



## HEALTH INFRASTRUCTURE

# Ryde Hospital Redevelopment

## SSDA Engagement Report

April 2022

Version 1.1

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# 1. Background

This Ryde Hospital Redevelopment SSDA Engagement Report supports a State Significant Development Application (SSDA) for the proposed Ryde Hospital Redevelopment (Concept & Stage 1 Early Works). The Ryde Hospital Redevelopment is being delivered by Health Infrastructure and the Northern Sydney Local Health District (NSLHD), on behalf of the NSW Government.

The Ryde Hospital site is located at 1 Denistone Road, Denistone and comprises Lots 10-11 DP 1183279 and Lots A-B DP 323458. It has an area of approximately 7.69Ha and currently accommodates the existing Ryde Hospital campus.

This report accompanies a SSDA that seeks approval for the establishment of a maximum building envelope and gross floor area for the future new hospital buildings, and physical Stage 1 Early Works to prepare the site for the future development. For a detailed project description refer to the Environmental Impact Statement prepared by Ethos Urban.

Project specific SEARs were received by the Department of Environment and Planning (DPE) on the 14<sup>th</sup> March 2022, along with agency letters from: City of Ryde Council, DPE Regional (North District Team), Environment and Heritage Group (EHG), Heritage NSW, Transport for NSW, Ausgrid and Sydney Water.

This report details the engagement undertaken to date for the Ryde Hospital Redevelopment consistent with the *Undertaking Engagement Guidelines for State Significant Projects*, as well as the framework provided by the International Association for Public Participation (IAP2), as the peak body for stakeholder engagement. A commitment is made to continue this engagement throughout all stages of the project.

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Item	SEARS Requirement	Relevant Section of Report
25	<p><b>Engagement</b></p> <p>Detail the engagement undertaken and demonstrate how it was consistent with the <i>Undertaking Engagement Guidelines for State Significant Projects</i>. Detail how issues raised and feedback provided have been considered and responded to in the project. In particular, applicants must consult with:</p> <ul style="list-style-type: none"><li>• the relevant Department assessment team.</li><li>• any relevant local councils.</li><li>• any relevant agencies.</li><li>• the community.</li><li>• if the concept development would have required an approval or authorisation under another Act but for the application of s 4.41 of the EP&amp;A Act or requires an approval or authorisation under another Act to be applied consistently by s 4.42 of the EP&amp;A Act, the agency relevant to that approval or authorisation.</li></ul>	<i>See sections below</i>

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## Ryde Hospital background

Ryde Hospital is a 194-bed district general hospital located in Denistone on the western border of the Northern Sydney Local Health District.

The hospital, which opened in May 1934 with 56 beds, was originally known as The Ryde District Soldiers' Memorial Hospital. The long-standing heritage of the hospital will be respected in the redevelopment.

Patients can access emergency care, intensive care, speciality rehabilitation services and a variety of outpatient services. Other services provided at Ryde Hospital include general medical, elective surgery, midwifery care, orthopaedics, aged care and rehabilitation, and community health services including child and family, drug and alcohol and mental health.

The purpose built Graythwaite Rehabilitation Centre is co-located on the hospital campus and has been designed to meet the general inpatient medical rehabilitation needs of patients in the community as well as providing specialist burns services.

In 2019 the NSW Government announced a \$479M investment to redevelop Ryde Hospital, which will provide new and enhanced health facilities and services, including emergency, critical care, inpatient, community and ambulatory care services. It will also make best use of the current services available at the Ryde campus, including the Graythwaite Rehabilitation Centre and preserving the historic Denistone House.



Existing site plan layout – Ryde Hospital

## 1.1 Purpose

This Engagement Report, developed specifically for the Ryde Hospital Redevelopment outlines the engagement activity that has been undertaken during the SSDA Stage 1/concept to meet the Secretary's Environmental Assessment Requirements (SEARs). The Ryde Hospital Redevelopment project is considered a State Significant Development (SSD) and recognises the need for meaningful, proportionate and tailored engagement.

The aim of this report is to:

- Demonstrate a clearly planned and timely approach to engagement
- Outline 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.

Recognising consistent, transparent and proactive engagement is essential to delivering a successful project outcome. Engaging with the right people at the right time informs planned design and delivery, as well as linking the community, stakeholders, and consumers at all levels of the health system, to the capital works project.

Commencing the engagement early for the Ryde Hospital Redevelopment has allowed the project team to gain genuine feedback from staff, residents, consumers and the broader community to inform the design process and be considered in the development and progression of the concept designs. This will continue throughout the schematic design process.

