



Queensland Health Precincts

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Project Objective

“... to undertake a Health and Knowledge Industry Profile Study for South East Queensland”

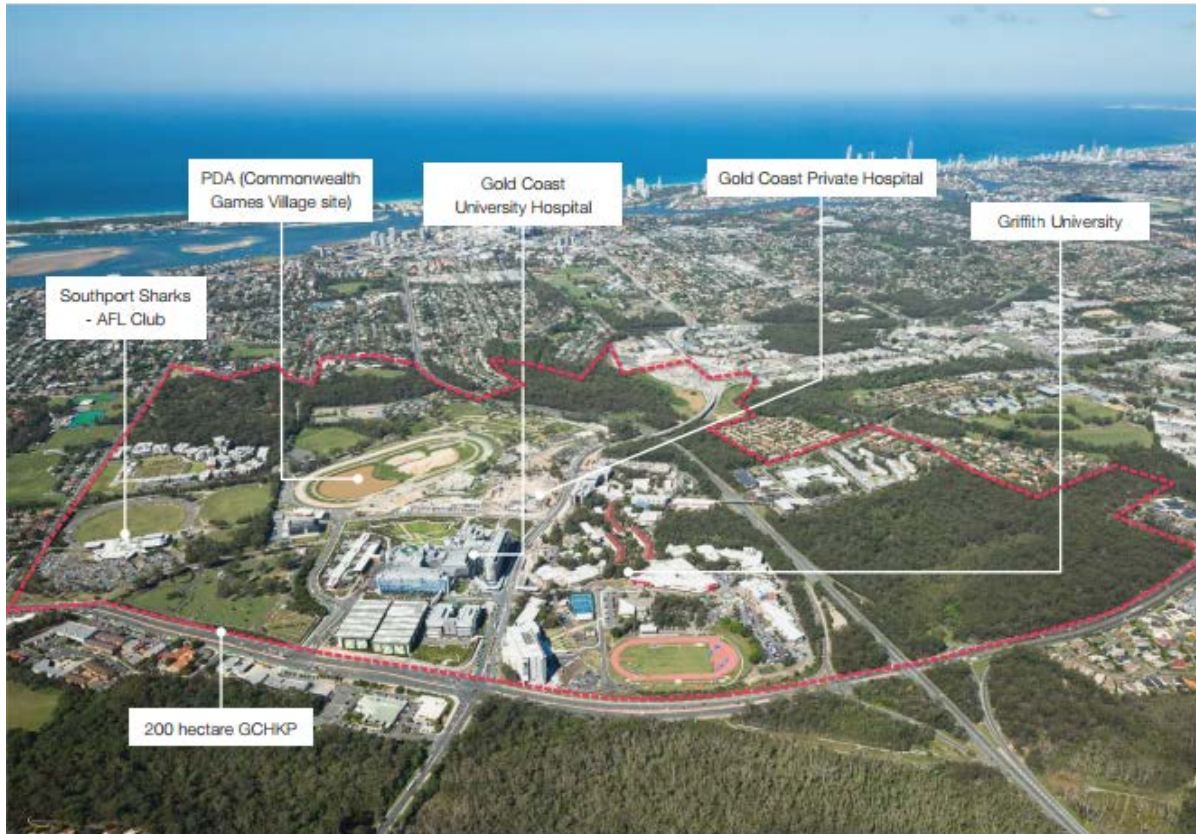
Phase 1:
Establish Profile
Framework

Phase 2:
Data Collection

Phase 3:
Establish
Directions

**Health &
Knowledge
Industry Profile**

Gold Coast Health and Knowledge Precinct



9,200
Current number of
jobs



