



## HEALTH INFRASTRUCTURE

# RPA Hospital Redevelopment

## State Significant Development Application Engagement Report

31/10/2022

v0.7

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# 1 Background

## 1.1 Purpose

This Engagement Report, developed specifically for the RPA Hospital Redevelopment, outlines the engagement activity that has been undertaken during the State Significant Development Application (SSDA) to meet the Secretary's Environmental Assessment Requirements (SEARs). The RPA Hospital Redevelopment project is considered a State Significant Development (SSD) and 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 has informed 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 RPA Hospital Redevelopment engagement has helped the project team understand and identify potential issues and develop mitigation measures to address them.

The relevant SEAR is as follows:

Secretary Environmental Assessment Requirement (SEAR)	Section of this report where covered
<i>Detail engagement undertaken and demonstrated how it was consistent with the Undertaking Engagement Guidelines for State Significant Projects.</i>	Section 2.2 – Engagement approach
<i>Detail how issues raised and feedback provided have been considered and responded to in the project. In particular, applicants must consult with:</i> <ul style="list-style-type: none"> <li>– the relevant Department assessment team.</li> <li>– any relevant local councils.</li> <li>– any relevant agencies (including the Western Parkland City Authority for development within the Western Parkland City).</li> <li>– the community.</li> </ul> <i>if the 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.</i>	Section 2.4 – Key project response and outcomes

## 1.2 Project description

### 1.2.1 Project overview

The NSW Government has committed \$750 million to the redevelopment of the Royal Prince Alfred (RPA) Hospital to deliver a new hospital building and refurbishment of existing spaces.

The RPA Redevelopment will deliver an enhanced and expanded Emergency Department and Intensive Care Unit, as well as improved medical imaging services, operating theatres and maternity, birthing and neonatal services.

Improving and expanding clinical services, this significant investment ensures RPA continues to deliver world leading patient and family-centred healthcare to meet the needs of growing metropolitan Sydney, rural and remote communities and people who visit the District each day to work, study and visit.

The RPA Redevelopment is being delivered by Health Infrastructure in partnership and on behalf of the Sydney Local Health District (SLHD).

### 1.2.2 Project background

In March 2019, the NSW Government announced a significant \$750 million investment for the redevelopment and refurbishment of the RPA Hospital campus. The Project will include the development of clinical and non-clinical services infrastructure to expand, integrate, transform and optimise current capacity within the hospital to provide contemporary patient centred care, including expanded and enhanced facilities.

The last major redevelopment of RPA Hospital was undertaken from 1998 to 2004 projected to 2006 service needs. Since then, significant growth has been experienced in the volume and complexity of patients, requiring significant investment to address projected shortfalls in capacity and to update existing services to align with leading models of care.

The redevelopment of RPA Hospital has been the top priority for the Sydney Local Health District since 2017 through the Asset Strategic Planning process, to achieve NSW Health strategic direction to develop a future focused, adaptive, resilient and sustainable health system.

### 1.2.3 Key benefits

The RPA redevelopment will:

- Increase capacity and capability to respond to increasing needs in service demand and community expectations
- Increase access to contemporary medicine/care
- Improve patient and carer experience through provision of more appropriate and accessible configured inpatient facilities
- Re-purpose existing facilities i.e., maximise the value of existing assets
- Treat patients in the appropriate clinical setting
- Improve staff satisfaction, retention and attraction through increased opportunities enabled by the project
- Improve facilities and services that support the realisation of the broader Camperdown Health Education and Research Precinct (CHERP) Strategy aligned to the Tech Central strategic direction
- Reduce fragmentation of services to improve patient flows and increase efficiency.

The redevelopment provides an opportunity to improve physical infrastructure, develop facilities that meet the future demands of the community, improve patient and staff amenity, implement new models of care and ensure sustainability and resilience into the future.

### 1.2.4 Project scope

In 2019, the RPA Clinical Services Plan (CSP) was developed by SLHD in collaboration with the Executive and staff of the RPA Hospital and Ministry of Health (MoH), that forecasts future healthcare needs to 2031. The CSP identifies critical priorities to be addressed by the project to provide increased capacity to meet projected demand.

The RPA redevelopment will include:

- Expanded and enhanced Emergency Department and Intensive Care Unites
- Increased medical interventional imaging services



- State-of-the-art operating theatres and interventional cardiology
- Expanded maternity, birthing and neonatal services
- Facilities and capabilities for integrated research, education and training
- Additional adult and paediatric inpatient beds
- Improved public domain and services including roads, wayfinding
- Associated clinical and non-clinical support services capacity.

The project includes refurbishment and new build that integrates with existing hospital facilities.

Development consent is sought for:

**1. Alterations and additions to the RPA Hospital East Campus, comprising:**

- Eastern wing: A new fifteen (15) storey building with clinical space for Inpatient Units (IPU's), Medical Imaging, Delivery, Neonatal and Women's Health Services and a rooftop helicopter landing site (HLS);
- Eastern extension: A three (3) storey extension to the east the existing clinical services building to accommodate new operating theatres and associated plant areas;
- Northern expansion: A two (2) storey vertical expansion over RPA Building 89 accommodating a new Intensive Care Unit and connected with the Eastern Wing;
- Internal refurbishment: Major internal refurbishment to existing services including Emergency Department and Imaging, circulation and support spaces;
- Enhanced Northern Entry/ Arrival including improved pedestrian access and public amenity;
- Demolition of affected buildings, structures and trees;
- Changes to internal road alignments and paving treatments; and
- Landscaping works and compensatory tree planting including off-site to University of Sydney land.

**2. Ancillary works to the RPA Hospital West Campus, comprising:**

- A temporary helipad landing site above an existing multi storey carpark;
- Reconfiguration of a gas compound for an additional bulk storage tank; and
- Re-routing of existing services.

### 1.3 Engagement overview

Community and stakeholder input are an essential part of the planning and design of the RPA Redevelopment. Engagement has extended to all staff of RPA, the existing Community Consultation Advisory Network and newly convened communications and engagement working groups, the broader community through media releases, targeted surveys and a number of opportunities to engage with the project team with community 'pop-up' stalls.

### 1.4 Key Stakeholder Engagement

Stakeholder engagement with our key stakeholders has been linked to the design and plans of the redevelopment since the project's inception. The local Council (City of Sydney) and the Government Architect NSW have been an integral part of the Design Excellence Competition and engagement with the University of Sydney as a key stakeholder has taken place for longer than the duration of the project.

The Design Excellence Competition was undertaken on the RPA Redevelopment over six months to enhance the design of the new hospital building and facilities, and in line with the City of Sydney's Local Environment Plan 2012. With a focus on connecting to RPA's strong identity and connection to culture, history and heritage and providing

opportunities for landscape and urban space at the campus, Health Infrastructure, City of Sydney, and the Government Architect NSW collaborated to deliver a design excellence process that sought to improve the physical structure and urban environment of the RPA Campus, improving the overall experience for RPA's patients, staff, visitors, and community.

To achieve design excellence, the RPA Hospital Redevelopment was supported by a Design Excellence Strategy that was delivered in accordance with the NSW Government Architect's Better Placed Strategy and Design Excellence Competition Guidelines.

Health Infrastructure worked alongside City of Sydney and the Government Architect NSW, and via the design excellence process, identified an optimal design concept for the redevelopment that addresses the hospital's clinical priorities, while delivering excellent design and place making outcomes for staff, visitors and patients of RPA. Consultation with City of Sydney and the Government Architect NSW continued after the competition concluded to ensure the design reflected the nature of the site leveraging opportunities and examining constraints.

Outside the Design Excellence Competition, Health Infrastructure continued to engage and consult with City of Sydney on key topics and issues. Engagement included dedicated briefings with the relevant subject matter experts encompassing traffic and transport management, heritage considerations, tree preservation approach, and potential impacts of the project on heritage assets.

The third key stakeholder that Health Infrastructure has consulted significantly with is the University of Sydney. The project team have a long-standing relationship with the University that long precedes the RPA Hospital Redevelopment. The University is a neighbour of the campus and key collaborator with aspirations to deliver the integrated and jointly funded Sydney Biomedical Accelerator project as well as the Camperdown Health, Education and Research Precinct (CHERP) as an anchor for Tech Central.

In relation to the RPA Hospital Redevelopment specifically, dedicated briefings with the University were undertaken on:

- developing a shared strategy for tree succession planning,
- master planning of the anticipated health redevelopments to ensure they synchronise with one another,
- minimising construction impacts on the campus,
- jointly designing key attributes to enhance public place making and way finding.

Health Infrastructure and the University are also collaborating with one another to brief other adjoining neighbours including the adjoining residential colleges, to consider the planning options and design aspirations for the area noting there are a number of parallel developments proposed in the same timeframe.

## 1.5 Community Engagement

Engagement has a focus on the whole community, with additional tailored commitment to engaging with the Aboriginal community.

SLHD is characterised by socio-economic diversity, with pockets of both extreme advantage and extreme disadvantage. The District is characterised by a population of over 6000 people without homes, approximately 4500 people residing in aged care facilities, more than 28,000 people living with a disability in the District (ABS2016) and over 53,000 unpaid carers providing support across the inner west.

The project's engagement approach incorporates the Ngurang Dali Mana Burudi concept from the beginning with a strong focus on engaging with all staff as well as community members. Ngurang Dali Mana Burudi — a place to get better, is the SLHD's view of the whole community including health services, Aboriginal communities, families, individuals and organisations that work in partnership. Health facilities and services play an important role in communities and the location of the RPA Hospital provides a remarkable opportunity to significantly contribute to the SLHD vision of the hospital being a place to get better. The vision for RPA requires a whole of system transformation to create a healthier more sustainable and resilient future. This future is based on implementing the principles of value-based care and integrating care: focused on outcomes, patient experience, clinician engagement, equity, efficiency and effectiveness.

Consultation with staff, clinicians, consumers and the community support the project from conception to delivery. Consultation with Aboriginal and Culturally and Linguistically Diverse (CALD) community members, government authorities and other key stakeholders is critical to informing and developing specific planning and design elements and plays a significant role in planning as the redevelopment progresses.

RPA Hospital is on Gadigal Land, one of the 29 clans of the great Eora Nation. The traditional custodians of the land in SLHD are the Gadigal, Wangal and Bediagal people of the Eora Nation. The integrated project team is deeply committed to reflecting Aboriginal culture and heritage in all phases of planning, design and delivery of the RPA Redevelopment. Around 1.1 per cent of the population identify as being of Aboriginal and Torres Strait Islander heritage; however it is understood that this number is not indicative of the strength of the local indigenous community as many of our community members come from rural areas and continue to identify with their rural communities.

The District is rich in cultural and social diversity and more than half of the District's population speak a language other than English at home including significant numbers of refugees, asylum seekers and special humanitarian entrants. A feature of the District's social diversity is our proud lesbian, gay, bisexual, transgender, intersex, and queer (LGBTIQ) community. A number of our suburbs have the highest proportions of same-sex couples in Australia.

Consultation opportunities for patients, careers, visitors, staff, and the community allow these important stakeholder groups the opportunity to contribute to the RPA Redevelopment in a meaningful way and the community will be kept informed of the redevelopment, including the potential impact and mitigation of construction activities, throughout the project lifecycle.

Key indigenous cultural issues that require ongoing consideration throughout the redevelopment of the RPA have been identified through the Connecting with Country framework.

The project has made seven statements of commitment to Country:

1. Respect indigenous cultural intellectual property
2. Prioritise Aboriginal people's relationship to Country and their cultural protocols through education and enterprise by and for Aboriginal people
3. Prioritise financial and economic benefits to the Country where we are working, and by extension to the Traditional Custodians of that Country.
4. Share tangible and intangible benefits with the Country where we are working, and by extension the Traditional Custodians of that Country, including current and future generations.
5. Respect the diversity of Aboriginal cultures, whilst prioritising the local cultural identity of the Country Aboriginal people will determine the representation of their cultural materials, customs, and knowledge
6. Prioritise recognition and responsibility of Aboriginal people, supporting capacity building across Aboriginal and non-Aboriginal communities, and across government project teams.
7. Support Aboriginal people to continue their practices of managing land, water, and air through their ongoing reciprocal relationships with Country. We will create opportunities for traditional first cultures to flourish.

## 1.6 Project milestones

Date/ Timeframe	Activity Milestone
March 2019	Berejiklian Government pledges \$750m to RPA Hospital Redevelopment
October 2020	RPA Hospital Redevelopment fast-tracked
March 2021	Early works begins on the RPA Kidney Centre
July 2021	Master plan completed
December 2021	Early works completed on the RPA Kidney Centre
March 2022	Community and Staff engagement launch, survey opened Design competition completed
April 2022	Community, staff and consumer pop ups delivered at RPA Community and Staff engagement survey closed
August 2022	SSDA submission under development
September 2022	Unveil concept designs Staff and community engagement roadshow undertaken Enabling works contract awarded for Anatomical Pathology relocation & Gloucester House Drive Engagement for the temporary relocation of Helicopter Landing Site undertaken
Late 2022	Enabling works commencement with consultation activities to follow Site mobilisation for Anatomical Pathology relocation & Gloucester House Drive Smoking ceremony expected to be undertaken State Significant Development Application expected to be lodged Fly through expected to be unveiled
Early 2023	Schematic design expected to be completed Early Contractor Involvement expected to be appointed
Mid 2023	SSDA expected to be approved (subject to approval timeframes) Another package of enabling works expected to be awarded and commence
Late 2023	Main works contract expected to be awarded

## 2 Engagement

### 2.1 Objectives

The communications and engagement objectives for this project are to:

- Provide stakeholders (defined as staff, consumers, community) with the opportunity to contribute feedback to the planning and design of the redevelopment.
- Raise awareness of the redevelopment and its benefits to stakeholders.
- Provide an avenue for stakeholders to be involved in the redevelopment, receive updates and engage with the project team on an ongoing basis.
- Positively position the redevelopment by showcasing its drivers, benefits and future outcomes.
- Establish relationships with stakeholders early in the planning process and build positive sentiment toward the redevelopment.
- Leverage opportunities for key stakeholders and community to become advocates for the redevelopment.
- Meet NSW Department of Planning and Environment (DPE) statutory requirements for community participation to support the SSDA.

### 2.2 Engagement Approach

The communications and engagement approach for the RPA Hospital Redevelopment focuses on early, proactive, transparent and regular communications and engagement throughout all stages of the project. This approach supports the development of community and stakeholder understanding for the project, ensuring opportunities for stakeholders and the community to provide input and feedback, allowing the project team to identify and manage issues early and achieve better outcomes for the project and community.

The level of public participation required for this project is informed by the IAP2 spectrum and based on the level of public impact from the project and the scope for community and stakeholder input to the RPA Hospital Redevelopment.

Based on the IAP2 Spectrum, the project team has identified its key stakeholders (internal and external) and the most suitable approach for engagement as shown in the table below. (For reference: [IAP2 Public Participation Spectrum](#).)

#### 2.2.1 Key Stakeholders

Group	Stakeholders
<b>Sydney Local Health District</b>	Executive, staff & board Health Science Alliance Clinicians
<b>RPA Hospital</b>	Executive, staff & board RPA Clinical Staff Council Volunteers Hospital patients, visitors, careers & families RPA Pharmacy RPA Vaccination Hubs
<b>NSW Health</b>	Ministry of Health Health Infrastructure NSW Ambulance HealthScope NSW NSW Health Pathology

Group	Stakeholders
	Patient Transport Services HealthShare NSW eHealth NSW Bureau of Health Information Health Education and Training Institute
<b>Consumer Groups</b>	RPA's Consumer & Community Advisory Network Consumer Representatives
<b>Partnerships</b>	Central & Eastern Sydney Primary Health Network Aboriginal Medical Service Redfern Sydney Research Sydney Health Partners Medical Research Institutes connected to RPA (14) Research partnerships with USYD and UNSW Camperdown-Ultimo Collaboration Alliance
<b>Education Institutions</b>	The University of Sydney University of Technology Sydney The University of Notre Dame University of NSW
<b>Government Agencies</b>	NSW Department of Planning and Environment Government Architect NSW Heritage NSW Transport for NSW Greater Cities Commission City of Sydney Council Inner West Council
<b>Utility Providers</b>	Sydney Water Ausgrid Fire & Rescue NSW Jemena NBN/Telco
<b>Surrounding Landholders/Institutions</b>	The University of Sydney St John's College St Andrew's College Sancta Sophia College Charles Perkins Centre Centenary Institute Chris O'Brien Lifehouse Professor Marie Bashir Centre Susan Wakil Health Building Student Accommodation Providers Newtown North Public School
<b>Aboriginal &amp; CALD Groups</b>	Traditional custodians Metropolitan LALC Aboriginal Health & Medical Research Council Registered Aboriginal community groups Ethnic Community Services Co-op



Group	Stakeholders
	Bilingual Community Hub Multicultural Children's Services CALD Disability Group
Local Community	Immediate residential neighbours Surrounding residential neighbours General public
Community Groups	Community health groups Registered interest groups
Elected Officials	Minister for Health Minister for Mental Health Local Councilors State Member for Newtown Federal Member for Sydney
Media	Local & metropolitan media Local Aboriginal & CALD media Social media

### 2.2.3 Engagement Methods

Engagement method	Audience	Purpose	Participation				
			Inform	Consult	Involve	Collaborate	Empower
<b>Briefings (formal and informal)</b>	All stakeholders	Presentations and discussions with stakeholders and community groups to gather feedback, ideas, or options. Formal and informal.	✓	✓	✓	✓	
<b>Co-Design</b>	Targeted stakeholders	Consumers and key stakeholders work with designers to co-design the project including built form, services, and processes.			✓	✓	✓
<b>Collaborative Governance</b>	Project Governance	Structured decision-making for process to support project delivery. Stakeholders work collaboratively to make decisions and offer recommendations.	✓	✓	✓	✓	
<b>Door Knocking / Letterbox Drops</b>	Neighbouring Landholders and residents	Notify neighbouring landholders to raise project awareness, notify and have their questions answered.	✓	✓			
<b>Focus Groups</b>	Targeted stakeholders, community groups	Small group discussion focused on discussing, understanding, negotiating, or resolving a specific topic. Allows open discussion.		✓	✓	✓	
<b>Interactive online tools</b>	All stakeholders	Online platforms that allow community participation including feedback forms, webinars, public meetings, surveys, submissions, workshops, Social Pinpoint, Engagement HQ (Bang the Table).	✓	✓	✓	✓	
<b>Pop-up stalls</b>	All stakeholders (targeting general public)	Pop-up stalls (staffed) at a physical location in community displaying information, plans, documents and surveys.	✓	✓	✓		
<b>Project User Groups</b>	Targeted stakeholders	Select group that provides specialist input into the design process ensuring a broad representation of stakeholder views.	✓	✓	✓	✓	

Engagement method	Audience	Purpose	Participation				
			Inform	Consult	Involve	Collaborate	Empower
<b>Public Displays</b>	All stakeholders (targeting general public)	Staffed or unstaffed displays of information, plans or documents made publicly available.	✓		✓		
<b>Staff Forums</b>	Internal stakeholders	Presentations and discussions with internal staff groups to provide updates, answer questions and gather feedback and ideas.	✓	✓	✓		
<b>Surveys</b>	All stakeholders	A series of questions suitable for internal and external stakeholders to understand preferences, seek feedback and provide input.		✓	✓		
<b>Workshops</b>	All stakeholders	Structured method suitable for small groups of internal and external stakeholders to explore specific, complex issues.		✓	✓	✓	

## 2.3 Engagement undertaken

This section outlines how the RPA Hospital Redevelopment project is strategically and proactively engaging the community and key stakeholders including staff, health providers, Government agencies, patients, neighbours and surrounding communities – from planning and design through to construction and handover. Detailed information is listed in the tracker attached in Appendix A which records all of the internal and external stakeholder engagement activities.

Engagement on the project was undertaken consistent with the Department of Planning and Environment's *Undertaking Engagement Guidelines for State Significant Projects*.

### 2.3.1 Internal stakeholder engagement

The project is supported by several internal project engagement committees and groups that report into the project governance structure. The initial membership of key committees and groups has been established and will continue to evolve throughout project delivery. Additional Project User Groups and working group sub-committees will be established as required.

Internal project governance groups offer an opportunity to inform the engagement approach and provide feedback on engagement activities and outcomes, along with engaging with participants and include:

- Executive Steering Committee (ESC), Project Control Group (PCG), Project Planning Team (PPT): monthly meetings

Other advisory groups and project team coordination sessions further strengthen our routine and regular engagement with a broad range of stakeholders for the project including:

- Executive User Group (EUG). Project User Groups (PUGs)(outlines below) Project Working Groups (PWG): Communications and Engagement Working Group (CEWG), Communications & Consumer Working Group, Information & Communication (ICT) Working Group, Logistics Working Group, Consumer and Community Advisory Network (CCAN), and Arts Advisory Working Group: monthly meetings or more frequently when required
- Integrated project team: weekly working sessions
- Design Team: weekly meetings, with additional meetings tailored to specific design topics and matters when required
- Project User Groups: scheduled according to project needs and requirements
  - PUGs: 108 sessions across 38 departments, areas, services
    - Schematic Design PUGs: 26 sessions across 10 departments
    - Detailed Design PUGs: 14 sessions across 2 departments
    - Clinical Design Development PUGs: 13 sessions across 5 departments
    - Sub-Clinical Design Development PUGs: 6 sessions across 3 departments
- Clinical Reference Group
- All Staff Forums/Briefings: as required

### 2.3.2 External engagement

In addition to the project user groups and working groups, the project team also actively engaged with the various external stakeholders 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 have been carried out throughout the year. External engagement with the project stakeholders is an active and ongoing effort.

To date, three campaigns have been successfully delivered by the project team that is relevant to the State Significant Development (SSD) application:

1. The RPA Redevelopment engagement survey ran from March 8 - May 1, 2022, capturing early feedback from staff and community on what they wanted within the hospital redevelopment and built project awareness. This initial engagement campaign was critical to establishing an ongoing dialogue and relationship between the project and external stakeholders.
2. The concept design engagement focused on consultation sessions that ran from September 12 - September 14, publicly unveiling the projects concept designs and sought feedback from community and key stakeholders on the designs over five sessions. These sessions provided a vehicle to celebrate the project milestone of publicly unveiling the concept designs and allowed for external feedback on the announcement.
3. The engagement campaign for the temporary RPA helicopter landing site ran from 26 September – 29 September, informing staff, community and key stakeholders of the plans for the temporary relocation of helicopter operations to a temporary helipad and likely associated impacts via a staff Electronically Distributed Message, door knocks, letterbox drops, web update, newsletter articles and individual stakeholder briefings. This campaign was critical as it allowed the project team to notify and inform targeted external stakeholders of the plans, its impacts and provided an avenue for impacted staff, stakeholders and members of the public to voice their questions, concerns and queries prior to the relocation and throughout the process.

Consultation outside of the SSD application continues as business as usual for all Health Infrastructure projects encompassing for example, consultation and information sharing on the enabling works with key stakeholders and surrounding neighbours via briefings, a project newsletter distributed to the redevelopment's subscribers and a letterbox drop.

In addition to the above engagement activities, the project team has undertaken pre-SSDA consultations with stakeholders across government agencies, local councils and neighbouring landholders. These consultations too place from August – September 2022 and provided opportunity to formally introduce the concept designs for the hospital Main Works and provide further targeted updates to specific works within the project. These engagements formed part of the broader stakeholder engagement strategy. Minutes and presentation packs were distributed to attendees following consultations. Overall, the pre-SSDA stakeholder consultations were successful in providing an opportunity for key stakeholders to discuss and raise concerns on the concept design ahead of public exhibition.

Below is the Engagement Tracker which gives an overview of the internal and external engagement activities (excluding the above mentioned project user groups and working groups).

## Engagement Tracker - Summary

Date	Stakeholder	No. reached	Activity	Promotion	Purpose	Key findings/ feedback	Project Response/ Design changes	Associated docs
8/3/2022 – 1/5/2022	Staff, Public	357	Engagement Launch: Survey/Online survey	<ul style="list-style-type: none"> <li>Media release from Health Minister</li> <li>Social Media posts</li> <li>HI Website, Intranet</li> <li>EDM to staff</li> <li>Letterbox drop</li> <li>Posters, flyers</li> <li>Community handouts</li> </ul>	Inform staff and community, foster relationships & respond to questions or concerns. Provide channel for feedback to be given.	87% of survey respondents support the project. Wayfinding for people with disabilities or CALD is important. Need for green spaces, particularly post COVID. More amenities requested for staff.	Recommended future communication materials continue to be available. Key relationships with the Camperdown and wider community must be maintained. Continue providing opportunities for input and consultation, inclusive of CALD communities. Continue to incorporate indigenous values and Connection with Country framework. Include targeted and direct engagement with key stakeholder groups.	Survey Newsletter RPA Survey Outcomes Report
18/8/2022 – 30/9/2022	Public, Staff, Agencies, Neighbours	36,000	Concept Design Consultation	<ul style="list-style-type: none"> <li>Letters</li> <li>Media Release</li> <li>SLHD staff EDM</li> <li>HI &amp; SLHD LinkedIn, SLHD Facebook</li> <li>Community pop ups</li> <li>Community meetings</li> <li>Online community meeting</li> <li>Letterbox drop</li> <li>Project email</li> <li>Door knock</li> <li>Key stakeholder briefings</li> </ul>	Call to action to attend and then be informed by organised meeting detailing Concept Design. Provide channel for feedback to be given.	Comprehensive nature of consultation and information sessions meant constructive and critical feedback was limited and overwhelming response was in agreement with designs.		Survey Newsletter Survey Outcomes Report
26/9/2022 – 29/9/2022	Public, Staff, Agencies, Neighbours	1500	Temporary HLS relocation consultation	<ul style="list-style-type: none"> <li>Individual briefings</li> <li>Door knocks</li> <li>Letterbox drops</li> <li>Web update</li> <li>Project email</li> <li>EDM to RPA Staff</li> </ul>	Promote awareness of HLS relocation, foster ongoing relationship			Survey Newsletter Survey Outcomes Report



### 2.3.3 Engagement Launch

The RPA Hospital Redevelopment project team conducted a public survey between March 8 and May 1 2022. The development, design and promotion of the survey aimed to foster early community engagement and awareness of the project and sought to generate feedback on what respondents wanted within the hospital redevelopment. During the survey period, the project team pursued a targeted community presence to make sure the survey had a wider reach in a transient population in the hospital. Members of the project team stationed themselves around the main entrance of RPA with flyers; internet enabled iPads with the survey page; and physical copies of the survey to capture feedback in person and promoting completion of the survey later through the flyers.

The purpose of the targeted community presence was to:

- Inform the local community and staff at RPA about the survey to have their say and encourage community members to have their say.
- Be present within the community and build relationships
- Respond to any questions or concerns raised.
- Engage and provide project information to community and staff.
- Allow the community and staff to further understand the project requirements.
- Record any questions that could not be answered and respond shortly afterwards.

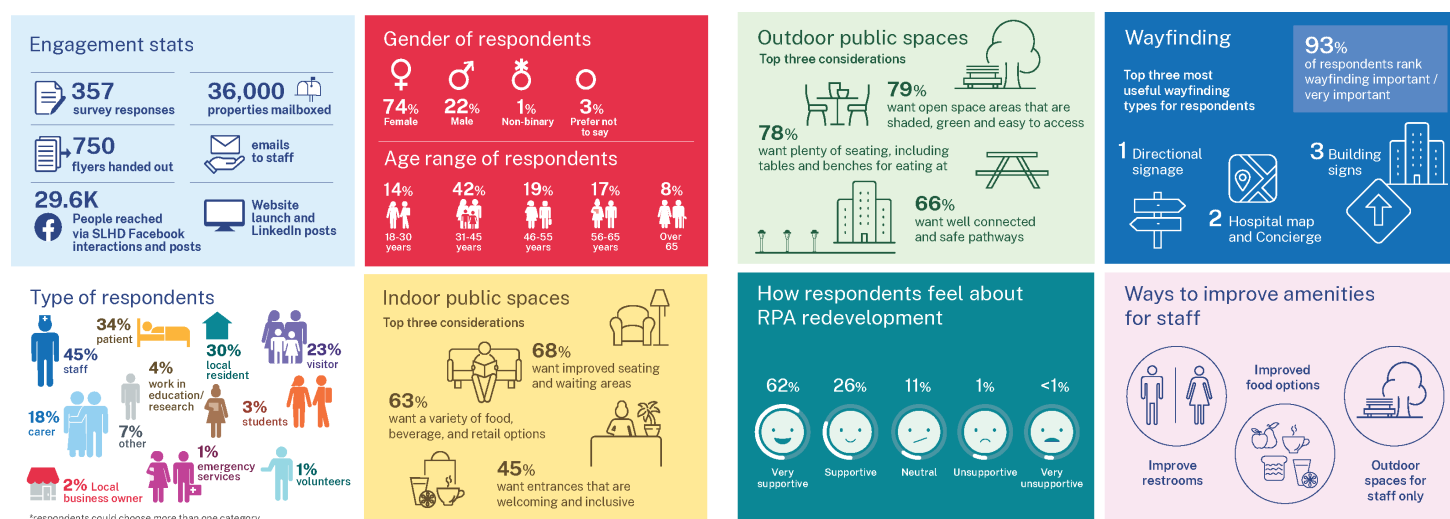
During the engagement period the survey was promoted in a number of ways including:

- Distribution of 750 flyers
- 36,000 properties letterboxed
- Language options inclusive of Mandarin, Cantonese, Greek and Spanish
- Facebook posts which reached 29,600 users

As a result of these efforts, as well as extensive staff promotion via internal SLHD channels, the survey received 357 responses offering a range of valuable insights. Responses were grouped into common themes, highlighting the following:

- 87% of respondents support the project
- Insights for upgrading services and facilities
- Need for green spaces, particularly post COVID
- More amenities for staff

Wayfinding for people with disabilities, impairments or CALD is most important



The success of this engagement led to a number of recommendations that highlighted the importance of continued community engagement, support for CALD via language inclusivity across all communications and the maintenance of the project's relationship with the Camperdown and wider community. As a result of the feedback captured during the consultation the need for green spaces has been further prioritised in the design process with way finding earmarked as a focus for consideration in future consultation with staff, consumers, clinicians and the community. A more detailed summary of the survey outcomes is available in the Survey Outcomes Report (Appendix B).

### 2.3.4 Concept Design Consultation

The RPA Hospital Redevelopment project team, together with the SLHD invited staff and all community members to attend a choice of five project information sessions running from September 12 to September 14, 2022. This program was designed for the project team to publicly unveil the concept designs for the \$750 million investment in the new RPA Hospital Redevelopment and to seek feedback from attendees.

The program targeted staff, community and consumers through strategically placed community pop ups that sought to engage stakeholders living and working within the precinct.

The series of pop ups were held in the RPA foyer at different times each day to maximise foot traffic from the community, consumers and staff, with ebbs and flows taken into consideration, ensuring as many people as possible had an opportunity to drop in and ask questions and view the designs.

The foyer in RPA is a busy place and foot traffic was steady throughout the week. Pop ups were held for a duration of seven hours over the three sessions, and it is estimated that on average up to 50 individuals dropped by each day. In addition to this, 500 survey brochures were handed out as a call to action to encourage feedback via the survey.

Informed by first-hand knowledge of the RPA Hospital space and the trends of foot traffic in local thoroughfares, the project team was able to maximise engagement for the pop ups. Positioning themselves in pedestrian hotspots at beginning of the workday and at lunch time, face-to-face engagement across the three days of community pop-ups was highly successful.

Through this consultation program the project team was able to establish that sentiment towards the concept design was positive and they felt adequately informed.

During the engagement period, information about the Concept Design unveiling was promoted in a number of ways including:

- Media Release September 1, 2022
- Staff EDM September 27, 2022
- 6,500 properties letterbox dropped
- 6,000 users reached via SLHD social media posts
- Seven hours of face-to-face pop ups over three days
- 500 fact sheet flyers distributed

The consultation program provided hospital staff, local community and major stakeholders the option to attend either a face-to-face session that required no booking or online webinars that required booking in advance.

Face-to-face sessions:

- 2pm-4pm, September 12, 2022
- 10am-12pm, September 13, 2022

- 12pm-3pm, September 14, 2022

Online Webinar session:

- 3:30pm, September 13, 2022

The sessions were advertised across a range of platforms and channels. On September 1, a media release from the NSW Premier and NSW Health Minister was published promoting the consultation sessions. On September 2, an EDM was sent to all staff on inviting them to attend the consultation and social media posts on LinkedIn and Facebook were published inviting the public to attend the sessions.

From September 8<sup>th</sup> the project team conducted resident letterbox drops, community pop up sessions, an online community meeting via teams, doorknocks, community group presentations and sent out a project email to all newsletter subscribers.

The face-to-face sessions were well attended by consumers, and community. A range of different topics were discussed, and the feedback was positive in relation to the Concept Design that was on display. The online webinars were detailed and allowed the community, consumers and staff to ask questions directly to the integrated project team, including the Design Team.

Supporting and capturing feedback on the concept design consultation program, a survey for staff and community was also promoted throughout the campaign via the Ministerial media release, multiple social media posts,

The results of the consultation programme provided insights in relation to the Concept Design release including:

- 100% of survey respondents were supportive of the designs
- First impressions of the Concept Design images scored an average of 76/100
- Dust, noise and vibrations, traffic, and removal of trees and plants are the leading concerns
- Importance of biophilic design, integrating green spaces and natural elements into redevelopment designs

The success of the Concept Design unveiling, and consultation has allowed the project team to move forward through the design phase and into the next phase of enabling works confident in their vision and approach to the RPA Hospital Redevelopment. The overwhelming positive response and minimal critical feedback has allowed the team to move forward with minimal additional considerations required in future engagements and site works.

Highlighted by the survey, the need to actively monitor the impacts of noise, dust and vibrations on the area, as well as managing traffic and parking around the construction site will be key in fostering an ongoing positive relationship with staff, consumers and local residents.

Community emails received have also highlighted the need for greater accessibility for mobility restricted individuals, making particular note of ensuring door frames are wide enough to accommodate for wheelchair access. Whilst already embedded in the projects Connecting with Country mission, feedback has identified the benefits and need for biophilic design, or the integration of green spaces and natural elements into spaces to improve experiences for staff, patients and carers. For an in depth review of the feedback received visit Appendix C for the Concept Design Outcomes Report.

### 2.3.5 Helicopter Landing Site Temporary Relocation Consultation

The RPA Hospital Redevelopment project team, together with the SLHD engaged with key stakeholders and the general public to inform them of the temporary relocation of the RPA helicopter operations to a temporary helicopter landing site. The consultation and engagement program involved the development and distribution of fact sheets and FAQs to the public, the publishing of newsletter articles, web updates and project emails, door knocks and community pop ups and delivered 7 individual briefings to key non-health stakeholders and 4 individual briefings to key health stakeholders.

Individual briefings to key health and non-health stakeholders on the temporary relocation of the helicopter landing site commenced September 26.

Individual briefings with key non-health stakeholders were offered to:

- The University of Sydney
- Queen Mary Building
- St Johns College
- St Andrews College
- Sancta Sophia College

Individual briefings with key SLHD stakeholders located in various buildings proximal to the HLS included:

- Professor Marie Bashir Mental Health Building
- KGV occupants
- Parents and Baby Unit
- Infusion Centre

Following these key stakeholder briefings, information about the temporary relocation of the helicopter landing site was delivered in a number of ways including:

- Updates to project website published
- Letterbox drop delivered September 29
- Door knocks on September 28

Each of these actions delivered FAQ's and Fact Sheets to the recipients as well as a sorry we missed you flyer in the case of the Door Knock engagement.

The consultation programme unveiled a range of key insights in relation to the temporary helipad relocation and broader redevelopment including that those spoken to felt well informed and were happy that the project was progressing. Other enquiries focused on the schedule and number of parking spaces being removed.

For an in depth review of the consultation undertaken visit Appendix D for the Helicopter Landing Site Outcomes Report.

## 2.4 Key project response and outcomes

The RPA Hospital Redevelopment project team has worked proactively throughout the project to identify potential and emerging issues and develop mitigation measures, which are outlined in the below table. A strategic and early engagement approach has enabled the project team to respond in a timely matter and achieve outcomes that meet the needs of the project, its community and stakeholders.

As is typical through the engagement and consultation on a major hospital development, the feedback received reflects the broad perspective and lived experience of our community and staff. To this end, many of the items raised were not directly related to design, however inform the overall project team of both the design and operational considerations to be taken into account throughout the life of the project and beyond completion.

Key issue	Summary of the Feedback Received	Outcome
Indigenous Partnership	<p>Feedback received from the Connecting with Country Framework collaboration process included:</p> <ul style="list-style-type: none"> <li>• Acknowledgement of proud history</li> <li>• Language integration</li> <li>• Indigenous Cultural Intellectual Property</li> <li>• Respect cultural protocols, build community trust through ongoing engagement</li> <li>• Country-centred design, intersection of nature, people and design</li> </ul>	Connecting with Country Framework and the Preliminary Heritage Interpretation Strategy developed based on feedback received
Aboriginal Cultural Heritage	Considered acknowledgement of indigenous communities as custodians over the land that RPA sits	The wayfinding strategy will consider opportunities to acknowledge the traditional custodians
Inclusive Participations	Identified importance of consulting with CALD, elderly, visually impaired, limited mobility accessibility	The Communications and Engagement Plan targeted a diverse range of stakeholders
Art and culture	<p>Identified the desire for indigenous elements to be incorporated into new buildings including:</p> <ul style="list-style-type: none"> <li>• Language integration</li> <li>• Nature, art, historical photos and stories that connect with Country</li> <li>• Specialised space that can be used for traditional ceremonies</li> <li>• Clearly acknowledge artists and community in indigenous design (ICIP)</li> </ul>	Opportunities have been identified in the Connecting with Country Framework and the Preliminary Heritage Interpretation Strategy
Wayfinding signage	<p>Identified as most important to community in survey, particularly for people with disabilities, impairments or CALD</p> <ul style="list-style-type: none"> <li>• Directional signage, Hospital map and Concierge, Building signs</li> <li>• Incorporate digital solutions</li> </ul>	<p>The wayfinding strategy will be developed during detailed design, and will incorporate a mix of directional signage, maps and building signs. A concierge is included in the design for the 'northern arrival'.</p> <p>Digital solutions will be considered as the ICT strategy develops during detailed design.</p>

Key issue	Summary of the Feedback Received	Outcome
Services and facilities	<p>Survey feedback focused on:</p> <ul style="list-style-type: none"> <li>Dedicated drug and alcohol unit</li> <li>Mental health facilities</li> <li>Improve storage spaces</li> <li>Private rooms in maternity wards and for private patients</li> <li>Transgender services</li> <li>Increased meeting rooms</li> </ul>	<p>Dedicated drug and alcohol unit / mental health unit does not form part of the project as it is not a priority clinical scope identified in the RPA Clinical Services Plan.</p> <p>Improved storage spaces will be included in the schematic design.</p> <p>Private rooms will be included in the schematic design.</p> <p>Additional meeting rooms will be included in the schematic design.</p>
Staff ratios, working conditions	<p>Survey feedback focused on:</p> <ul style="list-style-type: none"> <li>Improved staff to patient ratios</li> <li>Greater food/beverage options</li> <li>Improved break rooms (bigger, more)</li> <li>Childcare services (free/more options)</li> <li>Showers, better end of trip facilities</li> </ul>	<p>LHD reviewing staff workforce plan for inclusion in final business case</p> <p>Staff amenities provided within project scope</p> <p>LHD reviewing end of trip facilities in relation to Green Travel Plan</p>
Parking	<ul style="list-style-type: none"> <li>Survey feedback focused on free parking</li> <li>More options for parking</li> <li>Greater accessibility for mobility impaired</li> <li>Short term pick up and drop off parking options</li> </ul>	<p>Additional general parking is not part of the projects priorities. Future parking demand has been analysed in the Transport and Accessibility Impact Assessment, and a Green Travel Plan prepared to encourage sustainable modes of travel where possible to limit parking demand.</p> <p>Accessible parking spaces are included at the new northern arrival entrance, as well as short term pick up and drop off parking.</p> <p>Additional public drop off parking has been included at the revised Emergency Department entrance off Missenden Road.</p>
Green spaces	<ul style="list-style-type: none"> <li>Survey feedback focused on green spaces, particularly post COVID</li> <li>Outdoor spaces for staff only</li> <li>Integration of biophilic design</li> </ul>	<p>Green spaces have been incorporated in the design, particularly around the northern entry. The existing internal tiled courtyard on Level 4 is proposed to be enhanced with new landscaping and planting.</p>
Ongoing Engagement	<p>Need for ongoing engagement with general public, local community, indigenous community, neighbours and broader important stakeholders</p>	<p>Reviewed and aligned with the Communications and Engagement Plan – ongoing communications and engagement includes regular project updates via various, established mediums as well as enabling works engagement, main works engagement and the temporary helicopter relocation engagement.</p>
Current hospital shortcomings	<p>Survey highlighted need for:</p> <ul style="list-style-type: none"> <li>Natural lighting</li> <li>Improved space/open planning</li> <li>More beds</li> <li>Simpler transit between services</li> </ul>	<p>Solar access and maximising views are key design factors in the new build areas.</p> <p>Central Courtyard provides access to natural light, fresh air and landscape.</p> <p>Scheme aims to improve general wayfinding between central lift cores and Eastern Wing</p> <p>Clinical bridge connecting Emergency Department and new Eastern Wing</p>

## 2.5 Next steps

This Engagement Report demonstrates how planned 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 and construction.

The RPA Hospital Redevelopment project will consider and respond to any issues raised with this 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 project team will continue to actively engage with our stakeholders, local community and neighbours after the SSD approvals phase through to the delivery and operational commissioning phases. The project team will continue to actively engage with our stakeholders, the local community and neighbours through the SSDA exhibition period, monitoring and reviewing the proposal. In addition, communications and consultation will continue past the approvals phase through to the delivery and operational commissioning phases.

The RPA Hospital Redevelopment project will continue to update project webpages, including the dedicated project website, 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.



