



ROYAL PRINCE ALFRED HOSPITAL REDEVELOPMENT



OUTCOMES REPORT

**MAIN WORKS
MARCH 2024**

[VERSION 1.0]

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Executive summary

Introduction

This Outcomes Report details key communications and engagement activities delivered in March 2024 for the commencement of main works. This builds on the many engagement activities that have been delivered as part of the RPA Hospital Redevelopment project and is guided by the Communications and Engagement Plan. The report captures stakeholder feedback received during the engagement activities.

The NSW Government has committed \$940 million to the redevelopment of the Royal Prince Alfred (RPA) Hospital to deliver a new hospital building and refurbishment of existing spaces.

Main works for the RPA Redevelopment was awarded to CPB Contractors in March 2024 following an Early Contractor Involvement contract awarded in January 2023. The communications and engagement plan and approach supported the commencement of main works for the project and ensured that stakeholders were informed of the project milestone, construction activities commencing, project plans and next steps. It also provided the opportunity for staff, stakeholders and members of the public to voice their questions, concerns, and provide feedback.

The activities included engagement with key stakeholders as well as with consumers, staff, neighbours and the community. The program saw the development of highly accessible, detailed, and targeted information packages that utilised multiple communication tools across a range of platforms.

Engagement statistics

The consultation was delivered in a number of ways, which are summarised below.



The project update, clinical services and main works fact sheets, community information session invitation and latest news story was published on the RPA Hospital Redevelopment project website on 20 March



Email with the project update and links to key information online was distributed to all RPA staff, project subscribers and key external stakeholders on 20 March



Community information sessions were held in the RPA Hospital main foyer from 9.30am to 11.30am on Tuesday 26 March and Wednesday 27 March 2024

Consultation and engagement objectives

The objectives that underpin the approach to communications and engagement for the RPA Hospital 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 the RPA Redevelopment with all internal and external stakeholders
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.

Consultation approach

The RPA Hospital Redevelopment Project team invited staff, consumers and community members to attend a series of engagement sessions held in the main hospital foyer between 9.30am and 11.30am on Tuesday 26 March and Wednesday 27 March 2024.

The engagement sessions were designed to discuss the upcoming construction activities that are part of the main works construction however, the team were available to ask any questions that attendees may have had. The conversations with attendees had a focus on the upcoming closure of the Women and Babies entrance, the construction impacts of building the future 15-storey building on Lambie Dew Drive, progress update on the construction of the temporary helicopter landing site, and an overall project update.

The activities allowed the project team to cultivate feedback and positive collaboration on the redevelopment while building awareness of the necessary impacts involved in construction activities. Feedback was encouraged informally via in-person conversations and formally via email, phone, and written correspondence.

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

- Website update including:
 - Clinical services fact sheet
 - Main works fact sheet
 - Project update/newsletter
 - Main works latest news
 - Community information session invite
 - Meet the team staff profiles
- Pop-ups in the RPA Hospital foyer
- Consumer and volunteer update
- Email out to project subscribers
- General Manager electronic distribution mailout out to all staff
- Print outs distributed around campus.

The program allowed for targeted communication through multiple channels and provided engagement opportunities for community, consumers and staff living and working in the inner west.

Targeted stakeholders

Local community	Immediate residential neighbours Surrounding residential neighbours General public
RPA Hospital	Executive, staff & board RPA Clinical Staff Council Volunteers Hospital patients, visitors, carers & families RPA Pharmacy RPA Vaccination Hubs
Consumer Groups	Consumer & Community Advisory Network Consumer Representatives

Surrounding Landholders/Institutions	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
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Engagement activities

Below the engagement activities carried out for the program have been detailed in Table 1 Consultation Program.

