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Change management:

What to expect

The new Prince of Wales Hospital (POWH) Acute Services Building (ASB) in 2022 will provide state-of-the art infrastructure that will greatly enhance delivery of compassionate and quality health care to our patients and their families, and provide staff with access to purpose-designed and built healthcare spaces that support contemporary clinical practice.

As well as improving the environment in which care is provided and staff are working, the relocation to the ASB will represent a transformational change to health care delivery on the Randwick Campus. It will impact directly on:

- PEOPLE, including patients, carers, community members and our staff. The new ASB will involve changes to staffing models and rostering as well as how staff receive training to prepare to work with new infrastructure and technology.
- PROCESSES, for example service models and models of care, new ways of working, our policies, procedures and workflows, logistics and deliveries of good and services.

- TECHNOLOGY, such as mobile devices, communication, telephony, new medical equipment, e.g. the introduction of automated medication dispensers within the ASB.
- CULTURE, for example the formation of new teams around new ward structures, creation of 'pods' within departments, strengthened relationships between services as well as how we work between the current campus and the ASB, and work more closely with campus partners across the health and education precinct.

After two years of design and planning, construction of the ASB will commence later this year. To fully realise the opportunities for change, significant organisation, planning and preparation will be required over the next three years to ensure that we are prepared for "go live" in 2022.

POWH Senior Managers and multidisciplinary clinical and clinical support teams have to start to think about each of these key dimensions of change – People, Processes, Technology and Culture – and the issues that are specific to individual wards, teams and departments.

Ask your manager about how you can prepare and stay tuned for updates on the change and commissioning program.



Aboriginal community involvement on site

In February, local Aboriginal Elders from the La Perouse Community attended a morning tea hosted by the Randwick Campus Redevelopment team. It was a chance to start discussions about how local Aboriginal culture can be represented in the design of the new Acute Services Building.

The team are working closely with the La Perouse Local Aboriginal Land Council and extended La Perouse community to develop a number of initiatives across project planning and construction.

The project team is exploring ways to expand on two key commitments:

- to ensure the La Perouse Aboriginal community's ongoing and continued connection to country is represented throughout the new hospital, and
- to adopt employment strategies that build career pathways for Aboriginal people and empower them to stay within their local community.

Aboriginal Elders from the La Perouse Community



Eric McEwan, an Indigenous worker on the Redevelopment site

The Randwick Campus Redevelopment has been successful in the following areas, with more opportunities arising as planning and construction progresses.

- Procurement of indigenous businesses for supply of mobile cranes, rigging services, site security, labour hire, cleaning services, first aid equipment, waste management, office supplies, office artwork and fire protection.
- 28 Indigenous workers inducted to site
- Ongoing support to site contractors to increase Indigenous participation in their own workforce and supply chain and to support formation of business to business relationships for new organisations.



Planning for improved walking and cycling at Randwick

As part of the Randwick Campus Redevelopment a new 'end-of-trip' facility will be designed and delivered on campus. Offering secure bike parking, change rooms and lockers, the facility will help provide more options for staff who walk and ride their bike to work. At least 50 new bike racks for staff and 20 new bike racks for visitors to the campus will be provided.

On Tuesday 26 February 2019, Sustainability Officers from South Eastern Sydney Local Health District and Sydney Children's Hospitals Network joined members of the Randwick Campus Redevelopment team to take a tour of two exemplar walking and cycling end-of-trip facilities in the city.

The group visited the City of Sydney and Transport for NSW officers to inspect their end-of-trip facilities and to hear from staff members who use them.



Visiting City of Sydney end-of-trip facilities



Visiting Transport for NSW end-of-trip facilities

The Randwick end-of-trip facility will be delivered as part of the Randwick Hospitals Campus Green Travel Plan. The Green Travel Plan aims to:

- Achieve an 8% reduction in staff drivers to the campus by 2022;
- Maintain the high proportion of local staff who walk to work;
- Grow the number of staff who use public transport, cycling and carpooling to get to work.