## Appendix A – Engagement Tracker

## Appendix B - Survey Outcomes Report

## Appendix C – Concept Design Outcomes Report

## Appendix D – Helicopter Landing Site Outcomes Report

## Contact Details

Health Infrastructure  
Locked Bag 2030  
St Leonards NSW 1590  
[hinfra.health.nsw.gov.au](http://hinfra.health.nsw.gov.au)

# Stakeholder Engagment Tracker

**Key stakeholder interactions (Health Infrastructure)**

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
<b>Government Agencies</b>					
<b>State Design Review Panel (SDRP)</b>					
7/04/2021	SDRP Round 1	Present overview of RPA Redevelopment with SDRP / GANSW Seek initial advice in relation to Design Excellence and Planning Pathway	HI provided overview of: - CHERP - RPA Redevelopment progress - Clinical Priorities - Staging Options - Proposed designs - Sustainability initiatives	Key advice provided by SDRP 1: - Project must be endorsed by the Consent Authority as exhibiting Design Excellence prior to submission of SSDA - Engagement with First Nations design consultants to occur to incorporate principles of Connecting with Country - Strategy for calming Missenden Road required - Improvements to accessibility and wayfinding - Integration of open space and courtyards - Masterplan, staging and placemaking in accordance with CHERP principles	HI to return to SDRP after consideration of GANSW / SDRP advice demonstrating response to matters raised
14/07/2021	SDRP Round 2	Progress update of the RPA Redevelopment provided to SDRP / GANSW Design Excellence / planning pathway advice sought from SDRP	Presentation to present response to previous matters raised by SDRP / GANSW	Confirmation from GANSW (11/8/21) that no further SDRP sessions required, with Design Competition process to replace SDRP. Key advice provided by SDRP 2: - Further consideration to be paid to application of DRAFT Connecting with Country Framework to be applied to Design Competition process and ongoing project development - Further consideration to be paid to Open Space and Public Realm requirements, including internal and external public public realm, heritage setting, wayfinding, green link, vehicle calming of Missenden Road and east/west spine on John Hopkins Drive - Further considerations to be paid to accessibility and wayfinding - Further considerations to be paid to masterplan, staging and placemaking - Built form and architecture - No further SDRP sessions due to Design Competition process	HI to work in collaboration with GANSW to progress Design Competition process. Design Competition to be held October & November 2021. HI to initiate regular briefings with CoS and other key stakeholders.
<b>Government Architect NSW (GANSW)</b>					
W/B 19/07/2021	Week 1	Design Competition Coordination Meeting	Agenda: - Competition shortlist - Design Excellence Strategy - Competition Brief - Competition Management / Jury	Key discussion points/feedback: - HI to advise potential pre-qualified competitors - GANSW to write to CoS advising of proposed Design Competition for RPA - Design Competition Manager to be appointed	HI and GANSW to progress key actions by next meeting
W/B 26/07/2021	Week 2	Design Competition Coordination Meeting	Agenda: - Competition shortlist - Design Excellence Strategy - Competition Brief - Competition Management / Jury	Key discussion points/feedbck: - GANSW to propose long-list of competitors - HI to document selection criteria for formal endorsement of HI-selected participants - Structure of Design Excellence Strategy to be developed - Consultation Strategy for City of Sydney to be documented - HI seeking advice from GANSW re: Connecting with Country - Technical advice into the Competition Brief to be confirmed (including heritage advice) - CoS Jury member to be confirmed	GANSW to advise Connecting with Country approach at next meeting HI and GANSW to progress key actions by next meeting
W/B 02/08/2021	Week 3	Design Competition Coordination Meeting	Agenda: - Presentation of Draft Design Excellence Strategy for discussion GANSW advice	Key discussion points/feedback: - GANSW deferred Connecting with Country discussions to next meeting - GANSW recognised balancing clinical and non-clinical outcomes is important, need to highlight importance of this in Draft Strategy - Agreement that a single-staged design competition to be undertaken - GANSW confirmed as Consent Authority for Design Competition / Excellence process - GANSW suggested technical briefings form part of the Jury Briefing sessions - GANSW advised that lengthy process will follow appointment of winning design	Role of Technical Advisors and Competition Brief to be discussed next meeting

## Key stakeholder interactions (Health Infrastructure)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
W/B 09/08/2021	Week 4	Design Competition Coordination Meeting	Agenda: - GANSW comments on Design Excellence Strategy - Technical Advisors	Key discussion points/feedback: - GANSW will require an additional 24 hours to review and provide feedback on Design Excellence Strategy - HI interest in discussing interactions / clarification on what supporting briefs are required - GANSW advice that the Competition Brief needs to be clear of the work undertaken to date and state very clearly what may be in the scope for change - GANSW advised that Evaluation Criteria needs to assist with selecting best possible design - GANSW advised that competition participants bring fresh perspectives and ideas to a competition - important for RPA - HI advised that they would like an opportunity to review the winning design before the competition closes, to ensure competitors on the right track - reiterated that there is a set Project budget	HI and GANSW to progress key actions by next meeting
16/08/2021	Week 5	Design Competition Coordination Meeting	Agenda: - GANSW feedback on Design Excellence Strategy	Key discussion points/feedback: - GANSW advised that Draft Competition Brief has been well executed - HI sought clarification of roles / delegations between GANSW and DPIE - Clarification on level of Technical Advice provided - GANSW provided further explanation of DIP process - HI requested clarification on Connecting with Country requirements (again) - GANSW provided high level advice on Connecting with Country requirements for Design Competition, noting that further advice would be shared at next meeting	HI and GANSW to progress key actions by next meeting GANSW to specifically provide advice (as previously requested) relating to Connecting with Country
19/08/2021	Week 5	Design Competition Coordination Meeting	Agenda: - Update on CoS interactions - Design Excellence Strategy - Connecting with Country - Evaluation Criteria for Jury - SDRP	Key discussion points/feedback: - HI provided GANSW with an update on 2 recent briefing sessions with City of Sydney regarding Design Excellence and Heritage/Landscape matters - Design Competition was well received by CoS - GANSW advised that competitors must consider Aboriginal and Connecting with Country opportunities for site - GANSW advised on preferred approach for Jury - SDRP meetings 1 and 2 considered earlier phases of Design Competition advice - Some aspects of Jacobs works considered not adequate or able to be supported - fundamental design excellence matters not considered suitable by design panel experts	HI and GANSW to progress key actions by next meeting
W/B 23/08/2021	Week 6	Design Competition Coordination Meeting	Progress update	Key discussion points/feedback: - GANSW suggested internal consultation be undertaken with HI before presenting to GANSW Executive - HI requested clarification on relationship between GANSW and DPIE and links to SEARs - GANSW advised that the ultimate endorsement to come from Abbie Galvin, Government Architect - Design Excellence Strategy to be endorsed and then Competition Brief - HI to issue Design Strategy to CoS to ensure positive working relationship and collaboration - GANSW advised there was no consistent protocol set for engaging with CoS so HI okay to drive their own arrangements	HI and GANSW to progress key actions by next meeting
7/09/2021	Jury Pre-Briefing	Present Design Competition Strategy to HI, SLHD and GANSW executives	Design competition overview, competition process, competition brief and implementation		Further development required: - Confirmation of Jury members - Review / endorsement periods - Balance competition brief between clinical requirement and design / broader design excellence objectives - Define competition boundary within East Campus - Expand evaluation criteria

**Key stakeholder interactions (Health Infrastructure)**

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
9/09/2021	Week 8	Design Competition Coordination Meeting	Progress update	Key discussion points/feedback: - GANSW advised that evaluation criteria not weighted properly - HI presented revised evaluation criteria following feedback from Jury review - GANSW comfortable with amendments made to design and place making section - HI now seeking formal endorsement of Design Excellence Strategy to meet October competition deadlines - HI sought clarification as to whether endorsement would also be required by DPIE (Social Assessments team) - HI advised how Reference Scheme would be used as part of Design Comp process, GANSW agreed that it was critical that Reference Scheme be included in Design Comp Brief	Clarify whether DPIE (Social Assessments team) is required to endorse Design Comp Strategy
W/B 13/09/2021	Week 9	Design Competition Coordination Meeting	Seek further input/advice from GANSW in relation to Draft Competition Brief, discuss feedback recieved from CoS	GANSW to provide input/advice in writing	HI awaiting feedback/endorsement of Draft Design Competition
W/B 20/09/2021	Week 10	Design Competition Coordination Meeting	Progress update, talk through GANSW comments on revised Brief	Key discussion points/feedback: - GANSW noted the way sensitivities around heritage and landscape matters is really important to include in Design Brief - need to diplomatically explain - GANSW confirmed that Jury Report is submitted with the SSDA, Design Excellence report to be submitted with the EIS - GANSW advised that a letter from Design Integrity Review Panel may be required to support Design Excellence process for submission with EIS - HI advised that a workshop was undertaken with CoS on 21/09/2021 Approach to design competition brief workshopped with GANSW	HI awaiting feedback/endorsement of Draft Design Competition to allow commencement of Design Competition
W/B 27/09/2021	Week 11	Design Competition Coordination Meeting	Progress update, talk through GANSW comments on revised Brief		GANSW to provide comment on the updated Design Competition
W/B 4/10/2021	Week 12	Design Competition Coordination Meeting	Talk through GANSW advice on Design Competition Brief	GANSW presented feedback on Design Competition Brief: - Place Making to proceed Clinical requirements - Greater emphasis to be placed on Place Making component in Brief - Questioned wording around Appointment of Architect of Winning Scheme - Follow up session suggested between GANSW / CoS	GANSW to issue feedback on Design Competition Brief HI to resolve feedback HI to work through procurement matters prior to commencement of Design Competition HI awaiting comments from CoS Targeting 18 October commencement date for Design Competition
26/10/2021	Competitors Briefing Session	Design Competition Briefing Session	Agenda: - Project introduction and vision - Sit overview - Design and place making objectives - Clinical requirements and Reference Scheme - Competition brief, procedures & requirements	Nil - briefing to competitors	N/A
25/10/2021 to 17/12/2021	Design Competition Competitor Interactions	Workshops between competitors and technical consultants	GANSW attended as observers are some of the various competitor workshops with HI's technical consultant team	Nil - GANSW were observer only	NA
8/12/2021	Design Competition Jury Briefing	Briefing of the design competition parameters to the Jury, including Abbie Galvin as Government Architect	Presentation summarising the competition, with questions and answers from the Jury	GANSW were very supportive of the process that had been run and were excited about it	NA



**Key stakeholder interactions (Health Infrastructure)**

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
29/07/2022	DIP #1	To provide an overview of the procedural requirements of the Design Integrity Process (DIP). The meeting will also include a review of the proposed design and documentation roles for the Bates Smart team and Jacobs	Presentation summarising the design competition decision, Bates Smart and Jacobs introduction, explanation of roles and responsibilities, post-competition development, establishing objectives to deliver the principles associated with competition decision, Q&A, panel review and verbal advice.	Refer to DIP Summary Report	Refer to DIP Summary Report
15/08/2022	DIP #2A	To provide an overview of the design work completed since the previous meeting and to seek advice for future design elements.	Presentation summarising confirmation of written advice, continued post-competition options testing, building massing and siting, wayfinding external, internal and entries, broad clinical functions, Q&A, panel review and verbal advice.	Refer to DIP Summary Report	Refer to DIP Summary Report
23/09/2022	DIP #2B	To provide an overview of the design work completed since the previous meeting and to seek advice for future design elements.	Presentation summarising confirmation of written advice from previous meeting, Connecting with Country, Northern Arrival, internal public domain and courtyard, east wing, east extension, Q&A, panel review and verbal advice.	GANSW were supportive of the progress of the design from DIP#1 and #2A. GANSW and the Jury advised further thought was to be given to; <ul style="list-style-type: none"> <li>- East Tower facade and the windows;</li> <li>- Facade/enclosure around the loading docks;</li> <li>- Planting / screening in the central courtyard design;</li> <li>- ED ambulance entry</li> <li>- Heritage items including the portico and the re-purposing of items from the chapel.</li> </ul>	Design team to coordinate design progression for inclusion where possible of the GANSW / Jury.
<b>City of Sydney Council</b>					
18/08/2021	Design Competition Meeting	Meeting with CoS to provide update on the proposed Design Competition Strategy and process	HI provided progress update on Design Competition Strategy / process. HI sought feedback/advice from CoS in relation to Design Competition approach, Jury representation, competitors, winning Architect's role in project	CoS feedback positive, with overall process / approach well recieved. CoS advised that Design Comp Brief to consider sustainability, heritage and landscape matters. Collaborative approach between HI and CoS to be undertaken.	HI to share Draft Design Comp Strategy with CoS once finalised. Follow up meeting to be scheduled between HI / CoS to further discuss feedback on Strategy. HI / CoS to collaborate regarding sustainability initiatives.
19/08/2021	Heritage and Landscape Discussion	Meeting with CoS to discuss initial approach for heritage and landscape assets on site	HI provided overview of site, reference scheme and potential heritage and landscape impact zones. Heritage 21 provided a detailed overview of heritage matters including Anatomical Pathology, Chapel, Kerry Packer Education Centre, Gloucester House and rear gardens	CoS requested detailed heritage and arboricultural reports to allow further assessment and advice. Suggested that new architectural design consider heritage fabric of site. Challenges of site acknowledged	HI to provide CoS with requested reports: <ul style="list-style-type: none"> <li>- Heritage Reporting</li> <li>- Arboricultural Assessment</li> </ul> Follow up meeting to be scheduled between HI / CoS
8/09/2021	Design Competition Meeting	Meeting with CoS to provide update on Design Competition process	HI provided overview of: <ul style="list-style-type: none"> <li>- Project Overview</li> <li>- Competition Overview update</li> <li>- Competition Process</li> <li>- Competition Brief Summary</li> <li>- Timeframes / agree way forward</li> </ul>	CoS sought further clarification of (resolved during meeting / Competition Brief): <ul style="list-style-type: none"> <li>- Reference design in relation to competition process</li> <li>- Further understanding of competition partnerships</li> <li>- Attention be paid to heritage and landscape matters</li> <li>- Sustainability and Metro Station</li> <li>- Competition fees</li> </ul>	HI to issue CoS with forward schedule of meetings HI to provide CoS copy of Competition Brief for review and assessment within prescribed timeframes
21/09/2021	Design Competition Meeting	Meeting with CoS to provide further clarifications / assistance with assessing draft Design Competition Brief	HI team (including HI Planning) to work through any initial concerns/assessments raised by CoS in relation to draft Design Competition Brief	CoS sought further clarification of: <ul style="list-style-type: none"> <li>- Competition procedures</li> <li>- Jury composition</li> <li>- Heritage reporting</li> <li>- Planning, landscape and ESD specific advice to be issued by CoS SME's</li> </ul>	HI to await formalised comments from CoS in relation to draft Design Competition Brief
29/09/2021	Design Competition Meeting	Meeting with CoS to talk through changes made to the Competition Brief following CoS commentary, and to articulate where we had adopted their comments and where we had not	HI & EU presented key changes to Comp Brief, and presented the approach to Heritage and Trees which does not strictly align with CoS initial comments	CoS made a few comments on the updated draft Comp Brief: <ul style="list-style-type: none"> <li>- explain to competitors why fixed items are fixed</li> <li>- consider including the CMP as a reference doc</li> <li>- reconsider the use of 'transition zones' in the comp boundary particularly over Missenden Road heritage buildings</li> </ul> CoS advised they would consider HI's approach to Heritage and Trees and come back with any further comments CoS asked if HI as an organisation were considering adopting design comps going forward, MS advised HI was waiting to see how it went at RPA noting hesitation around the significant clinical planning of our projects	HI to await further comments on the Competition Brief

**Key stakeholder interactions (Health Infrastructure)**

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
12/11/2021	Metro West extension	Briefing to Health Infrastructure, University of Sydney, SLHD and other Camperdown-Ultimo Alliance Stakeholders	City of Sydney staff to provide technical briefing to Alliance stakeholders on the types of issues TfNSW is likely to consider when determining Metro station locations	Key points of discussion: - South East Sydney Transport Strategy 2020 - Tech Central Strategy - confidential draft, discussion around current understanding - Public statement - Metro is a priority for Zetland by 2031, Central is the next priority - Present the case for change using language / objectives aligned to government priorities - Network of connections and inter-connections is a key focus, connecting key 'places to eachother' - 5 to 10 minute neighbourhoods that form a 30 minute city - What is the opportunity for a 'metro precinct' - 200 to 400 mtrs from the front door (precinct consideration)	
25/10/2021 to 17/12/2021	Design Competition Competitor Interactions (\ Workshops between competitors and technical consultants		Council attended as observers are some of the various competitor workshops with HI's technical consultant team	Nil - Council were observer only	NA
8/12/2021	Design Competition Jury Briefing	Briefing of the design competition parameters to the Jury, including Graham Jahn	Presentation summarising the competition, with questions and answers from the Jury	A few minor suggestions from Council around how to set the agenda for the Jury days. Generally seemed supportive of the process.	NA
29/03/2022	RE: Notification of Activity – Royal Prince Alfred Hospital – Alterations and Additions to Health Services Facility Buildings	Notification of Activity for Royal Prince Alfred Hospital attached, along with a heritage report and a plan indicating the location of the work.	Project team seeking comment on the proposal	The City of Sydney raise no objection to the proposal.	No response required as per linked email

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
25/05/2022	FW: Notification of Activity – Royal Prince Alfred Hospital – Alterations and Additions to Health Services Facility Buildings and Civil and Services Infrastructure	Notification of Activity for Royal Prince Alfred Hospital attached, Aboricultural Impact Assessment Report, REF notification Plan and Statement of Heritage Impact.	Project team seeking comment on the proposal	No response received.	No response received.
Heritage NSW					
13/10/2021	Briefing to Heritage NSW	Meeting with Heritage NSW to provide update on the proposed RPA Redevelopment	HI and Heritage 21 provided an overview of: - RPA Redevelopment - Grading of significance heritage buildings - Reference Scheme / Design Competition approach - Statutory listing / significance of individual buildings	Heritage NSW comments: - Due to DPIE being consent authority, referral to Heritage Council required - Option to take to Heritage Committee now, prior to lodgement of SSDA to work through / flag any concerns now - Heritage NSW to discuss internally to seek further advice - Recommended HIS consider impacts to surrounding USYD buildings (ie: overshadowing) - Sought clarification of timeframes in relation to presenting to Approvals Committee (monthly meeting, no meeting in January). Timeframes determined by outcomes of Design Competition - Request for Floorplans - Building setbacks to be identified	Heritage NSW to seek further clarification internally and report back to HI HI to share Anatomical Pathology Assessment Report Heritage NSW to advise whether presentation is required to Heritage Approvals Committee HI to provide Heritage NSW another update once Design Competition complete
Other Govt Agencies					
21/10/2021	Briefing to DPIE - Planning & Assessment	Provide an update to project information to support DPIE's application for the project to be registered as a priority project	DPIE ran through their project information register, HI provided an update to information where relevant	Nil	N/A
DPIE Water					
4/02/2022	Pre-SSDA Letter	Project (Prue T) sent Pre-SSDA advice via email to potentially impacted government agencies / authorities and receive their confirmation as to whether further consultation is required.	Project (PT) sent Pre-SSDA advice via email to potentially impacted government agencies / authorities and receive their confirmation as to whether further consultation is required.	Received confirmation from agency of their receipt of letter	Awaiting agencies response

## Key stakeholder interactions (Health Infrastructure)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
<b>NSW Department of Natural resources Access Regulator</b>					
4/02/2022	Pre-SSDA Letter	Project (Prue T) sent Pre-SSDA advice via email to potentially impacted governemnt agencies / authorities and receive their confirmation as to whether further consultation is required.	Project (PT) sent Pre-SSDA advice via email to potentially impacted governemnt agencies / authorities and receive their confirmation as to whether further consultation is required.	Received confirmation from agency of their receipt of letter.  Response from NRAR: I refer to your email to NRAR seeking a contact in relation to this development. I can advise that pre-SSD advice from NRAR is coordinated by DPE Water and the appropriate contact is water.assessments@dpie.nsw.gov.au	<a href="#">Pre-SSD advice from NRAR is coordinated by DPE Water. Project team to consult with DPE Water as per linked email.</a>
<b>WATER NSW</b>					
4/02/2022	Pre-SSDA Letter	Project (Prue T) sent Pre-SSDA advice via email to potentially impacted governemnt agencies / authorities and receive their confirmation as to whether further consultation is required.	Project (PT) sent Pre-SSDA advice via email to potentially impacted governemnt agencies / authorities and receive their confirmation as to whether further consultation is required.	Response from Water NSW: There are no WaterNSW assets in the area and as an SSD, water approvals are assessed by NRAR, not WaterNSW.  It is therefore not necessary for the project team to consult with WaterNSW, and we have no further comments or requirements.	<a href="#">Project team does not need to consult with Water NSW as per linked email.</a>
<b>NSW Environment Protection Authority (EPA)</b>					
4/02/2022	Pre-SSDA Letter	Project (Prue T) sent Pre-SSDA advice via email to potentially impacted governemnt agencies / authorities and receive their confirmation as to whether further consultation is required.	Project (PT) sent Pre-SSDA advice via email to potentially impacted governemnt agencies / authorities and receive their confirmation as to whether further consultation is required.	Received confirmation from agency of their receipt of letter	Awaiting agencies response
<b>Transport NSW</b>					
4/02/2022	Pre-SSDA Letter	Project (Prue T) sent Pre-SSDA advice via email to potentially impacted governemnt agencies / authorities and receive their confirmation as to whether further consultation is required.	Project (PT) sent Pre-SSDA advice via email to potentially impacted governemnt agencies / authorities and receive their confirmation as to whether further consultation is required.	Received confirmation from agency of their receipt of letter	Awaiting agencies response
14/02/2022	Pre-SSDA Advice	Notification of new RPA Redevelopment.	Notification of new RPA Redevelopment.	Response from Transport NSW: Thank you for your letter regarding a new hospital building and refurbishment of existing spaces at RPA Hospital located at Missenden Road, Camperdown. Are you able to send us some preliminary information to identify our key internal stakeholders for your requested meeting? On receipt of the information, I would be able to organise a meeting,  Our interests are network efficiency and safety on the classified network. We would be interested in the number and distribution of additional vehicle trips, including the walking paths of pedestrians. Parking locations.	<a href="#">Project (MS) responded as per linked email with SCT Presentation of RPA Transport Overview (11/02/2022 v1.0)</a>
22/02/2022	Meeting TfNSW/HI/TSA/SCT Consulting	Meeting to brief TfNSW on the project and discuss the interests mentioned in the feedback from 14/2/22.	SCT walked the TfNSW team through the key transport principles and aspirations for the project.	TfNSW generally noted this is the first of several pre-SSDA lodgement meetings and requested further advice at the next meeting on: - SIDRA modelling - Links to Usyd - walking routes - increases in parking due to the redevelopment - advice on where staff are travelling from - split of staff / visitor trips	SCT is preparing a file note to be linked here.
<b>Natural Resources Access Regulator (NRAR)</b>					
15/02/2022	Pre-SSDA Letter	Project (Prue T) sent Pre-SSDA advice via email to potentially impacted governemnt agencies / authorities and receive their confirmation as to whether further consultation is required.	Project (PT) sent Pre-SSDA advice via email to potentially impacted governemnt agencies / authorities and receive their confirmation as to whether further consultation is required.	Response from NRAR: Dear Prue,  I refer to your email to NRAR seeking a contact in relation to this development. I can advise that pre-SSD advice from NRAR is coordinated by DPE Water and the appropriate contact is water.assessments@dpie.nsw.gov.au	<a href="#">Project does not need to consult pre-SSDA with NRAR as per linked email.</a>
<b>EPA</b>					
4/02/2022	Pre-SSDA Letter	Project (Prue T) sent Pre-SSDA advice via email to potentially impacted governemnt agencies / authorities and receive their confirmation as to whether further consultation is required.	Project (PT) sent Pre-SSDA advice via email to potentially impacted governemnt agencies / authorities and receive their confirmation as to whether further consultation is required.	Received confirmation from agency of their receipt of letter	Awaiting agencies response. PT followed up again 22/02/2022.
<b>DPE Water</b>					

## Key stakeholder interactions (Health Infrastructure)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
15/02/2022	Pre-SSDA Letter	Project (Prue T) sent Pre-SSDA advice via email to potentially impacted government agencies / authorities and receive their confirmation as to whether further consultation is required.	Project (PT) sent Pre-SSDA advice via email to potentially impacted government agencies / authorities and receive their confirmation as to whether further consultation is required. Initially sent to NRAR who notified that pre-SSD advice from NRAR is coordinated by DPE Water and the appropriate contact is water.assessments@dpie.nsw.qov.au.	Awaiting agencies response	Awaiting agencies response

## Surrounding landholders

2/08/2021	CHERP Development Coordination Group	Meeting with USYD, St Johns and RPA to coordinate on development plans and proposals within the CHERP	Stakeholders supportive of collaboration and regular meetings to coordinate key development and planning matters. Presentation of development plans between partners with opportunity to ask questions and provide feedback	Stakeholders supportive of collaboration and approach	HI to lead and coordinate regular meetings with adjoining landholders
31/08/2021	CHERP Development Coordination Group	Meeting with USYD, St Johns and RPA to coordinate on development plans and proposals within the CHERP	Presentation of ToR, governance arrangements and key development / HI, SLHD, St John's and USYD provided updates on development progress	Identified need for collective narrative to support the CHERP, stakeholder mapping to be undertaken for CHERP, establishment of SLHD has progressed development of CHERP narrative and will coordinate with St John's to progress, traffic and transport consultant shared between HI and St John's with first working group held W/B 27/9/21, building height precedents discussed, business case progressing for Sydney Biomedical Accelerator, collaboration around early works, collaboration required regarding Camperdown Metro Station	HI to progress: - Establishment of transport / traffic coordination sub-working Key actions: - SLHD/Sydney Research to collaborate with St John's regarding CHERP narrative - HI to share Aviation Report with St John's - Team to coordinate out-of-session meeting to discuss Camperdown Metro Station
5/10/2021	CHERP Development Coordination Group	Meeting with USYD, St Johns and RPA to coordinate on development plans and proposals within the CHERP			

## Aboriginal & CALD Groups

5/07/2021	Email correspondence to Metro Local Aboriginal Land Council (LALC)	Request to open up communication lines between HI and Metropolitan Local Aboriginal Land Council	Email from HI Communications & Engagement Lead to Metro LALC requesting participation in RPA Redevelopment Aboriginal consultation opportunities Metro LALC did not show up to the meeting. Team remained online for full duration (1hour) Field investigation within the study area to inform the ADDA for Enabling/ Early works scope under a Review of Environmental Factors (REF)	No response received from Metropolitan Local Aboriginal Land Council (Metro LALC)	SLHD to follow up via internal Aboriginal contacts and through CEO
3/09/2021	Connecting with Country Tender Evaluation Panel meeting with Metro Local Aboriginal Land Council (LALC)	Meeting with Metro LALC to discuss Tender Evaluation Panel for Connecting with Country process			SLHD to follow up with Metro LALC following scheduled meeting
20/09/2021	Site walk with Metro Local Aboriginal Land Council (LALC)	Field investigation with Metro LALC, SLHD representatives and Biosis (Aboriginal Cultural Heritage project consultant) to inform the Aboriginal Due Diligence Assessment (ADDA)		Feedback from field investigation captured in ADDA.	ADDA to form part of REF documentation

## Local residents

31/03/2022	Distribution of Community REF #1 (Mortuary Access)	Distribution of Community REF #1	Distribution of Community REF	No objections raised	Emailed City of Sydney Council Letter, with the heritage statement and plan Emailed a copy of the Occupier Letter and Plan to St Johns and St Andrews. Distributor(s) could not gain access to the following addresses due to them being locked or unattended. • St Andrews College • RPA (Queen Elizabeth 2 Building – Refused notification) • 3-43 Dunblane (Nowhere suitable to deliver notification)
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**Key stakeholder interactions (Health Infrastructure)**

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
12/05/2022	Distribution of Community REF #2 (Gloucester Bridge)	Distribution of Community REF #2 (Gloucester Bridge)	Distribution of Community REF #2 (Gloucester Bridge)	No objections raised	Emailed City of Sydney Council Letter, with the heritage statement and plan Emailed a copy of the Occupier Letter and Plan to St Johns and St Andrews. Distributor(s) could not gain access to the following addresses due to them being locked or unattended. <ul style="list-style-type: none"> <li>• St Andrews College</li> <li>• RPA (Queen Elizabeth 2 Building – Refused notification)</li> <li>• 3-43 Dunblane (Nowhere suitable to deliver notification)</li> </ul>
14/07/2022	Distribution of Community REF #3 (MI)	Distribution of Community REF #3	Distribution of Community REF #3	No objections raised	Emailed City of Sydney Council Letter, with the heritage statement and plan Emailed a copy of the Occupier Letter and Plan to St Johns and St Andrews. Distributor(s) could not gain access to the following addresses due to them being locked or unattended. <ul style="list-style-type: none"> <li>• St Andrews College</li> <li>• RPA (Queen Elizabeth 2 Building – Refused notification)</li> <li>• 3-43 Dunblane (Nowhere suitable to deliver notification)</li> </ul>
3/03/2022	Distribution of Community REF #4 (AP)	Distribution of Community REF #4	Distribution of Community REF #4	No objections raised	Emailed City of Sydney Council Letter, with the heritage statement and plan Emailed a copy of the Occupier Letter and Plan to St Johns and St Andrews. Distributor(s) could not gain access to the following addresses due to them being locked or unattended. <ul style="list-style-type: none"> <li>• St Andrews College</li> <li>• RPA (Queen Elizabeth 2 Building – Refused notification)</li> <li>• 3-43 Dunblane (Nowhere suitable to deliver notification)</li> </ul>

**Airspace Australia**

27/10/2022	Pre-SSDA Letter via email	Project (Prue T) sent Pre-SSDA advice via email to Airspace Australia to receive their confirmation as to whether further consultation is required.	Project (PT) sent Pre-SSDA advice via email to Airspace Australia. Advice from aviation consultant AviPro is that Airspace Australia are unlikely to be the most appropriate agency to contact and that Sydney Airport Airfield Design Manager should be consulted in the first instance. Notwithstanding a pre-SSDA letter was issued to Airspace Australia to confirm whether further consultation is
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**Sydney Airport**

1/11/2022	Pre-SSDA Letter via email	Project (Prue T) sent Pre-SSDA advice via email to Peter Bleasdale (air field design manager at Sydney Airport) to receive their confirmation as to whether further consultation is required.	Project (Prue T) sent Pre-SSDA advice via email to Peter Bleasdale (air field design manager at Sydney Airport) to receive their confirmation as to whether further consultation is required.
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Key stakeholder interactions (SLHD)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
Consumer & Community Advisory Network (CCAN)					
29/03/2021	CCAN Meeting 1	Briefing to introduce the project and provide an update	RPA Redevelopment Team provided: <ul style="list-style-type: none"><li>- an overview of the project</li><li>- an explanation of the integrated project team</li><li>- an overview of the facility planning process</li><li>- an overview on the governance structure</li><li>- briefing on consultation</li></ul>	Stakeholders were glad for the update and asked to continue to be kept up to date	Project team took on board comments and will continue to consult with the CCAN
27/05/2021	CCAN Meeting 2	RPA Redevelopment progress update	SLHD provided an overview of the project, discussing the background, integrated project team and an explanation of pre-planning. The floor was then opened for comments and questions with consumers touching on <ul style="list-style-type: none"><li>- key priorities and focus areas</li><li>- COVID-19 Impacts</li><li>- Risks and Issues</li><li>- Consumer consultation and engagement</li></ul>	Feedback from stakeholders included <ul style="list-style-type: none"><li>- Consideration to risks and issues within the redevelopment</li><li>- Important to keep with future forward thinking</li><li>- Ensure the Project listens to comments from consumers and work to harness them</li><li>- Encourage clear communication with consumers</li><li>- Managing expectations will be important</li></ul>	The Project team was thankful for the responses and feedback and have taken away the comments that were raised and considered them in the work moving forward
27/09/2021	CCAN Meeting 3	Provide CCAN with a redevelopment update and see	SLHD / HI to present: <ul style="list-style-type: none"><li>- RPA Redevelopment update</li><li>- Project User Group consultation update</li><li>- Overview of Aboriginal consultation</li><li>- Design Excellence / Comp update</li><li>- Communications &amp; Engagement update / overview of process to be undertaken</li><li>- Key timeframes</li><li>- Seek feedback on draft narrative &amp; key messages</li></ul>	RPA Redevelopment feedback: <ul style="list-style-type: none"><li>- Useful presentation</li><li>- Further information around Ambulatory Care Centre of Excellence requested</li><li>- Further understanding regarding process of determining clinical priorities</li><li>- Requested increase capacity of Paediatrics wards</li><li>- Future session with CCAN to explain the above mentioned factors</li></ul> Narrative & key messages feedback: <ul style="list-style-type: none"><li>- Seeking simplification of communications content</li><li>- Request separating CHERP and Tech Central District references from the RPA Redevelopment narrative</li><li>- Suggested consultation be undertaken with regional communities on RPA Redevelopment</li></ul>	HI to respond to CCAN queries and arrange follow-up presentation to provide overview of Clinical Services Planning process and prioritisation of clinical aspects
6/12/2021	CCAN Meeting 4	Follow up session with the CCAN to address key matters of concern previously raised	GM of RPA and Integrated team presented: <ul style="list-style-type: none"><li>- RPA Redevelopment update</li><li>- Value Management process - How decisions were made</li><li>- Overview of Aboriginal consultation</li><li>- Design Excellence / Comp update</li><li>- Tech Central Interface</li><li>- Key timeframes and PUG engagement</li><li>- Communications &amp; key messages</li></ul>	Total support and understanding. Positive feedback provided by several members. Keen to keep ongoing engagement with no outstanding issues.	Project team will continue to consult with CCAN on a needs basis and look at scheduling in dates in 2022.
26/09/2022	CCAN Meeting 5	Session to provide concept design update to CCAN and provide next steps for the project	RPA to present floor by floor drawings of concept design and answer any question the group poses. Team to share concept around consumer engagement during schematic design	Users provided feedback regarding how best to engage consumers within the schematic design process, and ensuring consumers are included in ongoing PUG rounds	Project team to create framework for consumer involvement in Schematic PUGs
Project User Groups					
Staff Amenities					
5/08/2021	PUG 2 Staff Amenities	Briefing with various staff amenity stakeholders to share project update, overview of staff wellbeing initiatives and amenities, and outline items of consideration	Presented update on project and the shared an overview from the previous PUG noting the current available staff amenities and wellbeing initiatives. Discussion was then opened to the floor around further needs	User needs captured, users provided confirmation on noted amenities and provided specific information on key requirements for future staff amenities	Project team has considered user needs and have asked for further information from users regarding wellbeing initiatives to support next steps
Anatomical Pathology					

Key stakeholder interactions (SLHD)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
16/08/2021	PUG 4 Anatomical Pathology	Consultation to discuss outputs from the previous Project User Groups, share design principles for the specific department, and share the proposed service design for first reactions	* Presented Schedule of Accommodation for comment * Architects presented investigative design options for comment	Users noted the need for very specific engineering in their department due to flammable supplies, waste and circulation needs. Users noted that inclusions of digital pathology needs should be considered. Users expressed concerns about proposed space due to above mentioned needs and requirements of natural light. Further investigation will be taken forward	Project team to organise meeting with ARUP, TSA and Tissue Pathology team to go through mechanical engineering needs to confirm if space will be appropriate for use
Molecular Imaging					
17/08/2021	Functional Design Brief - Molecular Imaging	Consultation to discuss functional design brief and make sure information on the department has been appropriately captured	*Presented functional design brief and opened the floor for comment * Users shared needs and gaps hadn't been captured in the document * Presented early test fit for the proposed expansion of department *Users shared comments	Users noted the specific departmental needs and flows for the expansions and agreed to go through the functional design brief to amend/add information as needed	Project team to continue consultation with users to flesh out needs and organise a meeting with architects and users to ensure two way communication in the design process
Chapel / Multi Faith Services					
10/8/2021	PUG 1 with SLHD Chaplains (Multi Faith)	Briefing to Chaplain representatives on Redevelopment progress. Initial consultation to understand user and multi faith requirements	Multi faith user needs shared from: - Anglican faith - Buddhist faith - Catholic faith - Jewish faith - Muslim faith	Initial user needs captured, users provided specific information on key requirements of a new multi faith facility in context of demolition of current on-site Chapel (Building 95)	Project team to consider initial user needs and return to meet with group again to further progress new facility options
Radiology and Imaging					
19/08/2021	PUG 4 Radiology and Imaging	Consultation to discuss schedule of accommodation based off previous PUGs	Presented update on project and then shared for discussion the schedule of accommodation for ED Satellite Radiology and the main Radiology and Imaging space	Users engaged with the schedule providing feedback and querying certain services of rooms/areas.	Project team to share schedule of accomodation for further feedback. Users to send project team details on variation for certain area and to make decisions on ED Satellite space
Anatomical Pathology					
16/9/2021	PUG 5 Anatomical Pathology	Consultation to discuss architectural and engineering requirement within proposed new location	Discussion regarding the schedule of accommodation for TP&DO, and further clarification on requirements regarding engineering facets	User needs and requirements noted	Project team to consider the information provided and organise further consultation with the group to determine ways forward with the requirements and space
Molecular Imaging					
30/09/2021	Molecular Imaging Expansion and Planning	Consultation to discuss with department the needs and requirements for future planning	Presented update on department design and discussion opened up to confirm requirements and needs within Molecular	User needs and requirements noted	Project team to consider information provided and schedule another session with architects
Anatomical Pathology					
7/10/2021	PUG 6 Anatomical Pathology	Consultation to share the latest design of the space and confirm requirements and spacing for maximised efficiencies	Discussion regarding the latest iteration of the design for the relocation	User needs, comments and request noted	Project team to consider feedback to inform next iteration of design and continue consultation with the group
Anatomical Pathology					
14/10/2021	PUG 7 Anatomical Pathology	Consultation to share the latest design of the space and confirm requirements and spacing for maximised efficiencies	Discussion regarding the latest iteration of the design for the relocation	User needs, comments and request noted	Project team to consider feedback to inform next iteration of design and continue consultation with the group
Information and Communication Technology (ICT)					
18/10/2021	PUG 1 Information and Communication Technology (ICT)	Briefing to ICT representatives on redevelopment progress and inital consultation to understand current physical department, future requirements and departmental relationships	Consultation included overview of project and the facility planning process. An explanation of the functional design brief was provided and then a discussion regarding key elements of the service both current and future. This lead into discussion regarding functional relationships	User needs, comments and suggestions noted	Project team to consider feedback to inform the development of a functional design brief and schedule in a walk through and next PUG
Anatomical Pathology					
4/11/2021	PUG 8 Anatomical Pathology	Consultation to share the latest design of the space and confirm requirements and spacing for maximised efficiencies	Discussion regarding the latest iteration of the design for the relocation	User needs, comments and requests noted	Project team to consider feedback to inform next iteration of design and continue consultation with the group
Clinical Design Development (Clinical)					
15/11/2021	Round 1, Session 1 PUG for Clinical Design Development of Generic Clinical Rooms	Consultation to discuss and confirm design of generic clinical rooms	Health Planners and Architects presented a series of Generic Clinical Rooms for the group to comment on and provide insight into the best design for the Hospital	User comments, feedback and suggestions noted	Project team to consider feedback and make amendments with suggestions in line with AusHFG. For suggestions outside scope, a table will be created and prepared to escalate through governance
Clinical Design Development (Clinical Support)					
16/11/2021	Round 1, Session 1 PUG for Clinical Design Development of Generic Clinical Support Rooms	Consultation to discuss and confirm design of generic clinical support rooms	Health Planners and Architects presented a series of Generic Clinical Support Rooms for the group to comment on and provide insight into the best design for the Hospital	User comments, feedback and suggestions noted	Project team to consider feedback and make amendments with suggestions in line with AusHFG. For suggestions outside scope, a table will be created and prepared to escalate through governance
Clinical Design Development (Administrative Support)					
17/11/2021	Round 1, Session 1 PUG for Clinical Design Development of Generic Administrative Support Rooms	Consultation to discuss and confirm design of Generic Administrative Support Rooms	Health Planners and Architects presented a series of Generic Administrative Support Rooms for the group to comment on and provide insight into the best design for the Hospital	User comments, feedback and suggestions noted	Project team to consider feedback and make amendments with suggestions in line with AusHFG. For suggestions outside scope, a table will be created and prepared to escalate through governance



