

HEALTH INFRASTRUCTURE

# Temora Health Service Redevelopment

Communications and Engagement Plan

7/08/2024

V1.7



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Commonly used acronyms

Abbreviation	Description
BC	Business Case
CRG	Clinical Reference Group
CSP	Clinical Services Plan
CEWG	Communications & Engagement Working Group
CEP	Communications and Engagement Plan
ESC	Executive Steering Committee
EUG	Executive User Group
FB	Functional Brief
FF&E	Fixtures, Furniture & Equipment
HI	Health Infrastructure
IAP2	International Association for Public Participation
LHD	Local Health District
OC	Operational Commissioning
PDC	Planning & Development Committee
PDP	Project Definition Plan
PCG	Project Control Group
PDT	Project Delivery Team
PPT	Project Planning Team
POE	Post Occupancy Evaluation
FPP	Facility Planning Process
PUG	Project User Group
PWG	Project Working Group

# Introduction and context

## Purpose

This Communications and Engagement Plan (CEP) has been developed for the Temora Health Service Redevelopment. It aims to describe the communications and engagement approach and activities to keep key stakeholders and the community engaged and informed throughout the development and delivery of the project.

This plan is developed for use across the entire project.

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.

It also enables the project team to identify risks early and ensures effective mitigation measures are in place to manage those risks throughout the project.

This CEP is a single reference point for all communications and engagement activity and outlines the approach to managing communications and engagement for the Temora Health Service Redevelopment.

## Project background

- The vision of the redevelopment is to deliver a hospital that is welcoming and safe for consumers, carers and staff, delivers innovative and sustainable health services and is adaptable to support emerging models of care. (Vision Workshop, February 2023)
- The project will provide a high-quality contemporary health facility and ensure health care services are carefully planned to meet the Temora community needs now and into the future. It will provide a substantial improvement on the existing Hospital and surrounding support infrastructure which was built from the 1930s. Further details will be developed through master planning and following Business Case endorsement.
- The NSW Government committed \$80 million to the Temora Health Service redevelopment in late 2021 with a further \$15 million committed in June 2024.
- The Clinical Service Plan was endorsed by MLHD in September 2022 and provided to the Ministry of Health and Health Infrastructure for commencement of the Master Planning phase of the project. Architect and PMs were announced in October 2022.
- Issues or concerns raised by the community and stakeholders about the project: will a new Hospital be constructed, or the old Hospital refurbished or demolished; can the old Hospital be repurposed; will existing services be maintained; will the gardens and grounds be maintained.
- Community, consumer and staff needs that the project will meet:
  - meeting the future service requirements identified in the Temora Health Service Plan v2.5, fulfilling its role within the MLHD;
  - a safe, adaptable and welcoming environment to deliver and receive care;
  - provision of an operationally and financially sustainable health service;
  - a facility that is a focal point for and is valued by the community, acknowledging the history of service delivery and heritage associated with the site.

## Funding

The NSW Government is investing \$95 million in the Temora Health Service Redevelopment.

## Project area and community profile

- The project is located in the Temora local government area (LGA), Cootamundra state electorate, Murrumbidgee LHD and includes the township of Temora and village of Arah Park. The LGA is in the north-eastern part of the Riverina, with an elevation of 300m above sea level. The landscape is flat to undulating slopes with occasional hills.
- The Hospital was built in the 1930s and has been extended and modified over time to meet changing community needs. The Temora Health Service currently accommodates 28 inpatient beds, a Role Delineation Level (RDL) 2 emergency department, maternity and surgical services, community health services, clinical/ non-clinical support services, and staff accommodation.
- The Hospital is located on a large site overlooking the town and is neighboured by residences, TAFE Temora and private aged care facilities, Whiddon Aged Care and Greenstone Lodge. There is no residential aged care at Temora Hospital.
- Temora is located in the NSW electorate of Cootamundra, currently held by Nationals MP Steph Cooke.
- Wagga Wagga is the largest Hospital in the LHD, located 80km from Temora. Nearby Hospitals include Cootamundra Hospital (55km), Young Hospital (80km) and Coolamon MPS.
- Temora is home to the popular Temora Aviation Museum which houses a significant collection of flying historic aircraft.
- Population and Demographics: The community area for the Temora Health Service for planning purposes is the whole of Temora Local Government Area (LGA), the population and health statistics included will therefore be at the Temora LGA. [Information sourced from MLHD Temora Health Service Clinical Service Plan, 2022 and ABS <https://abs.gov.au/census/find-census-data/quickstats/2021/LGA17350>]
  - The estimated resident population as of June 30, 2020, was 8,784.
  - The proportion of the population aged 65 years or older was 25.4% compared to 16.7% in NSW; the proportion of older people, is predicted to increase over time. This is a predicted increase of approximately 100 people aged 70+ years per year.
  - 2.8% of Temora residents identify as Aboriginal and/or Torres Strait Islander; note - MLHD identified 207 people. In the 2016 Census the median age of Aboriginal people in Temora was 24 years, far younger than the Temora median age of 46.5 years (NSW Aboriginal median age of 22 years).
  - The median age of the population in 2020 was 46.5 years for Temora, slightly older than the median age for NSW at 42.4 years. The proportion of the population aged 65 years or older was 25.4 % compared to 16.7 % in 15 % in NSW.
  - Temora LGA has a similar proportion of children to NSW and Australia, but a lower proportion of those aged 15-64 years with significantly more people aged 65 years or over
  - The proportion of males and females is roughly the same.
  - 88% of Temora residents were born in Australia, and 3.1 % spoke a language other than English at home the majority of these were Vietnamese, Tagalog, and Italian (2016 ABS Census).
  - The Australian Bureau of Statistics Index of Relative Socio-economic Disadvantage is a score calculated on the percentage of the population in a particular area (such as LGA) with certain characteristics related to disadvantage (e.g., low income, high unemployment). The scores for all areas across Australia are then put in order, given a ranking and divided into 10 groups (deciles), with Decile 1 being the 10% most disadvantaged areas, and Decile 10 the 10% least disadvantaged areas. The Temora LGA is among the 50 % most disadvantaged LGAs in Australia, with a disadvantage Decile of 5. Some areas in the township of Temora are among the 10% highest disadvantaged areas in Australia.
  - In June 2020, 10.3 % of the 0- to 64-year-old population of Temora LGA were Health Care Card holders (486 people); 29.8 % of people aged over 15 years were Pension Concession Card holders (1534) and 11.4 % of those aged 65 years or over were Seniors Health Card holders (183). The proportion of the population receiving

combined pension categories was higher than NSW indicating that a large proportion of the Temora LGA is welfare dependent.

