



Project Director Services
Base Hospital Redevelopment Project

1. ROLE DESCRIPTION

TITLE: Project Director	FUNCTION: Corporate/Facilities
REPORTS TO: Chief Financial Officer	DATE: 13 October 2008

2. PURPOSE OF ROLE

The Taranaki District Health Board (TDHB) has committed to a major new redevelopment of the Base Hospital site in New Plymouth.

This project involves a three stage approach that establishes a new four storey block to the south of Stainton that houses theatre/day stay ambulatory services; one Services for the Elderly ward collated with Allied Health; and two medical and two surgical wards. In the second stage, a new block will be built north to Stainton subsequent to the demolition of the Stainton block. This new area will house ED and AAU, and on the first floor Maternity, Paediatrics and Neonatal services. Stage three will see a full strengthening of the Clinical Services Block to house the new Outpatients area. Full strengthening is the preferred option for long time compliance and optimisation of models of care.

The Taranaki District Health Board is seeking a suitably qualified and experienced Project Director to facilitate the delivery of this major hospital infrastructure project.

The Project Director is to be engaged, to manage and lead procurement of stage one of the hospital redevelopment project throughout all stages of the development to commissioning.

3. ORGANISATIONAL ENVIRONMENT AND KEY RELATIONSHIPS

TDHB is embarking on a major improvement through fundamental change to its culture, structure, leadership approaches and service delivery in line with this facilities redevelopment project. The organisational environment being created will reflect:

- A performance driven organisation with a clear focus on measuring and managing the organisation's performance to improve patient and service outcomes, with greater openness and transparency of reporting and decision making;

- An organisation that encourages and supports clinical leadership and governance with a culture where patient centred health services are the primary feature;
- A responsive organisation that better meets the health needs of the people of Taranaki by devolving accountability and responsibility through a structure to improve the relevance and capacity of its services, and by ensuring that decision making regarding patient services and care is strongly influenced by clinicians – with clinical decisions occurring as close to the point of care as possible;
- An organisation that values community and stakeholder engagement resulting in increased community involvement in and influence over policy development, local services planning and local decisions impacting the availability and standard of health services;
- Greater integration and collaboration between TDHB, other DHB's, the Ministry of Health, other government departments and non-government providers of health services.

Role of the Organisational Unit

The role of the Corporate Division is to ensure that TDHB's physical assets in the form of properties, buildings, plant and equipment are appropriate for the effective delivery of public health services.

The services to be accommodated and supported in their delivery in the new hospital include:

Hospital	Medical and Surgical Services, Emergency Medicine, General Medicine, Cardiology, Nephrology (including renal dialysis), Rehabilitation, Services for the Elderly, Paediatrics, General Surgery, Urology, Orthopaedics, Vascular Surgery, Gynaecology, Obstetrics, Anaesthetics.
Clinical Support Services	Occupational Therapy, Physiotherapy, Speech Pathology, Social Work, Nutrition, Medical Imaging, Pharmacy, Psychology.

4. PHASES OF PROCUREMENT AND ACTIVITIES

Consistent with the DHB's Project Execution Plan, procurement of the base hospital redevelopment will involve six separate, but inter-dependent, stages:

- clarification of scope and resolution of service requirement;
- identification and assessment of project delivery options and resource requirements;
- development of an output specification and business case development;
- seeking expressions of interest;
- inviting binding bids and contract negotiation; and
- undertaking contract management.

At the end of all but the final stage, an assessment is made whether to proceed to the next stage or to deliver the project via traditional

procurement. The key principles that will be adopted during each of these phases will be:

- providing clarity, consistency and certainty of process;
- ensuring that the objectives of Government are delivered by the mechanism best able to provide value-for-money;
- ensuring analytical rigour;
- achieving effective risk allocation;
- protecting intellectual property;
- ensuring transparency and accountability; and
- ensuring a clear definition and understanding of required project outcomes.

Consistent with the Governments Framework:

- The Ministry of Health will take the lead role in approving new hospital projects;
- Ministerial approval will be required for the project to progress through each of the 3 stages of the project stages; approval has been received for stage one.
- The Project Director will have the delegations needed to lead and manage delivery of the hospital project;
- The Project Director will ensure that governance of the project is integrated with existing TDHB corporate governance arrangements;
- A Project Team will be constituted to assist the Project Director in the day-to-day management of the procurement; and
- A Project Steering Committee will be established to assist the Project Director with planning and consultation relevant to each project.

The position requires high level project management experience and is responsible for ensuring that key project milestones are achieved. The position liaises with senior key government, private sector and health service providers.

