



PRECINCT INDUCTION PACK

RANDWICK HEALTH &
INNOVATION PRECINCT

EDITION 2 . 2021



ABOUT OUR BRANDMARK

The history of sandstone in Randwick spans from when the eastern seaboard of Sydney was once covered in sandhills, to the heritage buildings that still stand as landmarks today.

These characteristics symbolise the combining of the old and new health and education facilities into one precinct.

Sand dunes dominated coastal southern Sydney, stretching from Devonshire Street, where Central Railway is now located, to the shores of Botany Bay. This unique stone is formed by unifying existing elements into a material with strong physical properties and stability.

The brandmark uses the perimeter of the new precinct to create a modern and recognisable graphic. By encompassing patterns derived from the heritage sandstone and the modern buildings an abstract shape is formed. The unique form symbolises the coming together and integration of the existing and new facilities.

INTRODUCTION

WHILE HEALTH CARE AT RANDWICK HAS BEEN EVOLVING FOR OVER 160 YEARS, THE LAST SIX YEARS HAS SEEN A STRENGTHENING OF COLLABORATION AMONGST A WIDE RANGE OF ORGANISATIONS ON THE PRECINCT, INCLUDING WITH GOVERNMENT, UNIVERSITIES, INDUSTRY AND COMMUNITY.



The Randwick Health & Innovation Precinct (formerly Randwick Health and Education Precinct) has renewed its governance framework. This framework sees working groups leveraging the scale, diversity and expertise located on the precinct to influence and impact positive health outcomes.

The Precinct Founding Partners want everyone to be a part of helping build the precinct and welcome all feedback on the work of the Randwick Health & Innovation Precinct.

This induction pack provides an insight into the work that has been undertaken and how that is being built upon for the future. It is designed for those engaged through the working groups to understand the history and how their important work fits within a broader context.

The patients, families, students, staff, researchers and the community should feel proud of the ways in which the Randwick Health & Innovation Precinct is positively impacting people's every day lives.

Led by the Strategy and Innovation Working Group, The Randwick Health & Innovation Precinct Strategy was launched after extensive consultation in 2020.

OUR VISION

TO BE A TRANSFORMATIVE AND COLLABORATIVE PLACE OF EXCELLENCE SOLVING GLOBAL CHALLENGES TO ENHANCE AND NURTURE LIFE-LONG HEALTH.

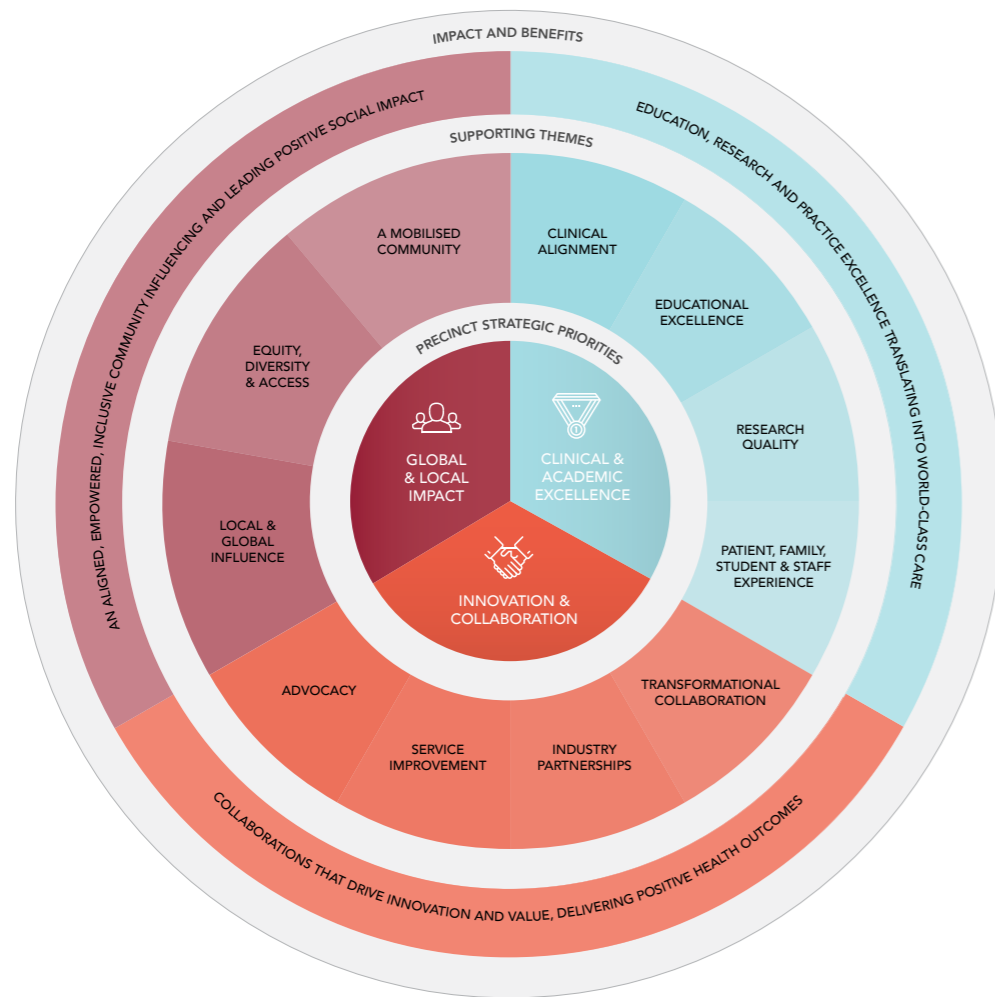
OUR PURPOSE

IN PARTNERSHIP, LEVERAGE OUR SCALE, DIVERSITY AND EXPERTISE TO INFLUENCE AND IMPACT POSITIVE HEALTH OUTCOMES.

