



KWAZULU-NATAL PROVINCE

HEALTH
REPUBLIC OF SOUTH AFRICA



A SHIFT FROM PROJECTS TO ASSET MANAGEMENT IN PUBLIC HEALTHCARE

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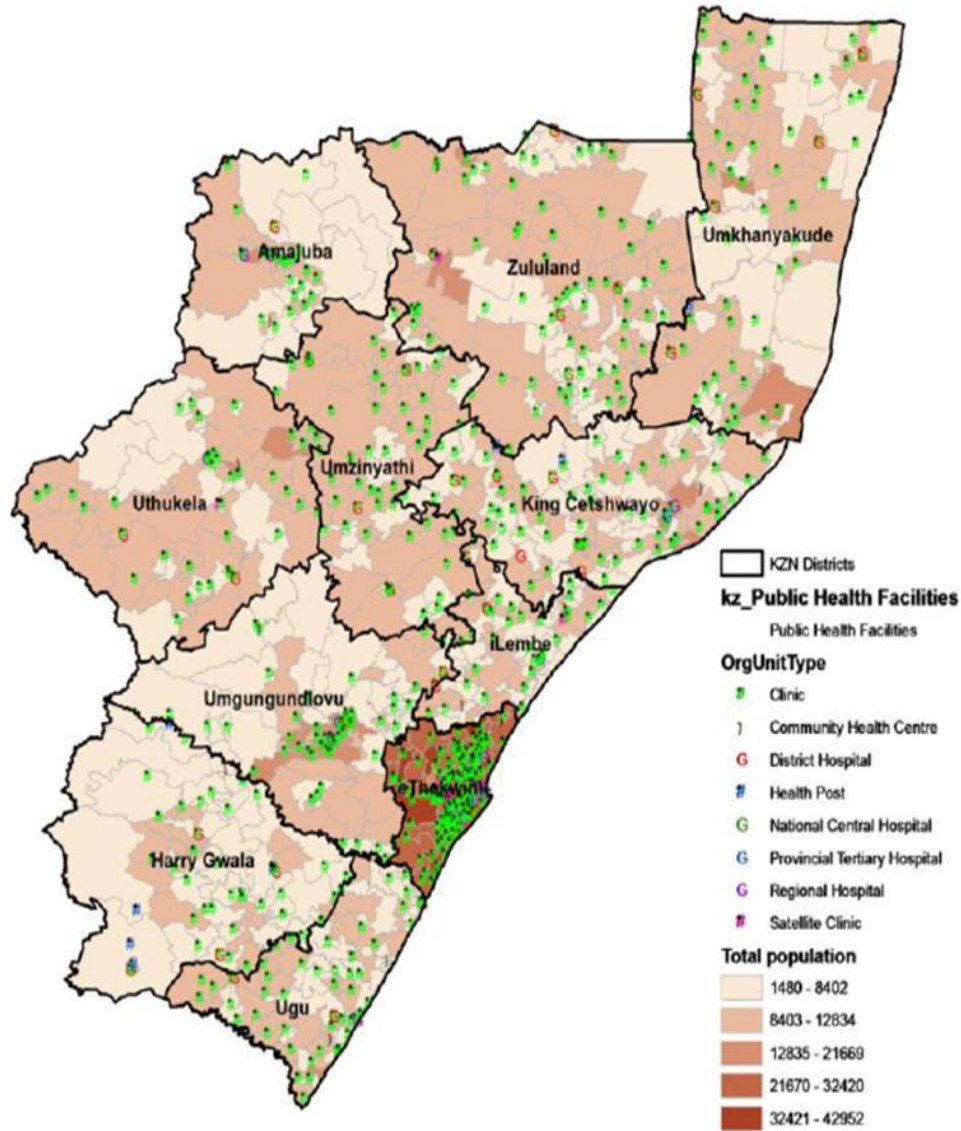
Date: 9 June 2026

