

RPA Redevelopment



All-staff communication survey

October 2024

Executive summary

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

Construction is well under way on the project, with work nearing completion on the temporary helicopter landing site, which will allow the closure of the existing helipad and facilitate installation of tower cranes for construction of the new eastern tower.

Other works have included the refurbishment of Building 12 to house a relocated Tissue Pathology and Diagnostic Oncology team and the relocation of the Women and Babies reception to allow work to begin on the hospital's new Northern Arrival.

This survey was designed to gauge staff awareness of the redevelopment and measure satisfaction in relation to communications surrounding the project, including communication to teams directly affected by construction work.

At a glance

83% of respondents were satisfied or neutral about the level and frequency of updates.

83% were satisfied or neutral about the channels used to deliver communications.

71% of surveyed staff directly impacted by construction works were satisfied or neutral about communications from the project team.

78% of directly impacted staff were satisfied or neutral about communications from their department leads.

The survey was emailed to all RPA staff and was open for 14 days.

A total of 70 responses were received.

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 has committed \$940 million to the redevelopment of Royal Prince Alfred (RPA) Hospital to deliver a new hospital building and refurbish 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 the District and the more than 1 million people who come into the District each day to work, study and visit.

The redevelopment will 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.

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 consultation approach incorporates the Ngurang Dali Mana Burudi concept from the beginning with a strong focus on engaging with all staff.

Consultation has taken the form of direct discussions and Project User Groups (PUGs). Since late 2021, the project has held more than 330 PUG meetings across multiple departments. 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 about 40 hospital teams involved, and each meets regularly to help ensure that our future services and spaces deliver the highest quality care.

Survey outcomes

70 staff members responded to the survey on communications about the RPA Hospital Redevelopment, which is a low level of engagement. The survey was distributed via email to all RPA staff, and responses came from across the hospital.

The following table outlines the responses to each of the survey questions.

1. Which service, department, ward or clinic are you a member of?

A total of 63 respondents listed their departments, with the largest single cohort (9.5%) being from Women and Babies.

2. How aware are you of the RPA Hospital Redevelopment?

Not at aware – 0%

A little aware – 8%

Moderately aware – 36%

Very aware – 56%

3. If you are aware of the project, how satisfied are you with the level and frequency of information being provided?

Very satisfied – 41%

Somewhat satisfied – 26%

Neither satisfied or dissatisfied – 16%

Somewhat dissatisfied – 11%

Very dissatisfied – 6%

4. Are you satisfied with the channels being used to communicate about the project?

Very satisfied – 49%
Somewhat satisfied – 19%
Neither satisfied or dissatisfied – 15%
Somewhat dissatisfied – 10%
Very dissatisfied – 4%
Other – 3%

5. How satisfied are you with the level of engagement undertaken to inform RPA staff and consumers at or before key stages of the project?

Very satisfied – 31%
Somewhat satisfied – 24%
Neither satisfied or dissatisfied – 19%
Somewhat dissatisfied – 12%
Very dissatisfied – 6%
Other – 8%

6. For staff whose teams have been directly impacted by redevelopment works, how satisfied are you with the communication from the project team about the impacts?

Very satisfied – 25%
Somewhat satisfied – 23%
Neither satisfied or dissatisfied – 23%
Somewhat dissatisfied – 18%
Very dissatisfied – 2%
Other – 9%

7. For staff whose teams have been directly impacted by redevelopment works, how satisfied are you that your departmental leads communicated the upcoming changes to the team?

Very satisfied – 26%
Somewhat satisfied – 19%
Neither satisfied or dissatisfied – 33%
Somewhat dissatisfied – 10%
Very dissatisfied – 5%
Other – 7%

8. For staff who are interested in the project or who have had any concerns about its impacts, please check the squares applicable:

I feel comfortable asking questions or speaking up about any issues or concerns – 32
I trust the information that is provided to me by the project team – 36
I feel informed and empowered by the information that is shared with my department – 15

9. How supportive are you of the RPA Hospital Redevelopment?

Very supportive – 64%

Somewhat supportive – 17%

Neutral – 16%

Unsupportive – 3%

10. Please add any additional comments you might have about the project.

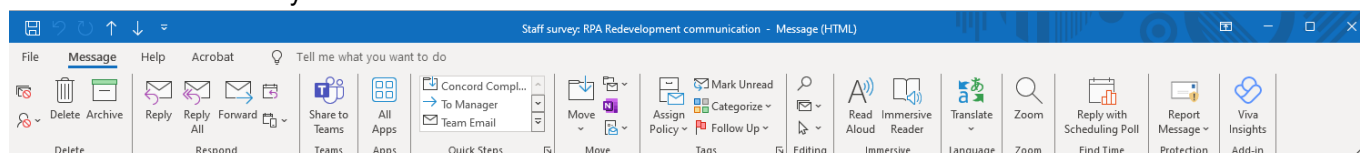
A total of 24 responses, with most comments unrelated to project communications. The largest number of responses comprised requests for more parking facilities.

Conclusion

The survey reveals that the vast majority of respondents are supportive of the redevelopment and most people have been pleased with the level and detail of communication from both the project team and their department leads. The results show the effectiveness of the existing communications approach and support its continuation. Surveys of staff will continue to be conducted as the redevelopment progresses, and where staff feedback is actionable and could improve communications, the team will be responsive.

Appendix A

Distribution of the survey via email to all RPA staff.



The screenshot shows an Outlook email interface. The subject line is "Staff survey: RPA Redevelopment communication - Message (HTML)". The sender is "SLHD-RPAREdevelopment" with a contact ID of "@SLHD-AISStaffRPAHospital". The email content includes a greeting "Dear colleagues," followed by a request for feedback on the RPA Hospital Redevelopment project. It states the survey is anonymous and will be open until Monday 16 September 2024. A link is provided to "take the survey here". The email is signed off by the "RPA Redevelopment project team" and includes the NSW Government and Sydney Local Health District logos. A footer acknowledges the Gadigal people of the Eora nation.

Staff survey: RPA Redevelopment communication

SR SLHD-RPAREdevelopment
To @SLHD-AISStaffRPAHospital

Dear colleagues,

With main work on the RPA Hospital Redevelopment well under way, the project team is keen to gauge staff sentiment on the project and how effectively the various stages of work are being communicated. We would be grateful if you could take a few minutes of your day to give us your feedback.


While this survey is anonymous, we will be better equipped to respond to any feedback specific to your area if you complete the details on which department you are a member of.

The survey will be open until **COB Monday 16 September 2024**.

You can [take the survey here](#).

Thank you,

RPA Redevelopment project team

 Sydney
Local Health District

We acknowledge the Gadigal people of the Eora nation as the traditional custodians of the land we live and work on and pay respect to their ancestors and Elders past, present, and emerging.