



*Community consultation at Ariah Park, 16 February 2024*

## Consultation Outcomes Report: Concept Design

## Executive Summary

The NSW Government has committed \$95 million to the redevelopment of Temora Health Service.

The project is currently in the planning and design phase.

Community, consumer and staff input into the planning, design and delivery of the Redevelopment is essential to create a welcoming facility that meets the healthcare needs of the community now and in the future.

The concept design was informed by clinical requirements, independent technical assessments and importantly, feedback from the community, staff and consumers.

This outcomes report details consultation & engagement activities that were undertaken to ensure everyone who was interested had an opportunity to understand the design, ask questions and provide staff feedback about the concept design for the redevelopment in February 2024.

This information is collated for:

1. Planning submission
2. Business Case
3. Response to community
4. Project Team information

## Engagement statistics

During the engagement period for the concept design, the following engagement methods were used to encourage and provide accessible options for the community to provide feedback:

- Webpage - content uploaded and accessible
- MLHD Facebook posts
- Three community pop-up sessions: Temora (2) and Aria Park (1) - 20 people
- Online information session: 1 person
- In-person Briefings: Temora Council Councillors and Executive (8), Local Health Advisory Committee (8), Temora Youth (12) and staff at Health Service (20)
- Display at Temora Hospital and Temora Council
- Letterbox drop FAQs/Project Update to Hospital neighbours (20)
- Survey open for one month, link available in FAQs and posters
- Project email and phone number advertised in all collateral.
- Frequently Asked Questions and Project Update available as handout at drop-in session, letterbox drop and online

## Key themes

- Services and models of care
- Project timeline
- Staff accommodation
- Heritage
- Construction timeline, continuity of services and staging
- Future expansion opportunities



## Introduction

### Consultation and engagement objectives

Our communications and engagement objectives ensure the local community, consumers and key stakeholders are consulted, engaged and informed about 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; and
- Proactively and efficiently manage the flow of information and mitigate risks and any misinformation relating to the project.

### About the project

The NSW Government has committed \$95 million to the redevelopment of Temora Health Service. The project is currently in the design phase.

The Health Service Plan (HSP) was endorsed by Ministry of Health in 2023 and was developed to identify appropriate services for the community for the next 10 years and beyond. Service planning is underpinned by State and District strategic directions, strategies and policy and MLHD planning principles.

The master plan outlined the vision for the redevelopment which is a new hospital built on the site of the existing Health Service.

The release of the concept design provides the community with its first look at the plan for the new health facility.

### The concept plan includes:

- Emergency Department;
- Inpatient Unit for flexible use for medical, surgical, rehabilitation, maternity and palliative care patients;
- Maternity and nursery;
- Operating theatre and procedure room;
- Allied health and ambulatory clinics with gymnasium;
- Community health, mental health, drug and alcohol;
- Medical Imaging including a new ultrasound and CT service; and
- Pathology.

The project scope for the Redevelopment will continue to be confirmed through further planning and design, prioritising key clinical services to meet the future health needs of the community.

### Highlights:

- A building on one level with no stairs or lifts.
- Comfortable double and single inpatient rooms with ensuite; all rooms are designed for flexible use as demand requires.
- Separate staff/patient-only corridors will be used for the transfer of patients between Emergency Department, Inpatient Unit, Medical Imaging and Operating Theatre.
- Light-filled spaces, outdoor courtyard areas and large windows with direct views to the hospital's beautiful gardens and grounds.
- Improved on-grade car parking for patients, staff and visitors with the front entry gates retained at Loftus St, and separate emergency and service vehicle entry from Gloucester St.
- Expansion opportunities identified to the south and west to accommodate future growth.



### Consultation approach

The communications and engagement approach for Temora Health Service 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.

The following overarching principles guide the communications and engagement approach:

- Proactive engagement
- Proactive communications
- Accessible and coordinated information
- Collaboration

### Engagement approach

Staff, consumers and community members were invited to participate and provide feedback via engagement sessions and other channels in February 2024.

The program was intended to mark the announcement and concept design release as a significant project milestone and allowed the project team to cultivate feedback on the design. Feedback was encouraged informally via in person conversations and formally via the survey and written correspondence.

Information was provided via multiple channels to ensure a wide audience was reached, this included:

- Media Release from the Health Ministers Office
- Website updates
- Pop-up information session at Temora and Arah Park
- Online community meeting
- Email to stakeholders
- All Staff Information Session
- Mailout out to all staff
- Survey
- Letterbox drop

### Engagement activities

#### 1. Pop-Up Information sessions

Three pop-up community information sessions were held at the Temora Council and Arah Park

on 15 and 16 February 2024 to provide an opportunity for the community, consumers, and staff to view and provide feedback. The locations were chosen to maximise the foot traffic and were considered an accessible community location with easy parking. Approximately 20 people visited to ask questions and provide feedback and suggestions.