GROWING KWAZULU-NATAL TOGETHER

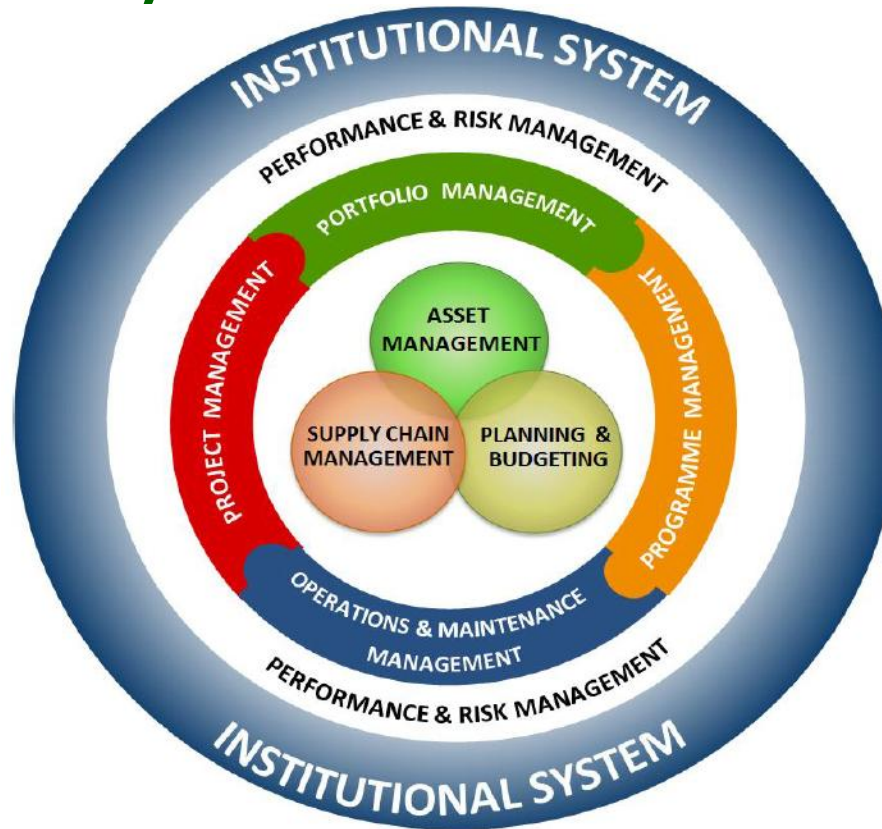
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KWAZULU-NATAL (KZN) HEALTHCARE



INFRASTRUCTURE DELIVERY MANAGEMENT SYSTEM (IDMS)



The management system that guides, directs and enables infrastructure delivery in the public sector



FRAMEWORK FOR INFRASTRUCTURE DELIVERY & PROCUREMENT MANAGEMENT (FIDPM)

Minimum requirements for the implementation of the IDMS through:

- Infrastructure Delivery Management processes consisting of portfolio, programme, projects, operations and maintenance of infrastructure
- Infrastructure Procurement Gates.
- Public healthcare infrastructure should be managed as an asset portfolio throughout its lifecycle, not merely as a series of capital projects