Table 1. Consultation Program

STAKEHOLDER	ACTIVITY / COLLATERAL	DATE
General Manager (GM) email to RPA staff	GM to provide email to all staff at RPA Message from the GM Project update/newsletter Invite to community information sessions Clinical services fact sheet Main works fact sheet	20 Mar
Subscriber email	Project update/newsletter Community information session invite Clinical services fact sheet Main works fact sheet Invite to community information sessions Works notices	20 Mar
Website updates	Project update/newsletter Community information session invite Latest News Clinical services fact sheet Main works fact sheet Works notices	20 Mar
Social PinPoint	Interactive map updated with construction details	Ongoing
Consumer Working Group presentation	Presentation to the Consumer Working Group March and April meeting	12 March 2024 9 April 2024
Pop up’s	Pop-ups held in RPA Hospital foyer for staff and community	26 March 2024 27 March 2024

1. Emails to staff, consumers and project subscribers

An email from the project inbox was sent to 241 subscribers on 20 March to align with the main works announcement and website updates.

The email included links to the project updates/newsletter, fact sheets, works notices and invitation to the community information sessions via the RPA Hospital Redevelopment website.

An all-staff EDM was distributed on 20 March to ensure RPA staff felt supported, informed and empowered to answer any community queries on the project, with communications highlighting the most appropriate contact to direct questions, queries and/or concerns.

2. Community information sessions

A series of pop-ups were held in the RPA Hospital foyer to ensure that the community, consumers, and staff had the opportunity to discuss and learn more about the main construction activities planned as part of the RPA Hospital redevelopment. Pop-ups were held between 9.30am and 11.30am on 26 March and 27 March 2024.

The foyer in RPA Hospital is a busy location with the main hospital entrance on this level. Foot traffic was steady throughout the engagement with 30 individuals on average dropping by each day. Visitors who attended included staff, community, local residents and businesses. Multiple project team members were available to answer questions and discuss upcoming plans.

Approximately 60 face-to-face interactions were carried out by the project team at the pop-ups across the two-day engagement program.

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

- 100 fact sheets on the RPA Hospital Redevelopment clinical services outcomes
- 100 fact sheets on the RPA Hospital Redevelopment main works plans
- 200 copies of the RPA Hospital project update, detailing information about main works, future plans and current construction activities on campus.

The pop-ups were hosted by members from the SLHD and HI integrated project team to:

- Provide opportunity for staff, the public and consumers to access information, plans and documents in person with the project team
- Inform stakeholders of the upcoming construction activities and the plans for main works construction
- Announce the commencement of main construction activities taking place at RPA Hospital
- Gather feedback and insight into construction activities and project outcomes
- Use valuable feedback to inform future project outcomes, engagement activities and redevelopment plans.

Whilst hosting the in-person pop-up sessions the key themes that arose from the pop-ups were:

- Understanding the new footprint of the hospital
- End state services and department layout
- Increase of services and expansion of departments
- Environmental impacts and retention of heritage
- Arts strategy
- New access points
- Next steps in the project and works
- Construction impacts and any disruptions to hospital operations
- Current and future construction activities

Consultation report

Consultation outcomes

The consultation sessions were well attended by consumers, staff and community. A range of topics were discussed, and the feedback was positive in relation to the RPA Hospital Redevelopment.

The community, consumers and staff were able to use these sessions to discuss and ask questions directly to the Integrated Project Team. The engagement sessions provided a package of information regarding main works, clinical services and construction activities and impacts and was received positively and drew minimal critical feedback. The positivity and consensus around the RPA Hospital Redevelopment project reflects the engagement undertaken to date.

Some concerns to note were around the end state of departments and services, staffing the future hospital building, environmental impacts, heritage preservation plans, access changes, future department layouts, construction activity impacts, as well as the impacts to parking, pedestrian and vehicle access.

The development of the consultation program made it possible for the project team to manage expectations around the scope and timeframes of the project, allowing the project to continue to deliver on its communications and engagement promise of a 'no surprises' approach.

