

RANDWICK CAMPUS REDEVELOPMENT CONSUMER AND COMMUNITY COMMITTEE 2018 YEAR IN REVIEW



THE RANDWICK CAMPUS REDEVELOPMENT CONSUMER AND COMMUNITY PARTICIPATION VISION

To obtain input from consumers and the community in determining the needs, concerns and priorities on all relevant issues such as the physical nature of facilities, service provision, training and education, patient information and accessibility as they relate to the Redevelopment. The vision endeavours to uphold a patient-centred approach to health care throughout the course of the project.

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17 January 2019	Meagan Schlecht	Bob Wilson, Deb Verran	1.1	Amendments incorporated for CCAC review
4 February 2019	Meagan Schlecht	Consumer and Community Advisory Committee	1.2	

1. Message from Bob Wilson, Consumer and Community Advisory Committee Chair

A high standard of consumer and community input into the design and delivery of the new Prince of Wales Hospital Acute Services Building is required to build on the vision of the Randwick Health and Education Precinct. To realise the benefits of a partnership between consumers, community and staff, the willing and enthusiastic collaboration between clinicians, managers, administrative staff, architects, engineers, redevelopment staff and members of the community is a necessity. The activities during the past year, associated with the various phases of the design of the new Acute Services Building, give us confidence that the new facilities will deliver contemporary accommodation as well as the application of evolving medical science and higher standards of care not only within the campus but also out into the community.

Members of the Randwick Campus Redevelopment Consumer and Community Advisory Committee (CCAC) have embraced the challenges of the wide-ranging vision and have enthusiastically participated in the various levels of design of the building and its services to date. They have made a difference to the project design. Integrated as part of the Randwick Campus Redevelopment (RCR) team, the CCAC has also sought to be innovative in the way it approaches its responsibilities. This includes developing its own governance structure and new ways to measure the effectiveness of community participation in co-design and co-production of health services.

I wish to thank the members of the CCAC and other community volunteers for the whole-hearted way they have engaged with team members of all the Randwick Hospitals Campus, the community, and members of the RCR team. They are volunteers that are assisting, often unrecognised within the wider community, in bringing new models of wellbeing to the community. We would not have achieved the level of input that has occurred without the support of the RCR team or the willing acceptance of our views by clinical and administrative staff, management, and contractors. The high level of community and consumer involvement will continue until the Acute Services Building is up and running, but it is the long-term vision of all those involved that will be reflected in the final outcomes.