20,000
Estimated number of
jobs



\$1.7bn+
Hospital investment

Herston Health Precinct



16,600+
Currently
employed



1,080,000m²
Nearby urban renewal



\$61.5mil
2013 RBWH
research grants

Princess Alexandra Health and Knowledge Precinct



12,970+
Currently employed

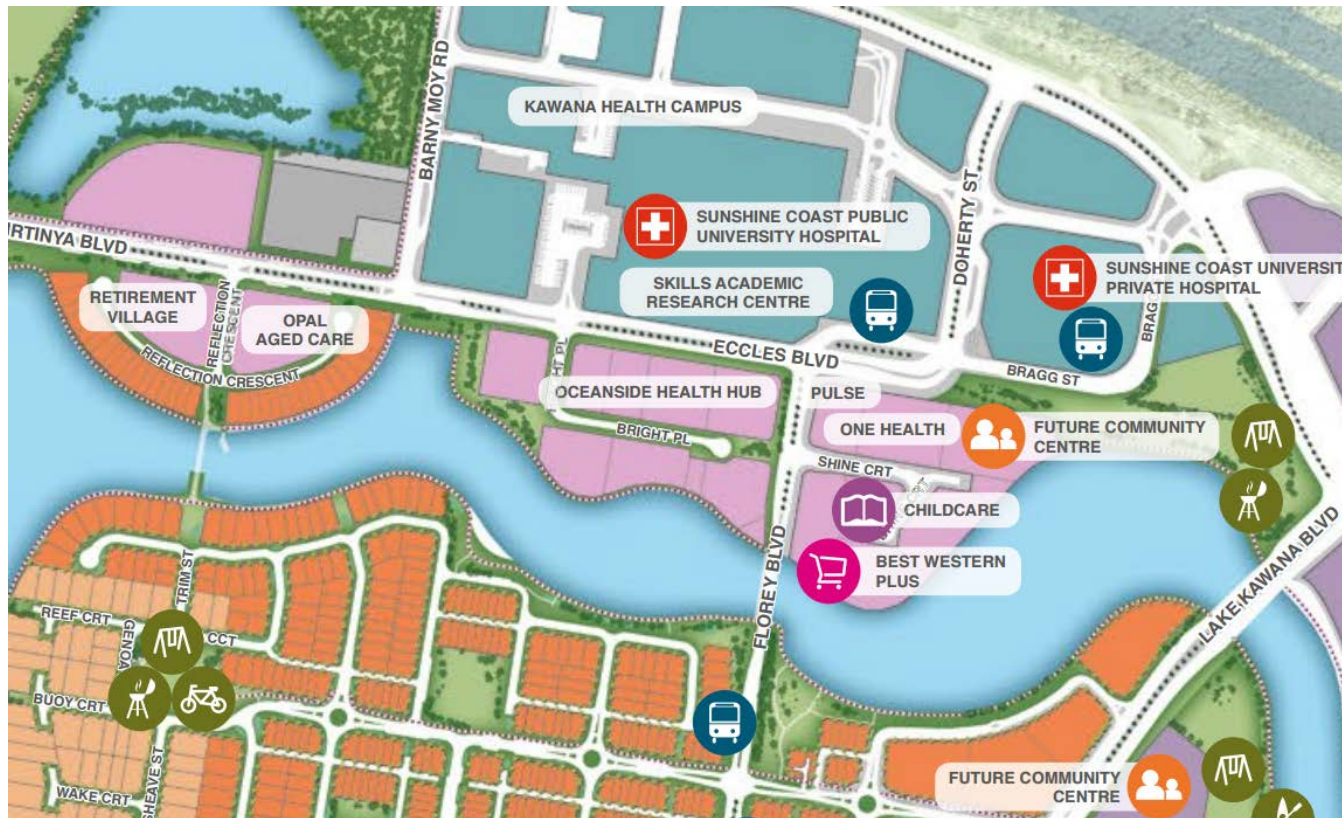


32,000m² and \$350mil
TRI investment and dedicated research
translation facilities



\$100mil
Pharmacology
research centre
(PACE)