Key stakeholder interactions (SLHD)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
<b>Clinical Design Development (Non-Clinical)</b>					
17/11/2021	Round 1, Session 1 PUG for Clinical Design Development of Generic Non-Clinical Rooms	Consultation to discuss and confirm design of Generic Non-Clinical Rooms	Health Planners and Architects presented a series of Generic Non-Clinical Rooms for the group to comment on and provide insight into the best design for the Hospital	User comments, feedback and suggestions noted	Project team to consider feedback and make amendments with suggestions in line with AusHFG. For suggestions outside scope, a table will be created and prepared to escalate through governance
<b>Clinical Design Development (WC Facilities)</b>					
18/11/2021	Round 1, Session 1 PUG for Clinical Design Development of Generic WC Facilities	Consultation to discuss and confirm design of Generic WC Facilities	Health Planners and Architects presented a series of Generic WC Facilities for the group to comment on and provide insight into the best design for the Hospital	User comments, feedback and suggestions noted	Project team to consider feedback and make amendments with suggestions in line with AusHFG. For suggestions outside scope, a table will be created and prepared to escalate through governance
<b>Clinical Design Development (Clinical)</b>					
22/11/2021	Round 1, Session 2 PUG for Clinical Design Development of Generic Clinical Rooms	Consultation to discuss and confirm design of generic clinical rooms	Health Planners and Architects presented a series of Generic Clinical Rooms for the group to comment on and provide insight into the best design for the Hospital	User comments, feedback and suggestions noted	Project team to consider feedback and make amendments with suggestions in line with AusHFG. For suggestions outside scope, a table will be created and prepared to escalate through governance
<b>Clinical Design Development (Clinical Support)</b>					
23/11/2021	Round 1, Session 2 PUG for Clinical Design Development of Generic Clinical Support Rooms	Consultation to discuss and confirm design of generic clinical support rooms	Health Planners and Architects presented a series of Generic Clinical Support Rooms for the group to comment on and provide insight into the best design for the Hospital	User comments, feedback and suggestions noted	Project team to consider feedback and make amendments with suggestions in line with AusHFG. For suggestions outside scope, a table will be created and prepared to escalate through governance
<b>Clinical Design Development (Non-Clinical)</b>					
24/11/2021	Round 1, Session 2 PUG for Clinical Design Development of Generic Non-Clinical Rooms	Consultation to discuss and confirm design of Generic Non-Clinical Rooms	Health Planners and Architects presented a series of Generic Non-Clinical Rooms for the group to comment on and provide insight into the best design for the Hospital	User comments, feedback and suggestions noted	Project team to consider feedback and make amendments with suggestions in line with AusHFG. For suggestions outside scope, a table will be created and prepared to escalate through governance
<b>Clinical Design Development (Sub Working Grou[])</b>					
2/12/2021	Sub Working Group for Clinical Design Development	Consultation to discuss and confirm actions that arose from the round 1 Clinical Design Development meetings	Actions presented for Clinical, Non-Clinical, Clinical Support, Admin Support and WC Facilities that the group gave steer on	Group memebbers provided feedback on actions which has been shared with Health Planners and Architects	Project Team shared information and any endorsements
<b>Clinical Design Development (Clinical)</b>					
6/12/2021	Round 2, Session 1 PUG for Clinical Design Development of Generic Clinical Rooms	Consultation to discuss and confirm design of generic clinical rooms	Health Planners and Architects presented the amended generic room design from feedback in Round 1 to confirm information has been captured correctly and verify any missing suggestions	Users agreed with most changes and provided further feedback on areas that might have been missed. The group also agreed on certain items that needed to be escalated either through Project Governance or to specific users	Project team to consider feedback and make amendments with suggestions in line with AusHFG. For suggestions outside scope, a table will be created and prepared to escalate through governance
<b>Clinical Design Development (Clinical Support)</b>					
7/12/2021	Round 2, Session 1 PUG for Clinical Design Development of Generic Clinical Support Rooms	Consultation to discuss and confirm design of generic clinical support rooms	Health Planners and Architects presented the amended generic room design from feedback in Round 1 to confirm information has been captured correctly and verify any missing suggestions	Users agreed with most changes and provided further feedback on areas that might have been missed. The group also agreed on certain items that needed to be escalated either through Project Governance or to specific users	Project team to consider feedback and make amendments with suggestions in line with AusHFG. For suggestions outside scope, a table will be created and prepared to escalate through governance
<b>Clinical Design Development (Non-Clinical)</b>					
8/12/2021	Round 2, Session 1 PUG for Non-Clinical Design Development of Generic Clinical Support Rooms	Consultation to discuss and confirm design of generic non-clinical rooms	Health Planners and Architects presented the amended generic room design from feedback in Round 1 to confirm information has been captured correctly and verify any missing suggestions	Users agreed with most changes and provided further feedback on areas that might have been missed. The group also agreed on certain items that needed to be escalated either through Project Governance or to specific users	Project team to consider feedback and make amendments with suggestions in line with AusHFG. For suggestions outside scope, a table will be created and prepared to escalate through governance
<b>Clinical Design Development (WC Facilities and Admin Support)</b>					
8/12/2021	Round 2, Session 1 PUG for WC Facilities and Admin Support Design Development of Generic Clinical Support Rooms	Consultation to discuss and confirm design of generic WC Facilities and Admin Support rooms	Health Planners and Architects presented the amended generic room design from feedback in Round 1 to confirm information has been captured correctly and verify any missing suggestions	Users agreed with most changes and provided further feedback on areas that might have been missed. The group also agreed on certain items that needed to be escalated either through Project Governance or to specific users	Project team to consider feedback and make amendments with suggestions in line with AusHFG. For suggestions outside scope, a table will be created and prepared to escalate through governance
<b>Molecular Imaging</b>					
13/12/2021	Molecular Imaging - Schedule of Accommodation	Consultation to discuss the proposed Schedule of Accommodation for Molecular Imaging	Presented update on proposed Schedule of Accomodation and noted feedback from users	User needs and requirements noted	Project team to consider information provided, update schedule and re-meet
<b>Clinical Design Development (CAPE Sub Working Group)</b>					
2/12/2021	Sub Working Group for Clinical Design Development to support actions regarding engineering and SLHD Health Facility Manager	Consultation to discuss and confirm actions that arose from the round 1 Clinical Design Development meetings	Actions presented for Clinical, Non-Clinical, Clinical Support, Admin Support and WC Facilities that the group gave steer on	Group memebbers provided feedback on actions which has been shared with Health Planners and Architects	Project Team shared information and any endorsements
<b>Molecular Imaging</b>					
22/12/2021	Molecular Imaging - Design Meeting	Consultation to discuss the proposed design for Molecular Imaging	Presented update on initial design proposal	User feedback, requirements and needs noted	Project team to consider information provided, update design and schedule next meeting
<b>Molecular Imaging</b>					
17/01/2022	Molecular Imaging - Lift Options	Consultation to discuss the proposed design of lift in Building 64 to connect patients to Molecular Imaging without going through ED	Presented potential lift configurations and flows to group for comment and decision	Stakeholders approved proposed idea of lift to Molecular Imaging, with comments and feedback noted	Project team to move forward with lift as part of design and schedule next meeting to continue design discussions
<b>Molecular Imaging</b>					
27/01/2022	Molecular Imaging - Design Meeting	Consultation to discuss the proposed design for Molecular Imaging	Presented update on reviewed design proposal	User feedback, requirements and needs noted	Project team to consider information provided, update design and schedule next meeting
<b>Clinical Design Development (Medical Service Panel Sub Working Group)</b>					

Key stakeholder interactions (SLHD)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
31/1/2022	Sub Working Group for Clinical Design Development to support actions regarding Medical Services Panel	Consultation to discuss and confirm design and placement for Medical Services Panel as part of generic design	Markups and items presented to group for feedback and review	Group memebbers provided feedback on medical services panel in various rooms	Project Team to consider information and update as per comments. Further consultation to be scheduled
<b>Anatomical Pathology</b>					
11/2/2022	PUG 9 Anatomical Pathology	Consultation to share update on new move to B12 and to discuss test fit for the building	Markups presented to the group alongside reasoning on new location for move and benefits	User comments, feedback and requirements noted	Project team to consider feedback to inform next iteration of design and continue consultation with the group
<b>Clinical Design Development (Medical Service Panel Sub Working Group)</b>					
14/2/2022	Sub Working Group for Clinical Design Development to support actions regarding Medical Services Panel	Consultation to discuss and confirm design and placement for Medical Services Panel as part of generic design	Markups and items presented to group for feedback and review	Group memebbers provided feedback on medical services panel in various rooms	Project Team to consider information and update as per comments. Further consultation to be scheduled
<b>Molecular Imaging</b>					
17/02/2022	Molecular Imaging - Design Meeting	Consultation to discuss the proposed design for Molecular Imaging	Presented update on reviewed design proposal	User feedback, requirements and needs noted	Project team to consider information provided, update design and schedule next meeting
<b>Anatomical Pathology</b>					
18/2/2022	PUG 10 Anatomical Pathology	Consultation to share revised test fit for relocation to Building 12	Markups presented to the group for feedback and comments	User comments, feedback and requirements noted	Project team to consider feedback to inform next iteration of design and continue consultation with the group
<b>Anatomical Pathology</b>					
25/2/2022	PUG 11 Anatomical Pathology	Consultation to share revised test fit for relocation to Building 12	Markups presented to the group for feedback and comments	User comments, feedback and requirements noted	Project team to consider feedback to inform next iteration of design and continue consultation with the group
<b>Molecular Imaging</b>					
3/03/2022	Molecular Imaging - Design Meeting	Consultation to discuss the revised design for level 7 for MI expansion	Presented update on reviewed design proposal and worked through potential room layout with the team	User feedback, requirements and needs noted	Project team to consider information provided, update design and schedule next meeting
<b>Molecular Imaging</b>					
10/03/2022	Molecular Imaging - Design Meeting	Consultation to discuss the revised design for level 6	Presented update on reviewed design proposal and worked through potential room layout with the team	User feedback, requirements and needs noted	Project team to consider information provided, update design and schedule next meeting
<b>Anatomical Pathology</b>					
17/3/2022	PUG 12 Anatomical Pathology	Consultation to share revised design since incorporating feedback from lab managers	Markups presented to the group for feedback and comments	User comments, feedback and requirements noted	Project team to consider feedback to inform next iteration of design and continue consultation with the group
<b>Emergency Department</b>					
21/3/2022	Emergency Department Planning Meeting	Interactive workshop to discuss functional relationships and clinical flows	Review of clinical services plan and functional design brief, master plan and recap of concept design. Presentation on previous ED studies and discussion on models of care, functional relationships ad clinical flows	User comments, feedback and requirements noted	Project team to consider feedback to inform design and continue consultation with the group
<b>Molecular Imaging</b>					
22/03/2022	Molecular Imaging - Design Meeting	Consultation to discuss the revised design for level 7	Presented update on reviewed design proposal and worked through potential room layout with the team	User feedback, requirements and needs noted	Project team to consider information provided, update design and schedule next meeting
<b>Anatomical Pathology</b>					
31/3/2022	PUG 13 Anatomical Pathology	Consultation to share final schematic design for sign off	Markups presented to the group for approval and any further feedback	Users happy with design, with suggestions on swapping two office spaces	Project team to update office spaces and provide updated mark-ups. Users to confirm approval of design.
<b>Emergency Department</b>					
6/4/2022	Emergency Department Planning Workshop No. 2	Interactive workshop to discuss functional relationships and clinical flows	Overview from first session provided to session and then discussion and planning on ED entry, functional zonal planning, medical imaging, resus and paeds	User comments, feedback and requirements noted	Project team to update office spaces and provide updated mark-ups. Users to confirm approval of design.
<b>Molecular Imaging</b>					
8/04/2022	Molecular Imaging - Design Meeting	Consultation to discuss the revised design for level 7 for MI expansion	Presented update on reviewed design proposal and worked through potential room layout with the team	User feedback, requirements and needs noted	Project team to consider information provided, update design and schedule next meeting
<b>Molecular Imaging</b>					
14/04/2022	Molecular Imaging - Design Meeting	Consultation to discuss the revised design for level 6 for MI expansion	Presented update on reviewed design proposal and worked through potential room layout with the team	User feedback, requirements and needs noted	Project team to consider information provided, update design and schedule next meeting
<b>Molecular Imaging</b>					
21/04/2022	Molecular Imaging - Design Project User Group	Sign off of schematic design	Presented updates as per previous sessions and group signed off on schematic design	User feedback, requirements and needs noted	Project team to prepare for detailed design
<b>Anatomical Pathology</b>					
27/4/2022	DD PUG 1 Anatomical Pathology - Detailed Design (Main Laboratory)	Session to work through detail design of the main laboratory	Markups presented to the group for feedback and suggestions on FFE requirements and location of fixings to support workflows	Users provided feedback and suggestions on requirements and flows	Project team to update as per suggestions and feedback
<b>Anatomical Pathology</b>					
29/4/2022	DD PUG 1 Anatomical Pathology - Detailed Design (IHC)	Session to work through detail design of the IHC Laboratory	Markups presented to the group for feedback and suggestions on FFE requirements and location of fixings to support workflows	Users provided feedback and suggestions on requirements and flows	Project team to update as per suggestions and feedback
<b>Anatomical Pathology</b>					
3/5/2022	DD UG 1 Anatomical Pathology - Detailed Design (Cytology)	Session to work through detail design of the Cytology Laboratory	Markups presented to the group for feedback and suggestions on FFE requirements and location of fixings to support workflows	Users provided feedback and suggestions on requirements and flows	Project team to update as per suggestions and feedback
<b>Anatomical Pathology</b>					
4/5/2022	DD PUG 1 Anatomical Pathology - Detailed Design (Cut-Up Laboratory)	Session to work through detail design of the Cut-Up Laboratory	Markups presented to the group for feedback and suggestions on FFE requirements and location of fixings to support workflows	Users provided feedback and suggestions on requirements and flows	Project team to update as per suggestions and feedback
<b>Operating Theatres</b>					
4/5/2022	PUG 4 - Operating Theatres Schematic Design	First session of schmatic design with the operating theatres PUG	Concept design shared with group and then a look at proposed flow and layout of service	Users provided feedback and suggestions on needs and functional relationships	Project team to consider suggestions and help inform next design
<b>Operating Theatres</b>					
11/5/2022	KL Operating Theatres Planning	Session to discuss Operating Theatres Planning prior to the next schmatic design meeting	Current mark ups shared with group for discussion and steer on next steps with PUG group	Users feedback and suggestions notied	Project team to take on feedback and prepare for next Schametic Design meeting
<b>Molecular Imaging</b>					

**Key stakeholder interactions (SLHD)**

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
12/05/2022	Molecular Imaging - Detailed Design Level 6	Session focused on detailed design of level 6 Molecular Imaging	Markups presented to the group for feedback and suggestions on FFE requirements and location of fixings to support workflows	User feedback, requirements and needs noted	Project team to prepare for detailed design
<b>Anatomical Pathology</b>					
27/5/2022	DD PUG 1 Anatomical Pathology - Detailed Design (Main reception and Admin)	Session to work through detail design of the Main reception & Administration Open Workstations	Markups presented to the group for feedback and suggestions on FFE requirements and location of fixings to support workflows	Users provided feedback and suggestions on requirements and flows	Project team to update as per suggestions and feedback
<b>Anatomical Pathology</b>					
27/5/2022	DD PUG 1 Anatomical Pathology - Detailed Design (enclosed reporting rooms, registrars workstations, offices, meeting rooms, block & slide sotre, staff amenities)	Session to work through detail design of the enclosed reporting rooms, registrars workstations, offices, meeting rooms, block & slide sotre, staff amenities	Markups presented to the group for feedback and suggestions on FFE requirements and location of fixings to support workflows	Users provided feedback and suggestions on requirements and flows	Project team to update as per suggestions and feedback
<b>Anatomical Pathology</b>					
30/5/2022	DD PUG 2 Anatomical Pathology - Detailed Design (Main Laboratory)	Session to work through detail design of the main laboratory	Markups presented to the group for feedback and suggestions on FFE requirements and location of fixings to support workflows	Users provided feedback and suggestions on requirements and flows	Project team to update as per suggestions and feedback
<b>Anatomical Pathology</b>					
30/5/2022	DD PUG 2 Anatomical Pathology - Detailed Design (IHC)	Session to work through detail design of the IHC Laboratory	Markups presented to the group for feedback and suggestions on FFE requirements and location of fixings to support workflows	Users provided feedback and suggestions on requirements and flows	Project team to update as per suggestions and feedback
<b>Molecular Imaging</b>					
2/06/2022	Molecular Imaging - Level 6 DDA	Session went through impacts to the level 6 design following DDA advice	Markups presented to the group to share changes to toilets and an office as per DDA advice	User feedback, requirements and needs noted	Project team to prepare for detailed design
<b>Anatomical Pathology</b>					
9/6/2022	DD PUG 2 Anatomical Pathology - Detailed Design (Tissue Processing, Cut-up and Washup)	Session to work through detail design of the ICut Up Lab and Tissue Processing and Wash Up Space	Markups presented to the group for feedback and suggestions on FFE requirements and location of fixings to support workflows	Users provided feedback and endorsed design	Project team to complete sign off of design
<b>Anatomical Pathology</b>					
9/6/2022	DD PUG 3 Anatomical Pathology - Detailed Design (Main Lab)	Session to work through detail design of the Main Laboratory	Markups presented to the group for feedback and suggestions on FFE requirements and location of fixings to support workflows	Users provided feedback and endorsed design	Project team to complete sign off of design
<b>Anatomical Pathology</b>					
9/6/2022	DD PUG 2 Anatomical Pathology - Detailed Design (Cytology)	Session to work through detail design of the Cytology Laboratory	Markups presented to the group for feedback and suggestions on FFE requirements and location of fixings to support workflows	Users provided feedback and endorsed design	Project team to complete sign off of design
<b>Anatomical Pathology</b>					
16/6/2022	DD PUG 2 Anatomical Pathology - Detailed Design (Dark Microscope)	Session to work through detail design of the Dark Microscope Room	Markups presented to the group for feedback and suggestions on FFE requirements and location of fixings to support workflows	Users provided feedback and endorsed design	Project team to complete sign off of design
<b>Anatomical Pathology</b>					
16/6/2022	DD PUG 2 Anatomical Pathology - Detailed Design (Reporting Rooms, Staff Rooms, Meeting Rooms and Admin Workstations)	Session to work through detail design of the Reporting Rooms, Staff Rooms, Meeting Rooms and Admin Workstation	Markups presented to the group for feedback and suggestions on FFE requirements and location of fixings to support workflows	Users provided feedback and endorsed design	Project team to complete sign off of design
<b>Anatomical Pathology</b>					
9/8/2022	Anatomical Pathology Operational Commissioning Working Group	Session to introduce the group to the process of operational commissioning	Process and high level timelines presented to the group, with a change impact activity to help shape people, processes and technologies that need to be considered for the relocation	Users provided feedback and agreed to process	Project team to continue to support users and conduct monthly meetings
<b>Intensive Care</b>					
29/8/2022	Schematic Design PUG 1 - Intensive Care	First session of schematic design with the intensive care PUG	Overview of concept design of the project provided to the group, and discussion regarding the two levels in vertical expansion and new east tower of ICU	Users provided feedback and suggestions on requirements, flows and functional relationships	Project team to take on suggestions to help inform next design
<b>Delivery</b>					
30/8/2022	Schematic Design PUG 1 - Delivery	First session of schematic design with the delivery PUG	Overview of concept design of the project provided to the group, and discussion regarding the two new delivery suite	Users provided feedback and suggestions on requirements, flows and functional relationships	Project team to take on suggestions to help inform next design
<b>Antenatal Inpatient Unit</b>					
30/8/2022	Schematic Design PUG 1 - Antenatal IPU	First session of schematic design with the Antenatal PUG	Overview of concept design of the project provided to the group, and discussion regarding the floor plan of the unit in the new east tower	Users provided feedback and suggestions on requirements, flows and functional relationships	Project team to take on suggestions to help inform next design
<b>Antenatal Inpatient Unit</b>					
31/8/2022	Schematic Design PUG 1 - Postnatal IPU	First session of schematic design with the Postnatal PUG	Overview of concept design of the project provided to the group, and discussion regarding the floor plan of the unit in the new east tower	Users provided feedback and suggestions on requirements, flows and functional relationships	Project team to take on suggestions to help inform next design
<b>Emergency Department</b>					
5/9/2022	Schematic Design PUG 1 - Emergency Department	First session of schematic design with the ED PUG	Overview of concept design of the project provided to the group, and discussion regarding expansion of ED	Users provided feedback and suggestions on requirements, flows and functional relationships	Project team to take on suggestions to help inform next design
<b>Radiology and Imaging</b>					
7/9/2022	Schematic Design PUG 1 - Radiology and Imaging Department	First session of schematic design with the Radiology PUG	Overview of concept design of the project provided to the group, and discussion regarding the move and expansion of Radiology	Users provided feedback and suggestions on requirements, flows and functional relationships	Project team to take on suggestions to help inform next design
<b>Operating Theatres</b>					
9/9/2022	Schematic Design PUG 1 - Operating Theatres Department	First session of schematic design with the Operating Theatres PUG	Overview of concept design of the project provided to the group, and discussion regarding the expansion and development of new operating theatres	Users provided feedback and suggestions on requirements, flows and functional relationships	Project team to take on suggestions to help inform next design
<b>Emergency Department</b>					

Key stakeholder interactions (SLHD)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
12/9/2022	Schematic Design PUG 1.5 - Emergency Department	Interim session of schematic design with the ED PUG	Discussion regarding ED expansion with focus to administration areas such as reception, triage and the flows that come from that	Users provided feedback and suggestions on requirements, flows and functional relationships	Project team to take on suggestions to help inform next design
Neonatology					
20/9/2022	Schematic Design PUG 1 - Neonatology	First session of schematic design with the Neonatology PUG	Overview of concept design of the project provided to the group, and discussion regarding the move and expansion of Neonatology	Users provided feedback and suggestions on requirements, flows and functional relationships	Project team to take on suggestions to help inform next design
Radiology and Imaging					
21/9/2022	Schematic Design PUG 1.5 - Radiology and Imaging	Interim session of schematic design with the RadiologyPUG	Discussion regarding move and expansion of Radiology and Imaging	Users provided feedback and suggestions on requirements, flows and functional relationships	Project team to take on suggestions to help inform next design
Haematology					
29/9/2022	Schematic Design PUG 1 - Haematology	First session of schematic design with the Haematology PUG	Overview of concept design of the project provided to the group, and discussion regarding the move and expansion of Neonatology	Users provided feedback and suggestions on requirements, flows and functional relationships	Project team to take on suggestions to help inform next design
Respiratory					
6/9/2022	Schematic Design PUG 1 - Respiratory	First session of schematic design with the Respiratory PUG	Overview of concept design of the project provided to the group, and discussion regarding the move and expansion of Neonatology	Users provided feedback and suggestions on requirements, flows and functional relationships	Project team to take on suggestions to help inform next design
Operating Theatres					
7/7/2022	Schematic Design PUG 1.5 - Operating Theatres	Interim session of schematic design with the Operating Theatres PUG	Updates on changes to the design of theatres, as per first PUG.	Users provided feedback on frozen section and most appropriate area for collections, and noted concern regarding corridors and the use of recovery 1 and 2 spaces	Project team to take on suggestions to help inform next design
Broader Staff/Department Consultation					
12/07/2021	Disaster Management Consultation	Briefing to provide update on project progress and discussion on disaster management needs and requirements	Presented update on project and opened floor for discussion on needs, concerns and opportunities	Stakeholders needs captured and specific information on key requirements noted	Project team to consider user needs and continue to progress project
15/07/2021	Chief Allied Health Information Officer Consultation	Briefing to provide update on project progress. Consultation to understand medical ICT needs now and into the future	Presented update on project and opened the floor for discussion on Chief Allied Health Information Officer role and responsibilities and the concerns/opportunities with the redevelopment	Chief Allied Health Information Officer provided specific information on current requirement and provided potential future solutions in context of ICT needs for the hospital and staff	; Project team to consider user needs
16/07/2021	Emergency Department - Masterplan and Preferred Option	Briefing to provide update on project progress.	Presented update on project and provided an overview of the preferred option	Stakeholder comments and suggestions captured in relation to preferred option	
20/07/2021	Institute of Precision Medicine and Bioinformatics	Briefing to provide update on project progress and consultation to understand user needs and requirements	Presented update on project progress, followed up discussion department needs	Users' needs captured	
21/07/2021	Early Pregnancy Assessment Service (EPAS)	Consultation to discuss service, functional relationship and coverage	Presented update on project and opened the floor to discussion on EPAS	User information on service, functional relationship and service coverage captured	
21/07/2021	Womens Health - Masterplan and Preferred Option	Briefing to provide update on project progress.	Presented update on project and provided an overview of the preferred option with focus on neonatology, delivery ward/women's health and Paediatrics	Stakeholder comments and suggestions captured in relation to preferred option	Project team to consider comments and continue in progressing project
29/07/2021	ED Paediatric Fast Track Model	Discussion regarding the ED Paediatric Fast Track Model	Discussion on model and how it will work/flow in line with current and proposed future service	Stakeholder comments and suggestions captured	Project team to consider comments and continue in progressing project
29/07/2021	Radiology and Imaging - Masterplan and Preferred Option	Briefing to provide update on project progress.	Presented update on project and provided an overview of the preferred option	Stakeholder comments and suggestions captured in relation to preferred option	Project team to consider comments and continue in progressing project
30/07/2021	Chief Medical Information Officer Consultation	Briefing to provide update on project progress. Consultation to understand medical ICT needs now and into the future	Presented update on project and opened the floor for discussion on Chief Medical Information Officer role and responsibilities and the concerns/opportunities with the redevelopment	Chief Medical Information Officer provided specific information on current requirement and provided potential future solutions in context of ICT needs for the hospital and staff	Project team to consider needs and return to individual again to further progress of new ICT options
2/08/2021	Operating Theatres - Masterplan and Preferred Option	Briefing to provide update on project progress.	Presented update on project and provided an overview of the preferred option	Stakeholder comments and suggestions captured in relation to preferred option	Project team to consider comments and continue in progressing project
26/08/2021	RPA Redevelopment ICU	Discussion regarding pandemic pods within the ICU and the redevelopment	Discussion on the need and requirements of pandemic pods	User needs and suggestions captured	Project team considering comments and presenting findings to the Clinical Reference Group for endorsement
3/09/2021	NSW Pathology - RPA Redevelopment	Briefing to discuss the RPA Redevelopment, Pathology Services and the Anatomical Pathology relocation	Discussion on the alignment of NSW Pathology with the Project, Needs and requirements for Anatomical Pathology and an update on the current state of the Project	Stakeholder comments and suggestions captured	Project team to consider comments and continue in progressing project
8/09/2021	Aboriginal Health Consultation	Briefing to disuses ACHA, Connecting with Country, Aboriginal Health Impact Statement	Discussion to confirm the ACHA process, the Connecting with Country process and the Aboriginal Health Impact Statement for the Redevelopment	Stakeholder comments and suggestions captured	Project team to collate information and continue in progressing the project
8/09/2021	Building 89 - Level 2 Carpark	Discussion to understand use of on-call car park by clinicians	Discussion to better understand the current use and processes for the level 2 on-call carpark by clinicians	Stakeholder comments captured	Project team to consider information and continue in progressing the project
8/09/2021	Building 89 - Level 2 Carpark	Discussion regarding the current contents and processes within the level 2 carpark storage	Discussions to understand the contents and current use of the level 2 carpark storage for the department	Stakeholder comments captured	Project team to consider information and continue in progressing the project
9/09/2021	Building 89 - Level 2 Carpark	Discussion regarding the current contents and processes within the level 2 carpark storage	Discussions to understand the contents and current use of the level 2 carpark storage for the department	Stakeholder comments captured	Project team to consider information and continue in progressing the project
9/09/2021	Cell & Molecular Therapy Consultation Session	Briefing to provide update on the project and discuss departments current state and future needs	Presented update on the project and opened the floor to discussion on current workflows and requirements of the department	User needs captured	Project team to consider user needs and comments

Key stakeholder interactions (SLHD)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
9/09/2021	Individual Workforce Portfolio Meeting - Environmental Services	Consultation to discuss portfolio needs under the Director of Clinical Support Services	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working, environmental and technology impacts	Information on the workforce captured	Project team to consider workforce information and move forward with actions from the meeting
10/09/2021	Building 89 - Level 2 Carpark	Discussion regarding the current contents and processes within the level 2 carpark storage	Discussions to understand the contents and current use of the level 2 carpark storage for the environmental services department	Stakeholder comments captured	Project team to consider information and continue in progressing the project
10/09/2021	Anatomical Pathology Dangerous Goods Assessment	Discussion regarding dangerous goods within the Anatomical Pathology Department	Discussion and confirmation on dangerous goods that are stored/contained within the department	Information on dangerous goods within the department captured	Project team to confirm information has been received by Architects and Engineers
10/09/2021	Individual Workforce Portfolio Meeting - Inpatient/Outpatient Administration, Medical Records, Revenue, Volunteers	Consultation to discuss portfolio needs under the Director of Operations	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working, environmental and technology impacts	Information on the workforce captured	Project team to consider workforce information and move forward with actions from the meeting
13/09/2021	RPA Redevelopment Mortuary Consultation	Consultation to discuss the current and future state of the RPA Mortuary	Discussion on current processes and functions within the Mortuary and assumed projections and use in the future	Information on Mortuary captured	Project team to consider mortuary information and move forward with actions from meeting
15/09/2021	Cardiac Cross Sectional Imaging	Briefing to discuss next steps for Cardiac Cross Section Imaging proposal	Discussion to confirm next steps for the Cardiac Cross Sectional maging Proposal for the Redevelopment	Information on the proposal captured and stakeholder to compile brief	Project team to consider next steps and work with stakeholders to endorse the brief
16/09/2021	Individual Workforce Portfolio Meeting - Allied Health	Consultation to discuss portfolio needs under the Director of Allied Health	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working, environmental and technology impacts	Information on the workforce captured	Project team to consider workforce information and move forward with actions from the meeting
17/09/2021	Surgical - Masterplan and Preferred Option	Briefing to provide update on project progress.	Presented update on project and provided an overview of the preferred option	Stakeholder comments and suggestions captured in relation to preferred option	Project team to consider comments and continue in progressing project
27/09/2021	Individual Workforce Portfolio Meeting - Nursing and Midwifery	Consultation to discuss portfolio needs under the Director of Nursing and Midwifery	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working, environmental and technology impacts	Information on the workforce captured	Project team to consider workforce information and move forward with actions from the meeting
30/09/2021	Sexual Assault Consultation	Briefing to provide update on project progress and confirm department requirements	Presented update on project and discussed department requirements	Stakeholder comments and suggestions captured	Project team to consider comments and continue in progressing project
13/10/2021	Individual Workforce Portfolio Meeting - Anaesthetics	Consultation to discuss portfolio needs under the Director of Anaesthetics	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working, environmental and technology impacts	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
13/10/2021	Individual Workforce Portfolio Meeting - Women's Health	Consultation to discuss medical portfolio needs under the Director of Women's Health, Neonatology and Paediatrics	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working, environmental and technology impacts	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
14/10/2021	Ophthalmology	Consultation to discuss future plans of the RPA Ophthalmology department and how it may relate to the redevelopment	Ophthalmology presented on future plans, providing an update on their inclusion in the Sydney Biomedical Accelerator and proposals for building the department	Stakeholder information captured, and noting enthusiasm to work with the redevelopment team	Project team to consider department plans and how to connect throughout the project
21/10/2021	Individual Workforce Portfolio Meeting - Centre for Education and Workforce Development	Consultation to discuss workforce opportunities in line with the offerings of Centre for Education and Workforce Development	Discussion on the current state, future state and opportunities	Information on the future ways of working and opportunities captured	Project team to consider information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
22/10/2021	Individual Workforce Portfolio Meeting - Surgery	Consultation to discuss portfolio needs under the Division of Surgery	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working, environmental and technology impacts	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
22/10/2021	Individual Workforce Portfolio Meeting - Respiratory	Consultation to discuss medical portfolio needs under the Head of Department for Respiratory	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working, environmental and technology impacts	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
28/10/2021	Individual Workforce Portfolio Meeting - Division of Medicine	Consultation to discuss medical portfolio needs under the Division of Medicine	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working, environmental and technology impacts	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
28/10/2021	Individual Workforce Portfolio Meeting - Emergency Department	Consultation to discuss medical portfolio needs under the Director of Emergency Care	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working, environmental and technology impacts	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
3/11/2021	Individual Workforce Portfolio Meeting - Geriatrics	Consultation to discuss medical portfolio needs under the Director of Geriatrics	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working, environmental and technology impacts	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
4/11/2021	Individual Workforce Portfolio Meeting - SLHD Nursing and Midwifery	Consultation to discuss portfolio under the SLHD Nursing and Midwifery Workforce Manager	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working, environmental and technology impacts	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
5/11/2021	Individual Workforce Portfolio Meeting - Insititute of Academic Surgery	Consultation to discuss workforce education and training opportunities in line with Institute of Academic Surgery	Discussion on the education opportunities, availability and future intiatives that align with the Redevelopment workforce plan	Information on the opportunities captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
9/11/2021	Individual Workforce Portfolio Meeting - Intensive Care Services	Consultation to discuss medical portfolio needs under the Director of Geriatrics	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working, environmental and technology impacts	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
10/11/2021	Individual Workforce Portfolio Meeting - SLHD Diversity and Inclusion	Consultation to discuss SLHD workforce initiatives regarding diversity and inclusion	Discussion on strategies, plans and initiatives currently being undertaken by the SLHD and any future considerations that should be noted in the redevelopment workforce plan	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
12/11/2021	Individual Workforce Portfolio Meeting - Aboriginal Workforce	Consultation to discuss SLHD workforce initiatives regarding the Aboriginal Workforce	Discussion on strategies, plans and initiatives currently being undertaken by the SLHD and any future considerations that should be noted in the redevelopment workforce plan	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
12/11/2021	Individual Workforce Portfolio Meeting - SLHD Nursing and Midwifery	Consultation to discuss workforce portfolio needs under the Executive Director of Nursing and Midwifery	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working, environmental and technology impacts	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
12/11/2021	Individual Workforce Portfolio Meeting - Pharmacy	Consultation to discuss medical portfolio needs under the Director of Pharmacy	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working, environmental and technology impacts	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
16/11/2021	Individual Workforce Portfolio Meeting - Staff Wellness (MDOK)	Consultation to discuss opportunities and challenges in regards to staff wellness in relation to the Redevelopment Workforce Plan	Discussion on wellness opportunities, challenges, programs and initiatives	Information on staff wellness current state and future state	Project team to consider information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting



## Key stakeholder interactions (SLHD)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
17/11/2021	Individual Workforce Portfolio Meeting - Nurse Manager Workforce	Consultation to discuss opportunities and challenges within the nursing and midwifery workforce	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working,	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
23/11/2021	Disaster Management Consultation	Briefing to provide update on project progress and discussion on disaster management needs and requirements	Presented update on project with specific focus to the latest decision around keeping ambulances on Missenden road and the design excellence strategy. Then allowed questions regarding disaster management in relation to the RPA Redevelopmet	Stakeholders needs captured and specific information on key requirements noted	Project team to consider user needs and organise further consultation once design excellence strategy has been completed
30/11/2021	COVID Learnings	Consultation to discuss COVID-19 learnings from the Infection Control Team	Infection Control team presented on the areas that became high risk within the hospital and ways of working and implementation of design solutions to support the containment of an airborne virus	Information on covid learnings captured	Project team to consider information and how the learnings can be considered through the Project
9/12/2021	Individual Workforce Portfolio Meeting - Clinical Trials/ Research Workforce	Consultation to discuss opportunities and challenges within the clinical trials/ research workforce	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working,	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
10/12/2021	Individual Workforce Portfolio Meeting - SLHD Midwifery	Consultation to discuss opportunities and challenges within the Midwifery workforce	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working,	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
16/12/2021	Ambulatory Care and ACBU	Discussion regarding activity, reporting and clinic utilisation	Discussion on how data for ambulatory care is captured and moving forward how we can use this data to support initiatives	Information captured and noted	Project team to organise a follow up call to analysis data further and beging to construct next steps
11/01/2022	Program Manager - Care of Behaviourally Disturbed Patients	Update on the RPA Redevelopment	Introduction to the RPA Redevelopment and discussion on the Program Manager roles and how it can engage with the Project	Information captured and noted	Project team to consider information and how to continue to engage throughout the Project
21/01/2022	BreastScreen	Update on the RPA Redevelopment and Gloucester House early works	Overview of the RPA Redevelopment provided and information on early works in relation to Gloucester House Bridge and the impact it will have on the access to the Breastscreen service	Stakeholder feedback and information noted, with the specific need for communication collateral to be developed when the change from the early works happens	Project team to consider information and continue consultation with service as early works push forward
23/02/2022	Cardiovascular	Discussion regarding RPA Redevelopment and allocation to Cardiovascular	Overview of the RPA Redevelopment provided and information on cardiovascular allocation through the redevelopment	Stakeholder feedback and information noted, with the specific need for communication collateral to be developed when the change from the early works happens	Project team to consider information and how to continue to engage throughout the Project
23/02/2022	Ambulatory Care and ACBU	Discussion regarding next steps for ambulatory care analysis and consultation	Discussion on how to analysis and engage with current ambulatory care clinics to help inform new models of care and other non-infrastructure initiatives to create capacity	Information captured and noted	Project team to organise a proposal and meeting with general manager and director of medical services
28/02/2022	Individual Workforce Portfolio Meeting - ICU Nursing	Consultation to discuss opportunities and challenges within the ICU Nursing workforce	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working,	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
2/03/2022	Individual Workforce Portfolio Meeting - Peri-Operative Nursing	Consultation to discuss opportunities and challenges within the Peri-Operative Nursing workforce	Discussion on the workforces' current state, future state, challenges, opportunities, ways of working,	Information on the workforce captured	Project team to consider workforce information and how it can be captured in the RPA Redevelopment Workforce Plan and move forward with actions from the meeting
3/03/2022	Anatomical Pathology -FISH Laboratory planning	Consultation to further understand specific laboratory requirements to support the development of the Anatomical Pathology relocation design	Discussion on stakeholder requirements and needs for FISH Laboratory in relation to Anatomical Pathology relocation	Stakeholder feedback and information noted	Project team noted stakeholder requirements and need and made updates to design mark ups
7/03/2022	Anatomical Pathology -Clerical Laboratory	Consultation to further understand specific laboratory requirements to support the development of the Anatomical Pathology relocation design	Discussion on stakeholder requirements and needs for Clerical Laboratory in relation to Anatomical Pathology relocation	Stakeholder feedback and information noted	Project team noted stakeholder requirements and need and made updates to design mark ups
7/03/2022	Anatomical Pathology -Cytology planning	Consultation to further understand specific laboratory requirements to support the development of the Anatomical Pathology relocation design	Discussion on stakeholder requirements and needs for Cytology Laboratory in relation to Anatomical Pathology relocation	Stakeholder feedback and information noted	Project team noted stakeholder requirements and need and made updates to design mark ups
8/03/2022	Anatomical Pathology - Cut-up Planning	Consultation to further understand specific laboratory requirements to support the development of the Anatomical Pathology relocation design	Discussion on stakeholder requirements and needs for Cut-up Laboratory in relation to Anatomical Pathology relocation	Stakeholder feedback and information noted	Project team noted stakeholder requirements and need and made updates to design mark ups
8/03/2022	Anatomical Pathology - IHC Planning	Consultation to further understand specific laboratory requirements to support the development of the Anatomical Pathology relocation design	Discussion on stakeholder requirements and needs for IHC Laboratory in relation to Anatomical Pathology relocation	Stakeholder feedback and information noted	Project team noted stakeholder requirements and need and made updates to design mark ups
6/04/2022	Division of Surgery	Update on the RPA Redevelopment	Overview of where the Project and next steps	Stakeholder feedback noted	Project team noted feedback and will continue with consultation in the future
10/04/2022	Cardiovascular	Update on the RPA Redevelopment	Overview of where the Project and next steps	Stakeholder feedback noted	Project team noted feedback and will continue with consultation in the future
29/03/2022	Pre Division of Surgery	Update on the RPA Redevelopment and next steps for operating theatres	Overview of Project and the next steps for Operating Theatres which includes confirming Schematic Design PUG members and reviewing concept design	Stakeholder feedback noted	Project team noted feedback and will continue with consultation
5/04/2022	Pre Division of Sugery and Schematic PUG	Update on proposed test fit for Level 3 Operating Theatres	Proposed test fit was presented to the group in preparation for schematic design to begin	Stakeholder feedback noted	Project team noted feedback and will prepare for schematic design
9/05/2022	Renal Heads of Department	Update on the RPA Redevelopment	Overview of where the Project and next steps	Stakeholder feedback noted	Project team noted feedback and will continue with consultation in the future
9/05/2022	Anatomical Pathology DG outlet Requirements	Session to discuss the location of the outlets for the reticulated xylene, ethanol and formalin for the individual labs	Suggested locations shared with the group to then discuss areas that best work with flows	Stakeholder feedback and suggestions noted	Project team to integrate feedback into design
11/05/2022	Ambulatory Care Planning	Session with the planning team to coordinate work being conducted in regards to Ambulatory Care workshops	RPA team shared proposed ambulatory care workshops and planning team shared current work and planning around ambulatory care for stage 2	Feedback noted from team and confirmation on next steps	Project team to move forward with workshops and share information as needed
20/05/2022	Cardiology Team - impacts from early works	Session held to discuss the impacts from the Molecular Imaging early works on the Cardiology department	RPA team shared proposed changes to the cardiology department due to the MI early works (changes to cardiology tea room)	Feedback and comments noted from users	Project team to consider user needs and integrate with early works design
8/06/2022	Anatomical Pathology Histology Lab Design Update	Session to discuss the histology lab updates	Project team shared new configuration of histology lab to allow back to back seating for staff	Stakeholder feedback around height of benches and storage captured	Project team to integrate feedback into design

