

YEAR IN REVIEW

Randwick Campus Redevelopment Integrated Acute Services Building Consumer and Community Advisory Committee

THE RANDWICK CAMPUS REDEVELOPMENT INTEGRATED ACUTE SERVICES BUILDING CONSUMER AND COMMUNITY PARTICIPATION VISION

To obtain input from consumers and the community in determining the needs, concerns and priorities on all relevant issues such as the physical nature of facilities, service provision, training and education, patient information and accessibility as they relate to the Redevelopment. The vision endeavours to uphold a patient-centred approach to health care throughout the course of the project.

Document Administration

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1.0 Message from Deb Verran, Consumer and Community Advisory Committee Chair

Coming in as the new Chair of the Randwick Campus Redevelopment Integrated Acute Services Building (ASB) Consumer and Community Advisory Committee (CCAC) early in 2020, I believed that there was much for the consumer representatives to look forward to with the Redevelopment transitioning from the detailed design phase through to change management and commissioning. There would be multiple opportunities for ongoing consumer engagement on various key aspects of the redevelopment via a range of avenues. Plus, there was also going to be the opportunity to extend our reach further into the community via our new community advocacy campaign.

However due to the challenges of the of the COVID-19 pandemic, the CCAC needed to adopt new work processes. For the consumers this involved embracing the virtual meeting format including overcoming barriers with the technology. This also led to face to face events being paused along with the community advocacy campaign. Despite all of these challenges, we have strived to ensure that our opinions were heard as we endeavoured to continue working with all of the redevelopment stakeholders through the ongoing social distancing measures.

Looking forward into 2021 there is much for the CCAC to continue to be involved in as mentioned throughout this report.

On behalf of the CCAC, I would like to thank everyone for their assistance and input this last year including all of the people in the redevelopment stakeholder groups. It was only via everyone remaining committed and passionate about the matters at hand that we achieved as much as we did. I fervently hope that the Consumers can continue on in 2021 where they left off in 2020 by building on what has already been achieved to date. There is much to be optimistic about.

2.0 Message from Jennie Barry, General Manager, Prince of Wales Hospital

2020 was a year like no other. It started with the hope of a new decade and a look to the future that quickly shifted to a shared experience of tackling a challenging global pandemic. Both healthcare and construction was pushed in ways that were not anticipated. And, despite the challenges of the pandemic, our CCAC have continued to actively support the Randwick Campus Redevelopment.

Healthcare workers, consumers and volunteers were all called to do what had to be done for the greater good of the community. It called on us defining what we needed to do in the now and a recognition that we had to define a clear and shared path to the future. Those challenges and opportunities had us create a year as a community that while separated by distance and space, brought us ever closer together. The Randwick Campus Redevelopment Integrated ASB CCAC rapidly reconfigured how they would come together to continue their dedicated work for the Integrated ASB.

While consumer engagement has been different during COVID-19, we have still found ways for consumers to actively participate in the work of the Integrated ASB. Examples of consumer participation include; monthly CCAC meetings, operational user groups, design finalisation groups, Integrated ASB governance meetings, workshops and focus groups, and quarterly catch ups with Health Consumers NSW. While our consumers have not been on site during our COVID-19 response, the CCAC have continued to help us from their homes this year by giving their feedback remotely.

My sincere thanks to our Randwick Campus Redevelopment Integrated ASB CCAC for their hard work and dedication through a year of exceptional circumstances. Your work contributes to ensuring that Prince of Wales Hospital continues to deliver exceptional services now and into the future, until completion of the Integrated ASB.

Jennie Barry

General Manager, Prince of Wales Hospital and Sydney/Sydney Eye Hospital

3.0 Executive Summary

The Randwick Campus Redevelopment Integrated ASB CCAC members endeavoured throughout 2020 to continue to provide both input and feedback with respect to the relevant aspects of the redevelopment proposals. This was predominantly within the context of social distancing measures having been implemented from March 2020 as a result of the COVID-19 pandemic. Hence the majority of the consumer engagement activities occurred via the virtual meeting format, which in itself brought new challenges for engagement. This alone was a significant change from the previous year (2019). Nevertheless, ongoing consumer and community representation throughout the project facilitated the raising of significant issues as well as participation in strategic discussions.

