



Health
Infrastructure

Community Communication Strategy

Campbelltown Hospital Redevelopment

Stage 2

SSD 9241

approved on 18th February 2019

DOCUMENT MANAGEMENT

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EXECUTIVE SUMMARY

The Campbelltown Hospital Redevelopment Stage 2 (SSD9421) was approved on 18th February 2019. The following scope of works was approved as part of that determination:

Construction and operation of Stage 2 of the redevelopment of Campbelltown Hospital involving the demolition of existing structures, construction of a new 13 storey clinical services building with rooftop helipad, a new multi-storey connection (hospital spine) between the main hospital buildings and associated works including alterations to access and parking, tree removal and landscaping.

Condition B11 of the approval SSD9421 for the Campbelltown Hospital Redevelopment Stage 2 requires the preparation of a Community Communication Strategy to provide *mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.*

In accordance with Condition B11 of the approval, the purpose of this document is to outline the mechanisms that will be engaged to facilitate communication between Health Infrastructure (and its Principal Contractor), the relevant Council and the community (including adjoining affected landowners and businesses), and others directly impacted by the development during the construction of the development.

The development is proposed to be undertaken over a period of 39 months, commencing in June 2019 with this strategy being implemented for the duration of construction and a minimum of 12 months following completion.

1 COMMUNITY COMMUNICATIONS STRATEGY

1.1 PROJECT OVERVIEW

The NSW Government announced in the 2017/18 NSW State Budget a \$632m (total overall development cost) upgrade for the Campbelltown Hospital Redevelopment (CHR) Stage 2, including a significant increase in paediatric and mental health services. Stage 1 Works comprising a new clinical services capacity (Building D) and precinct infrastructure were completed in 2015.

Stage 2 new and expanded services will include:

- Expanded paediatric services including more inpatient beds;
- Enhanced mental health inpatient and community support services;
- Specialist mental health including MH Intensive Care, Civil Secure and Older Persons
- Additional Emergency Department capacity;
- Expanded surgical capacity including interventional radiology;
- More Medical imaging, ED Satellite imaging, and Nuclear Medicine department;
- Additional capacity in intensive care;
- More medical, surgical and maternity beds; and
- More clinical rooms and treatment spaces for ambulatory care.

1.2 ENGAGEMENT OBJECTIVES

Extensive stakeholder and community engagement was undertaken during the planning phases of the project, inviting feedback on Stage 2 of the Campbelltown Hospital redevelopment. As the project enters the construction phase, engagement and communication will focus on keeping

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stakeholders and community informed about the construction so they can clearly understand the different construction phases and works involved, and how impacts will be managed.

The community engagement objectives for this project are to:

- Comply with the conditions of development consent SSD9241.
- Ensure potentially directly affected residents, property owners, interested stakeholders and the broader community are informed about the project and the likely impacts.
- Ensure appropriate and direct communication with residents and property owners directly affected by the work.
- Ensure enquiries and complaints about the work are managed in accordance with NSW Health Complaint Management Policy (PD2006_073) and Campbelltown Hospital Redevelopment Complaint/Issues Process

HI will keep directly affected residents, stakeholders and the broader community informed before and during the work. Mitigation measures to reduce construction impacts will be implemented to minimise potential complaints. A complaints management process will be in place to resolve complaints as soon as possible. This process will be responsive and strive to find joint solutions where feasible.

1.3 CONDITIONS OF CONSENT

This Strategy has been developed to address the following conditions of consent:

Condition	Detail	Response
B11	The Community Communication Strategy must:	
a)	Identify people to be consulted during the design and construction phases;	Chapter 2 – Key Stakeholders
b)	Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;	Chapter 3 – Communication Tools
c)	Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;	Chapter 3 – Communication Tools

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d)	<p>Set out procedures and mechanisms:</p> <p>(i) Through which the community can discuss or provide feedback to the Applicant; via website, Facebook page, phone and email</p> <p>(ii) Through which the Applicant will respond to enquiries or feedback from the community; and via phone, email or face to face</p> <p>(iii) To resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including disputes regarding rectification or compensation. Following Complaints/Issues Process and logged in CHR Complaint Register</p>	Chapter 4 – Procedures for managing enquiries and feedback
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In addition to the Conditions of Consent relating to the contents of the Community Communications Strategy, this Strategy also provides information in relation to the following conditions of consent :

Condition	Detail	Response
A20	<p>At least 48 hours before the commencement of construction until the completion of all works under this consent, or such other time as agreed by the Planning Secretary, the Applicant must:</p> <p>(a) make the following information and documents (as they are obtained or approved) publicly available on its website:</p> <p>(i) the documents referred to in condition B2 of this consent;</p> <p>(ii) all current statutory approvals for the development;</p> <p>(iii) all approved strategies, plans and programs required under the conditions of this consent;</p>	Chapter 3 – Communication Tools