Key stakeholder interactions (SLHD)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
14/06/2022	Women's Health	Session to discuss Women's Health within the redevelopment	Project team discussed delivery, NICU, women's health ambulatory and administration in regards to the redevelopment	Stakeholders feedback and concerns captured to inform design	Project team to consider comments
20/06/2022	Anatomical Pathology Specimen Transfer	Session to discuss current state of specimen transfer	Project team consulted with AP team to note down current process for specimen transfers across campus	Stakeholder feedback has been noted and prepared to inform future processes	Project team to consider current feedback and pull together options for future transfer process
24/06/2022	RPA Clinical Council	Update on the RPA Redevelopment	Overview of where the Project and next steps	Stakeholder feedback noted	Project team noted feedback and will continue with consultation in the future
24/06/2022	RPA Medical Grand Rounds	Update on the RPA Redevelopment	Overview of where the Project and next steps	Stakeholder feedback noted	Project team noted feedback and will continue with consultation in the future
29/06/2022	NICU Planning - Transitional Care Unit	Session discussed the proposed transitional care model within NICU and requested additional information to progress variation process through governance	Project team requested additional information to support the variation process for the inclusion of a transitional care model within the NICU	Stakeholders provided feedback and agreed to supply information	Project team to work with NICU department to move variation through
5/07/2022	2 Bedroom Typology Study	Session to discuss safety impacts to 2 bedroom typology	Project team shared proposed toe to toe 2 bed bay noting step down space with visibility to 4 patients and extra amentiy within the rooms	Stakeholders provided feedback from a WHS and staff safety perspective, noting positive reactions to the design	Project team to share feedback with EUG
11/07/2022	Gloucester House Bridge Works - BreastScreen	Session to provide further information on the impacts from the Gloucester House Bridge and Drive works	Project team shared mark ups to visualise changes and explained high level timelines. Noting support to direct patients via another route will be provided	Stakeholders provided feedback regarding areas in which patient directions would need to be changed	Project team to continue consultation with team
15/07/2022	Conscious Sedation - Anaesthetics	Session to discuss procedure types that require concious sedation	Project team discussed proposal of procedure rooms within the redevelopment to support conscious sedation procedures and required further information on need	Stakeholders provided feedback on proposal and current activity and procedure information	Project team to share feedback to be included in variation
21/07/2022	Helicopter Landing Site Temporary Relocation	Discussion with Toll to confirm the need for a temporary relocation of the Helicopter Landing Site	Project team shared the proposal and preferred option of relocation of the HLS	Stakeholder feedback noted	Project team to share information as needed
1/08/2022	Haematology Test Fits	Discussion regarding Haematology test fits and the need for aphresis to be colocated with the ward	Project team shared test fits for haematology with focus on maximising single rooms	Stakeholder provided feedback on the higher need for singles rooms over the colocation of aphresis	Project team to share information with EUG and continue consultation with department
8/08/2022	Renal Heads of Department	Update on RPA Redevelopment Concept Design	Project team updated on design competition and the sign off on concept design, taking stakeholders through floor by floor of proposed design	Stakeholders provided feedback and comments	Project team noted feedback
10/08/2022	Aged Care Heads of Department Clinical Stream	Update on RPA Redevelopment Concept Design	Project team updated on design competition and the sign off on concept design, taking stakeholders through floor by floor of proposed design	Stakeholders provided feedback and comments	Project team noted feedback
11/08/2022	Respiratory and Critical Care Heads of Department Clinical Stream	Update on RPA Redevelopment Concept Design	Project team updated on design competition and the sign off on concept design, taking stakeholders through floor by floor of proposed design	Stakeholders provided feedback and comments	Project team noted feedback
11/08/2022	Flushing Rim Sink Brief	Discussion regarding the need for a flushing rim sink within a dirty utility as part of the redevelopment	Discussion around current best practice within dirty utility rooms and the need to change workflows	Feedback has been noted	Project team to set up next call with expanded stakeholders
15/08/2022	Cancer Heads of Department Clinical Stream	Update on RPA Redevelopment Concept Design	Project team updated on design competition and the sign off on concept design, taking stakeholders through floor by floor of proposed design	Stakeholders provided feedback and comments	Project team noted feedback
16/08/2022	Centenary Institute	Update on RPA Redevelopment, explaining design and next steps	Discussion around the proposed new east tower and the construction planning	Feedback from users noted	Project team to continue consultation
22/08/2022	Neuro Bone and Jone Heads of Department Clinical Stream	Update on RPA Redevelopment Concept Design	Project team updated on design competition and the sign off on concept design, taking stakeholders through floor by floor of proposed design	Stakeholders provided feedback and comments	Project team noted feedback
23/08/2022	Operating Theatres Procedural Space	Discussion regarding procedural space needs to support concious sedation	Discussion with operating theatres to confirm the requirements of the procedural space that will support concious sedation and any colocation needs	Feedback and comments noted from users	Project team to input into variation and continue consultation
24/08/2022	Pre-Schematic Design Session	Presented concept design to members of PUGs and provided guidance on schematic design	Presented concept design floor by floor to group,and provided information and expectation around schematic design Project User Groups	Comments and questions from stakeholders answered during session	Project team answered questions during session
25/08/2022	Pandemic Pod Planning	Discussion with SLHD, HI and TSA regarding pandemic pod planning for ICU	Discussion regarding requirements for ICU pandemic pod, and request for more than 1 pod having the capability	Feedback from users noted with further discussion needed	Project team to organise another session with group
25/08/2022	Flushing Rim Sink - Dirty Utility	Discussion regarding dirty utility rooms and the removal of sluice as standard component	Discussion to understand the removal of sluice in AusHFG in dirty utility rooms and the risk of not having one included and workflows to support processes if in or out	Feedback from users noted with further discussion needed with CEC	Project team to organise another session with group
31/08/2022	Emergency Department Additional Parking Bays	Presentation of the ED additional parking bays V12	Presented 8 ambulance bays, seperate private drop off zone and seperated ambulance and ambulant flows	Users happy with proposal, with feedback noted	Project team to align feedback and continue to move forward with work
1/09/2022	Anetnatal and Postnatal IPU planning	Discussion regarding room for resus within anetenatal and postnatal IPUs	Discussion regarding the need for bariatric room within antenatal and postnatal IPUs, noting 10 years of data suggetion a patient cohort for the room has not come through. Discussions on the need for a room for the resusitaire due to recent changes in infection control	Group provided feedback which was noted, and agreed to begin brief	Project team to support with brief
7/09/2022	Division of Surgery	Update on RPA Redevelopment Concept Design	Project team updated on design competition and the sign off on concept design, taking stakeholders through floor by floor of proposed design	Stakeholders provided feedback and comments	Project team noted feedback
14/09/2022	Nurse Unit Managers/ Maternity Unit Managers Meeting	Update on RPA Redevelopment Concept Design	Project team updated on design competition and the sign off on concept design, taking stakeholders through floor by floor of proposed design	Stakeholders provided feedback and comments	Project team noted feedback
15/09/2022	Clinical Nurse Consultants/ Clinical Nurse Educators Meeting	Update on RPA Redevelopment Concept Design	Project team updated on design competition and the sign off on concept design, taking stakeholders through floor by floor of proposed design	Stakeholders provided feedback and comments	Project team noted feedback
15/09/2022	Radiology and Imaging	Discussion regarding tes fit	Group discussed current test fit for Radiology and worked through proposed locations	Feedback and advice noted down and shared with design team	Project team to align feedback and prepare for next round of schematic design PUG

Key stakeholder interactions (SLHD)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
20/09/2022	Infection Control and Prevention Team	Update on RPA Redevelopment Concept Design	Project team updated on design competition and the sign off on concept design, taking stakeholders through floor by floor of proposed design	Stakeholders provided feedback and comments	Project team noted feedback
26/09/2022	Emergency Department Security Planning	Session to go through future security models and how to be implemented within the design	Group discussed current state and future state of security within the ED and noted what would be needed within design to ensure future models can be accommodated	Feedback and advice noted	Project team to update design as per suggestions
28/09/2022	Pre-Schematic Design Session	Presented concept design to members of PUGs and provided guidance on schematic design	Presented concept design floor by floor to group, and provided information and expectation around schematic design Project User Groups	Comments and questions from stakeholders answered during session	Project team answered questions during session
10/10/2022	District Infection Prevention and Control Committee	Presented on the requirements regarding flushing rim sink in dirty utility	Presented update on the redevelopment and discussed the requirements for RPA to include a flushing rim sink within dirty utility rooms as AusHFG had recently had them taken out, and will be reintroduced	Comments and feedback on what will be needed for RPA and current best practice	Project team noted feedback and comments to then move forward with inclusion of flushing rim sinks within dirty utility rooms
11/10/2022	Lifeshouse Briefing	Update on RPA Redevelopment Concept Design	Project team updated on design competition and the sign off on concept design, taking stakeholders through floor by floor of proposed design	Stakeholders provided feedback and comments	Project team noted feedback

RPA Staff Forums					
1/12/2020	RPA All Staff Briefing	Provide RPA Staff with an update on the RPA Redevelopment	RPA announcement, project roadmap / 12 month lookahead		
1/6/2021	RPA Redevelopment Update to SLHD Board	Communications & Engagement Update		SLHD Board happy with input and asked for follow up	
25/2/2022	RPA All Staff Briefing	Provide RPA Staff with a progress update on Redevelopment	Presented staff a reminder of Project scope, an update on early and enabling works, project user groups, internal and external consultation, community engagement, Design Excellence and a timeline on milestones for the next 6-12 months		
8/3/2022	SLHD Sydney Connect (all staff update)	Segment providing an update on the RPA Redevelopment and recent completed early works of Renal Dialysis	Presented to all staff of SLHD an update on RPA Project with focus on planning, consultation and the early works of Renal Dialysis		
3/6/2022	SLHD Innovation Week Symposium	Provide SLHD staff, consumers and partners and opportunity to engaged and interact with the various sectors within SLHD	Engaged audience regarding the planning and vision of the RPA Redevelopment		
29/6/2022	RPA All Staff Briefing	Provision of an update of the RPA Redevelopment	Update on early and enabling works, noting Anatomical Pathology relocation and reconfiguration of Gloucester House Bridge, and noting the needs for logistical changes Announcement of the Design Competition winner, and noting we will share the design shortly Emphasis on links between USYD, SBA and the RPA Redevelopment		
2/9/2022	Ambulatory Care Business Unit Showcase	Provided update on RPA Redevelopment in regards to design competition and current concept design	Presented on the journey through design competition and took the stakeholders through concept design floor by floor		
27/9/2022	RPA All Staff Briefing - Concept Design	Panel to update staff on concept design of the RPA Redevelopment and question and answer session	Update on concept design for the Project and high level project timeline		
23/9/2022	RPA All Staff - 140 Year Celebration Presnetation	HI Project Director and RPA Project Lead presented the journey of the RPA redevelopment from planning through to concept design	During RPAs 140 year celebration events - the RPA redevelopment present the planning, consultation and now concept design to live audience and staff dialling in. Questions were available from the audience	Stakeholders were able to ask questions about the project and current concept design	

Aboriginal & CALD Groups					
23/09/2021	SLHD Diversity and Inclusion Hub - Project Overview	Consultation to provide overview of the Project and discuss potential areas of collaboration	Presented update on project and provided overview, and opened the discussion to touch on areas to collaborate e.g. community consultation, connecting with community groups, etc	Stakeholder comments and feedback captured	Project team to consider comments and organise further consultation with the team as we move forward
13/10/2021	SLHD Aboriginal Health Workforce Forum	Meeting with SLHD Aboriginal Health Workforce Forum to provide update/overview of RPA Redevelopment	Presented update on RPA Redevelopment, Project User Group consultation to date (Round 1), SLHD District Plans, upcoming consultation and engagement opportunities including Connecting with Country, Aboriginal Health Assessment Report	Stakeholder comments and feedback captured, with an ask to be kept up to date with the Project as it progresses and to know about ways to engage in the future	Project team to take actions to meet with some of the stakeholders individually to make sure engagement approach is inclusive of everyone, and organise further consultation with the group as we move forward



Key stakeholder interactions (SLHD)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
21/10/2021	RPA Redevelopment - Aboriginal Heritage/ Connecting with Country	Workshop to align and bring together the several Aboriginal consultation pieces being conducted throughout the project inducing the Connecting with Country Framework and Aboriginal Cultural Heritage Assessment	SLHD presented an introduction and background to the Royal Prince Alfred hospital and explained the extensive work that has been done through the Aboriginal Health unit thus far. Balarinji presented on their vision and process for the Connecting with Country work Bosis presented on the Aboriginal Cultural Heritage requirements and process Heritage21 presented on the built heritage component SLHD introduced everyone and provided background to the work undertaken thus far within the district. Balarinji provided update on the work conducted to produce a draft connecting with country framework, emphasis community consultation and understanding needs and requirements within the Hospital. SLHD Aboriginal workforce discussed the themes within the framework providing further context and background, that should be included within the next draft	Stakeholder presentations, comments and suggestions were captured and noted. With consultants being able to gather further information on the hospital and overall expectations for Aboriginal community consultation	SLHD and Project Team noted queries and actions and will organise further consultation with the parties as the redevelopment progresses
17/08/2022	RPA Redevelopment Connecting with Country Partnership Workshop	Worshop with Balarinji and SLHD Aboriginal workforce to provide update on Connecting with Country work and open discussion on themes and principles of the draft framework		Stakeholder comments and suggestion captured	SLHD and Project Team to continue work with Balarinji to ensure discussion points had been captured and implemented within next iteration of the framework

Community Groups					
1/11/2021	Community Consultation to commence				

SLHD Internal Consultation					
Digital Twin Analytics					
21/06/2021	Digital Twin Analytics - Kick Off Session	Information presented regarding the digital twin analytic work, noting it will be a pilot study with the intention to provide a useful template which can be referenced in construction and design	Information on the intention, methodology and programme was provided, with draft strategy structure and policy documentation presented for comment.	Comments and statements noted and to be integrated into the draft documents.	Project team to consider information and support the scheduling of up-coming workshops and future meetings, as well as providing any useful information to support development of the digital twin.
28/06/2021	Digital Twin Analytics - Data Request	To develop the digital twin to support Stage 1 of the redevelopment of the Emergency Department, Digital Twin Analytics (DTA) need to confirm with SLHD performance team and ED team the data	Information provided on the digital twin process and how data is used to inform the modelling. Request for demand data e.g. ED visits and supply data e.g. patient journey record, treatment zones, etc.	Information captured and noted and comments/feedback captured to feedback into the work	Project team to take on data request and work with the performance team to make sure data is provided
1/07/2021	Digital Twin Analytics - Follow Up	Session to present update and confirm any requests for data or questions the team had	Update on progress of digital twin modelling provided and opportunity to clarify data requests and any questions	Comments and statements answered and noted	Project team noted progress and clarification on the data request. Will confirm relevant data has been provided to DTA
22/09/2021	Digital Twin Analytics - Status Presentation	DTA presented on the status of the project and showcased project in the work.	Update on progress of the digital twin modelling and overview of methodology used to make sure assumptions match with the emergency departments flows/data/every day	Comments and feedback noted to then merge into modelling	Project team noted progress and connect DTA with a member of the ED team who will be available to confirm assumptions and answer questions as the team continue their modelling
12/11/2021	Digital Twin Analytics - ED Simulation Model	DTA presented on the progress of the Digital Twin and provide a chance for stakeholders to query the data and assumptions	Update on progress of the digital twin and showcase of the current simulation to provide a more holistic overview of the work to date.	Comments and feedback regarding the data and assumptions have been noted down and further questioning of the modelling has been encouraged	Project team noted progress and comments. The organisation of further consultation will be necessary.
17/01/2022	Digital Twin Analytics - Progress Report	DTA presented a progress report on the Digital Twin	Update went through the work package, digital twin, verification and validation, preliminary scenarios and reporting. Noting that we are currently in the reporting phase	Comments and feedback on work thus far have been noted with the need for further consultation to continue to refine analysis	Project team noted progress and comments. Further consultation needed with specific ED team members, to be scheduled.

NSW Ambulance					
30/11/2021	ED Ambulance and Patient Transfer	Kick-off meeting to discuss the potential for RPA and NSW Ambulance to work together to improve and streamline ED ambulance patient transfers	SLHD presented on where the redevelopment currently is, and historical work that has been conducted between NSW Ambulance and RPA Discussion was then opened up to what an initiative or change would look like		

NSW Health Pathology					
17/12/2022	Royal Prince Alfred (RPA) Hospital Redevelopment and NSW Health Pathology	Kick-off meeting to discuss NSW Health Pathology and the RPA Redevelopment	Update on current plans and strategies for NSW Health Pathology, key principles and the RPA Redevelopment	Stakeholders provided updates on plans for NSW Health pathology and information noted	Project team noted plans and strategies and agreed to further consultation
8/02/2022	Royal Prince Alfred (RPA) Hospital Redevelopment and NSW Health Pathology	Follow up meeting to provide an update on NSW Health Pathology service delivery and opportunities	Update was provided on service delivery, review on high volume and point-of-care services, review of pathologist and non-pathologist led specialist services and research and education/training opportunities	Stakeholders provided information on NSW Health Pathology service delivery, point of care services and specialist led services with discussion around opportunities and gaps	Project team noted information and agreed on a workshop
1/04/2022	RPA Redevelopment & NSW Health Pathology Workshop	Workshop to work through priorities for the RPA redevelopment, provision of clinical trials and NSW Pathology processes	Discussion regarding RPA Redevelopment priorities including virtual models, point of care testing, mini core lab, integration of research and teaching and future services. Continued discussion on provision of clinical trials and NSW Health Pathology clinical processes	Stakeholders provided feedback and suggestions on next steps to move forward work	Project team to consider feedback and organise a Pathology Working Group to move forward initiatives

Key stakeholder interactions (TSA Management)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
<b>Ausgrid</b>					
11/05/2021	Payment made to Ausgrid	Project team completing application	Payment made to Ausgrid in support of the Early Works application for connection, including Kiosk Substation, Consumer Mains, HV Diversion works to Kiosk Substation, and Demolition of existing external substation supporting Centenary Institute.	-	
18/05/2021	Email query	Project team to seek information from Ausgrid	Ausgrid email query requesting Centenary Institute NMI number.	Arup provided NMI number	
19/05/2021	Email query	Project team to seek information from Ausgrid	Ausgrid email query requesting information in relation to existing infrastructure to Centenary Institute	Ausgrid assessment on hold until information is received.	
20/05/2021	Online application	Project team completing application	Ausgrid online application portal updated and application on hold until requested information is received.	Only Arup have access to Ausgrid online application portal.	
7/06/2021	Main Works Application and Payment	Project team completing application	Main Works Application and Payment made to Ausgrid in support of the Main Works application for connection, including 3 Transformer Chamber Substation.	-	
16/06/2021	Services Offer received.	Notification of application status	Main Works and Early Works Design Related Services Offer received.	Received via online portal. Documentation downloaded and circulated under OveArup-GCOR-000124 Early Works: 238620 Main Works: 245723 Resolved.	
17/06/2021	Information received from RPAH site and forwarded to Ausgrid.	Project team to seek information from Ausgrid	CI electrical information received from RPAH site and forwarded to Ausgrid.		
18/06/2021	Phone conversations	Project team completing application	Phone conversations held between Arup and Ausgrid to discuss Early Works and Main Works Design Related Services Offer and next steps.	Ausgrid confirmed that upstream network augmentation is not detailed under the Design Related Services Offer, however we will not know for certain this is not required until the DIP is received from Ausgrid.	
25/06/2021	Information requested from Ausgrid	Project team to seek information from Ausgrid	Further information requested from Ausgrid with reference to the Centenary Institute Electrical Arrangements: 1. ATS datasheet 2. ATS transfer arrangements and AS3010 compliance	Arup currently reviewing as-built information and will put an RF1 in for further information if required. This would potentially require a visit to site to investigate drawings.	
23/07/2021	Ongoing information exchange with regard to existing infrastructure and new supply proposals	Project team to seek information from Ausgrid	Arup clarifying Ausgrid queries.	Resolved.	
23/08/2021	Discussion with Ausgrid for application update	Project team to seek information from Ausgrid	Arup clarifying Ausgrid queries.	Resolved.	
17/09/2021	Early Works Proposed Design Scope (PDS)	Project team completing application	Early Works Proposed Design Scope (PDS) has been submitted	Awaiting Ausgrid feedback.	
30/06/2022	Early Works Design and Right of Way	Project team completing application	Arup and ASP3 design team continuing liaison to complete notification to Council and neighbours and progress towards certification of design. Ongoing discussion regarding temporary and permanent right of way to the Susan Wakil substation		
<b>Sydney Water</b>					
19/03/2021	Understanding of existing Sydney Water assets	Design coordination with Sydney Water	Meeting with TTW, Sydney Water, WS+P, TSA to discuss impact of sewer and stormwater lines below the proposed east Building with Sydney Water	Information on existing assets provided and guidance on impacts to proposed building footprint.	Feedback incorporated in design.
25/06/2021	Sydney Water Feasibility Application lodgement	Lodgement of Feasibility Application to Sydney Water	Online application outlining proposed development demand	For Sydney Water assessment	-
23/08/2021	Sydney Water Feasibility Notice of Requirements received	Sydney Water response to Project application	Letter issued via email from Sydney Water to WS+P outlining requirements with regard to design	Requirements in relation to water, sewer, stormwater, on-site detention outlined.	Nil required - work in progress.
30/06/2022	Sydney Water Feasibility Application lodgement	Sydney Water application process	WS & P discussion to clarify requirements for application submission (finalised REF or REF number only). Arranging meeting with SW to discuss	Agreeable to a follow-up meeting.	Meeting to be arranged.
<b>NSW Ambulance</b>					
5/05/2021	Meeting with NSW Ambulance	Obtain email feedback on need for a temporary HLS if the RPA HLS closes	NSW Ambulance Director Helicopter Operations, Aeromedical Operations (Chief Superintendent Cameron Edgar) with advice from Director Clinical Operations (Dr Gary Tall).	Response: In the last twelve months from 1 May 2020 to 1 May 2021, we have 125 helicopter missions into RPAH. Of these, 84 are P1 and another 35 are P2. Of the P1's, 26 are were for urgent stroke clot retrieval, 21 for urgent neurosurgery, 2 were ECMO transfers and the rest were for other surgery or radiology, or upgrade of ICU care. In particular RPAH has tertiary services in stroke clot retrieval and ECMO that are not easily found elsewhere (and is the only ECMO retrieval receiver with a helipad). It is a Major Trauma Service also. The extra time involved in a road transfer from off-site would have significant clinical consequences for many of the P1	
4/06/2021	Meeting with NSW Ambulance	Discussion of ambulance bay options	Online meeting with NSW Ambulance, SLHD, Jacobs, TSA	Feedback provided on ambulance bay options for design refinement	
18/06/2021	Meeting with NSW Ambulance	Follow up meeting to discuss ambulance bay options	Online meeting with NSW Ambulance, SLHD, Jacobs, TSA	Further feedback provided on ambulance bay options for design refinement	
22/07/2021	Meeting with NSW Ambulance	Follow up meeting to discuss ambulance bay options	Online meeting with NSW Ambulance, SLHD, Jacobs, TSA	NSW Ambulance and ED strongly opposed to L3 north access via a lift. They have fundamental problems with this strategy. Team was requested to revisit the scheme.	Team to revisit L3 ambulance dropoff with SLHD Exec and project governance.
25/07/2022	Meeting with NSW Ambulance/SLHD/Hi/TSA/NETS/Avipro	Reviewing preferred temporary HLS site on west campus	Showed NSW Ambulance and NETS the proposed temp HLS option of the rooftop carpark. Discussed patient trasfer and best location of lift.	Positive response and keen to be kept in the loop as the option progresses.	Team to develop design further.
31/08/2022	Meeting with NSW Ambulance/SLHD/Hi/TSA/Jacobs/Bates Smart	General project background and main focus on ED ambulance bays on Missenden Rd	Jacobs presented the ambulance bay proposal for 8 parking positions and modified public/ambulance access.	Generally supportive. Some questions re coule any more spaces be provided (no, it is maximised). Pedestrian mix with ambulances - need to make it clear it is ambulances only through the entrance - consider use of boom gates. KH requested if footpath could be made wider against building. JE requested confirmation that disability access is being designed in (yes). Question about public dropoff in cars - Jacobs noted existing main entrance arrangement will remain the same.	Team to take on board comments and also requested if NSW Ambulance or RPA ED have any further queries to send them through to the project team.

Key stakeholder interactions (TSA Management)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
8/09/2022	Meeting with NSW Ambulance/ SLHD/ HI/ TSA	To provide a Main Works concept design update, update on temporary HLS and ED drop off as part of pre-SSDA consultations	Project team provided a project overview including main works concept design update and early/ enabling works packages. Discussion of temporary HLS and ED drop off.	NSW Ambulance requested HLS frequency of use details to assist with resourcing, ED DWG drawings to be provided and also requested further discussions around the use of tents in the ED drop off zone and traffic management.	Project team to issue slide pack, DWGs and HLS frequency of use details. A meeting to be arranged with NSW Ambulance and SCT to discuss traffic management in relation to ED drop off.
Fire & Rescue NSW					
22/12/2021	Meeting with NSW Fire Rescue and HI	To bring NSW FR up to date with the status of the project	Presented the reference scheme and also the woerks proposed to bring fire trucks via Gloucester drive in lieu of LDD	Positive response	Keep FR NSW in the loop post lock down of nes concept design
25/05/2022	Meeting with NSW Fire Rescue and HI	Further discussion on EW FEBQ	Presented V03 of he FEBQ incorporating the AP fiotut, MI extension and B63 lift		
University of Sydney					
1/11/2019	CHERP Challenge Workshop	Visioning workshop Camperdown Health Education and Research Precinct - CHERP Challenge Workshop	SLHD Exec, RPA Exec GM and DONMS, Clinical Directors, SLHD Planning, SLHD CAPE, Capital Insight, SLHD CIO, SLHD Director Allied Health, The University of Sydney, Camperdown Ultimo Alliance, Chris O'Brien Lifehouse, Heart Research Institute, TAFE NSW, Jacobs, LFA, Centenary Institute, Central Clinical School, NSW Ministry of Health, City of Sydney, MSJ Architects, Ernst & Young, SCT Consultants, Frecklington Advisory, Greater Sydney Commission, NSW Health Infrastructure, Woolcock Institute	Incorporated into CHERP planning	
27/11/2019	Meeting	Camperdown Ultimo Alliance Meeting	USYD - Emma Murray, Katie Richmond, Greg Robinson, Duncan Iverson, Laurent Rivory, Juliette Churchill, Debra Berkhout Inner West - Daniel East, Roger Rankin, Gunika Singh UTS - Margaret Petty, Glenn Wightwick, Patrick Woods City of Sydney - K Deacon, M Barone, H Ponjavi SLHD - Teresa Anderson, Pam Garrett, Vicki Taylor Tafe - Monica Vardabasso ND - Claire Stanford HI	Incorporated into CHERP planning	
9/12/2019	RPA Masterplanning Session	RPA Masterplanning Session	USYD - Emma Murray, Juliette Churchill, Debra Berkhout, Capital Insight, HI	Incorporated into CHERP planning	
5/02/2020	Camperdown Ultimo Alliance Meeting		USYD - Emma Murray, Kaite Richmond, Greg Robinson, Duncan Iverson, Laurent Rivory, Juliette Churchill, Debra Berkhout Inner West - Daniel East, Roger Rankin, Gunika Singh UTS - Margaret Petty, Glenn Wightwick, Patrick Woods City of Sydney - K Deacon, M Barone, H Ponjavi SLHD - Teresa Anderson, Pam Garrett, Vicki Taylor Tafe - Monica Vardabasso ND - Claire Stanford HI	Incorporated into CHERP planning	
19/02/2020	MCA Assessment Workshop #4	Camperdown Land Use and Strategic Employment Study	Inner West Council (Gunika Singh, Roger Ranking, Daniel East), SLH - CE and Pam, HI, USYD - Juliette Churchill, Debra Berkhout, City of Sydney - Benjamin Pechey, SGSEP - Laura Schmahmann, Jeremy Gill, Tina Wang	Incorporated into CHERP planning	
17/03/2021	RPA Redevelopment and Tech Central Connectedness Workshop 3-5pm	This workshop is part of the One Gov strategies to ensure that whole of government is working collaboratively towards developing the Tech Central District and the Camperdown node, the Camperdown Health, Education and Research Precinct (CHERP).	Inner West Council, CE, DOO, Health Infrastructure, SLHD Planning, Sydney Research, University of Sydney, PLUS OTHERS	Incorporated into CHERP planning	
15/07/2021	RPA and USYD Interface Bi-monthly Meeting	Regular meeting to discuss RPA and USYD interfaces	Ongoing coordination with regard to design and future construction interfaces	Planning for closing of Cadigal Lane to be coordinated. This affects access to gas cylinder refills. Space required for construction of scaffold for Bosch building demolition.	RPA team to resolve alternative access via Lambie Dew Drive to fill cylinders. Scaffold locations - to be resolved with SLHD on site.
18/08/2021	RPA and USYD SBA Design	Design coordination with Sydney Uni	Meeting to discuss coordination of stormwater/ flooding impacts and design team modelling	Sharing of modelling and information, future coordination meeting to be scheduled when design develops	
16/09/2021	RPA and USYD Interface Bi-monthly Meeting	Regular meeting to discuss RPA and USYD interfaces	Ongoing coordination with regard to design and future construction interfaces	Further review of Cadigal lane closure and areas required for Bosch demolition.	Work in progress.
24/09/2021	RPA and USYD	Design coordination with Sydney Uni	Discussion of Sydney Uni trees and construction access paths	Further coordination re trees and construction access discussion	
29/03/2022	RPA/HI/TSA and USYD	Viability of temporary construction access via Orphans Creek Road	TSA presented slides on proposed access off Paramatta Rd via Orphans Creek road and St Johns's playing field	USYD requested further details and a copy of the slides for further consideration. This will then lead to a formal letter by the project team requesting approval of the concept, and the preparation of an access deed (3 way incl St Johns)	TSA to issue slide pack and further info
30/03/2022	RPA/HI/TSA/USYD/St Johns	Precinct Traffic workshop	Workshop held facilitated by SCT Consulting - purpose was all parties presented where they are at and set up/agree next steps in 3-way consultation on traffic.		
6/04/2022	RPA/HI/TSA/Usyd	Discussion on hoarding loaction and site sheds	Presented option to locate site sheds near Susan Wakil	Usyd requested further details and a session on all interfaces	TSA to set up a session
6/5/22 and 20/5/22	RPA/Usyd/Lend Lease/TSA/HI	2 x workshops to present interfaces of main project with Usyd	Presented hoardings, scaffold, sheds, access incl haul road options.	Usyd to consider but made no commitment.	TSA to maintain engagement hoiwever reikiance on Usyd for access and hoardings does not seem likely
15/06/2022	USYD/SBA coordination	Regular catchup to discuss interfaces near SBA site	Sharing or project programmes particularly EW for both projects, access and interface.	Nil of note	SLHD to be aware of impending cloisure of Cadigal Lane.
21/07/2022	RPA/HI/TSA and USYD	Regular meeting to discuss RPA and USYD interfaces incl SBA	Ongoing coordination with regard to design and future construction interfaces. Presented detailed slide pack for EW an MW status, trees etc.	Usyd very positive about the presentation. Site accommodation and construction access are positive steps. Requested coordination of tree replantation strategy near Grandstand with their own strategy and also landcape design for pedestrian pathway to CPC.	Project team to issue slide pack (incorporating HLS relocation) and have further meetings on Granstand footpath/landscape design.

Key stakeholder interactions (TSA Management)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
15/09/2022	RPA/HI/TSA and USYD	Regular meeting to discuss RPA and USYD interfaces	HI/TSA gave an update of key milestones in the past month.	Usyd advised they had engaged an independent planning reoport from Urbis which highlights 3 concerns: - height of the new tower - removal of significant trees	HI requested a copy of the report. Escalation will occur to TA via the SBA Governance.
20/10/2022	RPA/HI/TSA and USYD	Regular meeting to discuss RPA and USYD interfaces	HI/TSA gave an update of key milestones and other engagements in the past month.	Usyd advised that their concerns re the height of the tower remain and were disappointed that RPA team had not considered the concerns raised in the planning report. Usyd also asked if the RPA team had considered utilising land on Usyd (near Grandstand) to expand the east tower, making it shorter in height.	HI requested that Usyd's concerns be put in writing and also noted that the report had been issued to the RPA team as a draft and that the team had been requesting confirmation from Usyd if this was their formal position.
<b>- Liaison with St John's College on traffic planning for Johns Hopkins Drive</b>					
- Test of Adequacy has been lodged with DPE for SSDA - targeting formal lodgement of EIS in early November.					
- TSA showed plans/elevations including proposed new HLS on roof of new tower					
6/09/2022	HI/ LHD/ TSA/ St Johns/ Essence	Update on RPA Concept Design, early works and next steps	Presentation of concept design, early works packages and Johns Hopkins Drive construction haul route.	St Johns requested information on building RL heights and noted that the CPC end of Johns Hopkins Drive is a main pedestrian through path and will need to be managed appropriately	Presentation and RL heights to be sent out. Team noted the comment regarding CPC pedestrian access and will continue to consult closely with St John's in the lead up to construction
<b>St Andrew's College</b>					
30/08/2022	Project update HI/ TSA/ LHD/ St Andrew's	Meeting to provide project update	St Andrew's (Wayne Erickson, Ian Smith), HI (Steve Hall, Prue Tarmizi), LHD (Kristina Zarkos, Jon Gowdy), TSA (Greg Barlow, Imogen Ruberg). Project update including concept design scheme, early works, questions and next steps.	Questions raised surrounding heritage in particular stain glass windows from the chapel and where they will be re-housed. Would like to see further details on tree pruning and which trees will be impacted. Raised that there is a water supply to the college that runs under Gloucester Lane/ along boundary and would like to ensure that any works, increased loads or heavy vehicle access won't impact water supply to college. Would like further consultation around the SBA project and USyd/ Hospital/ College boundary line. Would like to understand hours of operation, particularly around exam times.	Meeting will be set up to discuss SBA with the uni, hospital and college. Package including presentation, minutes and further information to address queries to be provided.
<b>Sacta Sophia College</b>					
31/08/2022	Project update HI/ TSA/ LHD/ Sancta Sophia	Meeting to provide project update	Sancta Sophia (Fiona Hastings, Patrick Skagerfalt, Cathleen Crossley, David Morris), HI (Michael Smytheman, Prue Tarmizi), LHD (Kristina Zarkos), TSA (Greg Barlow). Project update including concept design scheme, early works, questions and next steps.	Generally very supportive of the development. Wanted to know what construction impact there would be on the college (very minimal, possibly traffic only, to a small degree), and construction hours. Also raised a question re the stained glass to the Chapel (see St Andrew's above).	SS to be kept in the loop as the design progresses and gets closer to constuction.
<b>Centenary Institute</b>					
16/08/2022	HI/TSA/SLHD/CI	Meeting to present prolect and expected impact on CI. Refer Centenary Institutute folder for file note and presentation	CI were supportive of the project and said that as they had dealt with a process on noise and vibration monitoring when CPC was built by Multiplex, and this was successful, they could see no reason why this could also not be successful.	Some questions were raised re pinch points with the new tower at loading dock level - this to be fine tuned with the ECI contractor. CI also requested to meet with Arup to agree where noise receptors are best positioned.	Meeting to be set up with Arup in coming weeks. Meeting with ECI contractor to be set up in the new year. Presentation to be shared with CI.
<b>City of Sydney</b>					
26/08/2022	CoS/SCT/HI/TSA	Presentation for Traffic Planning - Andrew Apsden, Sarah Hayes	SCT consulting presented to CoS, attended by HI (SH) and TSA (GB)	Overview of project and details on traffic modelling discussed. Green travel plan discussed. CoS keen to understand hours of work overlaid with mode share - shift work, habit change etc. Intersections to be modelled - CoS were OK with this. ED dropoff proposal discussed. CoS ok with moving the kerb, can't comemnt on the overall proposal but inderstands the logic. Will want to look at proposed changes in detail. Future of Missenden Rd - what is proposed at this stage? Nothing in the current SSDA. Overall are happy with the areas of focus.	Target 2050 vision as much as possible, understanding it is a hospital (not an office environment etc) CoS to further consider ED dropoff.
5/09/2022	Project Update to CoS (part 1)	Presentation to update the CoS on development of concept design (formal pre-SSDA consultation)	CoS (John Poulton, Karen Sweeney, Julia Pressick, Kate Yates, Marie Burge, Nicola Reeves), HI (MS, PT), LHD (JG), TSA (GB, IR), Heritage 21 (EM), Turf (COB), Jacobs (CY), Neeson, Murcutt + Neille (RN, SN), TTW (TM), SCT (MC), RG, DS Overview of the project and details on the concept design focusing on the northern arrival, wayfinding, courtyard and landscaping and east wing	Questions raised surround the removal of trees for the East Wing, particularly relating to the succession planting strategy taking place outside of the RPA boundary. Meeting timing ran out, part 2 meeting scheduled to cover off traffic, services and heritage.	Part 2 meeting arranged to present on heritage, traffic and services, and re-visit concept design if required. Presentation and minutes to be shared after second meeting.

Key stakeholder interactions (TSA Management)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
14/09/2022	Project Update to CoS (part 2)	Presentation to update the CoS on development of concept design (formal pre-SSDA consultation)	CoS (David Shakleton, Paul Brisby, Nicola Reeve, Marie Burge, John Poulton, Karen Sweeney, Susan Miles, Sarah Smith), Bates Smart (Robert Graham), Heritage 21 (Emily McSkimming), HI (Michael Smythmen, Prue Tarmizi), LHD (Jon Gowdy, Kristina Zarkos), Neeson Murcutt Neille (Stephen Neille), TSA (Greg Barlow, Tim McNair, Imogen Ruberg), TTW (Tim Moore) Overview of heritage strategy and civil works	Emphasised importance of detailed heritage strategy	Minutes and presentation to be issued to attendees
Inner West Council					
3/12/2019	Workshop	Camperdown Land Use Study Scenario Development Workshop #3	Inner West Council (Gunika Singh, Roger Ranking, Daniel East), SLH - CE and Pam, HI, USYD - Juliette Churchill, Debra Berkhout, City of Sydney - Benjamin Pechey, SGSEP - Laura Schmahmann, Jeremy Gill, Tina Wang	Incorporated into CHERP planning	-
19/02/2020	MCA Assessment Workshop #4	Camperdown Land Use and Strategic Employment Study	Inner West Council (Gunika Singh, Roger Ranking, Daniel East), SLH - CE and Pam, HI, USYD - Juliette Churchill, Debra Berkhout, City of Sydney - Benjamin Pechey, SGSEP - Laura Schmahmann, Jeremy Gill, Tina Wang	Incorporated into CHERP planning	-
17/03/2021	RPA Redevelopment and Tech Central Connectedness Workshop 3-5pm	This workshop is part of the One Gov strategies to ensure that whole of government is working collaboratively towards developing the Tech Central District and the Camperdown node, the Camperdown Health, Education and Research Precinct (CHERP).	Inner West Council, CE, DOO, Health Infrastructure, SLHD Planning, Sydney Research, University of Sydney, PLUS OTHERS	Incorporated into CHERP planning	-
27/09/2022	Pre-SSDA briefing	Provide update on the RPA redevelopment concept design and Temporary HLS as part of the pre-SSDA consultations	Inner West Council (Gunika Singh, Daniel East), HI (Steve Hall), SLHD (Jon Gowdy, Kristina Zarkos), TSA (Imogen Ruberg)	GS requested presentation to be shared and will advise if further documentation from RPA is required to inform their Camperdown Structure Plan. Also noted interest in Inner West Council being included in future discussion with Transport NSW.	Minutes and presentation to be issued. Contact details included in pack for IWC to reach out if further documentation is required.
SES					
30/08/2022	Consultation meeting SES, TTW, HI and SLHD	Introduce RPAH project to SES and discussion of flood strategy and mitigation for the redevelopment.	SES (Elspeth O'Shannessy, Sharon Ladeira, Peter Cinque), HI (Michael Smytheman, Claire Muir, Prue Tarmizi), SLHD (Kristina Zarkos, Jon Gowdy), TTW (Tim Moore), TSA (Greg Barlow, Danielle Gardner, Paige Webby, Imogen Ruberg). Presentation of project overview, questions and next steps.	SES note the session was very helpful to run through plans and flood modelling. Would like to see velocities of flow paths particular alongside buildings, durations of floods considered in the models, critical storm durations and warning times, 3D model or view to show the rising water levels between buildings.	Package including meeting minutes, presentation and further information to address SES queries to be provided. Contact details for SES to reach out with any further questions.
Transport for NSW					
3/01/2020	Workshop with TfNSW	Nicholas Wolfs Central Station Precinct - Collaboration Area Interface / Design Principles	USYD - Debra Berkhout, Juliette Churchill, Greg Robinson UTS - Margaret Petty, Kara Krason, Nigel Oliver, Glenn Wightwick City of Sydney - Benjamin Pechey, B Smyth, Graham Jahn, Monica Barone, Kate Deacon Inner West - Gunika Singh, Roger Rankin David Birds, Daniel East TfNSW - Trish Oakley, Mandy Stipic TAFE NSW - Monica Vardabasso SLHD - Pam Garrett, Vicky Taylor, Teresa Anderson, HI - Hayley Bell	Incorporated into CHERP Traffic and Transport Plan	Feedback incorporated into CHERP Traffic and Transport Plan
13/01/2020	Meeting with TfNSW, Traffic Consultant (SCT) and HI	RPA Hospital Redevelopment Pre Planning - Transport Options	SCT, TfNSW, HI, Capital Insight	Incorporated into CHERP Traffic and Transport Plan	Feedback incorporated into CHERP Traffic and Transport Plan
28/04/2020	Transport Working Group Meeting	Camperdown Ultimo Place Based Transport Strategy Working Group	TfNSW - Jennifer Adam, Greg Seen, Emma Burke SLHD - Pam Garrett, Joseph Jewitt, Amy Bisson USYD - Alan Crowe, Emma Murray, Juliette Churchill City of Sydney - Peter Warrington Inner West - Ken Walsh UTS - Gregory Moore HI - SCT	Incorporated into CHERP Traffic and Transport Plan	Feedback incorporated into CHERP Traffic and Transport Plan
24/07/2020	Meeting with TfNSW and HI	Parramatta Road Integrated Transport & Camperdown Health precincts	TfNSW - Emma Burke, Thijs Blokker HI - Steve Hall, Louise Irving	Incorporated into CHERP Traffic and Transport Plan	Feedback incorporated into CHERP Traffic and Transport Plan
29/09/2020	Transport Working Group Meeting	Camperdown-Ultimo Transport Working Group	TfNSW - Jennifer Adam, Greg Seeny, Emma Burke SLHD - Pam Garrett, Joseph Jewitt, Amy Bisson City of Sydney - Peter Warrington Inner West - Ken Walsh UTS - Gregory Moore USYD - Alan Crowe, Emma Murray, Juliette Churchill HI / SCT	Incorporated into CHERP Traffic and Transport Plan	Feedback incorporated into CHERP Traffic and Transport Plan
29/10/2020	Transport Working Group Meeting	Parramatta Road Transport Discussion		Incorporated into CHERP Traffic and Transport Plan	Feedback incorporated into CHERP Traffic and Transport Plan
14/12/2020	Transport Working Group Meeting	Camperdown-Ultimo Alliance Transport Working Group		Incorporated into CHERP Traffic and Transport Plan	Feedback incorporated into CHERP Traffic and Transport Plan
8/04/2021	Transport Meeting	To discuss the potential for a 'Vehicle Calmed Heart' on Missenden Road, which is an objective of both the CHERP Traffic and Transport Plan (RPA Pre-Planning phase) and the Camperdown-Ultimo Collaboration Area Transport Strategy.	TfNSW (Chair), City of Sydney, HI, SLHD, SCT Consulting	- The concept of a 'vehicle calmed heart' on Missenden Road through the RPA campus is supported in principle. - However, the City of Sydney and TfNSW are concerned about the impacts of re-routing through traffic via Mallett Street instead (as proposed in the CHERP Traffic and Transport Plan). Local residents are likely to object to the increased traffic volumes on Mallett Street - this also happened when a Mallett Street bypass was proposed 10-15 years ago. - Further dialogue between TfNSW, the City and HI/SLHD is planned over the coming months to refine the options and come to an agreeable solution for Missenden Road. - Agreement between all stakeholders that there should be an increase in bus services on Missenden Road, including new routes to the Inner West as proposed in the Camperdown-Ultimo Transport Strategy. HI to advise SCT of preferred approach to consultation with TfNSW and City of Sydney. SCT to prepare TIA on the basis that a Bus Lane on Missenden Road is 'nice to have' but not a necessity for the RPA upgrade. TfNSW will look at CIDRA modelling when it's ready, also requested daily estimated population profile, and staff parking numbers.	SCT to provide modelling data and population info.
8/04/2021	Consultation meeting with TfNSW and City of Sydney	Discuss transport on Missenden Road	TfNSW, City of Sydney, HI, Greater Sydney Commission		
22/02/2022	HI/TSA/SCT/TfNSW	Meeting to brief TfNSW on the status of the project	Explained the current scope.		

