



A new regional hospital for Albury, Wodonga and beyond

The NSW, Victorian and Australian governments have committed \$558 million to the Albury Wodonga Regional Hospital project, one of the largest regional health projects currently underway in NSW and Victoria.

The project will deliver a major new regional hospital and improved health services to meet the health needs of Albury, Wodonga and border communities, now and into the future.

Once complete, the project will improve patient safety, reducing the duplication of services and travel between the Wodonga Hospital and Albury Hospital sites, and increase the capability and responsiveness of the health service to meet the future healthcare needs of the community.



ARTIST IMPRESSION - VIEW FROM KEENE STREET

Master plan consultation

The Albury Wodonga Regional Hospital project reached a significant milestone in the planning process with the master plan finalised for stakeholder and community consultation in October 2023.

Master planning is an important first step in the hospital planning process. The master plan sets out the vision and a framework for development at the Albury Hospital campus including the optimal location of the new clinical services building and future expansion zones.

Consultation on the Albury Wodonga Regional Hospital project master plan was held from 16 October 2023 to 24 November 2023.

Master plan consultation invited feedback on a range of matters relating to the project planning and design, which will inform the development of the concept design and other detailed planning and design activities.

How we consulted

Master plan consultation included online and in-person activities to ensure a broad range of stakeholders and the community, including health service staff, were informed and able to participate and provide feedback on the planning and design of the new hospital.

Consultation activities included:

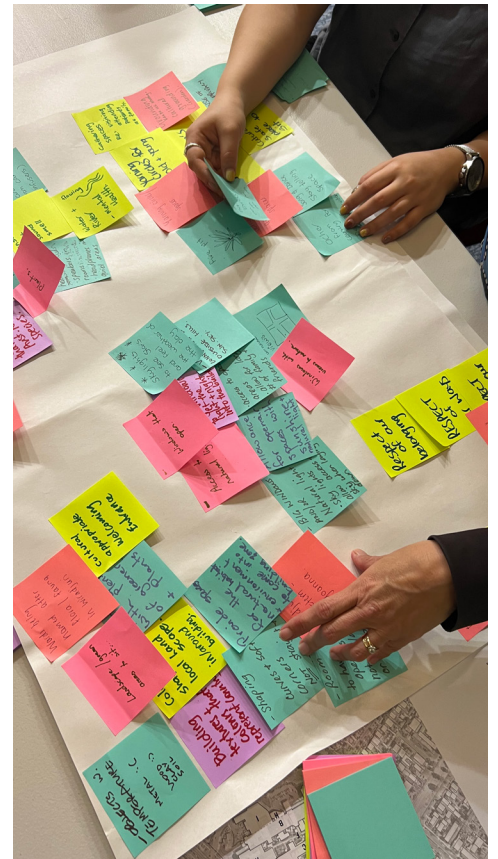
- 10 in-person staff and community pop-up information sessions
- 2 online community information sessions
- 2 online staff information sessions
- Stakeholder briefings and workshops
- Council briefings
- An online survey was available for people to provide their feedback during the consultation period.

Consultation was promoted through a local communications and advertising campaign designed to reach a broad range of staff, stakeholders and the community.

Communications and advertising directed people to the project website for information on the master plan and invited people to attend consultation activities, complete the online survey and/or submit feedback via email and telephone.

Communications and advertising activities included:

- NSW and Victorian government official media announcement
- Local newspaper and social media advertising
- Letterbox information drops
- Information pack on the project website
- Direct communications to staff, local stakeholder groups, organisations and agencies
- Hospital posters
- Print, television and radio media coverage.



