

Private Sector Partnership Guide

Health Capital Division

Partnering for a
healthier Queensland



Introduction

This Private Sector Partnership Guide has been developed to assist private organisations wishing to make a submission to establish an infrastructure partnership with Queensland Health.

The Private Sector Partnership Framework provides a 'single front door' for the initiation and progression of partnership opportunities identified through direct approaches from the private sector.

Applicable to a broad range of partnership opportunities that are underpinned by a health capital transaction, the Framework will create a streamlined and structured process to accelerate the assessment of and response to partnership proposals this means timely communication with industry, while maintaining confidentiality and probity.



Streamlined process making it easier and quicker to progress partnership opportunities.



Responsive to government priorities, while remaining open to ideas from industry.

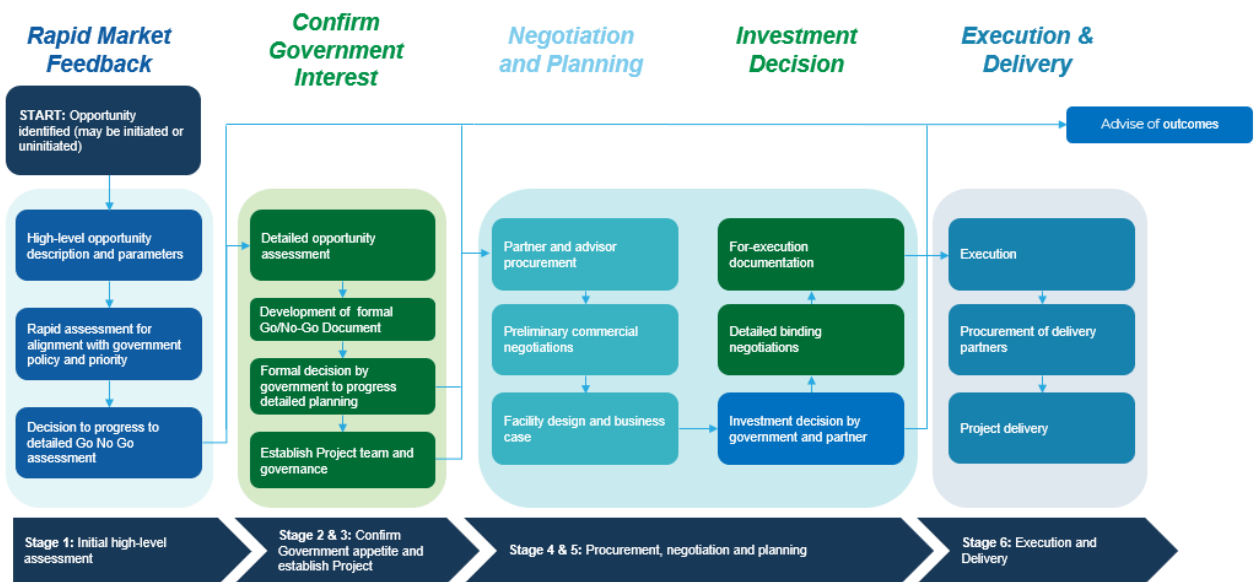


Consistent and transparent practices to guide decision-making.

Private Sector Partnership Process

The Private Sector Partnership process comprises six stages aligned with a typical project lifecycle. Within and between each stage are key decision points that provide project governance and key stakeholders the opportunity to review and approve progression to the next stage. The timeline for stages one and two will occur on a rapid basis, whereas stages three to six will depend on multiple factors, including the size and scale of the project partnership.

PRIVATE SECTOR PARTNERSHIPS PROCESS



- Stage 1: Rapid market feedback**

The objective of this stage is to identify opportunities through initiated and uninitiated proposals. It aligns the market with government and health policy whilst allowing a rapid assessment and decision to progress. Stage one is an initial high-level assessment and the key output of stage one is the Go/No-Go.
- Stage 2: Confirm Government interest**

Stage 2 identifies the project owner, governance requirements and resources required. Stage 2 is where the confirmation of the government appetite for the partnership to proceed occurs.
- Stage 3: Project establishment**

Stage 3 establishes project governance and probity. This occurs simultaneously with business case requirements and confirmation of costs. The decision point for stage three is the approval to commence procurement and negotiations and the key output of stage three is the initiation document.
- Stage 4: Negotiation and planning**

The objectives of stage four are to confirm the preferred procurement partners, develop business case material and cost estimates which enables the approval of the business case and key commercial terms. The output of stage four is a project

negotiation brief and the establishment of preliminary commercial agreements, including an MOU.

