



JOHNSTAFF



Health

Sector portfolio and capability

Getting the right results for social and economic infrastructure investments



Acknowledgement of Country

In the spirit of reconciliation Johnstaff acknowledges Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

Acknowledgement of gratitude to Māori

We acknowledge the indigenous tangata whenua of Aotearoa - New Zealand as the kaitiaki of the land, sea and skies. We're grateful to those who care for, nurture and protect Aotearoa for future generations, and we pay our respects to tīpuna, past, present and emerging.

E whakamānawa ana i te tangata whenua taketake o Aotearoa, ngā kaitiaki o te whenua, te moana me te rangi. Ka whakawhetaihia hoki rātou e manaaki, e tiaki nei i a Aotearoa mō ngā uri whakaheke. Ka whakarangatira hoki mātou i ngā tīpuna o nehe, o nāianeī, o āpōpō.



Johnstaff: a team you can trust

Johnstaff is an independent Australian and New Zealand-owned consulting practice that specialises in client-side Advisory and Project Management services for the planning and implementation of infrastructure investments.

Johnstaff combines technical expertise, commercial insight and a commitment to continuous improvement, giving clients confidence in our adaptability and scalability. We deliver value across the full project lifecycle, from investment strategy and business case development through to procurement, construction, commissioning and operations.

We don't rely on off-the-shelf solutions. Instead, we work closely with clients to understand their business imperatives and identify the best path forward before moving to technical delivery.

By aligning infrastructure investment with your broader business needs, we help maximise operational efficiency, productivity and enterprise value, often by optimising existing assets before committing to new ones.

Our team is professional, genuine and practical. We think differently, using data and insight to uncover smarter solutions, and we'll challenge the status quo if there's a better way to achieve your goals with greater efficiency across cost, time and quality.

A collaborative team of professionals, with an approach that:

- **Listens to your needs and objectives:** we analyse all relevant information and bring together team members to design and implement solutions
- **Is collaborative:** we will be part of your team, we'll care about the project like you do and we'll share what we know to get the right results
- **Is focused on the business issue:** rather than simply accepting capital investment as a solution, we look at the issues and options to work with you to meet your objectives best – then, and only then, do we work together to start developing the operational redesign, outsourcing or other technical solutions, and
- **Is genuine, professional and unpretentious:** we're easy to work with and we're also able to work as part of a team to challenge conventional thinking if we think there is a better way to meet your goals.



Johnstaff at a glance

32b+

projects
underway

\$160b+

project value
delivered

300+

professionals

1600+

infrastructure
projects delivered

35+

years of
expertise



Our goal is simple: to help Australian and New Zealand clients achieve the best solution for their business or infrastructure needs.

As a privately owned, employee-operated organisation across Australia and New Zealand, our team brings over three decades of experience in strategising, planning and delivering infrastructure investments.

We combine high-quality advisory services with effective project management, working closely with clients to achieve successful project outcomes.

From specialised technical services to full lifecycle delivery, Johnstaff provides flexible support tailored to each project's needs.



Our integrated teams see the big picture across every stage of infrastructure projects.



Project management

Project and program management of infrastructure investments is at the core of our business, it's who we are and what we do best..

At Johnstaff, we prioritise teamwork and enable everyone to deliver on their role. We act with considered urgency, stay responsive to change, and have the confidence to recommend new directions when needed. Above all, we work efficiently and collaboratively to achieve results while building strong, lasting relationships.

Our client-side project management services combine proactive risk management with proven methodologies to protect time, cost and quality outcomes. Whether delivering entire projects or specific lifecycle stages, we focus on achieving outcomes, executing your vision on time, on brief and on budget across a range of industries.

Our services include:

- Masterplan and Feasibility Study Management
- Management of Authority Approvals
- Board and Governance Reporting
- Procurement (Consultants and Building Contractors)
- Contract, Tendering, Assessment and Award
- Project Brief Development
- Design Management
- Business Continuity Risk Assessment and Mitigation
- Project Controls and Reporting
- Project Planning/Scheduling
- Quality Assurance & Risk Management
- Contract Administration
- Superintendent / Principals Engineer Services
- Independent Certification & Verification
- Project Commissioning & Handover
- Tenancy Coordination
- Asset renewal and maintenance works
- Program / Project Management Offices
- Embedded project resourcing (Owners representatives / PMO resourcing)
- Project Recovery



Advisory

Our advisory team provides strategic and transaction services across the full infrastructure project lifecycle.