As part of the pop-up engagement, the team handed out the Project Update/factsheet on the Redevelopment as a call to action to encourage feedback via the survey. It also encouraged people to develop their understanding of the project priorities, consultation process, Project User Groups, the timeline of the project and other project information. Refer below to a summary of the feedback in the Community Session Summary.

#### 2. Online Community Session

One online community session was held on 19 February 2024, providing an additional opportunity for community unable to attend the in person pop up sessions to hear about the newly released design. It was promoted via a newspaper advertisement and online.

#### 3. Staff Forum

An all staff pop-up information session, facilitated by HI and MLHD representatives, was held on 16 November 2023 and attended by 20 staff. The session outlined the concept design, benefits and next steps regarding schematic design. A number of questions and concerns were raised by staff. Topics of discussions are summarised below.

#### 4. Stakeholder Briefings

##### Temora Local Health Advisory Committee (LHAC)

The LHAC is a volunteer committee connected to their community under the auspices of the MLHD. Volunteers are advocates for local community, connect with local communities about health priorities and are a voice for planning and evaluation of services. The Project Team has briefed the LHAC regularly since the announcement of the redevelopment and has noted their passion for health services to be available at their local Hospital. The one-hour briefing was held on 15 February in-person at the Temora Health Service. Topics of discussions are summarised below.

## Council

The Project Team has briefed the Temora Council on a number of occasions since the announcement of the redevelopment. A briefing was held on 15 February 2024 (in-person) at the Temora Council. Topics of discussions are summarised below.

## GP VMOs

The GP VMO's are important stakeholders of the Health Service Redevelopment and have been engaged throughout the planning and design process as well as being regularly briefed on progress. An email update was provided to GPs and an offer made to attend the drop-in information session, noting their limited time.

## Youth Group

We met with a group representing Temora Youth and explained the hospital project and heard their thoughts about how they would like the new hospital to feel when they attend for treatment or take a friend or relative there/

## 5. Survey

Members of the project team encouraged community to complete the survey as a way to provide feedback on the design. The survey was promoted through emails, social posts, website, at the pop-up and posters. The survey closes on 4 March.

## 6. Project phone number

The purpose of the project phone number is to provide a direct channel to reach the project team, build relationships and respond to any questions or concerns raised.

## Communication and promotion

The engagement program encouraged feedback opportunities through:

- A media release from the Health Minister on 12 February 2024 (and published on project website)
- Facebook posts published prior to pop-up sessions
- Community pop-up sessions
- Display at Temora Hospital and Council
- A Letterbox drop of the project FAQs to surrounding neighbours
- Project email and phone number advertised in all collateral

- Frequently Asked Questions and Project Update distributed at drop-in session and online
- A project email sent to all staff on 12 February

## Feedback

During concept design consultation the project team received a range of feedback. The key feedback themes received during consultation are outlined below and these will be considered by the Project Team for incorporation into the schematic design phase and beyond.

### THEMES



#### SCOPE

- Scope of upgrade
- Improving functional relationships between departments
- Understanding the challenges of the project
- Staff accommodation
- Future expansion opportunities



#### SERVICES

- Funding is for redevelopment not services
- Changes to models of care - specifically in the inpatient unit
- Service expansion of perioperative unit
- Staffing
- Palliative care



#### FUNDING & LOGISTICS

- Funding
- Project timeline
- Engagement of construction contractors and sub-contractors
- Construction contractors and sub-contractors