PRECINCT FOUNDING PARTNERS



STRATEGIC PRIORITIES



THE RANDWICK HEALTH & INNOVATION PRECINCT

THE RANDWICK HEALTH & INNOVATION PRECINCT IS ONE OF THE MOST COMPREHENSIVE IN AUSTRALIA. THE PRECINCT INCLUDES PUBLIC CHILDREN'S, WOMEN'S AND ADULT HOSPITALS AND A PRIVATE HOSPITAL ALONGSIDE MULTIPLE MEDICAL RESEARCH INSTITUTES AND A GLOBAL UNIVERSITY

There are over 1.8 million patient interactions every year at the precinct, providing life-saving and life-changing healthcare to all, from newborn babies, right through to the elderly. There are first class medical and nursing services as well as the best in allied health. The precinct delivers unique specialty services across the state and nationally.

The precinct's diverse research and education activities are providing improvements every day to the patient's experiences, their care and treatment.

The Randwick Health & Innovation Precinct maximises the benefits that come from physically positioning a globally recognised G08 University contiguous with some of Australia's most reputable hospitals.

Educational excellence offered by UNSW Medicine & Health is the cornerstone of this relationship. The relationship enables Precinct partners to leverage research and technological expertise across

the university's diverse disciplines, leading to a significant positive impact on lifelong health.

Built on a strong academic foundation of health sciences, staff and researchers at Randwick have a long history of collaboration with affiliated universities and research institutions around the world. UNSW Sydney is one of the world's top 100 universities and recently topped all Australian universities for research that makes a highly positive impact on everyday life.

Attracting the very best clinicians and academics from around the world, the benefits of collaboration are seen broadly across the precinct. Ground-breaking research continues to transform the personalised and compassionate care that patients receive.

The Randwick Health & Innovation Precinct is also a key economic driver - 40 per cent of jobs in the Randwick Local Government Area are in health and education.

The Randwick and Sydney Eastern Suburbs community should feel inspired by the education, research and health care undertaken at Randwick and the difference this makes in people's lives. The significant economic contribution and changes coming across the precinct in the next 5-10 years will directly benefit the local community, and those who connect from across the state and Australia, or rely on the advances in research for their care.



PRECINCT ORGANISATIONS

The precinct is home to a wide variety of organisations including South Eastern Sydney Local Health District (which covers Prince of Wales Hospital, The Royal Hospital for Women and Eastern Suburbs Mental Health Services), the Sydney Children’s Hospital, Randwick, the Prince of Wales Private Hospital and the University of New South Wales, Kensington Campus.

In addition, the precinct hosts the University of Technology, the George Institute for Global Health, the Children’s Cancer Institute, the Bright Alliance, the Kirby Institute, the Black Dog Institute, NeuRA, the Kidman Centre, the Fertility and Research Centre, the National Drug and Alcohol Research Centre, the Centre for Big Data Research in Health, the Centre for Eye Health, Scientia Clinical Research and the Sydney Partnership for Health, Research and Enterprise.

The precinct also supports many important alliances such as the Mindgardens Neurosciences Network, the Health Science Alliance and Sydney Partnership for Health, Education, Research and Enterprise [SPHERE].

HISTORY

In 2016, NSW Health Infrastructure (HI) worked with South Eastern Sydney Local Health District (SESLHD), the Sydney Children’s Hospitals Network (SCHN) and UNSW to develop a Randwick Health Collaboration Agreement that would help guide planning for the precinct into the future.

The goal of all parties was to ensure the Randwick Health Precinct could grow to be globally renowned for excellence in health, teaching, education and research and deliver the highest standards of care to patients in world class facilities. At the time, over 60 per cent of buildings on the Randwick Hospitals Campus were over 30 years old.

The Randwick Health Collaboration Agreement provided the framework to start developing a range of documents to help guide government decision-making and investment.

Key documents developed in 2016 are outlined below. These documents informed the government’s decision on the level of funding for the Randwick Campus Redevelopment and where expansion should be undertaken. Extending the Randwick Hospitals Campus to the West was the preferred clinical solution for the campus, supporting the highly integrated services required of a modern health precinct.

THE GREATER RANDWICK URBAN MASTERPLAN (GRUM)

PURPOSE >

To establish a high level urban framework to guide health, academic, complementary and commercial infrastructure investment across the Greater Randwick Area, focusing on the Randwick Hospitals Campus.

Many of the assumptions and objectives of the GRUM remain relevant, including planning for future transport connections, and expected changes in adjacent development, housing, education and retail centres.

The GRUM took into consideration the need for green space and community links through the site; and reinforced the urban design principles of healthy and green, integrated, connected, and responsive; as well as the need to establish a level ground plane across the campus to address the topography of the site. Following the government’s decision on acquisition, and determining that future growth can be accommodated in the current Hospitals Campus footprint, master planning for the current Randwick Hospitals Campus will now be undertaken in 2021.

