

PROJECT COMPLETION REPORT

Randwick Campus Redevelopment

Prince of Wales Hospital Acute Services Building Consumer and Community Advisory Committee



THE RANDWICK CAMPUS REDEVELOPMENT PRINCE OF WALES HOSPITAL 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 healthcare throughout the course of the project.

Document Administration

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1.0 Message from John Patterson, Consumer and Community Advisory Committee Chair

The Acute Services Building (ASB) is finally operational (February 2023) delivering first class care to patients and leading-edge facilities to clinical and administrative staff.

The securing of additional funding in mid-2022 and the collaborative project with UNSW has meant that residual fit out works are yet to conclude, however, it also means that previously deferred initiatives are able to be fast tracked resulting in earlier delivery of capacity and services than first projected.

Delivery of the ASB was always going to be a complex undertaking, even under normal circumstances. Resources needed to be focused on project delivery while still delivering on the hospital's core business of high-quality community health care. The pressure of successfully delivering on those objectives was multiplied exponentially by the COVID-19 pandemic, and all who contributed towards doing so deserve the most heartfelt congratulations.

The Consumer and Community Advisory Committee (CCAC), which I have had the privilege of Chairing since April 2022, has contributed towards delivery of the project since late 2017, with many members serving as active community and consumer representatives for the entire five and a half years of the Committee's existence.

The pandemic also provided challenges in the way that the Committee and its members were able to conduct business, and how they were able to liaise with other stakeholders.

The commitment of members has not only been to the principal CCAC but also as delegates to a wide range of working sub-committees focused on delivery of various elements of the ASB project. The length of commitment by members and the receptiveness to their input by technical and clinical contractors and staff, the administration and senior management has allowed for a more holistic outcome.

On behalf of CCAC members I thank all those who have encouraged such inclusion, as well as those who have provided essential administrative support to the Committee over its life.

I must also record a big "thank you" to all the members of the Committee who, with their diverse backgrounds but with a common desire to contribute, have brought a community focus to the delivery of the ASB.

I must pay special tribute to my predecessors who have occupied the office of Chair. Robert Wilson, Chair from the Committee's inception in late 2017 to early 2020 and then Deputy through to the present. Also, Deborah Verran, Deputy from 2017, taking over as Chair from early 2020 until March 2022.

With its substantive work now complete, the Committee disbanded following its final meeting on 7 June 2023, leaving the Prince of Wales Community Advisory Committee to carry on providing input to the hospitals administration.

The ASB is a major step in delivery of the Randwick Health & Innovation Precinct (formerly Health and Education Precinct) vision. The Sydney Children's Hospital Stage 1 and Minderoo Children's Comprehensive Cancer Centre building is now under construction adjacent to the ASB and will contribute further to that vision.

The following is an extract from Chair, Robert Wilson's message in the Committee's 2018 Report:

A high standard of consumer and community input into the design and delivery of the new Prince of Wales Hospital Acute Services Building is required to build on the vision of the Randwick Health and Education Precinct. To realise the benefits of a partnership between consumers, community and staff, the willing and enthusiastic collaboration between clinicians, managers, administrative staff, architects, engineers, redevelopment staff and members of the community is a necessity. The activities during the past year, associated with the various phases of the design of the new Acute Services Building, give us confidence that the new facilities will deliver contemporary accommodation as well as the application of evolving medical science and higher standards of care not only within the campus but also out into the community.

I believe that is what has been delivered and that CCAC members can take pride in what they have contributed.

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

From the Randwick Campus Redevelopment Consumer and Community Advisory Committee's (CCAC) inaugural meeting in late 2017 to their final meeting in June 2023, the consumer and community voice for the Prince of Wales Hospital Acute Services Building (ASB) has been critical to the redevelopment project's success in delivering community-focused public infrastructure and healthcare services.

Five and a half years on, I want to take a moment to commend the committee for their determination for ensuring that everything we do has patient wellbeing at the heart of it. From design planning to operational commissioning and finally the opening of the ASB, we can proudly say that our new hospital building and its services have been designed, built and commissioned with consistent input and contribution from consumers to ensure it meets the health needs of the growing community.