Supervises

The Project Director leads the Project Team which will be flexibly constituted, comprised of TDHB staff, contractors and consultants.

Resources will be available within the DHB, to support the planning and delivery of the new major hospital projects. Each project team will include a range of staff positions, supplemented by support from other agencies and external consultants as required.

Where required, external advice and support will be sourced as may be appropriate to provide advice to the project.

Indirect Relationships

The Project Director establishes and maintains strong and effective working relationships with the relevant General Managers and Service Managers.

The Project Director works with other units and divisions in the DHB, and across the organisation to develop and implement the project. The redesigned facility is to be integrated with corporate health service planning applying an endorsed model of care and operating under a business model that encompasses strategic, policy, health service, workforce, information and capital planning and funding.

The Project Director establishes and maintains strong relationships with the Project Directors on other new hospital projects (both in New Zealand and in Australia as appropriate).

The Project Director may be required to liaise with clinical networks, clinical and national services, population health, stakeholders from the private and non-government health sectors.

Project Office

The Project Office will be located on the campus of Taranaki Base Hospital in New Plymouth. This will include separate office for the Project Director, supported by project staff and infrastructure appropriate for the successful delivery of the project.

Project Management Structure

Appendix one

5 POSITION REQUIREMENTS

(Duties, Responsibilities, Knowledge and Work Behaviours)

Taranaki District Health Board is committed to achieving our mission:

“Improving, promoting, protecting and caring for the health and well being of the people of Taranaki”

The primary duties and assessment criteria outlined in this job description reflect the commitment to our mission, vision, values and strategic intents which are required by this position.

- 5.1 Lead and manage the Project Team and provide strategic leadership for the project, including any consultants engaged to assist with the project, to ensure that risks are effectively managed, key project milestones are achieved and outputs are in accordance with endorsed plans for time, quality and cost. This will be detailed in a project Execution Plan to be developed by the Project Director and approved by the Project Steering Committee.
- 5.2 Provide strategic advice and high level support to the TDHB Board of Directors, CEO, Senior Management, Steering Committee and Executive Management Team on the management, coordination and integration of project planning and delivery with strategic

and health services planning that is orientated to service efficiency and addressing the demands of the future.

- 5.3 Manage the design, development and construction phases to ensure the project is delivered in accordance with the endorsed scope, the operational needs of the health services, and meets the overall project objectives for efficient and effective resource management on a whole-of-life basis.
- 5.4 Provide strategic oversight to the development of service plans and models of care, equipment purchasing strategies and planning for decanting/transition.
- 5.5 Manage and negotiate the procurement process in accordance with DHB and other relevant Government policies to meet program and project approval cycles.
- 5.6 Analyse project delivery options and viability, including: (a) costs, (b) economic projections and project delivery options, (c) environmental, cultural, heritage and land title issues, (d) public interest issues, (e) quantification and allocation of risk, (f) industrial relations, (g) private sector interest and other related matters.
- 5.7 Provide strategic planning and advice to commercial and technical advisors to inform the development of an output specification and the development of the Base Hospital Redevelopment Project and all contract documentation.
- 5.8 Organise, manage and evaluate the Expression of Interest process and manage and evaluate the competitive bid process, including making recommendations on bids and lead commercial negotiations and contract closure at financial close;
- 5.9 Manage the preparation of briefs, reports and advice to the Base Hospital Redevelopment Project Steering Committee, the Ministry of Health and the National Capital Committee, as well as other necessary external agencies.
- 5.10 Source and manage suitably qualified and experienced external consultants as service providers and advisors to the Project Team, facilitate skills transfer and development of the Project Team.
- 5.11 Provide leadership to the effective development of the new hospital project, through strong collaborative relationships with senior TDHB Health Officers, Clinical Reference Groups, and Project User Groups.
- 5.12 Undertake detailed consultation as required at senior organisational level, industrial groups as well as community groups and other stakeholders.

5.13 Supervise and manage internal staff and external service providers in line with quality human resource management practices including performance management and with particular reference to employment equity, anti-discrimination, occupational health and safety and ethical behaviour.

6 PRIMARY DELEGATIONS AND ACCOUNTABILITY

In accordance with departmental delegations.

7 ASSESSMENT CRITERIA

Your application for this position must specifically address each of the selection criteria listed below. It should also contain the names and telephone numbers of at least two (2) referees, one preferably your current supervisor, who may be contacted with respect to your application. Short listing and selection will be based upon these selection criteria.

Please ensure that you read this job description so that you have a full understanding of the position.