RANDWICK ACADEMIC HEALTH SCIENCE CENTRE MASTERPLAN (RAHSCM)

PURPOSE >

To provide a solution for the institutions on the Randwick Hospitals Campus to grow and collaborate into the future.

The RAHSCM helped define the zonal masterplan for the Randwick Hospitals Campus by considering how institutions might work together in a collaborative physical environment.

A key influence in the master planning process was the recognition of the vital role played by the integrated clinical core which is utilised by all four major hospitals on the Campus, and the need for an identified site for the redevelopment and/or expansion of the Hospitals Campus to understand and support this.

The Education Strategy and Research Strategy have been incorporated into the Strategic Plan as well as the new Translational Research Strategy and a Precinct Education Strategy. They will leverage the expertise of the systems and process working group and strategic infrastructure to help shape, influence and advise infrastructure planners.

HISTORY

GREATER RANDWICK INTEGRATED HEALTH SERVICES PLAN (GRIHSP)

PURPOSE >

To inform the capital planning and investment by government. It documents all health and support services and other requirements for the proposed Randwick Campus Redevelopment to ensure that health services align with changing patterns of community need and expectations, contemporary and emerging models of care, and the most effective use of available and future resources.

The GRIHSP was developed by the SESLHD for the Randwick Campus Redevelopment. It was underpinned by SESLHD's 'Roadmap: A Journey to the Delivery of Excellence' which outlines a major program of transformation to provide health care within community and home settings improving patient health outcomes. While it is LHD focused, it acknowledges the strong partnerships with the Sydney Children's Hospitals Network, UNSW and other research institutions, government and non-government agencies, primary care and other service providers, businesses and the community.

The GRIHSP is being built upon with updated Clinical Services Plans for the Sydney Children's Hospitals, Randwick, the Royal Hospital for Women and the Eastern Suburbs Mental Health Service. The creation of the Randwick Clinical Alignment Brief pulls all the plans together with a road map for the future. It provides recommendations for future models of care and holistic services that will enhance the mental health services on this campus.

GREATER SYDNEY COMMISSION EASTERN CITY DISTRICT PLAN

PURPOSE >

To provide a 20-year plan to manage growth and contribute to achieving the 40-year vision, while enhancing Greater Sydney's liveability, productivity and sustainability into the future.

The District Plan highlighted to government the importance of Health and Education Precincts in contributing to making Sydney a more liveable, productive and sustainable place.

It recognised the Randwick Health & Innovation Precinct's role in providing links to internationally competitive economic sectors and precincts; implementing changing technologies; growing knowledge-intensive jobs; and helping create a 30-minute city. It highlighted that with support from the NSW government, precincts like Randwick can help consolidate Greater Sydney's economic future and its national and international competitiveness.

Following the District Plan, stakeholders then developed a Randwick Collaboration Area Place Strategy which was published in 2018. The partners to the Place Strategy are the Greater Sydney Commission, NSW Health, UNSW, the Randwick City Council and the Australian Turf Club.

The partners are now implementing the Place Strategy with priorities to develop over the coming years a Structure Plan and a broader Transport Strategy and car parking plan.

The District Plan will be updated in 2021.





TIMELINE

2015
—
2016

- › NSW Government announces \$500M for Prince of Wales Hospital Acute Services Building (Randwick Campus Redevelopment)
- › Randwick Health Collaboration Agreement signed
- › Greater Randwick Integrated Health Services Plan completed
- › Greater Randwick Urban Masterplan developed
- › Randwick Academic Health Science Centre Masterplan
- › Greater Sydney Commission Draft District Plan developed

2017

- › Integrated Planning Framework
- › NSW Government announced additional \$220M for Randwick Campus Redevelopment
- › Community, consumer and staff engagement undertaken
- › Precinct Council and Executive Precinct Committee established
- › Greater Sydney Commission District plan finalised

2018

- › Finalised Greater Sydney Commission Randwick Collaboration Area Place Strategy
- › Health / UNSW MOU executed, and education, training and research opportunities explored
- › Schematic Design completed for the Acute Services Building
- › Commenced development of Acute Services Building Arts Strategy
- › Clinical Services Alignment stakeholder engagement and brief
- › UNSW announced investment of up to \$250M in Health Translation Hub
- › Commenced engagement on precinct communications

2019

- › \$608M announced for the Sydney Children's Hospital Stage 1 and the Children's Comprehensive Cancer Centre (SCH Stage 1 and CCCC)
- › Clinical Services Alignment and Campus Expansion Strategy finalised
- › Working Groups established for the Precinct
- › Visioning workshops for SCH Stage 1 and CCCC
- › Engagement to assist in development of a new precinct brand
- › Light Rail commenced operation

2020

- › Development and launch of new Precinct strategy
- › Establishment of People and Culture Working Group
- › Development of Operational Framework
- › Concept Design for SCH Stage 1 and CCCC
- › Schematic Design for SCH Stage 1 and CCCC
- › Precinct response to COVID-19, including rapid prototype and development of ventilators for NSW Health
- › Finalised new name and brand for the precinct
- › Transport for NSW released South East Sydney Transport Strategy to 2056



INTERVIEW

ADAM JAFFE, CO-CHAIR, TRANSLATIONAL RESEARCH WORKING GROUP —

Prof. Jaffe wears many hats. His day job is the John Beveridge Professor of Paediatrics and Head of School of Women's and Children's Health at UNSW. He is also a respiratory paediatrician at Sydney Children's Hospital. Amongst these roles he co-chairs the Translational Research working group committee for the Randwick Precinct and leads translational research in cystic fibrosis.

