

HEALTH INFRASTRUCTURE

Finley Health Service Redevelopment

REF Application Engagement Report

12/02/2024



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At the Walk on Country held in November 2022, Aunty Trish welcomed all with a eucalyptus leaf. We were asked to take care of, and return our leaf, when leaving country as a symbol of respect for Yorta Yorta country.

Background

The NSW Government has committed \$25 million to redevelop the Finley Health Service. The Health Service Redevelopment will deliver a patient-focused health service improving healthcare delivery and enhancing the overall patient experience now and into the future.

The project delivers a mix of new and refurbished areas at the Finley Health Service campus and includes:

- an expanded and reconfigured reception area;
- new inpatient rooms;
- relocation of the medical imaging unit and new ultrasound service;
- improvements to the Emergency Department and triage room;
- improvements to staff facilities; and
- essential service upgrades including IT for a better connected health service.

Consultation occurred during the planning and concept design phases for the redevelopment with staff and the Finley community, including the local Aboriginal community, General Practitioners, Berrigan Shire Council and Finley Local Health Advisory Committee. Additional engagement is planned for the schematic design and will continue throughout the design phase to ensure the voices of the community are documented.



Purpose

This Engagement Report, developed specifically for the Finley Health Service Redevelopment, outlines the engagement activity that has been undertaken during planning and design phases. The Finley Health Service Redevelopment 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, as well as links the community, stakeholders and consumers at all levels of the health system to the project.

The Finley Health Service Redevelopment engagement has helped the project team understand and identify potential issues and where possible to develop mitigation measures to address them.

Project milestones

Date / Timeframe	Activity / Milestone
November 2021	\$25 million funding announced
October 2022	Lead design team appointed
October 2022	Staff and community information sessions
October 2022	Project website launched
November 2022	Walk on Country with local Aboriginal Elders
April/May 2023	Stakeholder information sessions
November 2023	Concept design release and engagement
March 2024	Schematic design release and engagement
March 2024	Main works REF notification
Q4 2024	Early works tender award
Q4 2024	Early works neighbourhood notification
TBC 2024	Early works commence on site
TBC 2025	Main works underway
TBC 2026	Main works complete
2026	Upgraded Finley Health Service operational

Engagement

Objectives

The communications and engagement objectives ensure the local community, key stakeholders and consumers are consulted, engaged and informed of the project's deliverables and able to provide feedback as the project progresses.

The desired communications and engagement objectives for the Finley Health Service Redevelopment include:

- to ensure that engagement activities have been strategically planned to provide the best opportunities to inform, consult and/or involve,
- to develop targeted, effective communications outputs for all key stakeholders and the community at all stages and milestones,
- to be transparent in all that we do,
- to encourage participation from communities and key stakeholders such as Berrigan Council and local Aboriginal and community groups,
- to ensure that project information is distributed in an effective and timely manner, and
- to provide clear information about project milestones and opportunities for feedback.

