Smaart

Cloud Asset Management Solution for Victorian Hospitals to support the Health Sector during the Pandemic

Adopting a complete Cloud Solution successfully manages the cost, risk and performance of the Agency and Department Asset Planning stores and connects all asset information, fuelling capital investment decision making with accurate lifecycle data and powerful analytics.

The Victorian Health Building Authority (VHBA) leads the planning, delivery and oversight of Victoria's health infrastructure. The operational management of which is via a network of partners and health services.

In 2019, VHBA embarked on an asset management advancement project to ensure the availability of asset information and support a systematic and coordinated approach to managing Victoria's health portfolio. This project was driven by Asset Management System Maturity Assessment learnings, AMAF compliance and a desire to modernise.

The project accelerated in priority due to the Bushfires in Victoria and the Pandemic. The need to understand the Victorian Health Industry state of assets and how they will be able to service the incoming demand was greater than ever.

The resultant Asset Information Management System (AIMS) now successfully manages the cost, risk and performance of the Agencies, Hospitals and Department Asset Planning stores and connects all asset information, fueling capital investment decision making with accurate lifecycle data and powerful analytics.

ASSET MANAGEMENT EXCELLENCE

The position faced by VHBA was no different to other agencies with large asset portfolios operated by separate partners or health services – ageing technology and assets, shifting service requirements and a lack of an accurate, centralised view of distributed assets and their related financial sustainability.

The combined AIMS Delivery Team (VHBA and Smaart teams worked as one unit and set out to solve a problem as an integrated Unit. Smaart provided a Cloud platform to increase asset management maturity for VHBA which:

- Collated asset data from partners and agencies in a standard format to verify key asset condition and performance metrics
- Provided data analytics to show performance trends by (i) agency/partner and (ii) across the whole portfolio in powerful, digestible reporting outputs
- Supported sophisticated data analytics to drive evidence-based funding decision making for the VHBA portfolio.

VHBA is undergoing a period of transformation to achieve a 'target state' in which the aim is to achieve strategic objectives:

- To excel at Asset Management in accordance with AMAF attestation and ISO55001 guidance.
- Develop efficiency and transparency with external health services providers.
- Develop a culture which protects, engages and develops its people.

VHBA had an aspiration to achieve AMAF attestation, and meet the objectives above - the design of the 'target state' VHHSBA asset management function delivered this ambition.

The challenge faced by VHBA was to undertake this transformative work during the pandemic, without compromising its ability to continue delivering the vital day-to day services to the community.

For this reason, a carefully staged implementation project was delivered over a one-year period aimed at focusing on known areas of high risk as a priority.

Health Services Agencies can access and manage their data and utilise their Asset Dashboards through a secure managed AIMS Portal. Innovation was demonstrated with the delivery of this comprehensive dashboard reporting capability that allowed Asset Management Strategic Planning for each Agency and the entire State, with the key information for AMP definition available for both VHHSBA and Health Service Staff as one source of truth.

AIMS Dashboard Reporting in the Department's PowerBI generated a wide range of outputs for individual scenarios, comparisons purposes, and for insertion into Health Services Agencies Dashboards, with an overarching VHHSBA Dashboard consolidating this information.

range of outputs that compared scenarios across a range of output metrics. Comparison reports illustrated how budget decisions made today will affect asset condition, service level performance, and residual risk levels into the future. This information was made available to all Health Service Agencies and consolidates to a State-Wide Department level to support Options analysis for AMP and SAMP definition.
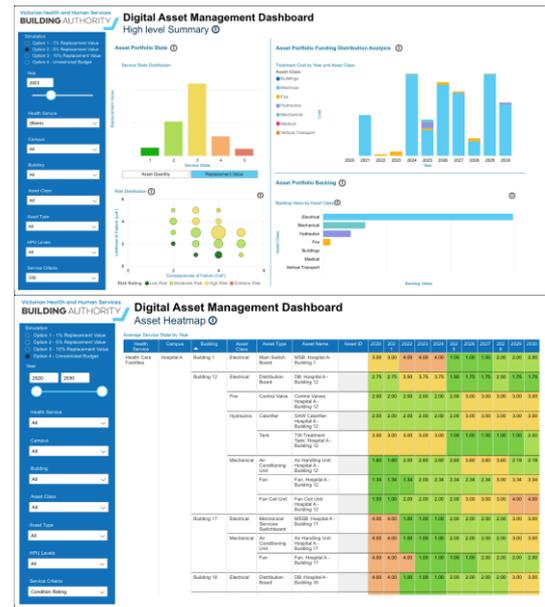
Additional Dashboard reporting included:
1. NPV Scenario Analysis;
2. Cashflow Projections;
3. Asset Service Levels;
4. Funding Distribution Analysis;
5. Renewal Gap (Backlog Funding Report);

DEPARTMENT OF HEALTH WINS AM COUNCIL AWARDS FOR INNOVATION EXCELLENCE WITH AIMS

PROJECT SOLUTIONS AND CHALLENGES

Within the boundaries of the regulated environment, VHBA will drive continuous improvement by transitioning to AMAF attestation and ISO55000 guidance as the governance framework for the "Optimisation of Physical Assets" and to deliver "An integrated, effective management system for asset management."

VHBA can now manage, maintain and operate assets in a reliability-based asset management model, which provides a platform for business capability shift and modernisation of the VHBA Asset System as it seeks to move towards one of the key commitments of the Corporate Objectives.

Key objectives of the project include:

- Compliance with Standing Directions
- Improved visibility of the health asset portfolio and investment decision making
- Development of data analytics to inform strategic planning and risk management
- Improved management of risk of critical infrastructure
- More effective and efficient management of the health asset

This complex deployment was made in the middle of the pandemic and is used by the department for natural disasters and the pandemic response

The tool produced a comprehensive