The CCAC members have provided valuable and instrumental insight into patient care, their interface with carers, families and staff, and how infrastructure design and models of care can significantly improve the patient experience.

Every single consumer involved in this project has far exceeded our expectations through their level of commitment, enthusiasm and quality of involvement, volunteering countless hours of their time and sharing personal experiences with us over the years.

Guided by our shared commitment to co-design, we have created an enduring legacy of community focused healthcare for the Randwick and surrounding community.

I extend my sincere gratitude to our CCAC members for their time, contribution and dedication throughout the project. Your input has ensured that Prince of Wales Hospital continues to deliver exceptional services and uphold a patient-centred approach to healthcare now and into the future.

Jennie Barry

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

3.0 Introduction and purpose

Consumer participation must not be underestimated for the difference it makes to all phases of building and opening a new hospital.

In 2017, the Randwick Campus Redevelopment (RCR) Planning Development Committee endorsed a co-design model of participation for consumer engagement, empowering the RCR project team to better understand and meet the needs of patients, families, carers and the community.

This endorsed model set the framework for the practical application of consumer and community participation and consultation, enabling the establishment of the RCR CCAC as the primary body representing the interests of health care consumers and community members for the project.

For five and a half years, CCAC members were advocates for their community and own health care experience. This has allowed decision makers to hear and understand the consumer perspective and has helped to ensure a clear and diverse consumer and community voice has been integrated into the design, planning, construction and commissioning phases of the project.

The CCAC have partnered with clinicians, architects, designers, engineers, consultants, artists and redevelopment project staff to design a patient-centred health facility that will deliver improved access to healthcare and evolving medical science within the hospital and out into the community for years to come.

This document complements the [Randwick Campus Redevelopment Community Communication Strategy](#) and the [Randwick Campus Redevelopment Community and Consumer Engagement Strategic Plan July 2018 – June 2022](#). Further, it consolidates key outcomes from previously published RCR CCAC Year in Review reports and updates, acknowledging and celebrating the impact of consumer participation during design, planning and delivery of the new Prince of Wales Hospital Acute Services Building.

4.0 Strategic objectives

The CCAC's strategic objectives were informed by the Australian National Safety & Quality Health Service NSQHS' Standard 2. The objectives model a two-tier best practice approach for developing partnerships with consumer and community representatives to improve the health service, experiences and outcomes for patients, carers, families, the community and the workforce:

- 1) Partnerships at the level of service, department or program of care – involves participation of patients, carers, families and consumers in the overall design of the service, department or program, ie. standing membership in project user groups and participation in change management briefings; and
- 2) Partnerships at the level of the health service – relates to the involvement of consumers in project governance, policy and planning, ie. standing membership in governance committees in areas such as patient safety, facility design and guideline development, with formal reporting and feedback mechanisms established.

Objective 1	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.
Objective 2	Generate new and harness existing methods to collaborate, shape and co-create patient-centred hospital and campus designs.
Objective 3	Partner strategically to achieve a patient-centred health facility that is socially and ethically competent to all population groups.
Objective 4	Evaluate, sustain and grow a consumer driven, values based, reputable and well governed redevelopment.

These objectives aim to meet the diverse needs of patients, carers and the community, and enable systematic and consistent consumer participation throughout each project phase.

5.0 Consumer and community representation, engagement and evaluation

During the lifetime of the project, key focus areas for the committee included patient and visitor safety and risk, with a commitment to enhancing overall patient and carer experience through extensive input into planning and design considerations for priority and vulnerable population groups, including accessibility and pedestrian design modifications. Other key areas of input have included wayfinding, arts in health strategy implementation, adoption of technological enhancements and community awareness campaigns to support commissioning of the new building.

The below tables summarise consumer and community involvement throughout the various phases of the project and the CCAC strategic objectives achieved as a result of this participation.