## 1. Compilation of feedback, comments and concerns heard at briefings and drop-in sessions

Group	Concern/Comment/Feedback	Project Response
	<b>EXTERNAL DESIGN</b>	
Community	Why can't the old hospital be kept and a new hospital built behind it? We want the old hospital to be reused for another purpose. We are very happy for a new Hospital to be built, but in another location.	Explained the cost of renovating the old Hospital and that NSW Health and other parties had investigated renovation but it was prohibitive.
Community Council	Will the Hospital entrance gates remain the same?	Yes.
Community Staff	Will the current arrangement of one entry and one exit remain?	Yes. The front entrance is for patients and visitor vehicles to access to the public carpark. The back entrance is for ambulance and service vehicles.
Staff Council	Will there be separate carparks for staff and visitors/patients?	There is a separate car park for fleet vehicles (15 spaces). All other vehicles will use the same carpark (65 spaces). The designated parking areas will be determined in the PUG. The carpark will be on-grade and rectify the current slope.
Community Staff	Will any parts of the existing hospital be maintained as a heritage feature?	Yes, the round section at the rear of the hospital will be retained and become part of the staff outdoor area.
	<b>Landscaping</b>	
LHAC Community	Will the rotunda be maintained?	Yes, it will stay in the gardens and more landscaping is planned.
Council	Trees are important on the site and many are very old. Are they being kept?	Yes, as many as possible are being kept, only those in poor condition or present a safety risk will be removed.
	<b>Arts in Health</b>	
Community	What are the opportunities to contribute to the arts program and heritage integration?	An Arts Working Group was established to consider both heritage and art opportunities for the Redevelopment. It includes five community representatives. Arts in Health initiatives are a way to improve health and wellbeing, support cultural connections to the new Hospital and create a welcoming environment.
	<b>Clinical Services</b>	

Ariah Park Staff	Will the new hospital cater for dialysis patients? If no, what options do we have?	The new facility will not include a renal dialysis unit. Patients will continue to use the service at Wagga Wagga. Future expansion of the service to other facilities will be based on demand.
Council	Will air ambulance service continue?	Yes, from the airport.
Council	Will there be space for families to gather if there was not enough room in the patient's bedroom?  Are there designated palliative care rooms?	There will be breakout spaces/reflection room/lounge areas available for use by patients and family. As per the Australian Health Facility Guidelines, the double or single bedrooms will be of a generous size enabling adequate space for visitors, family or support person to spend time with the patient.  The rooms are designed to be flexible and accommodate palliative care needs.
Council	What services will be provided?	A range of health services specific to the needs of the local Temora community will be provided. This includes an increase to the medical imaging capability. The existing inpatient and ambulatory care services will continue to be provided, with 24 IPU and maternity beds able to flex up and down to accommodate requirements at the time. Theatre capacity will expand with the addition of a procedure room.
Council	Is there shared bathrooms? Is it shared rooms or single rooms?	There are ensuites in all rooms. They are a combination of single and double rooms, with the configuration to be determined. Single rooms would be used for palliative care.
Council	Happy with the design and redevelopment	It looks like it will be a good experience to be a patient there
Community	Want to see more beds as the community is growing	Bed numbers are based on HSP and determined by data and occupancy. The new inpatient unit will be accompanied by a change in model of care which will enable full usage of all beds
Ariah Park	How are patients managed when there are maternity, surgical, medical and palliative care in one combined IPU?	It is managed operationally by the staff depending on patient needs. There are numerous examples of this across the state, it works well and provides flexibility.
Ariah Park	What are the bed numbers? Don't want a drop in numbers - it's not good to cut beds when towns are growing.	Confirmed there are 24 beds and a new IPU model of care which increases flexibility; current occupancy numbers are

		due to the segregated nature of beds located across two wards.
Staff Ariah Park	Will there be a bariatric room/s?	Yes, included in the design. Number of rooms to be confirmed.
Staff	Is CT really needed? There is a private provider in town and they will be competing. Sonographers are hard to employ, they are specialists. Is there sufficient bandwidth to run the CT?	The example of Tumut was provided. Reassurance about the provision of IT, cost and recruiting to fill the position.
Council	Is there any change in theatre services?	The perioperative suite will include a theatre and procedure room which is an expansion on the current infrastructure. This enhanced capacity will allow for more lists and specialists to work at Temora
Community Online consultation	Are there isolation rooms?	The Emergency Department will include an isolation room to assist with infection control measures. All IPU rooms can be utilised for the care of infectious patients as all rooms have a door and suitable exhaust/air flow which allows better management of all patients without the risk of contamination.
<b>CONSTRUCTION</b>		
Council Community LHAC	How are contractors and builders engaged? Is this via tender or existing contractors?	There are a number of builders who are accredited with Health Infrastructure to construct new hospitals. Contracts are awarded inline with NSW Government procurement policy.  Local trades would subcontract to builder awarded the contract. This has a number of benefits in engaging local contractors who are living close to the site, it also provides continuity once the hospital is complete should post-occupancy work be required.
Council	Will all services be maintained in Temora during construction	Yes, no change.
Council Community LHAC	Will any services be affected during the building of the new hospital?  What is the staging process during construction?	Services will continue at Temora Health Service during construction. The construction will be staged to ensure there is no impact on services. Every effort will be made to minimise disruption. Staff and the community will be informed of any planned change.
<b>DESIGN</b>		