Well planned stakeholder engagement throughout early planning for the Ryde Hospital Redevelopment has also helped the project team identify project risks early and to put effective mitigation measures in place to manage them.

### 1.2 Project context

In 2018, the Northern Sydney Local Health District identified Ryde Hospital as the top priority in its Asset Strategic Plan. The ASP identified a \$479M Redevelopment of Ryde Hospital in the top five unfunded capital investment priorities.

In 2019 the NSW Government announced a \$479M investment to redevelop Ryde Hospital, including drivers to retain the historic Denistone House whilst providing modern and enhanced emergency, critical care, inpatient, community and ambulatory care services.

In 2020 Macquarie University proposed an option to relocate the Ryde Hospital to the Macquarie University North Ryde Campus. Consideration of this proposal was announced by the NSW Government in December 2020 and a detailed site assessment process for the two sites was carried out in 2021.

In parallel to the extensive options assessment was the development of the Clinical Services Plan, which is in consultation and review by the Ministry of Health.

In late 2021, following a thorough assessment of both site options the NSW Government announced the existing Ryde Hospital campus as the preferred option for the redevelopment. This followed extensive consultation with staff and the community to understand both community sentiment regarding the location of the hospital and to gain feedback on clinical and non-clinical design elements. An extensive consultation period was carried out, including surveying over 1200 community members and over 270 staff via a series of drop-in sessions at local shopping centres and Ryde Hospital.

### 1.3 Benefits

Among a range of benefits, the Ryde Hospital Redevelopment will meet the needs of staff, consumers and the community by;

- transforming the delivery of healthcare in Ryde and its surrounding suburbs, ensuring people can get the care they need close to home;
- enabling Ryde to have a community hospital of the future, meeting the long-term needs of the community;
- enabling Ryde to have a technologically advanced facility, using technology to enhance the delivery of healthcare
- Strengthening key academic relationships with Macquarie University and others to bring about a range of opportunities including clinical placements, teaching and research.

## 1.4 Scope of works for the redevelopment

The current preliminary scope for the Ryde Hospital Redevelopment includes the following services:

- Emergency Department
- ICU
- Operating Theatres/ Procedure Rooms
- Day Surgery Unit
- Adult Medical/ Surgical IPU
- Paediatric Short Stay
- Ambulatory Services
- Clinical Support Services (Medical Imaging, Pharmacy, Pathology, SSD)
- Non-Clinical Support Services

The redevelopment will also make best use of the current services available at the Ryde campus, including the Graythwaite Rehabilitation Centre and preserving the historic Denistone House.

## 1.5 Milestones and times

Target Date/ Timeframe	Activity Milestone
2021	Clinical Services Plan development
Mid 2021	Early consultation with staff and community during early planning
Early 2022	Early consultation as part of design and preparation of SSDA 1
Early 2022	Function design brief/ scope finalised
April 2022	Concept Design complete
May/June 2022	State Significant Development Application lodged (concept/Stage 1)
Mid 2022	Preliminary Business Case
Q3 2022	Schematic Design complete
Late 2022	Final Business Case completed
Late 2022	Consultation as part of design and preparation of SSDA 2
Early 2023	State Significant Development Application lodged (schematic/Stage 2)
Mid 2023	Detailed design complete
Early 2023	Early works commence
Late 2023	Main works commence
2027	Construction completion

## 2. Engagement

### 2.1 Objectives:

The engagement objectives for the Ryde Hospital Redevelopment include;

- Ensure that engagement activities have been strategically assessed and planned to provide the best opportunities to inform, consult and involve
- To build facilities that reflect the unique health needs of the communities within Ryde and surrounds

- To provide proactive, meaningful engagement for the community and key stakeholders throughout the planning, design, delivery and commissioning phases of the project.
- To be transparent in all that we do
- Reduce risks by involving all stakeholders at key points in the project's lifecycle
- To encourage participation from local community and staff to generate a sense of community ownership in their hospital
- To engage in a manner that is collaborative, informative, innovative, adaptive, and sustainable
- Provide clear information about project milestones and opportunities for feedback
- Leave a positive legacy