Key stakeholder interactions (TSA Management)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
HI Internal Stakeholders					
HI Expert Reference Group					
18/08/2021	Concept Design - Architectural and Façade	Presentation to ERG for feedback and comments for consideration	Online meeting with HI, HI ERG, Jacobs, Arup, TTW, WS+P, TSA	Noted in ERG Minutes	To be considered in upcoming design phase.
25/08/2021	Concept Design - Mechanical/ Electrical/ Structural	Presentation to ERG for feedback and comments for consideration	Online meeting with HI, HI ERG, Jacobs, Arup, TTW, WS+P, TSA	Noted in ERG Minutes	To be considered in upcoming design phase.
1/09/2021	Concept Design - Civil/ Fire/ Hydraulic	Presentation to ERG for feedback and comments for consideration	Online meeting with HI, HI ERG, Jacobs, Arup, TTW, WS+P, TSA	Noted in ERG Minutes	To be considered in upcoming design phase.
25/05/2022	ERG - Barry Tam only	Arup presentation to BT on services (mech and elec only)	Overall concept strategy presented to Barry Tam	Barry was supportive of the current direction	Continue as documented.
4/07/2022	Barry Tam - ICU repurpose meeting	Arup presented proposal to re-use the existing ICU and its implications re compliance with ERGs and AS	Mech and elec issues and compliance was discussed	Barry requested written response advising which ERGs are requested to be relaxed, nd noted that AS and BCA compliance must be maintained.	Arup to respond.
17/08/2022	ERG - architecture	Overall clinical and architectural review	Jacobs and Bates Smart presentation	Good interaction and update to the ERG	
24/08/2022	ERG - engineering services and structure	Engineering servoces review	TTW, Arup presentation	Fire and hydraulics held over to next meeting on 7/9 Some concerns on travel and engineering areas	To be reviewed

## Key stakeholder interactions (Consultants)

Date	Activity	Purpose	Summary of interaction	Stakeholder feedback	Project response
<b>SCT Consulting</b>					
<b>City of Sydney</b>					
26/08/2022	Consultation meeting	Present RPA Redevelopment Traffic and Transport topics for consultation	Met with Andrew Aspen and Sarah Hayes from City of Sydney to walk through RPA's plans, target mode share, expected trip generation, parking provision and GTP initiatives.	<ul style="list-style-type: none"> <li>•Council would like to see a more ambitious target for driving mode share at RPA in light of the City's target of 2/3 sustainable travel modes (Sustainable Sydney 2030-2050)</li> <li>oCouncil acknowledges that not all user groups at the hospital would be able to do this, but suggests this be targeted for staff that have more typical work hours</li> <li>•Council's transport team is supportive of our focus on the Green Travel Plan and mode shift initiatives, as well as the proposition to not deliver any additional parking facilities</li> <li>•The proposed 6 intersections are sufficient for the expected growth in car trips. Council suggests that the Parramatta Road / Church Street and Parramatta Road / Mallet Street may not need modelling as the additional trips are minor given the volume of existing traffic on the roadway</li> <li>•Council would like to look a little more closely at the proposed circulation at the ED ambulance entrance</li> </ul>	RPA will adopt a 33% driving mode share target for all staff working typical hours. This will be the long term target. RPA will only model 4 intersections as suggested by City of Sydney
<b>Transport for NSW</b>					
	Consultation meeting	Present RPA Redevelopment Traffic and Transport topics for consultation	Met with James Hall and Divna Cvetojevic from TfNSW to walk through RPA's plans, target mode share, expected trip generation, parking provision and GTP initiatives.	<ul style="list-style-type: none"> <li>•TfNSW is supportive of RPA's modeshare targets and not increasing parking supply on campus</li> <li>•TfNSW agrees with the scope of modelling presented and the intersections highlighted</li> <li>•The Missenden Road / King Street intersection was raised as a potential intersection for analysis. RPA is suggesting that the distribution of traffic means the impact at this intersection is relatively low and will not need modelling. This justification will be included in the report and additional detail provided to TfNSW where necessary.</li> <li>•Congestion along Marsden was flagged as something to consider along with City of Sydney council.</li> <li>•Consolidation of pedestrian crossing points is a potential solution to reduce the congestion on Missenden Road, though this is in conflict with the ambition to reduce through traffic movements. This will be discussed in the traffic report.</li> </ul>	
<b>Turf</b>					
<b>University of Sydney</b>					
11.08.2022	Teams meeting	To discuss USYD tree impact	Presented Tree Succession Planting proposal and discussed appropriate species.	Positively received. Requested no Myrtaceae species due to issues with Myrtle Rust.	Substituted proposed Myrtaceae species with alternative they were happy with.
<b>City of Sydney</b>					
5.9.2022	Teams meeting	Team briefing of the scheme prior to SSDA lodgement	Team presented the scheme. Landscape presented impact on USYD trees due to the East Wing and the Succession Planting proposal.	Concern over loss of tree canopy.	
<b>Biosis</b>					
<b>City of Sydney</b>					
8.9.2021	Email	Contacted as part of the Stage 1 Agency mailout for the ACHA	Email was sent to the City of Sydney on 08/09/2021 to notify them of the project and to request the contact details for any Aboriginal people or organisations that may have an interest in the study area and hold cultural knowledge relevant to determining the cultural significance of Aboriginal objects and/or places in the Camperdown area.	Responded via email on 21/12/2021 with "Apologies for delay. We advise stakeholders to contact Metropolitan Local Aboriginal Land Council and advertise in local media platforms to engage local Aboriginal and Torres Strait people into your project. I hope this helps for now and please feel free to call me if you need further clarification."	No further response required.



## Community Engagement Activities Tracker

Date	Activity	Summary / Purpose	Feedback	Project Response
<b>Engagement Launch</b>				
8/03/2022	Media Release	Launch engagement for the RPA Hospital Redevelopment project through promotion of public survey - Establish and build ongoing relationship with stakeholders and public - Undertake early engagement with key stakeholders - Provide an early avenue for feedback to be considered by the project team	See Survey Outcomes Report	Project team began engagement campaign promoting the survey to staff and community
8/03/2022	Health Infrastructure website update	Promote completion of the survey - Foster engagement and relationship with stakeholders and community	See Survey Outcomes Report	Nil
9/03/2022	RPA Facebook post	Promote completion of the survey - Foster engagement and relationship with stakeholders and community	See Survey Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
9/03/2022	Health Infrastructure LinkedIn post	Promote completion of the survey - Foster engagement and relationship with stakeholders and community	See Survey Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
16/03/2022	Letterbox drop	Promote completion of the survey - Foster engagement and relationship with community	See Survey Outcomes Report	Nil
18/03/2022	RPA Staff EDM	Promote completion of the survey - Foster engagement and relationship with staff	See Survey Outcomes Report	Nil
22/03/2022	Survey promotion posters place in areas of high foot traffic	Promote completion of the survey - Foster engagement and relationship with staff, patients, carers	See Survey Outcomes Report	Nil
22/03/2022	Flyers distributed at RPA Hospital entrance	Promote completion of the survey - Foster engagement and relationship with staff, patients, carers	See Survey Outcomes Report	Nil
22/03/2022	Intranet content uploaded to SLHD website	Promote completion of the survey - Foster engagement and relationship with staff	See Survey Outcomes Report	Nil
4/04/2022	RPA Facebook post	Promote completion of the survey - Foster engagement and relationship with stakeholders and community	See Survey Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
27/04/2022	Flyers distributed at RPA Hospital entrance	Promote completion of the survey - Foster engagement and relationship with staff, patients, carers	See Survey Outcomes Report	Nil
27/04/2022	Targeted community presence, pop-up promoting survey completion	Promote completion of the survey - Foster engagement and relationship with staff and community	See Survey Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
28/04/2022	Flyers distributed at RPA Hospital entrance	Promote completion of the survey - Foster engagement and relationship with staff, patients, carers	See Survey Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
28/04/2022	Targeted community presence, pop-up promoting survey completion	Promote completion of the survey - Foster engagement and relationship with staff and community	See Survey Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
29/04/2022	RPA Facebook post	Promote completion of the survey - Foster engagement and relationship with stakeholders and community	See Survey Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
29/04/2022	RPA Staff EDM	Promote completion of the survey - Foster engagement and relationship with staff	See Survey Outcomes Report	Nil
<b>Concept Design Consultation</b>				
1/09/2022	Media Release from NSW Premier	Announce unveiling of concept design, provide links to the designs as well as promoting feedback from community and attendance of in-person/online consultation sessions	See Concept Design Outcomes Report	Project team began engagement activities and promotion of concept design consultation
1/09/2022	Media release published on Health Infrastructure website	" "	See Concept Design Outcomes Report	Nil
2/09/2022	Letterbox drop	" "	See Concept Design Outcomes Report	Nil
5/09/2022	Health Infrastructure LinkedIn post	" "	See Concept Design Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions



## Community Engagement Activities Tracker

Date	Activity	Summary / Purpose	Feedback	Project Response
12/09/2022	Staff EDM	" "	See Concept Design Outcomes Report	Nil
12/09/2022	Community pop-up session	Engage staff, patients, local community and inform them of concept design phase, design excellence winner, promote completion of survey, source feedback, distribute fact sheets and newsletters on concept design and Design Excellence	See Concept Design Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
13/09/2022	Community pop-up session	Engage staff, patients, local community and inform them of concept design phase, design excellence winner, promote completion of survey, source feedback, distribute fact sheets and newsletters on concept design and Design Excellence	See Concept Design Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
13/09/2022	SLHD Facebook post	Announce unveiling of concept design, provide links to the designs as well as promoting feedback from community and attendance of in-person/online consultation sessions	See Concept Design Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
13/09/2022	Online community session	Engage staff, patients, local community and inform them of concept design phase, design excellence winner, promote completion of survey, source feedback	See Concept Design Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
14/09/2022	Community pop-up session	Engage staff, patients, local community and inform them of concept design phase, design excellence winner, promote completion of survey, source feedback, distribute fact sheets and newsletters on concept design and Design Excellence	See Concept Design Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
14/09/2022	Online community session	Engage staff, patients, local community and inform them of concept design phase, design excellence winner, promote completion of survey, source feedback	See Concept Design Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
27/09/2022	Staff forum	Engage staff inform them of concept design phase, design excellence winner, promote completion of survey, source feedback	See Concept Design Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions

## HLS Temporary Relocation Engagement Program

26/09/2022	Individual briefing - St John's College	Inform key non-health stakeholder of temporary relocation plans for helipad	See HLS Consultation Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
26/09/2022	Individual briefing - Marie Bashir Building	Inform key health stakeholder of temporary relocation plans for helipad	See HLS Consultation Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
26/09/2022	Individual briefing - Parents and Baby Unit	Inform key health stakeholder of temporary relocation plans for helipad	See HLS Consultation Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
26/09/2022	Individual briefing - King George V Building	Inform key health stakeholder of temporary relocation plans for helipad	See HLS Consultation Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
26/09/2022	Individual briefing - Infusion Centre	Inform key health stakeholder of temporary relocation plans for helipad	See HLS Consultation Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions
28/09/2022	Doorknock	Inform community of relocation plans - Foster engagement, understanding and relationship with community	See HLS Consultation Outcomes Report	Nil
29/09/2022	Letterbox drop	Inform community of relocation plans - Foster engagement, understanding and relationship with community	See HLS Consultation Outcomes Report	Nil
6/10/2022	Fact Sheet and FAQ posted on HI RPA Redevelopment Project Webstie	Inform commnity, staff and stakeholders of temporary relocation plans for helipad	See HLS Consultation Outcomes Report	Nil
24/10/2022	Individual briefing - Unilodge, Queen Mary Building	Inform key non-health stakeholder of temporary relocation plans for helipad	See HLS Consultation Outcomes Report	Incorporate feedback into outcomes report and relevant future project actions

## Media Announcements Schedule

Date	Headline	Lead	Publication	Sentiment
5/03/2019	Berejiklian government pledges \$750 million for Sydney's RPA Hospital	NSW Government	Sydney Morning Herald	Positive
5/03/2019	Royal Prince Alfred Hospital to undergo \$750 million redevelopment	NSW Government	ABC News	Positive
9/10/2020	\$750 million RPA Development fast-tracked	NSW Premier	NSW Government (Premier)	Positive
9/06/2021	Jacobs recieves contract for Royal Prince Alfred Hospital project	Jacobs Architects	Industry publication	Promotional
8/03/2022	Community consultation opened	NSW Government	Sydney Morning Herald	Positive
1/09/2022	New \$750 Million RPA Hospital Unveiled	NSW Government	Sydney Morning Herald	Positive

## Pre-Consultaion

DATES	ENGAGEMENT: PROGRAM/EVENT/PURPOSE	STAKEHOLDERS IN ATTENDANCE	PROGRAM
<b>YEAR:2016</b>			
16-Nov-16	Clinical Strategy Planning Day Program	SLHD Exec, RPA Exec, Clinical Directors, Heads of Department, CNCs, Consumer, Allied Health, SLHD Planning team	Y
<b>YEAR:2018</b>			
3-Sep-18	RPA Clinical Services Plan Workshop (John Greenaway Room, KGV, Level 10)	CE, SLHD Planning, Capital Insight, Clinical Directors	Y
	Clinical Services Strategy 2018		
9-Nov-18	Consultation workshop to develop SLHD's strategic priorities to improve the health and wellbeing of the SLHD Aboriginal community	SLHD Aboriginal Health Unit , SLHD Planning Unit, SLHD Executive, Aboriginal Medical Service in Redfern, Metropolitan Local Aboriginal Land Council, representatives of Aboriginal community organisations, Aboriginal health workers and members of the local Aboriginal community	
<b>YEAR:2019</b>			
12-Jun-19	RPA Redevelopment Planning Meeting – ED	SLHD Planning Team, ED Director, ED Nurse Manager, ED CNC, Mental health Nurse Practitioner (NP), RPA DONMS	
19-Jun-19	RPA Clinical Service Plan - Obstetrics and Gynaecology	SLHD Planning Team, Clinical Director, Clinical Manager, Clinical Midwifery Consultants, Director High Risk, Midwifery Manager, Director paediatrics, Director fertility, Clinical Midwife Consultant (Midwifery Practice), Director Neonatology, CNC Neonatology, CNC EPAS, CMC GP Share Care, CNC Paediatrics, CNC Lactation, SLHD Manager Clinical Governance and Practice Development, Fellow Fetal Medicine	
14-Aug-19	Discussion: RPAH Clinical Services Plan (Scot Skirving Lecture Theatre 7 - 9:30am)	CE, Clinical Managers, Clinical Directors, RPA Allied Health Heads of Department, SLHD CIO, Head of Department (Rheumatology/ Geriatrics/ Colorectal/ UGI/ Dermatology/ Palliative Care/Radiology/ Microbiology/ Melanoma/ Vascular/ Renal/ Neurology/ Orthopaedics/ Gastroenterology.....), Nurse Manager peri-operative Services, Director Pharmacy EAP Manager, ED Director, ED Nurse Manager, RPA GM, RPA DONMS, Security, SLHD Executive , NSW Health Pathology, SLHD Facility Gms, Workforce, SLHD Planning team, DOO,SLHD DONMS, SLHD Finance, Psychiatry Clinical Director and Psychiatry DON, SLHD Research, RPA DMS, RPA Workforce	
29-Aug-19	RPA Staff Forum (KPEC) - RPA Redevelopment announcement	All staff - filmed and made available on the internet for staff to view	
3-Oct-19	Mental Health meeting to finalise Mental Health services for the CSP	- Clinical Director Critical Care, ED Director, RPA DONMS, Director of Mental Health, Director Clinical Services- Mental Health, Psychiatry, Director Drug Health, SLHD Planning team, Director Endocrinology, CL Psychiatry	
1-Nov-19	Visioning workshop Camperdown Health Education and Research Precinct - CHERP Challenge Workshop	SLHD Exec, RPA Exec GM and DONMS, Clinical Directors, SLHD Planning, SLHD CAPE, Capital Insight, SLHD CIO, SLHD Director Allied Health, The University of Sydney, Camperdown Ultimo Alliance, Chris O'Brien Lifehouse, Heart Research Institute, TAFE NSW, Jacobs, LFA, Centenary Institute, Central Clinical School, NSW Ministry of Health, City of Sydney, MSJ Architects, Ernst & Young, SCT Consultants, Frecklington Advisory, Greater Sydney Commission, NSW Health Infrastructure, Woolcock Institute	
5-Nov-19	CHERP DTM	Capital Insight, HI, Jacobs, SCT, MSJ, Genus,LFA	
12-Nov-19	CHERP Debrief & Site Walk	Capital Insight, HI, Jacobs, SCT, MSJ, Genus,LFA	
19-Nov-19	Camperdown Health Education and Research Precinct - DTM	Capital Insight, HI, Jacobs, SCT, MSJ, Genus,LFA	
20-Nov-19	Patient Medi-hotels consultation (CN/MCs NPs) 8-9am	SLHD Planning team, CNCs, RPA Operations Manager, RPA DONMS	
27-Nov-19	CHERP Committee #1	USYD - Greg Robinson, Robin Ward, Carol Armour, R Garcia, UTS - Glenn Wightwick HI Capital Insight Tafe NSW - Monica Vardabasso, Paul Anderson HRI - Stephen hollings MSJ / LFA SLHD - Tim Sincliar, Jon Gowdy, Teresa Anderson, Joseph Jewitt, Vicki Taylor, Nobby Alcala, Imogen Baker, Warwick Britton Centenary - M Vadas ND - Steevie Chan	
27-Nov-19	Camperdown Ultimo Alliance Meeting	USYD - Emma Murray, Kaite Richmond, Greg Robinson, Duncan Iverson, Laurent Rivory, Juliette Churchil, Debra Berkhout Inner West - Daniel East, Roger Rankin, Gunika Singh UTS - Margaret Petty, Glenn Wightwick, Patrick Woods City of Sydney - K Deacon, M Barone, H Ponjavi SLHD - Teresa Anderson, Pam Garrett, Vicki Taylor Tafe - Monica Vardabasso ND - Claire Stanford HI	
3-Dec-19	Camperdown Land Use Study Scenario Development Workshop #3	Inner West Council (Gunika Singh, Roger Ranking, Daniel East), SLH - CE and Pam, HI, USYD - Juliette Churchill, Debra Berkhout, City of Sydney - Benjamin Pechey, SGSEP - Laura Schmahmann, Jeremy Gill, Tina Wang	
4-Dec-19	Patient Medi-hotels consultation (CN/MCs NPs) 3-4pm	SLHD Planning team, CNCs, RPA Operations Manager, RPA DONMS	
9-Dec-19	RPA Masterplanning Session	USYD - Emma Murray, Juliette Churchill, Debra Berkhout, Capital Insight, HI	
17-Dec-20	CHERP DTM	Capital Insight, HI, Jacobs, SCT, MSJ, Genus,LFA	
20-Dec-19	Camperdown Health Education and Research Precinct - CHERP Challenge Workshop	SLHD Exec, HI, Jacobs, Brendan Blakeley – Elton	
<b>YEAR:2020</b>			
13-Jan-20	RPA Hospital Redevelopment Pre Planning - Transport Options	SCT, TfNSW, HI, Capital Insight	
16-Jan-20	Precinct Planning & Development Committee (1 <sup>st</sup> Meeting)	CE, DOO, RPA GM, SLHD Research	
22-Jan-20	CHERP DTM	Capital Insight, HI, Jacobs, SCT, MSJ, Genus,LFA	
22-Jan-20	CHERP Planning Meeting	SLHD - Joseph Jewitt, Tim Sinclair, Teresa Anderson, Nobby Alcala, Pam Garrett, Jon Gowdy, Vicki Taylor, Imogen Baker, Sarah Crompton HI - Hayely Bell Capital Insight	

# Pre-Consultaion

DATES	ENGAGEMENT: PROGRAM/EVENT/PURPOSE	STAKEHOLDERS IN ATTENDANCE	PROGRAM
24-Jan-20	RPA Stage 1 Redevelopment – Precinct Planning Phase (12-2pm) Planning & Development Committee (PDC) Meeting no. 2	SLHD Exec, RPA Exec GM and DONMS, Clinical Directors, SLHD Planning, SLHD CAPE, Capital Insight, HI representatives, SLHD CIO, SLHD Director Allied Health	Y
28-Dec-20	CHERP DTM	Capital Insight, HI, Jacobs, SCT, MSJ, Genus,LFA	
29-Jan-20	Camperdown Health Education and Research Precinct Committee Meeting no. 2 – CHERP	SLHD Research, CE, DOO, RPA GM, University of Sydney, Capital Insight, Jacobs, Centenary, Health Infrastructure; TAFE NSW, SLHD CAPE, SLHD Planning, Health Infrastructure, Chin, Young; Stephen Hollings; Phil Hogg; Walker, Chris W; steevie.chan@nd.edu.au	
2-Feb-20	Precinct Planning & Development Committee - Options Analysis	SLHD - Nobby Alcalá, Teresa Anderson, Pam Garrett, DR Paul Stalley, Lena Stojanovski, Jon Gowdy, Karinya Bellear, Imogen Baker, Anthony Marren, Richard Taggart, Kristina Zarkos, Vicky Taylot, Paul Torzillo, Catherine Southwood, Sarah Whitney, Michael Fulham, Ross Sinclair, John Cass-Verco, Joseph Jewitt, Mariana Sena Board SCT Centenary - Warwick Britton HI CI / Jacobs / MSJ / LFA	
3-Jan-20	Workshop with TfNSW - Nicholas Wolfs Central Station Precinct - Collaboration Area Interface / Design Principles	USYD - Debra Berkhout, Juliette Churchill, Greg Robinson UTS - Margaret Petty, Kara Krason, Nigel Oliver, Glenn Wightwick City of Sydney - Benjamin Pechey, B Smyth, Graham Jahn, Monica Barone, Kate Deacon Inner West - Gunika Singh, Roger Rankin David Birds, Daniel East TfNSW - Trish Oakley, Mandy Stipic TAFE NSW - Monica Vardabasso SLHD - Pam Garrett, Vicky Taylor, Teresa Anderson, HI - Hayley Bell	
5-Feb-20	ERG RPA Precinct Planning	Anne, Anthony Capsalis, Barry Tam, Ian Jackson, Philip Graus HI - Hayley BellKeisha Gu, Roland Teers, Claire Groombridge, Robert Vergara, Rochelle McKnight, Paula Brock, Bridgette Uren, Alex Carenas, Wade Sutton, Calire Muir, Rachel Michell, Jess Howell, Jym Hewlett Genus - Name Jacobs - Chin Young, Arthur Colin MSJ - John Zadro	
5-Feb-20	Camperdown Ultimo Alliance Meeting	USYD - Emma Murray, Kaite Richmond, Greg Robinson, Duncan Iverson, Laurent Rivory, Juliette Churchil, Debra Berkhout Inner West - Daniel East, Roger Rankin, Gunika Singh UTS - Margaret Petty, Glenn Wightwick, Patrick Woods City of Sydney - K Deacon, M Barone, H Ponjavi SLHD - Teresa Anderson, Pam Garrett, Vicki Taylor Tafe - Monica Vardabasso ND - Claire Stanford HI	
7-Feb-20	Precinct Planning & Development Committee - Options Analysis	SLHD - Nobby Alcalá, Teresa Anderson, Pam Garrett, DR Paul Stalley, Lena Stojanovski, Jon Gowdy, Karinya Bellear, Imogen Baker, Anthony Marren, Richard Taggart, Kristina Zarkos, Vicky Taylot, Paul Torzillo, Catherine Southwood, Sarah Whitney, Michael Fulham, Ross Sinclair, John Cass-Verco, Joseph Jewitt, Mariana Sena Board SCT Centenary - Warwick Britton HI CI / Jacobs / MSJ / LFA	
19-Feb-20	Camperdown Land Use and Strategic Employment Study - MCA Assessment Workshop #4	Inner West Council (Gunika Singh, Roger Ranking, Daniel East), SLH - CE and Pam, HI, USYD - Juliette Churchill, Debra Berkhout, City of Sydney - Benjamin Pechey, SGSEP - Laura Schmahmann, Jeremy Gill, Tina Wang	
25-Feb-20	CHERP DTM	Capital Insight, HI, Jacobs, SCT, MSJ, Genus,LFA	
3-Mar-20	RPA Masterplan and Biomed Site Discussion	USYD - Penelope Vogelzang, Vicki Taylor, Imogen Baker, Michael Gibson, Juliette Churchill SLHD - Jon Gowdy, John O-Connor HI	
11-Mar-20	SLHD Surgical Services Plan – RPA Intensive Care Services	SLHD Planning, ICU Director, ICS Nurse Manager, Clinical Manager, ICU CNC, Executive Director IAS	
18-Mar-20	ERG: RPA Campus Planning Workshop - MSJ	CI, HI, Jacobs, MSJ, Genus, Barry Tam, Anthony Capsalis	
19-Mar-20	CHERP Precinct Planning Coordination Meeting	CI, HI, SCT, Jacobs / MSJ / LFA USYD - Juliette Churchill, James Curnow, Michael Gibson	
20-Mar-20	SLHD Surgical Services Plan - Ear, Nose & Throat Surgery	SLHD Planning, NUM 8W2, RPA DONMS, ENT Surgeon (HoD), Executive Director IAS	
24-Mar-20	CHERP DTM	Capital Insight, HI, Jacobs, SCT, MSJ, Genus,LFA	
21-Apr-20	CHERP DTM	Capital Insight, HI, Jacobs, SCT, MSJ, Genus,LFA	
23-Apr-20	RPA Precinct Planning & Development	SLHD - Nobby Alcalá, Teresa Anderson, Tim Sincliar, Pam Garrett, Lena Stojanovski, Jon Gowdy, Karinya Bellear, Imogen Baker, Anthony Marren, Richard Taggart, Kritina Zarkos, Vicki Taylor, Paul Torzillo, Catherine Southwood, Sarah Whitney, Michael Fulham, Ross Sinclair HI CI / Jacobs / MSJ / LFA / SCT	
28-Apr-20	Camperdown Ultimo Place Based Transport Strategy Working Group	TfNSW - Jennifer Adam, Greg Seeny, Emma Burke SLHD - Pam Garrett, Joseph Jewitt, Amy Bisson USYD - Alan Crowe, Emma Murray, Juliette Churchill City of Sydney - Peter Warrington Inner West - Ken Walsh UTS - Gregory Moore HI SCT	
5-May-20	Camperdown Health Education and Research Precinct (CHERP) Committee Meeting No. 3	SLHD - Nobby Alcalá, Teresa Anderson, Tim Sinclair, Vicki Taylor, Imogen Baker, Warwick Britton, Jon Gowdy, Pam Garrett, Kristina Zarkos USYD - Prof Carol Armour, Roger Garsia, Phil Hogg Centenary - Mathew Vadas	

## Pre-Consultaion

DATES	ENGAGEMENT: PROGRAM/EVENT/PURPOSE	STAKEHOLDERS IN ATTENDANCE	PROGRAM
		UTS - Glenn Wightwick TAFE NSW - Monica Vardbasso, Paul Anderson ND - Steevie Chan HI / CI / Jacobs / MSJ / LFA / SCT	
19-May-20	Camperdown Health Education and Research Precinct (CHERP) Committee Meeting No. 3.1	SLHD - Nobby Alcala, Teresa Anderson, Tim Sinclair, Vicki Taylor, Imogen Baker, Warwick Britton, Jon Gowdy, Pam Garrett, Kristina Zarkos USYD - Prof Carol Armour, Roger Garsia, Phil Hogg Centenary - Mathew Vadas UTS - Glenn Wightwick TAFE NSW - Monica Vardbasso, Paul Anderson ND - Steevie Chan HI / CI / Jacobs / MSJ / LFA / SCT	
22-May-20	Precinct Planning & Development Committee - RPA Redevelopment Meeting 6.1	SLHD - Nobby Alcala, Teresa Anderson, Tim Sinclair, Pam Garrett, Paul Stalley, Lena Stojanovski, Jon Gowdy, Karinya Bellea, Imogen Baker, Anthony Marren, Richard Taggart, Kristina Zarkos, Vicki aylor, Paul Torzillo, Catherine Southwood, Sarah Whitney, Michael Fulham, Ross Sinclair, John Cass-Verco, Joseph Jewitt Centenary - Warwick Britton HI / CI / Jacobs / MSJ / LFA / SCT	
3-Jun-20	Precinct Planning & Development Committee - RPA Redevelopment Meeting	SLHD - Nobby Alcala, Teresa Anderson, Tim Sinclair, Pam Garrett, Paul Stalley, Lena Stojanovski, Jon Gowdy, Karinya Bellea, Imogen Baker, Anthony Marren, Richard Taggart, Kristina Zarkos, Vicki aylor, Paul Torzillo, Catherine Southwood, Sarah Whitney, Michael Fulham, Ross Sinclair, John Cass-Verco, Joseph Jewitt Centenary - Warwick Britton HI / CI / Jacobs / MSJ / LFA / SCT	
4-Jun-20	Camperdown Health Education Research Precinct (CHERP) Committee Meeting No. 4	SLHD - Nobby Alcala, Teresa Anderson, Tim Sinclair, Vicki Taylor, Imogen Baker, Warwick Britton, Jon Gowdy, Pam Garrett, Kristina Zarkos USYD - Prof Carol Armour, Roger Garsia, Phil Hogg Centenary - Mathew Vadas UTS - Glenn Wightwick TAFE NSW - Monica Vardbasso, Paul Anderson ND - Steevie Chan HI / CI / Jacobs / MSJ / LFA / SCT	
19-Jun-20	ED Requirements - Precinct Planning and Development Committee Action	SLHD - Nobby Alcala, Teresa Anderson, Tim Sinclair HI - Hayley Bell, Steve Hall, Louise Irving	
25-Jun-20	RPA Redevelopment -CSP introduction workshop	SLHD - Pam Garrett, Sarah Crompton, Catherine Sky, Amy Bisson, Irene Lam, Nobby Alcala HI - Steve Hall, Louise Irving	
25-Jun-20	RPA Site Due Diligence	SLHD - Jon Gowdy, Chris Batch, Mariana Sena Board HI - Stevel Hall, Louise Irving	
14-Jul-20	RPAH Redevelopment and HealthShare Kick-Off Session	HealthShare - Ryan Foote, Joel Bardsley HI - Steve Hall, Louise Irving	
23-Jul-20	Meeting with Planning - Pam Garrett	SLHD - Pam Garrett, Sarah Crompton, Catherine Sky, Amy Bisson, Irene Lam HI - Steve Hall, Louise Irving	
24-Jul-20	Parramatta Road Integrated Transport & Camperdown Health precincts	TfNSW - Emma Burke, Thijs Blokker  HI - Steve Hall, Louise Irving	
12-Aug-20	Walk around with Health Infrastructure at RPAH look at local project initiatives including Paediatrics and ED planning, and also have a look at the RPA Virtual model.	SLHD - Teresa Anderson, Jon Gowdy, Nobby Alcala, Tim Sinclair, Miranda Shaw, John Cass-Verco., James Edwards HI - Rebecca Wark, Steve Hall, Leisa Rathborne, Louise Irving	
13-Aug-20	RPA Redevelopment - Planning & Development Committee	SLHD - Mariana Sena Board, Teresa Anderson, Tim Sinclair, Nobby Alcala, Jon Gowdy, Amy Brown, Dr Paul Stalley, Catherine Southwood, Richard Taggart, Michael Fulham, Krsitina Zarkos, Vicki Taylor, Penelope Vogelsang, Anthony Marren, John Cass-Verco, Damian Ryan, Patricia Knebl Centenary - Warwick Britton USYD HI	
13-Aug-20	HealthShare, SLHD & HI Initial Meeting	SLHD - Teresa Anderson, Tim Sinclair, Jon Gowdy, Nobby Alcala, Gina Finocchiaro, Mariana Sena Board HealthShare - Ryan Foote, Kevin Prasad, Sharen Ozcan, Craig White, Joel Bardsley HI - Hayley Bell, Steve Hall, Louise Irving	
19-Aug-20	RPA Redevelopment- Council Briefing Session	SLHD - Pam Garrett, Teresa Anderson, Tim Sinclair, Nobby Alcala, Jon Gowdy, Mariana Sena Board City of Sydney - Peter Warrington, Jesse McNicoll, George Angelis, Benjamin Pechey, Laurence Johnson, Pauline Chan, Lisa Thomas, Harry Muker, Tom Wise Inner West - Daniel East, Roger Rankin, Gunika Singh, Ken Walsh, Harjeet Atwal, Virginia Gomex	
31-Aug-20	RPA Redevelopment - Western Campus Master Planning	SLHD - Teresa Anderson, Tim Sinclair, Nobby Alcala, Jon Gowdy HI - Hayley Bell, Steve Hall, Louise Irving	
15-Sep-20	RPA Redevelopment Membership Discussion	SLHD - Tim Sinclair, Nobby Alcala HI - Hayley Bell, Steve Hall	
15-Sep-20	Meeting to discuss the RPA Redevelopment	SLHD - Teresa Anderson, Tim Sinclair, Tracey McCosker, Nobby Alcala NSW Pathology - Tanya Dunn, Susan McLennan, James Kench, Michael Crowther, Robert Lindeman, Deborah Lawson HI - Hayley Bell, Steve Hall, Louise Irving	
29-Sep-20	Camperdown-Ultimo Transport Working Group	TfNSW - Jennifer Adam, Greg Seeny, Emma Burke SLHD - Pam Garrett, Joseph Jewitt, Amy Bisson City of Sydney - Peter Warrington Inner West - Ken Walsh	

## Pre-Consultaion

DATES	ENGAGEMENT: PROGRAM/EVENT/PURPOSE	STAKEHOLDERS IN ATTENDANCE	PROGRAM
		UTS - Gregory Moore	
		USYD - Alan Crowe, Emma Murray, Juliette Churchill	
		HI / SCT	
9-Oct-20	\$750m RPA Redevelopment acceleration announcement		
15-Oct-20	RPA Redevelopment Early & Enabling Works	SLHD - Jon Gowdy, Teresa Ander, Nobby Alcala, Tim Sinclair, Amy McGinty Kristina Zarkos	
		HI - Steve Hall, Louise Irving	
16-Oct-20	RPA Redevelopment Early & Enabling Works	SLHD - Jon Gowdy, Teresa Ander, Nobby Alcala, Tim Sinclair, Amy McGinty Kristina Zarkos	
		HI - Steve Hall, Louise Irving	
16-Oct-20	RPA & Westmead Site Tour	SLHD - Jon Gowdy, Kristina Zarkos	
		HI - Tim Mason, Steve Hall, Louise Irving	
20-Oct-20	Digital patient journey and RPA redevelopment	SLHD Chief Information Nurse, RPA Redevelopment Lead	
30-Nov-20	RPA Project Team Kick-start with SLHD / RPA Executive	SLHD - Teresa Anderson	
		HI - Hayley Bell, Steve Hall, Louise Irving	
		Consultants - Greg Barlow (TSA), Chin Young (Jacobs), Barry Woollam (Genus)	
2-Dec-20	RPAH Redevelopment Integrated Project Team Meeting with Clinical Directors	CE, DOO, RPA GM, SLHD Clinical Directors, Health Infrastructure, RPA Redevelopment Lead	
7-Dec-20	RPA Redevelopment Integrated Project Team Meeting with Clinical Directors	TSA, Health Infrastructure, RPA Redevelopment Lead, SLHD CAP IM&T SLHD EMM Project	
7-Dec-20	Facility Planning & Change Management	TSA, Health Infrastructure, RPA Redevelopment Lead, SLHD CAP IM&T SLHD EMM Project	
7-Dec-20	CXIO role in RPA redevelopment planning and consultation	Health Infrastructure, RPA Redevelopment Lead, SLHD CXIO, Director, Strategy, Architecture, Innovation and Research, SLHD	
10-Dec-20	RPA Redevelopment - Staff information Webinar	DOO, RPA GM Health Infrastructure, RPA Redevelopment Lead	
14-Dec-20	Camperdown-Ultimo Alliance Transport Wokring Group		
15-Dec-20	Camperdown Industry Co-Location Think Tank – Webinar (1:30 – 4:30) The Think Tank will seek ideas from Sydney Local Health District and Sydney Research on the industries and industry types that might be advantageous to be located in the future in the Camperdown area. The Think Tank will examine industry that could support and enhance healthcare delivery, research activity and stimulate broader economic growth.	SLHD Executive, CE, SLHD Research, Clinical Managers, Health Infrastructure, SLHD DONMS, RPA GM, RPA Heads of Department, Woolcock Institute, SLHD Planning team (plus many more)	
16-Dec-20	RPA - Clinical Capacity / Service Summary review and approach	SLHD - Kristina Zarkos, Pam Garrett	
		HI - Steve Hall, Louise Irving	
21-Dec-20	RPA Town Planning TEC HI20575 Tender	TSA, HI and SLHD	
22-Dec-20	RPA Redevelopment Project User Group (PUG) Introduction	TSA project Team, RAP Redevelopment Project Lead, Health Infrastructure, Project User Group leads x 10	
<b>YEAR:2021</b>			
19-Jan-21	RPA Walk Around with integrated project team	Health Infrastructure, RPA Redevelopment Lead, TSA	
20-Jan-21	RPA site Visit 01_Heritage 21	RPA Redevelopment Lead, TSA, Heritage Consultant	
9-Feb-21	RPA Team Kick Off Meeting - Welcoming new engineering consultants and introducing them to TSA, Jacobs, Genus and SLHD	SLHD Exec, RPA Exec, HI representatives, Jacobs architects, Cost Managers	
10-Feb-21	West Campus Master Planning Workshop 1	SLHD CAPE, RPA Exec, HI representatives, Jacobs architects	
24-Jan-21	Staging discussion - RPA redevelopment	SLHD CAPE, Health Infrastructure, RPA Redevelopment Lead, TSA	
25-Feb-21	RPA TEC ESD Consultant Tender	Health Infrastructure, RPA Redevelopment Lead, TSA	
28-Jan-20	RPA Redevelopment, Project User Group - Start Round 1		
18-Feb-21	RPA Redevelopment, Project User Group - Start Round 2		
2-Mar-21	Hosted St George site visit to Pre-admissions Unit	St George GM, St George Redevelopment Lead, St George Anaesthetists, RPA Redevelopment Lead, Health Infrastructure, RPA Director Pre-admissions unit, RPA Clinical Nurse Consultant Pre-	
2-Mar-21	RPA Pre-Admissions Site Tour for St George Hospital		
3-Mar-21	Division of Surgery Management Committee (Monthly) – Update RPA Redevelopment	RPA GM, Chair Division of Surgery, RPA Redevelopment Lead, Surgeons	
5-Mar-21	RPA Redevelopment Communication Plan (draft) review	SLHD SRC, Health Infrastructure and RPA Redevelopment Lead	
9-Mar-21	RPA Redevelopment Executive User Group (EUG)	SLHD - Kristina Zarkos, Jon Gowdy, Nobby Alcala, Paul Torzillo, Teresa Anderson, Tim Sinclair	
		HI / TSA - Hayley Bell, Steve Hall, Michael Smytheman, Louise Irving, Greg Barlow, Jodie Drysdale	
10-Mar-21	West Campus Master Planning Workshop 2	SLHD Exec, RPA Exec, HI representatives, Jacobs architects	
12-Mar-21	RPA Investment Logic Mapping	SLHD Executive, HI representatives, TSA Representatives	
15-Mar-21	HI21090 - BCA / DDA & Crown TEC Tender Evaluation 1 & 2	TSA, Health Infrastructure and RPA Redevelopment Lead	
16-Mar-21	RPA Redevelopment Executive User Group (EUG)	SLHD - Kristina Zarkos, Jon Gowdy, Nobby Alcala, Paul Torzillo, Teresa Anderson, Tim Sinclair, Michael Hensley, Hayley Sciuriaga, Steve Chadban	
		HI / TSA - Hayley Bell, Steve Hall, Michael Smytheman, Louise Irving, Greg Barlow, Jodie Drysdale, Andrew Bott	
23-Mar-21	RPA TEC_HI21111 Logistics Consultant Tender	TSA, Health Infrastructure and RPA Redevelopment Lead	
1-Apr-21	Onboarding of RPA Redevelopment ICT Project Officer		
7-Apr-21	RPA Redevelopment - Project Planning Team (PPT)	See Minutes for attendance	
7-Apr-21	HI SDRP 03: RPA Hospital Redevelopment	Hayley Bell, Steve Hall, Greg Barlow, Chin Young, Arthur Collins, Teresa Anderson	
		SDRP Panel - GA	
13-Apr-21	Sydney LHD Digital Strategy Kick-Off Meeting	SLHD ICT, RPA Redevelopment, eHealth, HI, Deloitte	
14-Apr-21	CHERP Industry Engagement and Attraction Workshop	SLHD CE, SLHD Planning, SLHD Research, HI (SH, HB, Nicky Seaby, Anne-Marie Carruthers), USYD, UTS, Duncan Ivison, Margaret Petty, Roger Ranking, Matt Proft, Greg Seeney, Richard Taggart, Tim Sinclair, Ben Pechey (City of Sydney)	
20-Apr-21	RPA Redevelopment Executive User Group (EUG)	See Minutes for Attendance	
26-Apr-21	RPA Redevelopment Project User Group (PUG) - TPU	See Minutes for Attendance	
26-Apr-21	RPA Redevelopment Project User Group (PUG) - Radiology	See Minutes for Attendance	
27-Apr-21	RPA Redevelopment Project User Group (PUG) - Birthing / Delivery	See Minutes for Attendance	
28-Apr-21	RPA Redevelopment Project User Group (PUG) - Women's Ambulatory	See Minutes for Attendance	
28-Apr-21	RPA Redevelopment Project User Group (PUG) - Cardiology	See Minutes for Attendance	
28-Apr-21	RPA Redevelopment Logistics PWG	See Minutes for Attendance	