- Temora has significantly poorer health compared to NSW for multiple indicators. Demand for chronic disease prevention and management is high, as is demand for mental health and drug and alcohol services. “Stand out” issues are:
  - i) Relatively low socioeconomic status and welfare dependency
  - ii) Relatively high levels of disability
  - iii) Ageing population both in proportion in older age groups and actual increases in numbers of older people
  - iv) Smoking
  - v) Obesity/overweight and
  - vi) Most major causes of hospitalisation are elevated indicating a high level of ill-health in the population



Project milestones

The below table outlines indicative key milestones during the planning, design and delivery phases of the Temora Health Service Redevelopment project. This table should be reviewed regularly and kept up to date. Details in the table will be used to understand project progress and critical project milestones.

Milestone	Indicative dates/month	Status
Planning		
Clinical Service Planning underway	April 2022	Complete

Milestone	Indicative dates/month	Status
Clinical Services Planning completed	September 2022	Complete
Site selection process underway	October 2022	N/A
Site acquired	TBC likely same site	N/A
Master Plan in development	November 2022	Complete
Master Plan completed	June 2023	Complete
Business case in development	January 2024	Underway
Lead design team appointed	October 2022	Complete
Concept design	June 2023	Complete
<b>Design</b>		
Business case submitted to Ministry	August 2024	
Concept design completed	September 2023	Complete
Schematic design completed	February 2024	Complete
Planning approval application lodged	August 2024 (TBC)	Awaiting advice
Detailed design completed	July 2024	Complete
Planning approval received		
<b>Delivery</b>		
Main works contract awarded	December 2024	
Early/enabling works started	January 2025	
Early/enabling works completed	April 2025	
Demolition work started	May 2025	
Demolition work completed	May 2025	
Main works started	June 2025	
Structure topped out/completed		
Main works completed	November 2027	
Commissioning	December 2027	
Go Live	January 2028	
Refurbishment works started	NIL INTENDED	
Refurbishment works completed	NIL INTENDED	
Official opening		

## Project Objectives

The objectives of the Temora Hospital redevelopment (Business Case, July 2024) are to:

- improve access for Temora residents and surrounds to patient-centred health services
- support the delivery of safe, high-quality, clinical services and contemporary models of care that are designed around the needs and experience of consumers, carers and providers
- provide a pleasant workplace that shows the workforce is valued, promotes a collaborative and efficient working environment, and contributes to recruitment, attraction and retention of skilled staff.



The desired outcomes from the project are:

- meeting the future service requirements identified in the Temora Health Service Plan v2.5, fulfilling its role within the MLHD
- a safe, adaptable and welcoming environment to deliver and receive care
- provision of an operationally and financially sustainable health service
- a facility that is a focal point for and is valued by the community, acknowledging the history of service delivery and heritage associated with the site.

Communications and engagement objectives

Our communications and engagement objectives ensure the local community, consumers and key stakeholders are consulted, engaged and informed of project activities and impacts that affect them and able to provide feedback as the project progresses.

The desired communications and engagement objectives for this project include:

- Ensure that engagement activities have been strategically assessed and planned to provide the best opportunities to inform, consult and/or involve
- Develop targeted, effective communications outputs for all key stakeholders and the community at all stages and milestones
- To provide clear information about what we are seeking feedback on, when and why
- To encourage participation from communities and key stakeholders
- To listen to feedback, investigate suggestions and report back
- To engage in a manner that is collaborative, informative, innovative, adaptive and sustainable
- Proactively and efficiently manage the flow of information and mitigate risks and any misinformation relating to the project

Communications and engagement risks and challenges

There are a number of risks and challenges present in stakeholder communications and engagement processes which can impact the overall effectiveness of a project's communications, consultation and engagement.

The table below lists potential communications and engagement risks associated with the planning and/or delivery for the Temora Health Service project. These risks are also captured in the Temora Health Service project's risk register.

C&E risk	Mitigation
Community and stakeholder concerns around perceived project delays/lack of activity/progress	<ul style="list-style-type: none"><li>• Ensure regular briefings with Minister, MPs and local council to detail the project process and ensure understanding and buy-in</li><li>• Develop comprehensive media and social media campaign to proactively tell the story of the project process and benefits to the community</li><li>• Develop specific project process collateral for hard copy and online distribution</li></ul>
Tight timeframes and turnaround for feedback	<ul style="list-style-type: none"><li>• Share the project timeline with stakeholders and highlight milestones relating to communications and engagement activities</li><li>• Plan and tailor consultation processes to ensure stakeholders have adequate opportunity to participate</li><li>• Proactively advertise and promote engagement activities</li></ul>