## 2.2 Engagement Approach

Inform	Involve	Consult	Collaborate/co-design
<ul style="list-style-type: none"> <li>NSW Minister for Health</li> <li>Member for Ryde Victor Dominello MP</li> <li>NSW Treasury/Finance</li> <li>Northern Sydney Local Health District Board</li> <li>Local media</li> <li>Health Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>General public</li> <li>Local community groups</li> <li>City of Ryde Council</li> <li>Local GPs</li> <li>Facilities and services near and adjacent to works and/or impacted by works</li> <li>Neighbouring residents and businesses</li> <li>Macquarie University Hospital</li> <li>Western Sydney University</li> <li>University of Sydney (Northern Clinical School)</li> <li>TAFE – Ryde campus and others</li> <li>Sydney North Private Health Network and general practices within the catchment</li> </ul>	<ul style="list-style-type: none"> <li>Patients and consumers</li> <li>NSLHD staff not directly involved in user groups</li> <li>Ryde Hospital Consumer Participation Committee</li> <li>Local residents/neighbours</li> <li>Emergency Services</li> <li>Local residents and community</li> <li>Ministry of Health</li> <li>Roads and Maritime Services</li> <li>NSW Transport</li> <li>NSW Ambulance</li> <li>Ausgrid</li> <li>Sydney Water</li> <li>Jemena</li> <li>Other local and State government agencies as required</li> <li>City of Ryde Council</li> <li>Heritage NSW</li> <li>NSW Department of Planning &amp; Environment</li> <li>Government Architect NSW</li> <li>Service partners and providers</li> <li>NSLHD Planning and Finance</li> </ul>	<ul style="list-style-type: none"> <li>Ryde Hospital Redevelopment Consumer Reference Group</li> <li>Community Design Reference Partners</li> <li>Staff, patients, volunteers, consumers and carers</li> <li>Clinical Governance group</li> <li>Aboriginal and Indigenous community</li> <li>Aboriginal &amp; Torres Strait Islander Health Unit</li> <li>Multicultural Health Unit</li> <li>Ryde Intercultural Network and others</li> <li>Staff moving into or directly working with services in the new facilities</li> <li>NSLHD Executive, Staff and partners</li> <li>NSLHD and Ryde Hospital staff and clinicians involved in Project User Groups</li> <li>Medical Staff Council</li> </ul>
<p><b>We will keep you informed with relevant information in a timely manner and involve you in key milestone activities</b></p>	<p><b>We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision</b></p>	<p><b>We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision</b></p>	<p><b>We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decision to the maximum extent possible</b></p>

## 2.3 Engagement undertaken

This section outlines how the Ryde Hospital Redevelopment project has and is strategically and proactively engaging the community and key stakeholders including staff, health providers, Government agencies, patients, neighbours and surrounding communities – initially throughout planning and design and will continue through to construction and handover.

The information in section 2.3.2 is extracted from our project engagement tracker which records all key internal and external stakeholder engagement activities.



### 2.3.1 Internal stakeholder engagement

At the core of the planning and design process is project user groups and working groups which are established to inform the functional design brief, schematic, and detailed design of the project. A snapshot is provided below.

Meetings are led by the Ryde Hospital Redevelopment lead design team and are attended by hospital and NSLHD staff. Many of the project user groups include consumer representation to ensure the patient remains at the centre of the design and to ensure we build a facility to meet the needs of the broader community.

As part of the Functional Design Briefing process, three rounds of consultation have been held to gain feedback from staff, clinicians, NSLHD representatives, consumers and project representatives.



### 2.3.2 External engagement

In addition to the project user groups and working groups, the project team has also actively engaged with the various external stakeholders within the Ryde region to ensure we are building a facility that meets their health needs and is designed to make everyone feel safe, welcome, and comfortable. These engagement activities are carried out in alignment with the various design stages.

A **Consumer Reference Group (CRG)** was established in January 2022, made up of a diverse range of people including residents from multicultural backgrounds, former patients, people with an interest in the hospital and those who are connected with the community.

The CRG facilitates a meaningful partnership with the community throughout all stages of the Ryde Hospital Redevelopment, focussing on both clinical and non-clinical design elements.

Members contribute to the design by providing input on a range of aspects of the project, including wayfinding, public waiting areas, landscaping and green space and the arts strategy, among other aspects

Due to the overwhelming response from the community to volunteer on the CRG, the project team has created an additional group of interested consumers referred to as the **Community Design Reference Partners**. The project team calls on this group for feedback at ad-hoc stages throughout design.

The ‘reference partners’ allow the project to hear from a wide range of consumers who have expressed an interest in the project via an EOI process. It broadens the consumer and community feedback provided and allows interested community representatives to have their say in the planning and design of this significant opportunity for the Ryde and surrounding community.

The establishment of this group is in recognition of the strong support for the local community hospital and eagerness of community representatives to share their knowledge in shaping the redevelopment of their hospital.

Below is the list of internal and external engagement activities (excluding the above mentioned project user groups and working groups in 2.3.1) carried out to date for the Ryde Hospital Redevelopment.