Our advice is grounded in real delivery experience. Having established, procured and delivered some of Australia and New Zealand's largest infrastructure projects, we tailor our advisory services to help clients set their investments up for success.

Johnstaff's advisory specialists offer timely, targeted support at critical stages of an asset's development or investment lifecycle. Through our integrated services, we partner with clients on portfolios, programs and complex or distressed projects, delivering specialised expertise that strengthens internal capability and outcomes.

Our services include:

- Specialist Programming and Time Management;
- Procurement Options Analysis and Market Sounding / Intel;
- Business and Investment Cases (including financial and economic analysis);
- PPP Transaction Leadership, Advisory and Project Directorship;
- Strategic Infrastructure Planning and Review;
- Technical Solutions Reviews and Value Engineering Reviews;
- Operational Readiness and Commissioning;
- Quality Assurance and Risk Management;
- Gateway Assurance, Project Governance and Specialist Reviews; and
- Project Recovery Strategy and Contractor Claims Analysis.

A photograph of a modern hospital interior. The space features a high ceiling with a large skylight and several smaller square skylights. The walls are a mix of rough-hewn stone on the left and smooth white plaster on the right. A large, vertical abstract painting with warm tones of orange, yellow, and green is mounted on the white wall. In the foreground, there are two red armchairs and a small round table. The floor is made of dark grey tiles. The overall atmosphere is bright and airy.

Our health expertise

Johnstaff has a strong track record delivering complex health projects across Australia and New Zealand, supporting clients to plan, procure and deliver facilities that meet the evolving needs of patients, clinicians and communities.

We partner with government and private sector clients to deliver outcomes across the full project lifecycle, from strategic advisory and business case development through to project delivery and commissioning. Our experience spans new hospitals, major redevelopments, specialist health facilities and upgrades within live clinical environments.

Our approach is grounded in collaboration and a clear understanding of the health sector's operational, technical and stakeholder requirements. We work closely with clinicians, user groups and delivery partners to ensure projects are practical, efficient and aligned with long-term service objectives.

Across our health portfolio, we focus on delivering value by managing risk, maintaining programme certainty and achieving high-quality outcomes. We apply structured project methodologies and tailored procurement strategies to respond to project-specific challenges, including staging within operational facilities, stakeholder complexity and evolving service models.

Through this approach, Johnstaff consistently delivers health infrastructure that supports improved service delivery, enhances patient and staff experience, and provides lasting value for our clients and the communities they serve.



St Vincent's Private Hospital Fitzroy Redevelopment

St Vincent's Health Australia | Fitzroy, VIC | \$167.5m

The St Vincent's Private Hospital Fitzroy redevelopment delivered more than 20,000m² of new and refurbished healthcare facilities, including 144 inpatient beds, six operating theatres, a new ICU, maternity hub and specialist clinical services. Johnstaff provided Project Management and Superintendent services from feasibility through to commissioning, handover and completion of the defects liability period. The project required a complex multi-staged delivery approach to maintain hospital operations while managing significant heritage, archaeological and latent condition risks. Our team de-risked the programme through strategic procurement, stakeholder engagement and planning approvals, enabling successful delivery.



Navigated heritage complexity to unlock hospital growth



Youth Prevention and Recovery Care Centres

Victorian Health Building Authority | Regional locations, VIC | \$85m

The YPARC programme delivered five youth prevention and recovery care centres, providing treatment, care and support for young people experiencing mental health challenges across regional Victoria. We provided Project Management and Superintendent services from inception to completion, managing a single design team and multiple contractor packages across all sites. The project required tailored responses to complex site-specific constraints, including bushfire risk, heritage-listed buildings and floodplain conditions. Our team drove consistent project delivery by implementing lessons learned across sites, mitigating risk, and supporting facilities that align with contemporary mental health care recommendations.