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	<ul style="list-style-type: none">(iv) regular reporting on the environmental performance of the development in accordance with the reporting arrangements in any plans or programs approved under the conditions of this consent;(v) a comprehensive summary of the monitoring results of the development, reported in accordance with the specifications in any conditions of this consent, or any approved plans and programs;(vi) a summary of the current stage and progress of the development;(vii) contact details to enquire about the development or to make a complaint;(viii) a complaints register, updated monthly;(ix) audit reports prepared as part of any independent environmental audit of the development and the Applicant's response to the recommendations in any audit report;(x) any other matter required by the Planning Secretary; and <p>(b) keep such information up to date, to the satisfaction of the Planning Secretary.</p>	
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2 KEY STAKEHOLDERS

Following is a list of stakeholders identified as being relevant to this project, with an emphasis on external stakeholders within the community. The key community liaison activities for the construction contractors will focus on directly affected landowners and those landowners that live near, or may be travelling through, a construction area.

During the construction phase of the project the following stakeholders will be consulted, and the list reviewed and updated to ensure currency.

Table 1: External Stakeholder Groups

Engagement tools and techniques

Type	Stakeholders	Communication Tools
Residents, local schools and community groups	Impacted residents / Property owners Community action groups Community advocates / Special interest groups Local Aboriginal Community Aged Care Facilities CALD Groups Religious Groups Neighbours	<ul style="list-style-type: none">• Mail/email list for all communication items including newsletter and community updates• Social media• Media• Q&As/Factsheets• Communication toolkit• Letter box drop/ flyers• Project website

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Type	Stakeholders	Communication Tools
Current and future patients, and visitors	Inpatients Outpatients Families Friends	<ul style="list-style-type: none"> • Mail/email list for all communication items including newsletter and community updates. • Social media • Media • Q&As/Factsheets • Communication toolkit. • Posters, flyers and signage • Display Boards and Wayfinding/TV slides • Project website
Contractors / Trades	Builders and tradespersons	<ul style="list-style-type: none"> • Project website • Posters and signage • Electronic notice boards
Media	Local, Metro, National	<ul style="list-style-type: none"> • Media releases • Media alerts • Public notices • Project website • Holding Statements
Federal Government	Minister for Health Federal Member for Fowler	<ul style="list-style-type: none"> • Formal letters • Mail/email list for all communication items including newsletter and community updates • Social media • Media • Project website

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Type	Stakeholders	Communication Tools
State Government	Minister for Health Minister for Mental Health State Member for Campbelltown State Member for Camden State Member for Macquarie Fields State Member for Wollondilly	<ul style="list-style-type: none"> • Formal letters • Mail /email list for all communication items including newsletter and community updates • Social media • Media • Communication toolkit • Project website
Council	Campbelltown City Council Camden Council Wollondilly Shire Council Macarthur Regional Organisation Council	<ul style="list-style-type: none"> • Formal letters • Mail/email list for all communication items including newsletter and community updates. • Communication toolkit. • Council newsletter articles • Social media • Media • Q&As/ Factsheets • Inclusion of information in rates notices • Project website
Utilities	Endeavour Energy, Jemena, AGL, Sydney Water, Telcos, BOC	<ul style="list-style-type: none"> • Formal letters • Mail/email list for all communication items including newsletter and community updates.
Business chambers,	Business Chambers	<ul style="list-style-type: none"> • Formal letters

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Type	Stakeholders	Communication Tools
industry groups and partners	<p>Western Sydney University</p> <p>University of Wollongong</p> <p>Tharawal Aboriginal Corporation (Also on boundary of Gunungurra people)</p> <p>South Western Sydney Primary Health Network</p> <p>GPs and Medical Centres</p> <p>Specialist service providers</p> <p>SWSLHD networked services</p>	<ul style="list-style-type: none"> • Mail/email list for all communication items including newsletter and community updates • Social media • Media • Q&As/Factsheets • Communication toolkit • Letter box drop • Project website

Table 2: Internal Stakeholder Groups

South Western Sydney Local Health District	<ul style="list-style-type: none"> • Board • Executive 	<ul style="list-style-type: none"> • Briefings / meetings • Weekly catch-ups • Phone / email • PCG/ESC reporting • Comms sessions
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Health Infrastructure	<ul style="list-style-type: none">• Board• Executive	<ul style="list-style-type: none">• Briefings / meetings• - Daily / weekly catch-ups• - Phone / email• - PCG/ESC reporting• - Comms sessions
Campbelltown Hospital	<ul style="list-style-type: none">• Executive• Redevelopment staff• Clinical Staff• Non-clinical staff• Patients and Visitors• Consumer and volunteer groups	<ul style="list-style-type: none">• - Briefings / meetings• - Weekly catch-ups• - Phone / email• - PCG/ESC reporting• - Comms sessions

Communication tools have also been identified highlighting how each stakeholder will be kept informed about the project through construction. An explanation of tools is provided in Chapter 3.