Engagement Tracker							
Date	Stakeholder	No. reached	Activity	Purpose	Key findings/ feedback	Project Response/ Design changes	Associated docs
10/06/2021	Ryde Community	1223	Survey	Site selection	72% of surveyed community members preferred the hospital remaining at its current site. Other feedback sought included any non-clinical amenities the project team should consider, key likes/dislikes about the existing facility and value/priority placed on current services and facilities.	Consideration of feedback as part of the extensive site assessment process and into design	<b>Site Selection Stakeholder Engagement Outcomes Report</b>
10/06/2021	Hospital staff	271	Survey	Site selection	90% of surveyed staff preferred the hospital remaining at its current site. Other feedback sought included any non-clinical amenities the project team should consider, key likes/dislikes about the existing facility and value/priority placed on current services and facilities.	Consideration of feedback as part of the extensive site assessment process and into design	

Engagement Tracker							
Date	Stakeholder	No. reached	Activity	Purpose	Key findings/ feedback	Project Response/ Design changes	Associated docs
10/06/21	Multicultural community	62	Survey/online	Site selection + design development	Surevys above provided in simplified Chinese and Korean to cater for local multicultural population	Feedback as above	
15/06/2021-19/06/2021	Ryde community + hospital staff	207	8 x drop-in sessions	Site selection + design development	Among the key areas raised were locality and proximity of the current site, additional (and free) parking, access to public transport, the upgrading of services and facilities, design of the current site and greenspace.	Consideration of feedback as part of the extensive site assessment proess. Feedback informing the masterplanning process.	<b>Site Selection Stakeholder Engagement Outcomes Report</b>
15/06/2021	Ryde community (500m radius from hospital)	5000	Letterbox drop	Project update/survey	Survey findings as above	Consideration of feedback as part of the extensive site assessment proess. Feedback informs the master planning process.	
30/06/22 (and 3/11/21, 9/3/22)	Government Architect NSW		Online meeting	Site selection and design development	Advice/feedback to assist site selection process and design GANSW issued commentary and advice to asssit site selection process, and design development	Feedback/advice as part of site selection and design development	<b>Architectural Design Report</b>
27/10/21	Environment and Heritage Group		Online meeting	Seek endorsement on approach for Blue Gum High Forest	Noted that overall the project is taking the right approach around avoiding as much impact as possible to the Blue Gum High Forest.	Comments from EES were taken into consideration by ELA (Ecologist Consultant) in the preparation of the Biodiversity Assessment Report	<b>Biodiversity Assessment Report and Bushfire Assessment Report</b>
16/11/21	Hospital staff	255	Online survey	To understand how existing staff members travel to work	The results of the survey informed the parking demand study and assessment of proposed Multi-Storey Car Park and at grade parking requirements on site to accommodate demand	Consideration of feedback to help inform the traffic study and masterplan process	<b>Transport and Accessibility Impact Assessment</b>
August 2021/ongoing	Aboriginal and Torres Strait Islander Community		Face-to-face and online	Design development	Feedback to inform the design. Endorsement of masterplan proposal, with Bangawarra part of design team	Continuous involvement of Bangawarra in the design development with Connecting with Country a key principle followed	<b>Connecting with Country Report and Design Report</b>
29/11/21	Ryde community		Expression of Interest	Consumer input into the design	Consumers to input into a range of clinical and non-clinical design elements	Establishment of the CRG as part of the formal project governance	
21/12/21	Rural Fire Service		Meeting	Management of Blue Gum High Forest	To seek early engagement and feedback on approach to management of an asset	Consideration of feedback as part of development of APZ	<b>Bushfire Assessment Report</b>

Engagement Tracker							
Date	Stakeholder	No. reached	Activity	Purpose	Key findings/ feedback	Project Response/ Design changes	Associated docs
					protection zone within the Blue Gum High Forest		
14/2/22	Consumer advisory	11	Consumer Reference Group meeting	Design development	Project introduction and opportunities for feedback		
9/03/22	Australian Department of Agriculture, Water and the Environment		Online meeting	Introduce the project and discuss potential process and project impacts	DAWE explained linkage with bilateral and state process; sought clarity on MNES affected	Clarity in relation to project impacts	<b>EPBC Referral and BDAR</b>
14/3/22	Consumer advisory	12	Consumer Reference Group meeting	Design development	Input into project design/masterplan		
15/03/22	City of Ryde Council	12	Online meeting	Project overview and discussion of proposed traffic strategy	To introduce Council development team to the project, provide an overview of masterplanning to date and seek commentary on the proposed Ryedale Road access	Endorsement of the proposed overall project subject to further review of the submitted SSDA and preliminary endorsement of the traffic management principles proposed for the redevelopment	<b>Transport and Accessibility Impact Assessment</b>
30/3/22	Ryde community	300	Letterbox drop	Update on the project and FAQ/fact sheet educating about the planning process prior to SSDA 1 submission	Questions from the community in relation to various aspects of the redevelopment	To keep community updated and consider feedback as part of planning and design	
31/3/22	Community Design Reference Partners	20	Feedback session	Input into concept design	CDRP's participated in a forum to gain a briefing about the designs and provide feedback into the master planning process prior to SSDA 1 lodgement	Database of consumers are emailed or contacted whenever a relevant feedback opportunity on the project arises	
01/04/22	Transport NSW		Meeting	TSA Management provided an overview of the project, SSDA process and current masterplan and Stantec presented the current proposed access strategy and modelling scope, including	Transport for NSW feedback was provided on modelling inputs and interest was focused on public domain improvements and Green Travel Plan.	Consideration of comments and input provided to inform traffic modelling for further design development	<b>Transport and Accessibility Impact Assessment</b>

