

# Review of Environmental Factors | Engagement Report

Albury Wodonga Regional Hospital project

Version 1

20 January 2025



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# **Acknowledgement of Country**

In the spirit of reconciliation, we acknowledge the Wiradjuri people upon whose lands the Albury Hospital campus are built.

We acknowledge and respect Aboriginal and Torres Strait Islander peoples across Australia as the Traditional Custodians of our shared lands, seas and waters.

We pay our respects to Elders, past and present.

We acknowledge the significant place that Aboriginal and Torres Strait Islander peoples hold in Australia, as the first Peoples of this Nation.

# Background

The NSW, Victorian and Australian governments have committed \$558 million to the Albury Wodonga Regional Hospital project, one of the largest regional health projects currently underway in NSW and Victoria.

The project will include a substantial new hospital building to be developed at the existing Albury Hospital campus. A key objective of the project is to consolidate acute services currently provided at the Wodonga Hospital campus and expand the range, complexity and capacity of services provided at the Albury Hospital campus.

Once complete, the Albury Wodonga Regional Hospital project will deliver improved patient safety, reduce the duplication of services and travel between the Wodonga Hospital and Albury Hospital sites, and increase the capability and responsiveness of the health service to provide the best possible care for people who live in the Albury, Wodonga and Border community.

The project was announced in October 2022 and Health Infrastructure appointed a project team in early 2023. As part of the early planning process, considerable time was taken to review previous site reports, undertake new site investigations and review all potential options to get the planning for the new hospital right. This process was guided by clinical and service planning work undertaken by Albury Wodonga Health and the Victorian Department of Health and considered all available options to meet the projected health care needs of the community over the coming decades.

Consultation has been undertaken during early planning, master plan and concept design phases for the redevelopment with staff and with community, as well as key stakeholders including Albury City Council, and NSW Government agencies.

#### **Purpose**

This Communications and Engagement Report, developed specifically for the construction and operation of the Northeast Building as part of the Albury Wodonga Regional Hospital project and outlines the engagement activities that have been undertaken during the planning and design phases for the Albury Wodonga Regional Hospital project Northeast Building. Health Infrastructure and our project partners, Victorian Infrastructure Delivery Authority and Albury Wodonga Health recognises the need for meaningful 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, and links the community, stakeholders and consumers at all levels of the health system to the project.

Engagement for the Albury Wodonga Regional Hospital project has helped the project team understand and identify potential issues and develop mitigation measures to address them.

# Scope of works

The Northeast Building is a proposed new two-storey building located adjacent to East Street on the Albury Hospital campus. The building will accommodate hospital services during the hospital redevelopment. The proposed activity comprises:

- Construction of a new two-storey building including Administration, Allied Health, Surgical Services, Cardiac Specialists and Pharmacy with link bridge to existing public entry level, adjacent existing surgical wards and operating theatres.
- Removal of hardstand of existing lower staff at-grade carpark
- Make good the interface and include pedestrian movement works and line marking.
- Minor landscaping and paving works to building edge and interface to assist with accessibility and wayfinding.
- Relocation of existing fire hydrant and some inground services diversions.
- Wayfinding and egress signage will be amended.
- Demolition of existing landscaping and pavement.
- Existing East Street vehicle entry and loading dock operation is maintained.
- · Adjustment as required for pedestrian and entry lighting.
- Relocation of two existing demountables.
- The relocation to the eastern side of ED will also include temporary ED car parking.

# Project milestones

The table below outlines indicative key milestones during the planning, design and delivery phases of the Northeast Building as part of the Albury Wodonga Regional Hospital project. This table will be updated as required and these details will be used to monitor project progress and indicate project milestones and opportunities.

Milestone	Indicative dates/month	Status	
Planning			
Project announcement	October 2022	Completed	
Clinical Services Plan approved	August 2023	Completed	
Master plan endorsed	September 2023	Completed	
Design			
Concept design endorsed	July 2024	Completed	
NEB Schematic design endorsed	February 2025	Completed	
Delivery			
Northeast Building tender release	January 2025	Completed	

Milestone	Indicative dates/month	Status
Northeast Building construction starts	Mid 2025	
Northeast Building construction completed	Mid 2026	
Commissioning	End 2026	
Go Live	End 2026	

# Engagement

# **Objectives**

Our communications and engagement objectives ensure the local community, consumers and key stakeholders are consulted, engaged and updated on project activities and any potential impacts. This will ensure that stakeholders are able to provide informed feedback as the project progresses.

