



HEALTH INFRASTRUCTURE

Integrated Mental Health Complex, Westmead Health Precinct

Engagement Report – Early Works (CWMHSR)

13 April 2023

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2. About this report

This engagement report outlines the engagement activity that has been undertaken to support the early works for the Integrated Mental Health Complex (IMHC) at Westmead Health Precinct, also known as the Cumberland West Mental Health Services Relocation project (CWMHSR).

The project is considered a major redevelopment and recognises the need for meaningful, proportionate and tailored engagement.

The aim of this report is to:

- Demonstrate a clearly planned and timely approach to engagement
- Outline engagement undertaken that has informed the development of the early works planning and contributed to better outcomes.

Recognising consistent, transparent and proactive engagement is essential to delivering a successful project outcome. Engaging with the right people at the right time informs planned design and delivery, as well as linking the community, stakeholders, and consumers at all levels of the health system, to the capital works project.

Well-planned stakeholder engagement throughout the lifecycle of the IMHC has helped the project team identify project risks early and to put effective mitigation measures in place to manage them.



Above: Artist impression of the Integrated Mental Health Complex at Westmead Health Precinct

3. Project background

The NSW Government is investing \$460 million into the development of a new purpose-built Integrated Mental Health Complex (IMHC) at the Westmead Health Precinct, the largest component of the Cumberland West Mental Health Services Relocation (CWMHSR) project scope.

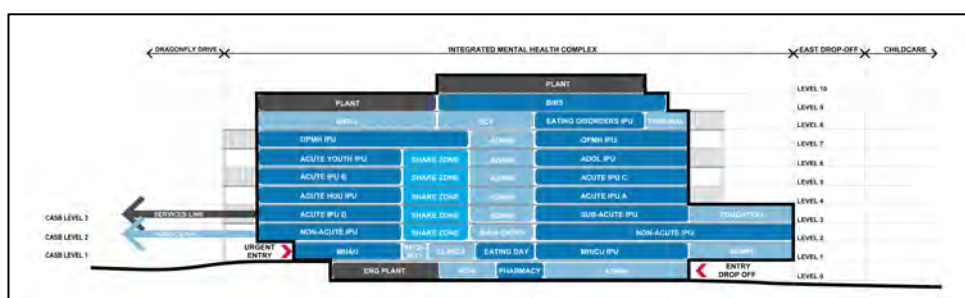
The IMHC will be the largest mental health facility in NSW, transforming mental health services across Western Sydney Local Health District (WSLHD) and delivering improved care for patients in line with state and national mental health reforms.

The project will:

- Deliver a new, purpose-built mental health facility in western Sydney that meets the needs of people requiring mental healthcare
- Support the implementation of key state and national mental healthcare reforms
- Support contemporary best-practice care, allowing patients to be treated in a therapeutic environment that is person-centred, holistic, recovery-oriented and trauma-informed
- Provide an environment that promotes the safety and improves the experience of patients, staff, carers and visitors
- Increase service integration by co-locating mental health services with other clinical services at Westmead
- Support education, research and innovation
- Improve environmental sustainability.

The project includes:

- Acute mental health beds including beds for youth, adolescents, adults, older persons and people living with eating disorders
- Mental health intensive care and high dependency units
- A mental health assessment area
- Sub and non-acute mental health beds
- Multidisciplinary ambulatory and outpatient services
- Education facilities.



Above: Diagram showing the location of key departments (block and stack)

4. About this REF

A Review of Environmental Factors (REF) has been prepared to support the early works for the new IMHC.

It was informed by the extensive consultation undertaken for the design phases of the project (SSDA), which incorporated high-level early works consultation.

SSDA consultation included more than 400 points of consultation with a range of stakeholders including:

- Precinct partners including Western Sydney Local Health District and the Sydney Children's Hospitals Network (The Children's Hospital at Westmead)
- Statutory authorities including Transport for NSW and Parramatta City Council
- Mental health staff and peer workers
- People with lived experience of mental health including consumers and carers
- Local residents and community members
- Aboriginal and Torres Strait Islander Elders, knowledge holders, community members and staff.

The early works consultation involved additional, targeted engagement with a broad range of different stakeholders interested in, affected by, or able to influence the project.

This included precinct partners and neighbouring stakeholders. It was supported by a comprehensive program of briefing sessions to provide an overview of the early works scope.

Early works consultation builds on the relationships developed during the SSDA consultation to ensure clearly planned and timely approach to engagement.