Sunshine Coast Health Precinct



4,900
2015 estimated jobs



12,000
2021 estimated number
of jobs



\$5.3bn
Precinct and
Surrounding
Investment

Health City Springfield



2,600,000m²
Commercial, health and retail space



\$21.4mil
Cancer clinic investment





Key Trends

Federal Innovation and Science Agenda

- Review of 'Excellence in Research for Australia' framework towards more real-world measures
- National Innovation and Science Agenda privileges:
 - industry collaboration
 - increasing the STEM skills base
 - changes to the regulatory, tax and grant environment to develop a culture of innovation



State Agenda - Advance Queensland

- Grants and other funding initiatives to stimulate scientific innovation
- Improving market conditions for commercialisation services like access to finance or IT management services



State-wide Trends in the Health & Life Sciences Industry

Accountability and Transparency of Funding and Outcomes

1. Growing interest from Government to know how their money is spent
2. Consistent data gathering definitions, systems and processes for research

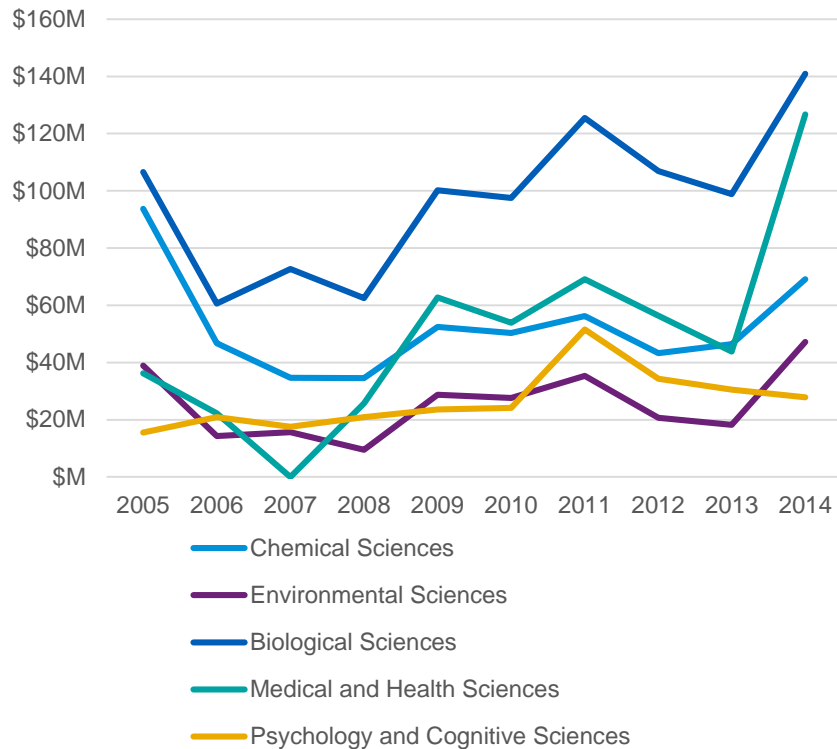
State-wide Trends in the Health & Life Sciences Industry