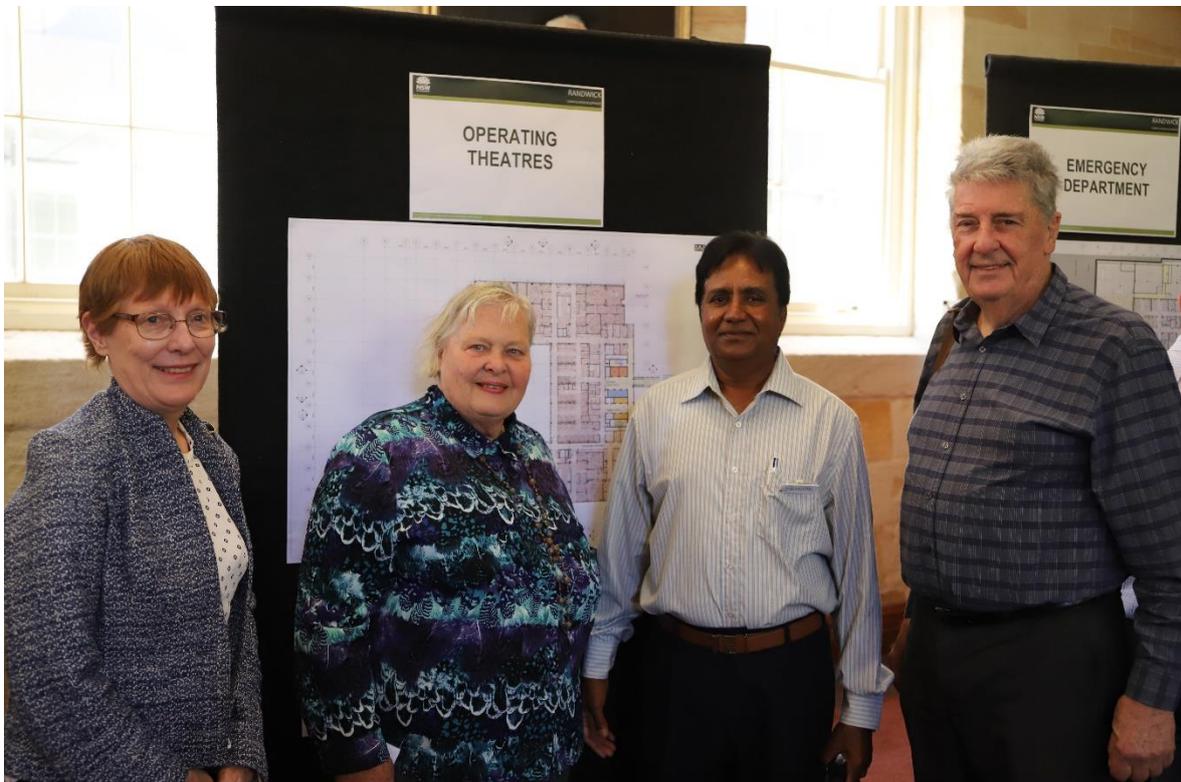


2. Message from Tobi Wilson, POWH General Manager

The consumer and community voice in the planning and design of the new Prince of Wales Acute Services Building is critical to the project's success in delivering truly community-focused public infrastructure. Not only do we garner an understanding of the direct needs of the patient in care; their experiences give us invaluable insight into the whole of care experience, including their interface with carers, families and staff, and how supporting infrastructure such as retail and transport can significantly improve the patient experience.

Our Consumer and Community Advisory Committee and our extended network of consumer and community representatives have far exceeded our expectations by their level of commitment, enthusiasm and quality of involvement throughout 2018. Many have devoted their time and shared their personal experiences in group forums to give back to the community which we serve.

I thank each and every representative for their time and their personal endeavours to help the project team achieve an ambitious program. I have no doubt that through working together, guided by our shared commitment to the co-design principle, we are creating an enduring legacy of community focused health care for the Randwick community.



3. Executive summary

Members of the CCAC and its broader network of community representatives have partnered with clinicians, architects and specialist designers, engineers and redevelopment staff to design a patient-centred health facility that will deliver improved accommodation as well as the application of evolving medical science and higher standards of care within the campus and out into the community.

Consumer and community involvement has made a difference in the Schematic Design and Detailed Design phases of planning the new hospital. During this time, and throughout 2018, the projects consumer and community representation has significantly expanded. In 2018, four defining actions were delivered on:

- the Consumer and Community Advisory Committee transitioned from a working party,
- a consumer and community participation framework was designed for the project,
- the Consumer and Community Strategic Plan was formalised to guide the practical application of consumer and community participation in planning and designing the new Prince of Wales Hospital Acute Services Building to enhance the patient experience; and
- the consumer and community engagement vision was endorsed.

As part of the Randwick Campus Redevelopment (RCR) team, the CCAC has sought to be accountable and active in the way it approaches its responsibilities, having set four key strategic objectives early in the group's formation. This report examines all consumer and community participation in 2018 against these objectives, to assess effectiveness and inform the approach to consumer and community involvement in the next phase of project planning.



4. Community and consumer engagement in 2018

Consumer and community input throughout 2018 has been wide-ranging. At its most intensive level, there were 105 consumer and community representations in the Detailed Design project user groups.

Co-design and co-production principles have guided the members' participation across each of the areas listed in the table below. Representatives have focused on patient safety and risk, incorporating of diversity, aged care, disability awareness, wayfinding, accommodation, communications, the carer experience, and technological improvements.

Table 1.0 Modes of consumer and community representation utilised in 2018

Activity	Contribution overview
Consumer and Community Advisory Committee (CCAC)	The CCAC meets once a month to: <ul style="list-style-type: none"> - discuss the strategic focus of consumers in project planning - ensure continuity of consumer and community engagement in project planning - identify and discuss emerging issues which may impact the patient experience - be briefed on activities within the redevelopment - advise on the strategic direction of the Communication and Stakeholder Engagement Strategy
Pop ups and community information sessions	Community information sessions and public pop-ups are recognised as good opportunities to directly seek the views and opinions of hospital users and the general public and widens the level of community input. Consumer and community representation is an integral part of the format. The results of public interactions are reported to the CCAC and used by it and the project team to inform project planning and design.
Project User Groups	Consumer and Community Representatives have been involved in Project User Groups throughout Schematic Design and Detailed Design phases. The value of this engagement is realised through better design outcomes. Consumer representation ensures the public can have a firsthand perspective of their involvement.
Tours of new and existing facilities	Tours of facilities have been used to demonstrate the practical application of design.
iNSW Gateway Reviews	A consumer representative has represented the project at Gateway Reviews 2018, providing insight into their involvement in planning and identifying opportunities for improved community and consumer engagement. iNSW rated consumer involvement in the project as 'Strong'.
Governance meetings <ul style="list-style-type: none"> - Executive User Group - Project Control Group, formerly Planning 	At the governance and strategic level, the CCAC Chair and Deputy Chair take matters raised at CCAC meetings to the Executive User Group and the Project Control Group, give advice on issues affecting patients, carers and the community, and they also report on the CCAC's activities.