Explain the concept of translational research.

Translational research is a way of taking science from the lab and translating research into personalised care for patients – also known as bench-to-bedside. At the core, it is about embedding discovery science, basic science and data into the care we give to patients.

From a financial perspective, we know that a dollar invested in research gives at least a twofold in return in health care delivery. Whereas a dollar invested in health care results in a dollar return. But it's not just about dollars it's much more than that. If we can aim for better value healthcare in what we do...that really is our mission.

What is the ultimate goal of the Translational Research working group?

Based on areas we are excelling in nationally and internationally, as well as state and federal government priorities, the Translational Research working group has established six research flagship areas to focus on from 2021-2023. These include genomics and personalised medicine; childhood cancer; fertility research centre; clinical trials; neuroscience and mental health; as well as virtual care. We expect these research priorities to set our precinct apart, which supports our overarching goal to deliver better value health by embedding person centred research in the provision of care and education. We have identified other translational research opportunities once we have the "first priorities" established which reflect the 30 translational research sub-working groups who have engaged in helping in developing our strategy.

What sets the Randwick Health & Innovation Precinct apart from other precincts either locally or globally?

The new precinct is an exciting opportunity because it brings together the university, medical research institutes as well as the hospitals. It is rare to find a geographical location of this nature and it's one of the unique aspects of the Randwick Precinct. So while the delivery of health care is the responsibility of the local health districts and specialised health network, once we understand what the needs and priorities are of clinical delivery, the university and medical research institutes help accelerate the health services in health care delivery. That's what's really exciting - it's the embedding of clinical research, which is everybody's business, into the hospitals of the precinct.

How can staff get involved or find out more about the work you and your team are doing?

I would encourage all working groups to develop and articulate their own vision and use the Translational Research working group as an enabler to help groups achieve their goals. We know we've got a range of enablers, such as patients, people from diverse backgrounds, data platforms, imaging, industry and philanthropy whose skills we need to harness in delivering our vision. Importantly we must break down silos and ensure no duplication, only collaboration.

From education to advocacy, there are many opportunities to be involved, beyond research, so I am urging everyone, no matter your background to look for opportunities that will help bring value to your work beyond the normal. This is about elevating Randwick precinct to international status and improving the health of the patients we all look after.

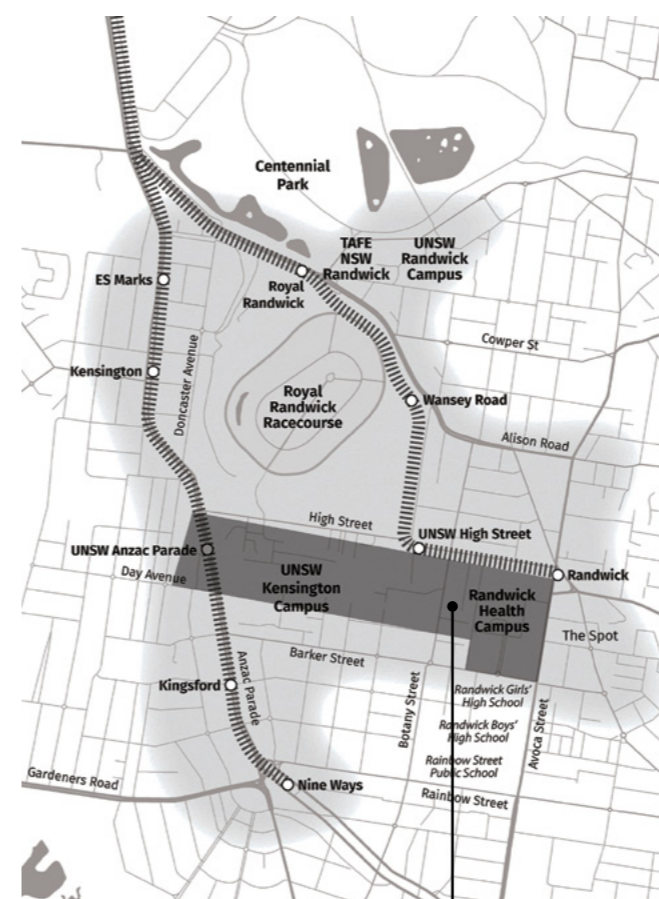


DESIGN PRINCIPLES

ONE OF THE KEY STRATEGIES AGREED TO IN PRECINCT PLANNING WAS TO PHYSICALLY CONNECT THE UNIVERSITY CAMPUS WITH THE RANDWICK HOSPITALS CAMPUS AND TO BLUR THE BOUNDARIES BETWEEN RESEARCH, EDUCATION AND HEALTH, CREATING A TRULY INTEGRATED ACADEMIC HEALTH SCIENCE CENTRE –

Critical for this is the provision of spaces where informal and formal collaboration can occur. Research, education and health facilities will be spread throughout the precinct and form a network of interrelated activities. This approach will also ensure that spaces are replicated and sharing of spaces can occur where it makes sense to do so.