The areas where consumers continued to provide the important input this last year included Signage and Wayfinding, Arts & Culture, Consumer facing ICT, Public amenities, Transport and access.

Despite the limitations for all other avenues of engagement in 2020 except via the virtual meeting format, an assessment of the community and consumer engagement against the CCAC Strategic Objectives has still been undertaken for the annual review in order to demonstrate where these were able to be met.

As the Integrated ASB moves through commissioning and prepares for go live, the CCAC voice is as important as it has ever been. Key areas of focus for the CACC in 2021 will be construction, change management, operational readiness, completion of Integrated ASB projects and the continuation of support and enhancement of other consumer and community advisory committees.

4.0 Consumer and Community engagement in 2020

Co-design and co-production principles have guided the members' participation across each of the areas listed in the table below. Representatives have focused on patient and visitor safety and risk, patient comfort and care, incorporating diversity, aged care, disability awareness, wayfinding, communications, the carer experience, and technological improvements, along with the impact of ongoing construction activities.

Table 1.0 Consumer and community representation in 2020.

Activity	Contribution overview
<p>Consumer and Community Advisory Committee Meetings</p>	<p>The CCAC continued to meet once a month to:</p> <ul style="list-style-type: none"> - discuss the strategic focus of consumers in project planning - ensure continuity of consumer and community engagement in project planning - identify and discuss emerging issues which may impact the patient experience including the renewed focus on telehealth - be briefed on ongoing activities pertinent to the redevelopment - advise on the strategic direction of the Communication and Stakeholder Engagement Strategy - receive updates on issues considered by Operational User groups <p>The CCAC received detailed presentations from teams leading COVID-19 response, Integrated ASB Wayfinding strategy, Integrated ASB Arts & Culture strategy, South Eastern Sydney Local Health District Telehealth approach, Sydney Children's Hospital Stage 1 and Children's Comprehensive Cancer Centre Project updates, Integrated ASB Information Communications Technology, ongoing Integrated ASB construction updates.</p>
<p>Pop ups and Community Information Sessions</p>	<p>Community Information Sessions (CIS) and public pop-ups are recognised as good opportunities to directly seek the views and opinions of hospital users and the general public and widens the level of community input. Consumer and community representation is an integral part of the format.</p> <p>CIS and Pop Ups were held in the first quarter of 2020. Due to COVID-19 social distancing requirements these were paused for the rest of the year.</p>
<p>Design Finalisation User Groups</p>	<p>Design Finalisation User Groups that were held in 2020 covered Interiors and Finishes, Signage and Wayfinding strategy, Disability Access compliance.</p>

Activity	Contribution overview
Operational User groups	<p>Consumers represent on operational user groups in a variety of committees to support the project. These include</p> <ul style="list-style-type: none"> - Transport and Access Operational User Group - Arts and Culture Committee - Prince of Wales Hospital Wayfinding committee. <p>CCAC representatives on the OUG's provided regular updates to CCAC meetings.</p>
Governance meetings - Change Management and Commissioning Executive Meeting - Project Control Group	<p>At the governance and strategic level, the CCAC Chair and Deputy Chair continued to take matters raised at CCAC meetings to the Change Management and Commissioning Executive Meeting and the Project Control Group, give advice on issues affecting patients, carers and the community, as well as reporting on the CCAC's activities.</p>
Workshops and focus groups	<p>Virtual workshops were held throughout the year on different topics for consumers to review progress and provided important feedback. These topics included:</p> <ul style="list-style-type: none"> - Patient queuing - Digital wayfinding - Arts and Culture - Signage and Wayfinding
Health Consumers NSW	<p>The project team and CCAC representatives continued to meet quarterly with the Managing Director, Health Consumers NSW Discussions were held to discuss the projects consumer strategy along with the latest trends in health consumer participation, noting the new challenges posed by the COVID-19 pandemic. This engagement assists in maintaining the strategic focus of both the project team and the CCAC from a consumer standpoint.</p>

5.0 You said, we've done – examples of design and operational changes resulting from consumer and community engagement

With a strong commitment to ensuring we put patients at the centre of everything we do, the Integrated ASB has benefited from the community and consumer input into the design and planning for the project.