Concept and Detailed Design (2017-2018)

ACTIVITY	CONTRIBUTION OVERVIEW	Objective 1	Objective 2	Objective 3	Objective 4
Establishment of a redevelopment focused CCAC to support the ASB project	<p>The CCAC met monthly 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 - be briefed on activities within the redevelopment - contribute to the design planning of the ASB - advise on the strategic direction of the Community and Communication Strategy. 	✓	✓	✓	✓
Pop-ups and community information sessions	<p>Community information sessions and public pop-ups were recognised as good opportunities to directly seek the views and opinions of hospital users and the general public and widen the level of community input. Consumer and community representation was an integral part of the format.</p> <p>The results of public interactions were reported to the CCAC and used by it and the project team to inform project planning and design.</p>		✓	✓	✓

Tours of new and existing facilities	Tours of facilities were used to demonstrate the practical application of design.	✓	✓		✓
iNSW Gateway Reviews	A consumer representative represented the project at Gateway Reviews 2018, providing insight into their involvement in planning and identifying opportunities for improved community and consumer engagement. iNSW rated consumer involvement in the project as 'Strong'.	✓	✓	✓	✓
Governance meetings - Executive User Group - Project Control Group (formerly Planning Development Committee)	At the governance and strategic level, the CCAC Chair and Deputy Chair represented the CCAC at the Executive User Group and the Project Control Group, giving advice on issues affecting patients, carers and the community, and reporting on the CCAC's activities.	✓	✓	✓	✓
Randwick NSW 2031 Development Committee Australian National Safety and Quality Health Service (NSQHS) Standards accreditation – surveyors interviews	CCAC representatives were interviewed as part of the NSQHS Prince of Wales Hospital accreditation renewal. The project was recognised as having well organised and active consumer representation.	✓	✓	✓	✓
Workshops and focus groups - Wayfinding - Arts and Culture Strategy - Change Vision Workshop	The extended network of consumer and community representatives participated in focus groups and workshops across arts and culture, precinct development, change management and wayfinding. Diversity was a key consideration in planning workshops to ensure that a wide cross section of the community were engaged in planning, including disability, age and cultural diversity. Consumer committees from each of the public hospitals were involved in project workshops, particularly wayfinding.	✓	✓	✓	✓

Document review - Community Communication Strategy - Green Travel Plan	<p>The CCAC provided input into the strategic direction of the Community Communication Strategy to ensure communication with local, place-based stakeholders was thoroughly considered.</p> <p>The draft Green Travel Plan was circulated to all the consumer advisory committees throughout the campus and feedback into the plan was provided to the project team and the CCAC.</p>	✓	✓	✓	✓
Milestone Forum	Recognising that consumers have an interrelationship with staff, primarily through the provision of health services and their important role as participants of PUGs, CCAC members attended Milestone Forums to share their experiences from project planning and engaged with staff about the project on completion of the schematic design and detailed design stages.	✓	✓	✓	✓
Health Consumers NSW	The project team and CCAC representatives met quarterly with the Managing Director, Health Consumers NSW to discuss the project's consumer strategy and the latest trends in health consumer participation. This engagement assisted in maintaining the strategic focus of both the project team and the CCAC from a consumer standpoint.		✓	✓	✓

Design Finalisation, Construction and Delivery (2019-2021)

ACTIVITY	CONTRIBUTION OVERVIEW	Objective 1	Objective 2	Objective 3	Objective 4
Monthly committee meetings	<p>The CCAC continued to meet monthly to:</p> <ul style="list-style-type: none"> - Ensure continuity of community engagement in project planning - Identify emerging trends impacting the patient experience, including the renewed focus on telehealth - Advise on the strategic direction of the Community Communication Strategy 	✓	✓	✓	✓
Pop-ups and information sessions	Community Information Sessions and public pop-ups were held until early 2020 before being paused as a result of COVID-19. The sessions were a method of seeking views and opinions of hospital end-users and the general public, widening the level of community input into the project.	✓	✓	✓	✓
Introduction of virtual engagement model	In order to adapt to the impacts of the COVID-19 pandemic on the health and construction industries, virtual workshops and meetings were introduced and maintained throughout 2020. The use of digital tools was optimised to ensure two-way information flow with consumers.	✓	✓		✓
Participation in Design Finalisation User Groups & Operational User Groups	<p>The CCAC contributed to the following Design Finalisation and Operational User Groups:</p> <ul style="list-style-type: none"> - Interiors and Finishes - Signage and Wayfinding - Disability Access Compliance - Transport and Access - Arts and Culture - Patient Queuing and Patient Entertainment 	✓	✓	✓	✓
Continued representation through project governance	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 and Project Control Group.	✓	✓	✓	✓
Strategic engagement with Health Consumers NSW	The project team and CCAC representatives met quarterly with the Managing Director, Health Consumers NSW to discuss the project's consumer strategy and latest trends in health consumer participation.		✓	✓	✓