C&E risk	Mitigation
Potential stakeholder confusion about the planning and/or delivery process	<ul style="list-style-type: none"> <li>Communicate clear and agreed messages about the planning and/or delivery process and make this information publicly available and easily accessible</li> <li>Utilise existing communications forums to convey key messages</li> <li>Advise stakeholders of key opportunities for input and decisions</li> </ul>
Potential stakeholder dissatisfaction about the opportunities to provide feedback and/or influence the outcomes	<ul style="list-style-type: none"> <li>Communicate clear and agreed key messages about the review and revision of the planning and/or delivery process and opportunities to provide input and feedback</li> <li>Reiterate the project timeline and process during all engagement activities</li> <li>Ensure that all input by stakeholders is appropriately addressed in a timely manner</li> </ul>
Potential concerns among stakeholders about any possible change the project will bring	<ul style="list-style-type: none"> <li>Deliver clear and agreed messages about the planning process, in context of the broader project scope.</li> <li>Communicate clear and agreed messages about changes the project will bring to stakeholders and the community throughout the project lifecycle and how any impacts will be mitigated</li> <li>Highlight the project benefits throughout all communications and engagement activities and outputs</li> <li>Ensure strong leadership by the Senior Project Director/Project Director and Team members to manage and mitigate change</li> </ul>
Balancing multiple agendas and expectations	<ul style="list-style-type: none"> <li>Use consistent and appropriate messages</li> <li>Communicate the scope, purpose and health needs of the community and how the project will meet them</li> <li>Be clear on how 'ad hoc' or out of scope issues that are raised will be dealt with. Eg calls for additional services</li> </ul>
Management of stakeholder expectations relating to the additional \$15M budget increase	<ul style="list-style-type: none"> <li>Clear communication about reason for increased budget allocation</li> <li>Provide consistent information about scope, specifically noting items that are currently not in scope and potential future mitigation</li> </ul>
Planning and consultation fatigue	<ul style="list-style-type: none"> <li>Ensure all communications and engagement activities are well planned, managed and purposeful</li> <li>Clearly outline the project timeline and process, highlighting the importance of community and stakeholder feedback to meet their needs</li> <li>Ensure all feedback is provided in a timely manner</li> </ul>
Inclusive participation	<ul style="list-style-type: none"> <li>Ensure diverse input and involvement is sought throughout the project lifecycle</li> <li>Identify and engage with a diverse range of project advocates to assist with project understanding and participation</li> </ul>
Differing capacity of stakeholders	<ul style="list-style-type: none"> <li>Recognition that stakeholders may have different levels of skills and experience in health service planning and delivery, and/or inadequate health literacy</li> <li>Use plain English, not industry jargon and consider the use of info graphics where possible</li> </ul>

## Stakeholder analysis

The stakeholder analysis below identifies the range of stakeholders with an interest in, or may be impacted by, the project and their likely views. As part of the CEP, the Temora Health Service Redevelopment project will strategically and proactively engage the community and key stakeholders. These stakeholders can be broadly categorised into the following groups:

- Federal, state and local government departments and politicians
- Business and industry groups
- Residents and community stakeholders
- Consumers and hospital users
- Local media
- Health service staff
- Construction contractors.

## Stakeholder analysis

Stakeholder group	Stakeholder	Likely areas of interest / concern	Recommended communications and engagement activities and approach	Level of participation (Inform / Consult / Involve)	Responsibility
Federal Government	<ul style="list-style-type: none"> <li>Federal Member(s) of Parliament Michael McCormack</li> </ul>	<ul style="list-style-type: none"> <li>Benefits and improvements to health services, facilities and equipment</li> </ul>	<ul style="list-style-type: none"> <li>Community updates and notifications</li> <li>Media releases</li> </ul>	<i>Inform</i>	HI CE SPD C&E Lead
State Government	<ul style="list-style-type: none"> <li>NSW Minister for Health, Ryan Park</li> <li>NSW MP, Steph Cooke MP</li> </ul>	<ul style="list-style-type: none"> <li>Project funding</li> <li>Construction and operational impacts</li> <li>Consultation and engagement during planning and design</li> <li>Benefits and improvements to health services, facilities and equipment</li> <li>Project delivery (on time and on budget)</li> <li>Reputational risk</li> </ul>	<ul style="list-style-type: none"> <li>Briefings and meetings</li> <li>Community updates and notifications</li> <li>Media event</li> <li>Media releases</li> <li>Holding statement Issues note</li> <li>Issues Management protocol</li> </ul>	<i>Inform and involve</i>	HI CE SPD C&E Lead C&E BP
Local Government	<ul style="list-style-type: none"> <li>Temora Council Councillors &amp; Executive</li> <li>Council Heritage Committee</li> </ul>	<ul style="list-style-type: none"> <li>Project funding</li> <li>Construction and operational impacts</li> <li>Consultation and engagement</li> <li>Benefits and improvements to health services, facilities and equipment</li> <li>Interest in heritage of Hospital</li> </ul>	<ul style="list-style-type: none"> <li>Community updates and notifications</li> <li>Media event</li> <li>Media releases</li> </ul>	<i>Inform</i>	HI CE/ED SPD C&E Lead
Health Service	<ul style="list-style-type: none"> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Consultation and engagement during planning and design</li> <li>Benefits and improvements to health services, facilities and equipment</li> <li>Operational improvements to MOC and patient experience, staff ways of working and environment</li> <li>Culturally safe and welcoming</li> </ul>	<ul style="list-style-type: none"> <li>Briefings meetings and consultation</li> <li>Updates and notifications</li> </ul>		SPD C&E Lead