- **Stage 5: Investment decision**

The objectives of stage five are to finalise detailed project costings, legal and commercial negotiations. The 'For Execution' documentation is an output of this stage and the decision point is the approval of the business case and key commercial terms.

- **Stage 6: Execution and Delivery**

During stage six the execution of binding project documentation, the delivery and commissioning of projects and conduct of post completion benefits review will occur. There will be a continual review and evaluation of the partnership and the key outcome of this stage is the project completion.

Assessment Criteria

Global Criteria

A series of criteria are proposed to support decision making during Stages one and two. The same criteria are proposed to be applied to inform both the Stage one decision to progress to development of a Go/No-Go, and the decision to progress to Stage three (which involves establishing project-specific governance) based on the Go/No-Go process.

Public interest – policy and strategic alignment

Describes the extent to which a proposal meets the public interest test and demonstrates alignment with relevant State Government Policies, Plans and Strategic Objectives.

Consideration should be given to both health specific and whole of government policy and strategic alignment, including:

- State-wide health system planning guidelines and frameworks
- Health and Hospital and site specific masterplans
- State-wide planning and regional policy and precinct plans
- Contribution to Whole of Government economic, social and sustainability policies.

| | |
|--|--|
| Achievement of positive health outcomes | <p>Describes the extent to which a proposal is anticipated to contribute to the achievement of positive health outcomes for patients, meeting demand and promoting growth. Consideration should be given to the potential of the proposal to affect:</p> <ul style="list-style-type: none"> • Local service planning / local area needs analysis • Direct patient outcomes • Health or social outcomes for at risk cohorts including First Nations patients or communities • Equity of access to health service provision • Staff attraction and retention • Improved models of care • Operational efficiencies. <p>Where possible (given the early stage of the proposal) the potential impact should be quantified.</p> |
| Maximising social and economic contribution | <p>Describes the anticipated level of economic contribution generated by the proposal (from a whole of life perspective).</p> <p>Quantitative analysis should be based on information available at this early stage and could include:</p> <ul style="list-style-type: none"> • the proposed scale of the facility • the estimated number of staff to be employed • the potential to generate revenue from sources other than recurrent government expenditure. |
| Ensuring whole of life value for money | <p>Describes, how best whole of life value for money can be achieved and determines the intended capital and operational funding sources to progress the opportunity and delivery models.</p> <p>Assess the extent to which government funding, or in-kind contribution, will be required to deliver and operate a facility or service.</p> <p>Consider the potential quantification of any potential revenue sources, excluding recurrent government expenditure, that may accrue to government and offset capital or operational investments.</p> <p>Subject to government appetite for capital and operational expenditure, prioritisation may be given to those opportunities that leverage private investment either in the capital or operational phases.</p> |

Deliverability – partner suitability

Describes the potential suitability of the partner if the opportunity has been initiated by the private sector or the proposal relates to a specific partner organisation.

Project Specific Criteria

The more detailed analysis and understanding of the opportunity specifics obtained during Stage two will support the definition of project-specific criteria from Stage three onwards. These project-specific criteria may include consideration of:

- specifics on the complexity or unique characteristics of the project;
- potential risks or uncertainties and quality of design;
- the ability to incorporate innovation, environmentally sustainable design or a level of flexibility;
- level of adherence to/application of government procurement policies;
- specific site requirements;
- ability to meet specific timeframes; or
- demonstrated expertise in a construction method.

Priority Opportunities

There are significant opportunities to work together to deliver innovative solutions to address Queensland's health infrastructure needs. The Framework will guide the types of partnership opportunities Queensland Health engages with, ensuring they are responsive to Queensland Government priorities, while remaining open to innovative ideas from industry

Some examples include co-located private hospitals and developments for key worker accommodation, training facilities, allied health services and community amenities that allow quality care, closer to home. This list is not intended to be an exhaustive list for the innovative ideas that could be facilitated through this process.


Making a submission

When making a submission, please fill out the Private Sector Partnership proposal submission form (contained on the website). At the bottom of the form, there is an area to upload your Submission Document required to assess your application for Stage 1 and any supporting documentation.