Community	Who determines the room sizes, floor and room plans?	<p>All hospital designs are unique to the site and to meet the needs of staff, patients and community.</p> <p>The design is guided by the Australasian Health Facility Guidelines which enable public health facilities throughout Australasia to be planned and designed from a common set of base elements.</p> <p>The inpatient room sizes will be larger than the current rooms.</p>
LHAC	Is an Auxiliary kiosk included?	No, the Auxiliary is going mobile. This will improve sales and visibility. The current kiosk opening hours are minimal.
Council	Heard that the size of the 'physio department' will be pulled back. Is this true?	The concept design meets AusHFG. The facility management is confident in the plan and the room sizes.
Ariah Park	Will there be adequate wifi?	Yes, a new wifi system will be installed in the new hospital
LHAC Council Community	Does the projected plan allow for future growth of the community and expansion?	Yes, there are opportunities for expansion included in the plan to ensure the hospital meets not only the needs of today but the needs of the future.
Ariah Park	Will there be a better path between Whiddon and the Hospital, currently patients are driven by ambulance or private car.	A path is not in the plans of the redevelopment, it is outside scope
Ariah Park	What will be the height of the ceiling in reception. At Broken Hill the new reception ceiling was very high and required a cherry picker to change lightbulbs	It is a one-story building and asset management team are involved in planning to ensure maintenance is affordable and practical,
Council	Happy with carpark improvements and that it will be bigger and on-grade	
LHAC	Like the proximity of ED to Theatres and medical imaging as it is a good flow	
LHAC	Like the expansion zones which will accommodate future growth	
LHAC	Supported the retention of old area of the hospital and integration into the staff area as a nod to heritage	
LHAC	Like the access from IPU to outside courtyard and the internal patient lounges	

Community Staff	Is there a chapel or prayer room in the new design? The chapel is not used.	There will be a multi purpose room for community. This space can be named in consultation with community. It will break out on to a public garden area.
Ariah Park	Will USB charging points be available in inpatient rooms?	To be determined. Will feedback to the team.
<b>Staffing and Staff Accommodation</b>		
Council	Will there be an increase to current staffing levels?	The existing services will continue to be provided and staffing levels will be maintained to support the delivery of those services. It will be more efficient as the 12 and 24 hour zones will concentrate activity in key areas after hours.
Community	Is there new staff accommodation?	The master plan identifies a zone for key worker accommodation.
Staff	Are there enough ABW spaces for staff?	ABW is determined on staffing numbers and modelled on occupancy and this is managed operationally by MLHD
Community	Is there currently enough staff accommodation in town, do you rent properties?	Operational response from MLHD
<b>Funding</b>		
LHAC	Are you confident in the budget allocation for the project?	The Project Team is progressing with the redevelopment on the basis of the \$95 million funding allocation.
Community	Is the funding sufficient to complete the project?	The redevelopment can be delivered within the allocated \$95 million budget.
Council	What happens if the project is over budget?	Cost planners are engaged to ensure the project is delivered on budget. Clinical services are prioritised in the value management process to ensure we meet budget.
LHAC	We need excellent accommodation to attract staff.	

## 2. Online Survey (7 responses)

### Are you staff, volunteer or community?

Staff – 2

Community – 5

### Postcode

2666 – 6

2590- 1

### QUESTION 1: What do you think are the best features of the concept design plan?

#### RESPONSES (raw data)

- Temora is a vibrant community, I think the redesign fits in well with our community and its expectations.
- Hopefully it draws more professionals to the bush so we don't have 2 month wait times to see a doctor"
- It's an updated facility
- The layout
- The use of different colours to demarcate areas
- Maintaining current services - like theatre and maternity.
- Layout of the Emergency Medical Imaging and Theatres, Good Patient and Staff Work Flow, Separate entrance for Ambulance at the rear of the building, out of direct line of site of public. Like Triage area. Like that unit is separated into 12/24 areas by Garden Walkway

### QUESTION 2: What improvements would you suggest for the Temora Health Service concept design?

#### RESPONSES (raw data)

- Staffing is the biggest issue in regional Australia, the facility is great but we see all over the place great facilities but no staff that are qualified to use it. Ensure staffing!
- Needs to be bigger, I am hoping its not to scale, not much bigger than current hospital. Not enough space as it is.
- More staff parking to allow for public to be able to get a park. Bigger gymnasium. On-site nurses accommodation.
- More parking at the rear. Retain current entry and exit to avoid confusion.
- More beds and staff
- Inpatient areas should view the natural formation of the Nurraburra Hills. Too much emphasis on the "surrounds" rather than the actual building. No detail of clinical staff breakout areas. No reference to the provision of a 'quiet area' for spiritual needs.
- The location of pathology collection service should be more accessible- it is too far from reception and has no waiting area or seating available nearby for patients (especially elderly/frail/unwell)
- Ambulatory Care Area needs to be larger even for present needs without expansion in the future.

