

HEALTH INFRASTRUCTURE

# Muswellbrook Hospital Redevelopment Stage 3 – Community Health Relocation

Review of Environmental Factors Engagement Report

24/01/2024

V.01



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## Background

The Muswellbrook Hospital Redevelopment (MHR) Stage 3 project scope is to redevelop the hospital in line with the Clinical Services Plan (CSP). A key objective is to provide contemporary facilities that enhance functional relationships and support best practice models of care to meet the health needs of the local community now, and into the future.

Stages 1, 2 and 3 of the Muswellbrook Hospital Redevelopment are part of an extensive body of capital works being delivered across the Hunter New England Local Health District.

Two stages of this project have already been completed and included:

- Stage 1 (\$6.5 million, including a \$2.5 million donation from BHP and a \$4 million contribution from the Restart NSW – Resources for Regions program). Construction of a new emergency department with provision of additional clinical spaces; completed in 2015.
- Stage 2 (\$21.5 million): Creation of new spaces for renal, infusion unit, oral health services, medical imaging, pathology collection, outpatient and day surgery areas as well as provision of space for future services; completed in 2019.

The Stage 3 redevelopment will build on and complement Stages 1 and 2.

## Purpose

This engagement report, developed specifically for the Muswellbrook Hospital Redevelopment (MHR) Stage 3 project, outlines the engagement activity that has been undertaken during the planning and design phase to meet the Review of Environmental Factors requirements. The MHR Stage 3 community health relocation component of the project requires a Review of Environmental Factors to be prepared 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 the engagement undertaken that has informed the development of the proposal and contributed to better outcomes
- Report on how engagement has shaped the project under assessment.

Consistent, transparent and proactive communications and engagement are essential to delivering a successful project outcome. Engaging with the right people at the right time informs project planning, design and delivery, as well as links the community, stakeholders and consumers at all levels of the health system to the project.

The MHR Stage 3 engagement has helped the project team understand and identify potential issues and develop mitigation measures to address them.

## Project description

The Muswellbrook Stage 3 Redevelopment project will include:

- New Operating Theatre suite (1 Operating Room, 1 Procedure Room), planning approval already obtained (Approval No.22/2022)
- New Central Sterilising Department (CSSD), planning approval already obtained (Approval No.22/2022)
- Relocation of Community Health clinical spaces into the existing hospital to enable the future realisation of the Master Plan, the subject of this REF.

Scope of works

Approval is being sought for the relocation of the community health services component of the project focusing on the fit-out of existing areas within the Muswellbrook Hospital Stage 2 building as shown below.



Project milestones

Date/ Timeframe	Activity Milestone
May 2022	Clinical Services Plan Development
June 2022	Master Plan and Concept Design
October 2022	Schematic Design
Early 2024	Final Business Case
Early 2024	REF lodged
Late 2024	Construction expected to start
Early 2026	Construction expected to be complete

Engagement

Objectives

The communications and engagement objectives for this project include:

- keeping stakeholders and the community informed and excited about the redevelopment

- identify risks associated with the redevelopment and measures to mitigate these
- identify current and future stakeholders and ways to engage new stakeholders
- outline key messages that will be reinforced throughout the project
- combine existing communication and engagement activities, recommend new tools and channels as well as evaluation and reporting mechanisms
- span the lifetime of the redevelopment

## Engagement Approach

The communications and engagement approach for MHR Stage 3 project focuses on early, proactive, transparent and regular communications and engagement throughout all stages of the project. This helps to develop community and stakeholder understanding for the project, ensure opportunities for stakeholder and community input and feedback, identify and manage issues early and help achieve better outcomes for the project and community.

HI has identified the following overarching principles which should guide the communications and engagement approach on all capital works projects:

- **Proactive engagement** – Identify and engage stakeholders and the community early in the project to ensure those who are impacted by the project, or can influence the process, have opportunities to provide input where appropriate throughout the project lifecycle.
- **Proactive communications** – Early and coordinated contact with targeted stakeholders and the community is necessary to foster understanding and support for the project.
- **Accessible information** – Information distributed should be current and accessible to all stakeholders who have been identified in this plan, and the community, as and when required in accordance with the scheduled and agreed timeline.
- **Collaboration** – Encourage the internal collaboration of all members involved in the delivery of the project to ensure a unified approach.

HI's communications and engagement approach is guided by the International Association for Public Participation (IAP2) Public Participation Spectrum. The level of public participation required for this project will be at the Inform levels on the IAP2 spectrum, with some stakeholders being engaged at the involve and consult level.

## Engagement undertaken

This section outlines how the MHR Stage 3 project is strategically and proactively engaging the community and key stakeholders including staff, health providers, Government agencies, patients, neighbours and surrounding communities – from planning and design through to construction and handover. Below is a snapshot of key project initiation activities undertaken on the project.