Additionally the strategy was to integrate the precinct with its direct surroundings to strengthen its identity as an inviting and permeable place. A wide range of different indoor and outdoor places to meet or spend individual time were proposed to improve the health and well-being of everyone on the precinct.



THE PRECINCT vs THE PROJECT

THE DIFFERENCE BETWEEN THE PRECINCT ACTIVITY AND THE PROJECT –

THE PRECINCT

The Precinct incorporates the Randwick Hospitals Campus and the UNSW Kensington Campus.

Precinct partners and collaborators work together on long term strategy, partnerships, innovation and culture.

The precinct partners recognise that, in some key areas, working together can deliver greater benefits than working as individual organisations. It's about respecting the individual identity and work of each precinct organisation but also recognising that the whole is greater than the sum of its parts.

A wide range of precinct working groups have been established including Strategy and Governance, Clinical Services Alignment, Education, Translational Research, Strategic Infrastructure, Communications and Advocacy, Systems and Processes, People and Culture, Philanthropy, Industry and Innovation and Virtual Care. Membership is drawn from collaborating partners within the precinct and those based off site who have operations and services onsite.

The implementation of the precinct strategies will be undertaken by each of the organisations on the precinct, through driving cultural change, implementing new or updated programs and processes, and in new capital projects like the Randwick Campus Redevelopment.

The governance of the Precinct is managed by the Founding Partners (SESLHD, SCHN, UNSW and HI).

THE PROJECT – RANDWICK CAMPUS REDEVELOPMENT

Precinct partners and collaborators work together on delivering over \$1.5B of new infrastructure to meet the service needs of the organisations and use it as a catalyst for change. The Randwick Campus Redevelopment includes the design, planning and construction of three buildings:

- › Prince of Wales Hospital Integrated Acute Services Building opening in 2022
- › Sydney Children's Hospital Stage 1 and Children's Comprehensive Cancer Centre opening in 2025
- › UNSW's Health Translation Hub opening in 2026

The governance of the project is managed by Health Infrastructure's state-wide approach to capital projects.

Information about the project can be found at randwickcampusredevelopment.health.nsw.gov.au





GOVERNANCE

STRONG GOVERNANCE IS ESSENTIAL TO A SUCCESSFUL PRECINCT. IT HELPS SET THE VISION, ALIGN STAKEHOLDERS AND DEVELOP A STRATEGY AND ACTION PLAN FOR THE FUTURE

The four Randwick Health & Innovation Precinct Founding Partners – SESLHD, SCHN, UNSW and HI - have agreed that whilst maintaining their own autonomy, they will work collaboratively to help realise the vision for the precinct.

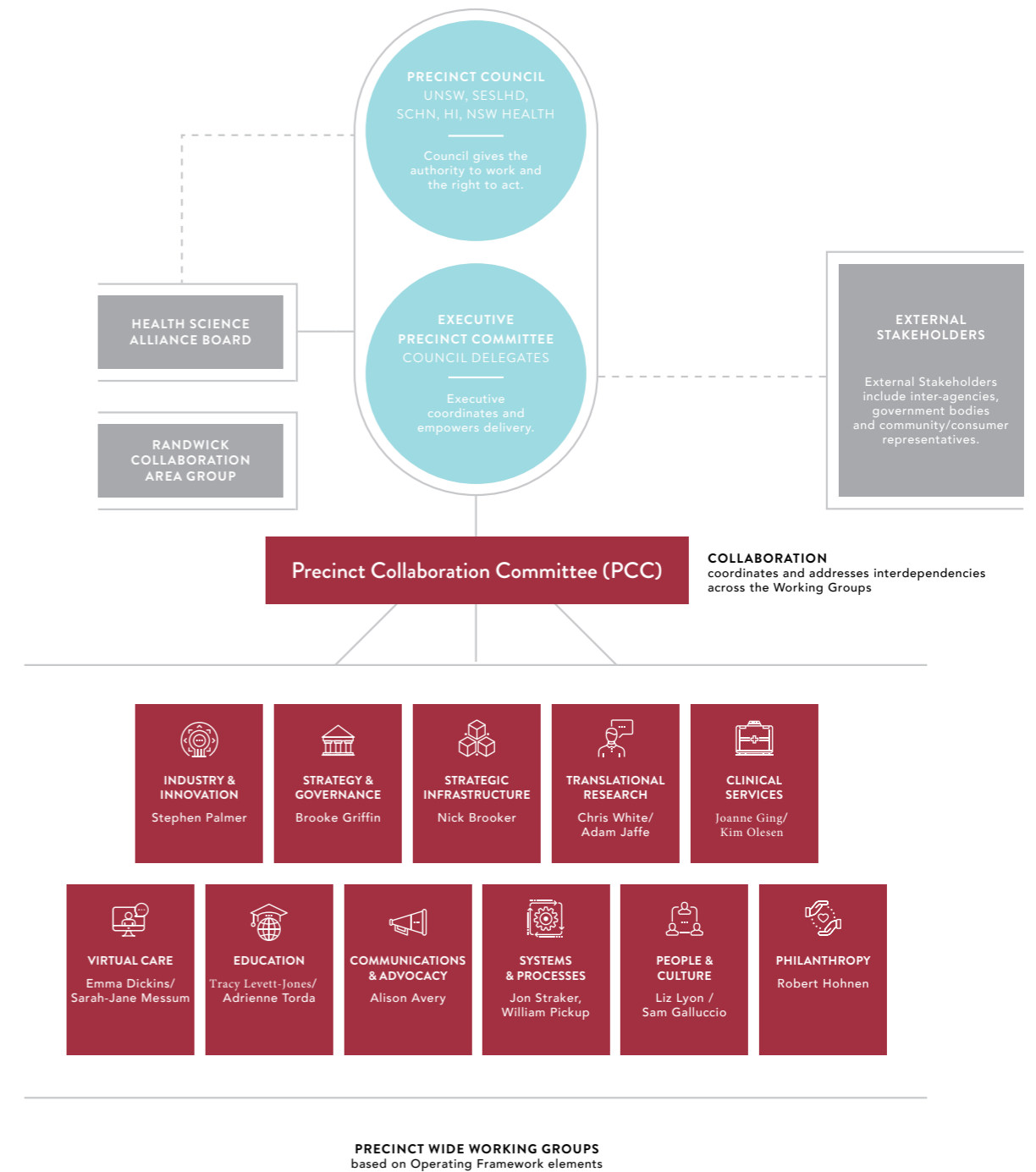
The Founding Partners continue to build on their existing well-established relationships, coordinate their master planning work and represent and promote the Precinct. The partners are committed to collaborating extensively with all organisations working on and with the precinct as well as exploring opportunities for new collaborations.