Engagement Tracker							
Date	Stakeholder	No. reached	Activity	Purpose	Key findings/ feedback	Project Response/ Design changes	Associated docs
				intersections to be assessed and traffic growth rates to inform traffic modelling.			

In addition to the above engagement that’s been carried out to date, the redevelopment team plans to continue engaging with key stakeholders throughout the project lifecycle to ensure the new facility meets the needs of all sections of the community.

The strategy for upcoming communications and engagement includes;

- Staff/community pop-ups during the exhibition period of the SSDA 1 (Concept and Early Works)
- Continuation of the Consumer Reference Group (see section 2.3.2), which provides a collaborative and meaningful pathway for consulting and working with key stakeholders throughout the planning, design and delivery phases of the project
- Continuation of opportunities for Community Design Reference Partners (see section 2.3.2), to provide feedback throughout the project
- Staff/community drop in sessions at various stages throughout the project to keep residents, staff and wider community informed
- Input from consumers, staff and the community into the schematic design process
- Staff/community pop-ups during the exhibition period of the SSDA 2
- Regular project updates distributed to the community and key stakeholders
- Regular updates to the dedicated project website to provide up to date information relevant to the stage of the project
- Monitoring of the dedicated project phone line and email address for residents and broader community to ask questions or speak to a project representative

## 2.4 Key project response and outcomes

The below table includes some of the key design elements that are being considered as part of the redevelopment. Further development of these elements, including ongoing consultation will occur throughout the development of the detailed design.

Key issue	Project Response	Outcome
Site location to cater for future demand	The Clinical Services Plan forms the foundation of planning for the redevelopment, which considers the projected health service requirements to 2031.	Reference Masterplan and Architectural Design Report
Connecting with Country	Feedback with Aboriginal and Torres Strait Islander groups continues to inform the design. Endorsement of masterplan proposal, with Bangawarra part of design team.	Reference Architectural Design Report
Access and Public Transport	Independent traffic assessment together with consultation with ongoing discussion with City of Ryde Council and Transport for NSW to ensure any access issues that arise are managed in a holistic manner	Transport and Accessibility Impact Assessment

Overshadowing due to the scale of building in residential area	Assessed potential impacts as part of concept design. Masterplan includes setbacks from residential buildings.	Reference Masterplan and Architectural Design Report
Protection of Blue Gum High Forest	Preservation and linkages with Blue Gum High Forest incorporated into the redevelopment landscaping/masterplanning.	Biodiversity Development Assessment Report
Historical components of existing hospital	Preservation and protection of key historical buildings such as Denistone House and the stables.	Heritage Impact Statement
Hospital artwork and colour themes	Establishment of Arts & Culture Working Group with multicultural, aboriginal and local community engagement.	Key themes and artwork to be considered throughout development of design, including ongoing consultation with key stakeholders and the community.

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## 2.5 Next steps

This Engagement Report demonstrates how planned, innovative, and transparent communication and engagement activity has met the consultation requirements prescribed by the SEARs. It demonstrates how these consultations have led to changed outcomes for the project design.

The Ryde Hospital Redevelopment team will consider and respond to any issues raised with this Concept SSDA submission and further consultation will occur in relation to the future detailed SSDA application for the project. Engagement with the community, staff and relevant agencies will continue during future stages of the planning, development and approvals process.

The project team will also actively engage with stakeholders after the SSD approvals phase through to the delivery and operational commissioning phases.

The Ryde Hospital Redevelopment will continue to update project webpages and produce regular content to keep all stakeholders engaged and informed throughout the lifecycle of the project.

In addition, a full Communication and Engagement Plan has been developed and is regularly updated outlining the project's proactive approach during for planning, design, construction, operational commissioning of the project.