Timeframe	Activity	Detail	Stakeholder (s)
December 2021	Establishment of project team	<ul style="list-style-type: none"> <li>Architect, cost manager and project managers announced publicly, within HI and to Muswellbrook Hospital staff.</li> </ul>	Minister's office MP Council Staff Media Community

Timeframe	Activity	Detail	Stakeholder (s)
February 2022	Staff information session (masterplan)	<ul style="list-style-type: none"> <li>• Introduction of project team</li> <li>• Overview of past redevelopment stages</li> <li>• Introduction to Stage 3</li> <li>• Planning considerations</li> <li>• Scope of project</li> </ul>	Staff
March 2022	Establish Communication and Engagement Working Group (C&EWG)	<ul style="list-style-type: none"> <li>• C&amp;EWG established to manage, implement and monitor all C&amp;E outputs</li> </ul>	C&EWG members
March 2022	MP / Council information sessions	<ul style="list-style-type: none"> <li>• Introduction of project team</li> <li>• Review of past works</li> <li>• Introduction to Stage 3</li> <li>• Planning considerations</li> <li>• Scope of project</li> <li>• Project timeline</li> </ul>	Federal and State MPs Council
March 2022	Establish project website	Website includes: <ul style="list-style-type: none"> <li>• Planning process</li> <li>• Project scope</li> <li>• How the community can get involved</li> <li>• How to contact the project team</li> <li>• Allows for sharing of latest news</li> </ul>	Min's office Local MP Council Staff Media Community

### Internal stakeholder engagement

At the core of the planning and design process are project user groups and working groups which are established to inform the functional design brief and schematic of the project. A snapshot of this engagement is provided below. Meetings are led by the lead design team and are attended by hospital and LHD staff. When relevant they also include community representation.

Timeframe	Activity	Detail	Stakeholder (s)
17 November 2021	Functional Briefing #1	Overview of the functional briefing process and introduction of the project team.	Project User Group/Staff
24 November 2021	Functional Briefing #2	Commence the review and development of functional briefs.	Project User Group/Staff
1 December 2021	Functional Briefing #3	Further review of the functional brief and schedule of accommodation.	Project User Group/Staff

Timeframe	Activity	Detail	Stakeholder (s)
25 February 2022	Staff information session	<ul style="list-style-type: none"> <li>• Introduction of project team</li> <li>• Overview of past redevelopment stages</li> <li>• Introduction to Stage 3</li> <li>• Planning considerations</li> <li>• Scope of project</li> </ul>	Staff
April 2022	Staff email update	<ul style="list-style-type: none"> <li>• Review of past works</li> <li>• Introduction to Stage 3</li> <li>• Introduction to project team</li> <li>• Planning considerations</li> <li>• Scope of project</li> <li>• How staff will be updated</li> <li>• Opportunity to ask questions</li> </ul>	Staff
2 June 2022	Functional Briefing #4	Finalisation of the functional briefs to inform the next stage of design.	Project User Group/Staff
14 June 2022	Schematic Design Project User Group #1	Overview of the schematic design process and preliminary layouts.	Project User Group/Staff
28 June 2022	Schematic Design Project User Group #2	Review of the departmental layout.	Project User Group/Staff
11 August 2022	ICT Review	Review of ICT design and assumptions.	Staff
23 August 2022	Schematic Design Project User Group #3	Finalisation of the departmental layout.	Project User Group/Staff
November 2022	Staff Drop In and email update	Opportunity for staff to raise any questions and queries around the project.	Staff
29 May 2023	ICT Review	Review of ICT schematic design and assumptions.	Staff
19 July 2023	Project Scope Update	Communication with PUG members around updated project scope.	Project User Group/Staff
24 August 2023	Schematic Design Project User Group #4	Review of the departmental layout post updated project scope communications.	Project User Group/Staff
10 November 2023	Project Scope Update	Outcomes of the independent design review undertaken.	Staff

## External engagement

In addition to the project user groups and working groups, the project team also actively engages with the various external stakeholders within Muswellbrook region to ensure we are building a facility that meets their health needs and is designed to make everyone feel safe, welcome, and comfortable. These engagement activities are done in alignment with the various design stages. Below is the list of internal and external engagement activities (excluding the above mentioned project user groups and working groups).

Timeframe	Activity	Detail	Stakeholder (s)	Responsibility
March 2022	MP / Council information sessions	<ul style="list-style-type: none"> <li>• Introduction of project team</li> <li>• Review of past works</li> <li>• Introduction to Stage 3</li> <li>• Planning considerations</li> <li>• Scope of project</li> <li>• Project Timeline</li> </ul>	Federal and State MPs Council	HI
June 2022	Concept design announcement	Announcement included: <ul style="list-style-type: none"> <li>• Staff update and info session</li> <li>• Community info session</li> <li>• Media release in partnership with MP</li> <li>• Project website news item</li> <li>• Project website – feedback collated on concept design</li> </ul>	Min's office Local MP Council Staff Media Community	C&E Lead
November 2022	MP briefing	Briefing to Upper Hunter MP Dave Layzell included: <ul style="list-style-type: none"> <li>• Outcome of early works tender</li> <li>• The revised delivery and procurement strategy along with revised timeline</li> </ul>	Local MP	C&E Lead HI