Stakeholder group	Stakeholder	Likely areas of interest / concern	Recommended communications and engagement activities and approach	Level of participation (Inform / Consult / Involve)	Responsibility
Service partners	• Murrumbidgee Primary Health Network	<ul style="list-style-type: none"> <li>Operational improvements to MOC and patient experience</li> <li>Opportunities to further develop partnership</li> <li>Benefits and improvements to health services, facilities and equipment</li> </ul>	<ul style="list-style-type: none"> <li>Consultation through PUGs</li> <li>Community updates and notifications</li> </ul>	Inform and involve	SPD C&E Lead
	• VMOs	<ul style="list-style-type: none"> <li>Operational improvements to MOC and patient experience</li> <li>Opportunities to further develop partnership</li> </ul>	<ul style="list-style-type: none"> <li>Consultation through PUGs</li> <li>Community updates and notifications</li> </ul>	Inform and consult	SPD C&E Lead
	• NSW Ambulance	<ul style="list-style-type: none"> <li>Operational improvements/changes to MOC and patient experience</li> <li>Benefits and improvements to health service and equipment</li> <li>Construction and operational impacts</li> </ul>	<ul style="list-style-type: none"> <li>Consultation through PUGs Feb 2024</li> <li>Community updates and notifications</li> </ul>	Inform and consult	SPD C&E Lead
	• NSW Pathology	<ul style="list-style-type: none"> <li>Operational improvements/changes to MOC and patient experience</li> <li>Construction and operational impacts</li> </ul>	<ul style="list-style-type: none"> <li>Consultation through PUGs Q4 2023</li> <li>Community updates and notifications</li> </ul>	Inform and consult	SPD C&E Lead
Community – Temora, Ariah Park and surrounds	<ul style="list-style-type: none"> <li>Carers</li> <li>Consumers</li> <li>Families</li> </ul>	<ul style="list-style-type: none"> <li>Benefits and improvements to health services, facilities and equipment</li> <li>Construction and operational impacts</li> </ul>	<ul style="list-style-type: none"> <li>Consultation through PUGs</li> <li>Community updates and notifications</li> </ul>	<i>Inform and involve</i>	SPD C&E Lead
First Nations organisations	<ul style="list-style-type: none"> <li>Elder/s</li> <li>Community members</li> </ul>	<ul style="list-style-type: none"> <li>Benefits and improvements to health service and facilities</li> <li>Cultural safety</li> <li>Aboriginal health improvements through better infrastructure and MOC</li> </ul>	<ul style="list-style-type: none"> <li>Briefings and meetings</li> <li>Ongoing Consultation</li> <li>Community updates and notifications</li> <li>Invite to Media events</li> </ul>	Inform Consult Involve	SPD C&E Lead

Stakeholder group	Stakeholder	Likely areas of interest / concern	Recommended communications and engagement activities and approach	Level of participation (Inform / Consult / Involve)	Responsibility
Health associations	• Local Health Advisory Committee	<ul style="list-style-type: none"> <li>• Benefits/improvements to health service and equipment</li> <li>• Retention of maternity and theatre, better staff accommodation</li> <li>• Consultation and engagement during planning and design</li> </ul>	<ul style="list-style-type: none"> <li>• Briefings and meetings</li> <li>• Community updates and notifications</li> <li>• Invite to Media events</li> <li>• Send Media releases</li> </ul>	Inform Consult Chair is highly engaged in outcome	SPD C&E Lead
	• Hospital Auxiliary	<ul style="list-style-type: none"> <li>• Engagement during planning phase</li> <li>• Fundraising - new equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Community updates and notifications</li> </ul>	Inform, Consult [kiosk if required]	SPD C&E Lead
Local residents/neighbours	<ul style="list-style-type: none"> <li>• Residential Aged Care Centre</li> <li>• TAFE</li> <li>• Adjacent neighbours</li> </ul>	<ul style="list-style-type: none"> <li>• Construction and operational impacts</li> <li>• Changes to access, building locations, parking</li> </ul>	<ul style="list-style-type: none"> <li>• Community updates and notifications</li> <li>• Consultation with Whiddon Feb 2024</li> </ul>	Inform	SPD C&E Lead
Local business	• Temora Business Enterprise Group	<ul style="list-style-type: none"> <li>• Benefits and improvements to services</li> <li>• Employment opportunities during the redevelopment</li> <li>• Facility attracts health workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation opportunities</li> <li>• Community updates and notifications</li> <li>• Briefings - potential</li> </ul>	Inform	SPD C&E Lead
Local community (other)	<ul style="list-style-type: none"> <li>• Rotary</li> <li>• Probus and Lions</li> <li>• Men's Shed</li> <li>• School Parents Committee</li> <li>• Temora Historical Society</li> </ul>	<ul style="list-style-type: none"> <li>• Benefits and improvements to health services, facilities and equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation opportunities</li> <li>• Community updates and notifications</li> <li>• Briefings – potential for interested groups</li> </ul>	Inform	SPD C&E Lead
Media	<ul style="list-style-type: none"> <li>• Temora Independent (print)</li> <li>• ABC Riverina (radio/online)</li> <li>• Prime7 Wagga</li> <li>• WIN Wagga</li> <li>• Commercial Radio</li> <li>• Community Radio</li> </ul>	<ul style="list-style-type: none"> <li>• Benefits and improvements to health services, facilities and equipment, MOC</li> <li>• Construction and operational impacts</li> <li>• Staffing levels</li> <li>• Any loss of services</li> </ul>	<ul style="list-style-type: none"> <li>• Media releases</li> <li>• Media statements/briefing</li> </ul>	Inform	SPD C&E Lead

## Communications and engagement approach

As with any community focused project, it is important to take the community and key stakeholders (both internally and externally) along for the journey.

The communications and engagement approach for Temora Health Service Redevelopment will focus on early, proactive, transparent and regular communications and engagement throughout all stages of the project. This will help 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) Spectrum. The level of public participation required for this project will be at the 'Inform' and 'Consult' levels on the IAP2 spectrum, with some stakeholders being engaged at the 'Involve' level. This is based on the level of public impact from the project and the scope for community and stakeholder input to the Temora project.

### Key messages

Key messages will be developed and updated as the project progresses to ensure consistency across all communication and engagement activities. Project team members should be aware of the key messages to ensure consistent information is shared with communities and stakeholders.