Consultation focused on the proposed works include the following:

- Demolition of the existing Brain Injury Rehabilitation Unit, Casuarina Lodge and Integrated Project Office.
- Diversion of existing in-ground sewer and water services.
- Construction of a new access way to the P14 staff car park.
- Adjustments to and installation of boom gates at the Healthshare building car park
- Stormwater Management works.
- Associated earthworks and tree removal to accommodate the carrying out of the above works.



Above: Works area (red)

5. Engagement

Objectives

- Ensure that engagement activities have been strategically assessed and planned to provide the best opportunities to inform, consult and involve
- To build facilities that reflects the unique health needs of the communities within the Western Sydney Local Health District, and particularly the Westmead area
- To provide proactive, meaningful engagement for the community and key stakeholders throughout the planning, design, deliver and commissioning phases of the project
- To be transparent in all that we do
- Reduce risks by involving all stakeholders at key points in the project's delivery
- To encourage participation from local community and staff to generate a sense of community ownership in their hospital
- To engage in a manner that is collaborative, informative, innovative, adaptive, and sustainable
- Leave a positive legacy
- Provide clear information about project milestones and opportunities for feedback.

Approach

The following organisations were consulted as part of the early works REF consultation using the International Association for Public Participation (IAP2) engagement approach. Statutory consultation is noted; for more information refer to “Part 1 Review of Environmental Factors: Westmead Hospital Early Works Project 5.1 Statutory Consultation”.

Inform	Consult	Involve	Collaborate	Empower
WSLHD staff	City of Parramatta Council (statutory consultation) State Emergency Services (statutory consultation)	WSLHD child care centre Children's Hospital child care centre Redbank House BIRS Neighbouring LHD Building ChildFlight	WSLHD	WSLHD
We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how your input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how your input influenced the decision	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decision to the maximum extent possible	We will implement what you decide

Engagement undertaken

This section outlines how the IMHC project has and is strategically and proactively engaging the key stakeholders for the project's early works phase.

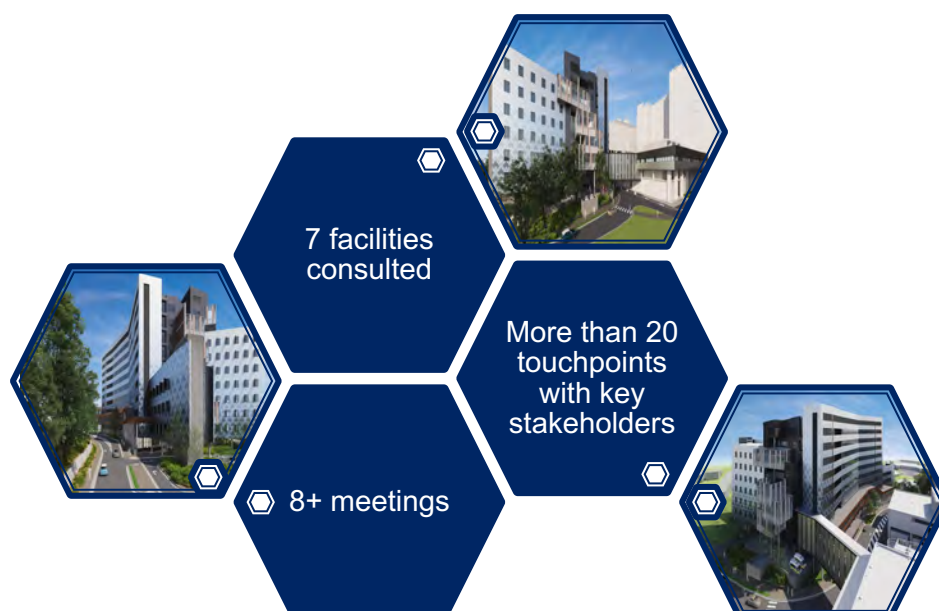
Early works primarily affects internal stakeholders on the Westmead Health Precinct.

Consultation included:

- Meetings with key stakeholders
- Presentations and briefings
- Newsletters for general staff.

The process generated more than 20 touchpoints with affected stakeholders.

What is a touchpoint? A touchpoint is a point of contact between the project and a stakeholder, for instance, a staff member, facility manager, consumer or carer.



