

# Asset management and maintenance

Department of Health Standard  
QH-IMP-354-1:2015

## 1. Statement

The Department of Health (DoH) shall effectively and consistently manage and maintain assets using asset management principles detailed in the whole-of-government *Maintenance Management Framework* (MMF) policy, throughout the asset lifecycle to support and achieve optimum health service outcomes.

## 2. Scope

Compliance with the requirements in this standard is mandatory.

This standard forms part of the *Asset management and maintenance* policy (QH-POL-354:2015) and applies to all employees, contractors and consultants within the DoH divisions and Commercialised Business Units (DoH-CBUs).

This standard can be used by Hospital and Health Services either as it is, by re-branding or as a base for a Hospital and Health Service specific standard.

## 3. Principles

For DoH asset management:

- assets only exist to support the delivery of health service outcomes
- asset management forms part of the overall strategic decision-making, organisation planning and financial management frameworks
- is effective and provides value-for-money throughout the asset lifecycle, controls/mitigates risk and promotes asset accountability
- supports/achieves benefits management/realisation by incorporating building and health technology performance evaluation processes
- the asset lifecycle is aligned to and supports the delivery of health service strategic objectives and programs.

## 4. Requirements

### 4.1 Asset management

4.1.1 A Strategic Asset Management Plan and an Asset Management and Maintenance Plan (AMMP) shall be prepared and completed by the DoH-CBUs in-line with the departmental timeframes and requirements each year.

### 4.2 Maintenance

4.2.1 Asset maintenance activities shall be undertaken by the DoH-CBUs in accordance with the whole-of-government MMF policy and with reference to DoH guidelines.

The DoH-CBUs are required to:

- develop an annual AMMP based on a thorough maintenance demand assessment that has a current and a forward four year focus, that addresses all identified very high and high risk maintenance items

- meet the minimum condition standard rating of S3 as defined in the MMF, for buildings that provide a service delivery function or office accommodation
- for maintenance expenditure, adopt the percentage of the Undepreciated Asset Replacement Value (UARV) specified in the annual AMMP, ensuring that all very high and high risk maintenance items are addressed
- achieve a maintenance target ratio of 65 per cent planned maintenance expenditure to total maintenance expenditure to within + or - 5 per cent
- maintain an accurate backlog maintenance register, including identification, risk assessment, cost to address, on-going management and regular review
- maintain a Facility Condition Index no greater than 4 per cent at a building portfolio level
- manage and deliver statutory and preventative maintenance in accordance with relevant legislation, Australian Standards, manufacturers recommendations, Government policy frameworks and by reference to the Queensland Health, Building Infrastructure Maintenance Task Specification Library.

## 4.3 Other requirements

4.3.1 DoH-CBUs are required comply with the following other requirements:

- as mandated within in the Health Service Directive, Enterprise Architecture, Schedule 1 (QH-HSD-015:2014), DoH-CBUs shall use the SAP S/4HANA, Enterprise Asset Management module, to plan, manage and record all maintenance activities and condition data for buildings and infrastructure
- all S/4HANA Enterprise Asset Management users should use the system's training and reference material to support their roles and responsibilities that are commensurate with their S/4HANA access profile
- all locally developed S/4HANA instructions should align with DoH procedures and training
- plan, manage and record all maintenance activities and condition data for health technology
- report on building and health technology performance and maintenance benchmarks as required
- manage and control asbestos containing material, by using a risk management based approach in accordance with the *Queensland Government Asbestos Management Policy for its Assets* and DoH guidance and implementation standards
- all plant equipment and portable and attractive assets shall be identified and managed by DoH-CBUs through the use of a single asset identifier numbering framework to identify, record and manage the usage, planning, performance, maintenance, monitoring and reporting of the asset base, in accordance with the DoH *Asset management and maintenance* policy, standard and guidelines.

## 5. Related legislation and supporting documents

### Legislation - Mandatory:

- *Disability Discrimination Act 1992 (Commonwealth)*
- *Building Act 1975*
- *Building Fire Safety Regulation 2008*
- *Building Regulation 2006*
- *Electrical Safety Act 2002*
- *Environmental Protection Act 1994*
- *Financial Accountability Act 2009*
- *Financial and Performance Management Standard 2009*

- *Fire and Emergency Services Act 1990*
- *Hospital and Health Boards Act 2011*
- *Plumbing and Drainage Act 2018*
- *Public Health Act 2005*
- *Public Records Act 2002*
- *Planning Act 2016*
- *Queensland Building and Construction Commission Act 1991*
- *Queensland Development Code*
- *Queensland Plumbing and Wastewater Code*
- *Queensland Heritage Act 1992*
- *Work Health and Safety Act 2011*