Who we consulted

The project team engaged with a broad range of stakeholder groups during master plan consultation, including:

- Albury Wodonga Health staff and clinicians
- Local Aboriginal Elders, youth and community
- Hospital patients, visitors and volunteers
- Project Community Advisory Group (PCAG)
- NSW and Victorian councils
- NSW and Victorian government agencies
- Interest groups and local organisations
- Local residents and community
- Elected representatives
- Tourists and visitors
- Unions
- Media

Consultation snapshot



789

Participants at staff and community information sessions



360

Stakeholder interactions



269

Surveys completed



2300

Individual visits to project website

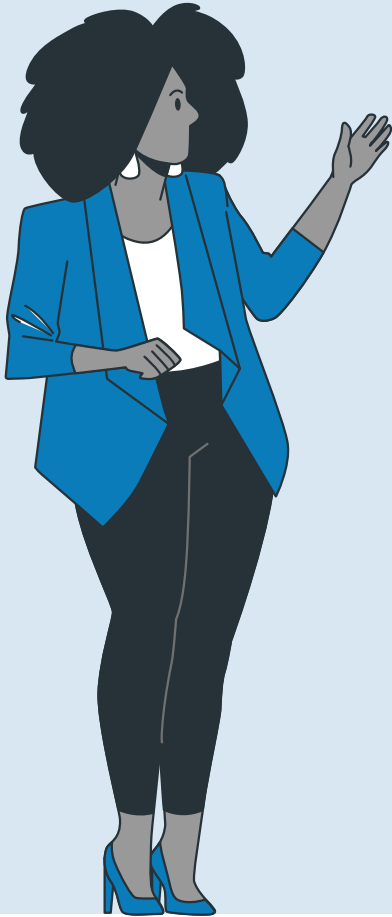


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Registrations to receive regular project updates

What we heard

Included below is a summary of what we heard most frequently from staff, stakeholders and the community during master plan consultation.



Aspirations

We asked staff, stakeholders and the community what they would like to see most out of the project:

“We want to see the delivery of a world-class facility that puts patients, families and visitors first” (community member)

“We want to be the biggest and best regional hospital between Sydney and Melbourne” (staff member)

“We want to see excellent clinical outcomes and a competent healthcare experience for all patients and families across our region” (local stakeholder)

“We want safe care, and care that is transparent” (community member)

“A hospital that can be expanded and future-proofed to support our growing and ageing population” (local stakeholder)

“We want world-class health and research facilities linked to universities, so we can attract skilled professionals to our community, and retain staff” (community member)

“We want to see as many specialist options as possible to treat our patients locally” (staff member)

Areas of interest

We asked staff, stakeholders and the community what interested them most about the project. People are most interested in:



Capacity of clinical services and future hospital operations



Patient, visitor and community experience



Public transport and car parking



Design of clinical and non-clinical spaces



Training, research, education and future employment opportunities



Community sentiment

Consultation provided staff, stakeholders and the community with an opportunity to share their views on the project and raise any concerns. A mixed range of feedback was received, summarised below.

Project support:

A range of feedback was received from staff, stakeholders and the community in-support of the project.

- The project is essential to the growing needs of the community
- The project will deliver excellent clinical and non-clinical outcomes, as well as patient care
- The project will deliver new, expanded and enhanced facilities which is important for the region
- The redevelopment is a major improvement of the current Albury Hospital campus
- Developing on the Albury Hospital campus is a sustainable, cost-effective outcome
- The project is long overdue and it is time for the project to move ahead
- Knowing the community will have a new, contemporary hospital and better access to healthcare in a few years' time provides peace of mind
- Consultation provided detailed information on what is being delivered as part of the redevelopment
- The consolidation of acute services at Albury will limit delays and improve the overall safety of patients and staff.

Project concerns:

Staff, stakeholders and the community were asked to share their project concerns with the project team.

- The master plan doesn't provide detailed information on bed numbers and clinical services capacity
- The project won't deliver what the community needs on a brownfield site
- There will be fewer beds and less amenity
- Construction work will disrupt patients and hospital operations
- There is a lot of unhelpful information about the project in the public dialogue
- How will the new hospital and facilities be staffed?
- Stakeholder advocacy for a greenfield site will cause project delays.

