be realised and measured and how for the term of the contract the Operator will to continue to improve service delivery processes and/or outcomes;
- (e) a Project Plan must include nomination of all Accreditation required for the Services nominated at Law or to demonstrate Good Operating Practice. The Project Plan must demonstrate how such Accreditations will be achieved, managed, measured and maintained by the Operator in delivery of the Services;
- (f) where a Project Plan is required, the State may approve (where applicable and at its discretion) the Operator's use of a template company plan i.e. environmental management plan. Where the Operator proposes to use a company plan in lieu of a Project Plan:
  - (i) the company plan must be revised by the Operator to ensure that it addresses Project-specific issues;
  - (ii) the Operator's proposal to use the company plan must include, as a minimum:
    - (A) a summary of how the company plan will be made Project-specific; and
    - (B) a cover page and a contents page;
  - (iii) the Operator must obtain the executive authorisation for the Operator to use the company plan in lieu of the relevant Project Plan;
- (g) where plans are specified by the State or the Commonwealth or any of their entities, Transition Plans must accord with any format and content requirements as defined by those entities;
- (h) Project Plans must be drafted using font size 11 (minimum); and
- (i) Project Plans must include:
  - (i) version control (including version number and date);
  - (ii) owner and executive authorisation panel / quality control panel;
  - (iii) contents page;

- (iv) purpose / introduction;
- (v) all diagrams / tables / schedules as attachments to the Project Plan (as to enable easy updating and editing); and
- (vi) schedule of anticipated review points and updates.

Project Plans for which requirements are prescribed in this Schedule 39 are the Transition Plans namely:

1. Transition Strategy;
2. Operational Readiness Plan;
3. Staff Migration Plan;
4. Patient Transfer Plan; and
5. Final Completion Plan.

## **1. Transition Strategy**

### **1.1 Purpose**

The purpose of the Transition Strategy is to describe the Operator's overall approach to achievement of Operational Readiness, Staff Migration Completion, Transfer Completion and Final Completion.

### **1.2 Minimum Project Plan Requirements**

The Transition Strategy must include strategies, processes, management and governance for achieving all of the requirements of the Facility's readiness to deliver Services, migrating relevant staff and transferring appropriate patients. The Transition Strategy must be in a form approved by the Client Representative and must:

- (a) describe the Transition Period and provide context for the supporting plans; and
- (b) provide a description of the interconnecting strategy and processes required to facilitate the commencement of Service delivery in the new Facility, covering but not limited to:
  - (i) Operator management and resourcing;
  - (ii) activity schedule and timing
  - (iii) communications;
  - (iv) business continuity;
  - (v) risk identification and mitigation; and
  - (vi) State interface.

### **1.3 Project Plan Renewal Timeframe**

The Transition Strategy and its supporting Plans must be renewed by the Operator as required to ensure accuracy and completeness as requirements are identified during the Development Phase prior to the Transition Period timeframe. It must be submitted to the 12 months prior to the Transition Period then a minimum of every three months until commencement of the Transition Period. Any deviations from the original Transition Strategy are to be clearly identified by the Operator and provided for the approval of the Client Representative.

## 2. Operational Readiness Plan

### 2.1 Purpose

The purpose of the Operational Readiness Plan is to describe the Operator's approach to preparation for and achievement of Operational Readiness.

### 2.2 Minimum Project Plan Requirements

The Operational Readiness Plan must be in a form approved by the Client Representative and must include:

- (a) the Operator's strategy for achieving Operational Readiness;
- (b) details of all activities the Operator must undertake in order to achieve Operational Readiness (including an operational readiness completion activity program);
- (c) details of the parties involved in achieving each of the Operational Readiness Criteria and the Operator's strategy for managing the interface between those various parties;
- (d) details of the Operator's dedicated Operational Readiness team including the names, roles and responsibilities of Key Personnel;
- (e) details of the Operator's Key Personnel (as described within Schedule 3) including how the Operator will confirm that such Key Personnel have been engaged by Operator and are in place and working on the Project by Technical Completion (this must be included as evidence within the Technical Completion Report);
- (f) details of the Operator's proposed methodology for successfully satisfying each of the Operational Readiness Criteria;
- (g) details of the Operator's methodology for the conduct of each of the Operational Readiness Tests, including details of the objectives of each test, the systems and parties involved in the conduct of each test;
- (h) a list of all certificates and permits required for the Project including details of which parties are responsible for obtaining such certificates and permits, their status and the time at which they are required;
- (i) a list of all certificates of compliance required for the Project and the time at which they are required;
- (j) the proposed process for involving the Client Representative in the review of all relevant information and provision of the Operational Readiness Certificate;
- (k) the Operator's methodology for:
  - (i) carrying out Operational Readiness generally;
  - (ii) ensuring that all Operational Readiness Tests have been completed and have been successfully passed so as to demonstrate compliance with the Operational Readiness Criteria;
  - (iii) ensuring that all systems required to enable delivery of the Services are in place, fully commissioned and operational;
  - (iv) ensuring that all documentation that must be provided by the Operator to the Client Representative as a condition precedent to achieving Operational Readiness are completed and provided to the Client Representative;