Specialisation when possible, broad when necessary

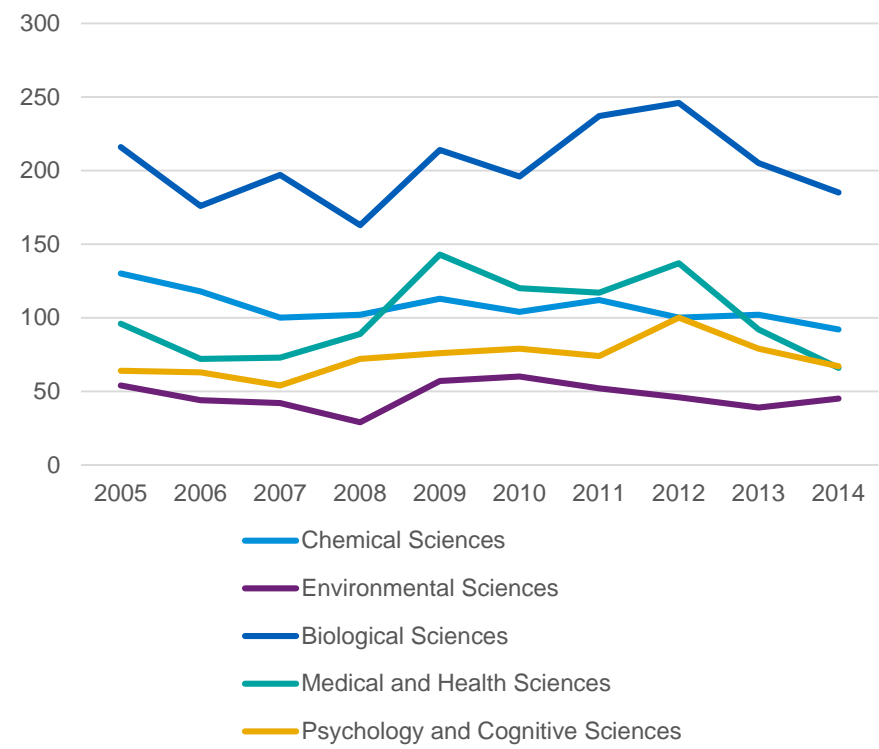
1. Specific research and clinical specialisations need to be carefully considered and inhibitive overlap or duplicative capacity avoided
2. A broad base of necessary clinical services will always be required for health precincts and therefore form a part of clinical research
3. A late stage translation focus is increasingly important for new precincts