More information on some of these matters is available in the **Frequently Asked Questions** on the project website.

Master plan feedback

We asked staff, stakeholders and the community to share their feedback and input on the master plan. This feedback is summarised below. More information on some of these matters is available in the **Frequently Asked Questions** on the project website.

What we heard	Our response
Planning and design	
How big will the new Clinical Services Building be, how many levels are proposed and what services will be in the new building?	Master planning is an important first step in the hospital planning process. During the master plan phase, specific details such as the size of the building, number of levels and where clinical services will be located is still being worked through in consideration to the clinical needs and statutory planning requirements. Future design stages will include more information on these matters.
Will there be enough space at the Albury Hospital campus to accommodate the health services we need?	The existing characteristics of the site, including its topography and natural and built form, have been considered during master planning. The master plan demonstrates that through the development of a new Clinical Services Building at the south-west corner of the site, as well as through the refurbishment of existing facilities, the Albury Hospital campus is able to accommodate a range of expanded and enhanced clinical and non-clinical services to meet the needs of the community.
We would like to see building connectivity improved across the campus, including all-weather access.	This feedback is noted and will inform the design. Improving connectivity between new and refurbished facilities is a key focus of the redevelopment. The feedback received through consultation has emphasised the importance of creating all-weather access around the campus for patients, visitors, staff, materials and equipment to support the safe delivery of care. Future detailed design stages will include more information on these matters.
We would like to see more natural light, greenspaces and interiors that are uplifting.	This feedback is noted and will inform the design. Connecting to natural light, surrounding nature and green spaces will be a key focus when designing clinical and non-clinical spaces. A range of outdoor areas including courtyards, gardens and green spaces will be provided for patients, visitors and staff as places of respite and healing. The interior design will focus on creating a calming environment that is conducive to wellness and healing. Connecting with Country workshops and design jams with local Aboriginal Elders and community will continue to inform the design process to help create a facility where everyone feels safe and welcomed by Country. Further consultation will be undertaken with patients, staff, stakeholders and the community to ensure the design feels uplifting for the hospital community.
Traffic and transport	
We would like to see sufficient parking provided for patients, visitors and staff, as well as priority parking for patients with mobility issues.	This feedback is noted and will inform the design. Additional car parking will be provided as part of the redevelopment, and other modes of active and sustainable travel will be considered to support staff, patients and visitors with access to the site. Factors such as demand, clinical and workforce planning and statutory planning requirements will inform the parking approach for the redevelopment. Further information on parking will be provided as design progresses.
The dedicated public drop-off zone on Keene Street and separation of emergency vehicles is supported. We would like to see Borella Road and Keene Street intersections considered as part of the planning and design.	This feedback is noted and will inform design. Through the master plan, a new hospital main entrance and public drop-off zone is proposed via Keene Street, separating general public arrivals from Emergency Department arrivals via East Street. The project team will continue to work with Albury City Council and Transport for NSW to investigate opportunities to improve key intersections on Borella Road and Keene Street.