Table 2.0 Examples of outcomes from consumer and community engagement.

Issues raised	Stakeholder Group	Form/ Avenue	What we changed as a result
Concern of signage being too hard to read	Consumers; patients, relatives and visitors	Signage Control Group	Ensuring appropriate placement, clear legibility and visual ease of all signage
Department/service names on signage	Consumers; patients, relatives and visitors	Wayfinding Workshop	Ensuring department name use words commonly used by consumers to describe the care they are receiving
Concern font may be hard to read	Consumers; patients, relatives and visitors	Wayfinding Workshop	Choose Arial font as it was found most legible for majority of consumers
Visually impaired consumers navigating through the campus	Consumers; patients, relatives and visitors	ICT Workshop	Digital wayfinding provider to include an app with verbal instructions to guide consumers through the campus
Need for patient queuing kiosks to be accessible and easy to use	Consumers; patients and relatives	Patient queuing workshop	Replicate best functions of current patient queuing kiosks and ensure clear instruction with well trained staff supporting new technology
Bring Your Own Device (BYOD) patient entertainment option will not service all patients, need to have in room patient entertainment options	Patients	ICT workshop	Patient TVs to be reconsidered and be installed into all rooms as well as Integrated ASB having WIFI to support BYOD

Issues raised	Stakeholder Group	Form/ Avenue	What we changed as a result
Cyclist and pedestrian facilities on campus and poor entrance access	Staff; Consumers; patients, relatives and visitors	Transport and Access Operational User Groups	Larger design of End of Trip facilities in a central location of the campus
Hospital Road closure – Traffic and access changes	Consumers; patients, relatives and visitors	CCAC meetings – Construction updates	Ongoing and timely communication and distribution to effected community
Need to showcase local community history in public domain	Consumers; patients, relatives and visitors	Arts and Culture committee	Inclusion of museum wall displaying artefacts salvaged from site that will showcase stories from the local community
Improvement of amenities in public facing areas	Consumers, patients, relatives, visitors	CCAC meetings: Building on Public Domain Workshops held in 2019	Improved design in front of house and public facing areas
Limited public transport choices to Randwick Hospitals campus from southern eastern suburbs region	Consumers, patients, relatives, visitors, staff	CCAC meetings, Transport and Access Operational User Groups, Project Control Group	Transport authorities notified of consumer and community concerns as raised through governance

6.0 Evaluation

As part of the Community and Consumer Strategic Plan, the CCAC established four key objectives informed by the National Safety and Quality Health Service Standard 2. The objectives are centred on partnering with patients, consumers and the community through each planning phase to ensure their needs are adequately considered in project design and delivery. Success factors were attributed to each objective and are considered below.

6.1 Evaluation against the strategic plan

Strategic plan Objective	CCAC Strategic Plan Success Factors realised	Areas where objectives require further development in 2021
<p>Objective one</p> <p>Partner with patients, carers and the community as a whole to ensure diverse consumer and community voices are involved in the co-design of the campus change and innovation</p>	<ul style="list-style-type: none"> - CCAC provided feedback and advice through CCAC meetings, OUGs, DCGs, workshops - CCAC representation in project governance 	<ul style="list-style-type: none"> - Community Advocacy Campaign - Liaise with the Sydney Children’s Hospital Stage 1 and Children’s Comprehensive Cancer Centre Project CCAC - Continue to liaise with Health Consumers NSW
<p>Objective two</p> <p>Generate new and harness existing methods to collaborate, shape and co-create patient-centred hospital and campus designs</p>	<ul style="list-style-type: none"> - Consumer engagement was initiated and maintained via the virtual meeting format - An increased amount of information was relayed via the digital format to keep consumers up to date with both the Integrated ASB construction as well as other relevant information - Participation supported by clinicians and project staff - Review and circulation of the consumer feedback register by the project team 	<ul style="list-style-type: none"> - Optimisation of the use of digital tools to assist with the flow of information as well as enhancing communication - Incorporating CCAC involvement into the commissioning phase of the project - Achieving an optimal blend of both virtual and face to face engagement activities to achieve consumer engagement regardless of the state of ongoing social distancing measures - Ongoing maintenance, review and circulation of the consumer feedback register