- (v) ensuring that all FF&E and IM&T is fully functional, calibrated and tested to ensure that it interfaces as required with the State and other parties affected by the Services;
  - (vi) ensuring completion of staff induction, training and preparedness for commencement of the Services;
  - (vii) carrying out a clinical clean of the Facility in preparation for accepting transfer of Patients;
  - (viii) confirming that all warranties and Insurances relating to the Project have been obtained or are otherwise in place; and
  - (ix) ensuring that all Technical Completion Outstanding Items and other known Defects have been completed and or rectified;
- (l) the Operator's strategy for liaising with and involving the Client Representative in preparing for Operational Readiness;
  - (m) a draft table of contents of the Operational Readiness Report that will be used to consolidate the proof of Operational Readiness for submission to the Independent Verifier; and
  - (n) any other information reasonably requested by the Client Representative or Independent Verifier.

### **2.3 Project Plan Renewal Timeframe**

The Operational Readiness Plan must be renewed by the Operator as required to ensure accuracy and completeness as requirements are identified during the Project timeframe through the Development Phase. It must be submitted to the 12 months prior to Operational Readiness then a minimum of every three months until commencement of the Transition Period. Any deviations from the original Project Plan are to be clearly identified by the Operator and provided to the Client Representative for approval.

## **3. Staff Migration Plan**

### **3.1 Purpose**

The purpose of the Staff Migration Plan is to describe the Operator's approach to the identification, matching, selection and migration of NSW Health Service Employees from the Existing Hospitals to the Facility.

### **3.2 Minimum Project Plan Requirements**

The Staff Migration Plan must be in a form approved by the Client Representative and must:

- (a) include the objectives of the Migration process and Staff Migration Plan;
- (b) include a description of the Operator's overall strategy in relation to Migration, including but not limited to:
  - (i) any proposed overlap of services between NSLHD and the Operator; and
  - (ii) the proposed methodology for Migration;
- (c) demonstrate how the Operator would meet its obligations during the Migration process, including maximising the number of NSW Health Service Employees who migrate to the Operator;
- (d) demonstrate how the Operator will implement the Migration process, including any proposed enhancements or other amendments to the Migration process;

- (e) demonstrate how the Operator will resource, coordinate and manage the training, orientation and induction of all employees who are or will be working at the Facility, including a strategy for ensuring that Migrating Employees can participate in training, orientation and induction without affecting the level of Services at the Existing Hospitals;
- (f) demonstrate how Migrating Employees will be up skilled by the Operator as to be able to deliver the Services for the Operator prior to Operational Readiness and after Final Completion;
- (g) set out when and how the NSW Health Service Employees would migrate to the Facility, including any 'staging' of the Migration of NSW Health Service Employees;
- (h) include a detailed employee communication and engagement strategy, which describes the Operator's proposed approach to engaging with NSW Health Service Employees in relation to the Facility generally and to the Migration process;
- (i) demonstrate how it will engage with non-migrating employees;
- (j) describe the activities that the Operator will require the State to undertake during the Migration process; and
- (k) include details of the Operator's staff migration team and their roles and responsibilities with respect to Migration.

### **3.3 Project Plan Renewal Timeframe**

The Staff Migration Plan must be renewed by the Operator to ensure accuracy and completeness as requirements are identified during the Project timeframe (Development Phase). It must be submitted a minimum of 24 months prior to Technical Completion then a minimum of every three months until commencement of the Transition Period. Any deviations from the original Project Plan are to be clearly identified by the Operator and provided to the Client Representative for approval.

## **4. Patient Transfer Plan**

### **4.1 Purpose**

The purpose of the Patient Transfer Plan is to describe the Operator's approach to the transfer of patients from Existing Hospitals to the Facility.