## Pre-Consultaion

DATES	ENGAGEMENT: PROGRAM/EVENT/PURPOSE	STAKEHOLDERS IN ATTENDANCE	PROGRAM
28-Apr-21	RPA Redevelopment Project User Group (PUG) - Neonatology	See Minutes for Attendance	
28-Apr-21	RPA Redevelopment Project User Group (PUG) - Tissue Pathology	See Minutes for Attendance	
29-Apr-21	RPA Redevelopment Project User Group (PUG) - Interventional Cardiology	See Minutes for Attendance	
29-Apr-21	RPA Redevelopment Project User Group (PUG) - Cardiac Close Observation Unit	See Minutes for Attendance	
30-Apr-21	RPA Redevelopment Project User Group (PUG) - Operating	See Minutes for Attendance	
30-Apr-21	RPA Redevelopment Project User Group (PUG) - Intensive Care Services	See Minutes for Attendance	
4-May-21	RPA pre/pre VM workshop	HI, TSA, Jacobs, Genus, SLHD (Kristina)	
6-May-21	RPA Redevelopment - Logistics PWG	See Minutes for Attendance	
13-May-21	ACHAR & Connecting with Country	HI, TSA, SLHD - Karinya	
17-May-21	RPA Redevelopment, Project User Group Emergency Department - Round 3	See Minutes for Attendance	
17-May-21	RPA Redevelopment, Project User Group TPU - Round 3	See Minutes for Attendance	
17-May-21	RPA Redevelopment, Project User Group 'CSSD' - Round 3	See Minutes for Attendance	
17-May-21	RPA Redevelopment, Project User Group Endoscopy - Round 3	See Minutes for Attendance	
17-May-21	RPA Redevelopment, Project User Group 'Medical Records' - Round 3	See Minutes for Attendance	
18-May-21	RPA Redevelopment, Project User Group - Women's Health 'Birthing & Delivery' - Round 3	See Minutes for Attendance	
18-May-21	RPA Redevelopment, Project User Group - Women's Ambulatory - Round 3	See Minutes for Attendance	
18-May-21	RPA Redevelopment, Project User Group 'Cardiac Close Observation Unit (CCOU)' - Round 3	See Minutes for Attendance	
18-May-21	RPA Redevelopment, Project User Group 'Maternity Inpatient Unit' - Round 3	See Minutes for Attendance	
19-May-21	RPA Redevelopment, Project User Group 'Paediatrics' - Round 3.	See Minutes for Attendance	
19-May-21	RPA Redevelopment Project User Group - Corporates Services 'Linen' - Round 3	See Minutes for Attendance	
19-May-21	RPA Redevelopment Project User Group - 'Environmental Services' - Round 3	See Minutes for Attendance	
19-May-21	RPA Redevelopment Project User Group - 'Tissue Pathology & Diagnostic Pathology' - Round 3.	See Minutes for Attendance	
20-May-21	RPA Redevelopment, Project User Group 'Interventional Cardiology' - Round 3.	See Minutes for Attendance	
20-May-21	RPA Redevelopment, Project User Group - Neonatology - Round 3	See Minutes for Attendance	
20-May-21	Camperdown - Ultimo Alliance - Transport Working Group	See Minutes for Attendance	
20-May-21	RPA Redevelopment, Project User Group 'Adult Inpatient Units' - Round 3	See Minutes for Attendance	
20-May-21	RPA Redevelopment, Project User Group 'Intensive Care Services' - Round 3	See Minutes for Attendance	
20-May-21	RPA Redevelopment, Project User Group 'Interventional Radiology' - Round 3	See Minutes for Attendance	
21-May-21	RPA Redevelopment, Project User Group 'Operating Theatres' - Round 3	See Minutes for Attendance	
21-May-21	RPA Redevelopment, Project User Group 'Recovery' - Round 3	See Minutes for Attendance	
21-May-21	RPA Redevelopment, Project User Group 'Pharmacy' - Round 3	See Minutes for Attendance	
21-May-21	RPA Redevelopment, Project User Group 'Radiology & Imaging' - Round 3	See Minutes for Attendance	
2-Jun-21	RPA Redevelopment Executive User Group (EUG)	See Minutes for Attendance	
2-Jun-21	RPA Redevelopment ESD Visioning Workshop No.1	SLHD - Kristina Zarkos, Nobby Alcala, Ross Sincalir HI - Steve Hall, Louise Irving TSA - Greg Barlow, Jodie Drysdale ClimateWise - Digby Hall	
3-Jun-21	RPA Redevelopment PUG Emergency Department (Round 3 follow up)	See Minutes for Attendance	
4-Jun-21	RPA ambulance bay options discussion with NSW Ambulance	HI - Steve Hall, Michael Smytheman, Louise Irving TSA, Jacobs SLHD / NSW Ambulance - Kristina Zarkos, James Edwards, Saartje Berendersen Russell, Jessica Darby, Melissa Hill	
9-Jun-21	RPA Redevelopment, Project User Group 'Cardiology Diagnostic, clinics & Day Stay' - Round 3	See Minutes for Attendance	
9-Jun-21	RPA Redevelopment, Project User Group 'Pharmacy' - Round 3	See Minutes for Attendance	
10-Jun-21	Briefing on Traffic Options and Mortuary Access	HI, TSA, Jacobs, ARUP, Deloitte SLHD - Kristina Zarkos, Jon Gowdy, Christopher Batch	
10-Jun-21	RPA Redevelopment - Network technical workshop	HI, TSA SLHD - Kristina Zarkos, Christopher Nolen, David Norwood, William Tao, Kathy Munro, Richard Taggart, Jon Gowdy, Christopher Batch, Katherine Bennet, David McSwan, Tu Hua	
11-Jun-21	RPA Redevelopment ILM and Benefits Realisation	HI, TSA SLHD - Kristina Zarkos, Teresa Anderson, Nobby Alcala, Ross Sinclair, Puneet Datta, Paul Torzillo, Steve Chadban, Michael Fulham, Michael Hensley, Hayley Sciriaga, Gina Finocchiaro, Sarah Whitney, Juman Abdoh, Katherine Bennet, Jon Gowdy, Corryn McKay	
15-Jun-21	RPA Redevelopment Executive User Group (EUG)		
18-Jun-21	RPA ambulance bay drop off options follow up meeting	HI, TSA, Jacobs SLHD / NSW Ambulance: Melissa Hill, Kristina Zarkos, Nobby Alcala, James Edwards, Saartie Berendsen Russell, Jessica Darby, Michael Hensley	
25-Jun-21	Royal Prince Alfred (RPA) Redevelopment - Connecting with Country	HI - Steve Hall, Michael Smytheman, Nicole Glenane, Louise Irving TSA - Greg Barlow, Jodie Drysdale SLHD - Kristina Zarkos, Nobby Alcala, George Long, Karinya Belleair, Katherine Bennett AMS Redfers - V. Dickson Metro LALC - N. Moran	
29-Jun-21	RPA Redevelopment Value Management (VM) Workshop	HI - Hayley Bell, Steve Hall, Michael Smytheman, Louise Irving, Nikki Glenane TSA, Jacobs, Genus, ClimateWise	

Pre-Consultaion

DATES	ENGAGEMENT: PROGRAM/EVENT/PURPOSE	STAKEHOLDERS IN ATTENDANCE	PROGRAM
		SLHD - Kristina Zarkos, Teresa Anderson, Ross Sinclair, Nobby Alcala, Puneet Datta, Paul Torzillo, Steve Chadban, Michael Fulham, Michael Hensley, hayley Sciuriaga, Gina Finocchiaro, Sarah Whitney, Juman Abdoh, Jon Gowdy, Corryn McKay, Katherine Bennett, Tim Wallace, Reuben Haupt, John O'Connor, Chris Hopper, Chris Nolen	
30-Jun-21	RPA Redevelopment Executive User Group (EUG)	See Minutes for Attendance	
30-Jun-21	RPA Hospital Logistics - Workshop 3 (SteerCo)	HI, TSA, Deloitte SLHD - Kristina Zarkos, Maria Kokkinakos, Tim Wallace, Nobby Alcala, Robyn Eglington HealthShare - Ryan Foote	





# ROYAL PRINCE ALFRED HOSPITAL REDEVELOPMENT

## SURVEY OUTCOMES REPORT

### ENGAGEMENT SURVEY

[VERSION 2.0]

28 June 2022



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## EXECUTIVE SUMMARY

The NSW Government has committed \$750 million to the redevelopment of Royal Prince Alfred (RPA) Hospital to deliver a new hospital building and refurbishment of existing spaces.

The project is currently in the planning and concept design phase, and a Design Excellence Competition was recently run for the RPA Redevelopment. The results of this survey outcomes report will inform design outcomes and inform further opportunities to engage with the visitors and patients, the staff of RPA, the indigenous community, the CALD community and the wider community.

The concept design is being informed by clinical requirements, independent technical assessments and importantly, feedback from the community, health service staff and consumers.

This outcomes report details staff and community feedback captured during the survey period from Tuesday 8 March 2022 to Sunday 1 May 2022. The survey was designed to build project awareness and to generate feedback on what respondents wanted within the hospital redevelopment.

Other feedback sought included:

- The importance of wayfinding and what type would be most useful when navigating RPA hospital.
- What respondents liked about the current RPA hospital.
- What respondents liked about indoor public spaces and outdoor public spaces.

## AT A GLANCE

**87% of survey respondents support the project**

**Wayfinding for people with disabilities, impairments or CALD is important**

**Support for upgrading services and facilities**

**Need for green spaces, particularly post COVID**

**More amenities request for staff**

## Engagement statistics

During the engagement period, the survey was promoted in a number of ways, a summary of these is outlined below.



**The project team distributed 750 flyers.**



**Received 357 survey responses.**



**36,000 properties mail boxed.**



**As well as English, the survey was available in Mandarin, Cantonese, Greek and Spanish.**



**29.6k people reached via SLHD Facebook interactions and posts.**

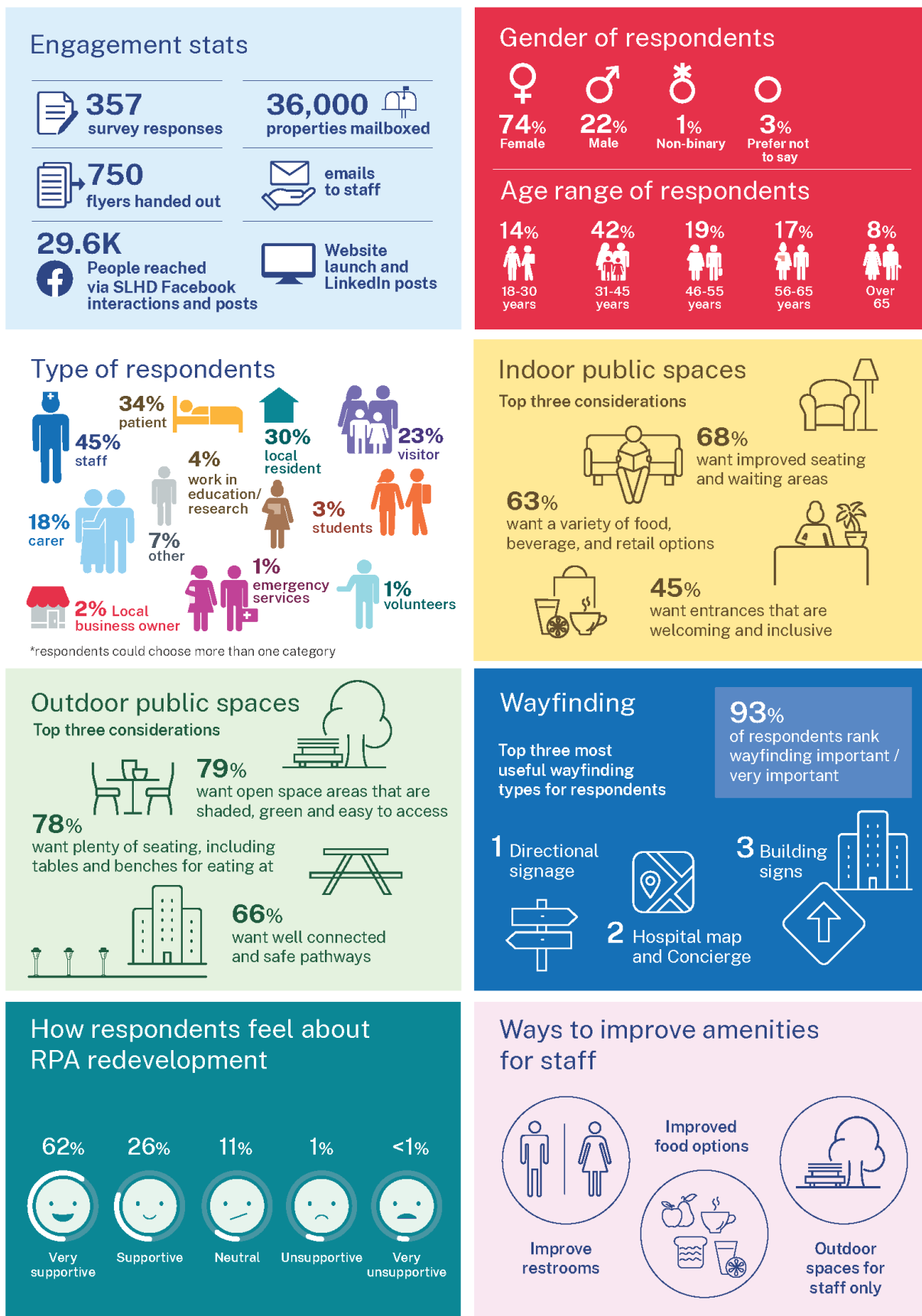


Figure 1: Snapshot survey results

## INTRODUCTION

### Consultation and engagement objectives

The Sydney Local Health District (SLHD) and Health Infrastructure (HI) objectives that underpin the approach to communications and engagement for the RPA Redevelopment are:

1. Genuine and meaningful engagement across the lifecycle of the project to ensure local voices inform key outcomes
2. Build on critical and long-established relationships to engage in the RPA Project
3. Garner support for key operational changes required to facilitate the delivery of the project
4. Build awareness of RPA Redevelopment
5. Demonstrate to staff they are valued partners and that their feedback informs the planning process
6. Ensure accurate, timely and regular information is disseminated to staff and other key stakeholders
7. Highlight benefits and drivers for the project, including future health, educational, research and employment opportunities

### About the project

The NSW Government committed \$750 million to the redevelopment of Royal Prince Alfred (RPA) Hospital to deliver a new hospital building and refurbishment of existing spaces.

This is the most significant investment in RPA's 140-year history to support the world-leading services provided at RPA for the 700,000 people who live in SLHD and the more than 1 million people who come into the district each day to work, study and visit.

In 2019, the RPA Clinical Services Plan (CSP) was developed by the SLHD in collaboration with the Executive and staff of the RPA Hospital and Ministry of Health (MoH), that forecasts future healthcare needs to 2031.

Stage 1 of the redevelopment will include expand and enhance:

- Emergency Department.
- Intensive Care Services.
- Medical imaging services.
- Operating theatres and interventional cardiology.
- Maternity, birthing and neonatal services.
- Adult inpatient accommodation / beds.
- Associated clinical and non-clinical support services capacity.

The project is currently in the design phase and is expected to include early works, enabling and decanting works to facilitate the refurbishment and a new build that integrates with existing hospital facilities.

The design is being informed by clinical requirements, independent technical assessments and feedback from the community, health service staff and consumers.



## CONSULTATION APPROACH

Ngurang Dali Mana Burudi — a place to get better, is the SLHD's view of the whole community including health services, Aboriginal communities, families, individuals and organisations that work in partnership. Health facilities and services play an important role in communities and the location of the RPA Hospital provides a remarkable opportunity to significantly contribute to the SLHD vision of the hospital being a place to get better.

The vision for RPA requires a whole of system transformation to create a healthier more sustainable and resilient future. This future is based on implementing the principles of value-based care and integrating care: focused on outcomes, patient experience, clinician engagement, equity, efficiency and effectiveness.

The consultation approach incorporates the Ngurang Dali Mana Burudi concept from the beginning with a strong focus on engaging with all staff as well as community members. Current consultation has taken the form of direct discussions and Project User Groups (PUGs) meetings with further public consultation planned for future phases. Public information has also been made available through the local media, the SLHD's Facebook and the project website.

Keeping the needs of our patients - both current and future - at the core is our key focus of our Project User Groups. A Project User Group is comprised of clinical and non-clinical staff, project representatives, and representatives such as consumers.

Since late 2021, the project has held more than 100 Project User Group (PUG) meetings across multiple departments within RPA Hospital. Our PUGs develop the designs of all future hospital spaces, which involves extensive consultation between staff, community groups, architects and the project team. There are around 40 hospital teams involved, and each meets regularly to help ensure that our future services and spaces deliver the highest quality care for both patients and staff.

In addition to this, more than half of the local community speak a language other than English at home. To ensure we reach the community we have provided translated copies of the survey. This approach will be developed further through the work we are undertaking with the NSW Multicultural Health Communication Service.

### Targeted community presence

During the survey period, the project team decided to have a more targeted community presence to make sure the survey had a wider reach in a transient population in the hospital. Members of the project team stationed themselves around the main entrance of RPA with flyers; internet enabled iPads with the survey page; and physical copies of the survey to capture feedback in person and promoting completion of the survey later through the flyers.

The purpose of the targeted community presence was to:

- Inform the local community and staff at RPA about the survey to have their say and encourage community members to have their say.
- Be present within the community and build relationships.
- Respond to any questions or concerns raised.
- Engage and provide project information to community and staff.
- Allow the community and staff to further understand the project requirements.
- Record any questions that could not be answered and respond shortly afterwards.

### Survey advertising

The survey was advertised through:

- A media release from the Health Minister on 8 March 2022.
- Posts on RPA Hospital's Facebook page on 9 March, 4 April and 29 April 2022.
- Posts on HI's LinkedIn page on 9 March 2022.

- Website content on HI website, from 8 March 2022.
- A letterbox drop to the local community (36,000 homes from 16 March 2022).
- Posters put up in high traffic areas at RPA from 22 March 2022.
- Flyers distributed at hospital entrance at screening desk from 22 March 2022 and approximately 750 distributed to cafes, staff and supermarkets on 27 and 28 April 2022.
- Intranet content uploaded on SLHD website from 22 March 2022.
- An Electronic Distribution Mailout (EDM) to staff on 18 March 2022 and a follow up on 29 April 2022.
- Targeted community presence at Missenden Road to intercept community and staff to complete survey on 27 and 28 April 2022.

*Please see Appendix A to view material related to the targeted community presence.*



**Figure 2: The team during the targeted community presence**

## **Survey development**

The survey was developed collaboratively between SLHD and HI. The survey's purpose was to:

- Utilise a communication channel that was unbiased and non-intimidating to best respect the needs of the respondents and promote open and honest responses.
- Gather feedback in order to base decisions on objective information gathered to make important key project decisions.



- Provide a snapshot of the attitudes and behaviours around understanding needs– including thoughts, opinions, and comments – from the survey population.
- Use valuable feedback as a baseline in future project stages to measure and establish further benchmarking.

The project team set up the surveys in the 'SurveyMonkey' tool to best capture the data and allow for a comprehensive analysis of data.

The project team also recognised the value in including translated versions of the community survey to better service the multicultural community of the City of Sydney. Greek, Spanish, simplified and traditional Chinese languages were chosen based on data analysis and advice from the hospital and project team, and a translation company was engaged to deliver the surveys.

For each translated survey special coding was generated and matched to SurveyMonkey's survey builder to make sure the questions matched with the English version.

### **Methodology of analysis**

To allow for respondents to answer in free text can provide more freedom in response, compared to multiple choice, or selecting pro forma answers. However, this does add a level of complexity to analysis as there are no set parameters for answering these questions.

The team analysed the free text data by:

- Manually classifying a percentage of the answers into pre-determined groups.
- Utilising our manual classification, then using machine learning libraries to build a model which then automated the remainder of classifications.

A thorough interrogation was conducted on the results to ensure the project team had a high level of assurance with the outcome.

## SURVEY OUTCOMES

There were 357 responses to the survey for the RPA Hospital Redevelopment project. The survey was distributed and / or promoted using:

- A QR code on the project update.
- A QR code on posters strategically placed around RPA.
- A QR code on A5 flyers.
- A link on the Sydney Local Health District Facebook page in two posts.
- Physical copies of the A5 flyer distributed to the community, staff and left at local businesses.

The following table outlines the responses per question and most common answer or response category (for free text).

Table 3: List of top survey results

Number	Question	Top three answers or category/theming	Percentage %
1	Thinking about your most recent visit to RPA Hospital, what made you feel most comfortable and welcome? (Open text)	Friendly, welcoming, and professional staff	52%
		Nurses and doctors were professional and good	11%
		Nothing, not sure, not much, not good care	10%
2	Thinking about indoor public spaces that could be delivered as part of the redevelopment, what features are most important to you when visiting a hospital? <i>* You can select more than one answer.</i>	Improved seating and waiting areas	68%
		Variety of food, beverage, and retail options	63%
		Welcoming and inclusive entrances	45%
3	How can we make outdoor public spaces at RPA Hospital more welcoming and comfortable for everyone? <i>* You can select more than one answer.</i>	Open space areas that are shaded, green and easy to access	79%
		Plenty of seating, including tables and benches for eating at	78%
		Well-connected and safe pathways	66%
4	Do you have any suggestions for the project team that would improve your future visits to RPA Hospital? (Open text)	More and cost-effective parking	14%
		Better wayfinding (including in languages)	14%
		More staff	5%
5	Do you have any suggestions for how we can improve amenities for staff? (Open text)	Better amenities (kitchens and breakrooms)	27%
		Improved food options	9%
		Outdoor spaces for staff only	7%
6	How do you feel about the RPA redevelopment?	Very supportive	62%
		Supportive	26%
		Neutral	11%

7	Wayfinding signage uses visual cues such as maps, symbols and a contrast of colours to direct individuals to their destinations. How important is the installation of wayfinding signage around RPA hospital to you?	Very important	65%
		Important	29%
		Neither important nor unimportant	6%
8	What type of wayfinding signage would be most useful to you when navigating RPA hospital? <i>* You can select more than one answer.</i>	Directional signage	81%
		Hospital map or concierge	56%
		Building signs	56%
9	Gender.	Woman or female	74%
		Male	22%
		Non-binary	1%
		Prefer not to say	3%
10	Age.	31 – 45 years	42%
		46-55 years	19%
		56-65 years	17%
11	What is the primary language you speak at home?	English	92.4%
		Multiple	1%
		Cantonese	1%
12	What is your country of birth?	Australia	261 responses for Australia 77.22%
		United Kingdom	7%
		Philippines	2%
13	What is your postcode?	2050	10%
		2048	9%
		2040	5%
14	Which of the following best describes you? <i>* You can select more than one answer</i>	I am a staff member	45%
		I am a patient	34%
		I am a local resident	30%
15	How would you prefer to receive and contribute information on the RPA Redevelopment in future? <i>* You can select more than one answer.</i>	Social media	46%
		Project website	44%
		Project newsletter (electronic)	30%
16	Please register your email address to keep up to date with the RPA Redevelopment:	Provided email address	191 emails acquired 166 respondents skipped question

## KEY THEMES

Responses were grouped into six common theming groups, with key points highlighted under each theme below.



### Services and facilities

Respondents were descriptive in services and facilities they would like to see including:

- A dedicated drug and alcohol unit
- Appropriate storage
- More mental health facilities including sectioning away from other patients
- Bigger wards with room to expand and increase single room capacity
- Private rooms in maternity wards and for private patients
- Transgender departments and services
- Increased meeting rooms
- Wayfinding signage was rated very important to respondents
- Directional signage, Hospital Map and a Concierge are the top three most useful ways when navigating RPA Hospital
- Allows easy access for frail, older people to access high quality services
- Incorporating digital solutions
- Wayfinding is particularly important for:
  - older patients (particularly with dementia)
  - patients with visual impairments (braille and voice signage)
  - less mobile patients
  - patients from the CALD community



### Wayfinding



### Staff

- More food/beverage options
- Suggestions for improving amenities for staff include:
  - better tea / coffee facilities
  - bigger / more break rooms / breakout spaces
  - better facilities including showers for staff



### Parking

- Free parking
- More options for parking
- Easy for less mobile respondents to park at the chosen site
- Short term pick up and drop off parking options



### New building features

- The respondents described new building features they would like to see:
  - modern facilities
  - natural lighting
  - more space and more open planning
  - bigger / more break rooms / breakout spaces
  - more beds
  - make it easier to move between services
- Incorporating indigenous elements including artwork



### Green spaces

- Critical in the new building design, particularly in post-COVID lockdowns
- Will help patients and families relax, talk and meet
- Staff would like to retain as much green space as possible
- Include green spaces in new design particularly rest areas

## Appendix A – Promotion of the survey

Figure 3: Project update distributed to the community



# RPA

## HOSPITAL REDEVELOPMENT

PROJECT UPDATE MARCH 2022

### Royal Prince Alfred Hospital is one of Australia's premier hospitals

The NSW Government has committed \$750 million to the redevelopment of RPA Hospital to deliver a new hospital building and refurbishment of existing spaces. It is the biggest transformation of RPA in its 140 year history of caring for our community.

The RPA Redevelopment will deliver an enhanced and expanded Emergency Department and Intensive Care Unit, as well as world-class medical imaging suites, operating theatres and maternity, birthing and neonatal areas and additional adult and paediatric inpatient beds.

RPA Hospital has a long history of working in partnership with our community to deliver excellent health services. To help us plan and design new facilities that best meet the needs of our community our patients and our staff we're inviting you to share your ideas.

Sydney Local Health District and Health infrastructure are committed to delivering a redevelopment that matches the world-class care provided at RPA today.



### What services will the redevelopment deliver?

Since its foundation in 1882, RPA Hospital has been a respected provider of healthcare and a worldwide leader in innovation and healthcare excellence, maintaining the philosophy that *our doors are always open to those who need our help.*

**Help us shape the future of the redevelopment**

 <p>Expanded and enhanced Emergency Department and Intensive Care Units</p>	 <p>Expanded women's ambulatory and neonatology services</p>
 <p>State-of-the-art operating theatres and interventional cardiology</p>	 <p>Facilities and capabilities for integrated research, education and training</p>
 <p>Expanded and improved adult inpatient accommodation</p>	 <p>Additional adult and paediatric inpatient beds</p>
 <p>Increased interventional and imaging services</p>	 <p>Improved public domain and services including roads, wayfinding, landscaping and information and communications technology infrastructure</p>

## Where is the project up to?

The RPA Redevelopment is currently in the planning and design phase with significant progress made since the project was announced for fast-tracking in late 2020, as part of the state's COVID-19 Recovery Plan.

Hospital planning is a complex process that involves extensive consultation with staff, patients, consumers and the community to ensure the right clinical needs are met. To find out more about the process visit [www.rparedevelopment.health.nsw.gov.au](http://www.rparedevelopment.health.nsw.gov.au)

## Key milestones timeline

EARLY 2019	Project funding announced
LATE 2020	Project fast tracking announced
LATE 2020	Integrated Project Team appointed
MID 2021	Master plan completed
LATE 2021	Design Excellence Competition launched
EARLY 2022	Concept design commenced <b>WE ARE HERE</b>
LATE 2022	Schematic Design commenced
LATE 2022	Planning approval lodged

## Have your say on the RPA Redevelopment

We can't plan for this significant investment in the RPA Redevelopment without you.

Redeveloping a hospital is a complex process and we need your feedback to ensure it meets the needs of the community that it serves. We need to hear what is important to those who will use the new facility including all of our patients, carers, visitors, staff and community.

You are invited to share your views and ideas with the project team via an online survey. The survey will inform the next phase of detailed planning and design of the new hospital facilities, allowing the team to transform the healthcare experience for all who visit RPA.

## Listening to our community

RPA is one of Australia's premier hospitals and is recognised as a pioneer of patient care. RPA Hospital has a long history of working in partnership with our community. The consultation builds upon the extensive engagement undertaken with staff, clinicians and consumers to understand the needs of our services and departments and will ensure the hospital is purpose-built to meet the growing healthcare needs of everyone who connects with RPA.



Scan the code to complete the survey or visit [www.rparedevelopment.health.nsw.gov.au](http://www.rparedevelopment.health.nsw.gov.au)

## Would you like a presentation?

We are committed to keeping you up to date with information on the RPA Redevelopment. Our project team is available to share project updates with your school, community, neighbourhood group, business or other organisation. Please contact us today to register your interest.



To subscribe to our project updates, please email [rparedevelopment@health.nsw.gov.au](mailto:rparedevelopment@health.nsw.gov.au)

**How can I contact the project team?** If you have any questions or would like more information please contact our project team at the details below.

Email: [rparedevelopment@health.nsw.gov.au](mailto:rparedevelopment@health.nsw.gov.au) | Web page: [www.rparedevelopment.health.nsw.gov.au](http://www.rparedevelopment.health.nsw.gov.au)



Figure 4: A5 flyer and A3 poster with QR code

# Have your say on the future of RPA Hospital

We'd like to invite you to be part of the \$750 million redevelopment of Royal Prince Alfred Hospital.

The RPA Redevelopment will be the biggest transformation of RPA in its 140 year history of caring for our community.

The redevelopment will deliver an enhanced and expanded Emergency Department and Intensive Care Unit, as well as world-class medical imaging suites, operating theatres and maternity, birthing and neonatal areas and additional adult and paediatric inpatient beds.

RPA is one of Australia's premier hospitals and has a long history of working in partnership with the community to deliver pioneering patient care and innovative health services.



Have your  
say today

[rparedevelopment.health.nsw.gov.au](http://rparedevelopment.health.nsw.gov.au)



Figure 5: 4 April 2022 Sydney Local Health District Facebook post with shares

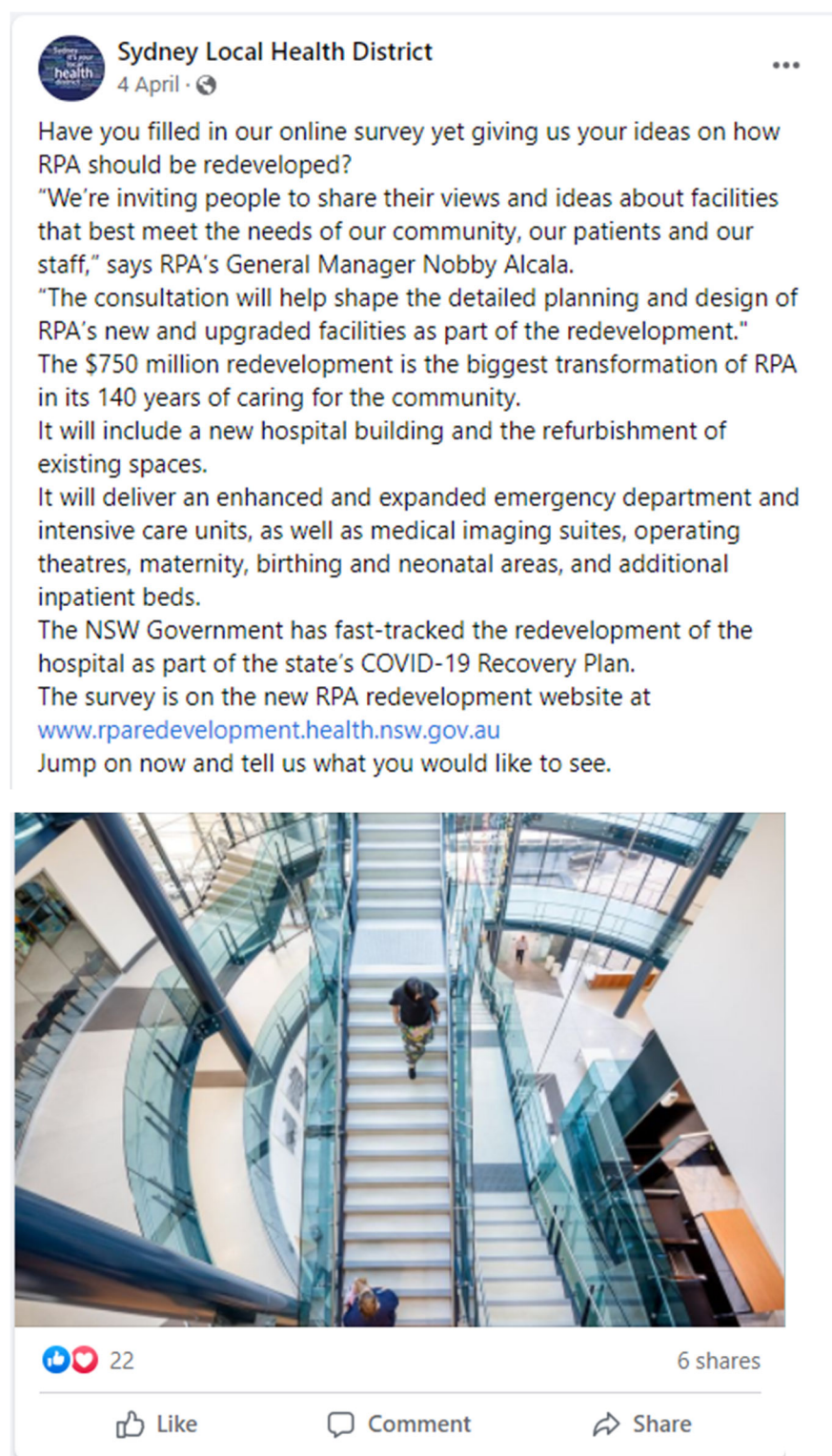





Figure 6: 29 April 2022 Sydney Local Health District Facebook post with comments



**Sydney Local Health District**  
29 April at 09:43 · 🌐

It's the last day to let us know what you would like to see in RPA's \$750 million redevelopment.

Our survey closes at 5pm and will allow us to ensure RPA's services meet the growing needs of the area, visitors, staff and people it serves.


Your input will help shape our detailed planning and design of the new and upgraded facilities.



RPA has been ranked the best hospital in Australia and number 71 in the world in Newsweek's 2022 World's Best Hospitals list and is one of seven Australian hospitals to make this year's top 250 hospitals globally.

So, if you haven't done so already, please fill in the survey today by clicking here: <https://www.surveymonkey.com/r/6THP3CY>.


It's been translated into Mandarin, Cantonese, Greek and Spanish.


For more information on the redevelopment, visit: <https://rpadevelopment.health.nsw.gov.au/>






73


19 comments
10 shares

 Like



 Comment

 Share


All comments ▼




**Jude Kenny McMahon**  
A dedicated palliative care ward. With an outdoor area, space for family ,garden etc!



15


2 w




**Roz Ford**  
Jude Kenny McMahon absolutely!




2 w




**Meisy Ninamo**  
Jude Kenny McMahon - Totally agree.We definitely need a purpose built Palliative Care ward, designed to cater for our patients' needs.




2 w




**Mel Young**  
Jude Kenny McMahon fantastic idea.




2 w




**Niru Rai**  
I second that.




2 w



**Sandhya Chand**  
Jude Kenny McMahon amen to that. From experience, the purpose built CCPC is not somewhere everyone wants to go as it's not local to the innerwest. A PCU at RPAH is very much needed.




2 w




**Clive Rob  rt**  
Is the giant construction site on the corner of carillon/hospital getting developed as part of this?

2 w



**Mish Catalina**  
More outdoor areas that are under cover

2 w



**Georgina Bitar**  
Fix up the entrance, so depressing and dirty

2 w

28 June 2022

ROYAL PRINCE ALFRED HOSPITAL REDEVELOPMENT

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Unclassified

# OUTCOMES REPORT

**CONCEPT DESIGN PHASE**

[VERSION 1.2]

12 October 2022

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## **EXECUTIVE SUMMARY**

The NSW Government has committed \$750 million to the redevelopment of Royal Prince Alfred (RPA) Hospital to deliver a new hospital building and refurbishment of existing spaces.

The project is currently in the planning and design phase, and a Design Excellence Competition was recently run for the RPA Redevelopment. The results of this consultation outcomes report will inform design outcomes and inform further opportunities to engage with the visitors and patients and the staff of RPA.

Community, consumer and staff input into the planning, design and delivery of the \$750 million RPA Redevelopment is essential to create a welcoming facility that meets the healthcare needs of the community that RPA Hospital serves, well into the future.

The concept design was informed by clinical requirements, independent technical assessments and importantly, feedback from the community, staff and consumers.

This outcomes report details consultation & engagement activities that were undertaken to ensure everyone who was interested had an opportunity to understand the design, ask questions and provide staff feedback during the engagement of the concept design for the redevelopment in September 2022.

## Engagement statistics

During the engagement period for the concept design, the survey was promoted in a number of ways, a summary of these is outlined below.



The project team distributed 500 fact sheets on the RPA Hospital Redevelopment Project, 500 newsletters, 500 fact sheets on Design Excellence and 500 Fact sheets on concept design.



Approximately 150 unique, face-to-face interactions, 7 hours of face-to-face community engagement across 3 days.  
1 Staff forum, 194 attendees.



2 online webinar sessions, in addition to in person face-to-face sessions



SLHD Facebook interactions and posts.



7,202 properties and businesses letterbox dropped.



Survey open for the month of September, published via SurveyMonkey.

## INTRODUCTION

### Consultation and engagement objectives

The Sydney Local Health District (SLHD) and Health Infrastructure (HI) objectives that underpin the approach to communications and engagement for the RPA Redevelopment are:

1. Genuine and meaningful engagement across the lifecycle of the project to ensure local voices inform key outcomes
2. Build on critical and long-established relationships to engage in the RPA Project
3. Garner support for key operational changes required to facilitate the delivery of the project
4. Build awareness of RPA Redevelopment
5. Demonstrate to staff they are valued partners and that their feedback informs the planning process
6. Ensure accurate, timely and regular information is disseminated to staff and other key stakeholders
7. Highlight benefits and drivers for the project, including future health, educational, research and employment opportunities.

### About the project

The NSW Government committed \$750 million to the redevelopment of Royal Prince Alfred (RPA) Hospital to deliver a new hospital building and refurbishment of existing spaces.

This is the most significant investment in RPA's 140-year history to support the world-leading services provided at RPA for the 740,000 people who live in SLHD and the more than 1 million people who come into the district each day to work, study and visit.

In 2019, the RPA Clinical Services Plan (CSP) was developed by the SLHD in collaboration with the Executive and staff of the RPA Hospital and Ministry of Health (MoH), that forecasts future healthcare needs to 2031.

The redevelopment will include expanded and enhanced:

- Emergency Department.
- Intensive Care Services.
- Medical imaging services.
- Operating theatres.
- Maternity, birthing and neonatal services.
- Adult inpatient accommodation / beds.
- Associated clinical and non-clinical support services capacity.

The design is being informed by clinical requirements, independent technical assessments and feedback from the community, health service staff and consumers.

## CONSULTATION APPROACH

The approach to communications and engagement is informed by (ongoing and reviewed) detailed stakeholder analysis, understanding of potential issues and risks, NSW Health internal communications and engagement requirements and the NSW Government's statutory requirements for community participation in the State Significant Development Application (SSDA) process.

It is important to note that communications and engagement activities to support Project delivery will be required outside of the SSDA process.

The SLHD and HI guiding principles that underpin the approach to communications and engagement for the RPA Redevelopment are:

- Proactive and transparent communications
- Proactive stakeholder engagement
- Coordinated information
- Collaboration.

The purpose of the consultation sessions was to deliver presentations to and engage in discussions with stakeholders and community groups to gather feedback, ideas or options both formal and informal.

The broad key objectives of this program were:

- Build relationships with key stakeholders and community to obtain support and awareness
- Undertake early engagement with key stakeholders and community
- Provide an avenue for feedback to be considered by project team in future design stages.

### Concept Design Consultation Approach

The RPA Hospital Redevelopment Project team, together with the SLHD invited staff, consumers and community members to attend a series of engagement sessions running throughout September 2022. The program was designed as a vehicle to celebrate the project milestone of publicly unveiling the concept designs and allowed the project team to cultivate feedback on the design. Feedback was encouraged informally via in-person conversations and formally via the survey and written correspondence.

Information was provided via multiple channels to ensure a wide audience was reached, this included:

- |   |  |
|---|--|
| • Media Release from the Health Ministers Office  | • All Staff Information Session                                    |
| • Website update inclusive of: <ul style="list-style-type: none"> <li>◦ fact sheet on design competition</li> <li>◦ fact sheet on concept design phase</li> <li>◦ newsletter promoting attendance of roadshow sessions</li> </ul> | • General Manager Electronic Distribution Mailout out to all staff |
| • Pop-ups in the RPA Hospital foyer   | • Posters  |
| • Online community meetings   | • Survey   |
| • Email out to Project Subscribers  | • Letterbox drop   |
|   | • Shops/Business drop of collateral along Missenden Road           |

The program allowed for targeted community engagement through multiple channels and opportunities targeting community, consumers and staff living and working in the Camperdown Health District.

## **Engagement activities**

### **1. Pop-Ups**

A series of pop-ups were held in the RPA Hospital Foyer to ensure that the community, consumers, and staff could view and provide feedback on the concept designs that have recently been unveiled for RPA Hospital Redevelopment. Pop-ups were held for a duration of 7 hours over the week commencing 12 September 2022. Pop-ups were held at different times each day to ensure ongoing foot traffic, with ebbs and flows taken into consideration and everyone having an opportunity to drop in and ask questions and view the designs.

The foyer in RPA Hospital is a busy place and foot traffic was steady throughout the week. On average up to 50 individuals dropped by each day. Multiple project team members were available to go over questions and navigate the new designs.

As part of the pop-up engagement, the team handed out:

- 500 fact sheets on the RPA Hospital Redevelopment brochures as a call to action to encourage feedback via the concept design survey
- 500 fact sheets on the Design Excellence Competition that allowed the team to procure good design and brought the highest quality thinking and originality to the project
- 500 fact sheets on the concept design phase that allowed the hospital plan to be brought to life
- 500 copies of the RPA Hospital Redevelopment September Newsletter, detailing information about concept designs, Project User Groups, the timeline of the project and other project information.

### **2. Online Community Session**

Two online community sessions were held on September 13 and 14 2022, providing an additional opportunity for community unable to attend the in person pop up sessions to hear about the newly released concept designs for the RPA Hospital redevelopment.

The session was led by a panel consisting of senior project leaders, architects and leadership from the SLHD and RPA Hospital.