This will be achieved by establishing a consistent approach to communication and engagement across the program, providing regular information on the development and delivery of the project to all project stakeholders and delivering targeted consultation with the local community and key stakeholders during project planning and design.

The communications and engagement objectives for this project include:

- Developing targeted, effective communications outputs for all key stakeholders and the community at all stages and milestones
- Keeping the local community and key stakeholders regularly informed of project progress Being transparent in all that we do
- · Listening to feedback, investigating suggestions and reporting back
- · Increasing stakeholder understanding of the project and its objectives
- Proactively and efficiently managing the flow of information, mitigating any risks and misinformation relating to the project. Reporting and evaluation will also consider these objectives.

#### **Engagement approach**

The communications and engagement approach for the Albury Wodonga Regional Hospital project focuses on early, proactive, transparent and consistent communication and engagement throughout all stages of the project. This will develop community and stakeholder understanding of the project and ensures opportunities for stakeholder and community input and feedback. It also provides the opportunity for the project team to identify and manage issues early and achieve better outcomes for the project, consumers and the community.

#### REF public exhibition

Health Infrastructure is required to comply with the notification and exhibition requirements under the State Environmental Planning Policy (Transport & Infrastructure) 2021. Health Infrastructure engages

with community and stakeholders, including seeking input and feedback on our projects, in accordance with HI's *Community Participation Plan* which is available on Health Infrastructure's website and HI must have regard to the Department of Planning, Housing and Infrastructure's *Stakeholder Community Participation Plan* (SCPP) (October 2024).

#### 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 and detailed design of the project. Meetings are led by the project's design team and attended by hospital and Albury Wodonga Health staff, including clinicians, service operators and management team who will work and operate in the new Northeast Building.

Project User Group members bring their operational and clinical experience to the design process and provide insight that informs how the hospital will look, and importantly how it will work. These Groups assist with configuring the layout of each area, working alongside the architectural team to develop and ensure best practice for health facility planning for the project. To date, there have been over 40 PUGs for the Clinical Services Building and Refurbishment areas, and 12 PUGS for the Northeast Building as it progressed from concept design to schematic design. The next phase of the project will build upon this engagement as user groups are consulted on the detailed design of each area.

#### External engagement

In addition to the Project User Groups and Working Groups, the project team actively engages with the Border communities and stakeholders to ensure we are building a facility that meets the needs of health consumers and is designed to make everyone feel safe, welcome and comfortable. These engagement activities are undertaken in alignment with the various design stages and key project milestones and are outlined in the table below.

#### Project Community Advisory Group

The Project Community Advisory Group (PCAG) was formed in September 2023 following a public Expressions of Interest. The PCAG has actively contributed throughout 2024 to ensure the hospital design creates a safe and welcoming environment for everyone. The PCAG met seven times throughout since inception to discuss and understand different aspects of the Albury Wodonga Regional Hospital Project. The PCAG was established to provide feedback on the planning and design of the new hospital from a patient, lived experience, and community perspective. The PCAG was made up of community representatives from across the Albury Wodonga Health catchment area and reflected the diversity and unique character of the border communities. The group provided input into areas such as landscaping, arts, the concept design, and they provided advice on engaging with the community.

In early 2025, there will be an Expressions of Interest to recruit the next PCAG members.

## **Engagement activities**

Engagement has been delivered through a variety of channels and mediums since the project announcement in October 2022. The key activities for each project stage and stakeholder group is summarised below as it relates to the Albury Wodonga Regional Hospital project.

The Northeast Building was identified as a permanent structure to support the project and future expansion zones as part of the development of the concept design in response to staff and community feedback. While early planning and master planning engagement for the project did not specify the Northeast Building, the long-term master plan did identify the Northeast Building footprint as a suitable location for a future health facility.

The table below shows all stakeholder and community consultation held to date on the project.