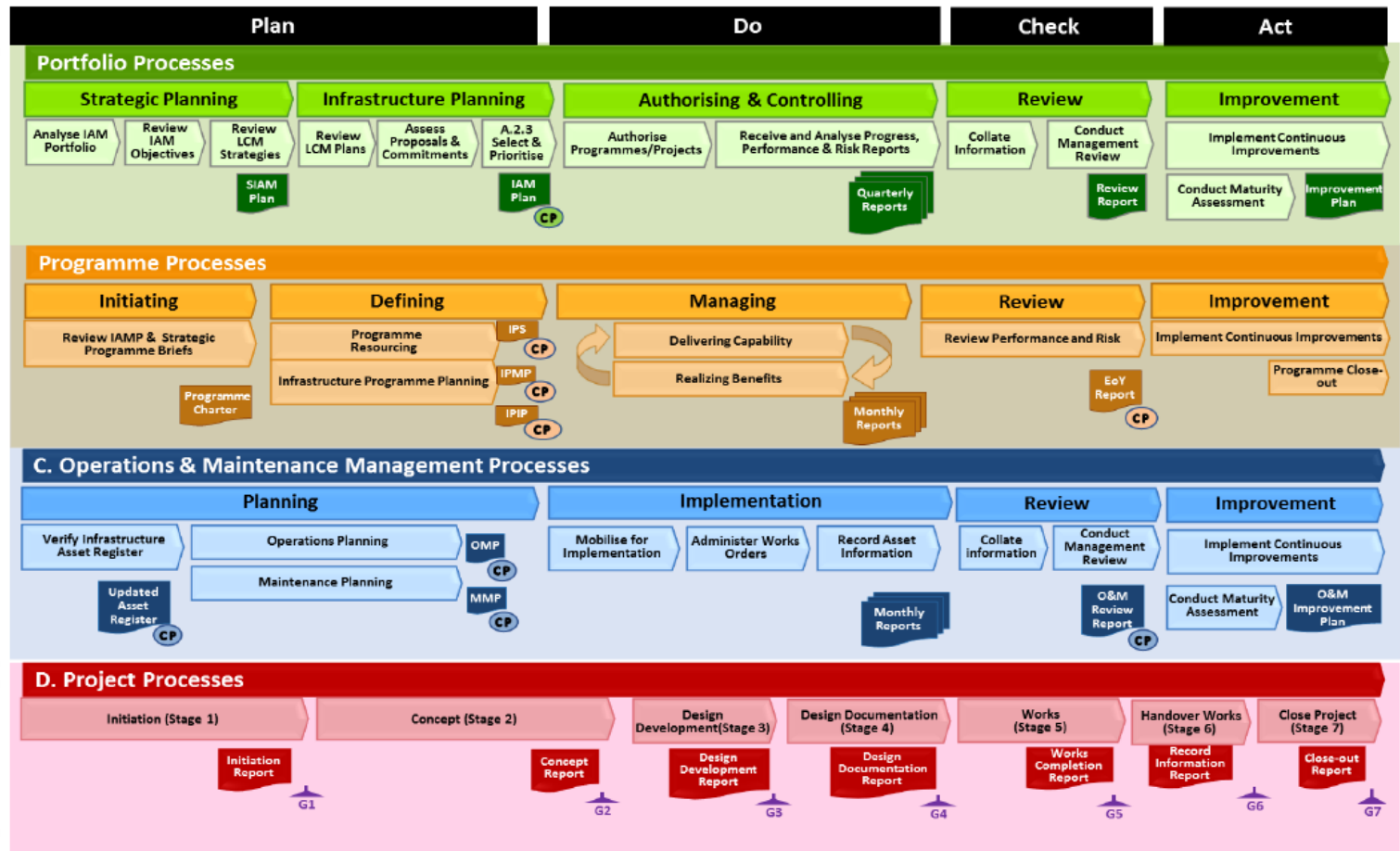
FROM PROJECT DELIVERY TO ASSET VALUE

FIDPM cont.