The Precinct Council and Executive Precinct Committee provide overall leadership and coordination of the development of the Precinct. The governance has been reviewed each year and new working groups established in response to the strategic and operational needs of the Precinct

MEMBERSHIP

- › The Precinct governance structure comprises membership from Founding Partners and Collaborating Partners
- › Collaborating Partners are drawn from organisations with key activity on the Precinct, e.g. MRIs, UTS, NSW Health Pathology
- › The Precinct Council membership is drawn from Founding Partners
- › Executive Precinct Committee membership is drawn from Founding Partners and leads of each of the Working Groups
- › Working Group leads and membership is drawn from Founding and Collaborating Partners

GOVERNANCE FRAMEWORK



Please note Precinct collaborators ie. Children's Comprehensive Cancer Center, Fertility Research Centre, Mindgardens, Bright Alliance have independent governance structures who also feed into the RHIP Governance Framework.



CURRENT WORK PROGRAM

STRATEGY AND GOVERNANCE

Despite the challenges, our perseverance, agility and collegiality in articulating our agreed future direction have resulted in the development and approval of the RHIP Strategy. We achieved this through genuine partnership, respect and commitment to the task and each other - sprinkled with good humour!

Our aim is to support all working groups in finalising the 2021 RHIP Operational Plans for the first year of our Precinct Strategy.

EDUCATION

As evidenced by more than 9500 clinical student placements, the breadth and learning needs of groups such as medicine, nursing and midwifery, simulated learning and allied health provided a challenging scope. However, working with key people across the precinct has enabled an understanding of the potential of partnering on extensive educational activities that span the continuum of undergraduate, post-graduate and vocational training across a wide variety of health disciplines.

In the coming year, we are committed to coordinating, designing and prototyping IPE (Inter-professional Education) projects across the Randwick precinct.

TRANSLATIONAL RESEARCH

Through our strong relationships with working groups and services across the precinct, we undertook a detailed horizon scan to identify opportunities that exist on campus highlighting our research strengths across the precinct. We developed a strategy to support and improve translational research, research that relates directly to patients. We are finalising the operational plan and prioritising actions to enable delivery of transformative and translational research, our precinct vision.

We will work with our precinct partners and in collaboration with other working groups to begin implementing the translational research aspects of the precinct operational plan.

CURRENT WORK PROGRAM

CLINICAL SERVICES ALIGNMENT

Our collaborative approach helped encourage Senior Managers and clinicians to work together and progress the alignment of opportunities. Improving the health care journey for our communities in the specific specialty areas of mental health, virtual care and adolescent young adult care transition is a key driver of this collaboration.

Codesigning our vision for healthcare across the patient's lifespan will enable a seamless and cohesive patient and family experience.

SYSTEMS AND PROCESSES

Our group has a deep commitment to the precinct vision; to ensure precinct partners work in a more collaborative and enabling environment. This year, we proudly developed the Precinct ICT Strategy, a framework and operational manual for delivering our plan, and led numerous 'proof of concept' initiatives to validate strategic foundation capabilities.

We are focused on several IT opportunities and initiatives across the precinct campus that will have immediate benefits for all partners and set a strong foundation for future collaboration.

PEOPLE AND CULTURE

Establishing a Precinct People Value Proposition which sets out our vision, values and culture to attract and retain students, employees and community and commercial partners is a key objective for the coming year. We will also work collaboratively on the agreed priorities of all our foundational partners; lifelong learning, diversity and inclusion, wellbeing and digitally enabled communities.

STRATEGIC INFRASTRUCTURE

In 2020, the Strategic Infrastructure Working Group finalised an Integrated Precinct Transport Plan and explored ways to bring the precinct to life through green infrastructure programs and arts and culture.

The group will continue master planning for future developments, exploring opportunities to improve integrated precinct wayfinding and improving connectivity across the precinct.

COMMUNICATIONS AND ADVOCACY

After months of consultation, we finalised the brand mark and name. Aligning the identity for the precinct made us feel extremely proud and created a new sense of direction for the precinct campus. We also felt great pride in our ability to collaborate with all the precinct partners, especially with the Strategy and Innovation group to deliver on our new strategy.