Operational Commissioning and Go Live (2022-2023)

ACTIVITY	CONTRIBUTION OVERVIEW	Objective 1	Objective 2	Objective 3	Objective 4
Monthly committee meetings, presentations and discussions	<p>The CCAC continued to convene monthly through a combination of virtual and on-site meetings to:</p> <ul style="list-style-type: none"> - Remain informed on the final stages of construction, the operational commissioning roadmap and change management program. - Provide advice and input from a consumer perspective on strategic planning for wayfinding, art, patient entertainment, patient queue system, virtual care, new community assessment unit model, automatic dispensing cabinets, patient and visitor furniture, operational commissioning and external communications. - Identify and discuss emerging issues which may impact the patient experience. - Ensure the community's expectations were met through the implementation of new models of care. 	✓	✓	✓	✓
Out of session site visits and prototype reviews	<p>New methods to collaborate with consumers were generated via practical participation in:</p> <ul style="list-style-type: none"> - Furniture selection committees to ensure that selection of patient and visitor chairs and tables were trialled and tested for practicality, comfort and safety. - Wayfinding solutions, including site visits to review signage prototypes, discussions with the consultant on the road signage strategy and demonstration of digital wayfinding kiosks. - Art workshops to inform public mural design with commissioned artist. 	✓	✓	✓	✓
Input into development of Community Awareness Campaign and supporting resources	<p>Workshopping and contribution into development of promotional strategies to communicate upcoming changes to affected stakeholders and general community through:</p> <ul style="list-style-type: none"> - providing input into key messages and collateral, i.e. new public-facing brochure - participation in the Community Open Day Organising Committee, including volunteering at the event. 	✓	✓	✓	✓
Consumer representation on Committees and Operational User Groups (OUGs)	<p>Consumer representation on the following committees and working groups ensured that a community voice was applied to all aspects of the project:</p> <ul style="list-style-type: none"> - Operational Commissioning Working Group - Transport & Access OUG - ICT Control Group 	✓	✓	✓	✓

	<ul style="list-style-type: none"> - Aged Care OUG - Arts & Culture Committee - Hospital Wayfinding Committee - Furniture Fixtures & Equipment Selection Committee - Community Open Day Organising Committee 				
Revised CCAC Charter: and new Chair nominated and appointed	<p>In 2022, two members of the Prince of Wales Hospital Consumer Advisory Committee were invited to join the CCAC to share and transition knowledge ahead of the ASB opening and the redevelopment CCAC disbanding.</p> <p>The Chair and Co-Chair continued to represent consumers at the project governance level via the Change Management & Commissioning Executive Committee and Project Control Group. This was a way to raise concerns that might affect patients and the community, as well as report on the CCAC's monthly activities.</p>	✓	✓	✓	✓
Formal process for electing members for newly formed committees	As new committees were formed (e.g. Community Open Day Organising Committee and Furniture Selection Committees), a formal and fair EOI process was undertaken in collaboration with the Chair and project team to nominate suitable consumer representatives.	✓		✓	✓

6.0 Conclusion

The CCAC has evolved and matured over the course of the project, transitioning and adapting from design finalisation into the construction and delivery phase and then into change management and commissioning.

The COVID-19 pandemic meant that the way consumers met and interacted changed considerably over the course of the project, bringing new challenges to engagement. Despite this, the CCAC adapted to a virtual engagement model, and remained focused, engaged and motivated, adding value at every point through to the opening of the ASB.

Throughout the years, the CCAC continued to model their co-design principles while focusing on improving the patient experience in close partnership with the RCR project team.

Through active participation in committee meetings, pop-up stands, workshops, information sessions, site tours, prototype reviews, governance meetings and working groups, the CCAC contributed greatly to the design and function of the ASB, ultimately enhancing community and patient outcomes.



7.0 Photo gallery





Document Approval

Approved _____

22/05/2023

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Approved _____

24/05/2023

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01/06//2023

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