Expression of Interest

RSL Repat Park
1. **Introduction**

In February 2015, the Government of South Australia released *Delivering Transforming Health Proposals Paper*. This paper proposed that services from the Repatriation General Hospital would be relocated and integrated to other major metropolitan hospitals across the SA Health system. This proposal was confirmed in *Delivering Transforming Health – Our Next Steps*, released in March 2015.

After an Expression of Interest process, the RSL Consortium was announced as the preferred proponent on 15 May 2016. The RSL Consortium comprises RSL LifeCare, RSL Care SA and RSL SA. RSL LifeCare is taking the lead in planning for the site and liaising with other providers.

RSL LifeCare is now seeking Expressions of Interest (EOI) submissions from private sector and not for profit organisations interested in providing services at what will now be known as RSL Repat Park.

2. **Site Details**

Located 8km South of Adelaide, the Repatriation General Hospital is situated on a 14 hectare site at Daw Park, with frontages to Goodwood Road (approx. 130m) and Daws Road (approx. 335m).

The Repatriation General Hospital site currently comprises of 70 predominantly single level buildings, ranging in size from 6m² to 6,000m², with a total area of over 37,500m². Components of the site will be redeveloped in accordance with the vision for the site and following completion of a master plan once the EOI process is concluded.
3. Site Vision

RSL Repat Park – Veteran and Community Centre of Excellence

Since 1942, veteran’s services have been delivered at the Repat. There is now an opportunity for South Australia to generate a unique collaboration that promotes a connected, vibrant and learning precinct. Over 70 years of veteran service will be honoured as the Repat transforms to become a Veteran and Community Centre of Excellence, “RSL Repat Park”, providing:

- Private Hospital – Inpatient Rehabilitation
- Rehabilitation – Outpatient
- Private Hospital – Medical and Surgical
- Retirement Living
- Aged Care Services and Accommodation
- Primary Health Services
- Specialist Health Services
- Teaching and other Academic Uses
- Affordable Housing
- Ancillary Recreation and Eating Services
- Pre-School and Child Care Centre
- Continuing Community Access/Involvement
- Enhanced Veteran Heritage
- Homeless Veterans Accommodation
The site vision for RSL Repat Park has been developed with the following objectives and requirements:

**Government:** rehabilitation, respite care, retirement and other aged care services, primary health services, teaching and other academic uses.

**Community:** community benefits from new health, aged care and education/training facilities on the site; community access to and through the site and pool and gym; facilities for exercise and rehabilitation; affordable aged care; innovative supported accommodation for people with dementia; preservation of the heritage buildings and gardens.

**Military heritage:** retention of the Chapel, Museum, and the Remembrance Garden.

**Site heritage:** In addition to the retention of the Chapel, Museum and Remembrance Garden, our plan and vision sees the retention of all identified heritage buildings including the front wards of the surgical hospital wing and the Administration buildings at the entrance.

**University linkage:** Retention of the existing lease to Flinders University.

**Master Plan**

A community with older residents as well as rehabilitation residents who may be outpatient or short term, plus pre-school age children and their parents/carers and members of the wider community will ensure that the site is activated to the greatest extent possible. The Master Plan will be designed to facilitate use by the wider community, including the rehabilitation and hydrotherapy facilities. We plan for the retention, restoration and adaptive reuse of all heritage buildings and gardens as well as retention of key health care services and facilities. The ‘spirit’ of the Repat will be retained, with a strong focus on Australia’s veterans while being open and welcoming to the general community. Housing will be provided for residential aged care (including dementia and mental health), retirement living, affordable housing and special housing needs (including returned veterans).

Buildings, services, facilities and access roads will be designed and located to activate the entire site. A central café and bistro serves as the focal community point. The Hospice will be repurposed as a community centre for retirement living. A child care centre will provide a young and compatible community-needed demographic.

**Functional Services**

**Private Hospital, Rehabilitation; Medical; Surgical:** Tenders will be called for the opportunity to lease and operate facilities as a private rehabilitation hospital, and potentially a medical/surgical private hospital. Patients will have excellent ability to access the existing allied health and hydrotherapy services.

**Rehabilitation (outpatient):** The current excellent allied health, day therapy and hydrotherapy facility will be re-purposed as a centre for the general community to access with allied health services providing rehabilitation for older people as well as young people recovering from injuries. Providers are sought to tender to operate this facility.

**Retirement Living:** Retirement Living services is a key feature of the Master. Retirement living will be designed around the heritage façade of Daw House which will be redeveloped as a social and community hub. The forecourt gardens will be enhanced and maintained as open greenspace for recreation and amenity purposes.

**Residential Aged Care:** The existing mental health facility and Ward 17 and 18 have potential to be redeveloped into a nursing home. Providers are sought to operate this facility.
**Primary and Specialist Health Services:** The existing clinic adjacent can be re-purposed to provide these services. Current practitioners will be invited to continue working on site. Other practitioners will be invited to practice to provide a full suite of services. Diagnostic providers will also be invited to provide services.

**Teaching and Other Academic Uses:** All existing contracts with Flinders University will be honoured. In addition, we would like to enhance existing services and to establish a longer term relationship with Flinders University.

**Allied Health, Day Therapy and Hydrotherapy:** The site currently boasts a state-of-the-art allied health, day therapy and hydrotherapy centre. This centre will be transformed into a facility for the general community with allied health services available to help provide rehabilitation, restorative care and recreation.