Key messages for the **PLANNING and DESIGN PHASE (2024)** include:

- Health Infrastructure is working closely with Murrumbidgee Local Health District to deliver the Temora Hospital Redevelopment
- The \$95 million Temora Hospital Redevelopment will enhance the current health facility and ensure health care services are carefully planned to meet community needs now and into the future.
- Temora, Arian Park and other surrounding communities will benefit from the improvements in hospital infrastructure and the improved delivery of services which can be offered.
- Planning for the \$95 million Temora Hospital Redevelopment is underway with stakeholder consultation opportunities held during 2023 and 2024 with feedback informing the design.
- Creating a warm welcome for all consumers and improving cultural safety for our Aboriginal community is a priority for the redevelopment and this will be planned in consultation with the community.
- The master plan identifies a zone for future on-site staff accommodation. Whilst it is not part of the current scope, opportunities to include staff accommodation will continue to be explored as the project progresses and other funding sources become available.

- The Health Service Plan informs and guides what is delivered as part of the Redevelopment. It was endorsed in 2023 and is available on the project website.
- Heritage and cultural items in the existing Hospital will be evaluated and considered for integration into the redeveloped facility. An Arts Working Group was convened to provide guidance and input to the Project Team and include five community representatives.
- The Project Team will consult with the community about landscaping the hospital grounds and gardens as the project progresses as part of the landscaping strategy. An Landscape Focus Group was convened in late 2023 and include five community representatives.
- Staffing is an on-going challenge for Hospitals across NSW and significant resources are committed to recruitment of workforce.
- The Redevelopment will deliver:
  - Emergency Department;
  - 24 Inpatient beds;
  - Maternity service supported by a Neonatal service;
  - Operating Theatre and one procedure room;
  - Ambulatory Care Centre including ambulatory clinics, allied health and gymnasium, mental health, drug and alcohol services
  - Clinical support services, including a Medical Imaging Unit with X-ray, ultrasound (new), and CT service (new)
  - Pathology;
  - Administration and non-clinical support areas;
  - Virtual care clinic space for community to access for remote specialist or medical appointments.

Key messages for the **MASTER PLAN CONSULTATION (2023)** include: (detailed C & E Plan for Master Plan available)

### Key messages – heritage

- After extensive reviews, it has been determined that the preferred option is construction of a new hospital to replace the current hospital which is over 80 years old and no longer fit-for-purpose.
- Detailed site investigations undertaken have identified that the current hospital building/s have significant condition, compliance and functionality limitations in their current state, and it is not feasible to reuse these existing buildings.
- The current hospital occupies the best location on the site. Replacing this with a new hospital would retain the site's identity and sense of place as a 'hospital on the hill'.
- Further engagement will be undertaken with the local community regarding how the history of the current building can be recorded and reflected in the new hospital building.
- The parks and grounds (arboretum) have high local heritage significance and are included in the master plan.

### Key messages – master plan (based on preferred master plan option)

- The preferred option is that a new hospital is built on the site of the existing Temora Hospital which will enhance health services and facilities for residents of the Temora region.
- The preferred location was confirmed following a comprehensive review of potential options by Health Infrastructure and the MLHD, and in consultation with stakeholders and the community.
- The identified location will offer a contemporary and therapeutic environment for patients as they receive treatment and care, as well as providing improved amenities for their families.
- The Hospital's location respects the significance of the gardens and grounds and capitalises on the site's park like setting.

- The master plan takes advantage of the site's orientation to bring natural light into the hospital including inpatient bedrooms, as well as providing optimal views of the arboretum.
- The master plan responds to the topography of the site by building on the flattest part of the site.
- Planning addresses the need for the existing Hospital to continue to offer services to patients and consumers during construction.
- Following the master planning information sessions, the project team will collate all feedback from staff, stakeholders and community. This important feedback, where appropriate and the questions will be used to inform the planning process as it continues throughout the year.

Key messages for the **CONCEPT DESIGN CONSULTATION (2024)** include: (C & E Plan for Concept Design available)

### Key messages – concept design and Schematic design

- The Temora community is being encouraged to provide their feedback on the design for the \$95 million Temora Hospital redevelopment.
- The design provides the community with a first look at the redevelopment, which will provide a modern health facility and enhanced healthcare services for Temora and the surrounding region. The redevelopment will deliver enhanced care in a contemporary setting to meet the needs of the local community now and into the future.
- The new Temora Hospital will continue to provide emergency department services, as well as modern inpatient accommodation with beds available for medical, surgical, rehabilitation, palliative care and maternity patients.
- Other facilities and services to be delivered include perioperative facilities for surgery and procedures, community and allied health, ambulatory clinics, and pathology. Medical imaging facilities will also be enhanced.
- Improved car parking for patients, staff and visitors, as well as separate emergency and service vehicle entry are also included as part of the design.
- The hospital redevelopment will be located on the existing site, retaining and maximising its position overlooking Temora township.
- Light-filled spaces as well as direct views to the hospital's beautiful gardens are also proposed as part of the project to create a welcoming and supportive environment for patients, visitors and staff.
- The full project scope for the redevelopment is continuing to be developed and will be finalised through further planning and design, with key clinical services to be prioritised.



## Communications and engagement tools

The following table summarises the tools that will be used to communicate and engage with stakeholders and the community on the Temora Hospital Redevelopment.