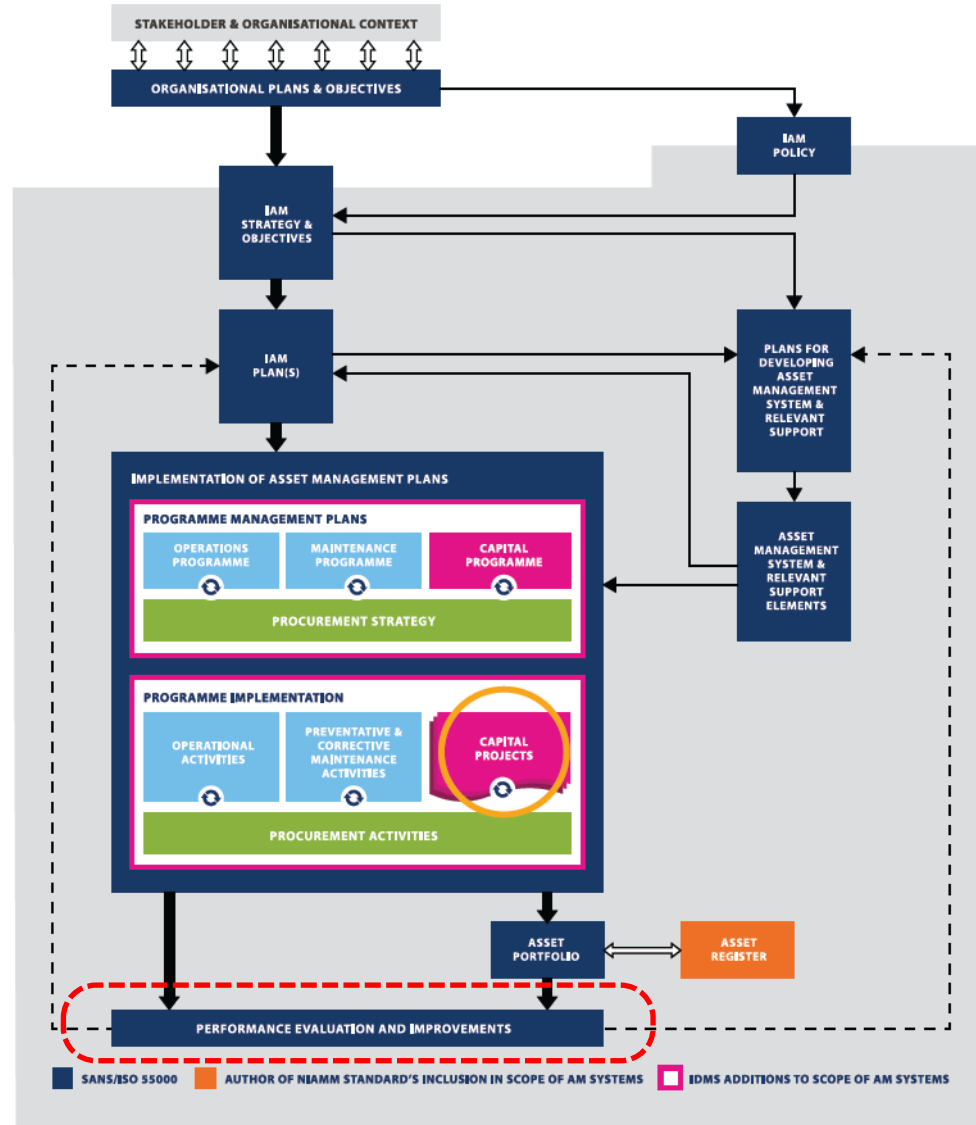
Figure 2: The IDM Process Diagram

Cyclical phases are applicable to Portfolio, Programme and Operations and Maintenance