Development Committee	
Australian National Safety and Quality Health Service (NSQHS) Standards accreditation – surveyors interviews	CCAC representatives were interviewed as part of the NSQHS Prince of Wales Hospital accreditation renewal. The project was recognised as having well organised and active consumer representation.
Workshops and focus groups <ul style="list-style-type: none"> - Wayfinding - Arts and culture strategy - Change Vision Workshop 	<p>The extended network of consumer and community representatives have participated in focus groups and workshops across arts and culture, precinct development, change management and wayfinding.</p> <p>Diversity is a key consideration in planning workshops to ensure that a wide cross section of the community are engaged in planning, including disability, age and cultural diversity. Consumer committees from each of the public hospitals have also been involved in project workshops, particularly wayfinding.</p>
Document review <ul style="list-style-type: none"> - Communications and stakeholder engagement strategy - Green Travel Plan 	<p>The CCAC has input into the strategic direction of the communications and stakeholder engagement strategy, to ensure communication with local, place based stakeholders has been thoroughly considered.</p> <p>The draft <i>Green Travel Plan</i> was circulated to all the consumer advisory committees throughout the campus and feedback into the plan was provided to the project team and the CCAC.</p>
Milestone Forum	Recognising that consumers have an interrelationship with staff primarily through the provision of health services and their important role as participants of PUGs, CCAC members have attended Milestone Forums to share their experiences from project planning and engage staff about the project on completion of the schematic design and detailed design stages.
Stakeholder briefings <ul style="list-style-type: none"> - Randwick Precinct Committee - Randwick Hospitals Campus consumer groups 	The CCAC are active advocates for the Randwick Campus Redevelopment and work closely with the communications and stakeholder engagement team to brief campus consumer groups and local community groups as each project milestone progresses.
Health Consumers NSW	The project team and CCAC representatives meet quarterly with the Managing Director, Health Consumers NSW to discuss the projects consumer strategy and the latest trends in health consumer participation. This engagement assists in maintaining the strategic focus of both the project team and the CCAC from a consumer standpoint.

5. *You said, we've done* – Examples of planning and design changes as a result of consumer and community engagement

With a strong commitment to ensuring we put patients at the centre of everything we do, the Randwick Campus Redevelopment has benefited from the community and consumer input into the design and planning for the project.

Throughout 2018, the project team has engaged with consumers, residents, businesses, statutory authorities, planners, schools, education institutions, local community groups, and hospital staff through various forums as listed in section 4.0.

Key themes and emerging issues derived from this engagement includes:

- interest in the Acute Services Building;
- interest in masterplanning, clinical services planning and future projects;
- interest and concern over public amenity;
- concern over carparking, access, and transport planning;
- interest in change management and staffing;
- concern about the level of construction activity in the Randwick area; and
- concern over neighbourhood change and a friendly environment.

The table below outlines how this engagement has been considered by the project team and will benefit project development through the planning, construction and delivery phases.

Table 2.0 Examples of planning and design changes as a result of consumer and community engagement

Issue raised	Stakeholder Group	Forum/avenue	What changed as a result
Stronger involvement of the Aboriginal people in the design and planning process	Aboriginal groups, including La Perouse Local Aboriginal Land Council, La Perouse Alliance and Aboriginal Health Alliance	Face-to-face meetings	A commitment to the following as part of the planning and design: <ul style="list-style-type: none"> - Aboriginal community members in PUGS - Acknowledgement of traditional owners in a prominent location - Display of Aboriginal art work in prominent location - Maintain four flagpoles: Aboriginal, Torres Strait Islands, NSW and Australian flags
Problems with wayfinding around the precinct	Consumer and community	Pop-ups and community survey	Held a wayfinding workshop with consumers and community members to