State-wide Trends in the Health & Life Sciences Industry

Dollar Value of Grants Over the Past 10 Years

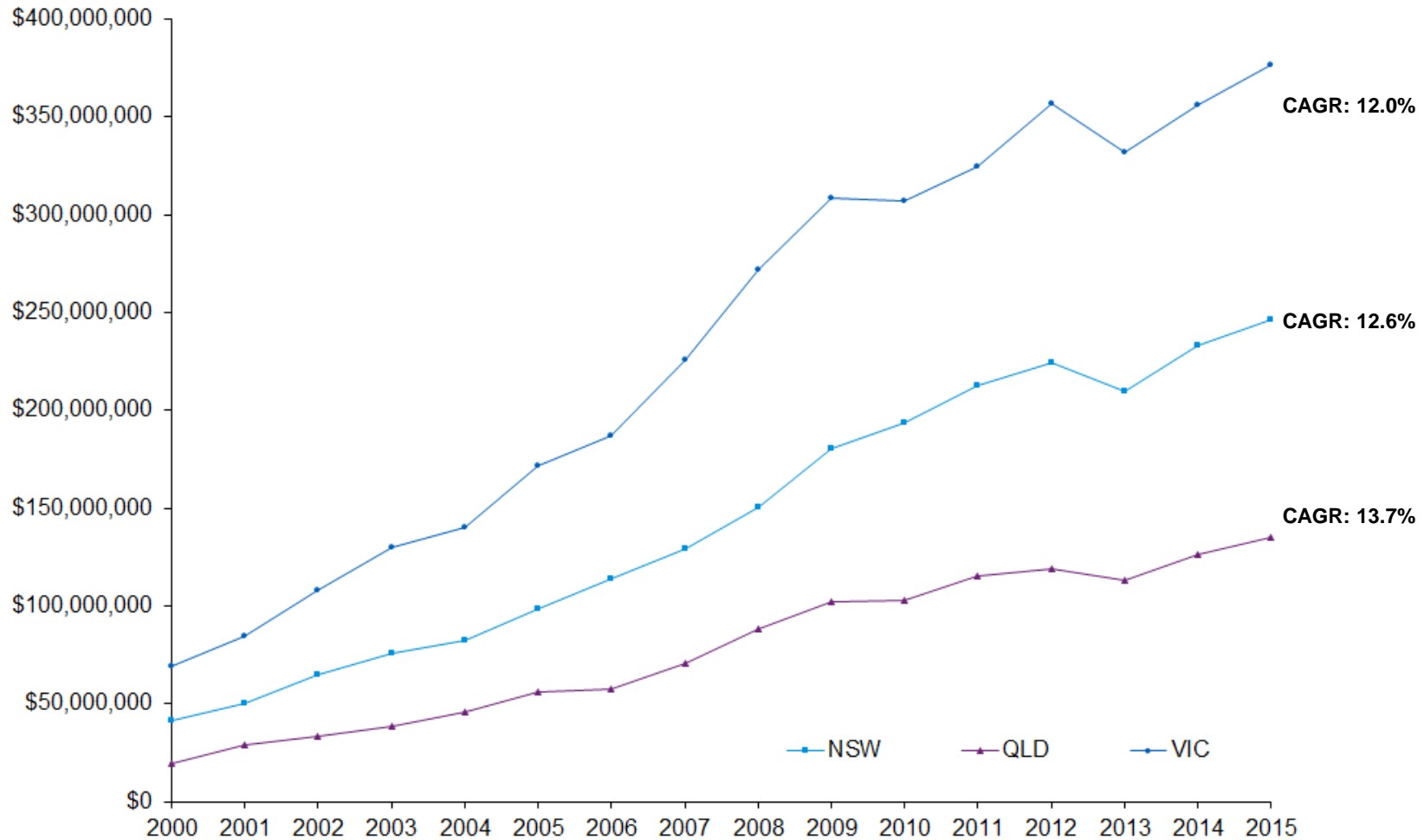


Number of Projects Funded Over the Past 10 Years



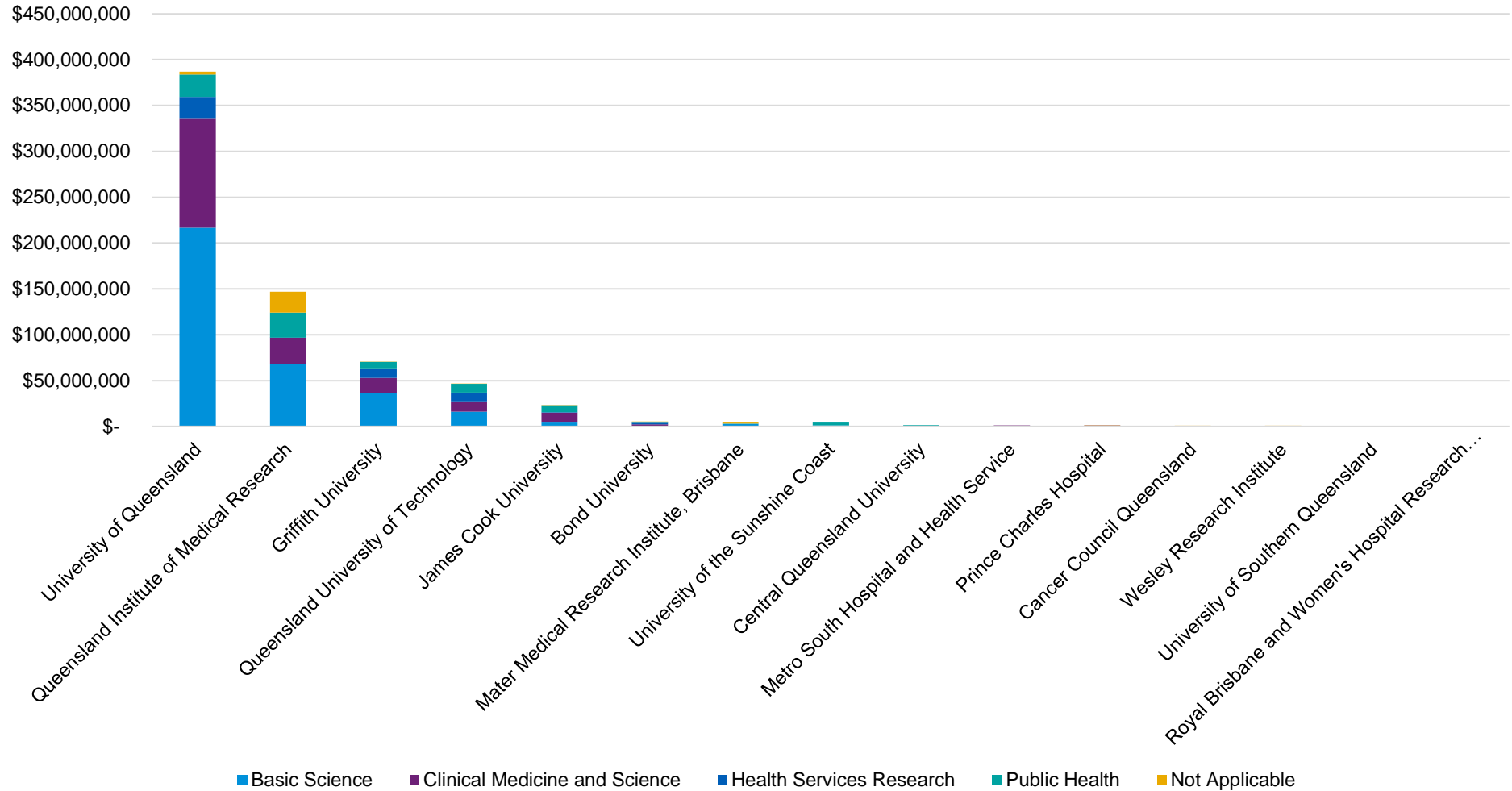
Queensland Research Grant Success

NHMRC Grant Funding Growth – 2000-2015



Queensland Research Grant Success

NHMRC 2014 Funding by Type and Institution in QLD



State-wide Trends in the Health & Life Sciences Industry

Great research, poor commercialisation

1. Well above world class research nation-wide
2. Very low rates of industry collaboration and commercialisation
3. Access to support services like IP law and finance is limited



Best Practice

Key Lessons from Best Practice

- 1 Importance of a **clear economic development strategy** that is collectively agreed to drive key research outcomes
- 2 Determination of a **pathway to comparative advantage**, either through the health service or through research institute specialisation.
- 3 Importance of government **leveraging their grant investments to drive desired outcomes** in line with the strategy.

Critical Success Factors for Queensland

Independent and Commercial Leadership

**Better
Measurement and
Accountability**

A Data Focus

**Economic
Development and
Intra-city
Cohesion**

**Diverse Funding
Sources**

**Integration with
the Local Health
Service**

**Global
Collaboration and
Reputation**

**Private
Partnerships**

**Clear,
Implementable
Strategic Vision**

**Innovation
Culture**



Focus for the Sunshine Coast

Seven Domains to Assess



Domains	Core Characteristics to Identify
Geo-Economic Landscape	
Alignment with regional development strategy	<ul style="list-style-type: none"> • Evidence of government commitment to investments and economic development in the Health and Sciences sectors • Demonstration of wealth creation, such as jobs, intellectual properties, new industries • Evidence of formation of partnerships, boards, committees
Regional support for Life Science innovations	
Demonstrating partnership with regional sponsors in the development of local or regional plans	
Evidence of adding value to the economy	
Research Focus	
Dedicated Infrastructure	<ul style="list-style-type: none"> • Evidence of development of Research Institutions or focus in a clinical sector (e.g. cancer) • The type of research focus • Commercial investment in Clinical Trials, and involvement with other national centres
Synergy in Research Themes	
Continuum of Research (Basic to Translation to Population)	
Strengths in Research	<ul style="list-style-type: none"> • Evidence of attracting high-calibre workforce or multinational team partnerships
Recognition of Quality	
Local recognition	<ul style="list-style-type: none"> • Position in national and international university rankings • Local reputation reflected through regional news and media commentary and descriptions
National recognition	
International recognition	