Stakeholder	Activity	Collateral	Date
Community Project information and consultation sessions	Early planning pop-ups held at Wodonga Plaza, Lavington Square, White Box Rise Shopping Centre, Westend Plaza and Myer Centerpoint. Sessions were supported with display boards and project materials	• 31 May 2023 (two sessions) • 31 May 2023 • 1 June 2023 (three sessions)	
		Master plan pop-ups held at Albury Hospital, Wodonga Hospital, Thurgoona Plaza, Holbrook IGA, Federation Council Community Expo, Beechworth, White Box Rise Shopping Centre, Rutherglen, Wodonga Square, West End Plaza. Sessions were supported with display boards and project materials.	18 October 2023 (two sessions) 19 October 2023 (three sessions) 20 October 2023 (four sessions) 21 October 2023 24 October 2023 (online)
		Concept design pop-ups held at Beechworth, West End Plaza, Corowa, White Box Rise Shopping Centre, Albury Wodonga Markets, Holbrook, Tallangatta, Albury Hospital and Wodonga Hospital. Sessions were supported with display boards and project materials	28 August 2024 (online) 29 August 2024 (online and two sessions) 30 August 2024 (two sessions) 31 August 2024 5 September 2024 6 September 2024
	Community pop-up	Thurgoona Wirlinga Community Action Group - community Information session	12 November 2024
	Briefing	Corowa LHAC and Community organisation executives	13 November 2024
	Project newsletter	Early planning project update  Master plan project update  Master plan consultation summary  Project update  Concept design project update  Concept design engagement summary  Project update	July 2023 October 2023 February 2024 May 2024 August 2024 November 2024 November 2024
	Media release	Project announcement	October 2022

Stakeholder	Activity	Collateral	Date
		Early planning release	23 May 2023
		Post consultation release	23 June 2023
		Ministers' visit release	6 September 2023
		Master plan release with images	16 October 2023
		Concept design release with images	21 August 2024
	Social media – Facebook posts Albury Wodonga Health	Thank you for participating in early planning post	24 April 2023
	пеаш	Connecting with Country post	8 September 2023
		Master plan release	16 October 2023
		Master plan community information sessions	18 October 2023
		Promoting master plan information sessions	21 October 2023
		Concept design release	23 August 2024
		General project promotion with Wodonga Services Entity Plan	27 August 2024
		Promoting concept design online information session for community	28 August 2024
	Survey	Master plan release	16 October 2023
		Concept design release	22 August 2024
	Door knock to residents on Keene Street Visited Businesses on Borella Road	November 2024 Project update Letter explaining project	13 November 2024
	Letterbox drop	Masterplan letter explaining project	
	·	Concept design letter outlining project including new Northeast Building	August 2024
	FAQs	Regularly updated as project milestones progress	Ongoing
	Project website	Website	Ongoing updates
Staff	Project email and phone line	Dedicated project email and phone line	Ongoing
	Staff forums	AWH Senior Medical Staff Council	18 October 2023
	All staff webinars	Master plan presentation	October 2023, 9 November 2023, 21 November 2023 (online session)
		Pre concept design presentation	3 July 2024
		Concept design update	7 August 2024
			21 August 2024

Stakeholder	Activity	Collateral	Date
		Concept design release project specific webinar presentation	
	Staff newsletter	Regular project updates provided in AWH internal newsletters	ongoing
	Project information and consultation sessions		
AWH Volunteers	Volunteer meeting	Brieifing and presentation	24 May 2024
Connecting with Country	Walk on Country	Walk on Country	21 June 2023
Country	Design jam - Youth	Workshop	8 November 2023
	Albury & District Local Aboriginal Land Council	Workshop facilitated by Yerrabingin	5 June 2024, 24 September 2024
	Woomera Aboriginal Corporation		
	Indigeekare services		
	Mungabareena Aboriginal Corporation		
	AWAHS		
	TVN On-Country Pty Ltd		
	Wiradjuri Elders Group		
	Yulatji Consulting		
	Dyiraamalang Wiradjuri Elders Group		
	Duduroa Dhargal Aboriginal Corporation		
	Victorian Aboriginal Child Care Agency		
	Albury & District Local Aboriginal Land Council		
	Southern West Yiradyuri Clans, Land, Water and Sky Country Aboriginal Corporation		
	Yalmambirra		
Project Community Advisory Group (PCAG)	Briefings and workshops	Briefings and interactive design workshops	24 November 2023, 29 February 2024, 6 June 2024, 13 August 2024,
Stakeholders and Agencies	Albury City Council	Briefing	12 July 2023, 8 September 2023, 16 October 2023, 26 October 2023, 21 March 2024, 4 June 2024, 12 June 2024, 22 August 2024, 30 October 2024, 8 November 2024