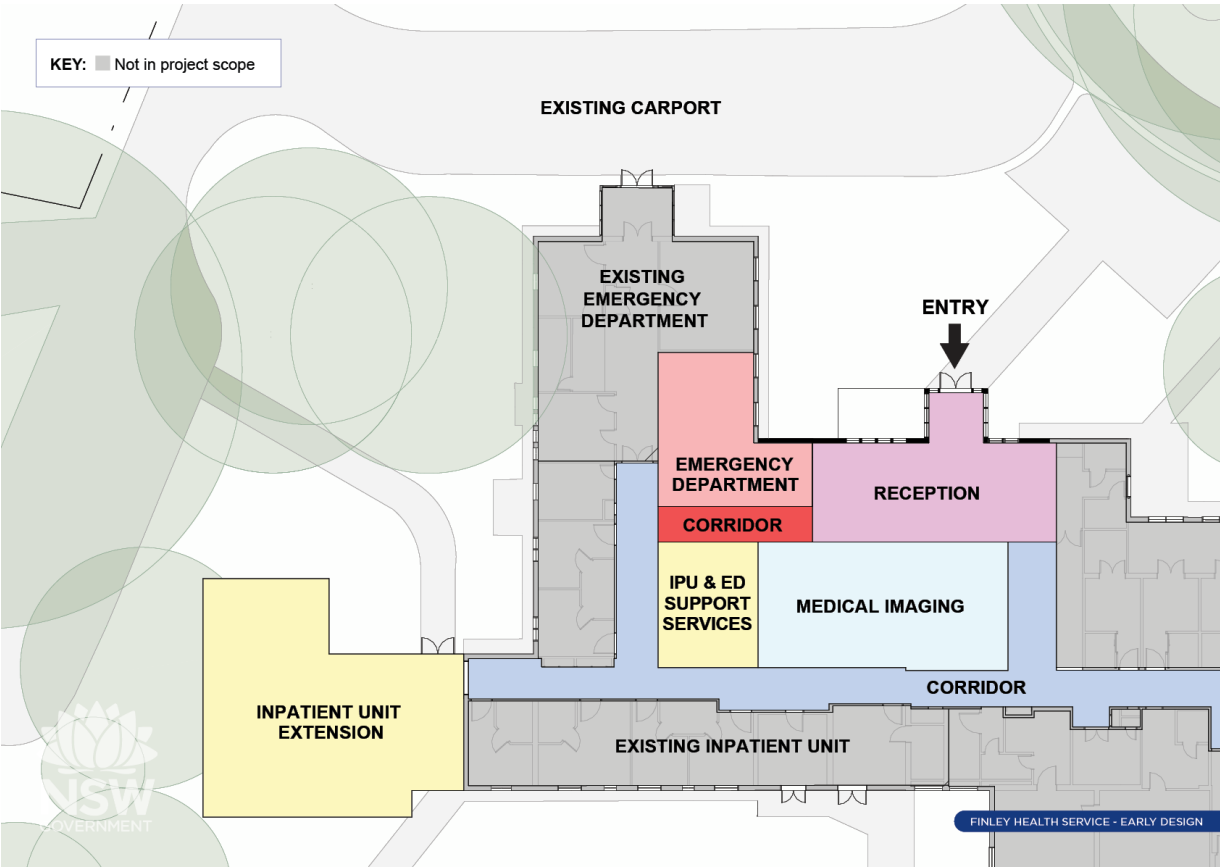
Stakeholders

Internal Stakeholders refer to clinical and non-clinical health services staff as well as Murrumbidgee Local Health District, and other NSW health entities such as the Ministry of Health.

External Stakeholders refer to Community members, patients and visitors, neighbouring businesses and residents, general practitioners, private practices, local Council, health advisory and support groups, community organisations.

Engagement Approach

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



Early Design released November 2023

Engagement undertaken

This section outlines how the Finley Health Service Redevelopment project is strategically and proactively engaging the community and key stakeholders including staff, neighbours, Berrigan Council, Local MP, key community groups and surrounding communities – from planning and design through to construction. The below information is extracted from our engagement tracker which records all internal and external stakeholder engagement activities.

Internal stakeholder engagement

At the core of the planning and design process are project user groups (PUGs) and working groups which were established and held to inform the functional design brief, project vision, concept and schematic design. Further meetings to finalise the detailed design of the project are scheduled in March 2024. Meetings are led by the lead design team (Health Infrastructure, project managers and project architects) and joined by subject matter experts when required.