Five new YPARC centres improving youth mental health



Warrnambool Base Hospital Redevelopment

Department of Health | Warrnambool, VIC | \$384m

The Warrnambool Base Hospital Stage 1 redevelopment will expand clinical capacity and strengthen health services across south-west Victoria through a new clinical tower and supporting infrastructure. Johnstaff provided Project Management services from schematic design through tender and contract award, including development of a bespoke procurement and contracting strategy. The project required careful management of regional delivery challenges, market capacity constraints and evolving scope requirements within a fixed budget. Our team provided strategic leadership on procurement, risk allocation and value management, enabling informed decision-making and supporting successful project outcomes.



Expanding regional healthcare capacity for south-west Victoria

Paula Fox Melanoma and Cancer Centre

Alfred Health | Melbourne, VIC | \$154m

The Paula Fox Melanoma and Cancer Centre was developed for Alfred Health as a world-class facility dedicated to the early detection, treatment and prevention of melanoma and other skin cancers. The purpose-built centre integrates specialist clinical care, advanced diagnostics, clinical trials and research functions within a single environment.

Funded by the Victorian and Commonwealth Governments, Monash University and philanthropic donors, the facility supports the innovative national Trial Hub clinical research network. The centre includes consulting suites, imaging and diagnostic facilities, collaborative research spaces and supporting infrastructure designed to advance both patient care and medical research.

Johnstaff provided project management services throughout all project phases, supporting Alfred Health from feasibility and business case development through to project delivery. To meet ambitious programme requirements linked to funding commitments, Johnstaff implemented an innovative procurement strategy incorporating separate demolition, early works and main works packages to de-risk the site and accelerate delivery.



Successfully managed complex government and philanthropic funding



Innovative procurement accelerated delivery of world-class facility



Integrating clinical care and research to improve outcomes





St John of God Hospital Ballarat Redevelopment

St John of God | Ballarat, VIC | \$62.2m

The redevelopment and expansion of St John of God Hospital Ballarat was undertaken to meet growing demand for private healthcare services across regional Victoria, delivering a new tower, expanded clinical facilities and supporting infrastructure. Johnstaff provided Master Planning, Feasibility Study and full Project Management services for Stage 1. The project required complex staging, decanting and stakeholder engagement to maintain uninterrupted hospital operations. Our team delivered a robust staging and delivery strategy that enabled seamless integration of facilities while managing significant cost escalation pressures and maintaining continuity of critical healthcare services throughout construction.



Delivered major hospital expansion while remaining operational



The Royal Melbourne Hospital Futures

The Royal Melbourne Hospital | Melbourne, VIC | \$35.5m

The Royal Melbourne Hospital relocation project delivered over 10,000m² of off-campus accommodation for corporate, administration, outpatient and dialysis services. Johnstaff provided Project Management, Health Advisory and Change Management services from project initiation through to construction completion, including procurement and administration of the Construction Management model. The project was delivered under an accelerated programme, requiring concurrent design and construction activities, heritage approvals and management of landlord and tenant responsibilities. Our team accelerated delivery and implemented a structured transition strategy, achieving project objectives on time and under budget.



Enabled hospital expansion through accelerated relocation programme



Alcohol and other drugs hub programme

Victorian Health Building Authority | Royal Melbourne Hospital, St Vincent's Hospital and University Hospital Geelong, VIC | \$16m

The Victorian Government's Mental Health and AOD Hub programme delivered three specialised emergency department facilities at Royal Melbourne Hospital, St Vincent's Hospital and University Hospital Geelong, providing dedicated environments for mental health and alcohol and other drug care.

Johnstaff provided Project Management services across planning, design, procurement and delivery, guiding bespoke solutions tailored to each hospital campus.

The programme faced significant challenges including live hospital environments, complex site constraints, latent conditions, evolving design requirements and COVID-19 impacts. Our team proactively managed risk, programme and stakeholder engagement.



Dedicated facilities improving mental health crisis care

St John of God Midland Private Hospital

St John of God Healthcare (SJGHC) | Perth, WA | \$226m

The Midland Private Hospital project delivers a 17,000m² standalone healthcare facility, expanding access to comprehensive medical and surgical services for Midland and surrounding communities. Johnstaff provided Project Management and Superintendent services from concept design through to completion, including input into the functional brief and delivery strategy. The project required delivery within a highly constrained budget and programme while managing concurrent planning, licensing and stakeholder approval processes. Our team developed a collaborative delivery model and fast-track approach that supported informed decision-making, mitigated programme risks and enabled successful delivery.