Consultation feedback

During the recent activities and engagement sessions, the project team received a range of feedback. The key feedback themes received during consultation are summarised below:



Services and facilities

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



Engagement

- Importance of continued stakeholder and community engagement
- Consultation opportunities
- Integration of Connecting with Country Principles
- Next steps, construction activities
- Arts and Culture Strategy



Green spaces

- Impact on trees
- Landscaping plans
- Staff would like to retain as much green space as possible
- Include green spaces in new design, particularly rest areas



Construction

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

Below is a summary of the common topics asked during the consultation period and the corresponding, high-level project response. The below will be used to update the FAQs. HERE'S WHAT YOU TOLD US

PROJECT OVERVIEW

RESPONSE	
How will the project address hospital wayfinding?	Wayfinding is an important part of the project and has a dedicated working group to develop outcomes that will help people navigate both existing and new spaces. The project plans include a comprehensive internal and external wayfinding strategy.
What is the future layout of the hospital building and are key departments connected?	During the design phase, the future layout of the hospital is planned, discussed and approved by key personnel. This ensures that access between key departments is maintained and enhanced where possible.
Will there be additional departments and services provided due to the expansion?	The RPA Hospital Redevelopment provides the opportunity for RPA Hospital to enhance their current spaces. The expansion will provide the ability for future development and fit-out opportunities.

CONSTRUCTION

How will we be kept notified of the key construction activities taking place on the campus?	The project team endeavours to keep all stakeholders well informed about the project outcomes and construction activities. There will be ongoing works notices distributed for key impacts and regular communications delivered via a range of digital and print channels.
When does the Women and Babies entrance close?	The Women and Babies entrance (the new northern arrival) is being rebuilt as part of the RPA Hospital Redevelopment. To enable works to commence, the northern entry will be closed from 23 April 2024. Best access for the Delivery Unit, Birth Centre and Neonatal will be via the main hospital entrance on Missenden Road. In the event of emergencies, a small drop-off area has been maintained on Gloucester House Drive near the southern entry.
Are there opportunities to work on the construction of RPA Hospital Redevelopment?	The RPA Redevelopment and Health Infrastructure support a diverse workforce and are committed to the education and development of passionate individuals. Roles and opportunities will be posted on the NSW Health Careers webpage and CPB Contractors have their own employment pathways.

HERITAGE IMPACTS

Why are buildings being removed?	Early planning considered alternative options to expand the hospital. However, after careful consideration it was confirmed that the least disruptive way to meet the future healthcare needs of the community is via a new 15-storey building on the eastern side of the hospital campus.
How will the project retain the heritage values of the buildings being demolished?	Extensive consultation and a heritage impact assessment have been conducted to understand the significance and history of the buildings, and a framework has been adopted to preserve and document the history of key elements.

ENVIRONMENTAL IMPACTS

Why do you have to remove the trees?

Some tree pruning and removal is required to make way for the hospital redevelopment project.

How will the project address the environment impact of the tree removal?

Where appropriate, timber from the tree removal process will be retained and used to create artwork as part of the Arts Strategy led by the Arts Curatorium. The project team is working with landscape designers to develop a tree replacement strategy to continue to carry out the project in an environmentally responsible manner.

What is the project's replanting strategy?

To mitigate the impact of tree removal we have incorporated a comprehensive replanting strategy that includes the planting of new trees within the project area and vicinity. The planting strategy has been thoughtfully considered to respect heritage, Connecting with Country, replace significant planting impacted by the hospital expansion, and maximise tree canopy where appropriate. Tree species have been chosen by members of the design team with advice from heritage and arborist consultants.

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.

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, and 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 since the project's inception– including through project user groups with specific departments and services, including medical, nursing, allied health, administrative, and support staff. Some consumers have been involved in these groups as well and ongoing consultation through a consumer working group will continue for the delivery phase of the project.

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.

Appendix A – Communications collateral

Figure 1: Main works update

Meet the team

We are so lucky to have such passionate people working on the project. From directors, project officers, builders and clinicians, we want you to meet the people making and shaping the RPA redevelopment.