Internal Engagement Tracker

Date	Stakeholder	No. reached	Activity	Purpose	Key findings/ feedback	Project Response/ Design changes
October 2022	All Staff	10	Meeting	Introductory project briefing	Budget. Health Services Plan and visibility to redevelopment.	LHD responded to Health Services Plan (HSP). HI responded to budget.
March 2023	All staff	25	Communication	Information	Staff Update	
May 2023	Staff, VMOs	30	Project User Groups	Functional Briefing (2 rounds)	Functional Briefs developed including Service scope, functional requirements, operational policies, design requirements, Schedule of Accommodation.	Input to concept design.
May 2023	Executive User Groups	10	Meeting	Master Plan Workshop	Review and develop master plan options. Master plan options shortlisted for further investigation.	Progress development of shortlisted master plan options.
June 2023	Executive User Groups	10	Meeting	Master Plan Workshop	Evaluate shortlisted master plan options and select the preferred option.	Progress preferred master plan to Concept Design.
June 2023	All staff	25	Communication	Information	Staff Update	

Date	Stakeholder	No. reached	Activity	Purpose	Key findings/ feedback	Project Response/ Design changes
June/Sept 2023	Executive User Groups	10	Meeting	Concept Design Workshop	Review and develop concept designs. Best concept design options identified for further development.	Progress development of best concept design options.
Sept 2023	ICT Working Group	3	Meeting	ICT Concept Design	Development of ICT strategy for concept design.	Progress development of concept design option.
Sept 2023	Staff	4	Meeting	Assets and Engineering Working Group	Development of engineering services strategy for concept design.	Progress development of concept design.
Sept 2023	Executive User Groups	10	Meeting	Concept Design Workshop	Review and select preferred concept designs.	Confirm preferred concept design to proceed to schematic design.
Oct/Nov 2023	Staff	30	Meetings	Schematic Design PUGs (3 rounds)	Suggested adjustments to draft departmental layouts to improve flows, internal adjacencies, functionality.	Update of schematic design to reflect participant feedback. Finalisation of Schematic Design layouts for MLHD sign off.
November 2023	All Staff	12	Consultation	Staff Update Concept Design	Location, size and number of new inpatient rooms. Sufficiency of \$25 million. Alignment of redevelopment with HSP. Non clinical services not in scope. Construction impacts and staging plans to maintaining services. Pharmacy storage.	Bed numbers provided as per HSP. \$25million project funding is allocated to ensure the best return on value and HSP. New rooms sizes adhere to AuSHFG. Construction will be staged and any changes communicated in advance. Pharmacy storage to be resolved through FFE.

External engagement

The project team actively engages with the various external stakeholders within Finley and surrounding community to ensure we are redeveloping a facility that meets their health needs and is designed to make everyone feel safe, welcome, and comfortable. These engagement activities are done in alignment with the various design stages. Below is the list of external engagement activities.

Engagement Tracker

Date	Stakeholder	No. reached	Activity	Purpose	Key findings/ feedback	Project Response/ Design changes
June 2022	All		Communication	Information	Release Project Update Launch project website	Inform stakeholders
October 2022	Local Government	10	Meeting	Introductory project briefing	Berrigan Council to be kept informed of the project planning. Council advocated community wish for a CT and concern about drop in bed number.	Regular updates to be provided. MLHD responded to HSP.
October 2022	All		Communication	Information	Release Project Update Update project website Update social media Media Release	Inform stakeholders
October 2022	Local Health Advisory Committee	6	Meeting	Introductory project briefing	Project timeframe. Content of HSP and visibility of redevelopment to HSP.	Confirm intention to meet regularly. LHD responded to HSP and noted feedback.
November 2022	Community	20	Consultation	Introductory project information session	Concern about adequacy of project budget. CT should be included in the Health Services Plan. Staff accommodation in town is currently insufficient. Staffing is a challenge.	LHD responded to the HSP and operational questions. The planning process will determine affordable scope. More consultation to be held with opportunities for feedback.
November 2022	GP/VMOs	2	Briefing	Introductory project briefing	How many consult rooms will be provided. Request easy access between Hospital and relocated GP Clinic.	Improved access and number of consult rooms to be determined through planning and design process. The project team will continue to consult with GPs.
November 2022	Aboriginal Community	4	Meeting	Walk on Country	Community provided information about significant local places, language, culture, history.	Architect and landscape architect included all information in the Connecting with Country strategy for consideration in design response.