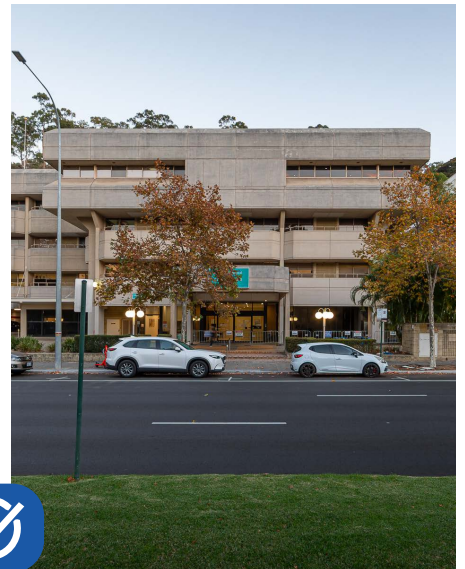
17,000m² hospital expanding healthcare access in Midland



The Mount Hospital Refurbishment

Healthscope | Perth, WA | \$32m

The Mount Hospital redevelopment enhanced a leading private healthcare facility through upgrades that improved patient experience, operational efficiency and clinical services. Johnstaff provided Project Management, Superintendent and Health Advisory services, supporting approvals, procurement, staged delivery and strategic planning. The project required careful management of live hospital operations, evolving service requirements and procurement challenges. Our team developed tailored delivery strategies, facilitated critical approvals and provided specialist health planning expertise, enabling seamless implementation while maintaining business continuity and supporting the hospital's long-term objectives.



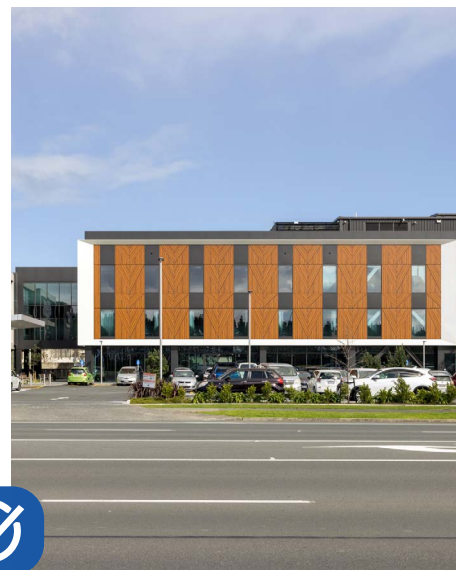
Repositioned hospital through strategic staged redevelopment



Ormiston Hospital Expansion

Vital Healthcare and Southern Cross | Auckland, NZ | \$43m

The Ormiston Hospital Expansion increased inpatient and endoscopy capacity through the delivery of a new three-storey extension, supporting the growing healthcare needs of the local community. Johnstaff provided Project Management services from concept design through to construction completion, including management of resource consent, design and delivery of the new facility and associated car parking. The project required careful planning and staging to maintain operational continuity and minimise disruption to hospital services during construction. Our team worked closely with stakeholders, designers and contractors to develop and implement a robust delivery strategy that protected clinical operations.



Expanded hospital capacity to support growing community demand





Manukau Health Park

Counties Manukau DHB | Auckland, NZ | \$316m

The Manukau Health Park Redevelopment is expanding healthcare capacity across South Auckland through a major programme of new facilities and staged refurbishments. The development includes a standalone surgical centre with four operating theatres, a Post Anaesthesia Care Unit (PACU) and Central Sterile Services Department (CSSD), alongside dedicated facilities for radiology, breast care, renal services, women's health, ophthalmology and outpatient care.

Johnstaff has provided Project Management services from the Detailed Business Case phase through design, procurement and construction, supporting the planning and delivery of multiple workstreams across the health park. Our early involvement helped establish project budgets, delivery programmes and stakeholder requirements, ensuring alignment with each service's Functional Brief and Model of Care.

The programme requires extensive stakeholder engagement, sophisticated staging and decanting strategies, stringent cost management and delivery within a live healthcare environment. Our team has coordinated twelve clinical stakeholder groups, implemented rigorous quality assurance and value management processes, and developed a comprehensive delivery strategy that maintains service continuity while supporting the successful expansion of healthcare services for the South Auckland community.