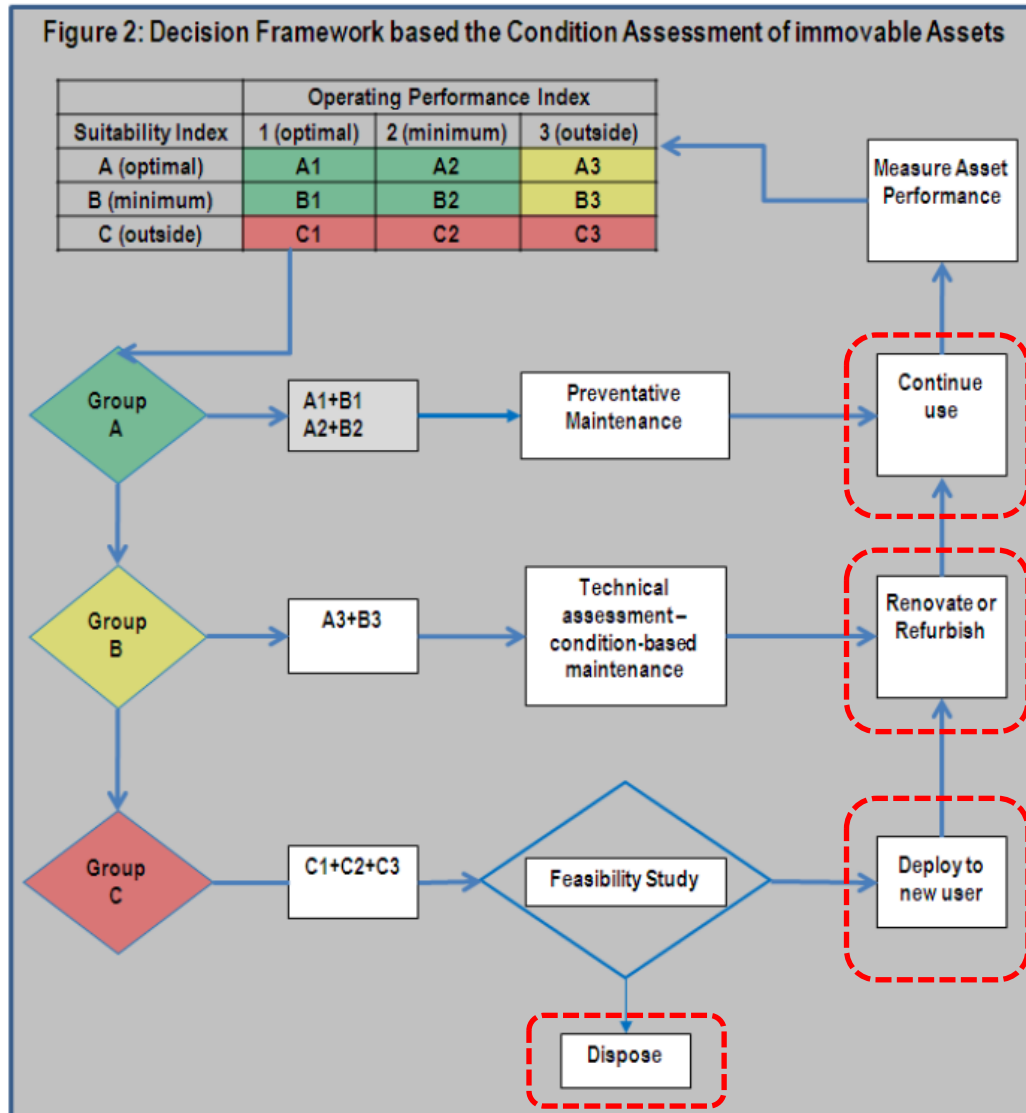
Linear stages are applicable to Projects



