Introduction

We are pleased to present to you this collaborative framework document for the Randwick Health Collaboration. We have used the feedback provided by stakeholders about the future as the basis for our ideas.

South Eastern Sydney Local Health District, including the Prince of Wales Hospital, The Royal Hospital for Women and Eastern Suburbs Mental Health Services; Sydney Children’s Hospital’s Network, Prince of Wales Private, Randwick and the University of New South Wales are committed to working together to improve the community's health and wellbeing, patient care, education and research outcomes.

The framework outlines our shared vision, aspirations and governance structure that will support the development of the precinct in a collaborative manner.

Chief Executive
Gerry Marr

Chief Executive
Michael Brydon

Vice Chancellor
Ian Jacobs
Background

A cluster of leading health facilities, the Prince of Wales Hospital, The Royal Hospital for Women and Eastern Suburbs Mental Health Services and the Sydney Children’s Hospital — neighbours in Sydney’s eastern suburb of Randwick, is strengthening its alliance with the nearby University of New South Wales to form the Randwick Health Collaboration.

Already known for their significant health and education services and research, these iconic institutions have joined forces to develop centres of excellence in 21st century approaches to health and wellness, reinforcing Australia’s leadership in academic health science, health research and education and clinical practice and population health.

These three key institutions are co-located with three major medical research institutes: the Black Dog Institute, Neuroscience Research Australia, and the Bright Alliance. Together with a number of other research and health service providers, form the core of a specialised health precinct, known as the Randwick Education and Health Precinct.

All have strong working relationships with public, private and not-for-project health providers, in the area including primary health, community health and allied health and population health.

The Randwick Education and Health Precinct employs over 17,000 people, treats over 1 million patients and teaches over 50,000 students in or around the precinct. Accounting for 40% of jobs within the Randwick Local Government Area and a further 4,000 jobs are anticipated by 2031.

The values, philosophies and vision for the future of health are aligned between the key partners. A common desire is for the precinct to become a magnet for the world’s best international students and scholars, doctors and researchers, scientists and specialists. The collaboration will drive economies of scale, as well as fostering innovation, the cross-pollination of ideas with enormous benefits to the local region, NSW and nationally.

The collaboration will have a strong and unified voice shaping Australian health care innovation, informing policy through evidenced based practice and leading research and education.

The foundations have well and truly been set to launch the Randwick Education and Health Precinct to the next level.

Driving the economy

As the boundaries between hospital and university blur, it is expected that a web of new partnerships will be forged and the powerful reputation of the combined institutions will attract more capital investment, research funds and commercial opportunities.

As a specialised academic health, education and research research precinct, with purpose-built infrastructure and an enviable professional reputation, significant commercial investment is anticipated.
Vision

The consultation developed the following statement to inform the Randwick Health Collaboration.

*The Randwick Health Collaboration vision is for the Randwick Health and Education Precinct to be globally renowned for excellence in Health, Teaching, Education and Research and deliver the highest standard of care to patients in world class facilities. People will also receive compassionate personalised care at home or in a place that is as close as possible to their home by clinicians who are informed by the latest available evidence. People will be empowered to take responsibility for their own health and wellbeing and supported to manage periods of ill health. We will focus on our community’s assets, supporting health literacy and advocating for healthy neighbourhoods, so that the people we serve are able to maintain their health and wellbeing.*

Themes

The following themes emerged as being essential to deliver the vision.

**Health and Education Services**
Meet projected service demands required by the community and government.

**Blurring the boundaries**
Acknowledge additional space is required to meet the agenda for health, research, education and innovation services, which is to be connected and responsive.

**Community**
Promote community and home based care and building resilient and healthy communities for the future and embrace the community as a partner.

**Integration**
Provide solutions which promote integration between services and partners to promote efficiencies and economies of scale.

**People and Culture**
Provide solutions which attract and retain the best people to deliver skills, knowledge and care.

**Research**
Improve research opportunities to provide patient centered outcomes and generate economic benefit locally and globally.

**Environment**
Commit to a generational opportunity and replace aging infrastructure which is constrained and inefficient while placing value on our heritage items.

**Partners**
Provide a platform to support the on-going development and growth that can drive a strong, digitally-connected, innovative and diverse health economy at Randwick.

**Global**
Reinforce the Randwick Education and Health Precinct as an international destination for health, education, research, training and commercial activities.
International and Domestic Precedents

Dedicated academic health science centres have flourished around the world for a number of years, proving that proximity, co-location and cross-fertilisation can combine to produce enviable results.

Aggregations of health care facilities and medical schools in Europe, the US and Asia have proved that carefully-planned health precincts add up to more than the sum of their parts. The respected clinical and research results have attracted the best scholars and researchers, and the best teachers and students, from an increasingly global pool of talent.

The Randwick Health Collaboration has the vital ingredients to deliver similar results.

Some of the best include the UK’s Cambridge Biomedical Campus, one of the largest centres of health science and medical research in the world, including a major tertiary hospital, more than 10 medical research centres, the world-famous Cambridge University and a technical college high school. Equally impressive is the huge Texas Medical Centre, an agglomeration of 21 hospitals and institutions, including four medical schools, seven nursing schools and more than 50,000 students.

In Australia, the Melbourne Biomedical Precinct aligns the Royal Melbourne Hospital, the Royal Women’s Hospital, and the Royal Children’s Hospital with the Walter and Eliza Hall Institute, the Murdoch Children’s Research Institute and the Florey Institute with the CSIRO and the University of Melbourne.

Governance

A Planning Steering Committee has been developed which will continue to support, promote and advocate the Randwick Health Collaboration. The purpose of the Committee is to provide an enduring governance model based on aligning whole of government support to fearlessly pursue the opportunity the precinct presents.

It will also garner support and buy in from other health related organisations in the locality and from Federal and State agencies and local government.

The Planning Steering Committee has representation from the following institutions:

- South Eastern Sydney Local Health District (including The Prince of Wales Hospital, The Royal Hospital for Women and Eastern Suburbs Mental Health Services);
- Sydney Children’s Hospitals Network;
- University of New South Wales; and
- It will co-opt other health and research organisations onto the Committee as required.
Planning and Funding

The NSW Government has committed to redevelopment in the Randwick Education and Health Precinct under the Prince of Wales Reconfiguration and Expansion project, which recognises deficiencies in infrastructure, ageing buildings, changes to models of health delivery and increased demand.

It is also recognised that there is limited potential for institutions to expand in the current precinct to meet long term service projections.

Branding

The Randwick Health Collaboration will be used as a title for the collaborative process that the partners are engaged in. This will assist the advocacy task by further leveraging the existing relationship between entities. The title will also provide a device for explaining that the various health, research and education entities are working together.

Stakeholders of the Randwick Education and Health Precinct will retain their identities but, through partnership and through branding of the Randwick Health Collaboration, create a precinct reputation that enhances their individual standings.

Summary

The benefits to the community in delivering health, research and education to foster patient centered innovation is a powerful opportunity and developing the Randwick Health Collaboration provides unrivalled benefits to precinct partners and other related health services.

Next Steps

The Planning Steering Committee will seek support from the Greater Sydney Commission to raise the awareness of the precinct within the Central Region with Department of Planning and Environment and relevant Government organisations.

Health Infrastructure as project sponsor would like to thank all participants for their valuable time and input into the process and outcomes.