Expanding healthcare capacity across South Auckland services



Successfully delivering complex works within a live hospital



Creating a future-ready health precinct for South Auckland



Christchurch Hospital Energy Centre

Te Whatu Ora | Christchurch, NZ | \$65.65m

The Energy Centre Redevelopment delivered a new IL4 seismic-resilient energy facility, replacing ageing coal-fired infrastructure with a renewable biomass-powered solution supporting critical hospital operations. Johnstaff provided Project Management services from concept design and business case development through procurement, design management, construction and commissioning, leading four integrated workstreams. The project required complex staging, international design coordination, seismic upgrades and management of significant procurement risks, including supplier insolvency during delivery. Our team mitigated risk and maintained hospital operations.



Renewable energy infrastructure securing critical hospital operations

St George Hospital Redevelopment

Health Infrastructure | Kogarah, NSW | \$718m

The St George Hospital Redevelopment is a long-term transformation programme that has expanded acute, surgical and ambulatory care services to meet the growing healthcare needs of southern Sydney. Across multiple stages, the redevelopment has delivered new critical care facilities, operating theatres, endoscopy services, inpatient accommodation and an integrated ambulatory care precinct designed to improve patient access and experience.

Johnstaff has provided Project Management services throughout the redevelopment, from master planning and business case development through design, procurement and delivery. Our role has included functional briefing, clinical service planning, stakeholder engagement, ICT and Smart Hospital procurement, and management of multiple concurrent projects across the campus. Working closely with Health Infrastructure, NSW Health and SESLHD, we have maintained rigorous scope, programme and budget controls throughout the programme.

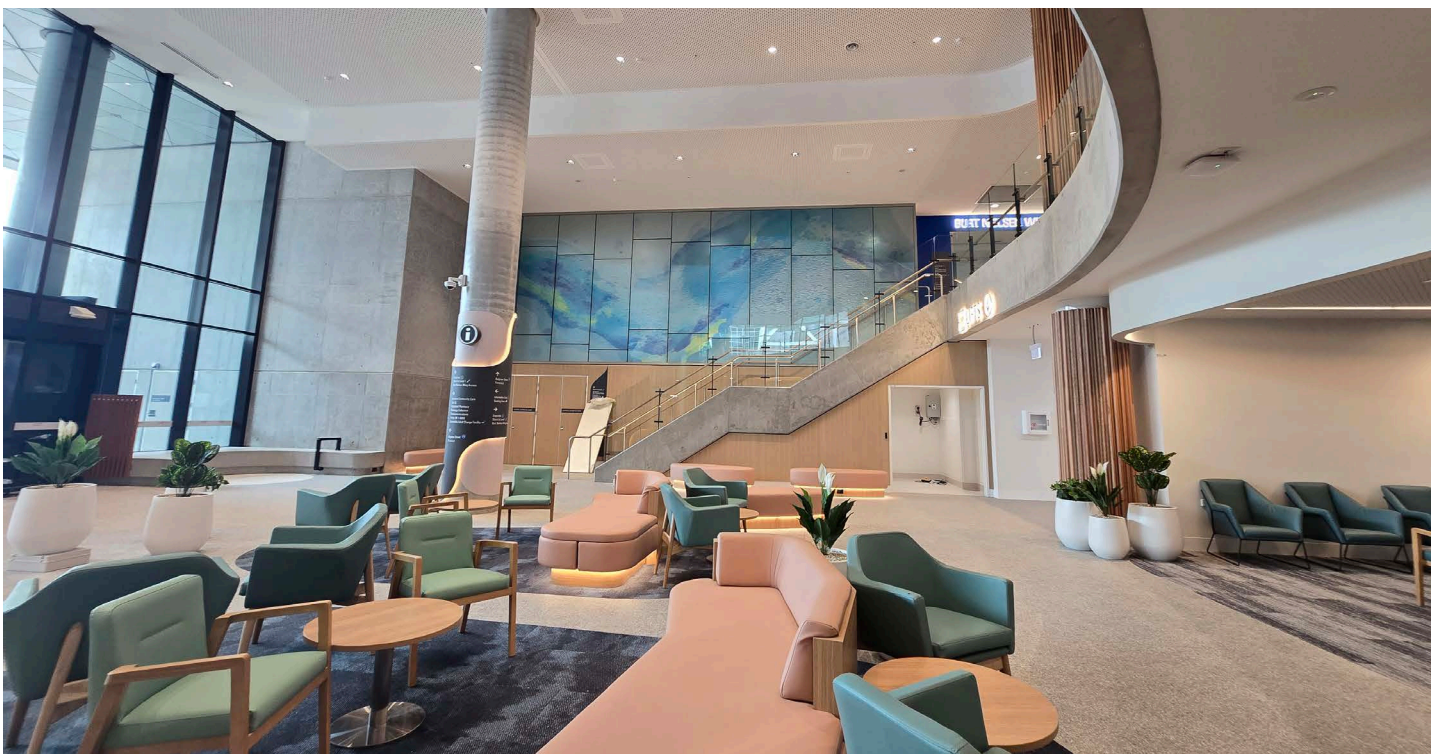
Delivering major infrastructure within a live hospital environment required complex staging, extensive stakeholder consultation and detailed operational planning. Our team successfully managed construction above an active Emergency Department, coordinated multiple contracts and workstreams, and developed staging strategies that maintained continuity of care while supporting the hospital's ongoing transformation into a contemporary healthcare campus.