3 COMMUNICATION TOOLS

The project team will consult with the directly affected residents, property owners, relevant stakeholders and the broader community before and during construction. This section describes the communication tools to support the objectives and aims of this Community Communications Strategy. These will be supported by Ministerial and Department speaking and media opportunities.

Below is a list of tools that will be used where appropriate across a number of mediums to assist with communication and engagement activities:

- Brochures
- Flyers
- Fact sheets
- Directional signage and maps (including variable message signs)
- Posters
- Shade cloth
- Site sign boards
- Banners
- Web and digital (including social media, where appropriate)
- E-newsletters
- Newsletters
- Letter box drops
- Media releases
- Events
- Reference groups and forums

3.1 PROJECT INFORMATION LINE, POSTAL ADDRESS AND EMAIL ADDRESS

Requests for information, enquiries or complaints in relation to the project, will be managed through the existing communication framework established for all matters on the Campbelltown Hospital Campus.

Stakeholders are able to interact with the project through the following ways;

- Visit the project website at www.campbelltownredevelopment.health.nsw.gov.au
- Contact by phone on 4634 4994 or
- email to SWSLHD-CampbelltownHospitalRedevelopment@health.nsw.gov.au

Response times for information, enquiries or complaints will be assessed on a case by case depending upon the complexity, importance or severity of feedback, but in any case, will be consistent with Campbelltown Hospital established protocols

3.2 PROJECT WEBSITE

The Campbelltown Hospital Redevelopment webpage www.campbelltownredevelopment.health.nsw.gov.au provides a comprehensive source of project information and contact details to make an enquiry or complaint. The website will be promoted in all other communication activities. Regular updates to the website will ensure currency of information. Other communication material, such as community updates, will be stored on the webpage.

Information to be included in this web page will be

1. Approval Documents
2. Construction Plans
3. Monitoring Reports
4. Complaints Register
5. Progress of Development

This webpage will be hosted by the LHD and supported in content by both Health Infrastructure and the design and construction contractor.

To meet obligations set out in the SSDA Development Consent SSD9241, the website will be regularly updated. The website will include functionality allowing wider community to register interest in receiving online updates of the project's progress and attainment of milestones.

3.3 LETTERBOX NOTIFICATIONS AND E-NEWSLETTERS

Household letters will be used to communicate information about the project before and during construction. Household letters will be delivered directly to affected residents, household occupants and relevant stakeholders.

A project newsletter will be established and provided via letter box drops and electronic means.

Where possible, notifications and newsletters will also be made available online.

3.4 KEY STAKEHOLDER UPDATES AND BRIEFINGS

Engagement with Stakeholders identified in Table 1 will be undertaken to determine the most appropriate form of engagement.

The project will undertake general updates and briefings, utilising information booths at community events to raise awareness about the project. Key stakeholders will be divided into "Hospital" and "construction" to allow a more targeted and specific engagement.

An summary of the strategies around this engagement is shown in Table 2 below.

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Engagement Type	Strategy	Frequency	Responsibility
Information booths external to site	General engagement with community Allows interaction with people who don't normally visit hospital	Bi Annual	LHD / CPB
Formal presentations	Structured engagement with local external stakeholders who have organisations interaction with hospital	As agreed with stakeholder	CPB / LHD
Forums	Construction specific forums with targeted stakeholders involved in the construction process	Every 3 months	CPB

4 FEEDBACK MECHANISMS AND PROCEDURES

The following protocols and procedures will be in place for the duration of the construction period and for a period of 12 months following completion to effectively manage enquiries and complaints received from the community

Stakeholders are able to interact with the project through the following ways;

- Visit the project website at www.campbelltownredevelopment.health.nsw.gov.au
- Contact by phone on 4634 4994 or
- email to SWSLHD-CampbelltownHospitalRedevelopment@health.nsw.gov.au

Response times for information, enquiries or complaints will be assessed on a case by case depending upon the complexity, importance or severity of feedback, but in any case, will be consistent with Campbelltown Hospital established protocols.

Diagram 1 below describes the process by which complaints will be managed by the integrated project team. Where escalation of complaints, or dispute resolution between the project parties is required, escalation processes under the contract will be followed.

Issues requiring escalation will be managed as per Project Governance and this includes legal issues, disputes, compensation, work health and safety incidents, media enquiries and political issues.