There is much potential in the coming months for us to drive collaboration and engagement at all levels, building genuine partnerships and prioritising the objectives of the precinct amongst our respective departments and organisations.

It will also be a priority to bring the strategy to life through storytelling and partnerships to enable us to communicate the benefits and impact of the precinct to staff, stakeholders and community.

PHILANTHROPY

The Philanthropy Working Group was established in Q4 2020, its purpose to discuss and identify new collaboration and engagement opportunities across the precinct. Representatives from UNSW, SCHE, POWHF, RHWF, NeuRA, BlackDog, and CCI will work together to develop associated frameworks and guidelines to aid precinct philanthropic partnership and donor engagement.

We will also provide recommendations and guidance on philanthropic activities, including but not limited to; naming rights, corporate partnerships and alignment opportunities including engagement and events. We report into the Philanthropy Advisory Group.

INDUSTRY AND INNOVATION

The Industry and Innovation Working Group was established in 2021 and will be focused on the development of an Industry Attraction Strategy and an industry prospectus to promote the value of the precinct.

VIRTUAL CARE

The role of the Randwick Precinct Virtual Care Working Group is to provide strategic direction and advice to the PCC and EPC regarding virtual care across the precinct including potential models of care and health services research, as well as long-term considerations and evaluation of broader redevelopment issues with implications for virtual care. The working group will engage and collaborate with all partners to identify opportunities to collaborate in virtual care on the Precinct. The group will engage with precinct working groups, key precinct stakeholders and clinicians, as well as NSW Partners i.e. eHealth to establish a precinct virtual care model and framework including decisions around physical space and systems to ensure sustainability and avoidance of duplication of resources where possible.

The working group will initially focus on the definition of virtual care for the precinct and review virtual care plans across the partnership organisations to identify commonalities and gaps.

RESOURCES

For further information and access to the following resources
visit randwickcampusredevelopment.health.nsw.gov.au

Website
Fact sheets
Video
Strategy document



GLOSSARY

CHILDREN'S CANCER INSTITUTE (CCI):

Children's Cancer Institute is the only independent medical research institute in Australia wholly dedicated to curing childhood cancer.

EXECUTIVE PRECINCT COMMITTEE (EPC):

established in 2017, provides overall leadership and coordination of the development of the RHIP.

GREATER RANDWICK INTEGRATED HEALTH SERVICES PLAN (GRIHSP):

informs the capital planning and investment by government. It documents all health and support services and other requirements for the proposed Randwick Campus Redevelopment to ensure that health services align with changing patterns of community need and expectations, contemporary and emerging models of care, and the most effective use of available and future resources.

THE GREATER RANDWICK URBAN MASTERPLAN (GRUM):

establishes a high-level urban framework to guide health, academic, complementary and commercial infrastructure investment across the Greater Randwick Area, focusing on the Randwick Hospitals Campus.

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT):

a collaborative and seamless technology environment that will support the RHIP to manage healthcare, research and education.

MEMORANDUM OF UNDERSTANDING (MOU):

an agreement between two or more parties outlined in a formal document. It is not legally binding but signals the willingness of the parties to move forward with a contract.

NSW HEALTH INFRASTRUCTURE (HI):

deliver future focused, innovative and sustainable infrastructure and support solutions that enable value-based healthcare delivery in New South Wales.

NEUROSCIENCE RESEARCH AUSTRALIA (NEURA):

Neuroscience Research Australia (NeuRA) is an independent, not-for-profit research institute based. As a leader in brain and nervous system research, their goal is to prevent, treat and cure brain and nervous system diseases, disorders and injuries through medical research.

PRECINCT COLLABORATION COMMITTEE (PCC):

coordinates and addresses interdependencies across the RHIP Working Groups

PRINCE OF WALES HOSPITAL (POWH):

a major teaching hospital and tertiary referral centre, providing excellent healthcare to south eastern Sydney and specialist health and medical services to NSW.

PRINCE OF WALES HOSPITAL FOUNDATION (POWHF):

seeks to future-proof healthcare by connecting generosity to innovation and excellence in research, education, health promotion, equipment and infrastructure at The Prince of Wales Hospital (POWH).

PRINCE OF WALES HOSPITAL INTEGRATED ACUTE SERVICES BUILDING (IASB):

the first major upgrade to the Prince of Wales Hospital in 25 years, delivering state of-the-art infrastructure that will support new and innovative approaches to acute healthcare and provide staff with purpose-designed and built facilities that support contemporary clinical practice. Opening in 2022, the Integrated Acute Services Building will deliver contemporary infrastructure and technology that will not only improve healthcare services and patient outcomes, but the experience of all users. The new building is located at the corner of Hospital Road and Magill Street.

GLOSSARY

RANDWICK ACADEMIC HEALTH SCIENCE CENTRE MASTERPLAN (RAHSCM):

provideS a solution for the institutions on the Randwick Hospitals Campus to grow and collaborate into the future.

RANDWICK CAMPUS REDEVELOPMENT (RCR):

Randwick has been providing healthcare for the community for over 160 years. builds on this rich legacy by strengthening the Randwick Hospitals Campus through the delivery of over \$1.5 billion in brand new health, education and research infrastructure, and new models of healthcare.