The online sessions were highly engaging and received the most feedback out of any of the engagement activities for the concept design release. Discussions focused on the redevelopment of the East Campus and the winner of the design competition, with details provided on improving entryways, wayfinding, upgrading the emergency department and adding new clinical spaces. The engagement closed with a highly productive question and answer session that is summarised below – refer below to the Online Community Session Summary, page 11.

### **3. Staff Forum**

The RPA Redevelopment All Staff Forum, facilitated by SLHD Executive and HI representatives, was held on Tuesday 27 September 2022. The forum was well attended with 194 online participants.

The session summarised what had been achieved during the concept design phase of the redevelopment and briefed attendants of the next steps for the project regarding early works. The information session was closed out by an open question and answer session. Topics of discussions are summarised below – refer to pages 9, 10 and 11 of this report.

### **4. Survey**

Members of the project team stationed at the Concept Design community pop-up handed out flyers informing staff and the public of the unveiling of the concept design and promoting the survey as a channel to provide feedback on the design. The survey was also promoted through emails, social posts, website, and posters.

The purpose of the targeted community presence was to:

- Inform the local community, consumers, and staff at RPA Hospital about the survey to encourage feedback on the design.
- Be present within the community and build relationships.
- Respond to any questions or concerns raised.



- Engage and provide project information to community and staff.
- Allow the community and staff to further understand the project.
- Answer any questions that could not be answered and respond on the spot.

## Communication and promotion

The consultation program encouraged engagement and feedback opportunities through:

- A media release from the NSW Premier on 1 September 2022.
- Media release published as content on HI website, from 1 September 2022.
- Posts on SLHD Hospital's Facebook page on 13 September 2022.
- Posts on HI's LinkedIn page on 5 September 2022.
- A letterbox drop to the local community from 8 September 2022 (7202 homes)
- 500 fact sheets on the RPA Hospital Redevelopment, 500 fact sheets on the Design Excellence Competition, 500 fact sheets on Concept design, 500 printed newsletters distributed at community pop-up sessions on 12 September, 13 September, 14 September
- An Electronic Distribution Mailout (EDM) to staff on 12 September 2022.
- An EDM to all project subscribers from the community
- Online webinar sessions held for community, consumers and staff on 13, 14 September 2022

*Please see Appendix A to view material related to the targeted promotion.*



**Figure 1: The team during the targeted community presence**

## Pop-ups, Online Community Sessions and Staff Forum

The pop-ups, online community sessions and staff forum were hosted by members from SLHD and HI integrated project team. The purpose of the each was to:

- Provide opportunity for staff, public and consumers to access information, plans, documents with direct guidance from the project team in person or online
- Gather feedback and insight into attitudes and initial reception of plans
- Use valuable feedback to inform future project announcements, engagement activities and redevelopment plans.

The three days of in-person pop-ups, two online community sessions and staff forum successfully delivered information on the newly released concept designs, the process of concept design, the Design Excellence Competition, and information about the RPA Hospital Redevelopment project broadly.

Whilst hosting the in-person pop-up sessions approximately 150 individual engagements were conducted over the course of the three-day engagement. The key themes that arose from the pop-ups were

- Environmental impacts
- Retainment of heritage
- Understanding of the new footprint of the Hospital
- Next steps in the project, details of next phase of works
- Movements of services/departments
- Disruption to hospital operations during construction
- Project timeline and approval status
- Parking

The online community sessions were well attended and saw great engagement with the content presented. The key themes expressed in feedback from consumers and the community focused on:

- Understanding the rationale, execution of the redevelopment
- What services and expansions would be delivered specifically.
- Capacity to deliver the project on time and on budget
- Project teams experience within the health sector, and also specifically of the design competition
- Ongoing impact on services
- Consultation, and community and stakeholder engagement
- Understanding the challenges and complexity of the project
- How the Connecting with Country principles were being incorporated into the design

The all-staff forum saw a very engaged and in-depth discussion of several topics in relation to the information presented on concept design. Attendants' participation in the closing Q&A session raised topics for discussion about:

- The block and stack of the new facility in relation to existing services
- The functional relationship between cardiovascular services, theatres, and ICU
- Parking
- Site access

The presentation and open Q&A activity was well received and subsequent feedback from attendees directly to the project team affirmed the success and positive reception of the session. Overall, the engagement sessions provided substantial positive feedback that reflected consensus on the staff's, consumer's and community's comfort and approval of the designs.

## Survey

The survey was developed collaboratively between SLHD and HI. The survey's purpose was to:

- Utilise a communication channel that was easy to access and straightforward
- Gather feedback in order to inform further design considerations
- Provide a snapshot of the attitudes and behaviours around understanding needs – including thoughts, opinions, and comments – from the survey population.
- Use valuable feedback as a baseline in future project stages to measure and establish further benchmarking.

The project team set up the surveys in the 'SurveyMonkey' tool to best capture the data and allow for a comprehensive analysis of data. A thorough interrogation was conducted on the results to ensure the project team had a high level of assurance with the outcome.

The reception of the concept designs by staff, consumers and community was overwhelmingly positive due to the comprehensive and informative execution of the consultation campaign. The survey was open for the month of September 2022. Advertised across multiple digital channels and promoted in 6500 physical flyers handed out publicly, only 3 responses were received.

## STAKEHOLDERS

### Targeted stakeholders

<b>Local Community</b>	Immediate residential neighbours Surrounding residential neighbours General public
<b>RPA Hospital</b>	Executive, staff & board RPAH Clinical Staff Council Volunteers Hospital patients, visitors, carers & families RPA Pharmacy RPA Vaccination Hubs
<b>Consumer Groups</b>	Consumer & Community Advisory Network Consumer Representatives
<b>Media</b>	Local & metropolitan media Local Aboriginal & CALD media Social media
<b>Surrounding Landholders/Institutions</b>	The University of Sydney St John's College St Andrew's College Charles Perkins Centre Centenary Institute Chris O'Brien Lifehouse Professor Marie Bashir Centre Susan Wakil Health Building Student Accommodation Providers Newtown North Public School

## KEY THEMES FROM CONSULTATION

The consultation sessions were well attended by consumers, staff and community. A range of different topics were discussed, and the feedback was positive in relation to the Concept Design that was on display. The online webinars were detailed and allowed the community, consumers, and staff to ask questions directly to the Integrated Project Team, including the Design Team.

The in person and online engagement sessions provided a comprehensive package of information regarding concept design that was received positively and drew minimal critical feedback during the sessions. This positivity and consensus around concept design is also reflected in the minimal engagement with the feedback survey. Feedback received via the community email during the concept design consultation period has also been considered in synthesising key themes identified in the program.



### Services and facilities

- Impact of construction hospital operations and delivery of care
- Next steps and their impact on moving around departments/services
- Heritage being retained
- Parking
- Greater detail on the footprint of the hospital
- Where new buildings and expansion would be



### Staff

- More food/beverage options
- Suggestions for improving amenities for staff include:
  - better tea / coffee facilities
  - bigger / more break rooms / breakout spaces
  - childcare (free / more options)
  - better facilities including showers for staff



### Engagement

- Importance of continued stakeholder and community engagement
- Consultation opportunities
- Which key stakeholders had been engaged with and how (TfNSW)
- Experience of the Design Competition
- Integration of Connecting with Country Principles
- Next steps, schematic design
- Arts and Cultural Strategy



### Green spaces

- Impact on trees
- Staff would like to retain as much green space as possible
- Include green spaces in new design particularly rest areas
- Integration of biophilic design



### Construction

- Project timeline and timeframe
- Noise, dust and vibrations
- Construction traffic and parking around the hospital site
- Restricted access to and disruption of clinical services
- Removal of plants and trees
- Confidence in delivery project on time and on budget

## ONLINE COMMUNITY SESSION SUMMARY

### Overview of the session

The communications team welcomed the attendees to the session, including an Acknowledgement of Country by the General Manager of RPA and introduced the panel who would be presenting and answering questions. The session was facilitated, and the panel consisted of:

- CE Sydney Local Health District
- General Manager RPA Hospital
- Redevelopment Manager and Sydney Local Health Districts Project Lead
- Project Director, Health Infrastructure
- Design Team

The team provided an overview of the purpose of the project and that the focus of the redevelopment would be within the East Campus. Detail was provided on the winner of the design competition (Bates Smart, Neeson Murcutt Neille) and the project scope including improving entryways, wayfinding, upgrading emergency department and adding new clinical spaces.

The newly released concept design was discussed with conversation focused on wayfinding, connecting with country, heritage, northern entry, and the east tower development and expansion.

The enabling works were discussed including their timing, the contractor, and that they will be done between October 2022 and mid-2023.

A timeline was provided that identified the schematic design phase, and the Significant Development Application as the next steps for the project.

The main works are anticipated to commence by end 2023.

The final part of the presentation outlined the community engagement, identifying this as an ongoing process during every project phase through to completion.

The team then held a facilitated question and answer session with participants.

### Consultation feedback

The attendees had the opportunity to ask questions of the panel which consisted of the HI Project team, the SLHD representatives, and the architect team. The questions were generally around:

- The rationale for the project, and requesting further detail about exactly what will be delivered in terms of services and expansion
- The execution of the project, including the capacity for delivering on time and on budget
- The experience of the teams including of the design competition, and the specific experience with the health industry
- The ongoing impact on services through the project and what can be expected
- Consultation, and community and stakeholder engagement
- Challenges and complexity with the site itself
- Incorporating the Connecting with Country principles into the design.

During concept design consultation, the project team received a range of feedback. The key feedback themes received during consultation are outlined below and these will be incorporated into the schematic design phase and beyond.

HERE'S WHAT YOU TOLD US	RESPONSE
<b>CONCEPT DESIGN</b>	
Is it likely that concept design will change over time and evolve?	There is a process for schematic design where design will be refined and continue to evolve particularly as we continue ongoing stakeholder consultation. The concept design is indicative of where the project is at right now. The final design will be submitted for approval as part of the State Significant Development Application.
<b>CARERS</b>	
What is the current thinking about experience for carers who will spend time bedside on wards?	Through early concept design and planning, we are looking at opportunities to have spaces for carers, particularly in some of our single rooms. We are considering feedback we have received from stakeholders around this.
<b>SERVICES</b>	
What services will be part of this redevelopment?	The services that will be expanded include the emergency department, front of house, ICU services, and neonatal. There will also be enhanced imaging and radiology services, as well as more adult inpatient beds and more operating theatres. Overall, there will be more capacity across the hospital, improved wayfinding, entranceways and welcoming spaces as people enter the hospital.
<b>ENGAGEMENT</b>	
Will service level agreements (SLAs) and MOU's be reviewed as part of the redevelopment project?	We will be consulting with all key stakeholders and consider how the project interacts with more formal agreements established through providing services at the hospital. This will also occur in conjunction with the Sydney Biomedical Accelerator project.

**PURPOSE****Why is this redevelopment needed?**

RPA has a significant role in the NSW health system. We have considered the growth of our services and where the community demands are increasing and changing. A clinical services plan was initially established considering the future of health services in this area. That has underpinned the redevelopment project.

**DELIVERY AND BUDGET****How confident are we in the design being delivered on time and on budget?**

NSW Health has an excellent track record of delivering hospital projects, the project will be monitored and controlled closely. There will be a team of experts monitoring the costs and timing to ensure we are tracking well as the project moves along.

**COMMUNITY CONSULTATION****What consultation has taken place other than community engagement?**

Consultation with staff has been taking place including through project user groups with specific departments and services including medical, nursing, administrative, and support staff. Some consumers have been involved in these groups as well.

**What have you been hearing at the community pop ups?**

We have had lots of people attend the pop ups, with a mix of staff and consumers. The feedback is that people are interested in seeing the redevelopment plans and are seeking out information about the project overall.

**Can you outline the importance of the long-standing partnership between the hospital and the community?**

It is incredibly important to hear from consumers and community about how the services can work best for them. Continuing to engage with our community and stakeholders will ensure we gather feedback, and consider it in planning for the redevelopment, and ensuring it is fit for purpose and meets the needs of the community.



**STAKEHOLDER CONSULTATION**

**Will Transport for NSW be consulted, and will this help improve roads access into the hospital?**

We have worked closely with Transport for NSW and meet with them regularly to discuss improvements and requirements. We have also been working with the City of Sydney around traffic and transport as well. A large focus for us is the emergency department and the access in and out. We are also working on a green travel plan to encourage more sustainable forms of travel where possible and feasible.

**DESIGN COMPETITION**

**Could you please share the experience of the design competition?**

We were focused on working closely with the Government Architect on this, bringing new ideas and a fresh way of looking at the vision for the hospital redevelopment. The design competition did generate a number of new ideas, and potential improvements for the redevelopment. The competition allows architects to focus energy into providing the best possible outcome for the hospital, and the process continues until schematic design where it is then further developed with a broader development team.

**PROJECT CHALLENGES**

**Could you talk through the challenges you face with the hospital site?**

The area is highly developed and surrounded by big precinct partners, including the colleges and Sydney University. There are a number of constraints across the site that the team has been working to solve to ensure we can meet the needs of the different services on site. The construction itself will be challenged through congestion on site, however, we will be appointing a very experienced and reputable builder for the project to develop appropriate construction methodologies to limit the impact on the hospital, its stakeholders and the community as much as possible.

**CONNECTING WITH COUNTRY**

**Were there any difficulties in applying principles around designing with country when working with the Government Architect?**

The Government Architect has a robust process in place and lots of experience around this. There was an extensive consultation process with internal hospital stakeholders and external stakeholders around this. This fed into the design and the architects will continue to take on board feedback we get through the process. There is a strong history and connection with the Aboriginal community in Sydney. This project provides a chance to build on that and incorporate it into the design.



**ARTS AND CULTURE**

**Is there an arts and culture strategy included in the redevelopment?**

There is an Arts Advisory Working Group in place who will engage with the project and assist to incorporate arts into design and planning for the redevelopment.

**SERVICE DISRUPTION**

**What do we anticipate in terms of disruption to clinical services during construction?**

During construction there will be some disruptive works that may occur. The project team will work closely with the builder on methodologies to minimise anything that may impact services, such as power outages, noise, and dust. Once we have methodologies in place, we will liaise with the hospital to work around these impacts. This is a robust governance process to ensure all parties are satisfied with the proposal before work commences.

**IMPACT ON HOSPITAL CAPACITY**

**What will the capacity increase be from the redevelopment?**

We will be improving and increasing the size of our emergency department, which is likely to double in size, including a doubling of treatment spaces. We are significantly expanding our intensive care services and relocating to a new purposely designed contemporary space. We also have additional operating theatres, more adult inpatient beds, more neonatal cots, more workplaces for education and training, and increased interventional medical imaging.

**What is the architect's experience in working with the health industry?**

We are working as part of an extensive team to find the best possible public health outcome for a complex project. We are working to bring together complexities, stakeholders and our expertise to find and deliver a solution. We are also working to connect with country to find the right connections. This is very satisfying, and we are looking forward to delivering the best public project that we can.

**MILESTONES**

**Is there a birthday party for the hospital reaching 140 years?**

We are having an eight-day celebration to mark the 140th anniversary of the hospital which is actually on September 25th.

## SURVEY OUTCOMES

There were 3 responses to the survey for the RPA Hospital Redevelopment project. The survey was distributed and / or promoted using:

- Links on social media posts via the SLHD Facebook page and a Health Infrastructure LinkedIn post
- EDM to all staff
- A1 poster with QR code at community pop ups.
- 500 physical copies of the A5 flyer distributed to the community, staff and consumers with QR code
- Letterbox drooped to 36,000 households with link
- Promotion via the Health Infrastructure website and RPA Redevelopment website
- Media Release from Premier with link

The following table outlines the responses per question and most common answer or response category (for free text).

Table 3: List of survey results

Number	Question	Top answers category/theming	or Percentage %
1	What is your first impression of the concept design images for the RPA Redevelopment? Rating 1-100	75	66.67%
		78	33.33%
2	How strongly do you agree or disagree with the following proposed project benefits?	This project will provide modern, purpose-built facilities tailored to the needs of the local community	-
		This project will deliver improved amenity for staff, patients and carers. Welcoming and inclusive entrances	-
3	On a scale of 1-5, how much do you think the following potential project impacts may affect you, where 1 is not at all, and 5 is a lot?	Dust, noise and vibration	66.67%
		Construction traffic around the hospital site	66.67%
		Removal of trees and plants	66.67%
4	How do you feel about the plan to redevelop RPA? (check all that apply)	Supportive of the plans	100%
5	What further information would you like about the redevelopment? (check all that apply)	Hospital services that will be delivered with the new infrastructure	100%

		Hospital infrastructure that will be delivered as part of the redevelopment	66.67%
6	From your perspective, is there anything you think the project team should know about this area and the community?	Pride and value of the community for local residents is important. Supportive Neutral	-
7	Which of the following best describes you?	Patient	33%
		Carer	33%
		Local business person	33%
8	How would you prefer to receive and contribute information on the RPA Redevelopment in future? (You can select more than one answer)	Project website	100%
		Community information sessions	66.67%
		Video updates	66.67%
9	Do you have any other comments or questions for the project team?	Please consider biophilic design in project, baby change tables in ladies bathroom, balconies that allow wheelchair access, consult with senior nurses about location of services in patient rooms, safe lifts, outdoor sitting area for patients, recycling bins. Thanks and Good luck with project.	-

Please see Appendix B for detailed survey feedback.

## Appendix A – Calendar of activities – program of engagement

### RPA Redevelopment – Concept Design (CD) Launch – w/c 8 Sept 2022

Type	Time and date	Details
Media Release	September 1	Via Minister office
SLHD Staff EDM	Immediately Post Media Release	12 September
All Staff Forum	Immediately Post Media Release	27 Sept 194 Attendees
Socials	Immediately Post Media Release	Socials including: HI LinkedIn SLHD Facebook
Pop up's in Community spaces for both Staff/Community	Monday 12/09 2pm – 4pm Tuesday 13/09 10am – 12pm Wednesday 14/09 12pm -3pm	Held in RPA Foyer, 7 hours of face to face, average 50 interactions each day
Online community meeting	Tuesday 13/09 3.30pm Wednesday 14/09 6.30pm	Online meeting: Teams  Promoted via invitation to our email subscribers,
Letterbox drop	8 September 2022 onwards	Letterbox drop (newsletter) – with concept designs and detailing engagement opportunities with call to action to attend pop ups and to participate in online community meeting. 7202 residents and businesses hit
Project Email	8 September 2022 onwards	Email out Newsletter to all subscribers

## Appendix B – Promotion of Concept Design Consultation

Figure 2: Media Release



Thursday, 1 September 2022

### NEW \$750 MILLION RPA HOSPITAL UNVEILED

The designs for the \$750 million new Royal Prince Alfred (RPA) Hospital have been released, showcasing the biggest transformation in the hospital's 140-year history.

Premier Dominic Perrottet said the NSW Government's investment in RPA will deliver first-class health care to the local community, with state-of-the-art health facilities in a new building as well as an upgrade of existing spaces.

"This major redevelopment of RPA is part of the Liberal and National Government's record \$11.9 billion investment in health infrastructure over four years right across NSW, ensuring everyone receives the very best health care possible," Mr Perrottet said.

"This is the most significant investment in RPA's 140-year history and will support excellent health care for the 700,000 people who live in Sydney Local Health District and the more than 1 million people who visit it for work, study or to see loved ones."

Health Minister Brad Hazzard said the new hospital was fast-tracked as part of the NSW Government's COVID-19 Recovery Plan and will be delivered a year ahead of schedule.

The designs will now be taken on a roadshow via a series of presentations and pop-up stalls where the community can provide feedback.

"Importantly, Health Infrastructure has consulted extensively with clinicians, staff, patients, consumers and the local community, to ensure the redevelopment meets the healthcare needs of the rapidly growing area both now and in the future," Mr Hazzard said.

"Now is the opportunity to have a say in the final design for one of Australia's leading hospitals, renowned for its excellence in providing innovative health care and education."

Led by Health Infrastructure and Sydney Local Health District, in partnership with the Government Architect NSW, a competition saw three leading architects invited to present their designs for the RPA campus. Bates Smart, Neeson Murcutt + Neille were announced the winning team and have been incorporated into the project to work alongside Jacobs, the lead architect for the hospital redevelopment.

Following further consultation and design development, the plans will be lodged with the NSW Department of Planning and Environment via a State Significant Development Application.

When complete, the RPA Redevelopment will deliver:

- Expanded and enhanced Emergency Department and Intensive Care Units
- State-of-the-art operating theatres and interventional cardiology
- Expanded and improved adult inpatient accommodation
- Increased interventional and imaging services
- Expanded women's ambulatory and neonatology services
- Facilities and capabilities for integrated research, education and training
- Additional adult and paediatric inpatient beds

Enabling works began last year and main works construction is due to begin in coming months.

To view the designs and to provide feedback visit the RPA project: [www.rparedevelopment.health.nsw.gov.au](http://www.rparedevelopment.health.nsw.gov.au)

Construction is also underway on a [RPA HealthOne at Green Square](#), which will deliver a range of services focused on early intervention, health promotion and prevention including services that would traditionally be provided in a hospital setting at RPA.

For a copy of the artist impressions please see [here](#)

**MEDIA: Natasha Wallace | Minister Hazzard | 0439 484 015**



Figure 3: A1 Display Boards for Concept Design Pop-Up

## The designs for the NSW Government's \$750 million investment in the new RPA Hospital Redevelopment have been unveiled.

### What services will be included in the redevelopment?

Stage 1 of the RPA Redevelopment will include expanded and enhanced:

- Emergency Department
- Intensive Care Unit
- Medical imaging services
- Operating theatres
- Maternity, birthing and neonatal services
- Adult inpatient accommodation / beds
- Associated clinical and non-clinical support services capacity.

### Want to find out more?

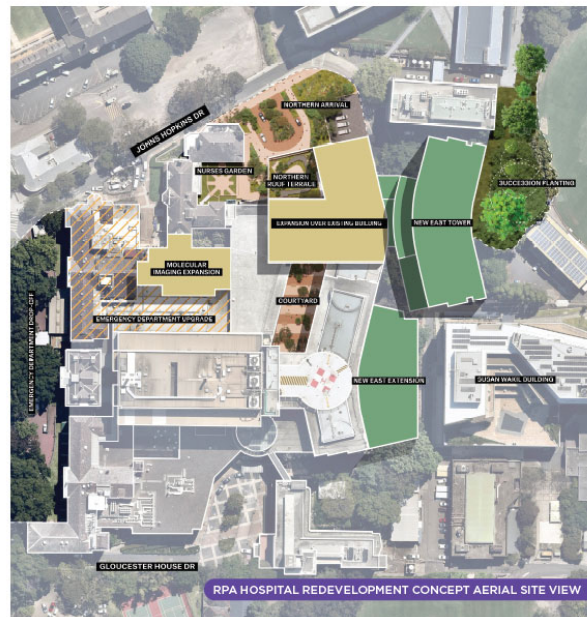
You can find out more about the redevelopment at: [www.rparedevelopment.health.nsw.gov.au](http://www.rparedevelopment.health.nsw.gov.au).

You are also invited to send any feedback, suggestions or comments you would like to raise with the redevelopment team via the contact form on our website or by emailing: [rparedevelopment@health.nsw.gov.au](mailto:rparedevelopment@health.nsw.gov.au)

### Tell us what you think?

The concept design builds upon the extensive engagement undertaken with staff, clinicians and consumers to understand the needs of our services and departments and will ensure the hospital is purpose built to meet the growing healthcare needs of everyone who connects with RPA.

Scan the code to complete the survey or visit [www.rparedevelopment.health.nsw.gov.au](http://www.rparedevelopment.health.nsw.gov.au)



**Royal Prince Alfred  
Hospital Redevelopment**

Figure 3 (continued): A1 Display Boards for Concept Design Pop-Up

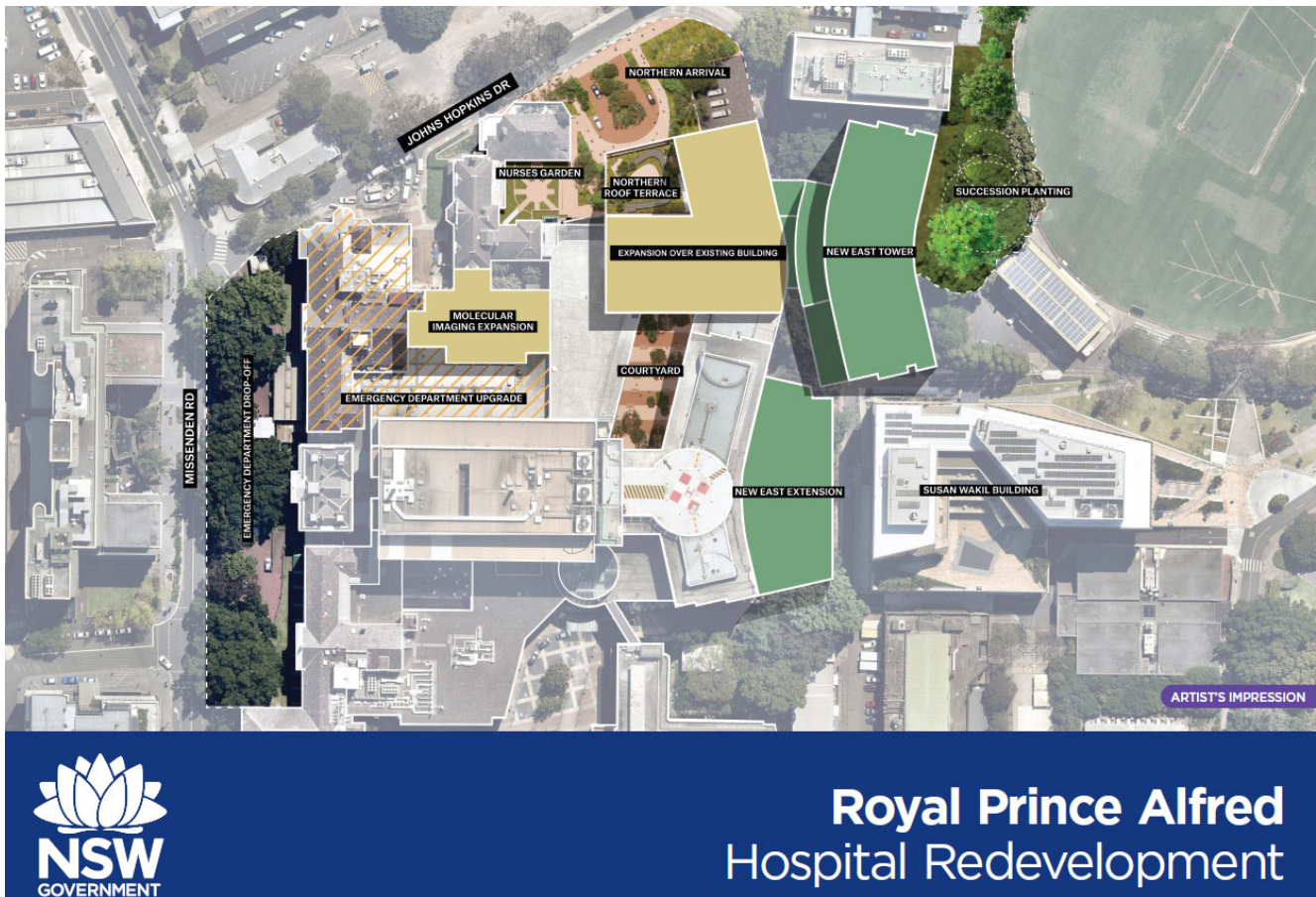




Figure 4: Project Update via September Newsletter

**PROJECT UPDATE SEPTEMBER 2022**




## Concept designs released for RPA Redevelopment

The designs for the NSW Government's \$750 million investment in the new RPA Hospital Redevelopment have been unveiled.

These designs showcase our new hospital building and surrounding improved amenities, and are the result of our first design competition.

Hosted by Health Infrastructure and Sydney Local Health District in partnership with the Government Architect NSW, the design competition saw three leading architects invited to put their best foot forward resulting in new state-of-the-art designs for the RPA campus.

**Please see our fact sheet on Design Excellence**

Importantly, we also consulted with clinicians, staff, patients, consumers and the local community, ensuring

that the redevelopment meets the healthcare needs of the rapidly growing area both now and in the years to come.

The designs will now be taken on a roadshow via a series of presentations and pop-up stalls.

Further consultation with staff, clinicians and the community will take place over the coming months, as the team starts to shape the more detailed designs for the new building.

The detailed designs will be incorporated into the State Significant Development Application (SSDA), to be submitted late this year, seeking approval for the main construction works for the project.

### Patients at the centre

Keeping the needs of our patients - both current and future - at the core is the key focus of our Project User Groups (PUG). A PUG is comprised of clinical and non-clinical staff, project representatives, and representatives such as consumers.

Since late 2021, the project has held more than 100 PUG workshops across multiple departments within RPA Hospital. Our PUGs develop the designs of all future hospital spaces, which involves extensive consultation between staff, consumers, community groups, architects and the project team. There are around 40 hospital teams involved, and each meets regularly to help ensure that our future services and spaces deliver the highest quality care for both patients and staff.

They will continue to be held throughout the year to shape the design of this significant redevelopment.



Figure 5: Concept Design Fact Sheet

FACT SHEET – SEPTEMBER 2022

## Concept Design

The designs for the NSW Government's \$750 million investment in the new RPA Hospital Redevelopment have been unveiled.

The designs showcase our new hospital building and surrounding improved amenities.

The first step of the design phase was the development of a concept design allowing for the hospital plan to be brought to life.

Our concept design is a "high level" design which shows the relationship between the clinical functions, services, buildings and other facilities.

During this phase Health Infrastructure has worked closely with Sydney Local Health District to ensure the proposed locations of the future and existing clinical functions will complement the way the hospital will be managed.

During this phase Health Infrastructure and Sydney Local Health District consulted with Project User Groups and key stakeholders. Keeping the needs of our patients at the centre is the key focus of our Project User Groups (PUG). A PUG is comprised of clinical and non-clinical staff, project representatives, and representatives such as consumers.

Consultation during this phase was vital to ensure the project's design is heading in the right direction, providing a means for adjustments to be made to ensure quality and valued outcomes are delivered that meet stakeholder and user needs.

**Releasing the concept design images gives our valued stakeholders a first glimpse of the new hospital and provides an indicative image of size and scale.**



The NSW Government has committed \$750 million to the redevelopment of Royal Prince Alfred (RPA) Hospital to deliver a new hospital building and refurbishment of existing spaces.

This is the most significant investment in RPA's 140-year history to support the world-leading services provided at RPA for the more than 740,000 people who live in Sydney Local Health District and the more than 1 million people who come into the District each day to work, study and visit.

When complete, the RPA Redevelopment will deliver:

- Expanded and enhanced Emergency Department and Intensive Care Units
- State-of-the-art operating theatres

- Expanded and improved adult inpatient accommodation
- Increased interventional and imaging services
- Expanded neonatology services
- Facilities and capabilities for integrated research, education and training
- Additional adult inpatient beds
- Improved public domain and services including roads, wayfinding, landscaping and information and communications technology infrastructure.

Figure 6: Design Excellence Fact Sheet

FACT SHEET - SEPTEMBER 2022

## Design Excellence Competition

A Design Excellence Competition was recently undertaken on the RPA Hospital Redevelopment. Design competitions are a well-tested and highly successful approach, prioritising good design and bringing the highest quality of thinking and originality to a project.

Royal Prince Alfred (RPA) Hospital is a critical life-saving facility with a 140-year history. Off the back of the NSW Government committing \$750 million to the redevelopment of RPA Hospital, RPA was handpicked for Health Infrastructure's first Design Competition, bringing together industry to test and challenge the best way to expand and enhance the hospital as part of the project.

The NSW Government has committed \$750 million to the redevelopment of Royal Prince Alfred (RPA) Hospital to deliver a new hospital building and refurbishment of existing spaces.

This is the most significant investment in RPA's 140-year history to support the world-leading services provided at RPA for more than 740,000 people who live in Sydney Local Health District and the more than 1 million people who come into the District each day to work, study and visit.

When complete, the RPA Redevelopment will deliver:

- Expanded and enhanced Emergency Department and Intensive Care Units
- State-of-the-art operating theatres

- Expanded and improved adult inpatient accommodation
- Increased interventional and imaging services
- Expanded neonatology services
- Facilities and capabilities for integrated research, education and training
- Additional adult inpatient beds
- Improved public domain and services including roads, wayfinding, landscaping and information and communications technology infrastructure.

### The Vision

Ngurang Dali Mana Burudi — a place to get better, is the Sydney Local Health District's (SLHD) view of the whole community including health services, Aboriginal communities, families, individuals and organisations that work in partnership. Health facilities and services play an important role in communities and the location of the RPA Hospital provides a remarkable opportunity to significantly contribute to the SLHD vision of the hospital being a place to get better.

The vision for RPA requires a whole of system transformation to create a healthier more sustainable and resilient future. This future is based on implementing the principles of value-based care and integrating care: focused on outcomes, patient experience, clinician engagement, equity, efficiency and effectiveness.

It is through collaborating with partners through advanced technologies, research, integration and trialling new value-based models of care that RPA will integrate and transform healthcare provision, improve health outcomes, and improve health, equity, and wellness.

#### What is a design competition?

A design competition is a competitive design process in which an organisation invites designers to submit a proposal for a precinct, site or building. An independent panel of design professionals select the successful design based on an agreed set of design related selection criteria.

#### Why use a design competition?

Competitions generate a range of solutions to each design challenge, allowing for the comparative evaluation of different approaches. A competition also demonstrates a commitment to high quality design to the community and to public funding and other regulatory bodies.

### The Design Competition

Design competitions are a well-tested and highly successful procurement model; they help prioritise good design and can bring the highest quality of thinking and originality to a project.

### The Winning Design

The RPA Redevelopment is excited to announce the winners of our Design Excellence Competition - Bates Smart, Neeson Murcutt + Neille. The winning design was innovative, creative and showcased a skilful response to deliver the core clinical requirements and needs of this important civic and historic health precinct.

As the competition winner the Bates Smart-led team have been appointed as the partnering architect for the project and will work in collaboration with the incumbent architect, Jacobs.

Jacobs, together with the Bates Smart team will work on progressing the designs to the next stage called the schematic designs.

### Next Steps

The project will progress through the design phase and the Bates Smart team will work closely with the project team to bring their inspiring design to realisation.

### Key Milestones



### Design Competition Process in Stages

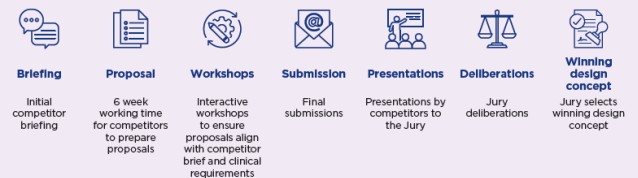




Figure 7: September Project Update Newsletter

PROJECT UPDATE SEPTEMBER 2022




## Concept designs released for RPA Redevelopment

The designs for the NSW Government's \$750 million investment in the new RPA Hospital Redevelopment have been unveiled.

These designs showcase our new hospital building and surrounding improved amenities, and are the result of our first design competition.

Hosted by Health Infrastructure and Sydney Local Health District in partnership with the Government Architect NSW, the design competition saw three leading architects invited to put their best foot forward resulting in new state-of-the-art designs for the RPA campus.

**Please see our fact sheet on Design Excellence**

Importantly, we also consulted with clinicians, staff, patients, consumers and the local community, ensuring

that the redevelopment meets the healthcare needs of the rapidly growing area both now and in the years to come.

The designs will now be taken on a roadshow via a series of presentations and pop-up stalls.

Further consultation with staff, clinicians and the community will take place over the coming months, as the team starts to shape the more detailed designs for the new building.

The detailed designs will be incorporated into the State Significant Development Application (SSDA), to be submitted late this year, seeking approval for the main construction works for the project.

### Meet Ryan Downey a Project User Group Member for RPA Redevelopment

**Name:** Ryan Downey, Director of Anaesthetic Facilities and Staff Specialist Anaesthetist

**User group experience:** Detailed planning down to room orientation and access to alarms, monitoring and medical gases is already being planned with some significant innovations and improvements for the hospital and for the patient experience.

**Best thing about being involved:** Being able to actively contribute to the various systems that are being deployed within the redevelopment from the early planning stages through to the final product.

**Your hope for the RPA Redevelopment:** It's an excellent chance for RPA to be at the cutting edge in the utilisation of new medical technologies. I'm really excited about the possibilities for wearable medical monitoring devices with smart alarms.

This will enable exciting innovations such as cardiac surgical ERAS and more support for our most frail patients.

This sort of technology will transform the way we look after patients in the hospital and I know the redevelopment is looking to innovate, so exciting times ahead!



### What services will be included in the redevelopment?

Stage 1 of the RPA Redevelopment will include expanded and enhanced:

- Emergency Department
- Intensive Care Unit
- Medical imaging services
- Operating theatres
- Maternity, birthing and neonatal services
- Adult inpatient accommodation / beds
- Associated clinical and non-clinical support services capacity.

### State Significant Development Application (SSDA)

All development applications for significant projects in NSW have to go through a comprehensive assessment process undertaken by the Department of Planning and Environment. This process is called a State Significant Development Application (SSDA).

There are many steps in the SSDA planning process, including opportunities for you to have your say on the hospital plans.

The first step in the process is a request for the Secretary's Environmental Assessment Requirements (SEARs), which identifies what must go in the environmental impact statement.

You can review the SEARs and other project documentation as it becomes available on the Major Projects website of the NSW Department of Planning, Industry and Environment at: [majorprojects.planning.nsw.gov.au](http://majorprojects.planning.nsw.gov.au).

**Want to find out more?**

You can find out more about the redevelopment at: [www.rparedevelopment.health.nsw.gov.au](http://www.rparedevelopment.health.nsw.gov.au).

You are also invited to send any feedback, suggestions or comments you would like to raise with the redevelopment team via the contact form on our website or by emailing: [rpadevelopment@health.nsw.gov.au](mailto:rpadevelopment@health.nsw.gov.au).

See our Concept Design Pop up information flyer for how you can get involved and attend one of our sessions. [Concept Design flyer info](#)



Figure 8: RPA Hospital Redevelopment Fact Sheet – Frequently Asked Questions

## FACT SHEET – SEPTEMBER 2022

## Royal Prince Alfred (RPA) Hospital Redevelopment

### Project

#### What is the Royal Prince Alfred (RPA) Hospital Redevelopment?

The NSW Government has committed \$750 million to the redevelopment of RPA Hospital. This significant and exciting investment focuses on improving the experience for patients, carers, visitors, staff and the community now and into the future.

#### Why is the RPA Redevelopment needed?

Since its foundation in 1882, RPA has been a respected provider of healthcare, maintaining the philosophy that our doors are always open to those who need our help. As one of the oldest hospitals in Australia, RPA provides critical lifesaving functions and is recognised as a worldwide leader in healthcare excellence and innovation.

The RPA Redevelopment will deliver new and upgraded facilities that will enhance existing services, support the creation of new services and expand the future capacity of RPA.

The redevelopment is a once in a generation opportunity to deliver future-focussed, critical health care facilities that will improve the experience for patients, staff and the community now and into the future.

#### What services will the redevelopment deliver?

When complete, the RPA Redevelopment will deliver an enhanced and expanded Emergency Department and Intensive Care Unit, as well as improved medical imaging services, operating theatres and maternity, birthing and neonatal services and additional adult inpatient beds.

Digital and virtual models of care will continue to be enhanced and expanded as part of the redevelopment, to build on the success of rpaVirtual – the first virtual hospital in Australia that opened in 2020.

#### What are the services will be included in the redevelopment?

When complete, the RPA Redevelopment will deliver:

- Expanded and enhanced Emergency Department and Intensive Care Units
- State-of-the-art operating theatres
- Expanded and improved adult inpatient accommodation
- Increased interventional and imaging services
- Expanded neonatology services

- Facilities and capabilities for integrated research, education and training
- Additional adult inpatient beds
- Improved public domain and services including roads, wayfinding, landscaping and information and communications technology infrastructure.

#### Who determined what clinical services should be included in the redevelopment?

The clinical services listed in the redevelopment scope were all identified as key priorities by Sydney Local Health District as part of the Clinical Services Plan (CSP) process.

The CSP is the critical first step in planning health services and informs other planning including models of care and infrastructure.

In 2019, the RPA Clinical Services Plan (CSP) was developed by Sydney Local Health District following extensive consultation with RPA departments and services, staff, clinicians and stakeholders.

#### Where is the project up to?

The RPA Redevelopment is currently in the planning phase with significant progress made since the project was announced for fast-tracking in late 2020, as part of the state's COVID-19 Recovery Plan.

A State Significant Development Application (SSDA) will be prepared for the RPA Redevelopment and lodged with the Department of Planning, Industry and Environment (DPIE) in 2022.

Hospital planning is a complex process that involves extensive consultation with staff, patients, consumers and the community to ensure the right clinical needs are met.

To find out more about the process visit [www.rparedevelopment.health.nsw.gov.au](http://www.rparedevelopment.health.nsw.gov.au)

#### When will the project be completed?

Subject to planning approval and main works construction starting in 2023, the new hospital building and refurbishment of existing spaces is expected to be complete in 2026-27.

#### Who is responsible for delivering the RPA Redevelopment?

RPA Redevelopment is being delivered by Health Infrastructure in collaboration with Sydney Local Health District.

The redevelopment is strengthened by an Integrated Project Team formed across a range of different specialists, who work together to deliver the best outcome for the community.

### Precinct

#### What is the Camperdown Health, Education and Research Precinct?

RPA is a key landholding within the Camperdown Health, Education and Research Precinct (CHERP), one of the largest and most comprehensive health and education precincts in Greater Sydney that forms part of the Tech Central District.

The key objective of the CHERP is to build upon the existing health, education and research strengths of these stakeholders to create an area of international standing, with a diverse and engaging public realm.

#### Are there any other projects underway in the CHERP?

The Sydney Biomedical Accelerator (SBA) will bring together researchers, clinicians and industry collaborators will work together to dramatically shorten the time between scientific discovery and health outcomes.

The (SBA) is a partnership project between NSW Health, Sydney Local Health District and the University of Sydney. It will be a state-of-the-art biomedical research complex spanning the University campus and the District's Royal Prince Alfred Hospital campus and will offer a unique global concentration of biomedical research talent.