Overview / Objective	Responsibility	Delivery method	When / Frequency	Audience
<b>Have your say</b>				
A4 update used as part of a formal consultation process, calling for feedback on specific project components. General information includes: Project background and scope; Benefits; Current status; Project elements calling for feedback; Details on how to provide feedback; Images; Map; Contacts	C & E Lead	Email to stakeholder list and project email list •Hard copy distribution	Planning/Design stages	Health service staff Patients and visitors Community Media MP office Other local stakeholders
<b>Works Notification</b>				
A4 update providing advanced notice of construction activities and impacts including mitigation activities, as required to meet the project's conditions of approval and legislative requirements.	C&E Lead	Lobby / Staff noticeboard Hard copy distribution to local area Email to parties on project email list	As required	Staff Patients and visitors Nearby properties and businesses Community Media MP office Other local stakeholders
<b>Website</b>				
Project page on HI website, as well as standalone project websites where appropriate, detailing information on key project milestones, status and future works and any consultation information.	C&E Lead	Website	Start of Project and updated regularly	All
<b>Staff and volunteer forums</b>				
A Q & A session for staff	LHD	At the Hospital	Convened through the project	Staff, LHAC
<b>Staff notice boards</b>				

Overview / Objective	Responsibility	Delivery method	When / Frequency	Audience
Update regularly with project information	C & E Lead	Noticeboard	As required	Staff
<b>Staff briefing sessions/walk-throughs</b>				
Staff briefings including at monthly at PCG (presentation to key staff who disseminate info at their regular staff meetings) Staff walk-through at completion.	PD	Website	Updated regularly	Staff Other key stakeholders
<b>Social Pinpoint</b>				
Online consultation tool used to capture feedback during formal consultation process	C&E Lead	Online portal Website	See C & E Action Plan	Staff Patients and visitors Community Media Other local stakeholders
<b>Social media</b>				
Posts supporting key project milestones and any consultation information or links i.e. Social Pinpoint.	C&E Lead LHD	HI and LHD social media	See C & E Action Plan	All
<b>Project User Group Consultation</b>				
To inform and seek feedback from hospital users and review Functional Relationships, HPU Models of Care, Operational Policies and Schedule of Accommodation Review.	Project Director LHD Project Manager	Workshop	Design and feasibility development	<ul style="list-style-type: none"> <li>• User group attendees</li> <li>• Clinicians</li> <li>• Aboriginal Reference Group</li> <li>• Staff, consumer and community reps; LHAC</li> </ul>
<b>Internal emails/eNewsletters</b>				
Regular email/eNewsletter to keep staff and internal stakeholders informed of the project.	C&E Lead	Email	As appropriate to stakeholder needs	Staff
<b>Project/community update</b>				

Overview / Objective	Responsibility	Delivery method	When / Frequency	Audience
A4 update detailing information on key project milestones, status and future works. Can also be used for consultation e.g. Have your say.	C & E Lead	Email to stakeholder list and project email list Project website Hard copy distribution to local area	Quarterly and/or at key milestones	Health service staff Patients and visitors Community Media MP office Other local stakeholders
<b>Project site sign</b>				
Custom signage. Includes funding amount, start and completion dates, artist impression, branding and website.	C&E Lead	Project site	Prior to start of work	All
<b>Presentation to local Council</b>				
Informal presentation to Local Council, for example prior to DA Lodgement.	Project Director C&E Lead	Presentation	As required, eg master planning presentation	Local Council
<b>Media Release</b>				
To support key project milestones, updates & promote project benefits.	Project Director C&E Lead & Media Manager	Distribute to media identified through stakeholder analysis	Key project milestones	Media Community
<b>Media events</b>				
In person event with media showcasing project milestone with political stakeholders and LHD.	Project Director C&E Lead	In person	Key Project milestones	Media Other stakeholders
<b>LHD/Hospital Exec briefings</b>				
As required	Project Director	In person	As required	Hospital reps/LHD reps

## Communications and engagement action plan

The communications and engagement action plan (CEAP) captures all communications and engagement activities and milestones that will occur throughout the Temora Hospital Redevelopment. This table is updated regularly by the Communications and Engagement Lead.

Date	Activity	Detail	Stakeholder (s)	Responsibility	Status
<b>2022</b>					
October 2022	Set up project website; email and phone number	Complete	All	C & E Lead	Complete
October	Briefings	Introduce project team, explain next steps, what a redevelopment project entails	LHAC, staff, Council	C & E Lead	Complete
November 2022	Information sessions	Pop-up engagement to introduce the team, project and next steps. Four sessions held on 30 November. Briefing provided to VMOs at Medical Centre.	Community Staff VMOs	C & E Lead	Complete
<b>2023</b>					
From October 2022	Project update	Project update on project status update and/or calls for feedback.	Community Government Service partners	C&E Lead	Quarterly, or according to project milestones
February 2023	Establish CEWG	C&E working group to manage, implement and monitor all C&E outputs	HI, LHD, contractor	C&E Lead	Monthly
February 2023	Stakeholder mapping and contacts	Complete stakeholder mapping and contacts	All	C & E Lead	Ongoing
February 2023	Information	Provide source for information about project - noticeboards in Hospita	Staff Community Stakeholders Community	C&E Lead	As required
21 February 2023	Consultation	Walk on Country Engagement with Aboriginal community Via Temora High School students and families – two sessions held on country	Aboriginal community	C & E Lead PD	February 2022 COMPLETE

