

**REVIEW OF COMMISSIONING**  
**LADY CILENTO CHILDREN'S HOSPITAL**  
**TERMS OF REFERENCE**

**1. Purpose**

The purpose of this Review is to make recommendations to support future building and operational commissioning processes for public health infrastructure projects, by assessing concerns that have been raised regarding the building and operational commissioning processes carried out in relation to the Lady Cilento Children's Hospital (LCCH) by Children's Health Queensland Hospital and Health Service (CHQ HHS) and Queensland Health.

**2. Background**

The LCCH achieved practical completion on 26 September 2014, and opened to patients on 29 November 2014.

Concerns have been raised about aspects of the LCCH's commissioning and operation. The concerns include:

- provision of soft and hard facilities management services (including cleaning, catering and food service/retail, patient support and security services);
- operation and integration of Information Communication Technology systems including migration of data;
- staffing, training and workforce issues; and
- other issues including:
  - elective surgery;
  - appropriate staffing, staff retention/fatigue/morale/stress due to workload and impact on patient safety events;
  - workforce planning;
  - completeness and availability of equipment/medical supplies/properly operating medical equipment – e.g. alarms, nurse call and patient monitoring system;
  - issues associated with the use of the helicopter pad;
  - available bed capacity;
  - operational readiness to admit and treat patients on 29 November 2014; and
  - design of facility relative to required clinical services.

After the opening of the LCCH, CHQ HHS commissioned an assessment of the quality of care delivered to patients both during, and immediately after, the patients were transferred and the LCCH was open.

An independent and interstate team conducted this clinical review, and the review team's report was released on 30 March 2015. The clinical review report is provided at **Attachment 1**.

### **3. Appointment**

The Minister for Health and Minister for Ambulance Services has administrative responsibility for the LCCH and has appointed the following persons as Reviewers for the purposes described within these Terms of Reference:

Ms Debora Picone – Chief Executive Officer, Commission on Safety and Quality in Health Care

Mr Mark Tucker-Evans – Chief Executive, Council on the Ageing, Queensland (COTA)

Mr David Roberts – Health Leader, Oceania, Government and Public Sector, Ernst & Young

### **4. Scope of the Review**

Focussing on system issues, the Review will:

- 1) assess the governance of, and processes surrounding, the commissioning of the LCCH, by the CHQ HHB, Department of Health and other government agencies;
- 2) consider system planning, decision-making, resourcing and other related activities that impact on patient safety during the commissioning process;
- 3) assess and benchmark the processes and timeframes for building commissioning (required to achieve practical completion) and operational commissioning (required to properly operate) of the facility, taking into account facilities of a similar size and complexity;
- 4) consider the appropriateness of the governance practices, management and oversight role employed by the Department of Health and the Board of CHQ HHS in relation to the commissioning of the LCCH and in particular, undertake the following:
  - a. develop a sequence of key events and significant decision-making points relevant to the commissioning of the LCCH (including with respect to the practices surrounding the funding of the capital works program);
  - b. assess the governance documentation (including the LCCH project governance chart, plans, policies and procedures in place for the commissioning of the LCCH);
  - c. identify any limitations in decision-making processes in the commissioning of the LCCH and assess whether any deficiencies may have contributed to the concerns outlined in the background section (above); and
  - d. consider the outcome of the CHQ initiated clinical review into the quality of patient care at the LCCH (during the two weeks of operations from 29 November 2014) and determine whether it identifies any deficiencies in the commissioning process. The current review is intended to build on the clinical review and complement the assessment already undertaken.
- 5) As necessary, make recommendations for future actions to strengthen management and governance of future large scale public health infrastructure projects.

The scope of the review shall not be limited to the involvement of the CHQ HHS and Queensland Health and may extend to Mater Health Services, in accordance with their obligations under the overarching Memorandum of Understanding dated 8 December 2008, in relation to the delivery of the LCCH.

The review will be systemic in nature and will not address specific concerns of individuals regarding their treatment in the health system, whether as patients or employees. Specific issues raised about individual patient treatment may be considered and addressed to the extent that they indicate how well the systems are working, both as a whole and individually, or how they may be improved.

Public submissions relevant to the scope outlined above may be invited and considered as part of the Review.

The Reviewers will make findings and recommendations in a report to be provided to the Minister for Health and Minister for Ambulance Services by 30 June 2015.

## **5. Powers of the Reviewers**

Reviewers may ask CHQ HHS and Queensland Health employees to participate in informing the Review. However, participation by employees is not legislatively mandated.