### **4.2 Minimum Project Plan Requirements**

The Patient Transfer Plan must be in a form approved by the Client Representative and include:

- (a) the objectives of the transfer process;
- (b) a description of the Operator's overall transfer strategy, outlining:
  - (i) the order in which the existing Services will be relocated, giving consideration to dependencies between Services;
  - (ii) any proposed overlap of Services between NSLHD and the Facility and how business continuity will be managed until the transfer is completed;
  - (iii) the manner in which new Services will be established at the Facility;
  - (iv) the proposed methodology for transfer (transport) of Patients, giving consideration to the varying clinical requirements, health condition and mobility of Patients;
  - (v) the manner in which special needs groups, such as corrective services and mental health Patients, will be transferred; and

- (vi) the proposed approach to transfer and access to, Medical Records;
- (c) details of the transfer management team including their roles and responsibilities;
- (d) a transfer program;
- (e) details of the Operator's management and personnel who will be present during the Patient Transfer Period to ensure that any equipment or system failures are resolved in the minimum possible time and that any additional training or support advice is provided as required;
- (f) details of information / communications to be prepared and disseminated in the lead up to and during the Patient Transfer Period;
- (g) details of the Operator's workforce strategy during the Patient Transfer Period addressing the following as a minimum:
  - (i) workforce requirements by Service for the Patient Transfer Period with consideration given to sequencing of service transfer;
  - (ii) staffing strategy, in particular how the Operator will manage short-term increases in staff levels that are necessary for the execution of the Patient Transfer Plan; and
  - (iii) subcontracting during the Patient Transfer Period;
- (h) details of all Patient transfer support services including emergency call-out, equipment failure support, maintenance support, IM&T support, on-site support and other support requirements that the Operator will establish to ensure that equipment failures and Defects are rectified in accordance with the requirements of the Project Documents and the relevant Subcontracts;
- (i) any assistance or role that the State is expected to have in supporting the Operator in effecting the Patient Transfer Period; and
- (j) any other information or requirements relevant to ensuring that the Facility and Car Park operates in accordance with the requirements of the Project Documents (including the Car Park Management Deed).

### **4.3 Project Plan Renewal Timeframe**

The Patient Transfer Plan must be renewed by the Operator as required to ensure accuracy and completeness as Patient transfer requirements are identified during the Project timeframe. It must be submitted to the Client 12 months prior to Operational Readiness then a minimum of every 3 months until commencement of the Transition Period. Any deviations from the original Project Plan are to be clearly identified by the Operator and provided to the Client Representative for approval.

## **5. Final Completion Plan**

### **5.1 Purpose**

The purpose of the Final Completion Plan is to describe the Operator's approach to the preparation for and achievement of Final Completion.

### **5.2 Minimum Project Plan Requirements**

The Final Completion Plan must be in a form approved by the Client Representative and must include:

- (a) the Operator's strategy for achieving Final Completion;
- (b) details of all activities the Operator must undertake in order to achieve Final Completion (including a final completion activity program);

- (c) details of the parties involved in achieving each of the Final Completion Criteria and the Operator's strategy for managing the interface between those parties;
- (d) details of the Operator's dedicated Final Completion team including the names, roles and responsibilities of Key Personnel;
- (e) details of each of the Final Completion Criteria and the Operator's proposed methodology for successfully satisfying each of the Final Completion Criteria;
- (f) details of each of the Final Completion Tests including a methodology for the conduct of each Final Completion Test, details of the systems and parties involved in the conduct of each Final Completion Test and the objectives of each Final Completion Test;
- (g) a list of all certificates and permits required for the Project including details of which parties are responsible for obtaining such certificates and permits, their status and the time at which they are required;
- (h) a list of all certificates of compliance required for the Project and the time at which they are required;
- (i) the proposed process for involving the Client Representative to enable a Final Completion Certificate to be provided;
- (j) the Operator's methodology for:
  - (i) carrying out Final Completion generally;
  - (ii) ensuring all Final Completion Tests have been completed and have been successfully passed so as to demonstrate compliance of the Final Completion Criteria;
  - (iii) confirming that all systems or agreements impacting the Services including are in place, fully commissioned and operational;
  - (iv) ensuring that all documentation that must be provided by the Operator to the Client Representative as a condition precedent to achieving Final Completion have been completed and provided to the Client Representative;
  - (v) ensuring that it interfaces as required with the State and other parties that are affected by the Services; and
  - (vi) ensuring that all documentation that must be provided by the Operator to the Client Representative as a condition precedent to achieving Final Completion have been completed and provided to the Client Representative (such as establishing any electronic contract management systems and interfaces);
- (k) the Operator's strategy for liaising with and involving the Client Representative in preparing for Final Completion;
- (l) a draft table of contents of the Final Completion Report that will be used to consolidate the proof of Operational Readiness for submission to the Client Representative and Independent Verifier; and
- (m) any other information reasonably requested by the Client Representative.

### **5.3 Project Plan Renewal Timeframe**

The Final Completion Plan must be renewed by the Operator as required to ensure accuracy and completeness as requirements are identified during the Project timeframe. It must be submitted to the 12 months prior to Operational Readiness then a minimum of every three months until commencement of the

Transition Period. Any deviations from the original Project Plan are to be clearly identified by the Operator and provided to the Client Representative for approval.