What we heard	Our response
Traffic and transport	
<p>Local roads are heavily trafficked. We would like the redevelopment to consider local traffic issues and transport infrastructure as part of further planning and design.</p>	<p>This feedback is noted and will inform design. The project team will continue to work proactively with Albury City Council, Transport for NSW and the Victorian Department of Transport and Planning in relation to transport infrastructure and traffic issues affecting the Albury Hospital campus.</p>
<p>We would like to see accessible public transport and travel options provided for staff, patients and visitors as part of the redevelopment.</p>	<p>This feedback is noted and will inform design. Improvements to public transport are being investigated as part of the redevelopment in collaboration with Albury City Council, Transport for NSW and the Victorian Department of Transport and Planning. A Green Travel Plan (GTP) will be developed to support the redevelopment as part of the statutory planning process. The GTP will include options to promote active and sustainable travel modes for staff, patients and visitors.</p>
Accessibility and wayfinding	
<p>Will accessibility be improved across the campus?</p>	<p>Improving accessibility at the hospital campus for a variety of people, including elderly people and people with specialist needs and abilities, is a key focus of design. Master planning put considerable thought into differentiating access and entry points for the general public, emergency, staff and logistics to help ease access and navigation across the campus and improve safety. The project team will work with stakeholders and specialist groups during the design phase to address accessibility, with a focus on delivering routes and walkways that are user-friendly and consider the diverse needs of the community.</p>
<p>The proposed multi-storey car park is supported. Can a lift be included in the car park design to improve access between levels?</p>	<p>The new multi-storey car park planned at the Albury Hospital campus will be designed in accordance with building standards and accessibility requirements and will include lift access.</p>
<p>Improved wayfinding signage and walkways are recommended to improve the patient and visitor experience.</p>	<p>Wayfinding and directional signage is an important part of hospital planning and design that helps to improve the overall experience of the hospital environment. Clear and intuitive wayfinding and signage will be delivered across the hospital campus and the surrounding road network to help simplify and improve navigation for all users. The project team will work with a range of stakeholders and specialists to develop a wayfinding approach for the campus as part of further design.</p>
<p>We would like to see a welcoming or statement entry sign at the front of the hospital.</p>	<p>This feedback is noted. A new main public entry and drop-off zone is planned as part of the redevelopment, which will help patients and visitors navigate the new Clinical Services Building and other parts of the campus. Entry statements and the campus wayfinding experience can be further enhanced through landscape, artwork, lighting and other design elements and these matters will be developed during the design phase.</p>
Clinical services	
<p>We would like to see improved staff and patient flow throughout the hospital.</p>	<p>As the design of new and refurbished facilities develops, efficient and improved travel and flow paths for a range of hospital activities is being planned for. This includes planning for safe and time critical clinical movements, patient and staff movements, material handling, logistics and movements between departments.</p>
<p>We would like to see more opportunities for specialist services at the Albury Hospital campus.</p>	<p>The redevelopment will deliver a new, contemporary clinical environment that will have additional specialist capabilities. The redevelopment will focus on supporting the delivery of best-practice care and enabling higher volumes of more complex care. New operating theatres, intensive care and expanded diagnostic capabilities will allow Albury Wodonga Health to expand their range and capability to meet the future healthcare needs of the community.</p>