Criteria	Description
1	The ability to operate in a complex, sensitive and time critical environment and a record of achievement in meeting project milestones within specified financials parameters.
2.	Demonstrated experience in the successful establishment of major health infrastructure and coordination of the provision of all associated services, or demonstrated equivalent experience and the ability to transfer those learnings and skills into the health service environment.
3	A clear understanding of the New Zealand public sector environment with respect to capital building projects.
4	Demonstrated ability to manage and coordinate internal teams together with external consultants and multi-disciplinary project teams, exercising judgment and effectively respond to the demands of a high pressure environment.
5	Demonstrated high level communication and interpersonal skills, including the capacity to develop high level strategies for communicating and consulting within Government, with stakeholders and the community.
6	Demonstrated ability to secure optimal outcomes through complex commercial negotiations.
7	Demonstrated ability to provide high level policy advice within short time frames, including the ability to synthesize facts, conduct detailed analysis, interpret and evaluate relevant data.
8	Actively participate in a working environment supporting quality human resource management practices including employment equity, anti-discrimination, occupational health and safety and ethical behaviour.
9.	Fees

8. TERM OF APPOINTMENT

Appointment to this position will be on the basis of a performance based contract for a period of 3 years, with the option of extensions as may be determined before the expiry of the initial term. Applicants are invited to indicate their anticipated ability to commit to the project for its duration.

9. GENERAL CONDITIONS

1. Taranaki District Health Board (TDHB) reserves the right to:
 - a) reject all or any application, not award to any Applicant and not accept the lowest proposal
 - b) negotiate with any Proposer (to the exclusion of any other Proposer), at any time before, or after selection of a preferred Proposer, and upon any terms and conditions
 - c) deal separately with any of the divisible elements of any proposal, unless the relevant proposal specifically states that those elements must be taken collectively
 - d) re-advertise for Proposers
 - e) waive any irregularities or informalities in the EOI process
 - f) amend the closing date, the acceptance date or any other date in the EOI process by the issue of a written amendment notice
 - g) amend this EOI, or any associated documents, by the issue of a written amendment notice
 - h) seek clarification of any proposal
 - i) suspend or cancel, (in whole or in part), this proposal process
 - j) meet with any Proposer before and/or after proposal close and prior to award of the contract
 - k) consider or reject any non conforming or alternative proposal at TDHB's sole discretion.

2 Errors and omissions

2.0 TDHB is under no obligation to check any proposal for errors. Acceptance of a proposal that contains errors will not invalidate the contract formed by that acceptance.

2.1 If TDHB discovers errors and/or omissions in a proposal price prior to award of the contract, TDHB may notify the proposer as soon as practicable and where, in TDHB's opinion, the error and/or omission is an obvious error, and the correction of that error does not involve re-calculation of any rates submitted in the proposal or repricing or other material change to the proposal, then TDHB may amend the error and invite the proposer to confirm that its proposal remains open for acceptance as amended. Unless the proposer confirms its proposal as amended, the proposal shall be deemed to be withdrawn.

2.2 Where any error and/or omission, if corrected would result in the re-calculation of any rates or re-pricing or other material change, then TDHB shall not make any changes to the proposal. TDHB shall invite the proposer to confirm that

its proposal remains open for acceptance as tendered notwithstanding the error and/or omission. Unless the proposer so confirms its proposal, it shall be deemed to be withdrawn.

2.3 TDHB accepts no responsibility for any error or mis-description in this EOI, or any associated documents.

3. Confidentiality

3.0 The information supplied by TDHB in connection with this EOI or any contract that may arise out of it is confidential. You must not release or disclose any of the information to any other person, (other than your employees or advisors), without the prior written consent of TDHB. Any publicity also requires TDHB's prior written consent.

4. Complete and accurate information

4.0 By submitting your proposal you warrant that all information provided by you to TDHB or its Representative, in or in relation to your proposal is complete and accurate in all material respects. You also warrant to TDHB that the provision of that information to TDHB, and the use of it by TDHB for the evaluation of your proposal and for the negotiation of any resulting contract, will not breach any third party intellectual property rights.

5. Evaluation

5.0 Proposals will be evaluated by TDHB against the requirements as set out in this EOI.

5.1 There will be no public opening of proposals.

5.2 Short listed proposers may be required to attend interviews and/or meetings from time to time throughout the negotiation phase and will be advised by TDHB's Representative as to the time and venue.

6. Alternative Proposals

6.0 Alternative proposals may be considered by TDHB in its entire discretion.

7. Verification

7.0 TDHB is not obliged to contact referees provided by proposers and may seek further information on any issue from sources other than the referees provided. TDHB may also take into account knowledge of the proposer it already has.

APPENDIX 1

TDHB Stage One Facilities Redevelopment Project Management Structure