Check out the 'Meet the team' page on the project website as we continue to bring you the faces of the redevelopment.

RPA General Manager, Kiel Harvey

What makes this project special?

The simplest answer is that it's Royal Prince Alfred (RPA) Hospital, which is such an iconic institution, so a project of this scale is naturally going to be special. It's the most significant redevelopment for the hospital in its 140 years and will hopefully make a real difference to our ability to continue to provide a high standard of patient care which is integrated with clinical research and teaching.

What is challenging about this project?

Well, it's a brown-field site with an incredibly busy hospital operating on it. The project needs to be completed while the hospital continues to deliver its core functions. There will be disruptions, but it's our job to mitigate them. We're on a pretty condensed site and achieving everything we need to will be a challenge.

How has the team worked together to meet those challenges?

The strength of RPA has always been the involvement of its senior clinicians. They have always been very supportive of the hospital's executive team working closely together. It's no different with this project. I personally feel really appreciative of their advice and their time engaging in the project's governance arrangements. The HI team, the redevelopment team and our clinicians have all come together and the collaboration has been fantastic.

What are you most proud of so far on this project?

While there are always limitations to the scope and budget of any redevelopment project, we recognise that this redevelopment will make significant changes to the hospital. We are constantly focused on how we make sure that we maximise what we achieve within the project scope. How do we ensure the money being spent provides the best possible outcomes for our patients and their families? I think that body of work is exceptionally important, because at the end of the day this project is about providing the best outcome for the people of NSW. So, if we can make smart decisions about certain areas that we can repurpose, that means more resources are focused on generating more scope for the project. It really underpins our focus as a District on sustainability - repurposing and refurbishing so that we aren't wasting resources.

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: rpadevelopment@health.nsw.gov.au | **Website:** www.rpadevelopment.health.nsw.gov.au



RPA

HOSPITAL REDEVELOPMENT

PROJECT UPDATE MARCH 2024



ARTIST IMPRESSION JOHN HOPKINS DRIVE

Project update

The NSW Government has committed \$940 million to the redevelopment of the Royal Prince Alfred (RPA) Hospital to deliver a new hospital building and refurbishment of existing spaces.

We're back onsite and looking forward to all that's in store in 2024, which is shaping up to be a big year for the RPA Hospital redevelopment.

The project is another step closer following the appointment of CPB Contractors as the main works contractor. Main works will entail the construction of a new 15-storey clinical services building and a range of refurbishments and enhancements to existing buildings, including the reimagined Women & Babies arrival on John Hopkins Drive.

As the project progresses and construction works ramp up across the campus, there will be regular works notices, construction communications and updates to our interactive online map to ensure you're well informed.

Stay in the know by subscribing to our project updates and take a look at our works notices and interactive campus map on the project website.



Figure 2: Clinical services fact sheet



Clinical information

The NSW Government has committed \$940 million to the redevelopment of the Royal Prince Alfred (RPA) Hospital to deliver a new hospital building and refurbishment of existing spaces. The RPA Hospital Redevelopment will enhance access to vital health services. It includes construction of a new 15-storey clinical services building, an expanded Emergency Department and Intensive Care Unit, more inpatient beds, as well as medical imaging, operating theatres and neonatal areas.

The vision:

Designing and delivering health facilities is a great privilege and a substantial responsibility. These are places of extraordinary skill, innovation, education and development. They must accommodate diverse patient and visitor experiences, from the life-changing to the everyday.

The RPA Hospital redevelopment is dedicated to ensuring RPA Hospital can continue to be a place that welcomes people from all walks of life, all cultural backgrounds, and all ages and stages of health. It will better support everyone in navigating complex and challenging health experiences.

Good design is fundamental to delivering effective, engaging and sustainable health facilities that provide outstanding care, create supportive working environments and meet their potential as public places that shape our suburbs, towns, cities and regions. Health facilities and precincts are the places where we heal ourselves and where we are cared for by others.