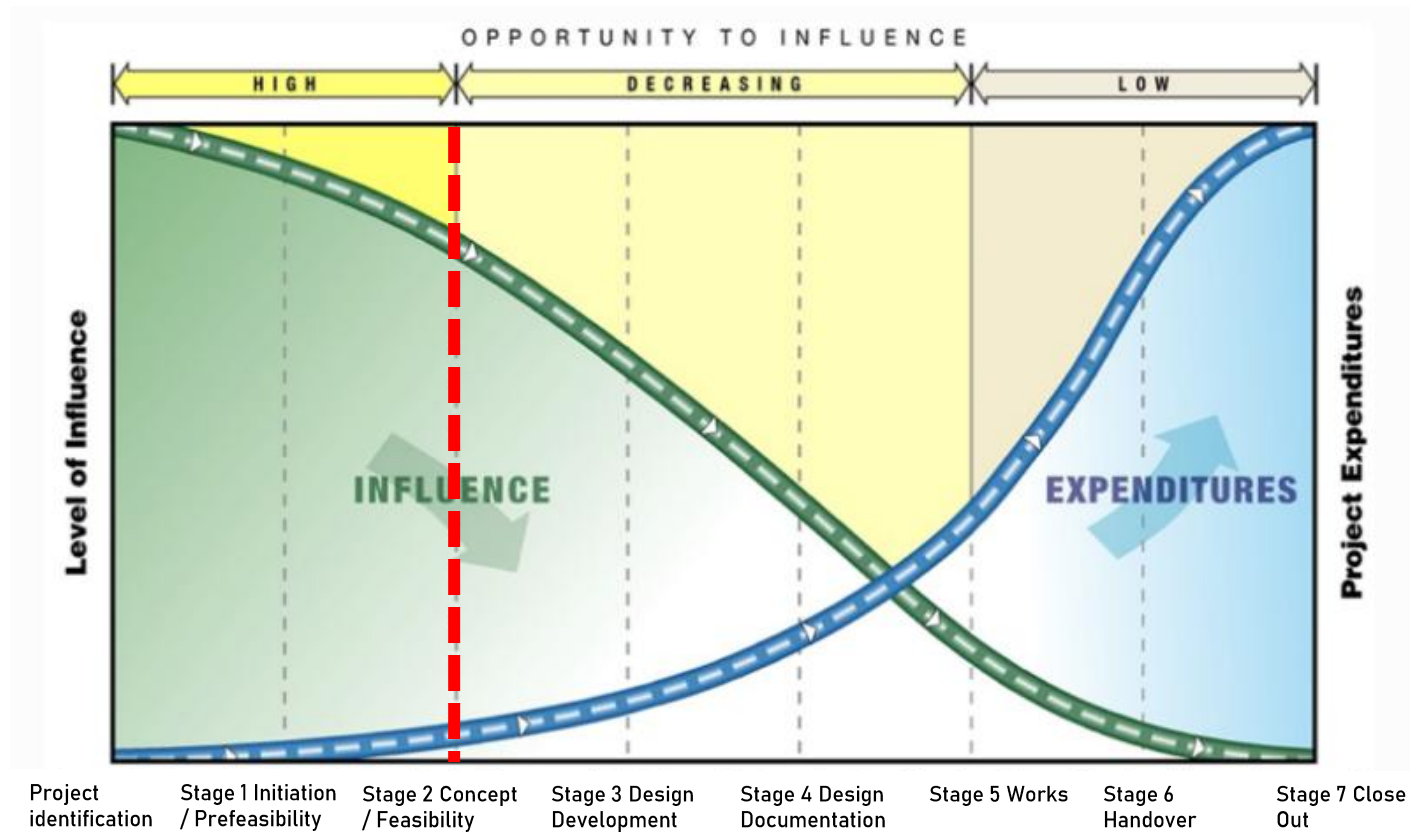
ASSET MANAGEMENT



CONDITION OF ASSETS



Project life cycle



<https://www.long-intl.com/articles/cost-control-project-manager/> Accessed 19 May 2026 – Modified by author



STAGES 1 & 2

STAGE	NAME	END OF STAGE DELIVERABLES
1	Initiation	Initiation Report
		The Initiation Report, which defines project objectives, needs, acceptance criteria, organisation's priorities and aspirations, procurement strategies, and which sets out the basis for the development of the Concept Report.
		Stage 1 for this project is complete when the initiation report has been approved.
2	Concept	Concept Report
		The Concept Stage represents an opportunity for the development of different design concepts to satisfy the project requirements, as developed during Stage 1. It also presents, through the testing of alternative approaches, an opportunity to select a particular conceptual approach. The ultimate objective of this stage is to determine whether the project is viable to proceed, with respect to available budget, technical solutions, time-frame and other information that may be required.
		Stage 2 for this project is complete when the Concept Report is complete and approved

FROM PROJECT DELIVERY TO ASSET VALUE



STAGE 2 CONCEPT OR FEASIBILITY

The Concept Stage represents an opportunity for the development of different design concepts to satisfy the project requirements, as developed during Stage

It also presents, through the testing of alternative approaches, an opportunity to select a particular conceptual approach.

The ultimate objective of this stage is to determine whether the project is viable to proceed, with respect to available budget, technical solutions, time-frame and other information that may be required.

FROM PROJECT DELIVERY TO ASSET VALUE



Options analysis

Which option delivers the best long-term value?