Issue raised	Stakeholder Group	Forum/avenue	What changed as a result
			feed into the precinct wayfinding strategy
Problems with wayfinding around the precinct	Government Architect Office NSW, Consumers	Formal feedback	All pedestrian flows, including between and through UNSW, the Randwick Hospitals Campus, transport connections and stations, will be included in the Wayfinding Strategy
Need to revise truck haulage routes on local road network to and from the construction site, to minimise impacts on local traffic flow and nearby residents	Local schools	Face to face meetings, Formal briefing at Traffic Committee meeting	Commitment to reduce impacts on local road network, with provision for haulage route changes during peak and off-peak periods, truck volume minimisation during peak periods and use of state road network where possible, subject to road network congestion
Concerns raised regarding access, construction haulage routes, capacity to accommodate onsite and localised construction worker parking	Local community group, local schools	Face-to-face briefings, written correspondence	Road haulage routes and truck operation hours modified in the Construction Traffic Management Plan to minimise impact on state road network operations. Provision of offsite parking with shuttle buses
Need to promote how consumers can get involved and provide meaningful feedback	Consumers; patients, relatives and visitors	Information packs, calling cards, face-to-face meetings, displays	Monthly meetings with frontline staff managers (including volunteers manager) Calling cards for frontline staff to direct queries to the project team Displays near main entrances and throughout the hospital with project contact information
Concerns around travel distances within the campus	Consumers	Project user groups	Provision for resting spots in linkways
Issues around pedestrian safety on Hospital road due to increased foot traffic	Consumers and community representatives	Project user groups	A commitment to make provisions for footpaths and

Issue raised	Stakeholder Group	Forum/avenue	What changed as a result
between the new Acute Services Building and existing campus			pedestrian crossing to improve access and safety.
Concerns around appropriate cultural spaces in the existing Emergency Department	Aboriginal community representatives	Face-to-face meetings	Commitment to incorporating appropriate acknowledgment of local Aboriginal culture through art
Concern raised about increased traffic/change of function of Magill Street	Project neighbours and residents	Doorknocks and project updates to project neighbours	Magill Street is not proposed to be used for construction access The satellite loading dock access was moved from Magill Street to Hospital Road and a solid wall with additional landscaping considered by the landscape concept plan Detailed design phase to further consider specific design features to manage interface
Difficulty using oxygen cylinders in bathrooms	Consumer	Project User Group	Request of the Australian Health Facility Guidelines Steering Committee for the inclusion of piped oxygen in a percentage of ensuites
Congestion on the Level 3 link bridge at the junction with existing services	Consumer	Project User Group	Redesign of accommodation and pedestrian traffic flow at the junction of the Level 3 link bridge and existing services
Access and egress from the new Emergency Department across Hospital Road to existing parking facilities	Consumer	Executive User Group	A pedestrian crossing and pedestrian access into the carpark was incorporated into the project scope
Integration of wayfinding between new and existing facilities across the Randwick Hospitals Campus	Community and consumer representatives	CCAC meeting, wayfinding workshop	Referral to wayfinding group to investigate whole of campus approach
Rest areas and safety issues associated with the Level 0 public link to Barker Street	Consumer and community representatives	Project User Group	Rest areas relocated to avoid trolley traffic and fire exists, provision of CCTV

Issue raised	Stakeholder Group	Forum/avenue	What changed as a result
Public use of lifts	Community and consumer representatives	Project User Group	Modification of design specifications
Patient friendly design of PECC in the new Emergency Department	Community and consumer representatives	Project User Group	Redesign of patient facilities in the PECC

6. Evaluation

In development of the Community and Consumer Strategic Plan, the CCAC established four key objectives informed by the NSQHS' Standard 2. The objectives are centred on partnering with patients, consumers and the community through each planning phase to ensure their needs are adequately considered in project design and delivery. Success factors were attributed to each objective and are considered below.

It is clear from the effectiveness of community input during Schematic Design and Detailed Design stages that there is no need to alter the objectives.