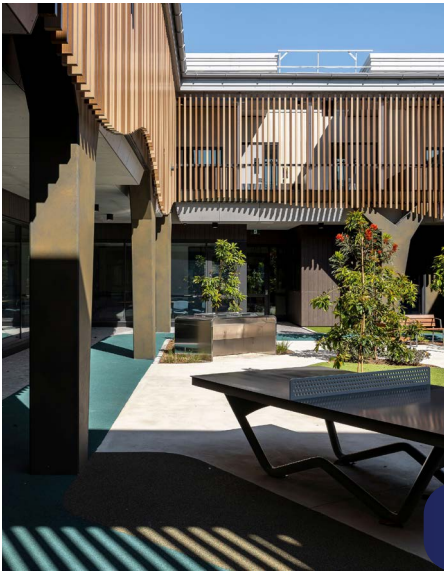


A decade transforming healthcare at St George Hospital



Delivering healthcare infrastructure without disrupting patient care





Blacktown Mental Health Recovery Centre (BMHRC)

Health Infrastructure | Blacktown, NSW | \$51m

The Blacktown Mental Health Recovery Centre is a purpose-built 44-bed forensic mental health facility designed to expand capacity and provide contemporary therapeutic environments that support patient recovery and rehabilitation. Johnstaff provided Health Advisory and Project Management services, leading the development of the Project Brief, design progression and construction delivery of the facility. The project required the Functional Brief and design to be advanced before Models of Care were finalised, while incorporating lessons learned from recent mental health projects without impacting programme outcomes. Our team worked closely with stakeholders to define operational requirements, manage risk and deliver the project.



NSW's first low secure forensic mental health beds



Liverpool Health and Academic Precinct

Health Infrastructure | Liverpool, NSW | \$740m

The Liverpool Health and Academic Precinct is a key component of the broader Liverpool Innovation Precinct, supporting the transformation of Liverpool into a leading centre for health, education, research and innovation. Johnstaff provided Project Management and Health Advisory services across master planning, business case development, design and early delivery phases. Our team developed the Preliminary and Final Business Cases, articulated the need for expanded clinical services to support population growth, and progressed early works and enabling infrastructure. Through rigorous value management and strategic planning, we aligned scope, budget and programme to support the precinct's long-term vision.



Shaping Liverpool's future as a health innovation hub



Blacktown Mt Druitt Hospital Expansion Stage 2

Health Infrastructure | Blacktown, NSW | \$450m

The Blacktown and Mount Druitt Hospital Expansion Stage 2 supports the ongoing transformation of Blacktown Hospital into a tertiary healthcare facility, increasing service capacity for one of Australia's fastest-growing communities.

Johnstaff provided Health Advisory and Project Management services from the Final Business Case through design and construction delivery, defining service requirements and integrating new facilities with the existing campus. The project required extensive stakeholder engagement, service prioritisation and complex staging within a live hospital environment to maintain operational continuity.

Our team developed a successful business case, aligned scope with budget and delivered a staged implementation strategy that enabled ongoing hospital operations throughout construction.