Date	Activity	Detail	Stakeholder (s)	Responsibility	Status
From February 2023	PUG consultation	To inform and seek feedback from hospital users and review Functional Relationships, HPU Models of Care, Operational Policies and Schedule of Accommodation Review.	• Clinicians, • Staff, Consumer reps, LHAC	PM PD LHD	As scheduled to project milestones
April 2023	Information	Project Briefing/Update	Temora Council GP VMOs Staff	C & E Lead PD	COMPLETE
July 2023	Consultation	Consult with stakeholders about master plan and seek feedback.	Council LHAC Staff VMOs Community	C & E Lead PD	COMPLETE
July 2023	Consultation PUG	Concept Design Workshops	Staff Clinicians Executive User Group	PD PM	Complete
Aug 2023	Consultation	To inform and seek feedback - heritage	Temora Council Heritage Committee	PD C & E Lead	Complete
Sept 2023	Open Day	To inform	LHAC Community	C & E Lead PD	Complete
Oct 2023	Establish Arts Working Group	To inform and seek feedback	Interested stakeholders	MLHD Arts Coordinator HI Arts Lead	Complete
Oct 2023	Consultation	Connecting with Country	Aboriginal Community	Consultant – Yerrinbingin	Complete
Oct/Nov 23	Consultation PUG	Schematic Design	Staff Clinicians	PM PD	Complete
Nov 2023	Establish Landscape Working Group	To inform and seek feedback	Interested stakeholders	C & E Lead PD	Complete
Nov/Dec 2023	Social Impact Assessment	To inform and seek feedback Interviews, survey and door knock	Neighbours, stakeholders	Consultant – Urbis	Complete

Date	Activity	Detail	Stakeholder (s)	Responsibility	Status
<b>2024</b>					
Feb 2024	Consultation	Concept Design release To inform and seek stakeholder feedback	Council Staff Youth LHAC Heritage Committee All Community stakeholders	C & E Lead PD	Complete
Q2 2024	Consultation PUG	Detailed Design	Staff Consumers Clinicians	PD PM	Complete
TBC	Planning notification	Statutory requirement REF	Council Neighbours Agencies	PD C & E lead	Pending
June 2024	Information Consultation	Schematic Design release To inform and seek stakeholder feedback	Council Staff All Community stakeholders LHAC		July 2024 Complete
July 2024	Consultation	Connecting with Country Community session	Aboriginal community Staff Temora High School	Yerrinbingin	July 2024 Complete
December 2024	Information	Construction Contract Award	All	C & E Lead PD	
TBC 2024	Information	Planning Approval Received	Stakeholders	C & E Lead PD	Pending
Early 2025	Engagement	Project Sod Turn	All	C & E Lead PD	

## Communications and engagement protocols

The following protocols will be employed to ensure a consistent and comprehensive approach to communications and engagement throughout the project lifecycle.

### Contact and communication management

We will set up and manage the project specific phone number **02 9978 5412** and email: **MLHD-Temora-Redevelopment@health.nsw.gov.au**, as well as a database to record community/stakeholder contact.

### Complaints/enquiries management

We will respond to verbal community and stakeholder enquiries within **48** hours (Monday to Friday) and written enquiries within **five** business days. All written enquiries should receive an acknowledgment within 24 hours of receipt. We will update the database and produce monthly reports.

### Working with MPs and councils

All enquiries from elected representatives will be forwarded to HI's Senior Project Director, Director, and Communications and Engagement Business Partner via the Communications and Engagement Lead/Manager and reported to the CEWG. The Communications and Engagement Business Partner will then liaise with the Parliamentary and Ministerial Liaison Manager, Regional Director and Executive Director as appropriate. All enquiries should be responded to in liaison with the Minister's Office which is done via the Business Partner.

### Media enquiries

All media enquires will be forwarded to the HI Communications and Engagement Business Partner and HI Media Manager via **HI-Comms@health.nsw.gov.au** and LHD Media Team via the Communications and Engagement Lead as soon as the enquiry is received. The Communications and Engagement team will need to source information and prepare the first draft.

### Site signage, visits and photography

We will install 2 signs throughout the project area. To be finalised and determined prior to delivery stage.

All site visitors must sign in at the project site office and adhere to site rules and requirements. Media access is by prior approval with Health Infrastructure and arranged by contacting the Communication & Engagement Lead in the first instance. Site photography is organised by the Communications and Engagement Lead and must be authorised and approved by the Communications and Engagement Business Partner and the Murrumbidgee Local Health District prior to use.

All access to the existing Health Service grounds and buildings is by prior approval with Murrumbidgee Local Health District.

### Branding

All project branding must adhere to Health Infrastructure branding requirements and is organised and monitored by the Communications and Engagement Lead.

## Issues escalation process

The Communications and Engagement Lead will have responsibility for development and implementation of the CEP, and for identifying, coordinating and reporting on items which require escalation to the CEWG.

The Communications and Engagement Lead will identify, coordinate and report on items for escalation to the Communications and Engagement Business Partner and Senior Project Director outside of CEWG meetings.

The CEWG escalates any issues or concerns to the Project and Development Committee (PDC) during the planning and design stages, and the Project Control Group (PCG) when the project moves into the delivery.

## Approvals process

Approvals for all Temora Health Service Redevelopment communications and engagement outputs including media activities will follow the HI Project Communications and Engagement Approvals Protocol.

## Roles and responsibilities

The Communications and Engagement Lead will have overall responsibility for Temora Health Service Redevelopment communications, consultation and engagement. This will be carried out in close consultation with:

- HI Communications and Engagement Team
- Project Team including the Senior Project Director, Project Director, Project Manager (in consultation with the Design Team and Construction Team)
- MLHD and Hospital Management
- MLHD Change Manager/ MLHD Commissioning Manager
- NSW Ministry of Health via HI Media Manager
- MLHD Communications and Media Team.