Engagement Tracker

Date	Stakeholder group	No. reached	Activity	Purpose	Key findings/ feedback	Project Response/ Design changes	Associated docs
29 August 2022	CareFlight	2	<ul style="list-style-type: none"> Briefing and consultation 	<ul style="list-style-type: none"> Advise and consult regarding early works activities which might impact staff and vehicle access, particularly changes to P14 access 	<ul style="list-style-type: none"> Boom gates to be designed to cater for semi-trailer vehicles for fueling. Impacts to current car parking to be confirmed. Review of location of existing septic tank. Review of impacted to neighbouring LHD building access 	<ul style="list-style-type: none"> Boom gate design updated to capture required clearance. Staging of works to enable access captured in tender documents 4 dedicated spaces provided and advice for access in broader parking Septic tank location noted in drawings, and confirmed no impact Meeting held on 19 October with LHD building representatives 	<ul style="list-style-type: none"> Presentation
29 August 2022	HealthShare	3	<ul style="list-style-type: none"> Briefing and consultation 	<ul style="list-style-type: none"> Advise and consult regarding early works activities which might impact staff and vehicle access, particularly associated with P14 access 	<ul style="list-style-type: none"> Nil issues Ongoing consultation with HealthShare as the staging and timing of works is confirmed 	<ul style="list-style-type: none"> Ongoing consultation via WSLHD 	<ul style="list-style-type: none"> Presentation

Date	Stakeholder group	No. reached	Activity	Purpose	Key findings/ feedback	Project Response/ Design changes	Associated docs
19 October 2022	Neighbouring LHD building	2	<ul style="list-style-type: none"> Briefing and consultation 	<ul style="list-style-type: none"> Advise and consult regarding early works activities which might impact staff and vehicle movements 	<ul style="list-style-type: none"> Review of sight lines from the traffic exiting the new P14 access Requested ongoing consultation prior to works commencing to provide overview of contractor's methodology and program of works 	<ul style="list-style-type: none"> Review of requirement for shade cloth to the chain wire fence following contract award Keep informed 	<ul style="list-style-type: none"> Presentation
8 November 2022	WSLHD Child Care Centre	3	<ul style="list-style-type: none"> Briefing and consultation 	<ul style="list-style-type: none"> Advise and consult regarding early works activities which might impact staff, parents and children 	<ul style="list-style-type: none"> Keep informed Timely communications 	<ul style="list-style-type: none"> Keep informed 	
19 January and 8 March 2023	Sydney Children's Hospitals Network and child care centre	4	<ul style="list-style-type: none"> Briefing and consultation 	<ul style="list-style-type: none"> Briefing on car park impacts and access 	<ul style="list-style-type: none"> Strategy for displaced parking confirmed 	<ul style="list-style-type: none"> Keep informed 	
23 February 2023	WSLHD staff	150	<ul style="list-style-type: none"> Mental Health staff newsletter 	<ul style="list-style-type: none"> Inform staff about project timelines 	<ul style="list-style-type: none"> Keep informed 	<ul style="list-style-type: none"> Keep informed 	<ul style="list-style-type: none"> Newsletter
23 March 2023	Redbank House	3	<ul style="list-style-type: none"> Briefing and consultation 	<ul style="list-style-type: none"> Advise and consult regarding early works activities which might impact staff, parents and children 	<ul style="list-style-type: none"> Timely communications 	<ul style="list-style-type: none"> Keep informed 	
Various	Brain Injury Rehabilitation Service (BIRS)	6	<ul style="list-style-type: none"> Briefing and consultation via enabling 	<ul style="list-style-type: none"> Update 	<ul style="list-style-type: none"> Ongoing consultation via Project User Groups 	<ul style="list-style-type: none"> As per PUGs 	

Date	Stakeholder group	No. reached	Activity	Purpose	Key findings/ feedback	Project Response/ Design changes	Associated docs
			works consultation				

6. Key issues and responses

Key issue	Project Response
Safe access for existing facilities	Safe access will be maintained at all times
Impact on local amenity and operation of services	Early works will be managed to reduce disruption to local amenity and services
Keeping people informed in a timely way	Project has committed to early and ongoing communications and engagement with stakeholders as the project progresses including newsletters, fact sheets and FAQs via print and digital channels
Staff car parking impacts	Car parking strategy developed with WSLHD and SCHN to manage loss of spaces

7. Next steps

This Engagement Report demonstrates how planned, innovative, and transparent communication and engagement activity ensures all stakeholders are well-informed.

It demonstrates how these consultations have led to changed outcomes for the delivery of early works.

The IMHC (CWMHSR) project will continue to engage with the community, staff and relevant agencies during future stages of the planning, development, and approvals process.

For early works, planned communications include notifications for staff, facility users and local residents regarding possible construction impacts such as noise, dust and vibration, truck movements and operating hours on site, along with contact details for comments or enquiries.

The project will continue to update project webpages and produce regular content to keep all stakeholders engaged and informed throughout the lifecycle of the project.

Activities are detailed in the Project Communications and Engagement Plan which is updated regularly.

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