### QUESTION 3: Do you have any other comments or additional feedback about the concept design plan?

#### RESPONSES (raw data)

- We need doctors, ones that stay!
- Certain areas are not prioritised, Emergency Department, which is a significant part of the running of the hospital needs to be bigger, more space needed, especially when you factor in equipment, linen, beds, bench space, staff moving around, family members etc. If someone is critically unwell and multiple staff are involved in resus efforts, space is required for moving around. The ED is just too small. I think the projected 5-6 beds is probably adequate for ED, but the size needs to be bigger. Also, definitely hoping that maternity and medical wards are not combined without adequate soundproofing between them. Not sure about other people, but if I was a patient, I wouldn't want to be in a bed next to a screaming mother during labour or a newborn crying their lungs out.
- Without a more in-depth design plan it's hard to comment but on the surface I am wondering if we are overall improving on the service already offered. I am finding it hard to believe that the service can be replicated for this amount of money without some sacrifices being made, due to the increase in building supplies.
- In the beginning it was suggested that local businesses be utilised where possible in the building and beautification of the site, I am hoping that this will be offered.
- Maternity suite so we are not travelling to Wagga to have our babies
- I think the concept design shows very little and is a wasted opportunity to facilitate detailed feedback from community and staff. Seems just to "tick a box" in the so called planning and consultation process, rather than a sincere opportunity for comprehensive critique and suggestion.

## Collateral

Newspaper advertisement



# Temora Health Service Redevelopment Community Information Sessions

The Temora Hospital Redevelopment Team are in the design stage to deliver a high quality, contemporary health service for the Temora community.

The community is invited to drop in and view the Concept Design, meet members of the Redevelopment Project Team and provide feedback.

### Drop-in sessions

#### Thursday 15 February 2024

12noon–2pm | Temora Council Foyer, Loftus Street

#### Friday 16 February 2024

8.30am–9.30am | Outside Ariah Park Coffee Bar, Coolamon Street  
11.30am–12.30pm | Temora Council Foyer, Loftus Street

#### Monday 19 February 2024

6pm–7pm | Online information session  
(register your attendance via email)

### FOR MORE INFORMATION

**Email:** [MLHD-Temora-Redevelopment@health.nsw.gov.au](mailto:MLHD-Temora-Redevelopment@health.nsw.gov.au)

**Phone:** (02) 9978 5412

**Visit:** [mlhd.health.nsw.gov.au/about-us/our-building-projects](https://mlhd.health.nsw.gov.au/about-us/our-building-projects)

## Social Media post



Murrumbidgee Local Health District

Published by Kate Roberts · 1d ·

The Temora Health Service Redevelopment Team are in the planning stage to deliver a high quality, contemporary health service for the Temora community.

The community is invited to drop in and view the concept design, meet members of the Project Team and provide feedback.

Please register for the online session by email [MLHD-Temora-Redevelopment@health.nsw.gov.au](mailto:MLHD-Temora-Redevelopment@health.nsw.gov.au) or phone (02) 9978 5412... See more

## Temora Health Service Redevelopment Community Information Sessions

Drop-in & chat

**Thursday 15 February**

12noon - 2pm: Temora Council

**Friday 16 February**

8.30 - 9.30am: Ariah Park Coffee Bar  
11.30am - 12.30pm: Temora Council

**Monday 19 February**

6 - 7 pm: Online session



## Project Update



## TEMORA HEALTH SERVICE REDEVELOPMENT

Project Update - February 2024



### Concept design released for community feedback

The NSW Government has committed \$80 million to build a high quality, contemporary and consumer friendly health care service to support the needs of the Temora community.

The release of the concept design provides the community with its first look at the plan for the new health facility.

The master plan outlined the vision for the redevelopment which is a new hospital built on the site of the existing Health Service.

The project scope for the Redevelopment will continue to be confirmed through further planning and design, prioritising key clinical services to meet the future health needs of the community.

#### The concept plan includes:

- Emergency Department;
- Inpatient Unit for flexible use for medical, surgical, rehabilitation, maternity and palliative care patients;
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- Community health, mental health, drug and alcohol;
- Medical Imaging including a new ultrasound and CT service; and
- Pathology.



## A1 poster board



## Evaluation

Activities were monitored and evaluated against the communication objectives and desired project outcomes.

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>