Stakeholder	Activity	Collateral	Date
	Albury City Councillors	Briefing	26 June 2024
	Wodonga Council	Briefing	8 September 2023, 16 October 2023, 26 October 2023, 22 August 2024
	Wodonga Councillors	Briefing	8 July 2024
	Indigo Council	Briefing	8 September 2023, 26 October 2023
	Corowa Council	Briefing	8 September 2023, 26 October 2023
	Federation Council	Briefing	8 September 2023, 26 October 2023
	Greater Hume Shire Council	Briefing	26 October 2023
	Towong Council	Briefing	26 October 2023
	Murrumbidgee Council	Briefing	26 October 2023
	Berrigan Shire Council	Briefing	26 October 2023
	Snowy Valleys Council	Briefing	26 October 2023
	Lockhart Shire Council	Briefing	26 October 2023
	Edward River Council	Briefing	26 October 2023
	Murray River Council,	Briefing	26 October 2023
	Moira Shire Council	Briefing	26 October 2023
	Rural City of Wangaratta	Briefing	26 October 2023
	Benalla Rural City Council	Briefing	26 October 2023
	Mansfield Shire Council	Briefing	26 October 2023
	Alpine Shire Council	Briefing	26 October 2023
	Victorian Department of Transport	Briefing	13 September 2023
	Albury Airport Redevelopment	Briefing	12 July 2023
	Transport for NSW	Briefing	12 July 2023, 10 August 2023, 19 December 2023, 22 August 2024, 8 November 2024

Stakeholder	Activity	Collateral	Date
	Riverina and Murray Joint Organisation (RAMJO)	Briefing	11 August 2023
	NSW and Victoria Cross Border Commissioners	Briefing	26 August 2023
	Fight Cancer Foundation Limited	Briefing	16 October 2023, 14 November 2023
	Hilltop Accommodation	Briefing	16 October 2023, 14 November 2023, 7 February 2024, 26 August 2024
	Border Medical Association	Briefing	17 October 2023, 26 October 2023, 22 August 2024
	Better Border Health	Briefing	26 October 2023, 22 August 2024
	Corowa Local Health Advisory Committee	Briefing	25 October 2023
	Breastscreen	Briefing	21 November 2023
	University of NSW Rural School of Clinical Medicine	Briefing	25 March 2024, 27 August 2024
	Albury and District Local Aboriginal Council	Briefing	1 May 2024
	Southern West Yiradyuri Clans, Land, Water and Sky Country		
	Yalmambirra		
	Albury Wodonga Health Aboriginal Liaison Officers		
	Master plan release information pack sent to 17 Councils in catchment area	Emailed information pack	16 October 2023

# Consultation response

#### Early planning

During the early planning phase, information sessions were held in April, May and June 2023 for staff, stakeholders and the community to learn more about engagement opportunities during the lifecycle of the project and also an opportunity for the project team to better understand community's interest and concerns. Almost 1,000 staff, volunteers, patients, community members, local councils and health agencies participated in various consultation activities and information sessions during this period. Key issues raised included parking, public transport and access to the hospital, the hospital's design and

location within the Albury campus, and employment and training opportunities.

#### Master plan release

Consultation on the Albury Wodonga Regional Hospital project master plan was held from 16 October 2023 to 24 November 2023. The community were encouraged to attend in-person and/or online information sessions and participate in a survey. Over 350 stakeholders attending project briefings and over 780 staff and community members joined in-person and online community pop-ups. The project team also received 269 completed surveys which asked for general feedback about the project and areas of interest and how they would best like to be informed. The public release include a project update newsletter, masterplan design images, master plan briefing pack and Project FAQs made available on HI's website and distributed to subscribers and stakeholders via email.

Master plan consultation invited feedback on a range of matters relating to the project planning and design, including the location of the new Clinical Services Building and additional parking on the Albury Campus. It also showed the location of future expansion zones which identified the footprint of the Northeast Building as a location for a potential facility.