Strategic plan Objective	CCAC Strategic Plan Success Factors realised	Areas where objectives require further development in 2021
<p>Objective three</p> <p>Partner strategically to achieve a patient-centred health facility that is socially and ethically competent to all population groups</p>	<ul style="list-style-type: none"> - Consumers participate as project advocates at Wayfinding workshops, Patient Queuing workshops, ICT workshops, Transport and access OUG, Arts and Culture Committee meetings, iNSW Gateway review interviews, CMCE and PCG, and Design Finalisation User Groups - Reporting through governance structures - Design changes mentioned in Section 2.0 	<ul style="list-style-type: none"> - Continue to strengthen engagement with diverse groups including indigenous groups, disability, youth - Work collaboratively with the Sydney Children's Hospital Stage 1 and Children's Comprehensive Cancer Centre Project CCAC - Focus on Precinct Wayfinding strategy, Medical Assessment Unit, Transport, consumer facing digital technologies, Telehealth
<p>Objective four</p> <p>Evaluate, sustain and grow a consumer driven, values based, reputable and well governed redevelopment</p>	<ul style="list-style-type: none"> - Revised CCAC Charter developed and finalised - Ongoing liaison Health Consumers NSW - Ongoing engagement with the Randwick Campus Redevelopment stakeholders as required 	<ul style="list-style-type: none"> - Move to implement the CCAC Consumer Advocacy Campaign via appropriate COVIDSafe methods - Review the CCAC strategic plans to ensure the objectives continue to align with the vision - Develop opportunities to work with established Consumer Committees across the Randwick Hospitals Campus - Identify strategies to increase consumer and community participation

7.0 The way forward – Focus areas for 2021

The RCR CCAC is well embedded as the Integrated ASB consumer and community's voice and will continue to strive to ensure that we constructively and comprehensively continue to bring consumer insights to the completion of the building.

The challenge for the project team and the Consumer and Community Advisory Committee is to ensure that known community attitudes continue to be considered as the project progresses further through construction, change management and commissioning stages. It is apparent that the consumer voice will be all the more important as we embark on a journey to adapt Integrated ASB to respond to 'COVID normal'. Key activities for 2021 will include:

Action	Control measure
Construction	Regular engagement with the communications and stakeholder engagement and construction team, representation at stakeholder briefings and community information sessions where appropriate. Monitoring of the impact of construction activity on the community.
Change Management	Consumers will continue to share patient and consumer concerns in regards to the implementation of new models of care. This includes receiving continuous updates and giving feedback on the developments of: <ul style="list-style-type: none"> - Medical Assessment Unit - Virtual Care Centre and Telehealth approach
Operational readiness	Consumers will play their part in the commissioning process to ensure the community's expectations are met with ensuring the hospital will be operationally ready. This includes receiving continuous updates and giving feedback on: <ul style="list-style-type: none"> - Campus wayfinding strategy - Transport and access - Patient pre-arrival communication - Referring health providers communications - Scenario testing preparation

Action	Control measure
Integrated ASB Completion	Participation in remaining Integrated ASB Projects including: <ul style="list-style-type: none"> - Wayfinding App development - Patient Queuing - Patient entertainment - FFE Selection
Community Advocacy	Through CovidSafe methods, enhance community engagement and increase community awareness of the Randwick Campus Redevelopment.
Advisory	To continue to support the Sydney Children's Hospital Stage 1 and Children's Comprehensive Cancer Centre CCAC and to work in collaboration. To support the establishment of Precinct Student Consumer Committee.

Document Approval

Digitally Approved _____ 3/2/2021

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