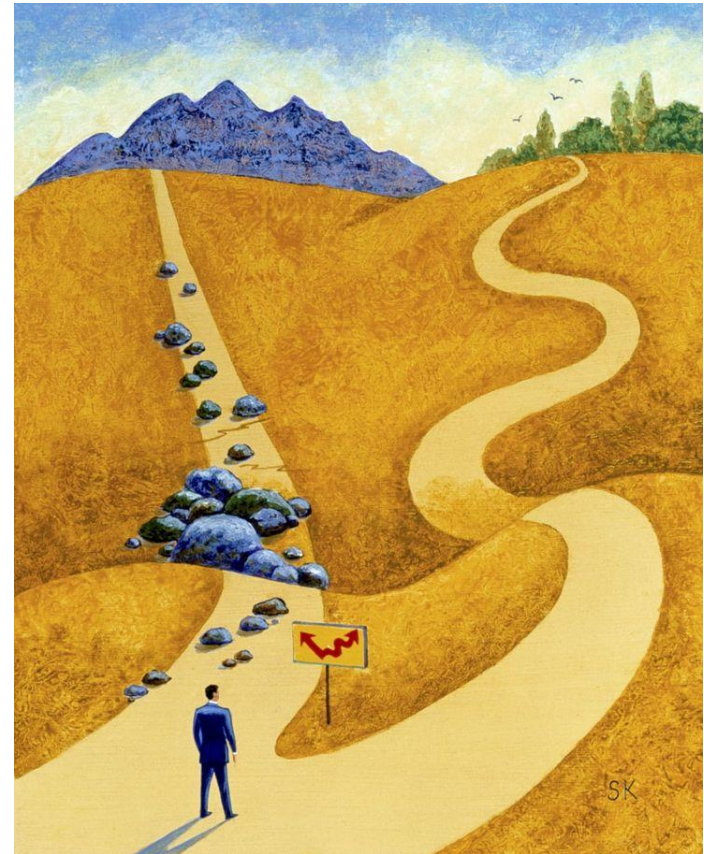
Criteria	Option A	Option B	Option C
Cost	●●●	●●	●
Time	●●	●●●	●
Service Impact	●●	●●	●●●
Lifecycle Cost	●	●●	●●●

FROM PROJECT DELIVERY TO ASSET VALUE



Options analysis

- The objective is no longer simply to deliver infrastructure, but to maximise value, performance, and service outcomes throughout the asset lifecycle.
- Understanding the problem,
- Identifying options,
- Testing solutions against the problem,
- Alternatives to the client's solutions,
- CROSS-ROADS ANALYSIS



Multidisciplinary iterative design

- Project-centric thinking

→ Deliver the building

to

- Asset-centric thinking

→ Maximise value, performance, sustainability and service delivery over the entire lifecycle.

- Systems

Processes

- *CHC 3 OPTIONS:*

- *Ground floor only*

2 Floors Layout

3 Floors Layout



Stakeholders

- Identification
 - Information gathering
 - Consultation
-
- *EIA :procedures triggered by a Wetland on site*
 - *SPLUMA :Department of Transport – Access road approval with Conditions*

FROM PROJECT DELIVERY TO ASSET VALUE

Lifecycle costing

TRADITIONAL APPROACH

-  Build Projects 
-  Capital Cost 
-  Project Timeline 
-  Construction Complete 
-  Asset Handover 
-  Infrastructure Delivered 

ASSET MANAGEMENT APPROACH

-  Manage Healthcare Assets
-  Total Lifecycle Cost
-  Asset Lifecycle
-  Service Outcomes Achieved
-  Continuous Stewardship
-  Healthcare Benefits Sustained

