

Case Study

# Gold Coast University Hospital



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## Background

The Gold Coast University Hospital (GCUH) is a new state of the art digital hospital being built to support 750 overnight beds and 241 same day beds. This hospital supports 'super specialist' services for oncology, neurosurgery, cardiac and paediatrics in a variety of clinical disciplines.



Queensland Government

## Gold Coast Health

The GCUH project has a significant reliance upon a complex and substantial information, communication and technology (ICT) program; significant changes are likely to occur over the next 10 years. The approach to ICT will be impacted by a broader community expectation for delivery, as well as anticipation of improved access to information and services.

The Gold Coast Health Service District's (GCHSD) ICT aim is to establish a connected, robust, secure, flexible, sustainable, 'do no harm' and scalable ICT environment that permits staff to work collaboratively across the district, within Queensland Health (QLD Health) and externally with other care and education providers.

Queensland Health contracted Lend Lease to build the Gold Coast University Hospital. Lend Lease sub-contracted the design and commissioning of the ICT Infrastructure to the Frame Group and their UK based sub-contractor Forfusion.

"I worked with Forfusion during a challenging and demanding project that not only required attention to detail but required persistence and tenacity to achieve the right outcome."

Andrew Latham

Solutions Architect  
The Frame Group

## Brief

Create a connected, robust, secure, flexible and scalable environment in which staff can work collaboratively across the district; encompassing telephony, video, messaging, contact centre, audio visual, digital signage, real-time location services and mobile duress, all of which must integrate into a wider design, incorporating data centre, wired and wireless networks, as well as security.

In advance of the virtual desktop infrastructure and unified communications work streams, it was necessary to run extensive requirements gathering exercises spanning several technology pillars, which involved multiple public and private sector contractors, vendors and systems integrators. Throughout the process a multitude of workshops and meetings were held, all of which had to be documented within compressed timeframes.

## Challenge

Whilst the design and procurement phases were very comprehensive, a huge void was left regarding document control and relationships between proposed solutions and project objectives. Attention to detail and due care were taken for each individual technology pillar and work stream; however, the production of hundreds of documents via siloes meant the project document repository quickly became fragmented and unmanageable.

To further compound the challenges of developing a well-structured, coherent documentation set to mitigate risk, the absence of a commercial and technical lead that possessed experience across multiple technology pillars with specific focus on virtual desktop infrastructure and unified communications began to present significant risk to the overall project – a problem identified at board level across all contracted parties for this AU\$1.98 billion digital hospital project.

## Solution

Identify a third party that could hit the ground running and immediately become part of the team. The selected company would be entirely responsible for the design, ratification and best practice alignment of virtual desktop infrastructure and unified communications solutions, as well as oversee interdependencies between other technology pillars, by managing a diverse group of vendor-aligned technology specialists.

The selected party would be required to perform an independent peer review of requirements, solution design, partner engagement and processes across an array of technologies and vendors. The role would involve a detailed gap analysis phase to identify discrepancies between customer requirements and systems integrator deliverables, including risk definition between key design disciplines.

**“Findings and output were articulated and documented to the highest standard.”**

**! Andrew Latham**  
Solutions Architect  
The Frame Group

## Outcome

Frame engaged with Forfusion, an organisation that took an innovative approach to delivery. The end-to-end design, ratification and entire gap analysis was spearheaded by Forfusion’s strategists and technologists, supported by its in-house highly qualified and accredited, multi-disciplined engineering team, which were made available round-the-clock, to offer expertise and guidance in respect of interfaces to all technologies.

The result was a comprehensive, joined up, multi-discipline design and strategic road-map, supported by a detailed and well organised documentation set, delivered by a well-versed team working in unison with multiple parties. Forfusion’s team often worked through the night to deliver within aggressive timeframes and managed to get an unwieldy project back on track, in turn mitigating operational and financial risk, by ensuring all commercial and technical objectives were captured and addressed.

Forfusion took its remit a step further in assisting GCUH to take advantage of in-house capabilities and capitalising on economies of scale, whilst maximising innovation and autonomy for the hospital. Forfusion’s vendor-agnostic design fed into a vendor analysis exercise and subsequently product selection at the right price.

Additionally, Forfusion developed and delivered against a comprehensive programme of works and assisted with project execution over an 18-month period, encompassing all technology pillars.

"Forfusion react quickly and go the extra mile to achieve what many cannot. I worked with Forfusion during a challenging and demanding project that not only required meticulous attention to detail, but also required the persistence and tenacity to achieve the right outcome. During the project Forfusion's team demonstrated experience and expertise in areas of design, commissioning, risk management, project management and gap analysis, specialising in all manner of technologies, focusing on providing a secure virtual desktop infrastructure and unified communications endpoints to the hospital bedside.

Forfusion's lead consultant was flown over to Australia to spearhead the operation, drawing

on his experience and that of his team (based in the UK) to provide invaluable technical and commercial expertise, ensuring findings and output were articulated and documented to the highest standard.

Perhaps most importantly, Forfusion quickly became an extension to the customer's delivery team, leveraging in-house expertise, adjusting to internal politics, and where required, challenging decision making at the very highest level."

**Andrew Latham**  
Solutions Architect  
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