The project:

A new 15-storey tower will be the centrepiece of what is the most significant redevelopment in the hospital's 140-year history. This once-in-a-generation project will expand the cutting-edge healthcare facilities and services on the campus.

RPA is one of Australia's leading hospitals, renowned for its excellence in providing innovative health care and education for the 740,000 people who live in the Local Health District, and the more than 1 million people who work or transit daily in the vicinity of the campus, including patients, visitors and students.

The redevelopment will support millions of health workers, patients and their families in the years ahead. The bright, contemporary design of the new tower will seamlessly connect to the existing hospital campus and includes a new northern entry from Johns Hopkins Drive that will improve access for the community to the campus.

The scope:

The \$940 million investment in the RPA Hospital redevelopment will deliver an enhanced and expanded Emergency Department, Intensive Care Unit and Neonatal Care. There will be improved medical imaging services, operating theatres, adult and paediatric inpatient accommodation and improved public domain with a new northern arrival, internal courtyard and services including roads, wayfinding, landscaping and information and communications technology infrastructure.

Figure 3: Main works fact sheet



Main works

Main works are the activities on campus associated with the main works contract. Main works for the RPA Hospital Redevelopment include the 15-storey tower and building extensions, refurbishment of existing spaces, and the landscaping and associated road and external works.








Main works contractor awarded

The new \$940 million Royal Prince Alfred Hospital redevelopment is on track to deliver first-class health services with the appointment of the main works contractor CPB Contractors.

CPB Contractors has developed a strong reputation for its expertise in delivering successful projects including the redevelopment of Campbelltown and Nepean hospitals. Their expert team will draw on their considerable experience for their design and planning role at RPA.

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 Sydney Local Health District and the more than 1 million people who come into the District each day to work, study and visit.

Construction on the RPA Redevelopment is expected to be completed in 2028 and will include:

	Expanded and enhanced Emergency Department and Intensive Care Units		Expanded neonatology services
	State-of-the-art operating theatres		Improved roads, signage and landscaping throughout the hospital campus
	Expanded and improved adult inpatient ward accommodation		A new open garden courtyard
	Increased interventional and imaging services		

It is estimated that the \$940 million RPA Hospital redevelopment will support approximately 1700 direct jobs, with the potential for supporting thousands of indirect jobs over the life of the project.

Early works are already under way on site to prepare the campus for main construction, which includes the temporary relocation of the helicopter landing site to the roof of a multi-storey car park located off Hospital Road and Grose Street, on RPA's western campus.

Figure 4: Project subscriber email



RPA Hospital Redevelopment project update out now

The RPA Redevelopment project is another step closer following the appointment of CPB Contractors as the main works contractor. Main works will entail the construction of a new 15-storey clinical services building and a range of refurbishments and enhancements to existing buildings, including the reimagined Women & Babies arrival on John Hopkins Drive.

Find out more in our [latest project update](#) on the [project website](#).

Community and staff are invited to pop-in to our pop-up information sessions to learn more about the \$940 million RPA Hospital Redevelopment. Sessions will be held in the main foyer at RPA Hospital on:

- Tuesday 26 March from 9.30am to 11.30am
- Wednesday 27 March from 9.30am to 11.30am

The Redevelopment Team



Figure 5: Community information session invite



Community and staff pop-up information sessions

The \$940 million redevelopment of Royal Prince Alfred (RPA) Hospital will deliver the biggest transformation in the hospital's 140-year history of caring for the community.

Community and staff are invited to pop-in to the RPA main hospital foyer to speak with the project team to find out more about what is being delivered.

Tuesday 26 March 2024

9.30am to 11.30am

RPA main hospital foyer on Level 5

Wednesday 27 March 2024

9.30am to 11.30am

RPA main hospital foyer on Level 5

Find out more about the RPA Redevelopment at rparedevelopment.health.nsw.gov.au or email the team at rparedevelopment@health.nsw.gov.au with any questions or feedback.

Figure 6: Project team at information session