Through partnerships with the Federal Government, UNSW Sydney, the Sydney Children's Hospital Network and the Children's Cancer Institute, the NSW Government is delivering the following world-class facilities:

- Prince of Wales Hospital Integrated Acute Services Building
- Sydney Children's Hospital Stage 1 Redevelopment and Australia's first Children's Comprehensive Cancer Centre
- UNSW Sydney's Health Translation Hub.

The Randwick Campus Redevelopment is being delivered by Health Infrastructure in collaboration with Randwick Health and Education Precinct partners South Eastern Sydney Local Health District, Sydney Children's Hospitals Network and UNSW Sydney.

RANDWICK HEALTH & INNOVATION PRECINCT (RHIP):

includes the Randwick Hospitals Campus and UNSW Sydney Kensington Campus as well a number of important health, research and education institutes such as the University of Technology, the George Institute for Global Health, the Children's Cancer Institute, the Kirby Institute, the Kidman Centre, the Fertility and Research Centre, the National Drug and Alcohol Research Centre, the Centre for Big Data Research in Health, the Centre for Eye Health and the Sydney Partnership for Health, Research and Enterprise.

RANDWICK HOSPITALS CAMPUS (RHC):

The Randwick Hospitals Campus includes the four major hospitals; the Prince of Wales Hospital, Royal Hospital for Women, Prince of Wales Private and the Sydney Children's Hospital, Randwick, as well as the Eastern Suburbs Mental Health Service, NeuRA, the Bright Alliance, Black Dog Institute, Scientia Clinical Research and Ronald McDonald House

ROYAL HOSPITAL FOR WOMEN FOUNDATION (RHWF):

the registered charity of The Royal Hospital for Women. Their purpose is to transform the lifelong health of women and newborns. They do this by funding the best medical equipment, innovative research, people and programs for The Royal.

SOUTH EASTERN SYDNEY LOCAL HEALTH DISTRICT (SESLHD):

one of the largest local health districts in Sydney, covering a geographical area of 468 square kilometres from Sydney's central business district to the Royal National Park. We proudly deliver health care to around 930,000 residents across the local government areas of Woollahra, Waverley, Randwick, Bayside, Kogarah, Hurstville and Sutherland Shire. We also provide a key role in helping residents of Lord Howe and Norfolk islands.

SYDNEY CHILDREN'S HOSPITAL (SCH):

one of Australia's leading specialist medical centres for children, caring for seriously ill and injured children from across NSW and beyond. It forms part of the Sydney Children's Hospitals Network. It provides a complex and comprehensive range of services in paediatric and adolescent medicine and surgery, treating children with conditions including cancer, trauma, HIV/AIDS, congenital abnormalities, disabilities, heart disease and respiratory disorders.

GLOSSARY

SYDNEY CHILDREN'S HOSPITAL NETWORK (SCHN):

formed in 2010, Network has established a solid corporate and strategic platform to enhance clinical care, further groundbreaking research, invest in education and training of the health workforce and advocate for a healthy future for children in NSW and beyond. It incorporates The Children's Hospital at Westmead; Sydney Children's Hospital, Randwick; Bear Cottage; Children's Court Clinic; Kids Research; Newborn and paediatric Emergency Transport Service (NETS)

SYDNEY CHILDREN'S HOSPITAL FOUNDATION (SCHF):

is an independent Health Promotion charity. Their mission is to connect paediatric research and clinical practice with donors who are inspired to create positive change.

SYDNEY CHILDREN'S HOSPITAL STAGE 1 AND THE CHILDREN'S COMPREHENSIVE CANCER (SCH STAGE 1 AND CCCC):

the next exciting phase of the Randwick Campus Redevelopment, bringing clinical care, research and teaching together to deliver improved models of care for sick and injured children. To be located at the corner of Hospital Road and High Street, the new building is expected to open in late 2025.

SYDNEY PARTNERSHIP FOR HEALTH, EDUCATION, RESEARCH AND ENTERPRISE (SPHERE):

Maridulu Budyari Gumal combines 14, thought-leading organisations in the Sydney region to create the Sydney Partnership for Health, Education, Research and Enterprise. Each partner is world-renowned for research, innovation and education. Each has specialist healthcare knowledge and a heritage of game-changing initiatives to their name.

UNIVERSITY OF NEW SOUTH WALES (UNSW SYDNEY):

is a powerhouse of cutting-edge research, teaching and innovation. They are one of the top 100 universities in the world, with more than 59,000 students and a 7,000-strong research community. UNSW is committed to making a difference by focusing on areas critical to the future. Pioneering research and sustained innovation are addressing some of the most important issues of today – from climate change and renewable energies to lifesaving medical treatments and breakthrough technologies. In the social sciences, UNSW research informs policy and expert commentary in issues facing society, ranging from human rights and constitutional recognition of Indigenous Australians to public health and population ageing. The University offers an extensive range of undergraduate, postgraduate and research programs.

UNSW HEALTH TRANSLATION HUB (HTH):

located within the Randwick Health & Innovation Precinct, the HTH will create a seamless physical connection and integration that immerses the University and Public Health together to enable competition at the forefront of health research and education internationally providing greater benefits for the public. It will bring together educational and medical researchers, clinicians, educators, industry partners and public health officials to drive excellence, and support the rapid translation of research, innovation and education into improved patient care, delivering better health outcomes to the community.



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