Key issues raised included the capacity of the clinical services and future hospital operations, patient, visitor and community experience, public transport and car parking, design of clinical and non clinical spaces and training, research, education and future employment opportunities. A Master plan consultation summary report was released to the public and available in the Appendix.

#### Concept design release

The concept design consultation was open for four weeks from 21 August 2024, encouraging the community to view the latest designs on the project website, attend in-person or online information sessions and participate in a survey. The public release included the following project documentation: Project update newsletter, Concept design images, Project concept design report and Project FAQs

Over 760 staff and community members attended online and in person pop up sessions. Briefings were held with 11 stakeholder groups including councils and community interest groups. The project team also received 152 completed surveys which asked for design feedback about the arrival experience, look and feel of the building and how the design could make the hospital more welcoming for all and a great pale to work. The public release included the project update newsletter, concept design images, concept design report and project FAQs made available on HI's website and distributed to subscribers and stakeholders via email.

Master plan consultation invited feedback on a range of matters relating to the project planning and design, including the location of the new Clinical Services Building and additional parking on the Albury Campus. It also showed the location of future expansion zones which identified the footprint of the Northeast Building as a location for a potential facility.

Overall, the engagement period reflected optimism about the project's potential benefits, balanced with the recognition of the high interest in more information around service delivery, staff recruitment and parking.

The concept design release provided staff, stakeholders, and the broader community with an opportunity to share their views on the project and raise any concerns. Key issues raised included the capacity of the clinical services and future hospital operations, patient , visitor and community experience, public transport and car parking, design of clinical and non clinical spaces, construction impacts, location and design of the mental health unit, helipad and future employment opportunities. A concept design consultation summary report was released to the public and available in the Appendix.

## Key project response and outcomes

The Albury Wodonga Regional Hospital project team has taken a proactive approach to identifying potential and emerging issues, implementing mitigation measures outlined in the table below. Through strategic and early engagement, the team has responded effectively, ensuring outcomes that align with the needs of the project, community, and stakeholders.

**Project Response** 

The Northeast Building is a direct result of this collaborative feedback.

#### Construction work will disrupt Review options for relocation Use the site allocated within patients and hospital of services during Master planning on the operations construction and after Northeast side of Albury Hospital campus. Direct access from the Needs more natural light and Review accessibility of greenspace throughout the outdoor space and provision Garden Oasis Café and staff new building of natural light entrance through a courtyard to the Northeast Building. Car parking Review options for on The overall project will deliver campus and on-street car improved car parking options parking.

- Community and staff concerns regarding budget allocation and service improvements.
- Future expansion requirements.

Key issue

- Prioritised relocation options that deliver the best value for money.
- Design with flexibility to accommodate evolving needs.

improved car parking options for patients, staff and visitors, as well as pedestrian and traffic access. Public parking affected will be redistributed across the site in direct response to loss of parking from the Northeast Building.

Outcome

- The Northeast Building was upgraded from a temporary to a permanent structure, ensuring cost efficiency and allowing for future expansion.
- The two-storey Northeast
  Building will support a range
  of health services currently
  located in the Allied Health
  building that will be
  temporarily relocated to
  enable the future
  construction of the new multistorey Clinical Services
  Building. The Northeast
  Building is also being built

with the flexibility to provide opportunities for future service expansion with a link bridge to existing public entry level, adjacent existing surgical wards and operating theatres.

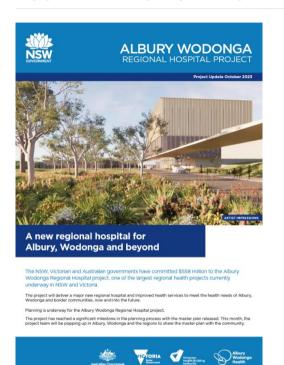
### Next steps

This Communication and Engagement Report demonstrates how planned and transparent communication and engagement activity has met the consultation requirements. It demonstrates how these consultations have led to changed outcomes for the project design and construction of the Northeast Building.