For more information visit the website at: <http://sydneybiomedicalaccelerator.org>

#### What role does the RPA Redevelopment have in the CHERP?

The RPA Redevelopment is critical to the progress and development of the CHERP and its contribution to the broader vision and objectives of the Tech Central District.

Connection between the RPA Campus and broader CHERP will foster growth and economic development, innovation and partnership between some of Australia's leading institutions and industry.

### Statutory planning

#### What is the statutory planning process?

As the project involves redevelopment of the RPA Hospital with a CIV of \$750 million, the project is declared a State Significant Development (SSD).

A State Significant Development Application (SSDA) will be prepared for the RPA Redevelopment and lodged with the Department of Planning, Industry and Environment in 2022.

Main works cannot commence until approval has been granted by the Department of Planning, Industry and Environment through the SSDA planning process.

#### What is an Environmental Impact Statement?

An important component of the State Significant Development (SSD) process is the Environmental Impact Statement (EIS).

An EIS accompanies the State Significant Development Application (SSDA) and sets out how potential impacts on staff, residents, visitors, the community and environment will be managed. These impacts include transport and access, amenity and public domain, air quality, noise, dust and vibration and other important environmental considerations.

Figure 8 (continued): RPA Hospital Redevelopment Fact Sheet – Frequently Asked Questions

## FACT SHEET – SEPTEMBER 2022

The EIS goes on public exhibition as part of the statutory planning process, providing the opportunity for stakeholders and the community to find out more about the project, ask questions and give feedback.

## Construction

### When will main works construction start?

The RPA Redevelopment will include early and enabling works in advance of main works, to help achieve early additional clinical capacity for the RPA Hospital and prepare the site for main works to commence.

Early works have commenced with the relocation of the Kidney Centre at RPA to a new fit for purpose location in the Professor Marie Bashir Centre.

Other early and enabling works will be carried out during 2022 that include the relocation and realignment of in-ground services, as well as the refurbishment, expansion and construction of new facilities.

### How do I find out about upcoming construction works?

The Integrated Project Team will provide regular construction updates to ensure staff, patients, local residents, local businesses and the community have timely access to information about upcoming works.

Ensuring the safety of the community and staff will be our number one priority at all times.

To register your interest in the RPA Redevelopment and keep up to date with project information, complete our [online contact form](#).

### Will RPA Hospital remain open during construction?

It is important that the RPA Hospital remains open to patients, staff, visitors and the community while construction works are occurring.

Any disruptions and impacts are being carefully managed and kept to a minimum. Emergency, patient and logistics access will be maintained at all times.

## Stakeholder and community consultation

### What role do stakeholders and the community have in the RPA Redevelopment?

Staff, clinicians, consumers and community members play a key role in the design and planning of the health services and facilities for the Redevelopment and actively participate in Project User Groups and other opportunities for collaboration.

Strong partnerships and engagement between the Integrated Project Team and staff, consumers, local residents and businesses and the community are a core element of our work.

Please [click here](#) to find out more about the community engagement which is helping to design and plan for the RPA Redevelopment.

### How are stakeholders and the community kept informed about the RPA Redevelopment?

There are a range of ways stakeholders and the community will be kept informed about the RPA Redevelopment, including:

- Via the project website
- Emailing information through our distribution list
- Letterbox drops
- Community and staff information sessions
- Staff forums.

To receive project updates, please subscribe through our [Contact Us](#) page.

### Contact details

#### How do I register my interest in the project and/or contact the redevelopment team?

Please email us at [rpadevelopment@health.nsw.gov.au](mailto:rpadevelopment@health.nsw.gov.au)

You can also submit any questions, comments or feedback via our [Contact Us](#) page on the RPA Redevelopment website: [www.rpadevelopment.health.nsw.gov.au](http://www.rpadevelopment.health.nsw.gov.au)



Figure 9: 13 September Sydney Local Health District Facebook post with comments





Figure 10: 2 September Health Infrastructure LinkedIn Post

**Health Infrastructure**  
17,790 followers  
2w • 🌐


NSW Premier [Dom Perrottet](#) and [NSW Health](#) Minister Brad Hazzard have released the designs for the \$750 million new Royal Prince Alfred (RPA) Hospital, showcasing the biggest transformation in the hospital's 140-year history.

The investment in RPA will deliver first-class health care to the local community, with state-of-the-art health facilities in a new building as well as an upgrade of existing spaces.


In partnership with the Government Architect NSW, [Health Infrastructure](#) and [Sydney Local Health District](#) held a competition which saw [Bates Smart](#), Neeson Murcutt + Neille incorporated into the project to work alongside [Jacobs](#), the lead architect for the hospital redevelopment.

The designs will now be taken on a roadshow via a series of presentations and pop-up stalls where the community can provide feedback.

[#healthinfrastructure](#) [#HI](#) [#nswhealth](#) [#sydney](#) [#RPA](#) [#conceptdesigns](#)  
[#nswgovernment](#) [#nswgov](#) [#hospital](#) [#hospitaldesign](#) [#architecture](#) [#design](#)



**New \$750 million Royal Prince Alfred Hospital unveiled**  
hinfra.health.nsw.gov.au • 1 min read

 Mireia Garriga and 1,324 others


17 comments • 21 shares

Figure 11: 12 September, SLHD all-staff EDM from RPA Hospital General Manager

**Message from the General Manager**

I would like to share with you the designs for the \$750 million redevelopment of RPA Hospital – the most significant investment in RPA's 140-year history.

The designs showcase our new hospital building and surrounding improved amenities.




You can see the designs here on the [RPA Hospital redevelopment website](#).

The detailed designs will be incorporated into the State Significant Development Application (SSDA), to be submitted late this year, seeking approval for the main construction works for the project.


In the coming weeks there will be opportunities for you to learn more about the designs for the redevelopment.

This week we will hold a series of pop up stalls in the RPA foyer and tomorrow we will brief staff in an online information session. An invitation for the online session will be sent to you today.

I look forward to discussing the designs with you as we plan this significant redevelopment that will improve the hospital for staff, patients, visitors, and the community.



**Kiel Harvey**  
General Manager  
RPA Hospital

 **Sydney**  
Local Health District

## Appendix C – Detailed Survey Results

**Question one: What is your first impression of the concept design images for the RPA Redevelopment?**

*Answered: 3 Skipped: 0*

Respondents were asked to rate their first impression of the concept design images from 0-100.

**Individual responses:**

	Score
<b>Respondent 1</b>	75
<b>Respondent 2</b>	78
<b>Respondent 3</b>	75

**Average response: 78**

**Question two: How strongly do you agree or disagree with the following proposed project benefits?**

*Answered: 3 Skipped: 0*

Benefits	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Weighted average
The redevelopment will provide improved access to care for patients	0.00% 0	0.00% 0	33.33% 1	66.67% 2	0.00% 0	3	3.67
This project will provide modern, purpose-built facilities tailored to the needs of the local community	0.00% 0	0.00% 0	0.00% 0	66.67% 2	33.33% 1	3	4.33
This project will deliver improved amenity for staff, patients and carers	0.00% 0	0.00% 0	0.00% 0	100.00% 3	0.00% 0	3	4.00
This project will celebrate Aboriginal heritage	0.00% 0	0.00% 0	33.33% 1	66.67% 2	0.00% 0	3	3.67

Respondents were largely in agreement with the statements provided. 75% of responses were in agreement with the statements, 8% strongly agreed and 16% of responses to the statements were neutral. No responses were negative in any form.

**Question three: On a scale of 1-5, how much do you think the following potential project impacts may affect you, where 1 is not at all, and 5 is a lot?**

*Answered: 3 Skipped: 0*

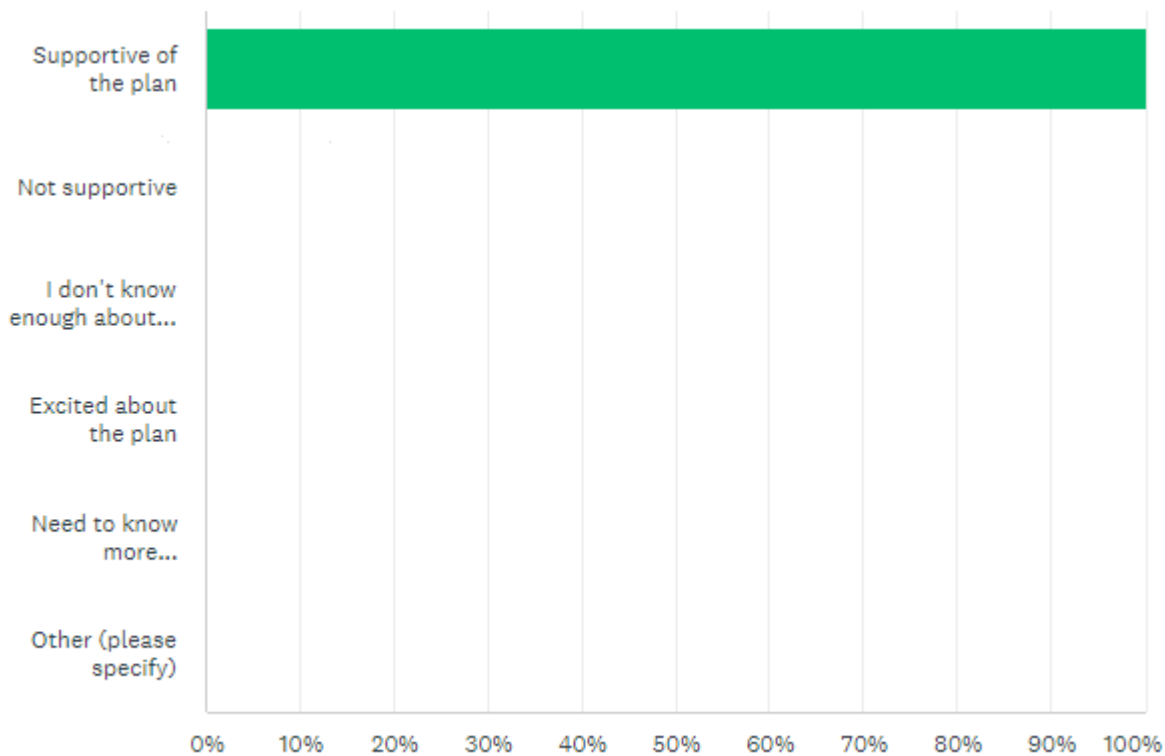
Potential Impacts	Score					Number of Responses
	1	2	3	4	5	
Construction traffic around the hospital site	33.33% 1	0.00%	0.00%	66.67% 2	0.00%	3
Construction traffic on local / residential roads	33.33% 1	33.33% 1	0.00%	33.33% 1	0.00%	3
Temporary location of helipad	66.67% 2	0.00%	33.33% 1	0.00%	0.00%	3
Removal of trees and plants	0.00%	0.00%	33.33% 1	33.33% 1	33.33% 1	3
Parking in local streets during construction	0.00%	0.00%	100% 3	0.00%	0.00%	3
Dust, noise and vibration	0.00%	33.33% 1	0.00%	66.67% 2	0.00%	3
Disruption of clinical services	0.00%	0.00%	66.67% 2	0.00%	33.33% 1	3
Reduced access to clinical services	0.00%	33.33% 1	33.33% 1	0.00%	33.33% 1	3

**Question four: How do you feel about the plan to redevelop RPA? (check all that apply)**

*Answered: 3 Skipped: 0*

Answer Choices	Responses	Total
Supportive of the plan	100%	3
Not supportive	0%	
I don't know enough about the plan	0%	
Excited about the plan	0%	
Need to know more information	0%	
Other (please specify)	0%	

Graph 1: Responses to question four

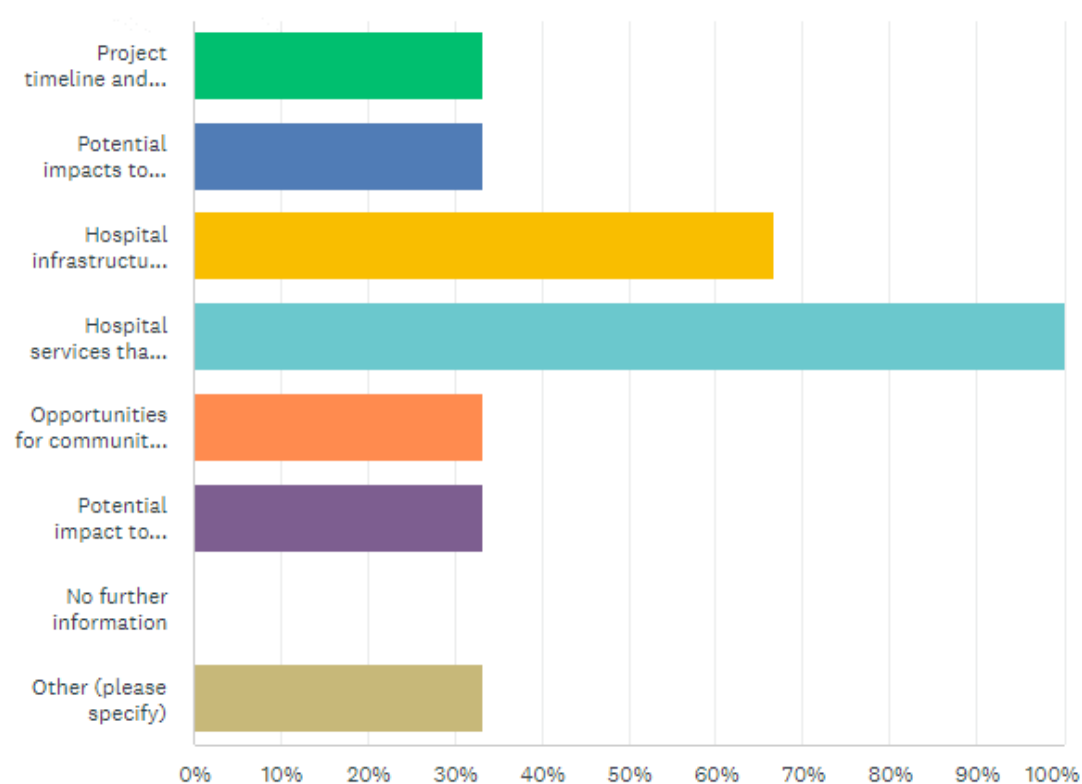


**Question five: What further information would you like about the redevelopment?  
(check all that apply)**

Answered: 3 Skipped: 0

Answer Choices	Responses	Total
Project timeline and delivery milestones	33.33%	1
Potential impacts to local residents	33.33%	1
Hospital infrastructure that will be delivered as part of the redevelopment	66.67%	2
Hospital services that will be delivered with the new infrastructure	100%	3
Opportunities for community consultation	33.33%	1
Potential impact to clinical services during construction	33.33%	1
Other (please specify)	33.33%	1 – “No further comment”

Graph 2: Responses to question five



**Question six: From your perspective, is there anything you think the project team should know about this area and the community?**

*Answered: 2 Skipped: 1*

Answers	
Respondent 1	People of this area are brilliant.
Respondent 2	No

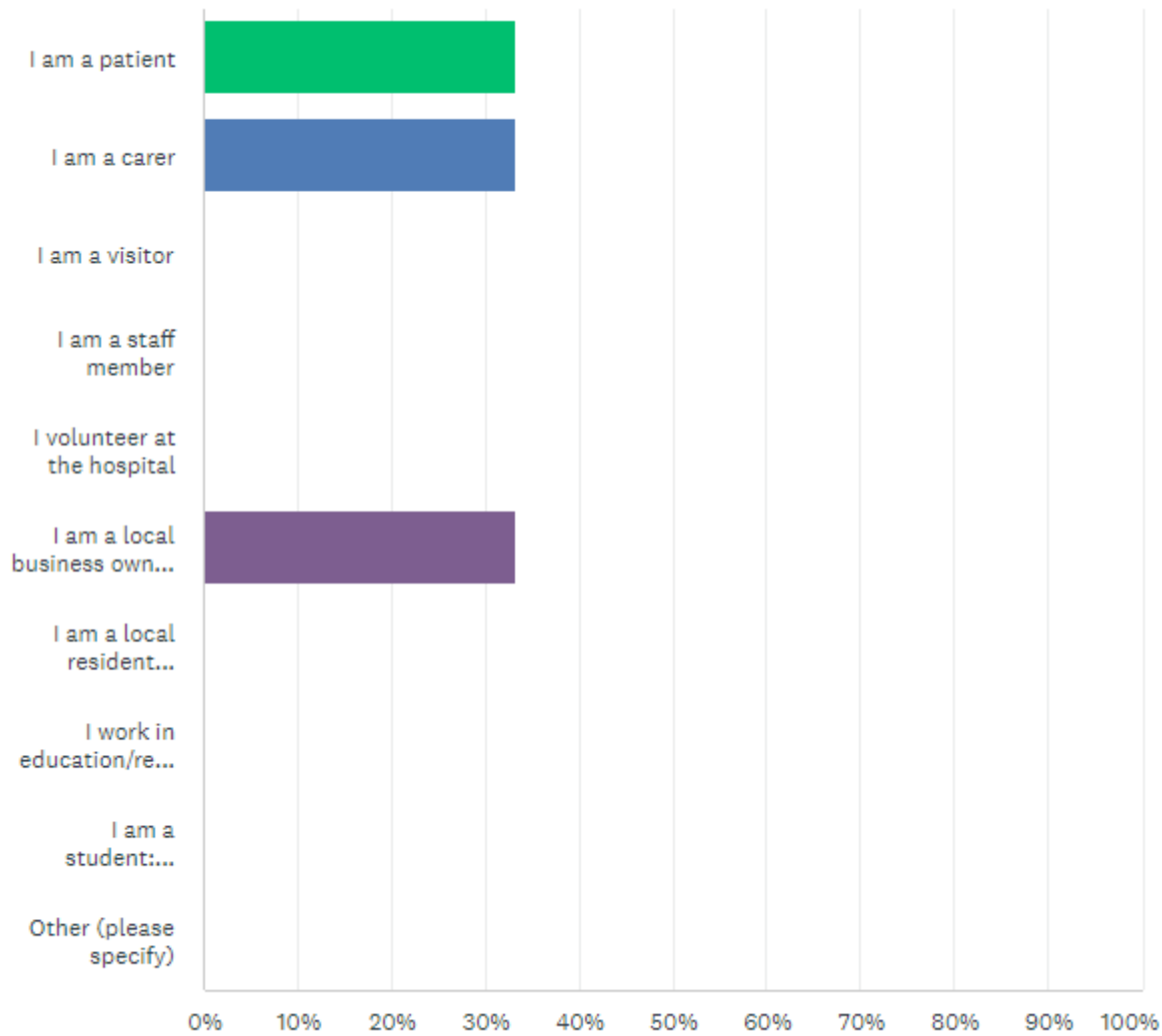
**Question seven: Which of the following best describes you?**

*Answered: 3 Skipped: 0*

Responses to question fourteen		
Response	Percentage	Number of Responses
I am a staff member	0%	0
I am a patient	33.33%	1
I am a local resident (within 5 kms)	0%	0
I am a visitor	0%	0
I am a carer	33.33%	1
Other (please specify)	0%	0
I work in education / research within or near the hospital	0%	0
I am a student: school, medical or university	0%	0
I am a local business owner (within 5 kms)	33.33%	1
I am a member of the emergency services	0%	0
I volunteer at the hospital	0%	0
Regular patient	0%	0



Graph 3: Responses to question seven

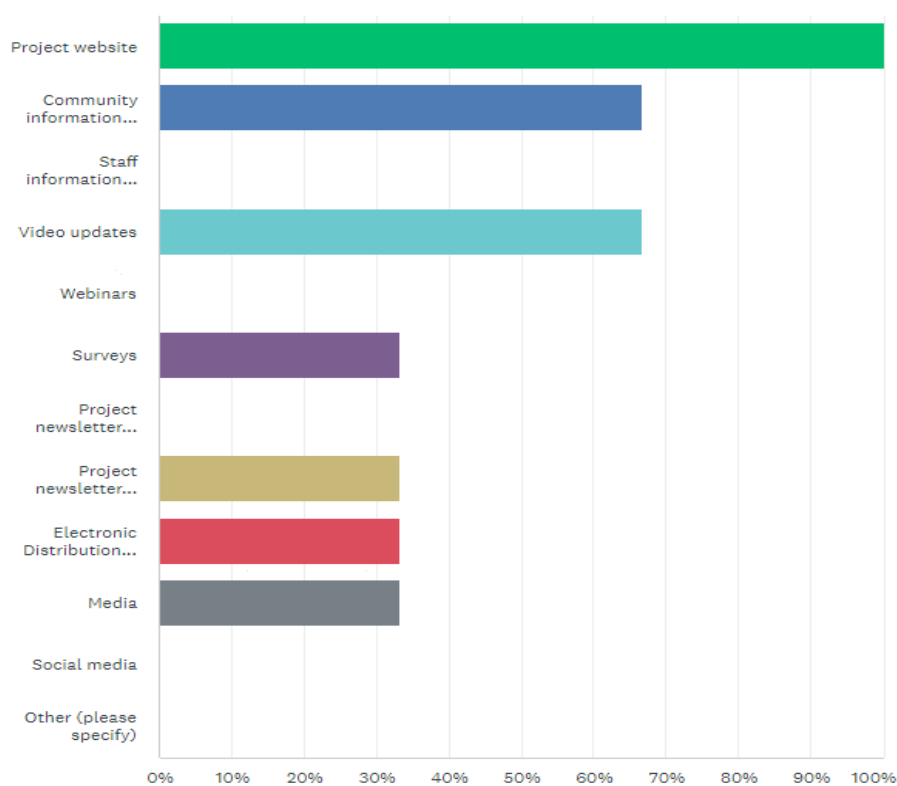


**Question eight: How would you prefer to receive and contribute information on the RPA Redevelopment in future? (You can select more than one answer)**

Answered: 3 Skipped: 0

Answer choices		
Channels	Percentage	Number of Responses
Project website	100%	3
Community information sessions	66.67%	2
Staff information sessions	0%	0
Video updates	66.77%	2
Webinars	0%	0
Surveys	33.33%	1
Project newsletter (electronic)	0%	0
Project newsletter (printed)	33.33%	1
Electronic Distribution Mailouts (EDMs)	33.33%	1
Media	33.33%	1
Social Media	0%	0
Other (please specify)	0%	0

Graph 4: Responses to question eight



**Question nine: Do you have any other comments or questions for the project team?***Answered: 2 Skipped: 1*

Answers	
Respondent 1	Please consider biophilic design in project, baby change tables in ladies bathroom, balconies that allow wheelchair access, consult with senior nurses about location of services in patient rooms, safe lifts, outdoor sitting area for patients, recycling bins. Thanks and Good luck with project.
Respondent 2	No



# ROYAL PRINCE ALFRED HOSPITAL REDEVELOPMENT



## OUTCOMES REPORT

TEMPORARY HELIPAD  
LANDING SITE RELOCATION

[VERSION 1.0]

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## EXECUTIVE SUMMARY

The integrated project team recently delivered a series of engagement activities in September 2022 informing key stakeholders and the community of the necessary temporary relocation of the Helicopter Landing Site (HLS). This program allowed the project team to notify and inform stakeholders of the plans to temporarily relocate the helicopter landing site, detail the purpose of the relocation, provide information on the expected impacts of the plans, and enabled the opportunity for staff, stakeholders, and members of the public to voice their questions, concerns, and feedback prior to the relocation and throughout the process.

The HLS at RPA Hospital needs to be relocated due to the planned construction activities that will take place on the east campus to deliver the \$750 million RPA Hospital Redevelopment. Once redevelopment works are underway on RPA's east campus, the required construction tower cranes for these works will make safe access to the existing helipad not possible. Temporary relocation of the helipad will ensure the safety of patients, staff, consumers, residents and construction workers. The helipad will be temporarily relocated to the roof of the multideck car park south of the Queen Mary Building. The continued operation of a Helicopter Landing Site during the RPA redevelopment is crucial to RPA's role as a tertiary and quaternary referral hospital providing life-saving specialised ICU, Surgical and Interventional care to patients from the Sydney Metropolitan area and other parts of NSW especially Western NSW.

Transfer to RPA by helicopter is the safest transport method for patients referred to RPA for time-critical care including specialised cardio-thoracic support, complex levels of intensive care and advanced surgical and interventional treatment. The rapid transfer of newborn babies requiring Neonatal Intensive care (NICU) is another important reason for maintaining access by the NETS helicopter service.

The successful delivery of this consultative program included engagement with critical health and non-health stakeholders as well as with consumers, staff, adjoining neighbours and the community. The program saw the development of highly accessible, detailed, and targeted information packages that were distributed through direct and indirect channels. The program consisted of a series of stakeholder briefings, promotion and publication of online informative materials, and a doorknock and letterbox drop campaign.

This outcomes report details stakeholder feedback captured during the engagement of the HLS for the redevelopment in September 2022.

### Engagement statistics

The consultation was delivered in a number of ways, a summary of these is outlined below.



**6 individual briefing were offered to key non-health stakeholders,  
2 individuals briefings were accepted and held with key non-health stakeholders  
4 individual briefings were accepted and held with key health stakeholders**



**An update was published on the RPA Hospital Redevelopment Project website  
October 6**



**7191 properties letterbox dropped September 28**



**Approximately 100 properties door knocked September 29**

## CONSULTATION PROGRAM

STAKEHOLDER	ACTIVITY / COLLATERAL	DATE
Local Community	Letterbox drop/Door knock Helipad relocation fact sheet Helipad relocation FAQ's document	28, 29 September
RPA Neighbours	Letterbox drop/Door knock Helipad relocation fact sheet Helipad relocation FAQ's document	29 September
St Andrew's College Sancta Sophia College	Individual briefing offered Slide deck Helipad relocation fact sheet Helipad relocation FAQ's document	Offered from 26 September
St John's College	Individual briefing accepted and held Slide deck Helipad relocation fact sheet Helipad relocation FAQ's document	27 November
Sydney Uni	Individual briefing offered Slide deck Helipad relocation fact sheet Helipad relocation FAQ's document	Offered from 26 September
Car Park Operator, Queen Mary Building (residents) and other nearby neighbours	Individual briefing offered Slide deck Helipad relocation fact sheet Helipad relocation FAQ's document	Offered from 26 September
Unilodge Student Accommodation, Queen Mary Building	Individual briefing accepted and held Slide deck Helipad relocation fact sheet Helipad relocation FAQ's document	24 October
SLHD Buildings: Marie Bashir, King George V, Parents and Baby Unit, Infusion Centre	Individual briefing led by Health Infrastructure Slide deck Helipad relocation fact sheet Helipad relocation FAQ's document	Offered from 26 September

### Engagement activities

#### 1. Individual Briefings

Individual briefings to key health and non-health stakeholders on the temporary relocation of the HLS were offered from September 26. Each individual briefing was prepared and tailored to address the specific interests, impacts and needs of each stakeholder, although each briefing including the following:

The scope of the project

- Overview of the planned relocation
- The determination process of the new HLS site
- The objective
- The purpose and deliverables

The community engagement program

A Q&A session

The next steps and timeline for the relocation

Throughout the consultation the project team offered individual briefings to 6 key non-health stakeholders and held briefing with the 2 stakeholder who expressed an interested.

From 26 September, individual briefings with key non-health stakeholders were offered to the following:

Sydney University

St Andrew's College

Car park operator, Queen Mary Building

Sancta Sophia College

Individual briefings with key non-health stakeholders were accepted and held with the following:



St John's College on 27 November

Queen Mary Building, on 24 October

SLHD conducted 4 individual briefings with key SLHD stakeholders located in various buildings proximal to the HLS. The key health stakeholders who participated in the engagement were:

The Marie Bashir building

The Parents and Baby Unit

The KGV building

The Infusion Centre

## 2. Doorknock and letterbox drop

During the consultation period, the project team employed a targeted community and stakeholder activity through a doorknock and letterbox drop campaign on 28 and 29 September.

The doorknock campaign was carried out on 29 September and engaged with approximately 100 individual properties and the letterbox drop was delivered on 28 September and engaged with 7191 private resident properties and businesses. A sorry we missed you flyer was delivered if no one was home for the doorknock, see Appendix, figure 4.

Each of these actions delivered FAQ's and Fact Sheets to the recipients.

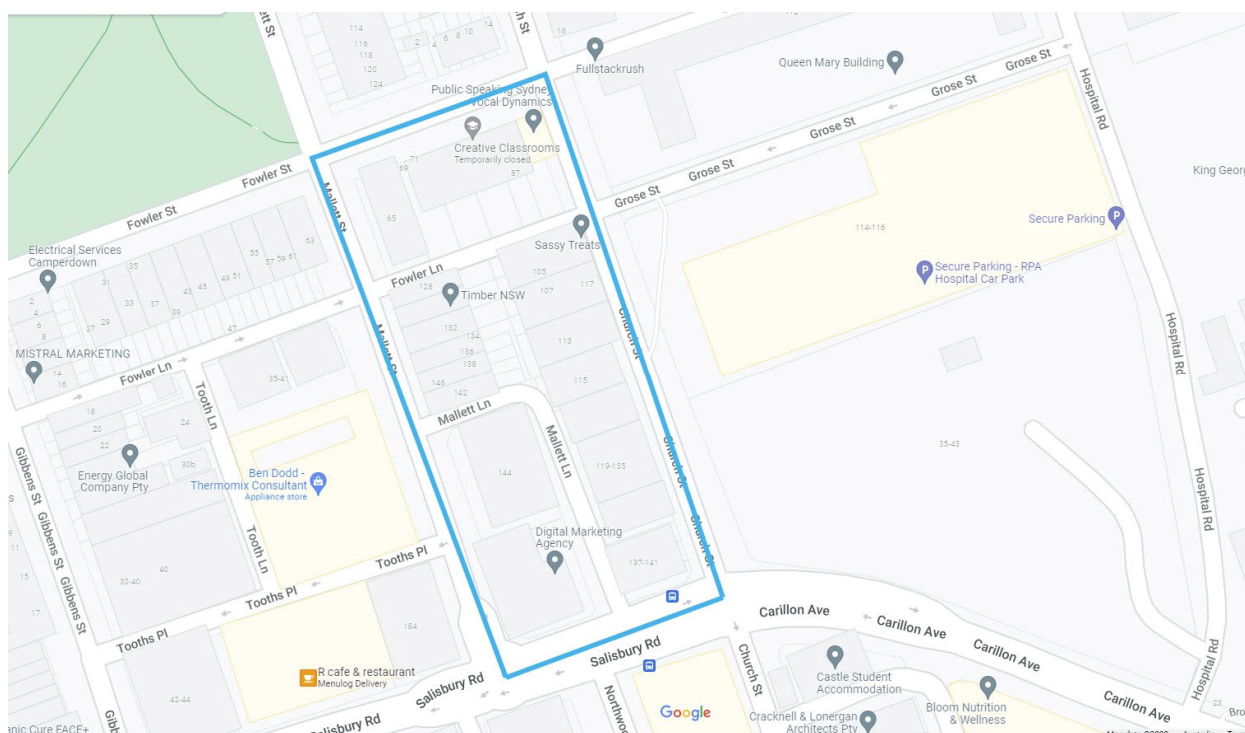


Figure 1: Map of area covered in the September 29 doorknock to approximately 100 properties

## Communication and promotion

General information about the temporary relocation of the HLS was delivered through:

Website content on HI website, from 6 October 2022.

Doorknock to the local community covering approximately 100 homes on 29 September 2022.

- Helipad Relocation fact sheet
- Helipad Relocation FAQs

Letterbox drop to 7191 private residences and businesses carried out on 28 September

- Helipad Relocation fact sheet
- Helipad Relocation FAQs

Please see Appendix A to view material related to the targeted community engagement.

## CONSULTATION OUTCOMES

The consultation program for the temporary relocation of RPA Hospital's HLS proactively engaged key stakeholders enabling staff, patients, carers, neighbours and community to remain well-informed and engaged in the change process regarding the HLS temporary relocation plans.

Commencing from 26 September, the project team effectively offered and held individual engagement briefings with key health and non-health stakeholders located near the site of the relocated HLS. 6 non-health stakeholders were offered briefings, with St John's College and Unilodge student accommodation located in the Queen Mary building accepting and attending a briefing.

### St Johns College

The project team successfully hosted an individual briefing with St John's College.

The discussion was positive and it was accepted as the safest, best and most appropriate location by St Johns.

### Queen Mary Building - Student Accommodation

The project team successfully hosted an individual briefing with Queen Mary Building via Unilodge on 24 October. Located in the Queen Mary Building, Unilodge manages student accommodation on behalf of the University of Sydney for international and domestic university students whilst they complete their studies.

The briefing provided opportunity for the project team to present all relevant information around the relocation of the HLS. Unilodge shared details on how they communicate with their student residents and worked with the project team to begin developing a tailored engagement plan that would leverage their existing communication channels to best deliver information about the HLS to residents.

Unilodge regularly uses a fit-for-purpose resident app, weekly newsletters, social media channels and building signage in common areas to deliver communications to students. They suggested the weekly newsletter would be the most effective channel to deliver information and updates around the HLS relocation.

Unilodge confirmed they have met with their residential advisors and engaged in high level discussions, with the feedback confirming that they hold no concerns for the plans and that student residents understand the importance of the operations.

At the time of the briefing, occupancy at Unilodge, Queen Mary Building was at 97% capacity with expectation for that figure to be 100% in the near future. Capacity does drop approximately 30%-40% during holiday periods outside of semester. Throughout the relocation of the HLS Unilodge will be accommodating approximately 750-800 residents.

Unilodge asked the following questions during the briefing:

1. How long will the construction take to prepare the temporary landing site?
2. How long will the temporary site be operational before returning to the original helipad?

In addition to the above briefings, SLHD successfully held individual briefings with 4 key SLHD stakeholders located in various buildings close to the temporary HLS.

- The Marie Bashir building
- The Parents and Baby Unit
- The KGV building
- The Infusion Cent

The consultation programme for the relocation of the HLS unveiled a range of key insights specific to the temporary helipad site as well as around the broader redevelopment of RPA Hospital. Feedback from individuals and stakeholders engaged by the project team expressed that they felt well informed and were happy that the project was progressing. Other enquiries focused on the schedule and number of parking spaces being removed from site of the temporary helipad.

Staff engagement activities were well received and ensure staff were effectively informed of the project and able to advocate for the change when speaking to patients and carers. Through the strategic development and delivery of fact

sheets and FAQ's to community stakeholders the project team ensured patients and carers were informed of the plans.

By informing key stakeholders through the briefings and enabling staff to champion the change plans, the project team has facilitated an environment where patients and carers can:

- Access information
- Remain confident that their care will not be affected in the short-term
- Rest assured that the relocated services will provide the same quality of patient experience.

The strategic and effective development of the consultation programme also allowed the project team to manage expectations around the scope and timeframes of the project, allowing project to continue delivery on their communications and engagement promise of 'no surprises'.

Through effective consideration of each stakeholder and by using targeted delivery channels, the project team ensured that the adjoining neighbours were well informed of the plans and had the opportunity to be consulted and provide their feedback.

The consultation managed and mitigated key risks and concerns about the temporary relocation of RPA Hospital's HLS, ensured all relevant and interested stakeholders had the opportunity to be informed, provided staff with the opportunity to become advocates and effective points of contacts to deliver confidence to patients and carers and provided transparency on potential impacts of the plans on neighbours of the temporary site.

## Appendix A – Engagement Collateral

Figure 2: HLS Temporary Relocation FAQs

SEPTEMBER 2022

### Frequently Asked Questions (FAQs)

#### Helicopter Landing Site – Temporary Relocation

##### Why is the helipad being relocated?

The Helicopter Landing Site at RPA Hospital will be relocated due to the upcoming construction activities that will take place on the east campus to deliver the \$750m RPA Hospital Redevelopment. Once redevelopment works are underway on RPA's east campus, the required construction tower cranes for these works will make safe access to the existing helipad not possible. The relocation will ensure the safety of patients, staff, locals, and construction workers.

##### Why is the continued helipad service needed?

The continued operation of a Helicopter Landing Site during the RPA redevelopment is crucial to RPA's role as a tertiary and quaternary referral hospital providing life-saving specialised ICU, Surgical and Interventional care to patients from the Sydney Metropolitan area and other parts of NSW, especially Western NSW.

Transfer to RPA by helicopter is the safest transport method for patients referred to RPA for time-critical care including specialised cardio-thoracic support, complex levels of intensive care and the advanced surgical and interventional treatment available at RPA. The rapid transfer of newborn babies requiring Neonatal Intensive care (NICU) is another important reason for maintaining access to RPA by the NETS helicopter service.

As the NSW centre for liver transplantation, one of the largest obstetric and NICU services and a major referral centre for cardio-thoracic, neurosurgical, orthopaedic, renal transplantation and advanced gastrointestinal surgery, RPA needs to retain the capacity to receive patients for whom transfer by helicopter provides the safest and most effective option.

##### Is it temporary?

The relocation of the helipad is temporary and will operate for the duration of construction that limits access to the existing helipad.

##### Where is the helipad being relocated to?

The helipad will be temporarily relocated to the roof of a multi-storey carpark located off Hospital Road and Grose Street, to the south of the Queen Mary Building.

##### How are stakeholders and the community kept informed about the helipad relocation?

Stakeholders and the community will be kept informed about the RPA helipad relocation:

- Via the project website
- Emailing information through our distribution list
- Doorknocks
- Letterbox drops
- Community and staff information sessions

##### Where can I find out more information?

You can check the RPA Redevelopment website for further information or email the Redevelopment team at [rpadevelopment@health.nsw.gov.au](mailto:rpadevelopment@health.nsw.gov.au)

##### How long will the helipad be here for?

The temporary helipad landing site will be operational for the duration that the tower cranes are in place for the main works (approximately 24 months from main works commencement).

##### Will there be many car spaces temporarily closed?

Due to the relocation of the helipad, around 190 car spaces will be closed on the top floor of the car park. As planning progresses strategies are being reviewed to understand if this can be reduced. Active management will be in place across the RPA campus to ensure ease of access for those driving to the site through the period of construction of the RPA Redevelopment.

##### When operational, how noisy will it be for nearby residents?

There will be noise associated with helicopter transport of patients at times for nearby residents.

##### Will this impact local plants, trees, and animals?

The helipad relocation will cause little disturbance to plants, trees, and animals in the area.

##### How often will helicopters land at the temporary helipad?

Based on previous activity, there will be around 10 landings each month.

##### Will helicopters land at night?

Yes, helicopters will land at any time during the day or night.

##### Will the temporary helipad relocation impact patient care?

Significant planning and consultation is taking place to make sure that RPA Hospital's high standards for delivery of patient care will not be affected by the relocation.

##### When will work to establish the temporary helipad start?

Works will start in approximately mid-2023 to have the helipad relocated and operational by early 2024.

##### What work will be done to establish the temporary helipad?

Establishing the temporary helipad will involve structural works on top of the carpark, installation of lights and a patient transfer elevator, and removal of obstructions at the site.



Figure 3: HLS Temporary Relocation Fact Sheet

FACT SHEET – SEPTEMBER 2022

As part of the NSW Government's \$750 million investment in the new RPA Hospital Redevelopment, the hospital's helicopter landing site is being temporarily relocated.

Operating from early 2024, the temporary helipad will be located on the roof of the multi-storey carpark located off Hospital Road and Grose Street, south of the Queen Mary Building. The temporary helipad relocation is expected to be needed for up to 24 months.

## Ensuring safety – Helicopter Landing Site Temporary Relocation

The helipad at RPA Hospital is being temporarily relocated due to the planned redevelopment of Royal Prince Alfred Hospital's (RPA) east campus. The redevelopment of the RPA east campus requires the installation and use of construction tower cranes. These tall cranes will unfortunately limit safe access to the existing landing site making the relocation of the helipad a necessity. The relocation will ensure the safety of patients, staff, locals, and construction workers.

The helipad will be temporarily relocated to the roof of the multi-storey carpark located off Hospital Road and Grose Street, to the south of the Queen Mary Building. The temporary site will serve as the sole working helipad at RPA for the time that the tower cranes are in place for the construction of the new health facility. The cranes are expected to be required for up to 24 months, beginning when the construction tower cranes are built.

The first stage of planning for the helipad relocation was deciding on the new, temporary site. Health Infrastructure worked closely with representatives from the Sydney Local Health District, NSW Ambulance and Avipro (Aviation Management and Safety Advisors) to ensure the proposed relocation site was safe, appropriate, fit-for-purpose and caused minimal impact on local community and environment.

Due to the relocation of the helipad, around 190 car spaces will be closed on the top floor of the car park. Active management will be in place across the RPA campus to ensure ease of access for those driving to the site through the period of construction of the RPA Redevelopment.

Due to the extensive consultation and strategic planning that has gone into the planned relocation, RPA hospital can continue their mission of world-class delivery of patient care with the support of the temporary helipad.

Based on previous activity, there will be about 10 landings each month. Nearby residents are likely to experience some noise associated with helicopter transport of patients and landings at times. As these flights are often critical responses to emergency situations, landings can take place at any time during the day or night.

Establishing the temporary helipad will require early works to begin on the site by mid-2023. Early works will see removal of any obstacles, structural works on top of the car park and installation of lights and a patient transfer elevator. These works are expected to be complete, and the site to be operational by early 2024.

Stakeholder engagement and community consultation plays a critical role in ensuring the helipad relocation plans are considered. Consultation during this phase is vital to ensure that the relocation plan is heading in the right direction, providing a means for adjustments to be made to ensure quality and valued outcomes are delivered that meet stakeholder and operational needs.

Engaging with key hospital staff, patients, business owners, residents and other critical stakeholders throughout the planning and delivery of the temporary helipad relocation allows our valued stakeholders and local community to remain informed and part of the conversation from start to finish.



RPA HOSPITAL HELIPAD RELOCATION AERIAL SITE VIEW

Figure 4: HLS Temporary Relocation 'sorry we missed you' flyer



## Sorry we missed you

Today we visited your property to provide you with an update about important changes in your local area.

We hoped to talk to you about the planned temporary relocation of the RPA helicopter landing site, as part of the RPA Hospital Redevelopment project.

If you would like to learn more about the temporary helipad relocation, we invite you to attend a community meeting on Monday, September 19th.

**For more information contact:**

**W: [www.rparedevelopment.health.nsw.gov.au](http://www.rparedevelopment.health.nsw.gov.au)**

**E: [rparedevelopment@health.nsw.gov.au](mailto:rparedevelopment@health.nsw.gov.au)**