A Project User Group (PUG) will provide input into the design and planning of the End-of-Trip Facility, as well as provide advice to the Project Team and a newly formed Transport and Access Working Group. The Transport and Access Working Group will consider a wide range of transport and access issues including a review of car-parking and fleet management.

To find out more, provide feedback or express an interest in being involved in the End-of-Trip PUG, email

randwickcampusredevelopment@health.nsw.gov.au

Information Pop Ups – an opportunity for staff, patients and the community to learn about the Redevelopment

In February 2019, members from the Randwick Campus Redevelopment team including department and consumer representatives hosted community information pop up stands for staff, patients and visitors at Prince of Wales Hospital, Royal Hospital for Women and Sydney Children's Hospital, Randwick.

Over three mornings the team interacted with almost 300 staff and community, with the vast majority expressing their interest and excitement in the project.

The team spoke with the community, patients and staff responding to a variety of questions across topics including transport and precinct master planning, and the integration of researchers and educators alongside clinicians. The stand included virtual reality headset with two panoramas of the project – one inside the foyer of the new building and one from Botany Street looking at the building.

The Randwick Campus Redevelopment will continue to share a monthly newsletter, regular website updates and hold information pop ups to build awareness, answer your questions and receive your feedback about the redevelopment.



Support

- Members of the public were positive about the project and complimentary of the staff and health services on campus
- The High Street entrance held the highest number of interactions with passers-by, a mix of staff from Prince of Wales Hospital, Sydney Children's Hospital, Randwick, UNSW Sydney, patients and visitors
- Staff were more interested in the recently announced Health Translation Hub and members of the public and patients about the new hospital building
- Many people noted the importance of transport and access improvements for the precinct
- Interest in the long term planning underway for all the organisations on the health campus

Information Pop Ups – What we heard

Comments:

- *"Progress on site has been interesting to watch, demolition has progressed rapidly"*
- *"The [inpatient bed] rooms appear to be much brighter with good access to light for patients, not dark and dingy which is good"*
- *"I work in ICT industry and my child is at Sydney Children's – it is great to see investment in the campus"*
- *"Many staff can't afford to live nearby so access to work is always a big issue"*
- *"The campus will be very spread out and large, I hope it gets easier to find your way around"*
- *"Staff are interested in areas where they can chill out or take a break"*
- *"I've heard there are going to be improvements for people who walk and ride to work like more bike racks and lockers – I cycle to work and can't wait!"*
- *"Staff and specialists provide great treatment here"*
- *"Wow, it looks fantastic!"*
- *"The new building is going to be great! Will there be more car parking? I live to the west, sometimes I carpool but I have early shifts and kids and it's hard to get public transport"*
- *"Great to see outdoor spaces being planned for"*
- *"I'd like to know more about master planning and how the pieces come together – what about the old buildings on campus? What about campus backup power and medical gases?"*
- *"Thanks for the information – it's great to see you here talking with people!"*
- *"What does the 'translation' in Health Translation Hub mean? Or where does it come from? Does it just mean research?"*

Queries

- Staff were interested in learning more about the Health Translation Hub
- People were curious about what would happen with the old wards and buildings when the new Acute Services Building opens
- Patients and staff are interested in navigating around the campus when the new building opens

Artist's impression



Artist's impression



Construction site aerial view



MEET THE TEAM: Lizzie Kookarkin, Communication and Engagement Officer

Give a quick run-down of your role in the Randwick Campus Redevelopment Team.

I am responsible for the development and implementation of key elements of stakeholder communications and engagement for the Randwick Campus, predominately focusing on the internal stakeholders for the SESLHD.

What is the best part about working on the redevelopment?

The best part about working with the RCR is working with such a variety of people and seeing their contribution to the hospital. It is very exciting to be involved in a development that will have such a great impact on community beyond the hospital walls.

What's happening when you're not at work?

I have a passion for fashion so when I am not at work I love searching through op-shops and one of a kind boutiques to find unique fashion pieces.