**Supporting documents - Mandatory:**

- *Asset Management and Maintenance Policy (QH-POL-354:2015)*
- *Asset Management and Maintenance Planning Guideline*
- *Asbestos Management Guideline*
- *Backlog Maintenance Management Guideline*
- *Benchmarking and Performance Indicators Guideline*
- *Capital Infrastructure Requirements Guidelines*
- *Capital Works Management Framework*
- *Capital Works Management Framework, Estimate Categories and Confidence Levels, Policy Advice Note*
- *Condition Assessment Guideline*
- *Delivering Maintenance Guideline*
- *Electrical Safety Code of Practice 2013, Managing electrical risks in the workplace*
- *Electrical Safety Code of Practice 2010, Working near overhead and underground electric lines*
- *Health Service Directive, Enterprise Architecture (QH-HSD-015:2014)*
- *Health Technology Equipment Replacement Strategic Planning and Management Framework – Pending approval*
- *How to Manage and Control Asbestos in the Workplace, Code of Practice (2011), Workplace Health and Safety, WorkCover Queensland*
- *How to Safely Remove Asbestos, Code of Practice (2011), Workplace Health and Safety, WorkCover Queensland*
- *Implementation Standard for the Health Technology Replacement Program (QH-IMP-024-3:2013) – Under review*
- *Lifecycle Replacement Planning Guideline*
- *Maintenance Expenditure Guideline*
- *Maintenance Information Management Guideline*
- *Maintenance Management Framework*
- *Notifiable Work (Form 4/4A) Submission User Guide – Plumbers and Drainers, V1.2 July 2019*
- *Procedure for the Health Technology Equipment Replacement (HTER) Program and the Disposal of Replaced Equipment (QH-PCD-024-3-1:2013) – Being revised as a “Guideline”*
- *Public Health Act 2005 - Water*
- *Queensland Government Asbestos Management Policy for its Assets*

- *Queensland Procurement Policy 2019*
- *AS/NZS ISO 31000:2018 Risk management - Guidelines*
- *Single Asset Identifier (SAID) Guideline*
- *Strategic Asset Management Framework*
- *Various whole-of-Government and legislative guidelines for building, building fire safety, energy efficiency, plumbing, and procurement administered by the Department of Housing and Public Works*

**Supporting documents – Non-mandatory:**

- *AS/ISO 55000:2014 – Asset Management – Overview, principles and terminology*
- *Glossary of Terms for Asset Management (Department of Health)*

## 5. Definitions

Term	Definition
Asbestos	Is the common term that is used to describe the fibrous form of naturally occurring mineral silicates belonging to the serpentine and amphibole group of rock forming minerals.
Asset	A resource controlled by the entity as a result of past events and from which future economic benefits are expected to flow to the entity.
Asset lifecycle	The asset lifecycle is the entire life of the asset i.e. planning, investment/procurement, management-in-use and disposal phases.
Asset management	The coordinated activity of an organisation to realise value from assets (AS/ISO 55000 definition).
Asset management and maintenance plan	A structured tool that demonstrates a plan for managing, recording and reporting asset activities including planned expenditure through a program of works, asset management and maintenance strategies, performance, risk management and related actions to assist in budget discussions with finance departments and executive management.
Health technology	Health technology asset and equipment which will be “2240 Medical Equipment” class assets within the register for financial life reporting in S/4HANA.
Maintenance activities	<p><u>Building</u> Work on existing buildings, supporting infrastructure and other assets (e.g. equipment) with the intention of:</p> <ul style="list-style-type: none"> <li>• re-instating physical condition to a specified standard</li> <li>• preventing further deterioration or failure; restoring correct operation within specified parameters</li> <li>• replacing components at the end of their useful/economic life with modern engineering equivalents</li> <li>• making temporary repairs for immediate health, safety and security reasons and</li> <li>• assessing buildings for maintenance requirements.</li> </ul> <p><u>Maintainable items</u> Maintainable items may include health technology, plant, equipment</p>

Term	Definition
	<p>and buildings or a component of these. Maintainable Items must meet any of the following criteria:</p> <ul style="list-style-type: none"> <li>• maintenance is required to ensure that the item is kept in good working condition over its useful life and/or to comply with legislation, Australian Standards, manufacturer recommendations or Government policy frameworks and/or</li> <li>• recording and tracking of items (e.g. health technology equipment) is required for whole of life asset management and replacement.</li> </ul>
Maintenance demand assessment	<p>Is an assessment of the maintenance requirements for a portfolio of building related assets, and will be a combination of:</p> <ul style="list-style-type: none"> <li>• condition assessment</li> <li>• preventative and statutory maintenance</li> <li>• condition based maintenance (results from current condition assessments)</li> <li>• deferred maintenance</li> <li>• unplanned maintenance based on historical information</li> <li>• lifecycle replacement of aging components</li> <li>• special works (e.g. removal of asbestos)</li> <li>• impact of any new works recently completed (new building).</li> </ul> <p>To ascertain the maintenance requirements of the building portfolio being assessed.</p>
Risk management	Systemic processes to identify, analyse, assess and treat risks that may impact an organisation's objectives.
Strategic asset management plan	An overall summary plan that consolidates all separate asset management plans into a single organisational plan. The SAMP will cover the total lifecycle of an asset from conception, creation, maintenance and operation to disposal.
Undepreciated asset replacement value	The UARV for buildings is the best estimate of the current cost of constructing (for its original use) a new facility providing equivalent service potential as the original asset. It does not include the value of the furnishings or other items not permanently part of the facility, nor does it include design and project management costs.

## Version Control

Version	Date	Comments
1.0	1 June 2012	New document
2.0	1 June 2015	Policy rationalisation project review
3.0	16 November 2017	Policy reviewed and health technology references incorporated
4.0	27 August 2019	Policy reviewed and S/4HANA references incorporated