6.1 Evaluation against the CCAC Strategic Plan

Strategic plan Objective	CCAC Strategic Plan Success Factors realised	Areas where objectives require further development in 2019
<p>Objective one Partner with patients, carers and the community as a whole to ensure diverse consumer and community voices are involved in the co-design of the campus change and innovation</p>	<ul style="list-style-type: none"> - Members have been given opportunities to provide feedback and advice through PUGs, workshops - Consumer representation in project Governance 	<ul style="list-style-type: none"> - Further community engagement through briefings with stakeholders (ie info stand at the Spot festival)
<p>Objective two Generate new and harness existing methods to collaborate, shape and co-create patient-centred hospital and campus designs</p>	<ul style="list-style-type: none"> - Over 105 consumer and community representations during detailed design - Participation is supported by clinicians and project staff - Review and circulation of the consumer feedback register by the project team 	<ul style="list-style-type: none"> - Involvement in formation of the public domain reference group - Focus on change management - Ongoing maintenance, review and circulation of the consumer feedback register
<p>Objective three Partner strategically to achieve a patient-centred health facility that is socially and ethically competent to all population groups</p>	<ul style="list-style-type: none"> - Consumers participate as project advocates at Change Vision Workshop, iNSW Gateway Review and POWH NSQHS audit, South Eastern Sydney Local Health District AGM 	<ul style="list-style-type: none"> - Continue to strengthen engagement with diverse groups including indigenous groups, disability, youth - Develop further opportunities for project advocacy

<p>Objective four Evaluate, sustain and grow a consumer driven, values based, reputable and well governed redevelopment</p>	<ul style="list-style-type: none"> - Ongoing consultation with Health Consumers NSW - Presentations made to other Consumer Committees 	<ul style="list-style-type: none"> - Review the CCAC strategic plans to ensure the objectives continue to align with the vision - Develop opportunities to work with established Consumer Committed across the Randwick Hospitals Campus - Identify strategies to increase consumer and community participation
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6.2 Informal evaluation

Further to this evaluation, in late 2018, the CCAC were asked to rate their opinion of co-design for the Randwick Campus Redevelopment. 10 representing extremely effective and efficient co-design. The average rating was 80%.

General views expressed by members of the CCAC are shown below:

**ENGAGED
PRIVILEGE
EXCELLENT
APPRECIATED
INCLUSIVE
CHALLENGING
EXCITING
ENTHUSIASTIC
OVERWHELMING**

Given there is no state recognised framework or benchmark for consumer and community representation in comparable projects, the CCAC will continue to leverage the strategic plan to guide their expanding involvement in project development through 2019.



7. The way forward- focus areas for 2019

The challenge for the project team and the CCAC is to ensure that known community attitudes, derived from the engagement completed in 2018, continue to be considered as the project progresses further through design planning, construction and change management stages in 2019.

Key activities will include:

Action	Control measure(s)
Detailed Design issues still requiring close out	Participation in remaining PUGs, CCAC representation at the EUG and PCG forums, ensure regular monitoring of the CCAC feedback database
Design of key public facing building elements: <ul style="list-style-type: none"> - wayfinding - interior design - retail spaces - art, design and culture - landscape design 	Initiation of the 'Public Domain Reference Group', ensuring continuity of feedback loop between representatives and the CCAC
Construction	Regular engagement with the communications and stakeholder engagement and construction team, representation at stakeholder briefings and community information sessions where appropriate
Change management	Consumers will play their part as agents of change to ensure the community's expectations are met when it comes time to commission the new Acute Services Building, seek opportunities to learn from recently completed projects



8. Addendum – Participation statistics

- 105 consumer and community representative interactions during the PUG process
- 67 feedback forms submitted
- 10 Consumer and Community Advisory Committee meetings during Detailed Design
- 16 consumer and community representatives recruited during Detailed Design, including past and present patients of relevant specialities
- 3 presentations to support groups, i.e. Pink Panter's (Respiratory Patient Support Group), Eastern Suburbs Health Working Party, South Eastern Sydney Local Health District Youth Health
- 2 Consumer representatives members on Executive User Group and Project Control Group
- 13 consumer and community representatives participated in Precinct and Arts and Culture workshops

9 Addendum – building spaces designed with consumer representation in 2018

- Emergency Department
- Intensive Care Unit
- Haematology and Oncology
- Neurosciences (including Acute Stroke)
- Acute Spinal
- MAU and VCC
- Spinal Unit
- Respiratory and Infectious Diseases
- Aged Care and orthogeriatrics
- Surgical Units
- FFE Selection Committee
- Front of House
- End of trip facilities
- ASB Link Bridges
- Art Committee
- Patient queuing and electronic wayfinding
- Signage and Wayfinding
- Patient arrival and Disaster Mgmt
- ED PECC
- IPU standard room

Trish Wills,
Redevelopment Manager, Randwick Campus Redevelopment

Tobi Wilson,
General Manager, Prince of Wales Hospital

Bob Wilson,
Chair, Randwick Campus Redevelopment Consumer and Community Advisory Committee

Deb Verran
Deputy Chair, Randwick Campus Redevelopment Consumer and Community Advisory Committee