Date	Stakeholder	No. reached	Activity	Purpose	Key findings/ feedback	Project Response/ Design changes
February 2023	Representatives from stakeholder organisations	12	Consultation	Vision Workshop	Provided input into project vision and objectives.	Health planners incorporated stakeholder feedback into project vision and objectives.
April 2023	Local Government	12	Briefing	Project update	Sufficiency of funding. Project continuity given change in government. Staffing is an ongoing challenge. Potential reuse of area vacated by GPs for external providers.	The planning process will determine affordable scope. Project is funded and continuing. More consultation to be held with opportunities for feedback. LHD responded to staffing and reuse of existing space.
April 2023	GP/VMOs	4	Briefing	Project update	Concern about project funding. Visibility to the HSP. Reuse of existing building or a new building. Access from Hospital to GP Clinic	LHD responded to HSP, consultation to continue throughout planning and design with more opportunities for feedback. Architect to address improved access between Hospital and new GP Clinic in plan.
April 2023	All		Communication	Information	Release Project Update Update project website Update social media	Inform stakeholders
May 2023	Local Health Advisory Committee	6	Briefing	Project update	Questions about project continuity following change in government. Staffing numbers. Endorsement of HSP and services included	LHD responded to HSP and operational questions. More opportunities for feedback in coming months. Project is funded and continuing.
August 2023	Local Health Advisory Committee	8	Briefing	Project update	Project scope.	More consultation to be held with opportunities for feedback when scope and design is released.

Date	Stakeholder	No. reached	Activity	Purpose	Key findings/ feedback	Project Response/ Design changes
November 2023	Finley community	20	Consultation	Concept Design	Mixed reaction to design and scope. Expectation was more services. Concern about \$25 million cost and allocation. Request for hydrotherapy pool, post-op rehabilitation centre, quiet mental health assessment room in ED. Want a rehabilitation service for people post-surgery. Beds for palliative care.	Hydro pools are not routinely built as part of redevelopments. MLHD to address services and explore rehabilitation service model of care. \$25 million project funding is allocated to ensure the best return on value and CSP. Construction costs have escalated. ED reconfiguration will include room for mental health assessment. Inpatient rooms will be used flexibly for medical, palliative care.
November 2023	All		Communication	Information	Media Release Project Update Project website Social media	Inform stakeholders
November 2023	Local Health Advisory Committee	8	Consultation	Concept Design	The design and scope does not meet expectations. Concern about \$25 million cost and perception of a limited outcome. Request for post-op rehabilitation service, quiet mental health assessment room in ED. Noted drop in bed numbers in HSP. Concern about how the plan aligns with CSP. Changes to ED following renovations in 2019. Palliative care rooms.	LHD responded to questions about HSP. LHD is exploring the models of care around rehab services. \$25 million project funding is allocated to ensure the best return on value and CSP. Construction costs have escalated. ED reconfiguration will include room for mental health assessment and create a direct connection between reception and ED. Rooms will be used flexibly for medical, palliative care needs.
December 2023	Berrigan Council	12	Consultation	Concept Design	The design and scope does not meet expectations. Concern about \$25 million cost, plan presented and budget breakdown. Concern about how the services aligns with HSP. Changes to ED following renovations in 2019. Community will lobby for more funding.	LHD responded to questions about services and HSP. \$25million project funding is allocated to ensure the best return on value and HSP. Construction costs have escalated. ED reconfiguration will include room for mental health assessment and create a direct connection between reception and ED.

Date	Stakeholder	No. reached	Activity	Purpose	Key findings/ feedback	Project Response/ Design changes
January 2024	Aboriginal community	4	Consultation	Connecting with Country	Very happy with design concepts presented for building and landscaping and integration of Country. Suggestions for local nurseries, plants and contacts for language approval.	Architect and landscape architect include additional information in the design response and the Connecting with Country strategy.



Project Launch information session



Connecting with Country



Community concept design consultation



Vision Workshop



Health Minister Ryan Park meets with community and staff



Project User Group

Next steps

This 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.

The Finley Health Service Redevelopment project 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 during future stages of the planning, development, and approvals process. The REF notification will be issued in March 2024.

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.

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