Transforming Blacktown Hospital into a tertiary healthcare centre

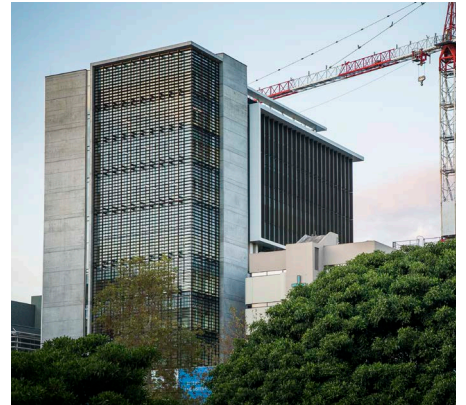
St Vincent's Private Hospital Redevelopment

St Vincent's | Darlinghurst, NSW | \$120m

The St Vincent's Private Hospital Redevelopment was a major expansion and refurbishment project designed to modernise the hospital and increase capacity following more than 40 years of operation. The project delivered a new wing containing 50 patient rooms, three operating theatres and supporting facilities, alongside the staged refurbishment of the existing hospital building.

Johnstaff was initially engaged as an independent project auditor before transitioning into a comprehensive Project Management, Superintendent and Interface Management role. Our team oversaw the completion and financial close-out of the new wing, managed the design and procurement of the refurbishment works, and coordinated the complex interfaces between hospital operations, contractors and stakeholders. Throughout the project, we maintained rigorous control of programme, risk and stakeholder engagement to support successful delivery.

A key challenge was delivering extensive construction works within a live hospital environment while maintaining access to critical clinical areas and minimising disruption to patients and staff. Johnstaff implemented innovative staging strategies and off-site modular construction solutions that enabled works to proceed efficiently while supporting ongoing hospital operations. The project achieved significant programme efficiencies and delivered an uplift of 50 beds, three operating theatres and expanded clinical facilities.



Delivering major hospital expansion within a live healthcare environment



Adding 50 beds and three operating theatres to support growing demand





Nepean Private Hospital Expansion

Healthscope | Kingswood, NSW | \$45m

The Nepean Private Hospital Expansion delivered a new wing comprising four operating theatres, a new CSSD, pre-admissions facilities and 20 medical consulting suites, alongside the staged refurbishment of recovery areas within a live hospital environment. Maintaining uninterrupted access to critical surgical services throughout construction was a key challenge. Johnstaff provided Project Management and Superintendent services, developing an innovative staging strategy and managing complex operational interfaces. A key outcome was the successful delivery of four new operating theatres and an AS4187-compliant CSSD through efficient project staging and accelerated programme delivery.



Expanding surgical capacity within a live hospital environment



Orthopaedic Specialist Surgical Centre

Macquarie University Hospital | Macquarie Park, NSW | \$28.5m

The Macquarie University Hospital Orthopaedic Specialist Surgical Centre was developed to expand surgical capacity through a new orthopaedic suite and 29-bed short-stay ward. A key challenge was implementing a new model of care and delivering the facility within a live hospital environment while maintaining operations and managing significant stakeholder change. Johnstaff provided Project Management services, leading procurement, design development, contract administration and stakeholder coordination. A key outcome was the successful delivery of four state-of-the-art procedure rooms and a 29-bed inpatient ward, enhancing capacity and improving the patient experience.



Expanding orthopaedic services with a purpose-built surgical centre



St John of God Richmond Redevelopment

St John of God | North Richmond, NSW | \$60m

The St John of God Richmond Redevelopment involved the delivery of new inpatient accommodation, a Medical Centre, Counselling and Therapy Centre, and the refurbishment of several existing buildings to create a contemporary mental health campus. A key challenge was delivering extensive new and refurbished facilities while preserving heritage elements and maintaining alignment with the hospital's evolving model of care. Johnstaff provided Project Management services, leading the design and delivery of the redevelopment and coordinating stakeholder requirements across multiple workstreams. A key outcome was the creation of modern therapeutic environments, including single-room accommodation and upgraded treatment facilities, enhancing patient wellbeing and supporting improved models of mental health care.



Creating a contemporary campus for mental health recovery



Auckland
Tāmaki
Makaurau

Brisbane
Meanjin

Christchurch
Ōtautahi

Geelong
Djilang

Melbourne
Naarm

Perth
Boorloo

Sydney
Gadigal

Wellington
Te Whanganui-
a-Tara