**Affordable Housing:** The site infrastructure, including community services such as the café and community centre will work well with affordable housing clients. Providers are sought to tender to design and operate this service.

**Pre-School and Child Care Centre:** A pre-school/child care centre is ideal in terms of truly developing the site for mixed use and active community involvement. It would be modelled on RSL LifeCare’s existing Little Diggers Pre-School and cater for 60 children aged from three months to five years. Existing Adelaide pre-school providers are welcome to lodge an EOI to operate the centre.

**Enhanced Veteran Heritage:** The Chapel, SPF Hall, and Remembrance Garden will be retained and maintained due to their significance to veterans and the community generally. In addition they will be enhanced in the following ways: (a) improved connection and access between the Chapel and the Remembrance Garden; (b) establishment of a Remembrance Walk around the hospital site with 31 plaques that detail Australia’s military history from before the Boer War to the present day; (c) a Memorial Wall in an appropriate and sensitive location that will become the focus for commemorative services.

**Continuing Community Access and Involvement:** RSL Repat Park will (a) be freely accessible to the local community and have access to and through the site; (b) provide the broader community with access to the pool and gym facilities for exercise and rehabilitation; (c) provide affordable aged care and associated health services; (d) provide dementia residential care; dementia respite; dementia day care services; (e) preserve the key elements of site heritage and integrity.
4. **EXPRESSIONS OF INTEREST: SCOPE AND PROCESS**

**Invitation**

Expressions of Interest are invited from private sector and not for profit organisations interested in providing services at RSL Repat Park. The EOI submission should be focused on one or more of the following services:

1) Private hospital services  
2) Inpatient rehabilitation  
3) Outpatient rehabilitation  
4) Residential aged care  
5) Affordable housing  
6) Allied health  
7) Medical imaging  
8) Pathology  
9) Pharmacy  
10) Specialist consulting rooms  
11) GP consulting rooms  
12) Preschool  
13) Other

Some of the above areas, particularly the hospital and aged care services, may seek to rely on shared back-of-house services, for example catering, maintenance, laundry, cleaning, etc. Please include in your submission your preference regarding shared services.

It is expected the transition of SA Health services from the site will be completed in late 2017.

Proponents are required to outline:

- the proposed service and development, financial consideration requirements and best practice solutions
- the anticipated timeframe for the delivery of the proposed development
- type of agreement envisaged, eg lease, management agreement, service agreement. It is noted that it is not envisaged that sections of RSL Repat Park will be available for outright purchase.
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<thead>
<tr>
<th>EVALUATION CRITERIA</th>
<th>WHAT TO PROVIDE</th>
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<tbody>
<tr>
<td>Organisation Profile</td>
<td>Organisation information, history and relevant experience</td>
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<tr>
<td>Experience and expertise of the key team members</td>
<td>Provide resumes of team members detailing relevant experience and expertise.</td>
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<tr>
<td>Financial Capacity</td>
<td>Summarise financial position and structure of the company and likely source of funding if you are successful.</td>
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<tr>
<td>Services Submission</td>
<td>Detail your service submission outlining:</td>
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<td></td>
<td> Services to be delivered;</td>
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<td> How the services will be delivered;</td>
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<td> Linkages required with other service provides on site;</td>
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<td> Building footprint and plans;</td>
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<td> Capital works envisaged;</td>
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<td> Timeframe for services to commence, assuming site availability 1 December 2017</td>
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<tr>
<td>Financial Offer</td>
<td>Provide details of the financial offer including any proposed terms and conditions.</td>
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<td>Please also detail whether this offer is inclusive or exclusive of any capital works.</td>
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All submissions received will be assessed against the evaluation criteria by an evaluation panel established for the purpose of this invitation.

The evaluation panel will use the evaluation criteria to assess and evaluate submissions to determine the Proponent’s capability to fulfil the requirements specified within this invitation.

Following evaluation RSL LifeCare will negotiate with individual proponents with a view to establishing legally binding contractual arrangements with the preferred Proponents.
### Indicative Schedule

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<thead>
<tr>
<th>Description</th>
<th>Estimated Timeframes</th>
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<tr>
<td>EOI Release</td>
<td>20 June 2016</td>
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<tr>
<td>EOI Close</td>
<td>29 July 2016</td>
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<tr>
<td>EOI Evaluation</td>
<td>August 2016</td>
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<tr>
<td>EOI Preferred Partner/s Negotiation</td>
<td>September 2016</td>
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### Evaluation Criteria

The information requested in this Invitation will form the basis of the evaluation panel’s assessment of submissions against the Evaluation Criteria.

RSL LifeCare requires the Proponent’s submission to be completed with the requested information and details to enable the evaluation panel to make an effective evaluation.

### Clarification during the Invitation Process

The Proponent may raise a query or seek clarification at any time up to five business days before the submission closing time. Proponents should note that:

- additional queries in relation to this EOI will be accepted and a formal response provided
- all Proponents will be advised of the question or matter raised and the response given
- queries and subsequent responses relating specifically to the respondents Intellectual Property (i.e. model, methodology and/or options) will remain confidential
- where matters of significance make it necessary for RSL LifeCare to amend the Invitation or provide additional information prior to the submission closing time, the amendments shall be advised.
- Queries are to be directed to Penny Joy: penny.joy@rsllifecare.org.au

### Submission Lodgement

All submissions must be electronically lodged by 2.00pm (Adelaide time) on 29 July 2016, in PDF format to Penny Joy at RSL LifeCare: penny.joy@rsllifecare.org.au
APPENDIX 1 – SITE PLAN