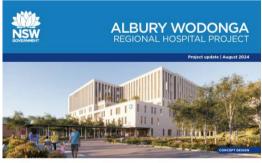
The Albury Wodonga Regional Hospital project and plans for the construction of the Northeast Building will consider and respond to any issues raised with this REF submission and continue to engage with the community, health service staff and relevant agencies as the project progresses. The project will continue to update project webpages and produce regular content to keep all stakeholders informed and engaged throughout the lifecycle of the project. A Communications and Engagement Plan has been developed and is regularly updated to guide the project's proactive engagement approach during the planning, design, construction and operational commissioning of the project

# **Appendices**

# Appendix A project updates



Master plan project update - October 2023



#### First look at the Concept Design of the new Albury Wodonga Regional Hospital

The NSW, Victorian and Australian governments have committed \$558 million to the Albury Wodonga Regional Hospital project, one of the largest regional health projects currently underway in NSW and Victoria.

a first look at the state-of-the-art health Albury Campus.

- consolidate complex care hospital services on the
   Album Campur
- Albury Campus

  improve safety for patients
- reduce the duplication of services
- and Albury Campuses
- allied health and support staff
- health services already on site and the additional Clinical Services Building

retain existing high value health assets, including the recently completed Emergency Department expansi

- enable further growth in sub-acute, day surgical and ambulatory care at Wodonga Hospital Campus by relocating existing inpatient maternity, birthing, neonatal care and day medical services to
- deliver a mix of new and refurbished facilities.

The concept design will show the size and scale of the new hospital, as well as the relationships between the clinical functions, services,







#### <u>Concept design project update – August</u> <u>2024</u>

# Appendix B - Consultation boards



Master plan consultation boards with Northeast Building





Masterplan consultation boards – site plan with Northeast Building

ONG-TERM MASTER PLAN











**Albury Wodonga** Regional Hospital project



Concept design consultation board site plan showing Northeast Building



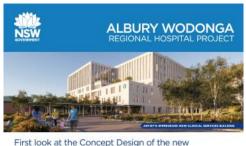






**Albury Wodonga** Regional Hospital project

# Appendix C – Advertising



# First look at the Concept Design of the new Albury Wodonga Regional Hospital



















Concept design double page advertising in Border Mail and Corowa Free Press

# Appendix D – Letter to neighbours





21 August 2024

Dear Neighbour,

We're excited to announce the Concept Design for the new Albury Wodonga Regional Hospital project has been released, providing a first look at the state-of-the-art health facilities.

The Concept Design shows three new buildings on the Albury Hospital Campus:

- A seven-storey Clinical Services Building
- Two-storey Northeast Building
- The multi-storey carpark.

The Albury Hospital campus will consolidate complex care on one site, which will improve safety for patients, reducing the duplication of services and the need for urgent travel between the Wodonga and Albury campuses

It will pave the way for a future transformation of the Wodonga Hospital Campus to a nonemergency care hub whilst supporting the border community now and into the future with these major improvements and upgrades.

When the Albury Wodonga Regional Hospital project is complete, the Wodonga Hospital Campus will offer a range of non-emergency services to the region, including day procedures, dialysis, subsoutce care such as rehabilitation, treatment for patients with chronic medical conditions, outpatient appointments and consultations, and allied health including physiotherapy and social work. The design responds to feedback highlighting the need for a hospital that meets the needs of a growing population, provides contemporary models of care, improves

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access around the Albury Campus and provides connection to the outdoors for the wellbeing of patients, staff and visitors.

As we progress with the design for the new hospital, we now want to know how to improve the hospital experience for visitors and patients outside and inside the facility.

We encourage you to view the latest designs on the project website, then complete the online survey or attend a community information session either online or in person.

If you have any further questions, you can contact the project team:

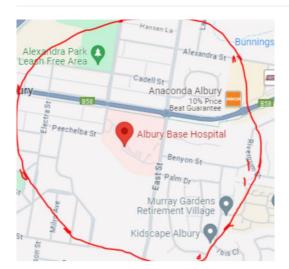
T: (02) 9978 5444 E: HI-Albury@health.nsw.gov.au M: hinfra.health.nsw.gov.au/awrh

Yours sincerely,

Albury Wodonga Regional Hospital project team

Concept design letter to neighbours including Northeast Building

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#### Neighbour letterbox drop – 500m radius

#### **Health Infrastructure**

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