Viability

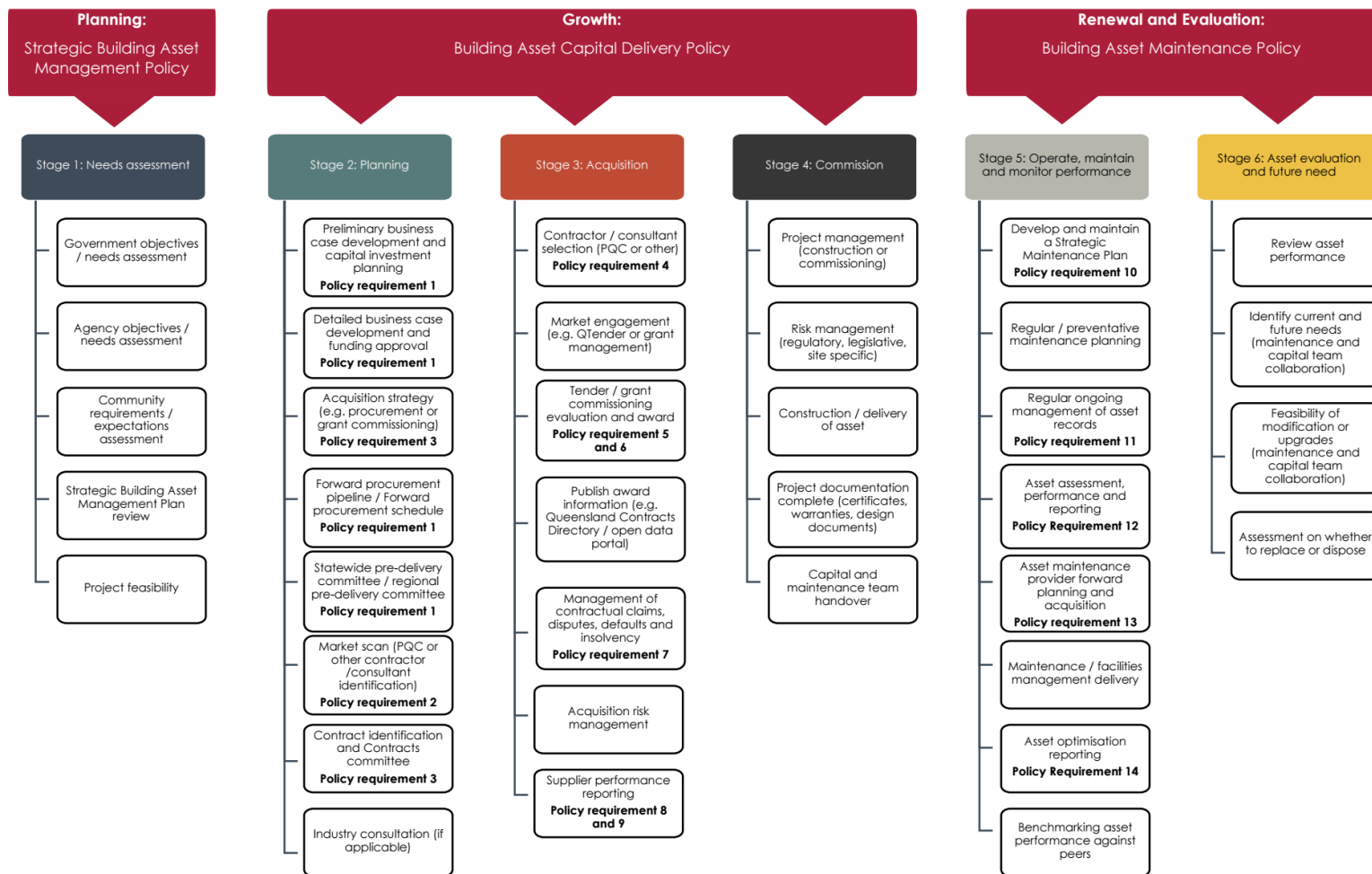
- What Determines True Project Viability?
-  Capital Cost
-  Operations & Maintenance
-  Furniture & Equipment
-  Health Technology
-  Human Resources
- Establish categories by which viability is assessed
- To evaluate against the client's key objectives
- Sustainability :
It ensures that environmental, economic, and social systems remain balanced,

FROM PROJECT DELIVERY TO ASSET VALUE

INTERNATIONAL BODY OF KNOWLEDGE

Queensland Government Building Policy Guideline

Figure 2: Overview of the Queensland Government Building Policy Framework



CONCLUSION

- Infrastructure is a long-term view.
- When managing and infrastructure asset portfolio there is need to undergo investigations and options analysis to make decisions about the portfolio and maintain its value.
- Stage 2 Concept / Feasibility should provide enough information to enable a decision on whether a project may or may not proceed.
- Built environment professionals' contribution to decision making.
- The exploration remains whether:
 - Should Projects automatically proceed from planning to Construction?.
 - Could Stage 2 Concept/Feasibility be used to test viability?.
 - Should Professional teams challenge assumptions and evaluate alternatives.

IN PURSUIT OF



THANK YOU

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