The project is committed to establishing and maintaining appropriate channels and processes to ensure community opinions are heard, recorded and responded to. Established or bespoke Stakeholder Management Systems will be used by the Project Team to track and record stakeholder interactions and outcomes, for the purpose of managing issues and feeding this information into the planning, design and delivery phases.

Monthly summaries and regular updates will be provided for discussion in project working groups, to be tabled in executive steering committees and for contribution to portfolio-wide reporting.

The Project Communications and Engagement Lead will also regularly review the effectiveness of the communications approach to ensure all channels, tools, activities and opportunities are identified and maximised.

Where possible, positive outcomes will be proactively promoted to the community via the appropriate channels and mechanisms to ensure community awareness of the government's commitment to the principles of community input and co-design.

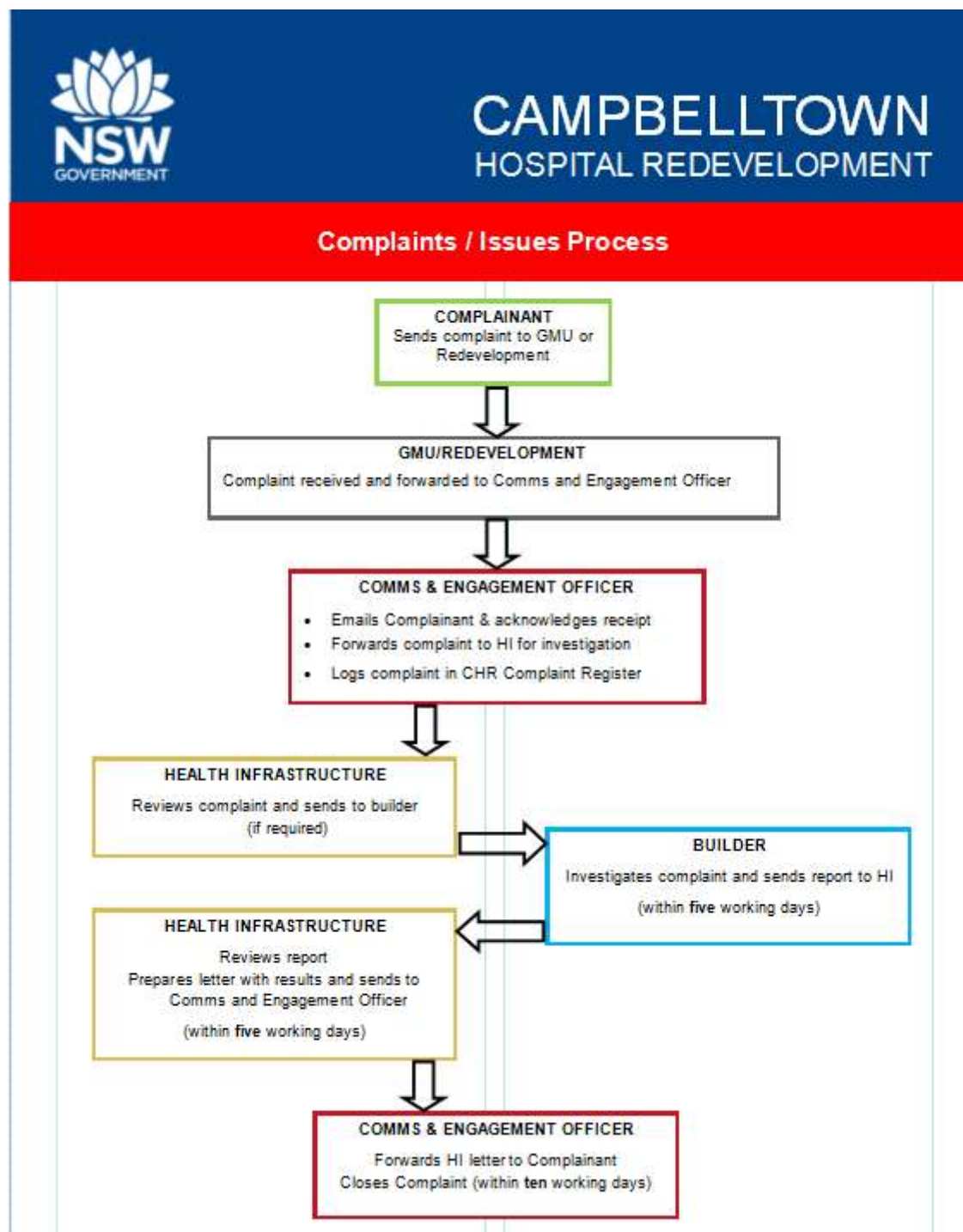


Diagram 1 : Complaint Management Flowchart

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