What we heard	Our response
Clinical services	
<p>We would like to see greater emphasis placed on the mental health outcomes and opportunities that the redevelopment will be delivering.</p>	<p>This feedback is noted. A new and expanded adult acute mental health inpatient unit replacing Nolan House, will be integrated with the new Clinical Services Building. Co-designed with staff and consumers, the integrated mental health inpatient unit will support new models of contemporary mental healthcare, ensuring mental health consumers can be treated in a therapeutic environment that best suits their needs, as well as the needs of their families and carers.</p>
<p>We would like to see dedicated family rooms attached to the Intensive Care Unit (ICU) and spaces provided elsewhere within the new hospital to allow families to visit patients comfortably and privately.</p>	<p>This feedback is noted. Further consultation on the design of clinical and non-clinical spaces will be carried out to inform design, with a focus on improved family, visitor and carer amenities within each new clinical department. Areas of respite will be made available across the hospital campus.</p>
<p>What are the future plans for the hydrotherapy pool?</p>	<p>Albury Wodonga Health and the Victorian Department of Health are currently developing the Wodonga Entity Service Plan which will consider future access to therapeutic services for the community.</p>
<p>We would like to see better connectivity between other border healthcare services.</p>	<p>Enabling the hospital to fulfill its role as a regional health hub is one of the key objectives of the redevelopment. The Wodonga Entity Service Plan currently under development, will consider the range and network of services required to improve access to healthcare for Albury, Wodonga and border communities. This planning will continue in 2024 and inform future operational linkages between new, existing and expanding services.</p>
<p>We would like to see separate areas for drug and alcohol affected patients entering the hospital environment.</p>	<p>This feedback is noted and will help inform design. The new model of care and design will focus on improving clinical flows associated with patients accessing time critical specialist services. Further design will consider where discrete treatment zones can be provided throughout the campus to support patient care.</p>
Non-clinical services	
<p>We would like to see more bathrooms and amenities provided for patients, including in-ward areas.</p>	<p>The design of the new and refurbished facilities will meet contemporary planning and design standards, guidelines and building codes. Adequate bathroom facilities and other amenities will be provided throughout new and refurbished facilities.</p>
<p>We would like to see additional storage spaces provided as part of the redevelopment, to support clinical and non-clinical services areas.</p>	<p>A detailed logistics and supply study undertaken in consultation with staff and clinical planning specialists will ensure storage requirements support operational needs in order to deliver safe and timely care.</p>
<p>Will kitchens, loading docks, linen and waste management spaces be considered as part of the redevelopment?</p>	<p>These areas are being considered as part of project planning and design. Corporate and non-clinical support services will expand to support a larger hospital, which will be achieved through a combination of enhancements and changes to operational practices where applicable.</p>
<p>We would like to see more office, conference rooms and education spaces provided for staff and clinicians. Sensibly designed spaces are important for staff.</p>	<p>These areas are being considered as part of project planning and design. Albury Wodonga Health policy will address a range of needs for private and shared meeting spaces, office accommodation and other staff amenities to be delivered as part of the redevelopment.</p>
<p>Access to Information and Communications Technology (ICT) is currently challenging at the campus. We would like to see improved ICT services delivered as part of the redevelopment.</p>	<p>Albury Wodonga Health is developing an Information, Communication and Technology (ICT) strategy to inform planning and design. The new Clinical Services Building will be capable of supporting contemporary ICT systems.</p>

What we heard

Our response

Non-clinical services

Education infrastructure is important to support the growth and development of the workforce. We would like more information on the plans for the library, research and education facilities as part of the redevelopment.

Education, training and research facilities to support an expanded health service are a key focus of the redevelopment. Further consultation with staff, clinicians, managers and users of these services will be undertaken in 2024 to inform future location and design requirements.

How we are responding to feedback

Some of the feedback received during master plan consultation fell *within* the scope of the project consultation, while some feedback fell *outside* of the scope of the project consultation.

Within scope:

- Aspirations for the project
- Areas of interest in the project
- Community sentiment toward the project
- Concerns and potential impacts relating to the project
- Feedback on key elements of the master plan, including planning and design.

Outside of scope:

- Allocated project budget
- A greenfield site
- Future plans for the Wodonga Hospital campus including Wodonga Entity Service Planning
- Albury Wodonga Health organisational, clinical and operational matters
- Future development and partnership opportunities.

Feedback received within the scope of project consultation is being used to inform the concept design and other planning and design activities.

In response to the community's feedback which sought additional technical information in relation to the planning and design of the hospital, the Albury Wodonga Regional Hospital Project - 2023 Master Plan Report has been published on the project website.

How the community would like to be engaged

We asked staff, stakeholders and the community how they would like to continue to be engaged in relation to the project. The top 5 responses included:



Social media



Project website



Media



Newsletters



Community info sessions
(in-person and online)

Next steps

Following completion of the master plan and consultation process, further detailed planning and design will continue in 2024.

Ongoing consultation with a broad range of stakeholders and the community is essential to the hospital planning, design and delivery process and will continue throughout project delivery.

The project team is committed to ensuring health service staff, stakeholders and the community have accurate and timely project information. The project website will be updated regularly and information will also be shared via project newsletters, direct correspondence, consultation activities at key project milestones.

The Albury Wodonga Regional Hospital project is jointly funded by the Australian, NSW and Victorian governments. The project is being delivered by Health Infrastructure in partnership with the Victorian Department of Health, Victorian Health Building Authority and Albury Wodonga Health.