Seven Domains to Assess



Domains	Core Characteristics to Identify
Sustainability in Financial Funding	
Leadership <hr/> Demonstrated successful competitive grant applications <hr/> Demonstrated ability to collaborate with commercial entities <hr/> Ability to commercialise innovation	<ul style="list-style-type: none"> World class academic and institutional/executive leaders who have a long track record of attracting research funds or leaders who have demonstrated ability to manage large scale research programs.
Sustainable Workforce	
Critical mass of knowledge and talent <hr/> Attracting high quality researchers, scientists and leaders <hr/> Attracting students, training scientists and doctors	<ul style="list-style-type: none"> The centre's ability to attract a high quality workforce e.g. a highly differentiated research portfolio (e.g. oncology, cardiology, paediatrics) vs an un-differentiated centre Dedicated investments into a specialised area of research Commercial investments and partnership (cross over with preceding domain)

Seven Domains to Assess



Domains

Core Characteristics to Identify

Governance and Strategy

Designated body for strategic and operational oversight

- Evidence of a formalised governance structures
- Evidence of formation of partnerships, boards, committees

Decision making body

- Functional evidence of strategic direction setting and of key decisions made by the governance body

Partnership formulation

- Facilitate the establishment of key partnerships and collaborations

Coordination and collaboration



Translation Focus

Integration of Research, Health Education and Patient Care

- Evidence of development of entities (e.g. institutions, clinical units, or trial studies) with an explicit purpose of translating research into clinical care
- Conjoint appointment of clinical scientist leaders across clinical care and research and teaching functions

Programs to accelerate research findings into patient care

- Development or establishment of commercial arrangements for medical technologies to broaden market penetration into patient care

Late stage clinical trials

Product Commercialisation

1

Geo-Economic Landscape

- Located just over an hour from Brisbane, providing access to a workforce which has the skill and capabilities in health sciences research and innovation.
- Locally there is a strong drive in developing the Precinct including council-level support and support from the developer.
- The region currently does not have any established biotechnology sector.
- The precinct is still in its early stages - key infrastructure is moving toward opening

2 Research Focus

- The strategies for research are in place, with the intended focus for research to be on health service improvements, aged care, young families/adults, and sports medicine.
- SCHI will be the flagship centre to support research and translation and is structured to encourage collaboration between groups
- During the early stages of Precinct development, research is still likely to be led by the interest of individual clinicians, rather than be determined by a suitably higher level strategic direction.

3 Recognition of Quality

- The USC continues to grow and mature, but currently is not considered to be as strong as comparable research universities nationally.
- The nearby Nambour hospital had been major referral hospital in the region.

4 Sustainability in Financial Funding

- Funding for research will remain in the competitive grants space, with possible partnership funding from USC, Ramsay Healthcare and others contributing through SCHI.

5 Sustainable Workforce

- Nearby Nambour hospital provides a stable workforce base to support the opening of the SCHP.
- There may be challenges in the recruitment and retention of a specialised workforce for world-class clinician scientists.

6 Governance and Strategy

- Governance structure and strategy is in place to develop the SCHP and the SCHI framework is a good example of collaborative research governance.
- The depth of detail in the strategy is high level at this stage as factors like the medical school affiliation have not been finalised and the SCUH is not yet open.

7 Sustainable Workforce

- The strategy for translational research is developed, and will largely focus on clinical research.
- The facilities for clinical trials will be limited.
- The capacity for commercialisation of more basic science (like drug development) will be limited.

Focus Areas for the Sunshine Coast

Precinct Governance	<ul style="list-style-type: none">• Focus on the development of the Medical School (Sunshine Coast)• Continued development of appropriately scaled governance
Funding	<ul style="list-style-type: none">• Continue to invest in areas of logical health service alignment.
Research Collaboration	<ul style="list-style-type: none">• Optimising health services and education first, followed by late stage translation and clinical research foci for any research agenda.• Collaboration should be emphasised, particularly in core areas of advantage.



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