Role	Responsibility
<b>HI Senior Project Director / Project Director</b>	<ul style="list-style-type: none"> <li>• Accountability for the delivery management of the project</li> <li>• Approval of communications and engagement plan</li> <li>• Approval of communications and engagement materials</li> <li>• Provide forward look ahead on project activities to inform communication and engagement planning</li> <li>• First point of contact for project stakeholders including government agencies, LHD and other health entities, local Council, and stakeholder and industry representative groups</li> <li>• Notify Communications and Engagement Lead of emerging stakeholder issues and risks</li> <li>• Attendance at stakeholder and community meetings, workshops and information sessions</li> <li>• Attendance at CEWG and issues management meetings.</li> </ul>
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>• Accountability for the day-to-day management of the project</li> <li>• Input to the communications and engagement plan and materials</li> <li>• Input and management of the stakeholder contact register</li> <li>• Coordinate, attend and minute all PUG meetings</li> <li>• Attendance at stakeholder and community meetings, workshops and information sessions where required</li> <li>• Attendance at CEWG and support PDC/PCG engagement on communication items.</li> </ul>
<b>Architect and Design &amp; Construction Teams</b>	<ul style="list-style-type: none"> <li>• Assist in the preparation and presentation of information and materials in their area of expertise.</li> </ul>
<b>MLHD Change Manager/ MLHD Commissioning Manager</b>	<ul style="list-style-type: none"> <li>• Input to the Communications and Engagement Plan</li> <li>• Provide the link between Change Management and Communications with internal stakeholders</li> <li>• Participate in CEWG meetings.</li> </ul>
<b>HI Communications and Engagement Business Partner</b>	<ul style="list-style-type: none"> <li>• Approval of communications and engagement plan</li> <li>• Approval of all communication activities and materials</li> <li>• Strategic advice and input to communication and engagement plan and activities</li> <li>• Strategic advice on management of community and stakeholder risks, issues and opportunities</li> <li>• Guide and assist the Communications and Engagement Lead/team, including external consultants, with overall accountability for community engagement activities for the project</li> <li>• Liaise with Ministry of Health, Minister's Office and Health Infrastructure Executive regarding project issues management, media and events.</li> </ul>



Role	Responsibility
<b>Communications and Engagement Lead</b>	<ul style="list-style-type: none"> <li>Lead the development and implementation of the communications and engagement plan</li> <li>Develop communication material for approval and issue, including coordination of design, production and distribution and facilitating input/approval from project team and LHD</li> <li>Manage project communication channels including project website</li> <li>Provide advice on communication and engagement strategies and activities</li> <li>Monitor and advise on community and stakeholder risks, issues and opportunities</li> <li>Chair CEWG meetings</li> <li>Prepare communications reporting to the PCG / PDC / PPT</li> <li>Monitor and evaluate communication and engagement plan and activities, including analysing feedback and carrying out reporting.</li> </ul>
<b>MLHD Communications and Media Lead/Manager/Director</b>	<ul style="list-style-type: none"> <li>Provide LHD input to the Communication Engagement Plan and activities</li> <li>Participate in CEWG meetings</li> <li>Provide MLHD approvals for communication items</li> <li>Co-ordinate operational communications in consultation with the Project Comm's and Engagement Lead.</li> </ul>
<b>HI Media Manager</b>	<ul style="list-style-type: none"> <li>Provide strategic advice and support on media relations and materials</li> <li>Review all media materials and supporting collaterals prior to ED approval</li> <li>Obtain HI ED, Ministry and MO approvals for the media materials and strategic approach.</li> </ul>
<b>HI Manager Corporate Communications</b>	<ul style="list-style-type: none"> <li>Strategic advice and approval of HI social media and website strategic and content</li> <li>Strategic advice and approval of digital communications and engagement platform procurement and implementation</li> <li>Advise and approval of project branding.</li> </ul>

## Communications and Engagement Working Group (CEWG)

The CEWG is responsible for strategic oversight of the planning, coordination and implementation of all project communications and engagement activities, as well as issues and media management. The CEWG meets monthly and reports to the Planning and Development Committee (PDC) / Project Control Group (PCG).

The CEWG is made up of the following key representatives:

Name	Organisation	Contact details
Communications and Engagement Lead	MLHD	Kate Roberts - Chair (member)
Senior Project Director	HI	Nicolas di Condio (invited)
Project Director	HI	Katrina Walsh (member)
Project Manager	Capital Insight	Louise Coote (member)
Business Partner Communications and Engagement	HI	Monique Wakefield (invited)
Change Manager	MLHD	David Hardiman (member)
Temora Health Service Manager	MLHD	Wendy Skidmore (invited)
Health Planner	Capital insight	Caitlin Coote (invited)

## Evaluation

To ensure the ongoing effectiveness of the communications and engagement plan, activities will be monitored and evaluated against the communication objectives and desired project outcomes:

- Participation:** Did stakeholders and the community have an opportunity to participate? Was participation offered in an adequate and timely way?

- **Transparency:** Was the information available and clear to all parties? Were participants told what was negotiable and non-negotiable?
- **Integrity:** Was the consultation process fair, trustworthy and respectful to all parties?
- **Accountability:** Was the process accountable, genuine and equitable?
- **Cost-effectiveness:** Was the consultation activity the most effective option representing value for money?
- **Certainty:** Has the community been told what the consultation process is, how their input will be used and what the next steps are?

Objective	KPI
Accurate and timely communication, tailored to the needs of each stakeholder and the community	<ul style="list-style-type: none"> <li>• Minimal ministerial enquiries and project complaints</li> <li>• Positive feedback</li> <li>• Incorrect or negative perceptions minimised</li> <li>• Communication materials are accurate, timely and relevant</li> </ul>
Mitigate reputation risk	<ul style="list-style-type: none"> <li>• Consistent enhanced reputation of all project partners across the life of the project</li> <li>• Positive project announcements</li> </ul>
Anticipate and manage potential issues to prevent escalation into the public domain	<ul style="list-style-type: none"> <li>• Early identification of issues and quick resolution</li> <li>• Respond to questions/complaints within 24 hours</li> </ul>
Positively position the project	<ul style="list-style-type: none"> <li>• Positive media coverage incorporating key messages</li> <li>• Positive stakeholder sentiment</li> </ul>
Build stakeholder and community trust through engagement and education	<ul style="list-style-type: none"> <li>• Positive feedback</li> <li>• Increased stakeholder and community participation in community forums and user groups</li> </ul>

## Contact Details

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