The submission should be in either PDF, word or power point format and the length of the document should be approximately 5 pages (reflective of the early stage of the proposals development). Alternatively, you may choose to use the Template at the back of this document for submitting your proposal. This document can be attached with your proposal submission.

Whilst making your submission, have a think about what you need from Queensland Health and what benefits this project will bring to the local community.

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Private Sector Partnership proposal submission

Please ensure you have read the [Private Sector Partnerships submission guide \(PDF 33 kB\)](#) prior to submitting your proposal.

Your details

- Name**
- Role title**
- Organisation**
- Phone number**
- Email address**

Preferred contact method

— Please select —
Phone
Email

Proposal upload

- File upload**
Please ensure your file is 7MB or smaller before uploading. Accepted filetypes: pdf, pptx.
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FAQs

Question: Who will be eligible to make proposals through the Framework? Is it just private sector entities?

Answer: The Framework is targeting private sector funders, developers and operators; however we will not be excluding other health infrastructure collaborators.

Question: Is funding available to support applications?

Answer: No. The proposal is to provide timely and coordinated responses from Queensland Health, which will enable more efficient resourcing for proponents.

Question: Is funding available to be able to progress/deliver on the proposals?

Answer: The framework is developed to use a staged approach including increased levels of understanding of the requirements from the proposal, including commitments from the State. Once this level of detail is known then part of the process involves seeking funding from Government, should that be a requirement of the proposal.

Question: How will this Framework inform the current assessment of proposals, such as the Exclusive Transactions Framework.

Answer: This does not represent a change to any Government investment policies or policies as the focus is on providing a co-ordinated approach for health infrastructure proposals. Proposals identified as an exclusive transaction will be directed through this process, following initial assessment.

Question: What is the appetite for more innovative planning and delivery methods?

Answer: Queensland Health is very open to adopting innovative approaches to address our ongoing needs. Each proposal will be assessed on its merit.

Question: How will this impact existing proposals in flight?

Answer: This will only apply to new proposals, with in-flight proposals to be evaluated within existing project governance structures.

Contact

For any enquiries, please contact HCDCCommercial@health.qld.gov.au.

Submission Template

| | |
|--|--|
| Proponent Organisation Name/s | |
| Opportunity Name | |
| Applicable Hospital and Health Service (and individual campus if applicable) | |
| Opportunity Overview | |
| General Description | |
| <i>[Proponent drafting guidance: In summary, describe the proposed location (if campus-specific), type and extent of infrastructure required and the activities expected to be undertaken through the partnership.]</i> | |
| Proponent Details | |
| <i>[Proponent drafting guidance: Provide an overview of the Proponent team structure, including any proposed joint venture arrangements or investment partnerships.]</i> | |
| Health Outcomes Targeted | |
| <i>[Proponent drafting guidance: What positive health outcomes are targeted as a result of this opportunity? How does this opportunity address current system constraints?]</i> | |
| Other Benefits Targeted | |
| <i>[Proponent drafting guidance: What other benefits are targeted as a result of this opportunity? (e.g. contribution to economic outcomes, creation of jobs, local supply chain opportunities etc.)]</i> | |
| Investment Considerations | |
| Private Investment | |
| <i>[Proponent drafting guidance: Describe the intended nature and extent of private investment in the partnership. This may include in kind contribution and/or a financial contribution to capital or operational costs.]</i> | |
| Government Investment | |
| <i>[Proponent drafting guidance: Describe the desired nature and extent of government contribution to the partnership. This may include in kind contribution and/or a financial contribution to capital or operational costs.]</i> | |
| Delivery Considerations | |
| Master Plan | |
| <i>[Proponent drafting guidance: Demonstrate the extent to which existing master planning has been taken into consideration for the proposal.]</i> | |
| Key Enablers | |
| <i>[Proponent drafting guidance: Describe any key enablers anticipated to be required to implement this opportunity (e.g. policy changes, site infrastructure developments, whole-of-government coordination).]</i> | |

Commercial Parameters

[Proponent drafting guidance: Outline any commercial principles that are considered fundamental to your organisation's interest in pursuing this proposal.]

Signed.....

Date...../...../.....

[Name]

[Organisation Position]