Timeframe	Activity	Detail	Stakeholder (s)	Responsibility
December 2022	Community email update	Email update included: <ul style="list-style-type: none"> <li>• Wrap-up of 2022 activities</li> <li>• Working with the ECI contractor</li> <li>• Engaging with the community</li> <li>• The work of PUGs</li> </ul>	Community	C&E Lead
March 2023	Council briefing	The project team presented to GM, Mayor and councillors and covered: <ul style="list-style-type: none"> <li>• Result of early works tender</li> <li>• Market challenges</li> <li>• ECI phase</li> <li>• Updated timeline</li> </ul>	Council	Senior HI and LHD reps
July 2023	Revised Scope change briefing of internal and external stakeholders	<ul style="list-style-type: none"> <li>• Minister's office brief</li> <li>• Local MP via Minister's office if requested</li> <li>• Muswellbrook Council</li> <li>• Senior hospital management briefing</li> <li>• Staff virtual briefing</li> <li>• Hospital Auxiliary briefing</li> <li>• Staff email</li> <li>• Media holding statement</li> <li>• Community – website update and email</li> </ul>	Minister's office MP Council Staff Media Community	C&E Lead Project Team
August 2023	Project briefing	<ul style="list-style-type: none"> <li>• Presentation on the project</li> <li>• Discussion on future engagement opportunities</li> </ul>	Aboriginal community and Aboriginal staff	Project Team
August 2023	REF Notification	<ul style="list-style-type: none"> <li>• Notification to stakeholders for REF</li> </ul>	Neighbours Council Mine Subsidence	Project Team C&E Lead

Timeframe	Activity	Detail	Stakeholder (s)	Responsibility
September 2023	MO meeting with Union Rep/Staff	<ul style="list-style-type: none"> <li>MO met with a number of nurses from Muswellbrook that raised concerns around the rescoping of the project.</li> <li>Project team to undertake an independent design review process to respond to raised concerns.</li> </ul>	Minister's office HNELHD Staff/Unions	Minister's Office HNELHD
November 2023	Alternate scope change briefing of internal and external stakeholders (post independent design review)	<ul style="list-style-type: none"> <li>Local MP via Min's office</li> <li>Muswellbrook Council</li> <li>Senior hospital management briefing</li> <li>Staff virtual briefing</li> <li>Staff email</li> <li>Proactive media statement</li> <li>Community – website update and email</li> </ul>	Minister's office MP Council Staff Media Community	C&E Lead Project Team
November 2023	REF Notification – updated to reflect alternate project scope	<ul style="list-style-type: none"> <li>Notification to stakeholders for REF advising of alternate project scope</li> </ul>	Neighbours Council Mine Subsidence	Project Team C&E Lead

## Key project response and outcomes

The MHR Stage 3 team has worked proactively throughout the project to identify potential and emerging issues and develop mitigation measures, which are outlined in the below table. A strategic and early engagement approach has enabled the project team to respond in a timely matter and achieve outcomes that meet the needs of the the project, its community and stakeholders.

Key issue	Project Response	Outcome
Future development opportunities	Independent architectural review of the master plan undertaken to identify and optimise future development opportunities.	Alternate project scope developed in consideration of staff feedback and communicated in November 2023. Relocation of community health will enable the future realisation of the master plan.
Connecting with Country – integration of spaces that support the health, wellbeing and cultural safety of local community.	Maximise visual access to greenery and natural light.	Maximising the placement of staff and patient areas along the perimeter of the departmental layout to support connection between people and nature.
Car parking	No increase in services as this is an asset replacement project resulting in no change to car parking arrangements.	Existing car parking arrangements to remain.
Parking and access for community transport vehicles.	Day centre services are no longer operational therefore provision for mini bus access is no longer required.	Patients will access the new community health spaces via the main entrance and lift.
Access to outdoor spaces	Exploration of landscaping opportunities to continue development.	Maximisation of existing spaces and potential integration of arts and landscaping to be explored where possible.

## Next steps

This engagement report demonstrates how planned and transparent communication and engagement activity has met the consultation requirements prescribed by the SEARs. It demonstrates how these consultations have led to changed outcomes for the project design and construction.

The MHR Stage 3 will consider and respond to any issues raised with this submission and continue to engage with the community, health service staff and relevant agencies during future stages of the planning, development, and approvals process.

The project team will also actively engage with our stakeholders after the SSD approvals phase through to the delivery and operational commissioning phases.

The MHR Stage 3 will continue to update project webpages and produce regular content to keep all stakeholders informed and engaged throughout the lifecycle of the project. The Communications and Engagement Plan is regularly updated to guide the project's proactive engagement approach during the planning, design, construction and operational commissioning of the project.

## Contact Details

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